

Annual Report and Accounts 2020

BORD BIA
IRISH FOOD BOARD

Nurturing A Thriving Future



Our Purpose

Our purpose is to bring Ireland's outstanding food, drink and horticulture to the world, thus enabling 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

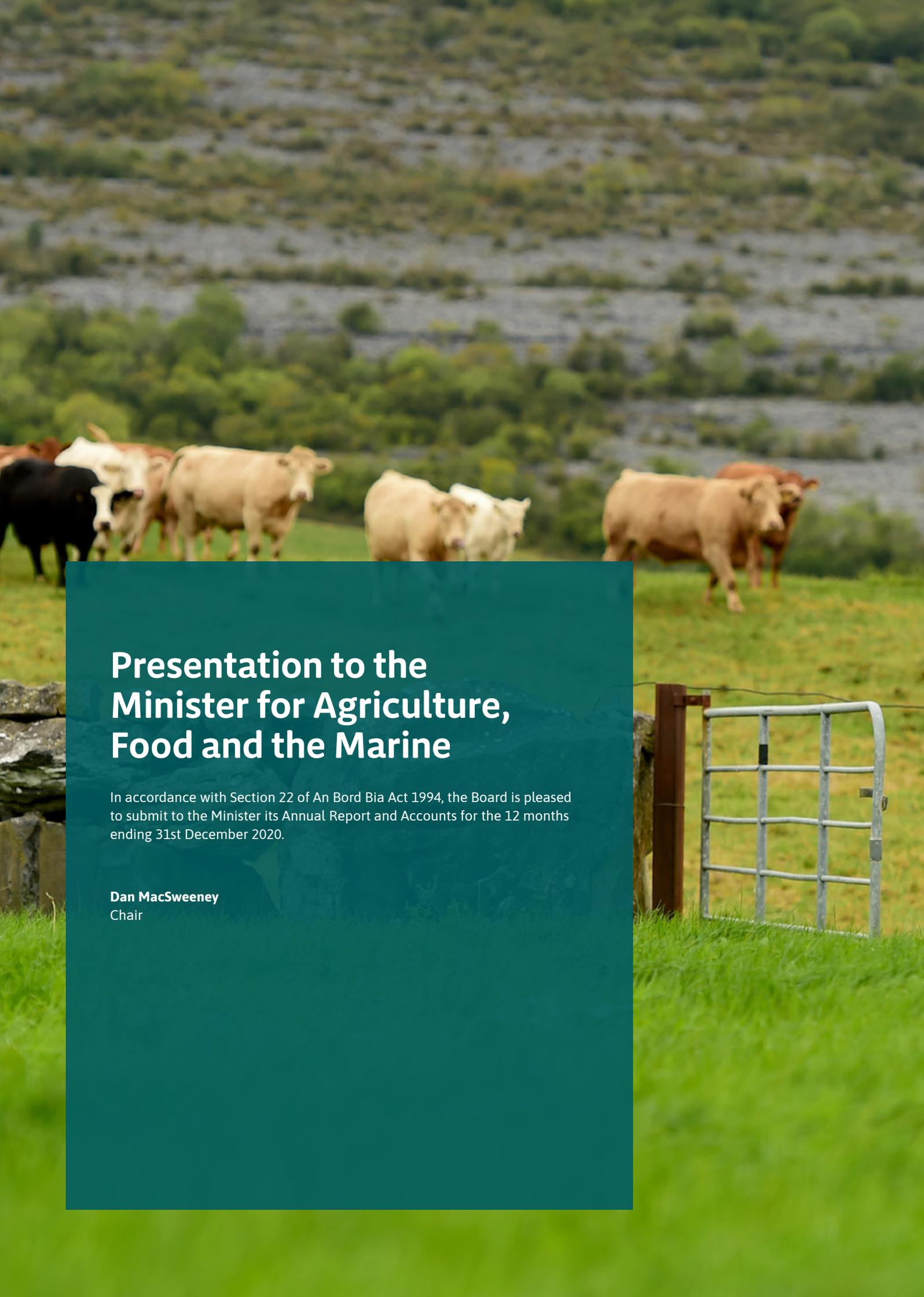
Insight to Power Growth

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 2020.

Dan MacSweeney
Chair

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Exports of Irish Food and Drink

(€13bn)

The value of Irish food and drink exports was €13bn in 2020, a 2% decline on 2019's value. That decline occurred in the context of the widest disruption to normal market activity since World War 2. That it was limited to just a 2% decline was evidence of sustained demand for Ireland's produce, particularly in the emerging markets of Africa and Middle East.

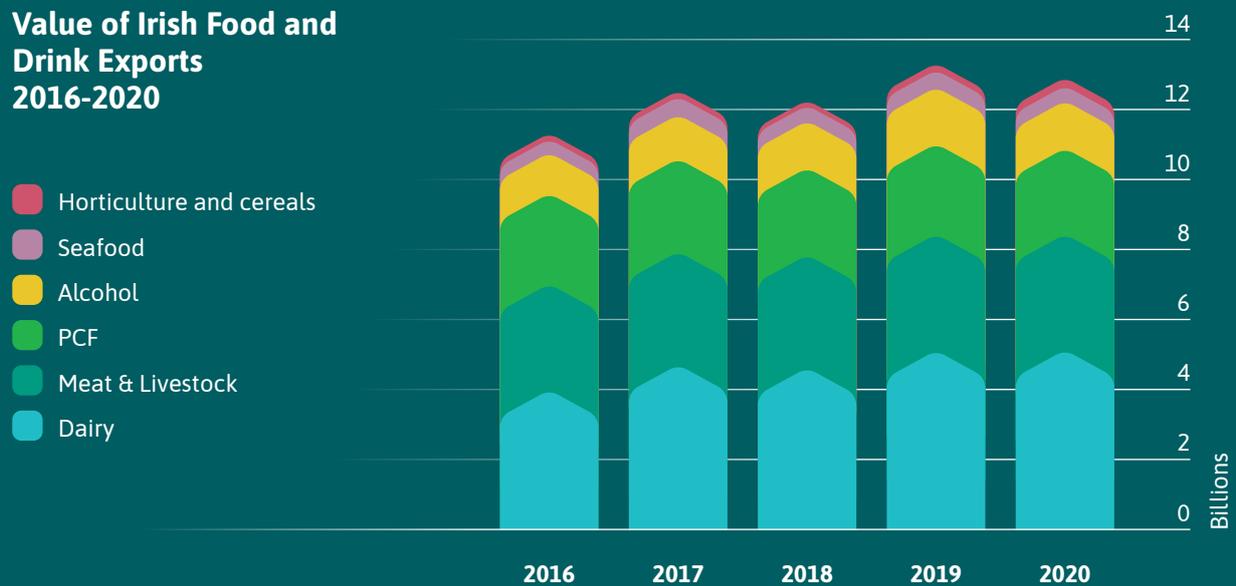
Exports of food and drink from Ireland have increased 16% in value since 2016, the year that the UK voted to leave the European Union. The majority of that growth has been to markets in the EU27 or further afield but it is also notable that the value of food and drink exports to the UK has increased to €4.3bn over that period.

The emergence of Covid-19 at the end of 2019 in China appeared at first as a regional health challenge. This quickly morphed into a global pandemic, with social, cultural and economic implications. As lockdowns and travel restrictions spread across the globe throughout February and March 2020, the global trade in goods, including food and drink, entered difficult straits, with an emerging emphasis on local produce.

The cost and logistics of shipping were severely disrupted. Shipping costs doubled for many and transport along some key routes was not possible due to the displacement of many containers from their normal routes. For Asian routes, elevated costs persisted throughout the year.

Both sterling and the dollar weakened slightly against the euro over the year but the core economic disruption of Covid-19 was focused on channel, not currency.

Value of Irish Food and Drink Exports 2016-2020



Exports of Irish Food and Drink (€)

Category	FY 2019	FY 2020	% change YOY
Dairy	5,043,698,547	5,068,565,773	1%
Meat and Livestock	3,316,481,324	3,387,659,098	2%
Beef inc offals	2,125,480,631	2,097,135,246	-1%
Pigmeat	516,732,750	563,798,489	9%
Sheep	319,431,504	358,301,852	12%
Poultry	157,689,932	155,092,145	-2%
Other Meat	13,676,086	11,792,956	-14%
Live Animals	183,470,421	201,538,410	10%
PCF	2,596,874,100	2,437,000,112	-6%
Alcohol	1,601,722,264	1,353,430,434	-16%
Seafood	487,022,083	443,826,718	-9%
Horticulture	205,881,236	229,111,464	11%
Total	13,251,679,554	12,919,593,599	-2%

DAIRY

The value of dairy exports in 2020 was €5.1bn, a 1% increase on the value in 2019. This is the second year that dairy exports have been worth more than €5bn. This growth was achieved despite commodity price reductions for key elements of the export mix, including butter.



The value of dairy exports in 2020 was €5.1bn, a 1% increase on the value in 2019

Driving this growth was a very strong performance in Full Fat Milk Powder and in other key powders including Skimmed Milk Powder, Whole Milk Powder and casein.

Dairy exports to Africa increased 15% to €626m in 2020 while exports to the Middle East (+4.6%) and North America (+5.7%) also increased. These increases were countered by declines in the value of exports to the UK (-7%) and the EU (-2.4%).

MEAT AND LIVESTOCK



Ireland's meat and livestock exports in 2020 grew 2% to € 3.4 billion

Meat and Livestock was the second largest category in Irish food and drink exports in 2020 where the total value of exports increased 2% to €3.4bn.

The largest part of that category, beef exports, experienced a decline in the value of exports. The value of primary beef exports was €1.9bn in 2020, a 2% decline on 2019.



The challenging year for beef exports was offset by strong growth in the value of pigmeat and sheepmeat exports. The live export sector also experienced a return to growth in 2020.

Beef exports declined as a result of Covid-19 disruption in the core destination markets, alongside continued challenges in access to mainland China. In the UK, which accounted for 44% of primary beef exports, extensive retail channel demand did somewhat counteract the decline in foodservice.

Pigmeat exports benefitted from the positive global price environment for suppliers, driven, as in 2018 and 2019, by the African Swine Fever (ASF) situation in China. The scale of China's pigmeat demand drove sustained price increases through the year with ASF in Germany reducing the potential import countries available for China. The price available in every export market increased.

Primary pigmeat exports were worth €564m in 2020, a 9% increase on 2019. This increase came on the back of a smaller (6%) increase in the volume of exports.

Sheepmeat values increased 12% to €358m in 2020, following a contraction of exports in 2019. Tighter supplies of sheepmeat globally and some improvement in demand in key EU27 markets drove the increase in value which was well ahead of the 1% increase in the volume of exports.

Primary poultry exports declined 2% in value in 2020 despite a 4% increase in the volume of exports. While the sector has continued to increase output at farm level, Covid-19 brought significant headwinds for prices available.

Live exports increased in value by 10% in 2020 to be worth €202m. This increase was despite a decline by 30,000 head in the number of animals exported and was driven by a decline in the proportion of calves in the live export mix, the lowest value element. Exports of more valuable store, weanling and finished cattle increased strongly during 2020, primarily due to an increase in trade with Northern Ireland. Cattle exports to several other regions in the EU27 and North Africa also increased.

SEAFOOD

Disruption of exports in the shellfish category normally destined for the foodservice channel caused a decline in the value of primary seafood exports in 2020 of 9% to €444m. Shellfish exports were affected by the closure of the foodservice channel in key EU27 markets and also in Asia.



Freshwater exports realised a 9% increase in value

Pelagic producers caught the majority of the quota very early in the year as uncertainty around the future of access to British waters continued throughout 2020. As a result of the early catch and the global disruption to shipping during the early stages of Covid-19, the industry exported significantly more pelagic catch to West Africa than in previous

years. The total value of seafood exported to Africa was €92m, a 77% increase year-on-year.

Freshwater exports (the vast majority of which is salmon) realised a 9% increase in value. This was despite the constraints on volume of exports. The major challenge for producers in this category is maintenance of supply.

Whitefish exporters were challenged as a result of the pandemic. The value of whitefish exports is down 10% to €48m. The closure of the foodservice channel forced exporters to adapt on channel.

HORTICULTURE

The primary constituents of this export mix are mushrooms, primary cereals and amenity horticulture.

The category is dependent on the UK as a destination market and this did not change in 2020. Ninety four percent (94%) of horticulture exports were destined for that market, the same proportion as in 2019.



Mushroom exports increased by 15% in 2020 and were valued at € 117 million

Mushroom exports, which were valued at €117m in 2020, increased in value by 15% year-on-year. This was despite a 4% reduction in the total volume of exports.

PREPARED CONSUMER FOOD

Prepared Consumer Food (PCF) exports in 2020 were worth €2.4bn, a 6% reduction on 2019's value. This category includes meal solutions, confectionery, non-alcoholic beverages, ingredients and value-added meat, seafood, and horticulture. This category is highly responsive to consumer behaviour change.

Channel disruption as a result of Covid-19 was the major theme of PCF performance in 2020. Foodservice closures challenged many elements of this category. Those dependent on retail had to adapt to the rise of online shopping, increasing basket sizes and new challenges on packaging.

PCF exports are largely dependent on the UK market. Sixty eight percent (68%) of all PCF exports are destined for the UK, a proportion that has increased from 62% in 2016. Because of the sector's dependence on the UK as a market, it is significantly exposed to Brexit related challenges.

EU27 markets accounted for 24% of PCF exports in 2020 (€577m) the same proportion as in 2019 and a slight 1% increase since 2016. Outside of the EU27 and the UK, 8% of PCF exports are destined for international markets with the largest portion of that (€62m) destined for the US.

Those elements of the PCF category particularly dependent on foodservice experienced the most significant declines in value. Value-added meats, which are the largest part of the category in value terms, recorded the most significant decline, down 13% to €659m.



Exports of the meal solutions subcategory, including pizzas, ready meals and soups, increased by 4% to €490m

In contrast, elements of this category dependent on the retail channel had a positive year. Exports of the meal solutions subcategory, including pizzas, ready meals and soups, increased by 4% to €490m.

ALCOHOL

No category has been more affected by the Covid-19 related challenges of 2020 than alcohol. The closure of the on-trade for extensive periods and dramatic declines in sales in the airline travel channel have reduced the value of exports in this category by

16%, to be worth €1.4bn in 2020. With that decline, the value of alcohol exports remains 12% higher than in 2016, underscoring the trajectory of growth experienced by that category over the past few years.

The majority of the decline can be accounted for by declines in the value of exports of whiskey (down €149m), cream liqueurs (down €48m) and beer (down €52m).

Declines in exports do not necessarily reflect the decline in sales. A significant volume of whiskey was in place in the US market at the start of 2020 and sales figures have not been as badly impacted as the export figures.

The closure of the foodservice channel for sales in this category in most major destination markets in 2020 presented significant challenges for the sector. Channel innovation and providing for the at-home occasion has limited the declines for some exporters in this category.



Market distribution of Irish food and drink exports (%)

Destination of Irish Food and Drink Exports



The success of the diversification strategy of the Irish food and drink industry can be seen in export figures for 2020 and in how they have changed since the Brexit referendum in 2016.

In 2020, 33% of Ireland's food and drink exports went to international markets outside the UK and EU. Thirty three percent (33%) went to the EU27 and 34% to the UK. In 2016, the value of food and drink exports was €1.8bn less than it was in 2020 and the split was 32% to international markets, 31% to EU27 and 37% to the UK.

Ireland's food and drink exporters have been expanding the value of exports while increasing the proportion of those exports that are destined for high-growth, high-potential priority markets, largely in Asia but also in the Middle East, Africa and North America.

The economic and social impact of Covid-19 was most concentrated in the core markets of the UK and EU27, and in the United States.

The rapid emergence of some Asian economies from lockdown and the relative lack of disturbance at a macro level in many African economies facilitated a sustaining of demand in those markets. This enabled significant increases in the value of Irish exports to Africa and the maintenance of the very high level of exports to Asia. Both of these increases were primarily driven by dairy.

Chair's statement

In a year unlike any other, when the world confronted a once-in-a-lifetime health crisis, the agri-food industry played an important role in supporting social stability and reassuring the public at a critical juncture. Against some of the most volatile and challenging trading conditions seen for generations, Irish food and drink producers also played an important role in supporting employment, value creation and the wellbeing of rural communities as they delivered one of their most convincing export performances ever. Adapting to unprecedented levels of disruption both economically and socially, and overcoming new difficulties in the logistics of supply, the sector achieved export values above €13bn for only the second time ever.

If the headline story of 2020 was the enormous and concerted effort of our country to keep a deadly virus at bay, it was also a year that recorded many stories of resilience and determination. As the food, drink and horticulture industry adapted to new challenges and risks, it confirmed the enduring position of Ireland as a source of world-class, sustainably produced food and drink. The broader difficulties wrought by Covid-19 remain an unfolding story, and one that we must reasonably expect will take a number of years to recover from. The immediate challenges to be grappled with from March onwards, from an industry perspective, included the continuation of production in ways that were safe for individuals and the dramatic increase in shipping costs. On the demand side, what was effectively a shuttering of foodservice in key markets, as well as the collapse in international travel and hospitality, all had huge consequences for the distribution of Irish food and drink. To a lesser but not insignificant extent, the weakening of sterling and the dollar against the euro, ongoing uncertainty around Brexit and the introduction of trade tariffs on European produce in the US also added unwelcome friction. To have delivered an overall performance that represented just a 2% decline on the year-earlier export figure was, all things considered, deeply impressive.

AGRI-FOOD OVERVIEW

Ireland's total agri-food sector encompasses not only primary production in agriculture and fishing but also activities such as forestry and wood processing that are not part of Bord Bia's remit.



The agri-food industry in Ireland employs approximately 164,400 people

The total of all 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 (DAFM) to be worth €14.3 billion in 2020. The most recent available economic data for the sector, from 2019, shows that total employment generated by agri-food in Ireland is approximately 164,400 jobs, representing 7.1% of total employment in the country. Data from the CSO also shows the important role for Ireland's largest indigenous industry in manufacturing. It accounts for 19% of all industrial turnover and 21% of all manufacturing industry turnover.

SECTORAL PERFORMANCES

While dairy has long been one of two key pillars of the Irish food and drink industry, its export growth in recent years has been dramatic, bringing new energy and ambition to the sector. Dairy exports continued on their sustained path of growth during 2020 with a 3% increase, lifting value to an all-time high of €5.1 billion. This was achieved not only against all the headline challenges of the year but also softening commodity prices and the introduction of steep tariffs in the US market that directly impacted on the lucrative butter trade. Dairy benefits strongly from diversification and almost 50% of exports went to international markets in 2020, with strong performances seen in butter, specialised nutritional powders, SMP, WMP and casein. It was also a strong year for cheese exporters where a push for diversification contributed to growth of 1% and helped ameliorate challenges in the core UK market.



Meat and livestock represent the second traditional pillar of Irish food and drink exports, and the importance of foodservice to this sector had a significant impact on 2020 performance. This was most notable in primary beef exports which fell 2% to €1.9 billion as a result of pandemic disruptions, including the curtailment of foodservice channels in key European markets and a 2% fall in beef consumption in the EU27. Nevertheless, meat and livestock exports saw an overall increase in value by 2% to €3.4 billion, driven by a buoyant performance among sheepmeat producers, where export values grew 12% to €358 million, and pigmeat exports, which saw robust growth of 9% to €264 million. Poultry exports had a more challenging year, however, and were down 2% to €155 million.



Meat and livestock exports saw an overall increase in value by 2% to €3.4 billion



Meal solutions category bucked the trend with 4% growth to €490 million

It was also a challenging year for the seafood sector as overall exports fell 9% to €444 million, largely due to a sharp fall in demand for shellfish. An ongoing trend in diversification in the sector was sustained, however, as pelagic exports to Africa grew significantly, while salmon exporters also saw growth on the back of strong demand in retail.

It was a mixed year for the horticulture sector as the value of mushroom exports rose by 15% to €117 million. However, overall sectoral growth of 11% to €229 million masked a 5% decline in cereal exports to €46m.

Prepared consumer foods (PCF) includes meal solutions, confectionery, non-alcoholic beverages, ingredients and value-added meat, seafood and horticulture.

The sector is highly dependent on the UK market which absorbs 68% of all PCF exports and where value-added meats are a cornerstone of the foodservice industry. A 6% year-on-year decline brought PCF exports to €2.4 billion in 2020, although the meal solutions category, including pizza, ready meals and soups, bucked the trend with 4% growth to €490 million.

With the devastation of the foodservice, hospitality and travel sectors, it was not surprising that the most notable downturn was in alcohol exports. In all, a steep 16% fall in values saw exports from this sector worth €1.4 billion in 2020. Whiskey saw the sharpest fall, down €149m (although considerable forward buying had taken place in the US at the start of the year), followed by cream liqueurs, which fell €48m and beer, which was down by €52m.

MARKET ANALYSIS

• UK

In 2020, 33% of Ireland's total food and drink exports were destined for the UK, a figure that indisputably leaves Ireland's nearest neighbour as its largest trading partner, albeit now slightly behind the EU27. A comparison with 2016, when the UK voted to leave the EU, is instructive of how the process of market diversification, and with it, risk mitigation, has taken shape in a few short years. In 2016, the overall value of food and drink exports was €11.2bn, €1.8bn less than 2020, and the UK accounted for 37%.

Overall export volumes to the UK were down 5% in 2020, largely as a consequence of the recessionary environment and channel disruption. Emblematic of a disrupted year was a fall in cheese exports by 6% to €381m and, in contrast, a 14% uptick in the value of Irish mushroom exports. Meanwhile, heightened demand for Irish beef in the retail channel served to lessen the impact of sharply falling demand in foodservice.

The most significant event of the year for this market was undoubtedly the Trade and Cooperation Agreement (TCA) between the EU27 and the UK in December.

Coming into effect in 2021, the TCA removes the immediate risk of tariffs and quotas but by no means makes trade seamless. The value of Bord Bia's Customs Readiness Schemes as well as its focus on supply chain assessments and customer engagement processes look set to be confirmed, as a new trading regime takes effect in the year ahead.

• EU27

In 2020, 34% of Ireland's total food and drink exports were destined for the EU27. The region has, in fact, delivered the majority of the €1.9 billion annual growth seen in Irish food and drink exports since 2016 (46% or €871 million). However, 2020 saw a 3% decline on year earlier export figures, with disruption to the foodservice channel being key to this. European foodservice beef purchases, for example, were estimated to have fallen by 35% during the year. There were also declines in Irish dairy exports to the region, although cheese bucked the trend with 2% growth. Irish sheepmeat also enjoyed a strong year, with growth in France, Sweden, Germany and Belgium as UK exports to these markets fell back. Demand for whitefish in markets such as France and Spain contracted, while PCF exports were relatively stable. A new trend for Irish exporters to be aware of in the year ahead is the emergence of 'gastro-nationalism' as shoppers in some EU countries are being encouraged to prioritise locally produced food.

• International markets

In all, 33% of Ireland's total food and drink exports were destined for international markets in 2020. These markets have also collectively accounted for 43% or €817 million of total growth since 2016. High-growth, high-potential priority markets in Asia, the Middle East, Africa and North America are central to this performance.

Dairy was the primary driver of growth over the year, with the value of dairy exports to Asia increasing 4% to €874m, dairy exports to Africa rising 22% to €662m and those destined for the Middle East increasing 15% to €339m. The US market also played a key role in the 12% increase in the total volume of butter exports despite a tariff imposition that was

widely expected to dampen demand. The US is also a growing market for PCF exports, absorbing €61m in 2020. Overall, however, exports to North America fell back by 10%, largely as a consequence of reduced demand for whiskey.

Meat and livestock also make an important contribution to growth in international markets. In 2020, 41% of all Irish primary pigmeat exports were destined for Asia, while South Africa continued to absorb Irish poultry exports and live cattle exports to North Africa increased. Disruption to foodservice was central to falling demand for Irish shellfish exports in Asia, although strong demand for pelagics lifted seafood exports to Africa to €92m, up 77% on 2019.

ECONOMIC BACKDROP

While no country was spared from the impact of Covid-19, the pandemic had varying levels of economic impact in different regions of the world, with the performance of Irish exporters reflective of this. In Asia and Africa, structural economic damage was less dramatic than in western countries, with China defying early expectations of recession and delivering growth of 1.8% in 2020.

Also adept at defying expectations was the Irish economy, which the European Commission predicted would see economic growth of 3% in 2020, making it the only economy in the EU to grow in the year. Ireland notwithstanding, the European Commission predicted a decline of 7.8% for the euro area in 2020, the most significant economic contraction since the creation of the currency in 1999. The Covid-19 pandemic saw many Member States introduce work support measures to help avoid the spectre of mass unemployment and social unrest.

Ireland's nearest neighbour, the UK, was to suffer the largest economic contraction of any major economy as a result of Covid-19, estimated at 11% in 2020. When the furlough scheme ends in March 2021, unemployment is predicted to be 7.5%.

The US economy contracted by 4.3% in 2020 and the country took significant monetary policy steps to mitigate the economic damage.

However, it did not instigate the kind of salary protection programmes seen in European economies.

As always in international trade, 2020 saw many intergovernmental issues providing headaches for exporters, as well as some positive resolutions to existing roadblocks. The conclusion of the TCA between the EU and UK in the closing days of 2020 was welcome confirmation that tariffs and quotas would not be a feature of trade between the countries in 2021. As expected, tariffs were imposed by the US on European agri-food produce in early 2020, with a direct impact on Irish dairy and whiskey exports. Meanwhile, China's ongoing challenges in pork production as a result of African Swine Fever continued to impact global trade, albeit to the benefit of Irish pigmeat exporters. The EU-Vietnam Free Trade Agreement, which came into effect in July, provides the opportunity for growth in Irish beef and dairy exports to this market as tariff free access becomes possible in the coming years. However, a question mark continues to hang over the implementation of the EU-Mercosur Association Agreement, which was agreed in principle in 2019, but is seeing increasing opposition from farmers across the EU.

Climate change remained no less urgent in 2020 than any recent year, with a World Meteorological Society report stating it to be one of the three hottest years on record. Governments around the world continued to face the challenge of squaring agricultural and industrial productivity with robust environmental protections.

Following some difficult years, often as a result of extreme weather conditions, farmers in Ireland saw broadly good news in 2020 as farm incomes increased by an average of 6% over the year, according to Teagasc. Falls in animal feed, fertiliser and fuel prices, stability in milk prices and increases in beef, sheep, cereal and pig prices all contributed to growing income. Dairy farms saw an average increase of 5% and suckler farm income rose 17%, benefitting from additional subsidy supports for beef producers. In contrast, however, lower yields contributed to a tillage farm income decline of some 11%.

In spite of the intense upheaval wrought on global economies by the pandemic, non-oil commodity prices did not suffer extreme volatility and rose by an average of 5.6%. A 32% fall in the price of oil reflected the reality of global mobility on hold. The IMF's food and beverage price index increased by 0.7%, with the meat price index falling by 7.1% from the April baseline. Ultimately, food prices increased by 0.4% year on year in 2020 but are expected to jump 4.3% in 2021.

OUTLOOK FOR 2021

Despite the ongoing challenge of the pandemic and continued economic uncertainty, the global supply and demand dynamic remains positive for Irish food and drink producers in 2021. In addition, the roll out of mass vaccination programmes can provide some optimism for a strong economic rebound.



Continued global demand for dairy and the key proteins supplied by Ireland set the foundation for further strong performances in the year ahead, with Asia being central to this opportunity. The reopening of foodservice channels in markets closer to home will also create opportunities that Irish suppliers are well placed to capitalise on.

The IMF has predicted a return to global growth of 5% in 2021, much of it contingent on the success of vaccine programmes. However, increased inequity is likely to be a feature of many societies while the accrual of significant sovereign debt during the pandemic presents challenges for future governments, as will the unwinding of employment supports in 2021.

The UK will continue to be the largest single destination for Irish food and drink exports in 2021 and the expected rebound in the UK economy will be

positive news for Irish exporters as trade between the two islands proceeds under the terms of the TCA.

In the EU, GDP is forecast to recover by 4% in 2021 and 3% in 2022, effectively a return to pre-pandemic levels. Bord Bia will continue to invest in marketing campaigns and programmes that support the strong reputation enjoyed by Irish food and drink in the EU market.

The Chinese economy is expected to see growth surge to 8.2% in 2021 while the US economy is likely to rebound by 3.1%, both representing good news for Irish exporters.

The European Commission also expects good news from the Irish economy with Irish GDP set to grow by 3.4% in 2021 and 3.5% in 2022. In December, The World Economic Forum assessed the recovery potential of economies from the pandemic. Ireland was found to be strongest in areas such as economic infrastructure and long-term investment but poorer in areas such as social infrastructure, competition policy and research and innovation.

BORD BIA STATEMENT OF STRATEGY

Building Differentiation, Winning Growth, the 2019-2021 Bord Bia Statement of Strategy governs the organisation's plans to grow the success of the Irish food, drink and horticulture industry in a period of time marked by unprecedented change and challenge. The strategy is guided by the concept of 'differentiated, sustainable growth' as a key driver for industry and identifies three categories of change that confront it. It also sets out the strategic priorities by which Bord Bia will play its role to the fullest as a supporter and catalyst for progress.





The three categories of changes identified in the strategy are:

(1) Macro forces of change: social, technological, environmental, economic and political forces that are shaping, and reshaping, the business world in which the industry operates. They include: The rise of protectionism; rapid urbanization; increasing economic empowerment of women; the redefinition of 'old age'; changing life stages and household structures; growing digital connectivity; increasing pressure on the environment; and rising of non-communicable diseases.

(2) Food contours: the shifts and realignments in the global food system that impact how food is sourced, produced and consumed. They include: new pressures on packaging; agricultural innovation to increase efficiency; technology enabled transparency; algorithm-led purchasing; shifting perceptions of meat; inspiration online; food as medicine; channel disruption; and fragmented food products.

(3) Consumer trends: These are the shifts in attitudes, values and behaviours that drive changes in how consumers make choices and address their needs. These are tracked by Bord Bia's Consumer Lifestyle Trends programme on an ongoing basis.

The four strategic priorities that guide Bord Bia activities are:

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

DAFM's strategy document, Food Wise 2025, provides the strategic foundation through which Bord Bia makes its distinctive contribution to the success of Ireland's agri-food sector. Food Wise 2025 sets out ambitious growth projections based on sustainable export growth and is on target to deliver annual food and drink exports of €19bn by 2025, and to create an additional 23,000 new jobs in the process.

NAVIGATING CHANGE

In March 2020, Bord Bia triggered the Navigating Change business continuity plan to ensure the organisation was bringing the most relevant insights and useful services to the industry as it confronted the challenge of Covid-19. Navigating Change operates across six key work streams:

1

Understanding

To inform Bord Bia's response to Covid-19, the organisation drew on insights from three key sources: markets; sectors and the Thinking House.

2

Preparedness

Bord Bia reviewed and updated its plans and programmes to ensure resources could be delivered effectively to client companies.

3

Supports

Bord Bia worked to ensure access remained possible for its supports, services and activities.

4

Future proofing

A bespoke set of supports was created to help Irish food and drink businesses to recover and compete in the new post-Covid-19 world.

5

People

Bord Bia moved to protect its colleagues by taking all necessary precautions and facilitating remote working.

6

Communications

The Communications Team was given a mandate to ensure clients and customers were aware of developments relevant to them.

CONCLUSION

The Covid-19 crisis has offered a stark reminder of the interconnectedness of the world and our fragile place in it. It will stand out in the history books for the way it upended social norms and made social distance an obligation as we protected ourselves and our communities. We can say with some confidence that while the world will recover from this pandemic, it will not go back to the way it was. While the Coronavirus consumed the public mind in 2020, it was not the only threat or uncertainty to confront the Irish food and drink industry as negotiations around Brexit stalled or turned on cliff edge scenarios on numerous occasions. However, the conclusion of the TCA has not answered all questions. The fishing industry, in particular, will have concerns about reduced quotas and their impact on livelihoods in the future. Additionally, climate change remains the great collective challenge of our time, and though our attention was often elsewhere, the fact that this was one of the hottest years on record cannot be escaped.

Against this unpromising backdrop, we can take pride in recording the 2020 export performance of the Irish food and drink industry as exceptional. In achieving export values of €13bn for only the second time ever, the industry affirmed that its reputational strength is recognised at a global level. In 2020, the Irish food and drink industry also confirmed the role of diversification in managing risk and sustaining growth as EU27 and international markets sustained important roles in the overall performance. It was a year when embracing change was the only option and where the new emphasis on supply chain and relationship management paid dividends. As the industry confronts fresh challenges in 2021, among them the greater complexity around exports to the UK and the risk of increased gastro-nationalism in the EU, we can also say with confidence that Bord Bia's continued focus on quality and sustainability will be at the core of its ability to deliver value to primary producers and to the families and communities that sustain the industry.

With strong global demand expected to continue for key food and drink outputs, and the roll out of vaccines likely to be a stimulus for growth and recovery, there are strong reasons for optimism that the industry can continue on a path of growth in the decade ahead.

Bord Bia, like all organisations, was tested by the challenging circumstances of 2020. Its response, through the Navigating Change work streams, was to ensure the safety of its personnel and a continuity of service to industry. Through the Thinking House and the global network of overseas offices, Bord Bia was in a position to facilitate, inform and advance strategic thinking that directly informed the actions of Irish food and drink companies.

It has been a great honour to serve Bord Bia and the Irish food and drink industry as Chair in what was a momentous year. I had the great fortune to work with and serve alongside a board who were unstinting in their support for the industry and committed to ensuring the power of Bord Bia to effect change was not diminished. To all my colleagues and to the members of the five subsidiary boards, whose work I was deeply appreciative of, and to the Bord Bia executive team, led by CEO Tara McCarthy, I extend sincere appreciation, admiration and thanks. Throughout the year, as we adapted to unforeseen circumstances, I drew strength from the many ways the people of Bord Bia, and the industry at large, supported each other and put our country and communities at their heart.



The enormous sacrifices demanded of us, as individuals and a society, as well as the loss of loved ones as a result of the pandemic, made this a difficult year for many. In all walks of life, there will be people who feel the future is highly uncertain. We cannot say how it will take shape but we know that when we, as Irish people, work together, and continue to take care of each other, we can overcome any obstacle. In Bord Bia, we will continue to commit ourselves, in everything we do, to make a difference for our industry and our country.

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 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 2020.

I would also like to thank Secretary General Brendan Gleeson and all the staff at DAFM for the spirit of cooperation and solidarity they have shown with us. In the same vein, the support of the Department of Foreign Affairs proved hugely valuable and we thank them for continuing to open doors for the Irish food and drink industry around the world.

I was also deeply appreciative of the work of our fellow State organisations with whom we continued to strengthen relationships through 2020. A sincere thank you to Teagasc, Bord Iascaigh Mhara, Enterprise Ireland and the OPW for their support and commitment to our shared goals.

Let me finally thank His Excellency, the President of Ireland, Michael D. Higgins, for his role as patron of Bloom. Although Ireland's premier gardening and horticulture event could not proceed as a physical event in 2020, we remain grateful for the President's steadfast support for the messages of sustainability and community that are central to it and look forward to the recommencement of Bloom in his company as soon as circumstances allow.

Bord Bia's ability to adapt and innovate on behalf of the industry it serves would not be possible without the dedicated professionals whose passion for the food, drink and horticulture industry drives a unique sense of purpose. Let me say how much I appreciate the adaptability and flexibility of each and every member of the Bord Bia team in this most difficult of years. People are, and will continue to be, this organisation's greatest resource.

I am also pleased to note that Bord Bia's reputation as a trusted partner among industry and consumers remained undimmed in 2020. The annual Ireland RepTrak® 2020 study ranked Bord Bia among the top two most reputable organisations in Ireland.

Bord Bia has always been driven by a singular sense of purpose. As 2020 threw up challenges and obstacles that altered our world, that sense of purpose remained as strong as ever. The industry's delivery of a remarkable export performance is a powerful validation of everything strived for and achieved. We know that the year ahead will bring fresh challenges but we can be confident too of our ability to confront them. We look forward to writing fresh chapters of recovery and growth in our shared future and to once again being able to celebrate the success of the food and drink industry in each other's company.

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).

Chief Executive's review

In 2020, the world changed in ways few of us will ever forget as a global health crisis touched all of our lives and provided a stark reminder of human interconnectedness and vulnerability. Covid-19 upended our interpersonal existence and the international economy in equal measure, delivering a challenge to the global order not seen since World War II. Yet this lesson in crisis and disruption was also a reminder of human ingenuity and adaptability, not least in our own industry. The Government's decision to designate food and drink production as essential activities early in the pandemic was important on many levels and allowed food and drink businesses to focus on the safe continuation of production.

Amidst deep uncertainty and the shuttering of much that was familiar in our social world, the assurance of continuity of supply of the highest quality food and drink was pivotal in assisting the public to adapt to a difficult new reality. It was a signal with international as well as national significance and, in highly challenging circumstances, the industry adapted quickly and impressively to dramatically changed global supply dynamics. In doing so, it sustained employment numbers and value creation at home, once again confirming the agri-food sector as a cornerstone of our sustainable economy.

In the context of unparalleled disruption, the performance of Irish food and drink exports also provided positive economic news that was otherwise in rare supply. In 2020, total food and drink exports were valued at €13bn, a marginal 2% decline over the record-breaking 2019 figure. While there were inevitable casualties due to the impact on foodservice and hospitality globally, with alcohol, seafood and prepared foods among the worst hit, there were also many stories of export growth, and the dairy, meat and horticulture sectors succeeded in surpassing their year-earlier performances.



In addition to the impressive headline figures, a further commendable element of the 2020 results was the continued strong evidence of trade diversification, with notable increases in the value of exports to Asia, Africa and the Middle East. The relatively quick re-emergence of key Asian economies from lockdown and the sturdiness of supply links to Africa contributed to this picture. In all, 33% of Irish food and drink exports in 2020 were destined for international markets, a figure equal to the amount exported to our closest and largest export market, the UK. It may be taken as evidence of the magnitude of the pandemic that Brexit was displaced as a primary concern for much of the year, but the challenge posed by the departure of the UK from the EU was never far from the surface and the ultimate agreeing of the Trade and Cooperation Agreement (TCA) between the EU27 and the UK brought some welcome certainty for the future. Given the deep economic recession experienced in the UK and the huge impact of the pandemic on its foodservice channel, a fall of 5% in export values over the previous year was not unexpected. Similar issues contributed to a 3% contraction in exports to the EU27, which did, however, maintain its position as the largest export destination for Irish food and drink, accounting for 34% of the total.

The challenges created by the pandemic were more than matters of demand of course. In addition to onerous health and safety challenges, Irish food and drink businesses confronted significant increases in shipping costs, which in many cases effectively doubled, while access to key routes were reduced. A weakening of the dollar and sterling against the euro added further to the challenge of competitiveness. While consumers had fewer opportunities to spend and more reason to invest in home dining, this was balanced against the harsh reality of employment and financial uncertainties.

SECTORAL ANALYSIS

While logistical challenges were onerous, and the supply landscape was beset with uncertainties, consumer demand for high quality, sustainably produced food and drink remained constant across a diversity of markets.

An industry which has become increasingly adept in the use of market intelligence and customer relationship management to identify new value streams showed resilience and determination in successfully navigating this changed landscape.

For Ireland's largest food export category, dairy, 2020 proved to be another year of record growth, with a 3% increase in value bringing exports to €5.2bn. Despite a softening in commodity prices and tariff impositions in the US market, butter exports continued to be buoyant and were worth €961m in 2020, with the volume of butter exports increasing 12% to 290,000 tonnes. Specialised nutritional powders and dairy powders including SMP, WMP and casein also performed strongly. Cheese exports largely held steady with a 1% increase and greater evidence of diversification to EU27 and international markets.

The meat and livestock sector also found itself in growth territory with a 2% increase in value to €3.4bn. Beef is the largest export category in the meat sector and, overall, was worth €1.9bn, a 2% decline attributable to the flatlining of demand in foodservice. Strong growth in pigmeat and sheepmeat provided welcome contrast. Pigmeat exports rose by 14% to €586m in 2020 while sheepmeat grew 12% to €357m. Poultry exports declined 2% in value despite a 4% increase in the volume.

Horticulture exports benefitted from increased consumer demand in the core UK market as mushroom exports increased by 14% to €115m. In contrast, there were declines in seafood exports with shellfish and whitefish the most impacted in a 10% overall fallback in value, although pelagics and salmon exporters saw growth. Foodservice disruption also contributed to the 4% decline in prepared consumer food (PCF) exports, with value added meats suffering the largest decline. Against that, ready meal, pizza producers and the confectionery sector recorded export increases. Alcohol producers felt changed circumstances keenly through a decline of 19% in exports. Whiskey producers were hardest hit, falling by €205m, while cream liqueurs exports fell by €53m and beer was down €51m.



In 2020, dairy exports grew 3% in value, bringing exports to €5.2bn



Horticulture figures benefited from mushroom exports, which increased 14% to €15m

STRATEGIC RESPONSE

While a crisis of the immediacy and scale of Covid-19 could not have been foreseen, Bord Bia has long argued that extreme disruption must be recognised as a definitive risk in business planning. Building Differentiation, Winning Growth is the 2019-2021 Bord Bia Statement of Strategy that governed the organisation's overarching response to the challenges of 2020. As the Chairman has noted in his statement, the strategy recognises that change on many different levels is shaping the future of the industry, from macro forces, to food contours, to consumer trends. The strategy delineates four strategic pillars against which the activities and programmes of Bord Bia are aligned:

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

In March 2020, it became apparent that the scale of the Covid-19 challenges required a particular intervention and the Navigating Change business continuity plan was made operational, delivering a cross functional group response across six key work streams: Understanding, Preparedness, Supports, Future Proofing, People, and Communications.



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, never more so than in an uncertain and fast changing situation.

The actions and programmes undertaken under this strategic pillar in 2020 can be divided into four sub-streams:

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

Market Preparation

Bord Bia assisted the market entry of clients through commercial marketing strategy capability development, and supply chain and market knowledge.

- **Business Continuity Webinars and Mentoring**

In response to Covid-19, a range of supports in digital strategy development, B2B selling and social media marketing were developed. The Client Capability Team hosted webinars to support preparations for virtual selling and customer pitches, with six one to one virtual

selling projects undertaken. The 2020 Think Digital Accelerator programme commenced with six client companies.

- **Covid-19 Response Support Package**

Launched on 31st March, the Covid-19 Response Support Package saw 251 companies approved for a total of €1,980,000.

- **Brexit Action Plan**

Bord Bia published regular updates of its Brexit Action Plan, providing practical information to clients on the increased complexity of future trade with the UK. The Readiness Radar was updated to include the pandemic as well as Brexit in its risk assessment. The Customer Readiness Programme continued to provide virtual training to food and drink companies. Between 2017 and 2020, over 230 clients completed the programme.

- **Consumer Pulse**

The ninth wave of Bord Bia's Consumer Pulse was released in November. It found 85% of UK consumers were open to choosing food and drink from the Republic of Ireland.

- **Export Redirection**

Bord Bia partnered with Implement to undertake research on the UK's food and drink exports to EU27 and to identify opportunities for Irish produce.

- **Lean Programme for Horticulture**

Eleven companies were assisted in the Lean Programme for Horticulture, with five additional companies assisted through Bord Bia's main lean programme.

Lead Generation and Conversion

With traditional lead generation vehicles such as trade shows and trade missions on hold, Bord Bia redoubled efforts to support clients through virtual customer meetings, customer webinars, virtual trade missions and virtual trade receptions, alongside 'real' activities where possible. Bord Bia activities generated 1,995 leads globally, with 1,800 customer meetings.

A sample of lead generation events undertaken during the year include:

- Bord Bia Africa explored options to promote Irish cheddar in Egypt and worked closely with an Egyptian livestock importer who imported 24,000 cattle in July.
- Bord Bia Amsterdam held a key customer management webinar for the Dutch retail channel focusing on Albert Heijn and Jumbo Supermarket.
- Bord Bia Dubai hosted a virtual Meet the Buyer Middle East event involving seven buyers from key foodservice and retail accounts and seven client companies.
- Bord Bia London held its annual UK Trade Reception virtually, with more than 300 attendees watching the live event.
- Bord Bia Madrid held an online virtual visit to two Irish meat exporters.
- Bord Bia New York held a presentation of a selection of Irish prepared foods for HEB/ Central Market.
- Senior Bord Bia and DAFM staff met virtually with the US National Alcohol Beverage Control Association to recognise the importance of this stakeholder to the sector.
- Bord Bia Shanghai collaborated with the Irish Embassy in China, Consulate of Ireland in Shanghai and Tourism Ireland to highlight premium Irish food and safety standards and Origin Green programmes.
- Senior Bord Bia and DAFM figures engaged in a virtual top-to-top meeting with the senior leadership team of an important customer for Irish beef in China.
- Bord Bia Shanghai held a month-long Irish seafood promotion in Sofitel Guangzhou and Hilton Guangzhou.
- Bord Bia Singapore held the first ever Bord Bia seafood promotional event in Vietnam.
- A virtual trade mission customer meeting with senior members of the Philippine Association of Meat Importers led to agreement for continued partnership on EU co-funded promotional opportunities.
- The Irish Foodservice Seminar was broadcast live from the RDS in Dublin, attracting 520 virtual participants.
- **South East Asia Virtual Trade Mission**

Bord Bia Singapore screened 1,024 leads across Indonesia, Malaysia, Philippines, Vietnam and Thailand to target 250 high potential buyers to attend the South East Asia Virtual Trade

Mission in November and December. The virtual trade mission took place with Irish ministerial participation and saw 13 Irish dairy companies meet with up to 50 international ingredient buyers.

Market Activation

Bord Bia brought its expertise and insight to bear in connecting clients to opportunities and helping them resource their market growth.

A sample of market activation events undertaken during the year include:

- Bord Bia Amsterdam hosted a trade webinar for existing customers, focusing on Brexit and post Covid-19 insights and launching the new Grass Fed Standard.
- Bord Bia Dusseldorf's ongoing EU Steak Campaign with Tegut Germany involved in-store, POS and store magazine promotion.
- Bord Bia Dusseldorf promotions with Edeka Nordbayern saw activity in 650 stores and coverage in the Edeka Magazine with a reach of four million households.
- Bord Bia London implemented a four-week TV advertising campaign on high profile ITV breakfast shows to promote the Grass Fed Standard.
- Bord Bia Milan promotions with Esselunga saw online

sales of Irish beef increase by 240% during the promotion and sustained at +95%

- Bord Bia Paris held a seafood promotion in Carrefour involving 40 days of instore demonstrations in 20 hypermarkets.
- Bord Bia Shanghai hosted a multi-sector retail and foodservice promotion in Hong Kong.
- Bord Bia Moscow held an online interview with an Irish whiskey producer and seven popular Russian bloggers attracting 11,000 views.

Strategic Partnerships

By developing deeper understanding of the strategic priorities of larger customers and exporters, Bord Bia assists companies to better position themselves as solution providers and, ultimately, supply partners.

• Trade Account Segmentation

Having begun in 2019 with a focus on gold accounts, the segmentation process expanded in 2020 to include silver and bronze accounts. In total, 56 gold, 64 silver and 110 bronze accounts have been identified,

with one account achieving platinum status.

• Strategic Partnership Collaborative Projects

2020 saw activation of three strategic partnership collaboration projects: McDonald's in the UK and Ireland, focused on beef and dairy; Jumbo in the Netherlands centred on beef; and HEB/ Central Market in the US focused on PCF.





STRATEGIC PILLAR 2: INSIGHT TO POWER GROWTH

Bord Bia's commitment to deliver insight that powers growth was undimmed in 2020 and actions and programmes focused on making market opportunities tangible in the midst of dramatic changes in consumer behaviour. 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 that could prove a source of competitive differentiation at a critical moment for the industry.

- **Bespoke Client Insight and Innovation Projects**

The Strategic Insights and Planning Team worked with 37 clients on bespoke insight and innovation projects in 2020.

- **Meat Shopper Insight Tracker**

Shopper behaviour in seven key European markets was tracked to understand changes in meat consumption.

- **Feeling the Pinch**

The Feeling the Pinch report, launched in November, explored global consumer sentiment and behaviour as a consequence of Covid-19 in UK, Ireland, US, France, Germany and China

- **Project Wave: Sustainability in Seafood**

This ongoing collaborative study with BIM assessed the role of sustainability in the seafood sector in influencing sourcing and purchasing decision.

- **Potato Campaign**

The phase one evaluation of the EU funded three-year potato campaign was completed in November.

- **Pork and Poultry Campaign**

Research evaluated the impact of the three-year EU pork and poultry campaign.

- **Dietary Lifestyles 2020**

Research explored dietary lifestyles and opportunities within the alternative protein market.

- **Segmentation of German Beef Consumer**

A quantitative and qualitative research study was undertaken to segment the German consumer base for Irish beef.

- **Grass Fed Tracker**

Research was undertaken in priority markets to provide a benchmark of awareness of the Grass Fed Standard among consumers.

- **Grass Fed Beef and Dairy - China**

Research was undertaken to gauge the perception and relevance of grass fed beef and dairy among Chinese consumers and trade as well as the response to Bord Bia's grass fed logo.

- **Beef Taste Tests Japan**

A quantitative segmentation study sought to understand usage and attitudes of beef in Japan.

Trends, Foresight and Innovation

Through this programme, Bord Bia provides market and consumer trends that enable client companies to adopt a longer term, more strategically focused outlook.

- **Covid-19 Future Proofing Toolkit**

Covid-19 Future Proofing Toolkits for Ireland, the UK, Germany, Spain, France the US, the UAE, Japan and China were launched.

- **Consumer Lifestyle Trends workshops**

In 2020, 14 workshops and presentations of consumer lifestyle trends took place with client companies.

- **Future of Seafood**

An innovation study was undertaken to understand future opportunities for seafood in retail and foodservice in the next decade.

- **Consumer Taste n' Tell programme**

This consumer facing quantitative product and concept testing tool enables clients to measure the performance of their ideas and products. Two projects were completed this year.

- **BI:TES - Better Ideas: Think Evaluate Select**

BI:TES is a concept iteration and validation tool that offers instant feedback on innovations, products and packaging concepts. Ten client companies participated in BI:TES in 2020.

- **High Potential Navigator**

Bord Bia continued to work with Sainsbury's product development and innovation teams, although NPD work was put on hold until 2021.

Market Insight and Intelligence

Bord Bia offers best in class library facilities and market intelligence to further enhance stakeholder and sector knowledge of prioritised markets.

Library Webinars and Guides

The Knowledge and Intelligence Team hosted 12 webinars in 2020 and produced nine new library guides.

Capability Development

In 2020, the Knowledge and Intelligence Team provided:

- 10 'Knowing How to Best Use Information for Category Intelligence' training modules
- 50 'Knowing How to Best Use Information for Category Intelligence Review' one on ones.

- **UK Research**

Research was undertaken to identify opportunities for added value haddock from Ireland, the future of chilled ready meals in the UK and the UK Food2Go market.

- **Irish Retail Frozen Food Category Review**

Over 30 companies attended a webinar on the performance of the frozen category in the Irish market in 2020.

- **Bakery Insight and Webinar Series**

Bord Bia webinars for bakery client companies attracted over 200 registrants.

- **Asia research**

Research identified potential partners for Irish sheepmeat exporters in China and the opportunity for dairy ingredients in the foodservice channel in Japan, Vietnam and Malaysia. A bi-monthly report was circulated to Bord Bia's dairy ingredient clients offering insight in strategic South Asian markets.

- **Dairy Market Report**

A monthly report detailed global commodity prices as well as the latest international and Irish dairy news.

- **Market Entry Manuals - Whiskey**

Market entry manuals were developed for Irish spirits exporters for Nigeria and the Chinese city of Shenzhen.

- **Irish Beef in Foodservice**

Research was undertaken on foodservice markets in Germany, Netherlands, Italy and the UK to help uncover further opportunities for Irish beef.

- **Beef and Pigmeat in Ukraine**

Research focused on import demand, prices, buyers and routes to market as well as identify viable market entry strategies for Irish produce.

Brand Development

Bord Bia provides ongoing assistance to Irish food, drink and horticulture companies with branding expertise.

- **Bespoke Client Brand Development**

Forty-one bespoke client brand development projects were completed in 2020.

- **Brand Activation**

Twenty-nine branding activation projects took place, involving both short-term, performance marketing and longer-term, incremental brand equity building.

- **Super Brands Programme**

Eight clients completed Super Brands projects in 2020.

- **Marketing Proposition for Pork and Poultry**

The EU Team, in conjunction with the Bord Bia Thinking House, finalised the new identity for pork and, subsequently, developed the marketing story.

- **Brand Forum Director's Briefing**

Fifty-four client companies attended the virtual directors briefing in October.

- **Brand Forum Crisis Management - Webinar**

The webinar provided brand teams with key principles, guidelines and protocols when faced with a crisis and had 66 participants.





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 2020, 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

Grow Preference in the Ireland Market for Food Brand Ireland

Through a range of consumer marketing campaigns, Irish consumers were encouraged to give high levels of consideration to, and demonstrate preference for, sustainably assured food, drink and horticulture.

A sample of significant campaigns in 2020 included:

- Quality Mark Chicken Campaign to increase purchase frequency of Bord Bia Quality Assured chicken fillets and whole chicken.
- Quality Mark Pork Campaign to increase frequency of purchasing pork among 30-60-year-old female shoppers.
- Quality Comforts Campaign to address the nation's need for healthy, comforting and interesting meal ideas at home using quality assured red meats, poultry and Irish whitefish.
- Gardening Campaign to support the amenity sector in the context of Covid-19 and Bloom cancellation.

- Quality Mark Lamb Campaign to increase the volume of lamb purchased per shopping trip.
- European co-funded EU Lamb Campaign to encourage increased consumption of lamb specifically among younger age groups.
- Whitefish Campaign to provide inspiration around the untapped versatility and appetite appeal of Irish white fish.
- Irish Crab Radio Campaign to promote the versatility, ease of cooking, taste and health benefits of Irish brown crab.
- Quality Mark Ham and Bacon Campaign to encourage consumers to switch to choosing ham and bacon with the Bord Bia Quality Mark.
- Quality Mark Eggs Campaign to increase sales volume of Quality Assured eggs.
- Irish Seafood for every occasion radio campaign to highlight the diverse range and availability of seafood landed by local fishermen.
- Generic Quality Mark Campaign to encourage shoppers to actively look for the Quality Mark.

The Quality Mark Brand Health Tracker research of July 2020 showed the Quality Mark maintaining its high levels of metrics for both awareness and propensity to purchase, at 93% and 68% respectively.

- **Sponsorships**

Neven's Irish Seafood Trails

Series two commenced in January 2020 on RTÉ 1 with seven episodes, each focused on a range of different species indigenous to Ireland.

Cook-In with Mark Moriarty

This new eight-part series on RTE 1 saw viewers encouraged to use a range of Bord Bia Quality Mark products.

- **Bloom 2020**

Bloom's cancellation in March was carefully managed, adhering closely to Government guidelines. The early announcement reduced financial outlay and limited financial losses by stakeholders, sponsors and exhibitors. The #BloomatHome campaign provided an alternative platform to the physical Bloom show while the GroMor campaign was intensified and the Super Garden TV series developed further to include increased emphasis on Irish-grown Bord Bia Quality Assured plants.

- **GroMor 2020**

The GroMor campaign was extended to the end of December to take advantage of the unprecedented levels of interest in gardening and support the amenity sector. At 90,000, page views on the GroMor website were up 200% on 2019.

- **Green City Initiative**

Ireland was part of the 2020 EU application for an extension of the Green Cities campaign with activities to commence in 2021.

- **Food Dudes Healthy Eating Programme**

This revised programme will launch in January 2021, running over two 10-week phases until June 2021.

- **Incredible Edible Schools Programme**

The Incredible Edibles growing challenge started recruitment in October 2020. The initial target of 1,200 schools was reached within 36 hours.

- **Healthy Heroes**

Healthy Heroes is a primary school initiative from the Irish Bread Bakers Association and sponsored by Bord Bia. The programme is set to relaunch in schools in January 2021.

- **EU Pork and Poultry Campaign**

'Excellence in Quality Assurance and Food Safety' focusing on the

Chinese and Mexican markets went live in June 2020. This new campaign complements an existing €3.95m EU co-funded campaign for Pork and Beef (2019-2021) aimed at South Korea, Vietnam and the Philippines.

- **EU Mushroom and Industry Trade Campaigns**

The EU mushroom campaign targeted at the UK and home market had a reach of over 6.2 million with 1.5 million engagements and 962,000 video views.

- **EU Potato Promotional Campaign**

The EU potato campaign is a three-year multi country initiative with Belgium and France. The campaign is underpinned by a website (potato.ie) with the core content focused on new potato recipes.

- **Best in Season Promotion**

The Best in Season communications campaign increased awareness of the seasonality and benefits of eating Irish fruit and vegetables. Earned media across broadcast, print and online had a reach of 3.1m.

- **Government Resilience and Wellbeing Campaign**

The Government Plan for Living with Covid-19 – Resilience and Recovery 2020-2021 highlights the important role that individual and community resilience plays

in contributing to the ongoing response to the pandemic. In support of this, Bord Bia's social media platforms promote and showcase a range of easy to prepare nutritional and seasonal recipes.

- **National Strawberry Season Campaign**

'Celebrate Strawberry Season' ran from mid-May to September. The campaign featured digital / influencer activity, recipe collaborations, print advertorials and grower profile activity.

- **National Organic Awards**

The National Organic Awards saw over 100 entries received and the winners, across seven categories, were announced via Twitter including a congratulatory message from Minister for State, Pippa Hackett.

Drive Preference in Established Markets for Food Brand Ireland

Food Brand Ireland research points to a relatively healthy awareness level of food and drink from Ireland and a willingness to trial Irish food and drink. In addition, food sustainability resonates with consumers of Irish food and drink in established markets.



- **Launch of Beef Grass Fed Standard**

The launch of the Bord Bia Beef Grass Fed Standard, highlighting Ireland's ability to provide proof points to substantiate the grass fed claim, commenced in the UK, Germany and Italy with an integrated B2B marketing and PR campaign in October. The campaign in the Netherlands followed in November.

- **Launch of Dairy Grass Fed Standard**

An integrated B2B marketing and PR campaign was also developed to launch the Dairy Grass Fed Standard in the US, Germany and the UK.

- **B2B Campaigns Established Markets: Dairy**

Dairy B2B campaigns were launched in the UK, US and Germany between May and June to drive preference for Irish dairy among targeted retail, foodservice and ingredients dairy buyers.

- **B2C Campaigns Established Markets: Seafood**

B2C campaigns in France and Germany were aimed at further educating consumers on the USPs of Irish seafood

- **Trade Fairs**

Overall, only eight physical trade fairs out of a total of 30 planned for Bord Bia's 2020 programme took place. Participation in virtual trade fairs included Bar Convent, Berlin 2020, which saw 13 drinks companies participate, and PLMA Amsterdam, which saw 10 companies participate.

Build Awareness in New Markets

Food Brand Ireland research points to a limited awareness and understanding of Ireland as a source of food and drink in new markets. In 2020, Bord Bia continued to drive awareness of the distinction of food and drink from Ireland relative to its competition in new markets.

- **EU Pork and Poultry Campaign: Trade Seminar in Guangzhou**

A trade seminar involving 40 traders, retailers and foodservice professionals was held in December in Guangzhou.

- **China B2B Marketing Campaign**

This was undertaken with the objective of driving awareness and understanding of Ireland as a high-quality source of food and drink.

- **B2B Awareness Campaign: Seafood - Japan**

B2B audiences were targeted to drive awareness and understanding of Ireland as a source of premium seafood.

- **Algeria and Egypt Trade Mission**

Thirteen events and 150 meetings took place with key food buyers from Algeria and Egypt, with media engagement with over 17 million readers in both countries.

- **Trade Fairs**

In 2020, only five physical trade fairs took place in new markets. Four Irish companies participated at SIAL China, Shanghai and 10 Irish companies participated at the virtual Seafood Expo Reconnect, Singapore. Bord Bia hosted an information stand at Japan International Seafood.

Drive Corporate Reputation

The Bord Bia corporate brand needs consistent focused reinforcement to maximise stakeholder value at home and abroad.

- **Covid-19 Bord Bia response**

The Communications Team worked closely with the Navigating Change cross functional group to ensure the Irish food and drinks industry was informed and encouraged to engage with all Bord Bia supports available.

- **Podcasts**

A total of 67 podcasts of the Bord Bia Bulletin were issued. They gained 134,650 impressions collectively and a total of 8,120 views. In all, 67% of viewers watched the videos through to the end.

- **Crisis Management Strategic Response in China**

A crisis management protocol was agreed in discussions between DAFM / FSAI / DFA / Bord Bia, offering a template for other international markets.

- **Bloom At Home**

RTE Digital Partnership and streamed content on Bord Bia Bloom generated 72 million impressions. The PR campaign generated over 60 pieces of coverage, with a reach of 9.2 million and an AVE of €281,950.





• Farmer Communications

A comprehensive suite of farmer targeted communications included: a quarterly series of farmer newsletters; monthly farmer SMSs; and partnerships with Irish Farmers Journal and Agri Land. Farmer Feedback Reports helped inform farmers on how to improve the carbon efficiency of their farm.

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 contiguous organisations. Bord Bia continued to build Origin Green's ability to deliver verifiable results and extended into areas of EU focus such as emissions, water, waste and nitrates.

• Origin Green Programme

At manufacturing, retail and foodservice level, Origin Green participation numbers at year's end were:

- Active Members: 567
- Verified Members: 324
- Gold Members: 25

• Total Audits

The number of audits completed in 2020 were as follows (number of remote audits in brackets):

- Meat processors: 136 (102)
- Egg packing centres: 11 (7)
- Beef and lamb farms: 35,258 (26,385)
- Dairy farms: 10,248 (7,401)
- Egg production / rearer houses: 222 (190)
- Pig farms: 308 (239)
- Poultry production houses: 679 (609)
- Hatcheries: 3 (2)
- Grass Fed Beef: 7 (7)
- Grass Fed Dairy: 1 (1)
- Horticultural producers: 271 (199)

In all, 77% of Bord Bia audits conducted in 2020 were conducted remotely. Client surveys showed the vast majority of members enthusiastic to continue with a blended audit approach in the future.

• Total Membership Figures

As of 31 December 2020, Origin Green membership numbers were:

- SBLAS Producers 54,643
- Beef Producers 52,403
- Beef Only Producers 42,351
- Lamb Producers 12,291
- Lamb Only Producers 2,239
- SDAS (Dairy) Producers 16,116
- PQAS (Pig) Producers 415
- PpQAS (Poultry) Producers 453
- PpQAS Production Houses 959
- SEAS (Egg) Producers 189
- SEAS Egg Production Houses 309
- SEAS (Rearer) Producers 51
- SEAS Rearer Houses 111
- SEAS Egg Packing Centre 17
- Feed Manufacturers 13
- Other Feedstuff Suppliers 15
- FQAS Equivalent Scheme 57
- FQAS Certified 84
- Total Horticulture Certificates 346
- Horticulture Producers All Standards 296
- SHAS M1/M2 (Grower/Prepacker) 265
- HQAS Amenity 20
- SHAS Amenity Grower 3
- SHAS Amenity Packhouse 2

- HQAS Prepared Fruit & Veg 6
- HQAS Mushroom Casing 3
- GlobalG.A.P 47
- Meat Processors 90
- Meat Processor Associate Members 8
- SPPAS Hatchery 3
- Grass Fed Beef Processor 7
- Grass Fed Dairy Processor 3

Associate Membership (MPQAS)

There are currently eight approved Associate Members:

- UK 3
- Sweden 1
- France 2
- Spain 1
- Netherlands 1
- **Pig Quality Assurance Scheme**

During 2020, an audit helpdesk was fully established for Pig Scheme participants, an online member portal page was launched and the auditor panel expanded from three to five.

Carbon Footprinting

An updated Dairy Carbon Footprint model provided by Teagasc will be included in the new ICBF carbon footprint assessment.

Number of Beef Carbon Footprint Assessments Completed: 228,420

Number of Dairy Carbon Footprint Assessments Completed: 55,566

Q Mark usage

By the end of 2020, 1,695 applications from 109 individual companies were approved for use of various iterations of the Quality Mark.

Being a Global Leader In Food Sustainability and Increase Collaboration

Origin Green provides a unique opportunity to position Ireland as a leader in sustainability.

- **Bord Bia's Global Sustainability Summit**

The Global Sustainability Summit was cancelled for 2020 with a Sustainability Summit planned

for when restrictions and conditions allow.

Drive Preference for Origin Green Members in All Key Markets

Using sector and trade insights, Bord Bia is building a compelling case as to why Origin Green helps Ireland's B2B partners grow their businesses.

- **Grass Fed Standard**

Bord Bia engaged with processors interested in achieving certification to the Grass Fed Standard. Seventeen applications for membership of the Grass Fed Beef Standard were received and processed.





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 allow 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 and Capability Evaluation
- Internal People – Bord Bia Reputation and Profile
- Internal People – Commitment to Capability Development
- Internal People – Excellence in People Management

Entrepreneurial Programmes

In 2020, key entrepreneurial programmes such as Food Works and Food Academy continued and adapted to the changed environment.

• Food Works

Run in conjunction with Teagasc and Enterprise Ireland, the 2020 Food Works saw 10 participating companies pitch to a panel of industry investors and experts in November.

• Food Academy

Operated in partnership with LEOs and SuperValu, 48 companies were chosen to take part in the 2020/2021 programme. The final pitch to SuperValu is in early 2021.

External People - Talent Academy Programmes

Bord Bia's Talent Academy programmes are designed to address identified skills gaps and prepare the industry for the future.

• Marketing Fellowship

The Marketing Fellowship Programme was adapted to Covid-19 restrictions and Fellows completed their commercial assignments on markets including UAE, Germany, Vietnam, UK, US, Korea, China, Singapore, Stockholm and Japan. Debriefs on 58 commercial assignments for 34 client companies were presented in December 2020.

• Origin Green Ambassador Programme

Ten Origin Green Ambassadors commenced their second of three placements in July with some placements completed remotely. The third placements commence in January 2021.



- **Supply Chain and Procurement Programme**

Placements of 15 months in duration were guided by Bord Bia's Global Relationship Management Strategy. The majority of Supply Chain and Procurement Ambassadors worked remotely on their placement accounts.

- **Insight and Innovation Programme**

The second Insight and Innovation Programme commenced in early October. Fifteen executives were selected to undertake placement with 15 Irish food, drink and horticulture companies beginning early in 2021.

- **International Graduate programme**

Replacing the Export Orientation Programme (EOP), the International Graduate Programme involves 30 recent graduates participating in a 23-month MSc programme.

External People - Marketing and Capability Evaluation

A key element of Bord Bia talent programmes is the development of methods of gauging and assessing programme success through effective feedback.

- **Reputation and Profile**

Recruitment for 2021 Talent Academy programmes focused on digital media campaigns, university campus events and public relations designed to secure the best talent possible.

Internal People - Best in Class People and Performance Management

The Senior Leadership Team (SLT) and Management Development Programmes incorporate the core principles of inclusiveness, people management and accountability, with an emphasis on developing talent on a continuous improvement basis.

- **Management Development**

Supports were provided through online workshops to people managers to help them focus and motivate colleagues' home working.

Internal People - Bord Bia Reputation and Profile

Building its reputation and becoming an 'Employer of Choice' the refreshed Bord Bia Values are promoted to attract talented people who wish to grow the industry and themselves.

- **Recruitment and Reputation**

Bord Bia's reputation and purpose continue to be a distinct advantage in attracting and retaining talent with Reprtrak 2020 recognition leveraged in recruitment communications.

Internal People - Commitment to Capability Development

The Bord Bia Competency Framework is tightly aligned to the strategy and values of the organisation and focuses on behavioural skills, attitudes and characteristics. Over 110 colleagues successfully completed the Bord Bia Insightful Thinking Training programme and were accredited by the Marketing Institute of Ireland.

Internal People - Excellence in People Management

Building people management capability at senior management level is a key priority for the organisation. All people managers completed a 360 feedback survey to feed into their Personal Growth Plan for 2021.

CONCLUSION

The impact of Covid-19 on the Irish food and drink industry in 2020 was deep and transformative. This is a sector of central importance to the Irish economy and to the health and wellness of the public and where business continuity was essential. The challenge of the pandemic brought downstream issues to the industry, among them, a significant increase in shipping costs and the almost complete curtailment of the foodservice channel in key markets. Side by side with it, Brexit, currency fluctuations, tariff impositions and climate change all remained live issues that required focus and determination to address. The year, in short, demanded a great deal from us and I believe the headline figures confirm the extraordinary nature of the industry's response. While not every trade challenge could be surmounted in the short term, the increasingly strong commitment to diversification and to customer relationship management played important roles in allowing Irish exporters to effectively manage disruption.

As it competed in existing markets or sought out new ones, the industry's message of quality and sustainability was also increasingly unified and resonant. Throughout 2020, Bord Bia worked tirelessly with client partners to adapt to the changed circumstances of the pandemic and ensure Ireland's outstanding food, drink and horticulture offering was communicated powerfully



and consistently. Through the Navigating Change work streams, Bord Bia undertook a cross functional review of all its programmes and activities, ensuring continued delivery of our purpose and value under the key pillars of our Building Differentiation, Winning Growth strategy. Adapting to the new reality was, in many cases, about making a move to the virtual, where Bord Bia's departments and teams continued to bring the same rigour and excellence to lead generation, building and maintaining trade relationships

and to taking a knowledge driven approach to identifying opportunity.

Change requires adaptability but can ultimately forge stronger relationships. A sense of partnership with industry was strongly in evidence as Bord Bia continued to advance its work in Quality Assurance and Origin Green; pursued innovative insight and market research; advanced talent development and entrepreneurship; and intensified its work in market activation and market prioritisation.

While there can only be disappointment at the cancellation of events such as Bloom, Bord Bia's ability to make an early call on this ensured valuable resources were not lost and goodwill was maintained among all stakeholders in anticipation of its return.

Momentum was also sustained as Bord Bia adapted marketing and promotion work to the home market, while initiatives such as the launch of the Grass Fed Standard in dairy and beef will allow us to build from a position of strength in the UK, Europe and the US. Our commitment to trade missions, whether virtual or 'real', continued to set the stage for further diversification and expansion into new international markets, while our overseas teams brought fresh thinking and innovation to market development, often to outstanding success. In a year of disruption, Bord Bia was proud to show continuity in its sense of purpose and its ability to deliver on behalf of the industry. We will continue to learn, adapt and act with a commitment to excellence as we take the next steps forward.

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 2020. I would also like to add that my sincere thanks to all the members of the Board and the five subsidiary Boards who were exceptional in their commitment to addressing the challenges our industry faced and to aligning the work

of Bord Bia to the new reality of the pandemic. Their contribution was particularly valuable as we took the steps to introduce our Covid-19 response measures in March 2020 to ensure the Building Differentiation, Winning Growth strategy could continue to deliver to industry.

For their exceptional contribution in the most challenging of times, 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 with Responsibility for Land Use and Biodiversity. It has been a privilege to work alongside each as we found new and innovative ways to support the Irish food and drink industry during the year. In that vein, let me add to that my thanks to Secretary General Brendan Gleeson and his team at DAFM for the great assistance and cooperation they provided during 2020.

Like many other organisations, Bord Bia learned a great deal about the commitment and solidarity of its personnel as the virus changed our traditional ways of working. Thanks to our investment in IT, this seismic change was made possible virtually overnight. I would like to express my sincere thanks to all my colleagues in Bord Bia who showed commitment, vision and leadership as we adapted to a difficult new reality and

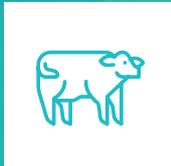
continued to deliver excellence to the industry. The move to remote working required focus and commitment and put a new emphasis on how we communicated with and supported each other. We found ourselves meeting virtually in often hastily arranged work spaces, and learned that a sense of humour is invaluable when interruption can come from a family member, a flatmate or a pet. Through it all, we sustained our capacity to deliver meaningful change to our stakeholders.

Bord Bia has been proud of its sustained commitment to excellence in an extraordinary year. In an uncertain time, Ireland remained constant as a source of sustainable, quality assured food and drink while the industry confirmed its global footprint and its central place in the future narrative of our country. While there are many challenges ahead, the prospects for recovery and growth are positive. Bord Bia looks forward to continuing to work with the Irish food and drink industry and its customers. We will navigate future uncertainties with the confidence that better days for our industry and brighter days for our people and our country lie ahead.

Tara McCarthy,
Chief Executive

Sector Reviews:

Meat and Livestock



BEEF

Irish beef exports in 2020 faced an unprecedented market challenge arising from the Covid-19 crisis. The resulting upheavals across all geographic markets and market channels significantly changed beef demand in terms of carcass balance and beef specification. The European foodservice channel which balances demand from retail and is a particularly important outlet for steaks, accounting for up to 60% of steak total export, is estimated by GIRA to have contracted by 35%. While retail demand throughout Europe has seen growth of over 10% in retail sales, it has also created a number of issues for the effective marketing of Irish beef. Many European markets have seen an increased focus on supporting domestic production, retail promotions have been severely curtailed and new listings have been shelved in many cases.



During 2020, finished cattle supplies at export meat plants increased by approximately 46,800, or 2.7%, to leave the annual total throughput at 1.78 million head. This increase in production was driven by strong retail sales of Irish beef throughout the year due to Covid-19 restrictions on dining out. This affected both the domestic and the main export markets. Cattle throughput was down 35,000 head at the end of June as the foodservice sector was effectively shut throughout Europe for three months, severely hampering Irish beef exports during that time. General European foodservice sales were estimated by GIRA to have decreased by 41% in 2020 from 2019 and are forecast to also decrease by 21% in 2021 versus 2019 levels. Strong retail demand in the second half of 2020, coupled with a partial recovery in the foodservice sector led to cattle throughput improving in the second half of 2020.

Overall, the number of steers processed in 2020 increased by 11.5%, or 72,000 head, while cow supplies increased by 22,300, or 6.45%. Heifer throughput increased by over 4%, with an extra 20,900 animals processed in Irish export meat plants. However, throughput of young bulls declined by 32%, with 66,900 fewer animals being sent for processing.

The average carcass weight of beef animals processed in 2020 increased by 2kg which was largely attributed to favourable grazing conditions throughout the year combined with delays in selling finished cattle for processing later in the year.

Due to the market challenges resulting from the Covid-19 crisis, primary beef exports declined by 1.4% to 481,000 tonnes (excluding offal), which had an overall value of €1.9bn, representing a decrease of 1% on the year previous. The value of Irish offal exports also declined to €192m, back 5% on the year previous. The total value of beef exports, including offal, reached almost €2.1bn, a decline of 1% on 2019.

Producer prices increased slightly over the past year, with the average price for R3 steers in 2020 rising to €3.63/kg, an increase of 3c/kg compared to the average price in 2019. The average price recorded for the R3 young bulls throughout Europe during 2020 was €3.54/kg whereas the average price paid for R3 steers in the UK during the year was €4.01/kg.

Markets for Irish Beef

The UK, Ireland's single most important beef export market, decreased by 1% in value terms to €835m. Exports to Northern Ireland increased by 10% but that was more than counteracted by a decline of 3% to the much larger market of Great Britain. In 2020, cattle supplies were tight in the UK and increased demand at retail across virtually all cuts led to more retail specification Irish beef shipped to the UK market. The closure of the foodservice channel for significant portions of the year reduced the value available. The UK now accounts for 44% of Irish beef exports in value terms, compared to 51% in 2016.



EU markets collectively absorbed €835m of Irish beef exports during the year



The Philippines was the single most important market, responsible for over €53m in value

EU markets collectively absorbed €835m of Irish beef exports during the year. This represented an 8% drop in export value to the EU27 and reflected the consumption difficulties compounded by the impact of the Covid-19 crisis. In the key markets of France, Italy and Germany, there were decreases of 10%, 11% and 3% respectively. The EU27 accounted for 45% of exports, a drop of 2% over 2019. Exporters availed of opportunities in global markets, especially in Asia, to balance a disrupted trade pattern in the UK and Europe. International markets continued to deliver export growth opportunities, with value reaching €207m in export revenue and accounting for 11% of trade, an increase from 3% of the total in 2016. The single most important market by volume for Irish beef was the Philippines which accounted for over €53m in value. The mainland Chinese market provided excellent growth in the first half of the year where beef exports between January and May were 133% up on 2019 values. However, exports were affected

by a suspension of import permission resulting from the detection of a case of atypical BSE in an animal in Ireland. Despite this, the value of exports to mainland China reached €23m. At the same time, beef exports to Hong Kong reached €22m.

Outlook

Beef consumption in the EU27 is estimated to have declined 2% in 2020. The primary driver of that decline was the closure of the foodservice channel for the majority of the year in most European countries. The EU Commission estimates a further 1.2% consumption decline in 2021. While there was some increased demand from the European retail sector, the increase was much more subdued and was far outweighed by the effect of a severely disrupted foodservice and tourist driven demand. EU Commission data also shows production levels to have further decreased in 2020 by 1.4%, with a further reduction in EU27 beef production in 2021 estimated at 1.5%.

Market promotion

2020 represented the second year that Bord Bia's five-year strategy for Irish meat has been in implementation. Under this strategy, all of the market development and promotion activities undertaken are focussed on the following four goals:

1 Grow share in priority markets: Bord Bia has prioritised those markets with the greatest potential to deliver volume and value growth for Irish beef and targeted activities in these markets to grow business with key customers. This directs the greatest investment in the Continental markets of Germany, the Netherlands and Italy, while continuing to invest to maintain Bord Bia's position in the UK market.

2 Increased partnership with key customers globally: In 2019, Bord Bia commenced partnership projects with two European customers which offer significant potential to grow value and volume exports of Irish beef and have, therefore, been prioritised for focused investment.

Activities under this programme include insights, marketing services and category promotions designed to build the market position of Irish beef. These projects are progressing as partnerships between suppliers, customers and Bord Bia, delivering growth focused KPI's.

3 Differentiate Irish beef through robust, verifiable proof points: Consumers are increasingly demanding proof of the claims associated with the products they consume and this is especially evident with regard to beef. Based on market insights and feedback, Bord Bia has developed a capability to deliver verified claims that meet with this consumer trend. Work progressed on developing a "Grass Fed" claim, a PGI application for Grass Fed Irish beef and submission of an application for EU funding for suckler beef. Under the Meat and Dairy Facts programme, developed in conjunction with stakeholders, Bord Bia coordinated the development and execution of a communications campaign on the role of red meat in a balanced healthy diet and the sustainability credentials of Irish beef.

4 Grow awareness and preference for Irish beef in priority markets Based on the Food Brand Ireland model, a suite of marketing material has been developed in order to drive awareness and preference for Irish beef in specific priority markets. This enhanced and focused promotional campaign started its roll out in the second half of 2019, activated across selected key markets at B2B and B2C level. A comprehensive beef B2B campaign was implemented in the UK, Germany, Italy and Netherlands, to increase the awareness and understanding of Irish beef USPs in the retail and foodservice channels. The Chefs Irish Beef Club and Meat Academy customer events were also leveraged to drive awareness and sales of Irish beef in conjunction with suppliers and their customers. Irish Beef B2C campaigns supported sales of Irish beef across the four European priority markets by driving preference among target beef shoppers in each market based on the distinctive benefits of Irish beef. Activities included outdoor, online, radio and press advertising, PR activities and implementing instore promotions, advertorials and bespoke consumer campaigns with key customers. Similarly,

Bord Bia implemented specific sales supporting category promotions with targeted key accounts in established, new and high potential markets, such as China and Japan.

Irish cattle supply outlook

Recent analysis of the Department of Agriculture's Animal Identification and Movement database suggests that prime cattle supplies look set to decline somewhat in 2021. In particular, it shows fewer animals approaching two years of age in 2021, mainly as a result of growing live exports, especially in 2019. Prime cattle throughput is expected to decline by an estimated 60,000-80,000 head in 2021.



LIVESTOCK

Live cattle exports from Ireland during 2020 totalled 265,000 head, a notable decline from the 298,000 head exported during 2019. Despite the overall decline in the number of cattle being exported, the value of export sales has increased from €118 million during 2019 to €133 million in 2020. This is a 12% increase year on year.

While the overall value of cattle exports has increased, several key factors contributed to the decline in cattle exports during 2020. Irish calf exports are highly seasonal, with peak season between mid-March and May. The introduction of Covid-19 restrictions in late March 2020 resulted in a strong decline in calf exports to the continent when compared to previous years. Meanwhile, exports of more valuable store, weanling and finished cattle have increased strongly during 2020. This is primarily due to an increase in trade with Northern Ireland. However, cattle exports to several other regions in Europe and North Africa have also increased. Overall calf exports have declined by 54,000 head (-27%) during 2020 while exports of older cattle have increased by 25,000 head to 118,000 head (+24%).

While the overall number of live cattle exports has

declined, the prices for individual categories of cattle have held steady during 2020. With prices per head holding steady in each category, the increase in the value of sales has been driven by the shift from calves to older more valuable cattle. Calf exports accounted for more than two thirds of Irish cattle exports during 2019 but this has come back to 55 percent in 2020. The proportion of weanlings in the export mix has remained steady at 14% during 2020 while the proportion of stores and finished cattle increased to 14% and 17% respectively.

Calves exported out of Ireland are predominantly destined for the Netherlands and Spain, though, there has been a significant reduction in exports to both markets in 2020 due to the impacts of Covid-19.

Smaller numbers of Irish calves are also exported to Italy, Belgium, Poland and France. While there was some growth in these markets during 2019, the impact of Covid-19 has meant they have all recorded a reduction in numbers during 2020.



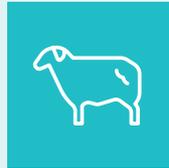
Strong demand from Northern Ireland for Irish born cattle has contributed to the surge in live exports to the region during 2020. Tighter supplies of finished cattle for processing north of the border has seen the number of both clean cattle and cows being exported to Northern Ireland for direct slaughter increase strongly during 2020. Widening price differentials for both finished and store cattle between the two regions has also contributed to a notable increase in the number of Irish born store cattle and weanlings being exported to farms in Northern Ireland for further production, particularly in the second half of the year. There has also been a strong increase in the number of dairy females being exported to Northern Ireland during 2020.

Whilst most of the growth in adult cattle exports has been to Northern Ireland, there has also been some strong growth recorded in cattle exports to Libya, Spain, Kazakhstan and Algeria during 2020.

OTHER LIVESTOCK

During 2020, Irish live pig exports reached 450,000 head, a 7% increase from 2019 levels. This increase in the number of pigs exported, combined with an increase in the average price to €145, have contributed to an overall growth in export sales to €65 million during 2020. The most important market for Irish live pig exports is Northern Ireland.

During 2020, Irish live exports of sheep reached 30,000 head, a notable increase from the 7,000 sheep exported during 2019. While sheep exports represent only a small proportion of the overall trade in live animals, there has been some encouraging growth in the value of exports to €3.6 million during 2020. The increase in the value of export sales has been driven by the increase in the numbers being exported but also an improvement in the average export price to €120, reflective of the strong trade for sheep in Ireland and across the EU during 2020. France is the biggest market for live sheep exports, accounting for two thirds of total exports. There has been encouraging growth in the live export of sheep to Bulgaria, Italy and the Netherlands during 2020.



SHEEPMEAT

A much more positive market for Irish sheepmeat during 2020 has seen the value of exports increasing by 12% to total €358m. This strong growth in the value of Irish sheepmeat sales year on year has come on the back of a stronger deadweight trade and a 1% increase in the overall volume of sheepmeat exported.

Tighter supplies of sheepmeat globally and some improvement in demand in key EU markets has helped to underpin the strong deadweight lamb trade in Ireland during most of 2020. Irish exporters have also been able to capitalise on reduced sheepmeat exports from the UK with the latest available HMRC data recording a 12% reduction in the volume of UK lamb exported to the EU during 2020. The EU27 has continued to be the most valuable export market for Irish sheepmeat with growth in both the value and volume of sales to key markets including France, Sweden, Germany and Belgium during 2020. There has also been some encouraging growth recorded in the volume of Irish sheepmeat sales to Denmark and the Netherlands this year. Overall, the EU27 received 68% of Irish sheepmeat exports during 2020 with the UK accounting for a further 22%.

Strong demand from processors and the market during the first quarter of 2020 contributed to a firm deadweight trade with an average factory price of €5.30/kg compared to €4.97/kg in the corresponding period in 2019. The firmness in the Irish deadweight trade was also underpinned by a 7% reduction in sheepmeat production in the UK during the first quarter of 2020.

The introduction of Covid-19 restrictions and the sharp decline in demand for lamb from the foodservice sector in both export and the domestic markets resulted in some downward pressure on Irish producer prices into the second quarter of 2020. However, the deadweight trade quickly recovered as the markets adjusted to the new balance in demand for product from retail and foodservice customers. The deadweight lamb trade has been operating well above 2019 levels for the remainder of the year.



During 2020, the average lamb price was €5.24c/kg, an increase of 46c/kg from 2019 levels and 39c/kg ahead of the five year average.

The strong deadweight trade, firm demand from processors and good grass growth during spring/summer 2020 encouraged Irish producers to kill lambs earlier with plant throughput between June-August 2020 operating 47,000 head, or 7%, ahead of previous years. With lambs being killed earlier, there has been a reduction in the proportion of heavier lambs in the slaughter mix. The average lamb carcass weight since June 2020 was 20.2kg, back from 20.6kg in the corresponding period in 2019.

The strong throughput of lambs during the summer months resulted in tighter supplies of lambs for slaughter into the final quarter of the year which has helped support the deadweight trade. Total sheep throughput in Irish plants for 2020 reached 2.9 million head, up 3% from 2019 levels.

Exports

EU sheepmeat imports from Australia and New Zealand continued to decline in 2020 which created opportunities for Irish exporters in key EU markets. Lower export capacity in both regions this year due to the longer term impacts of drought on production, higher retention of ewe lambs for breeding and higher domestic demand for sheepmeat have all contributed to this trend. However, the growing importance of China as a lamb importer has also had an impact with both regions enjoying preferential access on the back of long-standing free trade agreements. More than 50% of New Zealand

sheepmeat exports and 30% of Australian sheepmeat exports are now destined for the Chinese market.

A reduction in UK sheepmeat production and an increase in domestic demand has seen UK sheepmeat exports to the EU decline during 2020 which has created opportunities for Irish exporters in these key markets.

International markets account for just 10% of Irish sheepmeat exports. Access to markets such as Hong Kong provide an important carcass balancing function for the Irish sheepmeat sector. Switzerland has been the stand out international market for Irish sheepmeat in 2020 with exports doubling to over 1,800 tonnes in the first eight months of the year.

Prospects

Irish sheepmeat exports have performed very strongly in 2020 and this is expected to carry through into 2021. Reductions in global supplies of sheepmeat and growing demand in Asian markets, particularly China, is expected to continue to redirect product away from the EU market in 2021. As pork production in China recovers from the impacts of African Swine Fever (ASF), some reports have indicated a slowing down in import demand for sheepmeat in recent months. However, demand for all imported proteins in China is expected to remain firm in 2021.

Ongoing uncertainties around Brexit and the UK's future trading arrangement with the EU has the potential to give Irish sheepmeat exporters further opportunities in key EU markets

While the international market for sheepmeat accounts for just 10% of Irish exports, efforts to secure direct access for Irish exporters to key markets such as China are continuing. The Chinese market offers a huge opportunity to enhance carcass balance for sheepmeat given the demand in the region for products not fully valued on the domestic or EU markets. Work is also continuing to gain access to the valuable US market where, although lamb remains a minority meat, the demand for imported product has shown encouraging growth in terms of both value and volume.



PIGMEAT

In 2020, the Irish pigmeat industry, along with many other sectors of the Irish economy, faced unprecedented challenges. However, despite some temporary disruption along the supply chain, it was still a reasonably positive year with best trade reported during the first half of the year. The strength of the Chinese market helped to underpin European demand for most of the year for countries that continue to have market access. Irish primary pigmeat exports for 2020 were 14% higher at €586 million as the sector was helped by the continuing firm international demand due to the continued impact of ASF.

Primary producers were direct beneficiaries of strong international demand during the first half of the year particularly as prices held at record highs during the first quarter of the year. In January and February, prices reached almost €2.00/kg, carrying on from the strong performance in trade that was evident from the back end of 2019. However, the fallout of Covid-19, which had serious implications for the food industry, led to significant disruption in the supply chain across many European and international countries for the pigmeat industry over the summer period in particular. In Europe, this situation has been further compounded by the discovery of ASF in Germany during September, which affected prices. Despite these circumstances, the pigmeat sector has dealt with this adversity extremely well, with the average pig price increasing by over 2% to €1.69/kg, compared to year earlier levels.

Irish and European Pigmeat Trade

Overall Irish exports of primary pigmeat increased by 6% to 240,000 tonnes. The pattern of Irish pigmeat exports were heavily influenced by trade developments in Asia throughout 2020. Shipments of Irish pigmeat to Asia now account for 45% of the total value and 49% of the total volume of Irish pigmeat exports at €255 million, with China as the leading destination.

Given the significant increase in pigmeat exports to the Chinese market, exports to key partner markets such as South Korea and the Philippines have declined on the back of reduced pigmeat availability. The UK market is still an important market outlet for Irish pigmeat, accounting for 28% of the total export value. Shipments of primary pigmeat to that market decreased by 9% to €157 million for the year.

European exports showed further growth in 2020 to be worth more than €85m. Growth was particularly notable to Denmark where exports grew 15% to be worth €31m. The Czech Republic grew by 38% to be worth €13m in pigmeat exports. Germany, the other major EU market for Irish pigmeat, saw a decline in exports to the value of €18m.

During 2020, European pigmeat exports have surged by 20% to 3.9 million tonnes for the first nine months of the year compared to prior year levels. It is expected that Europe will ship around 5 million tonnes of pigmeat to third country markets during 2020. Shipments of European pigmeat to China have grown by around 65% to 2.4 million tonnes for the first nine months of 2020. However, the suspension of exports from Germany in September will limit the volumes going to China. At the same time, the Chinese herd recovery is continuing and will lower the need for European import.



Consumption

Irish pigmeat consumption remained high by European standards at 32kg per capita. Pigmeat, as a meat category, is similar to poultry for the proportion of the total production that is consumed in Ireland. 53% of total production is consumed in the home market with the vast majority being sold under the Bord Bia Quality Assurance mark. Consumption held up despite the closure of foodservice outlets. Sales of pork at retail were up 12.1% on the previous year. Some pigmeat products performed extremely well at retail. Sausage sales were up 24% and bacon was up by 16% as people were forced to cook at home for the majority of 2020. European pigmeat consumption is not expected to fall as much as was previously anticipated. The EU commission expected consumption to fall by just 1% to 18.8 million tonnes during 2020 as strong growth in retail demand helped to offset particularly weak foodservice demand.



POULTRY

Poultry Output

During 2020, Irish poultry production increased by an estimated 3% to 110 million birds, with chicken accounting for around 92% of total poultry supplies. Similarly, EU poultry output increased by 1% to 13.6 million tonnes during the year, reflecting strong demand for this type of protein as consumers respond to more challenging economic conditions.

Exports

Irish poultry exports increased by around 7% to 128,000 tonnes, reflecting the continued increase in output at farm level as the industry is reliant on export markets for carcass balance utilisation. However, these exports, in value terms, fell by 2% to €155 million as Covid-19 measures impacted demand levels globally.

There was some significant decline in exports to the UK market which was 14% lower at €81 million. However, this decline was somewhat offset by significantly higher exports to international markets, which were 16% higher at €43 million. This was driven by strong import demand from South Africa in particular, where exports were up 22% to €32m. Elsewhere in Europe, poultry trade was significantly affected throughout 2020 due to Covid-19 and Avian Influenza. The European foodservice channel is heavily influenced by third market imports. However, on the back of foodservice restrictions across many EU27 member states due to Covid-19, this is expected to lead to EU poultry imports falling by 12% to 748,000 tonnes during 2020. Duck exports were worth €6m in 2020, a reduction from the €8m recorded in 2019. While the vast majority of these exports are to the UK, a good proportion of those are known to be further exported to destinations in South East Asia. Duck exports are overwhelmingly destined for the foodservice channel, and, as such, were particularly challenged by Covid-19 lockdowns.

Poultry Consumption

Despite the restrictions around dining out across Europe throughout 2020, poultry consumption has increased by around 2% to 12 million tonnes reflecting increased popularity for this protein at retail level. According to Kantar, poultry consumption in Ireland has increased by 10% during the 52 week period ending the 1st November 2020.

Outlook

Looking ahead to 2021, the Irish poultry industry will be challenged by continuing Covid-19 disruptions, higher feed costs and potential Avian Influenza outbreaks. Any further noticeable Avian Influenza outbreaks will continue to impact Ireland's export prospects through 2021. On the back of these headwinds, Irish poultry output growth is expected to slow down for 2021.

Sector Reviews:

Food & Beverages



DAIRY PRODUCTS AND INGREDIENTS

The Irish Dairy Industry demonstrated its resilience in 2020, utilising a record 8.2bn litre milk pool to deliver an export value of approximately €5.068bn, an increase of approximately 1% on 2019.

This increase in export value was achieved despite a challenging macro environment with strong global milk supply, constrained global oil prices and economic uncertainty driven by Covid-19, Brexit and other trade and supply chain issues.

European prices got off to a strong start in 2020 with butter prices running above €3,500/T for the first two months of the year. However, as Covid-19 made its way across Asia and continental Europe, prices suffered and had declined by €1,000/T in April. SMP prices remained strong throughout the year, with the average price from January to September at €2,203, €117 ahead of the same period in 2019. Prices recovered somewhat in late summer as retail demand surged and stabilised at a relatively high level.



Irish dairy products were exported to a total of 145 countries in 2020, up 21 on 2019



Butter continued to perform positively with total export valued at €965 million

Irish dairy products were exported to a total of 145 countries in 2020, up 21 on 2019. The top five export destinations remained unchanged; the UK, Netherlands, China, Germany and the US accounting for 56% of total export value. With Brexit looming, and perhaps some stockholding towards the end of 2019, exports to the UK declined across the majority of categories, resulting in a total value reduction of 7% when compared to 2019.

From a product perspective, butter continued to perform positively with total export valued at €965 million, driven for the most part by retail demand and consumers turning to home-baking and scratch-cooking during lockdown.

The closure of foodservice outlets across the globe had a negative impact on cheese demand. However, strong retail demand coupled with the agility shown by the Irish industry to include new sku formats, limited the impact. Irish exports of cheese declined by 7% in volume terms in 2020 but export value remained close to the 2019 figure of €956 million as a result of strong global prices.

The portfolio of dairy powders also had a robust year with Fat Filled Milk Powder (FFMP) the most noticeable registering a 7% increase in export value to €834 million. Specialised Nutritional Powders continue to be an important category for Irish dairy exports accounting for almost 19% of total export value in 2020.

Insight to Power Growth

2020 was the second year of the 3-year dairy strategy 2019-2021, with the vision of being the worlds 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 achieve these objectives, Bord Bia undertook a number of projects in priority dairy markets.

South East Asia Market report: This bi-monthly report was launched to share the very latest data and insights with Irish dairy industry stakeholders and proactively identify opportunities for Irish dairy in SEA.

Dairy Ingredients into Foodservice in Japan, Vietnam, Malaysia: the objective of this research is to develop a granular understanding of the opportunity for dairy ingredients in the foodservice channel in Japan, Vietnam and Malaysia.

Dairy Market Report: the Dairy Market Report contains information on global dairy supply, commodity pricing and the latest industry news. The report is disseminated on a monthly basis to key industry contacts across social media and in farmer test messages.

Dairy Market Analysis Webinar: Bord Bia, in partnership with GIRA, held a webinar in April discussing the dairy market situation in light of the Covid-19 pandemic. 71 attendees dialled in and the webinar was recorded and made available to those who could not attend.

B2B Webinar (Paris): A webinar took place in April to introduce the B2B market, manufacturing and ingredients trends in France. The webinar was a follow up from a B2B directory highlighting 50 top French manufacturers and potential buyers of ingredients that was compiled.

Irish Farmhouse Cheese Webinar: Overview of the US market - Bord Bia's US office and dairy sector team organised a webinar giving an overview of the US market featuring top US consultants, bringing

extensive experience of the US retail market. This session focused on the landscape of the US retail market and creating a route to market plan. This webinar in November focused on key steps in both preparing to export to the US market and how to succeed with key stakeholders.

Irish Farmhouse Cheese Webinar: Bord Bia hosted a one-hour training session in conjunction with the Irish School of Cheese on 15 October 2020. The session gave cheesemakers advice on how to succeed with, establish and maintain successful working relationships with buyers. Twenty seven companies attended the session.

Build Reputation for Growth

Grass Fed Standard: The Grass Fed Standard for Irish dairy has been developed to create a unique positioning for Irish dairy in the global market. The standard will equip Irish dairy processors in making a verified claim that their product has been sourced from grass fed cows, providing an important marketing opportunity for their customers. The Grass Fed Standard was developed using Teagasc's grass fed model and in consultation with the dairy industry. It was launched in Ireland in May 2020 and was subsequently launched in Germany, the US and the UK in November.

B2B Dairy Marketing Campaign: A campaign was launched in H1 in Germany and UK with the objective of driving preference for Irish dairy by increasing awareness of its distinctive benefits among target trade customers. The campaign was targeted at retail customers, foodservice customers, ingredient customers and food manufacturers.

China B2B Marketing Campaign: The 2020 'online master series' kicked off on 18 July in Shanghai with the objective of demonstrating the versatility of Irish beef, dairy and seafood in the preparation of traditional Chinese dishes for different occasions among foodservice customers. In the absence of being able to hold larger events and demonstrations, the event featured three cooking demonstration sessions, one each for beef, dairy and seafood. Well known chefs talked through the USPs of Irish beef,

dairy and seafood and performed cooking demos in the presence of key trade media and opinion leaders who shared updates, recipe images and video content from the event on their social media channels. A specific dairy related seminar received upwards of 90,000 views with a combined cooking demonstration which took place in November receiving 25 million views.

Nigerian Dairy Social Media Campaign: Bord Bia, Lagos office launched a social media campaign to drive consumption and awareness of Irish dairy by broadening the at home usage of powdered milk using online key opinion leaders with a combined following of 13m people. The key opinion leaders/influencers created content demonstrating new and innovative ways of using Irish dairy in home cooking across their media channels. The impact of this campaign was significant. The products in scope recorded a 148% increase in sales during the promotion.

Guide to Irish Farmhouse Cheese: Bord Bia updated its guide to farmhouse cheese to include an interactive map and enhanced producer profiles. The feature went live in early November and it has been subsequently shared with the industry and international colleagues. A social media campaign took place in December with further promotional campaigns planned for 2021.

Irish Dairy Brochures: A new 'Dairy from Ireland' brochure has been designed and is available in digital format for circulation by Market Specialists. It gives an overall view of the benefits of Irish dairy, with a focus on dairy ingredients.

Driving Success and Growth in the Market

In February 2020, a dairy focused trade mission to Algeria and Egypt took place with the objective of progressing opportunities for the Irish dairy and livestock sectors through government to government engagement, raising awareness of Ireland as a source of sustainable food and driving success and growth opportunities for the 10 Irish dairy companies in attendance. Origin Green themed seminars were held

in both markets with a combined attendance of over 80 buyers. These buyers had 1:1 meetings with the Irish dairy exporters in attendance. A follow up event is scheduled for March 2021 to re-engage with these buyers.

Dairy was the sole sector in scope for Bord Bia's first virtual trade mission that took place over three weeks in November and December. Markets in focus were Indonesia, Malaysia, Philippines Thailand and Vietnam where dairy imports have been increasing in recent years and now have a combined import demand for over 2.6m MT of dairy ingredients per annum. 439 international buyers in total attended these five events with over 478 1:1 meetings held with Irish exporters and facilitated by Bord Bia. In a post event survey, 93% of buyers advised that they expected to source from Ireland for the first time or increase their current volumes in 2021.

Salon du Fromage: Bord Bia supported six Irish Farmhouse Cheese companies in attending Salon du Fromage at Paris Expo – Porte de Versailles. This year saw a record number of 281 exhibitors and saw 8,486 visitors attend. Bord Bia had undertaken lead generation and marketing support in advance.

Irish Farmhouse Cheese wholesaler and retailer engagement event: Bord Bia London held an event in July aimed at engaging influential cheese wholesalers and retailers in the UK to encourage trial of Irish farmhouse cheese. Six Irish cheesemakers participated, with 20 buyers also present. Prior to the event, the invitees were sent samples of the selected cheese, and the event involved tasting the cheese while learning the background to the cheese and the cheesemaker.

Talent Academy Programmes

The Bord Bia Fellowship Programme helps Irish food and drinks companies develop business opportunities abroad. In 2020, ten fellows were placed in dairy companies in countries including Germany, Dubai, Japan, Korea, China, Singapore, Vietnam, the UK and the USA. 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 were six OGA placements in 2020 with leading dairy companies such as Nestle, Danone, Mars, and Unilever.



PREPARED CONSUMER FOODS

The PCF category includes meal solutions, confectionery, non-alcoholic beverages, ingredients and value-added meat, seafood, and horticulture. It is a category which is highly responsive to changes in consumer behaviour. In a year of significant disruption, where channels were closed for significant periods of time, where ingredient and packaging supplies were challenging and forecasting product requirement was demanding, the PCF industry demonstrated resilience and dexterity to continue to meet the evolving market requirements. PCF exports for 2020 are estimated at €2.5bn, a 4% reduction from the prior year. In the context of 2020, this was a significant achievement and ahead of expectations as expressed by the sector earlier in the year.

Market Diversification

Market diversification has been a key area of focus for the PCF sector in recent years. From the Readiness Radar Report, 73% of PCF respondents are actively seeking to expand into new markets in response to Brexit. In common with other sectors, PCF companies have stated that networks/contacts and knowledge of the market are the two most significant challenges to market diversification. Many PCF companies seek to capitalise on their experience of responding to consumer trends and innovation in the UK market in

both the branded and private label space to target new potential customers

Exports of PCF to EU27 markets in 2020 were worth €606m, on par with 2019. PCF exports to markets outside the EU27 and the UK were worth €197m in 2020, with the US accounting for €61m of that.

Export Performance

Exports in the Prepared Consumer Foods sector have remained relatively resilient despite significant disruption to the sector. Overall PCF exports declined 4% to €2.5bn. The main subcategories in decline are value-added pigmeat (-€64m), value-added beef (-€23m), sugar-based confectionery (-€21m), value-added seafood (-€13m) and value-added poultry (-€17m). Meal solutions, which includes ready meals, pizzas and soups, were up 8% to be worth €506m. Chocolate confectionery exports grew 6% to €292m.

The UK remains the most important export market for the PCF sector with 68% of all PCF exports destined for that market in 2020, on par with recent years. Overall, exports to Great Britain have declined by 6% versus last year with the following sub-categories driving the decline: bread (-18%), non-alcoholic beverages (-32%) and value-added meats (-68%). The

meal solutions subcategory, which includes pizzas, ready meals and soups experienced growth of 15% to the UK equating to €177m as clients in that category fed into increased retail demand. The added value seafood sector also performed strongly, increasing in value by 40% during 2020.

Exports to Northern Ireland are up +2% driven by sauces, soups and extracts which is aligned to the consumer shopping habits noted during Covid-19 and the practice of bulk buying longer life retail products. There are some declines recorded in juices, sweet bakery and cereals. Exports to the European markets are flat. However, the priority PCF markets have shown growth of +2.3% driven by exports to Germany (+23%), Netherlands (+8%) and Belgium (+28%) while France and Sweden saw declines. Seafood exports to the EU 27 declined sharply in 2020, reducing by €15m in value, equating to a value decline of almost 24% compared to the same period in 2019. The US market, which is the largest PCF export market outside of Europe, showed growth in 2020 with an increase of €5m (+8%). This export growth was primarily driven by sweet bakery (+152%), tea and coffee (28%) and cereals (82%). Exports to the UAE saw a decline of 11% overall. However, some categories, such as meal solutions saw a growth of 49%.

Value Added Meats

The value-added meat category experienced significant disruption in 2020. Value-added meat demand is strongly driven by out of home consumption. The Covid-19 impact on the foodservice channels across all markets heavily impacted this category. Value added meat exports declined by 14%. The UK market, which accounts for over 70% of exports, showed a 16% decline to €455m while the continental market is showing a 10% decline to €183m. Although the decline is significant for the sector, it is not as stark as originally forecast. In April, volumes were as low as 20% of normal demand. In early May, foodservice units began to slowly re-open in Europe as governments started to relax physical distancing measures. However, it took longer for outlets to open in the UK market. The 'Eat Out to Help Out' initiative in the UK market in August also led to an increase in out of home food consumption.



The impact of the second wave of lockdowns in Q4 across Europe had a less significant impact on the end of year export volumes. While some foodservice outlets closed again, many operators established take-out and delivery options that allowed them to service consumer demand.

Meal Solutions

Frozen Foods

The performance of the frozen food category in the UK market is key for Irish exporters. The UK frozen retail market, now valued at €7.1bn, has continued its resurgence, experiencing growth of 12.1% in the last 12 months (Kantar Nov 2020 value yoy). Consumer purchasing habits have changed due to Covid-19. The move to longer shelf-life products as consumers shop less frequently has accelerated growth in the frozen category. All segments within the frozen food category have shown value growth year on year. The growth in demand for frozen food has been matched with a surge in sales of domestic freezers. Retailers were reporting a 200% increase in demand at the start of the lockdown period as consumers increased their freezer capacity.

The UK continues to be the most significant market for Irish exports in the meal solutions sector, accounting for 73% of total exports and delivering value growth of 10% to be worth €372m in 2020. The growth in retail demand has especially benefited pizza sales. Volumes to continental markets have delivered growth of 28% with strong performances in Germany, Belgium, Italy, Sweden and the Netherlands.

The ice cream category sector has shown an export decline of 22%. Exports to the UK market are heavily dependent on foodservice contracts. The value of exports declined by 39% to be worth €6m in 2020. Traditionally, the UK has been the largest export market for Irish manufacturers. Diversification into new markets in recent years, particularly in the Middle East, has helped mitigate some of the UK decline.

Chilled Performance

Covid-19 has impacted prepared meal sales. Despite an initial spike in chilled ready meals seen by retailers in the early stages of the Covid-19 crisis, this has fallen back to produce a decline in retail sales for 2020 to a category value of £2.4bn (IRI/Mintel). This is a consequence of a number of factors including more people shifting to working from home and increasing home cooking, with 26% of UK adults now doing more cooking from scratch and 13% preparing large batches of food to store more often (Bord Bia Future Proofing Toolkit, 2020). This is a consequence of more people shifting to working from home and increasing home cooking, with 26% of UK adults now doing more cooking from scratch and 13% preparing large batches of food to store more often (Bord Bia Future Proofing Toolkit, 2020).

Client companies initially experienced a strong increase in demand for chilled ready meals in the early stages of the Covid-19 crisis. The demand dropped as consumers moved to home working. Chilled manufacturers have also been impacted by the drop in demand for chilled food-to go products. Those supplying ingredients to the chilled sector saw a recovery in demand in the second half of 2020.

The sector is mainly positive in its outlook with the chilled ready meals sector overall expected to return to value growth in 2021 as consumers return to work outside the home. Irish manufacturers are focused on deepening their relationships with UK retailers as new product development shows a trend of consumer demand for food that is seen as less processed and healthier leading to new opportunities in the market. Retailers are increasing their range of plant-based meal offerings as consumer interest in this segment continues to grow.

Confectionery

Chocolate confectionery export values grew by an estimated 6% to €238m in 2020. However, there have been challenges for chocolate manufacturers who play in a more premium space. A decline in impulse shopping, gifting opportunities and the fall-off in duty free airport traffic, particularly tourists, significantly impacted sales.

Finding alternative routes to consumers has been a challenge facing the Irish chocolate industry. Companies have invested additional resources in building their online presence both through owned and third-party platforms, others are looking at increased brand building which again has been challenged by the disruption to traditional media mixes. Generating trials is continuing to be a challenge as the traditional tasting promotions around gifting occasions have been hampered.

Areas of opportunity for client companies will be in the continued growth of private label in export markets, and healthier offerings, from smaller portion sizes to free from versions. Adding inclusions, improving functionality, co-branded opportunities, innovative formats and the online channel are all cited as being of keen interest to the sector. Overall prospects in 2021 for chocolate manufacturers supplying the UK market will be impacted by the outcome of the Brexit negotiations given the dependence on the UK (91%) market for the sector. There is also a challenge with raw material costs, especially cocoa prices.

Non-Alcoholic Beverages, Juices and Waters

Exports in this category were worth €217m in 2020 which represented a 1% decline on 2019's value. For many PCF companies in the beverage space, the spike in retail demand in the first half of the year compensated for the volumes lost to foodservice. This increase was concentrated in demand for beverages decanted from larger formats. For those focused on smaller ready-to-drink formats, typically consumed on the move, the loss in sales has been severe, with slow recovery rates being reported.

Beverages with health claims, particularly juices, over-indexed during the Covid-19 period as consumers looked to raise their intake of vitamin C. 2020 saw supply chain issues for primary produce from Southern Hemisphere markets, along with the cost of fruit almost doubling. This, combined with the increased cost of production, impacted on many suppliers. As a category, juice market diversification is better spread amongst juice exporters with the UK

accounting for less than 50% of total exports.

The outlook for bottled water is mixed. Large bottlers in the UK focused on still bottled water have reported a contraction of 9% this year. To insulate themselves, bottlers have been investing in packaging, innovating and extending portfolios into sparkling, flavoured or functional waters, to appeal to the renewed consumer interest in health, along with messaging on quality and provenance which may benefit well-marketed brands.

Bakery

The bakery category saw mixed export performances in 2020 depending on channel, shelf-life and sweet or savoury offerings. The value of bread and sweet bakery exports declined 2% in 2020 to be worth €177m.

The most significant factor was the impact that Covid-19 had on the in-store bakery category which accounts for a significant proportion of the UK bread export figures of €69m, a 15% decline on 2019's value. The almost full and immediate rejection of shoppers to loose bakery products caused dramatic fall-off in volumes in the early weeks of lockdown. Packaged solutions were developed for retail and confidence returned to the consumer. However, the drop in the frequency of shopping trips reduced the occasions shoppers interacted with the in-store bakery offerings and the change in shopper mission, looking for longer shelf-life products, has also had an impact on product offering.

The lockdown also forced some premium bakeries, who had been focused on foodservice, to successfully pivot into retail. Bakeries supplying coffee chains have also seen much of their performance linked to the location of these chains with those focused on commuter population suffering greater declines than coffee chains with more diverse locations.

Grocery

In the grocery category, the key export markets of Northern Ireland and Great Britain benefited from consumer demand for longer shelf-life products, an increase in shopper basket size and more cooking in the home.

Exports for the sauces and spreads category grew by 6% in 2020 to be worth €47m, predominantly in the UK, with this destination accounting for 76% of the total value. The growth in scratch cooking at home drove retail demand for cooking sauces and condiments. However, companies supplying sauces to the foodservice sector were challenged by menu rationalisation and a drop in demand.

The tea and coffee sector showed an estimated decline of 9% in exports to €31m. Retail sales have delivered growth as the main consumption occasion has now moved to the home due to changes in where people work. This category also saw a surge in online sales as consumers looked to recreate their out of home experiences. However, direct to consumer sales have been impacted by the decline in out of home consumption and still make up only a small proportion.

Snacks

There has been a double faceted impact on the demand for snacks from Irish manufacturers. Restrictions in movement saw a decline in sales of smaller, impulse formats of snacks, predominately distributed through the front of store and convenience retail channels, foodservice outlets and other out-of-home channels. The focus moved to multiple retail packs and sharing bags which saw growth. Overall, exports are estimated to have declined by 6% for the year to €10m.

Suppliers in general are seeing increased demand for healthy versions of snacks including lower fat, sugar and salt and increased functionality. Snacking as a category is becoming more established in European retail and presents opportunities for suppliers who have honed their offering around the more established UK category.

Added Value Seafood

The added value seafood category also experienced significant disruption in 2020. This category is largely driven by out of home consumption and, consequently, the various lockdowns across key export markets all had a negative impact on foodservice demand for this category. Exports of added value seafood from Ireland declined in 2020 by 14.5% recording a total value figure of €77m. Seafood export volumes declined by just 2.7% during the same period. The EU 27 markets which account for 62% of total seafood exports recorded a decline of almost 24% in value and 19% in volume during 2020.

Exports to France, the largest market for added value seafood, struggled during 2020 with a decline of 32.6% in value followed by Italy which decreased in value by over 28%. The other main markets within the EU also performed poorly with exports to Spain and Portugal declining by 13% respectively. Exports to Germany, on the other hand, put in a strong performance, increasing in value by 58% and volume by 10% during 2020, reflecting the strength of demand in this market for added value Irish seafood. Demand for seafood across Europe was hampered during 2020 by the impact of Covid-19 on sales of premium shellfish, the closure of the foodservice channel during lockdowns across a variety of Ireland's main export markets as well as increased loyalty towards local brands especially in the key markets of France and Spain.

Exports across Asia also suffered as a result of Covid-19 lockdowns which impacted significantly on demand within the foodservice channel. Logistical challenges in servicing this region coupled with negative sentiment towards imported seafood during 2020 all contributed to an overall decline of 9.9% in exports to this region in 2020.

On a positive note, despite concerns around Brexit, Irish exporters of added value seafood recorded strong growth in the UK in 2020 increasing by over 40% in value during this period.



BEVERAGES

The alcohol category has been particularly challenged in 2020 due to the closure of the on-trade for extensive periods. This, along with the almost complete closure of travel retail, reduced the value of exports in this category by 19% to €1.3bn. However, with that decline, the value of alcohol exports remains 12% higher than they were in 2016, underscoring the trajectory of growth that the category has experienced.

Whiskey exports were down by 26%, worth €620m, with 57% of that (€356m) destined for the US. Irish Cream Liqueur exports fell by 14%, valued at €311m in 2020, and 45% (€141m) of that was destined for the US. Overall beer exports were down by 17% to €254m and again reflects the closure of the on-trade in most key markets.

For whiskey and Irish cream liqueurs, a looming threat of tariffs by the USA and uncertainty in terms of future trade into the UK late in 2019, meant that customers wanted to be sure that they ordered sufficient stock in advance of the introduction of any tariffs or additional Brexit related costs. This meant that both markets were better prepared for a spike in consumer demand in the off-trade, a symptom of the on-trade shutdown and restrictions during Q2 to Q4. It also meant that exports in 2020 were negatively impacted because there were substantial stocks already in those markets coming into 2020.

Beer exports to the US declined by 42%. This reflects the importance of the on-trade to beer sales in that market as 60% of beer sales are through that channel. In Europe, exports were not as impacted by the on-trade closure and restrictions, declining by 20%. Exports to the UK were down by 7% and by 14% to Northern Ireland. Africa was similarly hit by the complete ban on alcohol sales in South Africa and Kenya, declining 13%.

The craft beer sector saw a decline this year after a strong start, but growth is anticipated to resume slowly in late 2021 and continue over the medium to long term, driven by increased off-trade presence



combined with the reopening of the on-trade. With Covid-19 limiting face-to-face engagement, many breweries took the opportunity to engage with their customers and consumers through social media.

The **Global Travel Retail (GTR)** channel is responsible for approximately 10% of the sales of Irish spirits. This dropped by almost 90% in the nine months to Dec 2020 and recovery is expected to be slow.

Overall, alcohol exports to the EU27 from Ireland were €330m, a 16% decline on 2019's value. The worst hit were Germany, Latvia and Czech Republic, where collectively, more than €34.5m in exports were lost. A large proportion of the Latvian exports are onward-shipped to Russia. More than €25.7m of these losses were in the Irish whiskey category while the rest were due to a fall in exports of Irish cream liqueurs.

Irish alcohol exports to the UK market declined by 12%, achieving €198m, while, in fact, sales through off-trade and online channels have increased significantly, in a trend toward consumption in the home.

On a more positive note, some interesting growth in exports was seen in the Netherlands and Sweden, with increases of 5% and 7% respectively. It should be noted that the Netherlands is used by many exporters as a hub so the final destination for these values is difficult to determine. The growth in Sweden is reflective of the continuous growth in Irish whiskey in that market and is the result of the fact that Sweden did not implement a closure of the on-trade until later in the year.

In **North America**, despite the imposition of tariffs on Irish cream liqueurs, the sector has demonstrated significant resilience. The US accounts for 87% of all alcohol exports to North America, and overall alcohol exports to the US were worth €552m in 2020. Traditionally, Irish cream liqueurs have performed better in the off-trade and that, combined with the spike in cooking-at-home witnessed during the pandemic, has served the category well. Recent consumer-targeted digital marketing, promoting Irish cream liqueur as a dessert ingredient, appears to have rewarded the category in sales performance. Irish whiskey exports declined by around a quarter but this does not reflect sales on the ground which held up well. In particular, in the second half of the year, those who did not lose their employment had more disposable income and consumers switched to premium and super premium brands. This ties in with the longer term trend towards “less but better” and premiumisation which will continue in 2021 and beyond. Telling the story of the provenance and quality of Irish spirits and beers will be important in this context.

Africa is a promising region for Irish exporters and exports to African markets for Irish alcohol were in high double-digit growth pre-Covid-19. Government responses to Covid-19, particularly in South Africa, were severe, closing down all channels. As a result, performance was dampened but held positive at 1% growth to reach €26m.

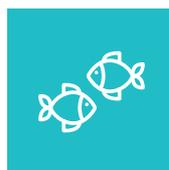
Australia, another promising emerging market for Irish spirits, grew by 18% to €26m. Exports to New Zealand, declined by 3% during the year, valued at €4m.

Asia is a vital region for the future of the Irish spirits category – total alcohol exports to the region were worth €28m - and results reflect a tale of two parts. While China and South Korea exports grew by 7% and 30% respectively, because they had less disruption to their economies, Japan, Vietnam and Singapore, declined in low double digits. India, again from a low base, almost doubled its sales of Irish spirits in 2020.

Many of the companies in the Irish whiskey and gin supply base are relatively new to the market. As such, growth is coming from a low base but they have been able to continue that growth through targeting the off trade and engaging with customers and consumers online.

The involvement of brands in the digital space was underscored by the crisis and has proven to be a very innovative marketing space. This will continue as smaller businesses with less financial resource can target both trade and end customers in promotional efforts. According to IWSR, alcohol ecommerce has grown by 42% in 2020 and will reach \$24 billion in the top 10 alcohol markets in 2021.

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 late 2021, initially to control states in the US. However, elements of the content will be used in Bord Bia’s online communications with buyers, trade media and key opinion leaders in the industry throughout 2021.



SEAFOOD

The value of primary Irish seafood exports declined by 8.9% to reach €443.8m in 2020. This is against a backdrop of volumes increasing by almost 5% over the year to reach over 200,000 tonnes of exports. The sector was severely impacted by Covid-19 which affected the performance of all species across the

category, particularly within the shellfish category which suffered a 31% reduction in export values. Coupled with uncertainties around Brexit, the impact of a weak dollar and the collapse in the foodservice channel across all main export markets, 2020 was a turbulent year for the seafood industry. Exports to the EU27 account for 59% of total Irish seafood exports by value with the African continent the destination of a further 21%; exports to the UK accounting for almost 10% of sales; the Asian markets dropping to just under 7% and the rest of the world accounting for the balance of exports in 2020.

Seafood exports to the EU27 reduced by almost 15% both in value and volume during 2020. Whilst salmon exports to the region held up well, growing by more than 10% in value, exports of whitefish declined by over 19% and both pelagics and shellfish recorded significant value declines at 17% and 27% respectively. Ireland's largest seafood export market, France, was extremely challenging for Irish

exporters during 2020 with values declining by 20% to be worth in the region of €90m and volumes were down by 15% across the range of species sold into this market. In France, full lockdowns from mid-March to mid-June and again in November and December led to a significant decrease in exports during these months. Product categories most dependant on the foodservice sector and particularly the table service restaurant sector, suffered most, notably seafood and, above all, the festive species such as shellfish.

Similar trends were observed in the Spanish market with Irish exporters struggling with the closure of the foodservice channel and the support for local production at retail level leading to a negative impact on trade. Exports to Spain were down by 17% in value to be worth €38m and 18% in volume during this period. The Italian market, upon which the Irish langoustine sector is heavily dependent, was extremely challenging due to the extended lockdowns which effectively closed off the hospitality sector for exporters, the main outlet for high value shellfish species from Ireland. Export volumes declined by around 21% while values were back by 34% to €33m, demonstrating the poor returns available from the market due to weakened demand and oversupply. The Polish market, however, performed very strongly during 2020, increasing by 59% in value terms to be worth €43m due to exceptionally strong demand for Irish salmon.

Exports to Africa recorded exceptionally strong growth during 2020. Overall, export values increased by 77% to reach €92.3m in 2020, driven by volumes increasing by almost 50% during this period. Nigeria continued to be the most important African market for Ireland's pelagic sector and accounts more than 50% of export values into the African continent. This market grew in export value by 77% and by 50% in volume during 2020, demonstrating the strength of demand for Irish pelagic fish in the market. Exports to Egypt grew in value by 44% whilst exports to Cameroon increased nearly sevenfold to €9m with value running ahead of volumes which increased by 424%.

The UK market recorded a modest increase in value terms of just over 2% to reach €43.6m, driven by a volume increase of almost 10% during this period.



The UK market remained the destination for almost 10% of the Irish exports, a slight increase on 2019. Growth to the UK in 2020 was driven by a strong performance by the whitefish sector which recorded increased exports of 14% in value despite volumes falling by more than 13% during the period. Pelagic exports also performed well, increasing by 23% in value terms. In line with the overall performance of this category, shellfish exports were impacted most negatively during 2020 with values falling by 15% despite volumes increasing by 6.7%.

Irish exports to Asia suffered major declines during 2020 as the impact of Covid-19 in these markets resulted in lengthy foodservice closures which impacted severely on high value shellfish exports to the region. Seafood exports to Asia were worth just over €30m in 2020, a 57% decline year-on-year. Exports to Japan declined by 42%, exports to mainland China reduced by 73% and to Hong Kong by 8%. Exports to the region have been challenging not only because of the impact of Covid-19 but also due to huge logistical difficulties in servicing these markets due to poor availability of container space throughout the year which had a negative impact on pelagic exports to the region, and also a lack of air cargo space to facilitate live shipments to the region. The increase in logistical costs also had a negative impact on the returns secured by the sector during 2020. Negative consumer sentiment in the Chinese market around imported seafood and its link with Covid-19 cases also dampened demand for certain species in the latter part of the year. An increase in inspections at ports also resulted in delays in clearing customs and a consequent increase in the costs to service this market. Pelagic exports to Asia in 2020 reduced by 56% in value and shellfish exports declined by 57%, demonstrating the difficulties facing exporters to the region throughout the year.



Irish exporters expect consumers to continue to support local brands in the interest of national economic recovery

Sectoral prospects for 2021 are varied depending on the category. Uncertainty within the sector remains about the impact of Covid-19 on business until at least the third quarter of 2021 with the view widely shared that recovery will be slow and, realistically, it will most likely be 2022 before the sector returns to the levels seen in 2019. Following the ratification of the EU UK Trade and Cooperation Agreement (TCA), the Irish fishing industry is also facing a significant reduction in quotas for key export species such as mackerel and langoustines which will have a detrimental impact on seafood exports for the years ahead. Other species that will be impacted include a range of whitefish species and herring stocks. The impact of Brexit is also impacting on shipments going direct to the UK and for those Irish exporters that use the UK landbridge due to the time, cost and delays associated with new administration requirements, customs documentation and other new regulations. Across the EU27, in the short term, 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. The increase in organic supply of salmon from Scotland and Norway is also expected to place further pressure on the Irish organic salmon sector in 2021, putting pressure on prices and necessitating enhanced marketing efforts to promote the unique selling points of the Irish aquaculture sector to help retain existing and recruit new consumers. The industry remains positive, nonetheless, about its ability to grow in an increasingly diverse range of markets across the EU27 and Asia once normal business resumes. In spite of a challenging 2020, the sector continues to invest in plant efficiencies, innovation, branding and marketing which will all stand the clients in good stead 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 2021 and will also focus on growing and enhancing the reputational strengths of the Irish offering in target markets in both Europe and Asia.

Sector Reviews:

Small Business & Organic

The small business sector is defined by Bord Bia as businesses with an annual turnover of between €100k and €3.5million, representing all sectors from beverages, seafood, alcohol, dairy, meat and prepared consumer foods. Bord Bia engages with over 650 clients within this sector, a figure that has seen continued growth in recent years. Consumers are increasingly seeking foods with authenticity, provenance and with a small local supplier story. The Small Food and Drink business sector is substantial and continues to grow with a current estimated value of €300-€450 million. The diversity of the sector is also reflected in the profile of businesses including start-ups, artisans, lifestyle and 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 for the small business sector in 2020 and will continue to do so through to 2021.

Small businesses tend to have a strong domestic market focus, are typically young (<10yrs), mainly self-funded and most employ fewer than 10 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 exporting companies (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 and 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

The annual Small Business Seminar Event was held on 22 January 2020 in Hotel Kilkenny, Co.Kilkenny. This was the 10th year of this annual event, previously known as the Small Business Open Day.

The 2020 event saw relationship management and distribution as key themes. The event provided a platform for exchange of ideas, strategies,

networking and promoting best practice. Through encouraging businesses to 'Develop their network to support their business decisions' and sharing best practices on 'How to choose and manage their distributor' Bord Bia aimed to energise small food, drink and horticulture businesses to maximise their relationships. The event was attended by over 60 food and drink businesses.

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 the wider industry in Ireland and includes information about upcoming events and consumer insights.

Bord Bia's Online Learning Zone was launched in 2020 with a wide range of modules available for client companies to sign up to including 'Choosing and Managing your Distributor' and 'Pitching to Buyers'. 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 Online Learning Zone will allow users to up skill 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 Bord Bia's small business clients.

Route to Market Supports – Retailer Programmes

Bord Bia offers a range of supports in terms of route to market from an Irish Market perspective.

Food Academy is a shared initiative of Bord Bia, SuperValu, and Local Enterprise Offices. Developed in 2013, Food Academy celebrated its seventh year in 2020, with over €170 million of sales generated since its inception. Eighteen producers went live on shelf as part of the 2019/2020 Food Academy programme. The 2020/2021 programme commenced in September 2020 with 48 companies participating. Successful companies will go on shelf in May 2021.

All Local Enterprise Offices countrywide have engaged in Food Academy either independently or with a neighbouring Local Enterprise Office.

Grow with Aldi was developed in partnership with Bord Bia and is now going into its fourth year. The programme is designed to help small to medium Irish food and drink businesses secure a retail listing with a national retailer. Participants receive tailored mentoring and access to bespoke workshops with Aldi buyers and Bord Bia technical experts. In 2020, a further 40 Irish producers supplied their products into Aldi's 140 stores nationwide through this programme.

Lidl's Kick Start programme has progressed for a fourth consecutive year. The supplier development programme, run in conjunction with Bord Bia, is designed to help small and medium Irish food and drink businesses grow their brand and build their supply network. In 2020, Lidl had €1m worth of Irish produce, with over 80 products from over 60 suppliers on their shelves.

Food Works

Food Works, Ireland's leading accelerator programme for entrepreneurial food and drink start-ups, works with a small number of high potential start-up food 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, the programme has worked with over 80 start-ups in developing scalable and export focussed business ideas.

The three state agencies continue to engage with some of Ireland's best business ambassadors to help develop the next batch of serial food and drink entrepreneurs and high potential start-ups.

- The success of the programme to date includes:
- One in five participants have already achieved export success;
- Global markets reached span four continents: Europe, Africa, Asia and North America;

- Over €2.5 million in funding from Enterprise Ireland has been secured.

Following the formal application process, 10 successful companies participated in the 2020 FoodWorks programme. The programme was held virtually for the duration of 2020 with a monthly workshop taking place and all mentoring sessions taking place online. The conclusion of the programme took place in November when the companies virtually presented their investor ready pitch to a number of potential investors. Recruitment for the 2021 Food Works programme began in November 2020 with successful companies due to start in March 2021.

Farmers Market Webinar: Bord Bia hosted a webinar in April 2020 on Farmers Markets which illustrated how best to adapt the business during Covid-19. The purpose of this webinar was for producers who sell at Farmers Markets on a regular basis to explore other opportunities to reach their consumers as well as ensuring they were best prepared to go back to market once they were re-opened after the lockdown.

Other Supports and Programmes for Small Business

The Food Market at Bloom provides a platform for marketing, promotion and sales for small food producers. With the cancellation of Bloom 2020 due to the Covid-19 restrictions, Bord Bia recognised the importance of sharing the details of small businesses with buyers in the absence of the Bloom buyers breakfast. A digital flipbook with over 150 profiles of food and drink client companies was shared with over 300 buyer contacts.

The Business Continuity Mentoring for small business began in May 2020 with five companies participating in the programme. These companies received support in the areas of cash flow forecasting, working capital, risk management and other financial supports. This programme was completed in August. A feedback survey recorded very positive results and recognised the positive impact that the service had on their businesses.

Small Business Mentoring: In response to Covid-19, it was recognised that many small businesses would potentially have to change their business and marketing plans, update their overall strategic plans and seek new routes to market. In line with these unexpected impacts to business, the small business team launched a small business mentor panel. Some 18 companies availed of this one-to-one mentoring from July through to September 2020 with the overall feedback from client companies being very positive.

Sector Review: Organic 2019

An Organic Sector Strategy Group was established in March 2018 to develop a strategy for the development of the organic food sector for the period up to 2025.

The Group comprises of representatives of the Department of Agriculture, Food and the Marine, Teagasc, Bord Bia, BIM, IFA, ICMSA, ICSA, organic certification bodies and a wide 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 2020 were informed by the 2019 – 2025 Organic Strategy.

BioFach 2020

Eleven organic companies participated at BioFach in 2020, including some first time exhibitors to the show. The show took place in February in Nuremberg and brought together over 3,000 exhibitors and over 47,000 trade visitors from 136 countries. Bord Bia actively promoted Ireland's presence at Biofach inviting attendees to visit Irish companies at the 'Origin Green' branded stand.



Bord Bia hosted a reception on the opening day of the event attended by Ireland's Ambassador to Germany, Dr. Nicholas O'Brien.

National Organic Awards

The National Organic Awards, organised by Bord Bia in association with the Department of Agriculture, Food and the Marine, were held in October 2020. The bi-annual event recognised developments in the sector across key categories as judged by a panel of experts.

There were seven award categories including Retail, Private Label Retail, New and Innovative, Export, E-Commerce, Marketing Campaign, and Business in the Community with each winner receiving a digital marketing prize to the value of €5,000. Over 115 entries from across the country were received resulting in a diverse range of products being shortlisted across the seven categories. Judging of the awards took place virtually by five judges from across the UK and Ireland. The award winners were announced on 21 October through a social media campaign on Twitter.

To coincide with the Awards, Bord Bia released research on consumer attitudes to organic food. The findings show that a quarter of consumers have purchased more organic produce since the beginning of the Covid-19 pandemic, with 27% buying organic food weekly, or more, and 35% buying it two to three times per month. Health was the key reason for choosing organic food (73%), followed by taste (65%) and environmental concerns (55%). The study also found that people under the age of 35 are more likely to pay more for organic food.

Young Organic Plant Raiser / Nursery Demonstration Skills Project 2020 - 2022

Growing nursery plants from seed to germination right through to the young plant stage of development is considered a highly specialist business.

At present, the Irish organic vegetable industry sources these young plants particularly from England and the Netherlands. Due to the uncertainties of Brexit, as well as an industry ambition to bring this expertise into Ireland, Bord Bia supported a demonstration farm initiative across several interested growers who are in the early stages of developing expertise in organic plant raising.

This project commenced in October 2020 with industry discussions for preparation of the first demonstration site scheduled for January 2021. It was agreed that all stakeholders would work together on implementing a strategy for production of organic vegetable plants in the Republic of Ireland in the 2021 season.

Irish Organic Beef

Organic Irish Beef was promoted in the Dutch market via the retailer, Vomar, which promoted the sale of organic Irish beef in its in-store magazine. As part of the promotional activity, three full-page advertisements ran throughout 2020, further enhancing the comprehensive range of Organic Irish beef that the Dutch grocery retailer listed for the first time in 2019. Bord Bia will continue the promotion of the organic line of Irish beef in Vomar.

Kantar Organic Market Data Research

Bord Bia purchased UK and Irish organic data from Kantar for a 52 week period ending September 2020.

The data purchased identified the following for each market.

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

This data is available to all organic stakeholders to review.

Sector Reviews:

Horticulture



THE RETAIL FRESH PRODUCE MARKET

The horticulture industry includes the food sector of horticulture and amenity horticulture. As an industry, 6,600 people are employed in primary production. Overall, the farmgate value for the horticulture industry saw a slight increase from 2019 values.

The Fresh Produce Market

The fresh produce market was valued at €1.7bn in 2020 with fruit accounting for €843m, vegetables €612m and potatoes €245m. Increases in the average price and volume of purchase contributed to the increase in the value of the retail market in 2020. The foodservice market for fresh produce was valued at €340 million.

Fruit and Vegetables

In 2020, the total farmgate value for the field vegetable, protected food crops and fruit sectors saw an increase on 2019. In 2020, the growing conditions for crops varied across the seasons for the different product lines, being better for some crops than others. Depending on the market channel outlet and particular crops, some sectors saw an increase in sales. The Covid-19 pandemic restrictions saw people working from home for a number of weeks during the year which boosted demand and sales at retail level. However, it negatively impacted those parts of the industry that were more focused on the foodservice market. In these situations, some of this product was diverted towards the retail channel where opportunities arose. Both the availability of labour and the extra costs associated with the pandemic created significant challenges for the fresh produce industry in 2020.

Mushrooms

In 2020, the farmgate value of the mushroom industry was valued at €119m producing 65,000 tonnes of mushrooms. The mushroom industry exported 80% of this production to the UK with the balance sold on the domestic market. 2020 was a good year for retail mushroom sales in the UK and Ireland. It was initially feared that the drop in foodservice sales caused by Covid-19 would affect overall sales. However, more home dining made for a record year in retail sales in both the UK and Ireland.

Potatoes

Potato production in 2020 was estimated at 295,000 tonnes which was a 13% reduction on production in 2019. The area grown was 8,838 hectares. The main variety continues to be Rooster with other notable varieties including Kerrs Pink, Queens and varieties for crisp production. There was an increase in the fresh chip and crisping varieties. The domestic market is the key market for the potato industry which was valued at €245m in 2020 at retail level.

Amenity Crops

The value of output from the amenity sector was estimated at over €70m in 2020. The total gardening market at consumer level was valued at €1.2bn which was a significant increase on recent years. The plants and flower category was valued at €385m in 2020 which was a big increase on the previous year. Overall, it was a good year in the gardening market. There were initial fears that the restrictions due to Covid-19 were going to have a negative impact on the nursery sector with garden centres in Ireland being closed for a significant period of time, particularly in the important early gardening season. However, despite some early season losses, with increased sales online and growers pivoting to and using other market channels in that period, coupled with an increased interest in gardening with more people based at home, the market made a good recovery and an overall decent season for the industry resulted. The landscaping sector had a reasonably good year in 2020 and is valued at over €300m despite the challenges presented by Covid-19.

The amenity horticulture sector relies heavily on exports to the UK and 2020 produced a lot of disruptions in the market as a result of Covid-19. Garden centres were closed in March in the UK at the start of the UK lockdown. Bulb and daffodil exports were down on 2019 due to disruption in the Dutch auctions. Christmas tree sales were down on 2019. The total value of exports fell to €17m, including bulbs and flowers (€1.5m); foliage (€4.8m); Christmas tree (€3.4m) and nursery stock (€7.3m).

Horticulture Promotions

Mushrooms Complement Everything

2020 was the final year of the three year €2m “Mushrooms Complement Everything” EU co-funded campaign running in the UK and Ireland which consisted of digital advertising, social media activity and a public relations campaign. The campaign in 2020 had a reach of 10 million, with 2 million engagements, 1.5 million video views, and 31 million impressions. The focus of the campaign was to show how chopped up mushrooms can be combined with minced meat to make meals healthier, tastier and less expensive.

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. The campaign, which is primarily an online campaign, commenced in April 2020. A first activation online with key influencers took place at the end of May with the second activation taking place in early October. The campaign is underpinned by a campaign website (potato.ie) with the core content focused on new potato recipes. In Ireland, National Potato Day was held on Friday 2nd October. It was a PR and online based promotional campaign.

Gardening promotion

The GróMor consumer gardening campaign was launched in April. The campaign messages were to ‘Get Out, Get Healthy, Get Growing’ and ‘visit your local garden centre’. The campaign performed well with website visitors and page views up over 200% over 2019. There were 40,000 users and 90,000-page views on the website in 2020. The gardening tips interview series with garden centres and nursery owners reached over 20,000 per episode on social media. A high profile gardening campaign across TV/ radio and online channels commenced in mid-May and ran for four weeks to mid- June. The campaign was aimed at boosting sales of plants, particularly when garden centres re-opened in May. There was a high level of awareness of the campaign among adults (38%) and those who had seen the TV ad and/

or heard the radio ad. Three in five adults indicated they would spend money on plants as a result of seeing the campaign. A final burst of radio and digital advertising promoting winter gardening ran in early December.

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. Activity will commence in 2021.

Celebrate Strawberry Season

The Celebrate Strawberry Season Campaign was launched in May and ran right through to September. The campaign featured digital/influencer activity, recipe collaborations, print advertorials and grower profile activity. There was continuous social media supporting each element of the campaign.

Five collaborators (Season Ambassadors) were recruited to develop healthy nutritious recipes. Six new recipes were created which were hosted on the Bord Bia webpage and promoted across the various online platforms. National and regional media were targeted which resulted in a total of 17 pieces of earned media across print, radio and online, with a total reach of 841,506.

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 Department of Agriculture Food and the Marine 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 2020, prior to school closures, the Food Dudes Programme was delivered to a total of 700 schools and 112,962 pupils. In response to school closures, a revised Food Dudes Week programme was developed and launched in April. For nine weeks, new weekly themed activities and online digital content was made available to the general public on the new Fun at Home section of www.fooddudes.ie via social media channels featuring some well-known celebrity role models. The campaign had over 3.1 million impressions, reached more than 362,000 people and generated more than 10,000 new visits to the Food Dudes website.

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 Agriculture, Food and the Marine) and Bord Bia, the programme is managed at school level by the agri-food educational body, Agri Aware. Launching in February 2020, 1,000 grow packs containing peat-free compost, turnip, carrot, lettuce, chive and spinach seeds, as well as strawberry and potato plants were delivered to 550 schools (25,000 pupils) across Ireland. In response to Covid-19 and school closures, a revised programme of online activity was developed with the five core programme tasks and launched in April running for five weeks. Over 1,340 families and 3,900 children took part with over 9,000 views to the website (+483%) during the campaign.

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 allows children to learn about nutrition and boost their activity levels, all while having lots of fun in a non-competitive environment. The programme launched in schools in January 2020 with 921 schools (60,000+ pupils) registering to take part. Each school received free teacher and pupil packs with educational resources (recipe books, fact sheets and easy-to-understand information on the Food Pyramid) as well as step by step instructions to set up a lunch club in their school. In response to Covid-19, a family-friendly version of the programme packs were created and made available on www.irishbread.ie in April. The programme received national media coverage and was featured on the popular parenting website www.schooldays.ie. A four-week promotion with herfamily.ie commenced in May with a total reach of 111,479.

Fresh Produce Promotion

In 2020, Bord Bia again sponsored the gardening programme *Grow Cook Eat* which aired on RTE during the spring. The series is focused around the growing, cooking and eating of fruit and vegetables, incorporating segments on commercial horticulture producers and achieved significant viewer numbers of over 270,000 per episode.

Best in Season Campaign

To coincide with the launch of Bord Bia's new Best In Season calendar, a communications campaign was launched in July 2020. 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 new interactive Best In Season calendar on BordBia.ie. The key elements of the campaign included PR and online activity using social media. In addition, six influencers with a combined audience of over 310,000 created and shared seasonal recipes on Instagram as part of the campaign.

Horticulture Programmes

Marketing, Innovation

Under the Bord Bia Marketing Assistance and Covid-19 support programmes, a total of 43 horticulture businesses received assistance in 2020 to undertake a range of marketing activities to help them respond to the challenges created by Covid-19.

In the potato sector, Bord Bia, working closely with the industry and Teagasc, progressed an initiative to encourage increased production of potatoes for the fresh chip market.

National Plant Fairs

There were two plant fairs scheduled for spring 2020 organised by The Irish Hardy Nursery Stock Association and supported by Bord Bia. The aim of the fairs is to bring plant buyers and growers together in one venue to facilitate and promote plant sales of local product at the start of the gardening season. The first took place in late February. The second scheduled fair was cancelled due to Covid-19 restrictions.

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 2020, these were supported by a mentor who had regular contact with the key amenity crop exporters. Taking into account the disruption caused by Covid-19, the advent of Brexit and the importance of the UK market to exporters in this sector, the support was amplified and targeted where needed. In November, all exporting nurseries attended dedicated personalised export consultancy sessions with the UK based amenity sector mentor. In 2020, up to 115 new leads and follow ups were provided for amenity exporters.

Lean Management

Lean management principles are an aid to help businesses raise productivity. Assistance was provided to over 20 horticulture businesses during the year. In addition, assistance was provided to 10 nurseries that needed tailored interventions in the immediate aftermath of the initial Covid-19 lockdown. Typical interventions included help with retail negotiation, advice on the rescheduling of loans, accessing the information on state supports available and help with cash flow plans and business plans for the remainder of 2020.

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 2020. However, Bord Bia's support ensured that some of these were enabled as virtual events, including the Young Horticulturalist of the Year competition and the David Robinson Memorial Lecture to promote and support student interest in horticultural education.

Sector Reviews: Services



ORIGIN GREEN PROGRAMME

Origin Green

Origin Green's third-party verification partner is Mabbett, a leading global inspection, verification, testing and certification company. Approval by Mabbett indicates that a company's Origin Green sustainability plan meets the minimum standards required to attain Origin Green membership. The independent verification of Origin Green 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.

To date, companies have set over 2,400 sustainability targets, reaffirming the industry's commitment to continuous improvement. Furthermore, collaboration remains a cornerstone of the programme. Therefore, Origin Green is committed to working with national and international partners who demonstrate best practice in their fields, in an effort to improve the performance of the industry as a whole and drive continuous improvement.



Origin Green - 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 20 years. This infrastructure sees more than 100 auditors undertake over 650 independent farm audits each week. The five sustainable assurance schemes for producers include: the Sustainable Beef and Lamb Assurance Scheme (SBLAS), the Sustainable Dairy Assurance Scheme (SDAS), the Sustainable Egg Assurance Scheme (SEAS), the Sustainable Horticulture Assurance Scheme (SHAS) and the Sustainable Poultry Products Assurance Scheme (SPpAS).

As a direct response to the Covid-19 pandemic, 2020 saw the introduction of remote and blended auditing

systems. This new approach to auditing enabled the continuation of all scheme certification activities for members over the course of 2020, whilst adhering to public health guidance. The success of remote and blended auditing was only possible due to the commitment and flexibility of the scheme members and auditors who adapted with goodwill to this approach in 2020.

In 2020, the total percentage of horticulture producers certified to the SHAS M1-Growing module climbed to 93%, with the remaining Horticulture Quality Assurance Scheme (HQAS) certifications due to expire in Q1 2021. A total of 285 audits were undertaken in 2020 across all available horticulture standards. The Introduction of the SHAS M3 module covering ornamental production is due to take place in January 2021.

The volume of SBLAS and SDAS audits conducted in 2020 only decreased slightly as a result of Covid-19. Additional resources were put in place with the Bord Bia Helpdesk to deal with much higher volumes of calls from farmers accessing the remote audit system. Once this system was fully operational, there were, at times up to 1,000 audits per week being conducted on SBLAS and SDAS member farms.

Membership

A total of 46,539 audits of farms in the various producer schemes took place in 2020. Membership at the end of the year was as follows:

Sector	Members
Beef & Lamb	54,632
Dairy	16,116
Pig	415
Poultry	611
Eggs	188
Horticulture	350

Meat Processor Standard

During 2020, Bord Bia continued to develop the combined Food Processor Standard. The new standard is modular in structure, with the first module (Module A) applicable to all food manufacturers. Module A was approved by the Technical Advisory Committee and the Irish National Accreditation Board (INAB) at the end of 2020. It is expected that Modules B (Meat), C (Fruit and Vegetable), D (Quality and Bord Bia Logo Use), E (Value Added Processing) and F (Sustainability) will be completed and approved in the first quarter of 2021.

During 2020, most site audits took place through the newly developed remote auditing facility. 178 processor audits took place during 2020 including 145 Meat Processor Quality Assurance Scheme (MPQAS)/Associate Membership (AM), and a further 13 audits were conducted on egg packing centres under the Sustainable Egg Assurance Scheme (SEAS). There are currently 92 MPQAS certified members, five Associate Members and 17 members of the SEAS.

Grass Fed Dairy

During 2020, a full review of the Grass Fed model used in the calculation of three year rolling average figures was completed. Following this, Bord Bia engaged with the dairy processors to bring them up to date on improvements made and to continue to support them in preparing for audit to the Grass Fed Dairy Standard. By the end of 2020, three plants had been certified with one other audited and a further three applications registered on the Bord Bia database. Engagement with all dairy processors remained ongoing with many committing to undergoing audit early in 2021.

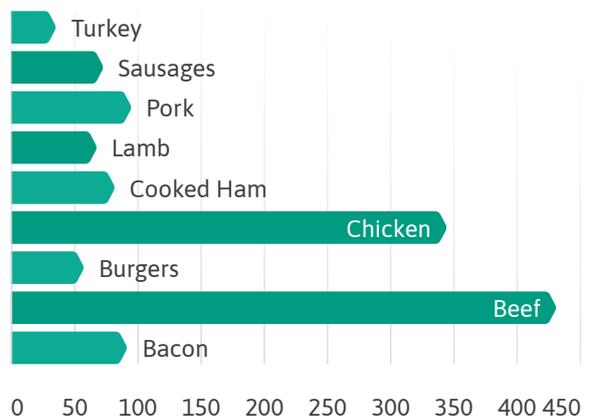
Grass Fed Beef

Accreditation for the Grass Fed Beef Standard was achieved in 2020. By the end of the year, there were nine plants audited with six of these certified. There was one audit scheduled for early 2021 and a further eight applications registered on the Bord Bia database.

Bord Bia Quality Assurance Logo

The use of the Quality Assurance logo on retail labels is consistently high. In 2020, some 1,626 labels were approved from 108 companies with the highest number of applications received for the beef, chicken and pork categories.

QA % Applications by category 2020



Origin Green – at company level

Food and drink manufacturing companies can become members of the Origin Green programme by committing to the Sustainability Charter and developing sustainability plans of a sufficiently high standard to merit independent verification. By the end of 2020, over 270 companies were verified members. These member companies supply over 90% of all Irish food and drink exports.

In 2016, Bord Bia extended the Origin Green programme to the final level of the supply chain with the introduction of the 'Retail and Foodservice Sustainability Charter', as part of a pilot programme. Similar to manufacturers, retail and foodservice companies participate in Origin Green through the development and delivery of ambitious, measurable and time-bound targets as part of a five-year sustainability action plan. These plans must also receive independent verification before membership is granted.

By the end of 2020, nine retail and foodservice companies had become verified Origin Green members.

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.

Origin Green – A robust strategy for the future

2020 was the eighth 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 2020 were:

- Provision of the Origin Green Mentor: Each of the 270 + 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
- Workshops: The Origin Green Team ran over 20 introductory webinars during 2020 which assisted companies in understanding the programme and developing their plans.
- Templates: Participating companies were provided with an Origin Green plan template which outlines everything that needs to be included in a sustainability plan.
- Online Course: Following workshops, the Origin Green Team ran a plan development course. The course has been designed to take companies from the introductory stage to the stage where they have developed a complete sustainability plan that is ready for verification .
- Feedback Reports: Individual feedback reports were provided to companies developing sustainability plans to assist with development.
- Origin Green Partner Organisations: Origin Green partners with a wide range of organisations with specialised sustainability knowledge to ensure the successful implementation and development of the programme.

- From January 2019, packaging became a mandatory target under the Origin Green Charter's raw material sourcing section. To ensure companies have the required knowledge to set appropriate packaging targets, Repak hosted a series of 20+ sustainable packaging clinics. The clinics gave Origin Green members the opportunity to meet one-on-one with a Repak packaging technologist to discuss ways to make their packaging more sustainable.
- New members received one-on-one inductions and materials to identify as an Origin Green member (flag, plaque, pins, templates and access to visual assets such as logo).
- Members were profiled 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.
- A new Origin Green website was created to better communicate the programme and showcase its members.
- A virtual member event was held in July to provide companies with a deep dive on sustainability from Bord Bia's Readiness Radar survey. The event mapped out key risk areas.

With the introduction of the Origin Green credits system in early 2020, it is now 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 to highlight companies that are excelling in their target areas. In November, 26 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 2020. 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 2020, 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 2020 with the sustainability performance KPIs.

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:

1. Quality Assurance Schemes:

Bord Bia has been working closely with Teagasc and DAFM personnel to identify how the Quality Assurance Schemes can be modified to introduce actions that will positively affect sustainability. Many of the proposed changes focus specifically on the inclusion of actions borne out of the Teagasc MACC criteria for climate change mitigation.

2. New Farmer Feedback Reports (FFR):

In 2020, 21,012 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.

3. Farmer Engagement:

During 2020, 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 2020, 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 PGI application, the impact of Covid-19 on international markets, remote auditing and the Brexit pulse survey, to name but a few.

Introduction of OG Tiered Membership and Credit System

At the manufacturing level of the Origin Green programme, participating companies are required to develop a comprehensive multi-annual sustainability plan with clear, measurable and time-bound targets across three key areas: raw material sourcing, the manufacturing process, and social sustainability. To achieve Origin Green membership, all sustainability plans are independently verified for accuracy and robustness by a third-party auditing body. This may include an on-site audit.

To retain ongoing membership of Origin Green, companies must subsequently submit an annual review to demonstrate clear progress against the established targets and initiatives set. Once again, this annual review is subject to an independent third-party review. This ensures minimum programme requirements are consistently met and maintained.

At the beginning of 2020, Bord Bia introduced the Origin Green credits system, a points based system which simplifies the verification process for participating companies. Based upon a company's annual revenue/turnover, participants are grouped across five membership tiers with size appropriate requirements.

The Table below outlines the five membership tiers within the Origin Green programme and the corresponding sustainability targets required for each respective tier.

Membership Tiers	Revenue / Turnover	Minimum Targets Required
Tier 1	>€250m	8
Tier 2	>€50 – 250m	7
Tier 3	>€10 – €50m	6
Tier 4	>€1 – €10m	5
Tier 5	>€100,000 – 1m	4

The benefit of this system is that it displays a greater level of transparency for how membership of Origin Green is achieved and retained. It also maximises the potential for a member to successfully implement its sustainability targets.

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

A new communications programme was developed and rolled out in 2020 to ensure Bord Bia continues to showcase the proof and progress of the programme and its members to stakeholders in Ireland and abroad. The annual progress report was released online in April 2020. New content such as key messaging documents, infographics, case studies and videos were developed for website and social media activity.



STRATEGIC INSIGHT AND PLANNING

BORD BIA STRATEGIC INSIGHT AND PLANNING TEAM

Bord Bia's Strategic Insight and Planning Team ensures that consumer, market and trade insight and intelligence remains central to marketing and innovation strategies for Irish food and drink businesses. The goal is to share this insight throughout the organisation and industry-wide, to have strategic thinking at the heart of Bord Bia's activities. Bord Bia continues to look to the longer term, to enable stakeholders to make better strategic decisions by resourcing trends, foresight and innovation programmes and constantly looking to the future. In 2020, Bord Bia continued to evolve and expand services across the areas of insight, consumer focused innovation and branding, providing insights for clients and stakeholders.

CONSUMER AND CULTURAL INSIGHT

In 2020, 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 2020 under this programme include:

Meat Shopper Insight: 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 meat clients in their category management with major retailers. The findings were presented to 10 key customers and clients in 2020.

Dietary Lifestyles Tracking: 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 a study from 2018. It allows Irish food and drinks businesses to consider the best way to navigate the future and stay relevant whilst helping inform communications, innovations and brand strategy. The findings will be presented to client companies in February 2021.

Feeling the Pinch: The Feeling the Pinch 2020 Report was launched in November 2020 and was designed to understand global consumer sentiment and behaviour that has emerged during Covid-19 and the potential impending recession. This global report also included a local market series presented via webinar in November to 75+ attendees including detailed consumer segmentation and a toolkit. Markets covered in the Report include UK, Ireland, US, France, Germany and China.

What Ireland Ate Last Night: This study, an update on a 2011 version, was commissioned to help the food and drinks industry learn about actual evening meal consumption habits of today and learn how dynamics have changed over time with the overall aim of delivering insight to drive new evening meal opportunities across food and drinks sectors. It was presented to 80 client company attendees in The Thinking House in February.



UK Consumer Pulse: Bord Bia's Brexit insights work continued to focus on the UK Consumer Pulse to gain an in-depth understanding and develop insights on how the Brexit process is impacting both perceptions and attitudes towards the Republic of Ireland and its main food and drinks categories. Throughout 2019, Bord Bia tracked consumer sentiment in the UK (Waves 1-6) and ROI (Waves 1-4) to understand the impact of Brexit on grocery shoppers. This tracking study continued with three waves in 2020. Results were shared at a webinar in June which was attended by 80 client company representatives.

Frozen Food Category Overview: Over 30 companies attended a webinar in October to gain an understanding of the performance of the frozen category in the Irish market for the first 36 weeks of the year. This webinar used Kantar data to give an overview of the performance of the frozen category, the impact of Covid-19 and the main drivers of growth for the year to date.

Food-to-Go, UK Trade Insight Report / Webinar: Bord Bia commissioned a cross-sectoral report on the UK Food2Go market which focused on trade insight to help suppliers understand the key opportunities in the new Food2Go UK landscape across the entire channel from multiple retailer food-to-go to coffee chains and forecourt retailing. The report was debriefed to over 80 clients in November.

Chinese Beef Foodservice Insight: This ethnographic consumer research was conducted to understand the Chinese foodservice opportunity for Irish beef. The project looked specifically at a number of dining occasions, including out of home, app delivery and lunchtime with the aim of bringing a piece of trade insight to life for clients. The findings were presented to clients in April and debriefed to meat client companies on a one to one basis.

Irish Beef in Foodservice – Four European Markets: The objective of this research was to gain a deeper understanding of the foodservice markets in Germany, Netherlands, Italy and Great Britain to help uncover further opportunities for Irish beef. Research findings and individual market reports were disseminated to client companies.

Fresh Produce Study: A consumer usage and attitudes study on the fresh produce market with a focus on millennials was commissioned to help the horticulture industry learn about behaviour of the Irish population and their current attitudes in relation to the purchasing, consumption and usages patterns of fruit, vegetables, potatoes and chilled salad. It was also undertaken to help inform an EU campaign for the International Year of Fruit and Vegetables (2021). The findings were delivered to horticulture client companies in November.

Bord Bia Quality Mark Evaluation: This consumer research was to evaluate Bord Bia's Quality Mark and species communication campaigns in Ireland. The tracking nature of the research evaluated 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.

Selling Ireland's Meat and Seafood in Online Grocery:

This study was designed to provide the seafood and meat sectors with insight to help build their businesses online. The purpose of the study was to explore shopping habits online in order to identify ways to win online retail and drive business growth for meat and seafood clients. Research findings were presented via webinar in November.

TRENDS, FORESIGHT AND INNOVATION

The provision of future focused category and industry knowledge enables client companies to adopt a long term and 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.

2020 Projects in this Programme include:

Consumer Lifestyle Trends Programme:

The Consumer Lifestyle Trends programme takes a global approach to consumer trends as Bord Bia conducted research in 21 markets around the world, talking to 28,000 consumers. Bord Bia also leveraged a network of StreetScapers who are culturally connected individuals in key cities around the world. They provide examples of in market trends, products, brand campaigns and foodservice developments. This programme is fundamental to Bord Bia's innovation and branding work as it ensures the creation of new products and brands against actual consumer behaviour which will last for the medium and long term. Investment in the proprietary Consumer Lifestyle Trends study is a critical building block for identifying future focussed opportunities. In 2020, 14 bespoke client workshops were held to present the Consumer Lifestyle Trends.

Bespoke Insight and Innovation Initiatives:

The Strategic Insights and Planning Team worked with 37 clients on bespoke insight and innovation projects in 2020. 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 including ideation, concept testing, category understanding and brand positioning for new products. 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.

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. The publication of Future Proofing Toolkits is a key tool to help food and drink businesses 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 eight Future Proofing Toolkits were produced for Ireland, USA, UK, Germany, France, Spain, Japan and China. 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. The series was launched to 80 clients via webinar in April and has been widely published in social media and national media. Toolkits for UAE and China were launched in November and the second wave of Future Proofing Toolkits for Ireland, UK, Germany, Spain, France and USA were also delivered in November to 75 attendees via webinar.

The "Future of Food" Study: This cornerstone long term foresight study to explore trends and identify strategic issues affecting the food and drink industry will be disseminated and rolled out to the industry in March 2021. This study will enable Bord Bia and Irish food and drink companies to understand, leverage, and manage future trends more effectively.

The Future of Adult Beverages: This report was developed to explore consumer needs and identify innovation opportunities in the non-alcoholic adult beverage space and provide inspiration to the

industry, a reference guide to emerging trends around the world and to promote innovation in the sector in Ireland. The scope of this project was extensive, uncovering trends that apply to all elements of the out of home adult non-alcoholic cold beverage market; a market that is estimated to be worth €400bn globally. It was delivered to 50 industry representatives via webinar in May and ongoing bespoke client work continues.

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. Two companies participated in the Consumer Taste n' Tell programme in 2020.

BI:TES Concept Iteration and Validation Platform: This bespoke global innovation tool, Better Ideas: Think, Evaluate, Select, known as BI:TES, allows companies to test and iterate new product ideas rapidly to allow for quick-fire incremental improvement of concepts based on consumer feedback. This platform can deploy short feedback forms rapidly and is now available globally. In 2020, 10 client companies participated in BI:TES to bring innovative ideas to market.

Strategic Partnerships for Insight Led Innovation: This is a programme created 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 and B2C) in their sectors (dairy, meat, prepared foods) and navigate the innovation process to commercial launch. In 2020, 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 is also working in partnership with Axfood and Edeka on strategic partnership programmes.

MARKET INFORMATION AND INTELLIGENCE

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. This, in turn, can become a springboard for growth. The provision of best in class library facilities and market intelligence further enhances stakeholder and sector knowledge of prioritised markets for all sectors.

Research in 2020 included the following:

Dairy ingredients into foodservice in Asia:

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

Dairy Market Report South East Asia:

This bi-monthly report is being circulated to Bord Bia's dairy ingredient clients with the objective of synopsising the commercial environment and delivering insights from these key strategic SEA markets. The first edition of the report was circulated to clients in November.

Dairy Market Insights South East Asia: This was a report summarising the findings of market insight research on end-use markets for dairy ingredients in South Korea Japan, Vietnam and Mexico. The findings highlight important opportunities for Irish dairy companies around innovation as a point of differentiation. This report was published in March.

Beef and Pigmear in Ukraine - Trade Understanding:

This was primary research examining the market for pigmeat and beef in the Ukraine with a focus on import demand, prices, buyers and routes to market as well as identifying viable market entry strategies for Irish produce.

Sheepmeat in China: Research on the regional consumption of sheepmeat in China, the import need and its likely trajectory, the major importers, distributors and customers was completed in 2020. This market insight is designed to aid Irish client companies accessing this new market. Dissemination of the findings will take place once market access is granted.

Export Performance and Prospects 2020/2021:

This is Bord Bia's assessment of the value of exports in 2020. However, it goes further by setting out to clients, customers and wider stakeholders Bord Bia's analysis of what just happened, what will happen and how the Irish food and drink industry will be situated in the broader macroeconomic and societal trends at play in the world. This was delivered to 275 clients and media in January via webinar.

Bakery Insight and Webinar Series: Bord Bia hosted four webinars for bakery client companies from September to November to help companies better navigate the disruptions of Covid-19 and insulate themselves against the impacts of Brexit. Engagement in these virtual sessions was high with a combined attendance of over 200 attendees. Research is currently taking place in Great Britain on shopper insight into the impacts of Covid-19 on the instore bakery category, the findings of which will be shared with clients in Q1 2021.

Frozen Food Category Overview: Over 30 companies attended a webinar in October to gain an understanding of the performance of the frozen category in the Irish market for the first 36 weeks of the year. This webinar used Kantar data to give an overview of the performance of the frozen category, the impact of Covid-19 and the main drivers of growth year to date.

Irish Retail Chilled Food Category Review:

This webinar used Kantar data to give a top line overview of the performance of the chilled category, with a detailed focus on chilled ready meals, fresh soups and chilled pizza. It provided an overview of the total grocery market and the main retailers' performance in the chilled category. The webinar took place in December with 15 PCF client companies.

Consumer Panel Data: 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 ensuring that 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.

Sustainability in Seafood: This was a collaborative study with BIM to understand the role of sustainability in the seafood sector in influencing sourcing and purchasing decisions and to identify opportunities for Irish suppliers across four markets. The focus was on six species (salmon, monkfish, mackerel, mussels, crab and langoustines) within four key markets (France, Germany, Spain and China). The purpose of this project was to help the Irish seafood industry harness the potential of sustainability as a driver of growth and a key element of the industry's future. Results were disseminated to clients and customers on a one-to-one basis and were shared with six seafood client companies and one major retailer in 2020.

Sustainability in QSR Restaurants:

There has been steady growth in recent years in the global conversation regarding climate change and sustainability. Many Quick Service Restaurants (QSR) and suppliers are committing to increase their sustainability across the value chain. This multi-market study looks to understand how regular QSR consumers view sustainability and how it impacts their choice of where to eat. Markets covered in this research are Ireland, France, Germany and the UK. The findings of this study were published in September.

Production Census: Each year DAFM carries out an annual production census and Bord Bia assists 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 carries out 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: Three retail audits are carried out annually, 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.

BRAND DEVELOPMENT AND CONSUMER INNOVATION

This is a programme of brand creation, development, innovation and activation services for Irish food, drink, and horticulture companies to drive differentiated, sustainable growth for the industry. This programme 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 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 Bord Bia's 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. In 2020, Bord Bia worked with over 30 medium to large client companies across all sectors of the industry, including meat, dairy, beverage, alcohol and prepared consumer foods.

Bespoke Brand Activation Services: This service provided 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 Bord Bia's Brand Activation Specialists. In 2020, Bord Bia worked with 15 businesses on projects which included the strategic planning and implementation of brand activity across digital media, including website design, PR and in-store activation.

SuperBrands: This is a tightly defined, end-to-end brand development service for smaller businesses. Bord Bia's Brand Development Specialists work with participating companies to help 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 10 food, drink and horticulture companies participated in the SuperBrands service in 2020.

Brand Forum: The Brand Forum works with brand owners to build better brands through sharing thought leadership and best practice in the food and drink industry. Established 20 years ago, the Brand Forum is open to all client companies and is heavily subscribed. From March 2020, all activities were transferred online. Activities in 2020 included:

Director's briefings: Q&A sessions with industry leaders on topics such as trends, innovation, embedding insight, sustainability, exporting brands, Brexit, post-Covid-19 recalibration, leadership and organisation culture.

Brand development workshops included topics such as brand communications in the Covid-19 era, media landscape and strategies, developing successful marketing campaigns, marketing effectiveness, video optimisation and crisis management.

Brand Health Check Survey: An annual online quantitative survey of grocery shoppers is carried

out nationally. In 2020, Brand Forum worked with 53 member companies researching 43 grocery categories. The research tracks and analyses each brand's performance relative to its competitors. The output includes a bespoke brand report detailing areas of analysis including brand awareness, consideration, experience, equity, commitment, future brand potential and an overall metric of brand health. These reports are supported by one-to-one in-depth interviews to allow brand owners to get the maximum value from the research.

Recipe video Service: Bord Bia's annual recipe video content service offers Brand Forum members the opportunity to produce recipe videos to the highest production standards. Multiple formats and stock shots are produced to showcase products. Due to strong demand for digital content this year, Bord Bia doubled the capability to work with 19 brand owners to produce 28 recipe videos. A supporting video optimisation and distribution webinar was designed to support participants.

Video tutorials: To support Brand Forum members producing their own brand content for digital channels, a series of phone photography and Instagram video tutorials were developed. This series of eight videos demonstrated ways to maximise a brand's potential on Instagram and included: lighting, backgrounds, framing, styling, editing, Instagram engagement, stories and reels and telling your brand's story.

MARKETING AND COMMUNICATION

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

The Bord Bia Marketing Team led B2B campaigns across beef, dairy and seafood in eight key priority markets in 2020. Targeting key retail, foodservice and manufacturing trade customers, the campaigns

promoted 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).

The Food Brand Ireland campaign ran for the first half of the year, replaced in July 2020 with the grass fed campaign to launch the awareness of the benefits of the Bord Bia Beef and Dairy Grass Fed Standard to buyers in the UK, USA, Germany and Italy.

Activities included the dissemination of newly developed beef and dairy creative assets including a grass fed beef and dairy video, a trade press advert, advertorial and digital advertising banners. The aforementioned assets were used to target buyers in selected trade publications, relevant trade digital websites using display advertising and the B2B social media platform, LinkedIn, with messages communicating the launch of the grass fed standard and the benefits of Irish beef and dairy products in terms of their grass fed and premium quality credentials. All digital activity redirected trade targets to landing pages on the newly designed irishfoodanddrink.com website to learn more about the standard.

The overall objective of Bord Bia's B2B campaigns was to drive the awareness of Ireland as a supplier of sustainable food with a focus on beef and dairy, focused on the capability to verify the grass fed status of qualifying Irish beef and dairy herds. Irish beef and dairy were positioned as providing the trade with the unique capacity to use proof to substantiate grass fed claims through their procurement of Irish beef and dairy products.

For Irish seafood, B2C campaigns took place across two priority established markets, France and Germany, aimed at further educating consumers on the unique selling points (USPs) of Irish seafood in order to drive awareness and preference. In particular, two campaigns were run in France to promote Irish organic salmon and Irish organic mussels. Activities ran in Q1, Q3 and Q4, focused on digital activations, i.e. the promotion of a new online video highlighting the benefits of Irish

organic salmon which received 1.95 million views. In Germany, Irish organic salmon was promoted in Q4 with a digitally-focused campaign, including digital display advertising, advertorials across target organic publications and release of a new video across YouTube and website advertising with estimated views of 2 million.

The second phase of a three-year B2B marketing communications strategy for China was also carried out in 2020. This had the objective of driving awareness and understanding of Ireland as a high quality source of food and drink among key foodservice customers, importers, traders and online retailers. Activities focussed on a series of online and offline business activations across beef, dairy and seafood, leveraging local influencers and key opinion leaders to amplify the key messages around the USPs of Irish food. Relevant groups were targeted through Bord Bia owned digital channels (Wechat and Weibo), promotions with online retailers, partnerships with key online influencers and targeted media.

Marketing Events

With the advance of Covid-19 in 2020, the original extensive schedule of production and marketing of 30 international trade fairs and three trade missions required significant reinvention. The postponement of the majority of trade fairs into 2021 by global and local host organisers across all markets, together with some cancellations, meant that by the end of 2020, Bord Bia had participated at only eight physical international trade fairs. These included three trade fairs in Europe – ISM (confectionery); BioFach (organic); Salon du Fromage, one in the Middle East – Gulfood Dubai (Meat & Dairy) and four in Asia – CIMIE China, SIAL China, World Seafood China and Japan International Seafood.

In support of continuity of business for the industry, physical events pivoted to virtual, with production and marketing of 23 virtual events of scale taking place in the digital space.

Notable digitised events of scale produced and marketed in 2020 included Bloom at Home, corporate events such as the virtual launch of the Brexit

Readiness Radar, the Origin Green Gold Member Awards and the South East Asian trade missions to five markets across multiple time zones and languages.

In lieu of participation at physical trade fairs, Bord Bia engaged in and supported food client companies to participate in digitally produced and marketed online matchmaking events (e.g. SEA Reconnect/ Bar Convent Berlin/ PLMA) and also provided companies with supports to navigate and optimise their participation at a number of virtual events and trade fairs. As a further support to client companies, the recording of smart video pitches and a series of virtual training courses enabled the high quality and consistent production of virtual/digital events capable of cutting through by digital means and high levels of virtual attendance, satisfaction and success.

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

Bord Bia Bloom 2020

Bloom's Physical Event Cancellation

Bloom's cancellation in March was carefully managed, adhering closely to government guidelines.

Bloom is Bord Bia's unique high impact consumer-facing event for the horticulture, food and drink sectors. Bloom has a particular importance in driving the sales of garden plants at a key time in the year for the gardening sector. In order to support the sector and in recognition of Bloom's popularity across the country, #bloomathome was created. A digital marketing campaign that encouraged consumers to invest time and money in their own garden, balcony or window box was developed. In collaboration with RTE, the campaign called on all those currently staying close to home to share images and videos that capture the joys and benefits of gardening. The USG (user-generated-content) campaign culminated on Sunday 31st May with a schedule of professionally

filmed digital media content that was prepared in advance. Examples included; President Higgins in his garden addressing the nation, a panel discussion with Bloom's top gold medal winning garden designers, Neven Maguire cooking at home, the Garda Band and consumer competitions for best gardens, flower displays and nature-friendly gardening. The Bloom team worked closely with Bloom stakeholders, client companies, sponsors and exhibitors, inviting them to participate in the campaign.

Bord Bia received over 5,000 entries to the #BloomatHome competition. Seventy one Bord Bia client companies participated in #BloomatHome through either the Virtual Food Village or special Bloom competitions. The online reach alone was 70 million impressions. The PR campaign reached over 9 million consumers with an AVE of €280,000.

Scenario Planning

Resilience and Recovery 2020 – 2021: Plan for Living with Covid-19 provided Bord Bia with a timely set of five scenarios against which to better plan for a number of Bord Bia Bloom manifestations in 2021. An insight led scenario production and marketing plan for Bloom 2021 was developed in the last quarter of 2020, for impact and subject to Covid-19 restrictions to inform a final decision on the most appropriate and impactful activation plan for Bloom 2021 by the end of January 2021.

National Business to Consumer (B2C) Campaigns in Ireland

Bord Bia Quality Mark

The aim of the Bord Bia Quality Mark marketing programme in the domestic market is to grow preference for quality assured food. As part of this, the focus is on increasing Irish shopper loyalty to, and purchasing of, food with the Quality Mark. Focus is also on driving frequency of consumption of the various quality assured meats and eggs. This is achieved by outlining how the quality standards and independent auditing behind the Quality Mark enable shoppers to trust and enjoy the food

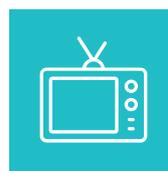
they consume. During 2020, these messages were integrated throughout all generic activities on the Quality Mark and across the specific marketing programmes for beef, lamb, pork and bacon, chicken and eggs.

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 digital content. In all, 22 campaign bursts took place in 2020 including 40 weeks of TV advertising.

Quality Comforts Campaign

In response to the Covid-19 lockdown a new campaign was developed and executed around the theme of 'Quality Comforts'. The aim was to address the nation's need for healthy, comforting and interesting meal ideas at home using a range of quality assured meats, poultry, eggs and Irish whitefish.

The campaign included a steak TV advert, a TV advert featuring a range of quality assured food and Irish seafood and a whitefish radio advert. These activities were supported on social media by Ireland's top chefs cooking a range of products and also by Bord Bia's recipe videos. Following the first showing of the TV adverts, 56% of all adults could recall at least one of the adverts from the Quality Comforts campaign. Of these, 57% claim that it had a positive impact on their purchasing behaviour.



57% of adults claim that TV adverts had a positive impact on their purchasing behaviour



Irish Seafood

2020 was the second 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 August/September campaign, 56% of the target group could recall seeing the TV advert and of these, 61% (225,000 shoppers) said they would be more likely to buy Irish whitefish as a result.

In addition, radio, PR and social media campaigns were also run in October and December to encourage consumers to choose Irish crab meat, Dublin Bay prawns, oysters, organic smoked salmon, monkfish and rainbow trout.

Sponsorship

Neven's Irish Seafood Trails:

During 2020, Bord Bia once again sponsored 'Neven's Irish Seafood Trails' on RTE 1. The objective is to increase consumer understanding of the Irish seafood industry and the range of Irish seafood available. Over the seven-week series, Neven Maguire visited different seafood producers around Ireland and demonstrated how to cook a range of recipes. The 2020 series attracted, on average, 215,000 viewers per episode.

Cook-In with Mark Moriarty:

As part of the Quality Comforts Campaign, Bord Bia sponsored this eight part series which was shown on RTE 1 in May/June. The objectives were to provide recipe ideas for Bord Bia Quality Assured red meats, poultry, fruit, vegetables as well as Irish whitefish. The series attracted an average of 200,000 viewers per episode.

Neven's Christmas Menu

This two-part Christmas food special was broadcast on RTE 1 on 9th and 17th December. It featured Neven Maguire preparing a delicious variety of Christmas recipes from his home in Cavan.

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

Farmer engagement/ communication

Irish farmers underpin Irish food and drink exports and contribute directly to the world-class reputation of Irish food and drink. Building and maintaining a positive working relationship between Bord Bia and Irish farmers is a priority for Bord Bia.

Bord Bia's Farmer Engagement Strategy for 2020 was built around three main pillars for communication: agri and regional media, events (owned and third party) and direct communications.

In light of Covid-19, planned farmer engagement events were cancelled including, Dairy Farm Walks, the National Ploughing Championship, Teagasc Beef Day, and the Origin Green Farmers Awards. In lieu of event activity, Bord Bia redirected focus towards relevant agri-media advertising and sponsorships. In place of the Origin Green Farmers Awards, Bord Bia showcased four farmers in a new consumer campaign in November and December. The campaign targeted consumers via digital, social media, print, and PR, with the aim of positively representing Irish agriculture through individual farmer stories.

In April, Bord Bia created a new online news hub for farmers, AgriMarket Insights at bordbia.ie/farmers-growers/prices-markets/agri-market-insights. By year end, over 15,200 users had visited these pages. Traffic is driven by organic visits, monthly texts and display advertising.

Media activity, both paid and earned, allowed Bord Bia to communicate with farmers on a range of topics and issues, from Bord Bia initiatives to market intelligence and the introduction of remote audits.

Award Sponsorships

During 2020, sponsorship initiatives were 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.

Corporate Brand PR and Communications

Throughout 2020, 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 the launch of Navigating Change (April), Bord Bia's response to Covid-19; the promotion and publication of Bord Bia's world

class insights to help support and guide the sector throughout 2020, the launch of the Readiness Radar (July), an in-depth risk diagnostic report; Bord Bia and the industry's continuity of market diversification with the transition to digital and online B2B events production including virtual trade missions to the UK (November) and South East Asia (November and December); and an always on Brexit media strategy.

Digital Marketing

The Marketing Team's programme of delivering digital transformation across marketing continued in 2020 with a focus on strengthening and consolidating platforms, policies and processes to enable better support to deliver Bord Bia's objectives and strategy. The following new and improved platforms were crucial in enabling Bord Bia to react quickly in a tumultuous year.

- A redesigned Bord Bia website (www.bordbia.ie) went live in April 2020. The design was informed by user experience research with optimized content. Since launch, the website has attracted 1,156,267 users (up 2.69% on the previous period). Post launch, further improvements and functionality were added such as:
 - A Covid-19 Hub which hosts podcasts, videos, toolkits and market reports.
 - A Best in Season calendar to showcase in season produce
 - A Farmhouse Cheese Map which showcases local Farmhouse Cheese suppliers
 - A Bord Bia Insights Hub which enables clients to easily access Bord Bia reports
 - An Agri-Insights hub for farmers.
- A redeveloped Irish Food and Drink website (irishfoodanddrink.com) was launched in November to showcase Irish suppliers and raise their profile amongst international buyers. In light of reduced trade fairs, it became an increasingly important resource in a Covid-19 world, supporting international markets teams.

- A redesigned BordBiaBloom.com site, showcasing the new Bord Bia Bloom branding was launched in March with improved functionality, usability and design. Although initially designed as an online representation of the offline event, it pivoted to become a cornerstone of delivering an alternative, online Bord Bia Bloom at home experience in 2020.
- OriginGreen.ie was updated to ensure consistency with the Bord Bia brand, delivering content sharing and platform management efficiencies.

To support the effective performance of digital platforms, all of Bord Bia's central, and a range of local, marketing campaigns such as EU campaigns and the Talent Academy Recruitment campaign were activated and monitored digitally.

The strategic evolution of digital capacity was a priority pre-Covid-19 and was accelerated in 2020. The digitisation of events, digital streaming capacity for outreach to export markets, digital reporting and the collaborative production of a Digital Strategy and Roadmap were key priorities in 2020.

The Knowledge and 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 make better, more informed, strategic decisions. Clients can request desk research from a team of qualified librarians and also tailored market insight debriefs from Market Insight Specialists. The Knowledge and Market Intelligence (KMI) Team provide access to consumer and market insight and trends and foresight needed to successfully compete in the domestic and global markets. During 2020, 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.

In line with Bord Bia's core strategic priority Insight to Power Growth, the majority of its world class library collections have been opened up to staff and Talent Academy participants in Dublin and across the world. Democratising information in this way helps ensure

authoritative sources of information and insight are accessible 24/7, from anywhere in the world when staff need them most.

Bord Bia has continued to drive a culture of knowledge sharing through its internal knowledge hub, The Source. This platform ensures staff have the insights they need for their roles and creates a smart decision ready environment. The Source 2.0 was launched in September, bringing a new search experience to staff.

The Bord Bia KMI Team will continue to curate, connect and coach stakeholders to make better, more informed strategic decisions with its world class collections and expertise throughout 2021.

MARKETING FINANCE

In 2020, Bord Bia invited applications under three marketing grants programmes, the Marketing Assistance Programme (MAP), the Step Change Programme (SCP) and the Covid-19 Response Support Scheme (Covid-19 Scheme). The MAP was open to Irish food, drink and horticulture producers with a turnover in the range of €100k and €3.5 million. The SCP, under which up to €50,000 was available towards significant "new activity/project" involving a major step change or departure for the company, was open to Irish food, drink and horticulture producers which have a turnover in the range of €100k to €10 million. The Covid-19 Scheme was open to all client companies with turnover greater than €100,000 and less than €25 million. These marketing grants provide food enterprises with assistance towards their marketing activities, with only one grant available per company.

During 2020, a total of 366 companies in the farmhouse cheese, beverages, chilled dairy, confectionery, bakery, prepared meals, charcuterie, seafood and horticulture sectors were approved for grant support of €3 million.

Of these, 115 companies were approved for a total of €1,020,000 under the MAP and SCP and a further 251 companies were approved for a total of €1,980,000 under the Covid-19 Scheme.



Grants totalling €1,444,491 were paid to 207 companies during the year across the three grants programmes

- Supported two agri-food trade missions to North Africa and South East Asia
- 2,210 buyer meetings and presentations
- 2,707 business leads generated
- 710 responses to individual buyer requests
- 1,115 business planning meetings with Irish client companies
- Hosted incoming inspection and technical knowledge transfer visits from China, Malaysia and the US
- Participated in the industry market-access Steering Group, addressing market access to high-potential markets.

MARKETS

In 2020, 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 international markets. 2020 saw 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 able to pivot to the delivery of sustainable export growth by driving the awareness, reputation and market readiness of Irish food and drink suppliers across the globe.

Throughout 2020, 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 2020, 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 markets personnel undertook the following during 2020:

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 the Department of Agriculture, Food and the Marine, Teagasc, BIM, Department of Foreign Affairs, Department of Enterprise Trade and Employment, Enterprise Ireland, Failte Ireland (and Tourism Ireland), Food Safety Authority of Ireland and the Environmental Protection Agency, among others.



Our
Governance

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 allowing 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 & 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 map at each Board meeting and industry consultations are facilitated through the Subsidiary Board structure. The use of Bord Bia’s brands and marks are monitored on an ongoing basis to ensure authorised usage.

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 2020, 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 2020 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 within the required period.

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 73.

BOARD MEMBERS AND MEETING ATTENDANCE

There were seven Board meetings held during 2020 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	7 out of 7
R. Doyle	7 out of 7
D. Harvey	6 out of 7
J. Healy*	0 out of 0
T. Keohane	7 out of 7
P. McCormack	7 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	7 out of 7
P. Whelan	5 out of 7

*J. Healy's term of office ended in January 2020, prior to the first board 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 2020 is set out below.

Board Member	Board Fees	Travel & Subsistence Expenses
D. MacSweeney	€20,520	€569
L. Allen	€11,970	€77
N. Browne *	-	-
M. Cronin	€11,970	€876
T. Cullinan	€10,973	€140
R. Doyle	€11,970	€173
D. Harvey	€11,970	-
J. Healy	€997.50	-
T. Keohane	€11,970	-
P. McCormack	€11,970	€186
S. McPhillips **	-	-
T. Moran	€11,970	€105
P. Murphy *	-	-
R. O'Rourke	€11,970	-
P. Whelan	€11,970	-

* Indicates those Board members who have waived part or all of the fee payable, as a Board member in 2020.

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

Board Members received no other payments in respect of their membership of the Board in 2020.

Amounts paid to Subsidiary Board members for travel and subsistence expenses in 2020 amounted to €2,796.19. No fees were paid to Subsidiary Board members in 2020 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 five members of the Board, M. Cronin, R. Doyle, T. Keohane, S. McPhillips and R. O'Rourke and one external member, R. Nolan, with a financial background, met on four occasions during 2020.

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 one occasion during 2020. 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 was one meeting of the Strategy Committee during the year. The Strategy Committee currently comprises five members of the Board, D. MacSweeney, N. Browne, T. Keohane, T. Moran, P. Murphy and S. McPhillips. 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

GENDER BALANCE IN THE MEMBERSHIP OF THE BOARD

As at 31 December 2020, the Board had three (21%) female members and 11 (79%) male members, with one position 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.

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 2020.

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:

	2020
mWh of electricity	207

(Base year 2009: 379 mWh)

The Thinking House had 207 mWh of electricity usage during 2020 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 2020, 98% 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.

	2020 €'000	2019 €'000
Legal	172	63
Tax & Financial Advisory	108	92
Public Relations / Marketing	22	14
Pensions & Human Resources	170	168
Business Improvement	514	240
Total Consultancy Costs	986	577
Consultancy Costs Capitalised	-	-
Consultancy costs charged to Income and Expenditure and Retained Revenue Reserves	986	577
Total	986	577

LEGAL COSTS AND SETTLEMENTS

The table below provides a breakdown of amounts recognised as expenditure in the reporting period in relation to legal 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.

	2020 €'000	2019 €'000
Legal Fees – Legal Proceedings	172	63
Conciliation & Arbitration Payments	-	-
Settlements	-	-
Total	172	63

TRAVEL AND SUBSISTENCE EXPENDITURE

Travel and subsistence expenditure is categorised as follows:

	2020 €'000	2019 €'000
Domestic		
- Boards	5	29
- Employees	86	319
International		
- Boards	-	1
- Employees	140	986
Total	231	1,335

HOSPITALITY

The Income and Expenditure account includes the following hospitality Expenditure:

	2020 €'000	2019 €'000
Staff hospitality	3	3
Client hospitality	-	-
Total	3	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 2020.



Dan MacSweeney
Chair

Date: 30th June 2021



Tara McCarthy
Chief Executive

Date: 30th June 2021

Organisation Structure

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.

General Information

Head Office:

Clanwilliam Court,
Lower Mount Street, Dublin 2.

Bankers:

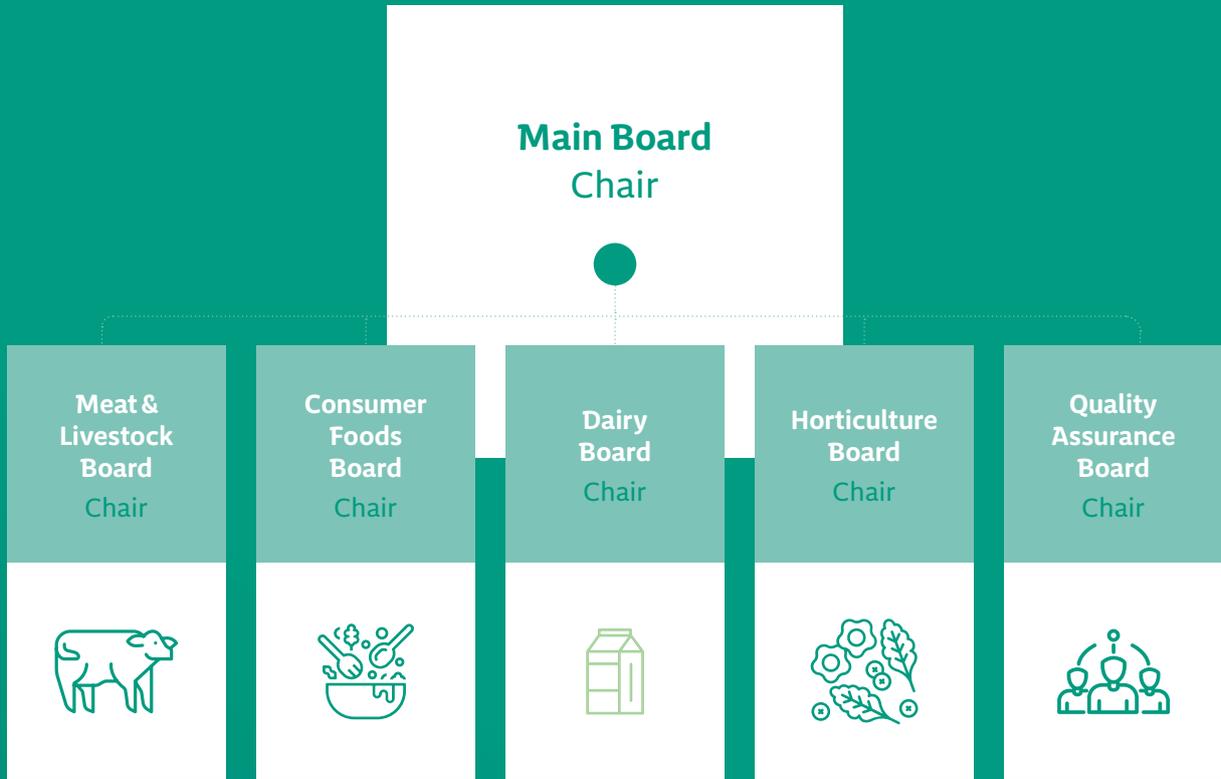
Allied Irish Banks

Auditors:

Comptroller and Auditor General

Solicitors:

Philip Lee Solicitors



STAFF STRUCTURE

Chief Executive	Tara McCarthy
Meat, Food and Beverages	Padraig Brennan
Marketing and Communications	Una Fitzgibbon
Global Business Development	Ailish Forde
Global Strategic Insights, Planning and Evaluation	Helen King
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	Claudia Saumell
Dusseldorf	Gabriele Weiss Brummer
Lagos	Ese Okpomo
London	Donal Denvir
Madrid	Cecilia Ruiz
Milan	James O'Donnell
Moscow	Alla Barinova
New York	Henry Horkan
Paris	Finnian O'Luasa
Shanghai	Conor O'Sullivan
Singapore	Ciaran Gallagher
Stockholm	Linda Madigan

STAFF STRUCTURE

In 2020, the Talent/Human Resource team secured 24 talented professionals across critical areas of the organisation; Origin Green, Global Business Development (Overseas Markets; Singapore, Warsaw, France), Marketing and Communications, Meat, Prepared Consumer Food and Beverages, Corporate Services and Global Insight and Planning.

Bord Bia responded promptly to the challenges brought about by the Covid-19 crisis, commencing in late January 2020 with establishment of a crisis management team who worked closely with Bord Bia's Shanghai office from the outset of the pandemic. The organisation's ICT infrastructure was sufficiently developed to ensure that staff could operate remotely with immediate effect, thus minimising disruption. A People Support Group was critical in identifying and remedying staff challenges. Staff engagement was intensified through more frequent Town Halls, regular CEO updates and augmented interactions between people managers and teams. A series of wellness webinars for staff were run, focusing on effective remote working, balancing family responsibilities, self-care and general wellbeing. The Employee Assistance Programme was leveraged and Mental Health First Aid training was arranged for key staff to support colleagues.

In 2020 the Talent/HR Team focused on the key priorities of:

- **Best in Class People and Performance Management:** building best practice people management capability through ongoing promotion of day-to-day conversations focused on priorities, and adopting a coaching and mentoring approach with an emphasis on developing talent on a continuous improvement basis. All people managers completed 360 feedback surveys, the results of which were integrated into these managers' individual growth plans. Through the continued development of Bord Bia's Performance Development Process, greater emphasis is now placed on individual growth plans which are directly linked to the organisation's bespoke competency framework.
- **Competency Development;** the rollout of Bord Bia's Insightful Thinking programme across all staff to drive an evidence based approach to decision making and a culture of insight. Bord Bia continues to invest in aligning performance management to the organisational competencies model to enable the delivery of longer term strategic priorities.
- Optimising **organisational design** and continually enhancing roles and team structures, in order to maintain organisational agility.
- Providing a best in class efficient and effective range of employee services was delivered with the roll out of a new **HR Management System** (BordBiaHR) and an integrated HR ticketing facility.
- Bord Bia's attractiveness as an **employer of choice** and as a graduate/intern opportunity was enhanced throughout the year with a roll out of improved marketing collateral and more accurate targeting. Over 3,000 applications were received for Bord Bia Talent Academy programmes during the year.

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

Rachel Doyle

Director, Arboretum Garden
Centre

Appointed 16 June 2018

Tony Keohane

Former Chairman, Tesco

Appointed 16 June 2018

Patrick McCormack

President, Irish Creamery Milk
Suppliers' Association

Appointed 13 May 2019

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

Pat Murphy

President & CEO Primary Dairy &
Agribusiness, Kerry Group Plc.

Appointed 28 May 2019

Raymond O'Rourke

Food & Consumer Lawyer

Appointed 16 June 2018

Patrick Whelan

Whelan's Butchers

Appointed 16 June 2018

Chief Executive

Tara McCarthy

Secretary/Director

Susan McDonnell

Changes during 2020

Resigned 30 January

Joe Healy

President Irish Farmers'
Association

Appointed 30 January

Tim Cullinan

Changes during 2021

Resigned 27 January

David Harvey

Chief Executive, Peninsula
Television

Re-appointed 13 February

Sinead McPhillips

Re-appointed 1 March

Dan MacSweeney (Chair)

Re-appointed 23 March

Tim Cullinan

BORD BIA CONSUMER FOODS BOARD

CHAIR

Michael Cronin
Agrifood Consultant

MEMBERS

Alison Cowzer
Co-Founder
East Coast Bakehouse

Margaret Daly
Deputy CEO
Errigal Bay

Maurice Hickey
Donegal Catch

Paula Mee
Nutritionist

Larry Murrin
Managing Director,
Dawn Farm Foods

Catherine Neilson
Director of Strategy,
Kerry Foods

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 2020

Appointed 26 February

Maurice Hickey

Michelle Walshe

Re-appointed 19 June

Pat Rigney

Resigned 29 September

Rosemary Garth

Director, Communications &
Corporate Affairs, Irish Distillers.

Re-appointed 12 November

Catherine Neilson

BORD BIA MEAT AND LIVESTOCK BOARD

CHAIR

Tony Keohane

Former Chairman, Tesco Ireland

MEMBERS

Ado Carton

Meat Industry Ireland

Tom Finn

Chief Commercial Officer, Kepak

Brendan Golden

Chairman, National Livestock Committee, Irish Farmers' Association

Jim Hanley

Chief Executive, Rosderra Irish Meats

Martin Kane

Managing Director, ABP Ireland.

Des Morrison

Irish Creamery Milk Suppliers' Association

Changes during 2020

Resigned 13 February

Angus Woods

IFA Livestock Committee Chair

Appointed 26 February

Brendan Golden

Term of Office Expired 21 March

Kevin Quinn

Quinn International Livestock

Appointed 19 June

Ado Carton

Meat Industry Ireland

Resigned 14 September

Brendan Mallon

Associated Craft Butchers of Ireland

Term of Office Expired 17 October

Andy Boylan

IFA Poultry Committee Chair

Sean Dennehy

IFA Sheep Committee Chair

Appointed 12 November

Jack Molloy

Associated Craft Butchers of Ireland

Resigned 26 November

Tom Hogan

Chair IFA Pig Committee

Changes during 2021

Term of Office Expired 7 March

Jack Molloy

BORD BIA DAIRY BOARD

CHAIR

Tom Moran

Former Secretary General,
Department of Agriculture, Food
& the Marine

MEMBERS

Bernard Condon

Managing Director, Global
Ingredients Division, Ornu.

Marc Healy

VP of Global Sales,
Kerry Group plc.

Lorcan McCabe

Irish Creamery Milk Suppliers
Association

Sean Molloy

Director of Strategy & Supplier
Relations, Glanbia

John O’Gorman

Chairman, Dairygold Co-
operative Society

Dr Pat Shiels

General Manager, Agri Division,
Lakeland Dairies

Changes during 2020

Terms of office Expired 17 October

Noel Corcoran

Sales & Marketing Director,
Carbery Food Ingredients

William Meagher

Tipperary Co-Operative
Creamery Ltd.

Changes during 2021

Resigned 3 February

Tom Phelan

National Dairy Council
Chairman, Irish Farmers’
Association

BORD BIA QUALITY ASSURANCE BOARD

CHAIR

Raymond O'Rourke
Food & Consumer Lawyer

MEMBERS

Ray Bowe
Food Safety & Quality Manager,
Musgrave Retail Partners

Maria Dunne
Meat & Meat Policy Division,
Department of Agriculture, Food
& the Marine

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

Changes during 2020

Re-appointed 26 February

John Cunningham

Appointed 26 February

Maurice Walsh
Irish Creamery Milk Suppliers'
Association

Resigned 7 May

Joyce Roche
Director & Technical Manager,
Codd Mushrooms

Appointed 11 September

Brian Rushe
Deputy President, IFA

Re-appointed 12 November

Maria Dunne
Department of Agriculture, Food
and the Marine

Resigned 31 December

John Cunningham
Ex-Dairygold Food Products

Changes during 2021

Terms of Office Expired 20 February 2021

John Mohan
Chairman, The Egg Association

Dr Declan Troy
Head of Centre, National Food
Centre, Teagasc

BORD BIA HORTICULTURE BOARD

CHAIR

Rachel Doyle

Director, Arboretum Garden Centre

MEMBERS

Ann Bolger

Wonderfoods

Paul Brophy

Paul Brophy Produce

Matt Foley

Kilbush Nurseries

Nicola Haines

Tierney Haines Architects

Karen Kerrigan

Kerrigan's Mushrooms

Thomas McKeown

Bradley Farm

Celine Murrin

University College, Dublin

Brian O'Reilly

Mushroom Grower

Eoin Reid

Fernhill Garden Centre

Con Traas

The Apple Farm

Padraig Tully

Tully Nurseries

Changes during 2020

Re-appointed 26 February

Matt Foley

Appointed 26 February

Nicola Haines

Con Traas

Term of Office Expired 30 May

Aine O'Neill

Silis Green Veg

Appointed 19 June

Ann Bolger

Re-appointed 19 June

Celine Murrin

Padraig Tully

Our
Accounts



REPORT OF THE COMPTROLLER AND AUDITOR GENERAL



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 2020 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 2020 and of its income and expenditure for 2020 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 2021

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 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.

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.

I also 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.

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 2020 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.
- Formal project management disciplines

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 & 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 & Risk Committee and reported to the Board. The risk register is reviewed at each Audit & Risk Committee meeting and at each Board meeting.

The Audit & 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 & 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.

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 in the year ended 31st December 2020, the Board conducted a review of the effectiveness of the system of internal control. The review was conducted in November 2020.

INTERNAL CONTROL ISSUES

There were no material weaknesses in internal control, or breaches in control, material losses, or frauds reported in relation to 2020 that require disclosure in the financial statements.

On behalf of the Board



Dan MacSweeney

Chair

Date: 30th June 2021

STATEMENT OF INCOME AND EXPENDITURE AND RETAINED REVENUE RESERVES

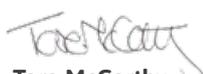
for the financial year ended 31 December

	Notes	2020 €'000	2019 €'000
Income			
Oireachtas Grants	2 (a)	46,935	44,844
Oireachtas - Other Funding:			
Food Dude National Roll Out	2 (b)	2,328	3,554
Quality Assurance Schemes Special Funding	2 (c)	6,652	6,243
Food Promotions Special Funding	2 (d)	4,211	5,644
Statutory Levy	2 (e)	5,981	5,964
Project and Other Income	2 (f)	5,268	9,282
Net deferred funding for Retirement Benefits	11(a) i	3,397	3,621
Total Income		74,772	79,152
Expenditure			
Marketing and Promotional Expenditure	5 (a)	42,561	47,016
Food Dude National Roll Out		2,318	3,517
Quality Assurance Schemes		6,456	6,571
Marketing Finance	5 (b)	1,444	1,022
Pay and Retirement Benefit Costs	6	16,497	15,326
Operating Expenditure	4	3,282	3,976
Total Expenditure		72,558	77,428
Operating surplus		2,214	1,724
Transfer from the Capital Account	3	48	114
Interest receivable		0	0
Interest payable		0	0
Net surplus for the financial year before Retirement Benefit Contribution to the Exchequer		2,262	1,838
Retirement Benefit Contribution to the Exchequer		(949)	(1,082)
Net surplus / (deficit) for the financial year after Retirement Benefit Contribution to the Exchequer		1,313	756
Retained Revenue Reserves at 1 January		1,471	715
Retained Revenue Reserves at 31 December		2,784	1,471

All income and expenditure for the year relates to continuing activities at the reporting date.

The Statement of Cash Flows and Notes 1 to 16 form part of these financial statements.


Dan MacSweeney
 Chair


Tara McCarthy
 Chief Executive

Date: 30th June 2021

Date: 30th June 2021

STATEMENT OF COMPREHENSIVE INCOME

for the financial year ended 31 December

	Notes	2020 €'000	2019 €'000
Net Surplus / (deficit) for the year		1,313	756
Actuarial loss / (Gain) on Retirement Benefit Scheme Liabilities	11(a)iii	2,437	(6,358)
Adjustment to Deferred Retirement Benefit Funding	11(a)iii	(2,437)	6,358
Total Comprehensive Income / (Expenditure) for the year		1,313	756

The Statement of Cash Flows and Notes 1 to 16 form part of these financial statements.



Dan MacSweeney
Chair

Date: 30th June 2021



Tara McCarthy
Chief Executive

Date: 30th June 2021

STATEMENT OF FINANCIAL POSITION

as at 31 December

	Notes	2020 €'000	2019 €'000
ASSETS EMPLOYED			
Fixed Assets			
Property, Plant and Equipment	7	452	500
Current Assets			
Inventories		3	3
Trade and Other Receivables	8	6,081	7,011
Cash and Other Equivalents		9,564	8,038
		15,648	15,052
Current Liabilities: Amounts falling due within one year			
Trade and Other Payables	9	11,824	12,647
Net Current Assets		3,824	2,405
Total Assets less current liabilities		4,276	2,906
Long Term Liabilities: amounts falling due after more than one year			
Provision for Liabilities and Charges	12	1,040	935
Retirement Benefit Liabilities	11	(74,655)	(74,725)
Deferred Retirement Benefit Funding	11	74,655	74,725
		-	-
Total Assets less Liabilities		3,236	1,971
FINANCED BY			
Capital and reserves			
Capital account	3	452	500
Statement of Income and Expenditure and Retained Revenue Reserves		2,784	1,471
		3,236	1,971

The Statement of Cash Flows and Notes 1 to 16 form part of these financial statements.



Dan MacSweeney
Chair

Date: 30th June 2021



Tara McCarthy
Chief Executive

Date: 30th June 2021

STATEMENT OF CASH FLOWS

for the financial year ended 31 December

	2020 €'000	2019 €'000
Cash flows from Operating Activities		
Surplus / (Deficit) for the financial year	1,313	756
Adjustments for:		
Depreciation of Tangible Assets	206	261
Capital Account Transfer	(48)	(115)
Interest Received	0	0
Decrease / (Increase) in Inventories	0	0
Decrease / (Increase) in trade and other receivables	930	(1,022)
(Decrease) / Increase in trade and other payables	(822)	1,873
Increase in other provisions	105	83
Net Cash Inflow / (Outflow) from Operating Activities	<u>1,684</u>	<u>1,836</u>
Cash flows from investing activities		
Purchases of property plant and equipment	(158)	(147)
Interest Received	0	0
Loss on disposal of fixed asset	0	1
Net Cash from investing activities	<u>(158)</u>	<u>(146)</u>
Net Increase / (Decrease) in Cash and Cash Equivalents	<u>1,526</u>	<u>1,690</u>
Cash and Cash Equivalents at 1 January	<u>8,038</u>	<u>6,348</u>
Cash and Cash Equivalents at 31 December	<u>9,564</u>	<u>8,038</u>



Dan MacSweeney
Chair

Date: 30th June 2021



Tara McCarthy
Chief Executive

Date: 30th June 2021

NOTES FORMING PART OF THE FINANCIAL STATEMENTS

for the financial year ended 31 December

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 Dúde 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

(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 benefits 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

2. OPERATING INCOME

- (a) Oireachtas grants of €46,935,000 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 €2,328,000 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 €6,652,000 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:

	2020 €'000	2019 €'000
Promotions		
Beef & Lamb Asia	(29)	978
Pork & Beef	678	743
Mushroom	195	717
Lamb	260	322
Organics	174	173
Biofach Organic Meat & Consumer Foods Fair	90	91
Potato	456	0
Pork & Poultry	387	0
Trade Fairs		
Seafood Expo Global (SEG)	0	396
Boston Seafood	0	188
China Fisheries	0	116
Conxemar	0	73
Japan International Seafood	69	94
World Seafood Shanghai and Seafood Expo Singapore	50	0
Other		
Seafood Campaign Ireland	1,186	666
Lean Initiatives- Meat	0	409
Seafood B2B OG Campaign	0	290
Market Diversification Seafood	227	160
Seafood Category Promotion	0	144
Seafood - Growing New Business	0	74
Seafood Activation China	130	10
Seafood Insight	338	0
	4,211	5,644

- (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 2020, 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.

NOTES FORMING PART OF THE FINANCIAL STATEMENTS

for the financial year ended 31 December

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.

	2020 €'000	2019 €'000
Capital Account Balance at 1 January	500	615
Amount capitalised in respect of purchased fixed assets	158	147
Amounts released on disposal of fixed assets	0	(1)
Amortisation in line with asset depreciation	(206)	(261)
Net transfer (to) / from the Statement of Income and Expenditure and Retained Revenue Reserves	(48)	(115)
Balance at 31 December	452	500

4. OPERATING EXPENDITURE

	2020 €'000	2019 €'000
The net surplus is stated after charging:		
Depreciation of property plant and equipment	206	261
Rent and Rates	1,857	1,839
Auditors Remuneration	30	29
General Business Expenses	1,189	1,847
Total	3,282	3,976

5. MARKETING AND PROMOTIONAL EXPENDITURE

	2020 €'000	2019 €'000
(a) Analysis by the Statement of Strategy Strategic Priorities		
Insights to Power Growth	7,366	7,047
Leading through People	4,249	4,028
Building Reputation for Growth - Providing Proof	3,990	3,522
Driving Success and Growth in the Market	11,040	9,684
Building Reputation for Growth - Marketing	13,799	21,390
Support Services	2,117	1,345
Total	42,561	47,016

(b) Marketing Finance

In 2020 grants totalling €585,000 (€704,000 in 2019) were made under the Marketing Assistance Programme. Grants totalling €91,000 (€318,000 in 2019) were made under the Step Change Programme and grants totalling €768,000 were paid under the new COVID grant Programme in 2020.

NOTES FORMING PART OF THE FINANCIAL STATEMENTS

for the financial year ended 31 December

6. REMUNERATION

Staff costs during the financial year were as follows:

	2020 €'000	2019 €'000
Staff short-term benefits	11,701	10,402
Employer's Contribution to social welfare	1,399	1,303
Termination benefits	0	0
Retirement benefit costs	3,397	3,621
	16,497	15,326

Split of Employee Costs

	2020 €'000	2019 €'000
Marketing and promotion	14,470	13,442
Administration	2,027	1,884
	16,497	15,326

Split of Employee Numbers (Whole time equivalents)

	2020 Number	2019 Number
Marketing and promotion	137	118
Administration	25	23
	162	141

Split of Staff short-term benefits

	2020 €'000	2019 €'000
Salary	11,688	10,389
Overtime	0	0
Allowances	13	13
	11,701	10,402

Termination Benefits

	2020 €'000	2019 €'000
Termination benefits charged to the statement of income and expenditure	0	0

In accordance with Department of Public Expenditure and Reform circular 13/2014 the following outlines the employee benefits greater than €60,000 in 2020. Note the following are before any deduction related to the public sector pension levy.

Employee benefits	Number of Employees	
	2020	2019
€60,000 to €69,999	23	22
€70,000 to €79,999	27	13
€80,000 to €89,999	25	19
€90,000 to €99,999	9	5
€100,000 to €109,999	4	9
€110,000 to €119,999	7	3
€120,000 to €129,999	-	-
€130,000 to €139,999	-	-
€140,000 to €149,999	-	-
€150,000 to €159,999	-	-
€160,000 to €170,000	1	1

NOTES FORMING PART OF THE FINANCIAL STATEMENTS

for the financial year ended 31 December

	2020	2019
	€	€
The remuneration of the Chief Executive included in the above pay costs is as follows:		
Tara McCarthy	166,990	163,345
Total remuneration	166,990	163,345

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.

	2020	2019
	€'000	€'000
Key Management Personnel included in the above pay costs is as follow:		
Salary	673	700
Allowances	0	0
Termination benefits	0	0
Health insurance	0	0
	673	700

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 2020 was 162 (2019: 141). The cost of certain employees amounting to €234,992 (2019: €207,722) is included in Marketing and Promotional expenditure.

A total pension levy amount of €309,391 (2019: €367,772) was paid over to the Department of Agriculture, Food and the Marine during 2020.

7. PROPERTY, PLANT AND EQUIPMENT

	Leasehold Improvements	Furniture and Fittings	Computer Equipment	Office Equipment	Total
Cost	€'000	€'000	€'000	€'000	€'000
At 1 January 2020	2,404	632	886	295	4,217
Additions	100	48	4	6	158
Disposals					0
At 31 December 2020	2,504	680	890	301	4,375
Depreciation					
At 1 January 2020	2,096	541	839	241	3,717
Charged for the financial year	109	30	39	28	206
Disposals					0
At 31 December 2020	2,205	571	878	269	3,923
Net book amount at 31 December 2020	299	109	12	32	452
Net book amount at 31 December 2019	309	90	47	54	500

* The 2020 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.

NOTES FORMING PART OF THE FINANCIAL STATEMENTS

for the financial year ended 31 December

8. TRADE AND OTHER RECEIVABLES

	2020	2019
	€'000	€'000
Trade Receivables	4,334	4,238
Less Provision for bad debts	(466)	(847)
	<u>3,868</u>	<u>3,391</u>
Prepayments and Accrued Income	2,213	3,620
	<u>6,081</u>	<u>7,011</u>

9. TRADE AND OTHER PAYABLES

	2020	2019
	€'000	€'000
<i>Amounts falling due within one year</i>		
Trade Payables	4,467	5,651
Exchequer retirement benefit contribution	-	-
Taxation and Social welfare (note 10)	1,818	2,114
Accruals*	5,485	4,596
Deferred income	54	286
	<u>11,824</u>	<u>12,647</u>

Trade payables are to be settled at various dates over the coming months in accordance with the suppliers' usual and customary credit terms.

* Includes Holiday pay accrual of €222,000 (€169,000 in 2019). 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

	2020	2019
	€'000	€'000
<i>Amounts falling due within one year</i>		
VAT	592	873
Withholding Tax	768	826
Payroll taxes	340	315
PRSI	118	100
	<u>1,818</u>	<u>2,114</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.

NOTES FORMING PART OF THE FINANCIAL STATEMENTS

for the financial year ended 31 December

11. RETIREMENT BENEFIT COSTS

a i) Analysis of total retirement benefit costs charged to the Statement of Income and Expenditure and Retained Revenue Reserves.	2020	2019
	€'000	€'000
Service cost	3,011	2,799
Employee contributions	(485)	(411)
Current service cost	2,526	2,388
Interest cost	871	1,233
Plan introductions, changes, curtailments and settlements *	0	0
Total	3,397	3,621

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 €949,000 in the year (2019: €1,082,000).

There was a nil liability due at 31 December 2020 (2019: 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	2020	2019
	€'000	€'000
Total remeasurement effects recognised	2,437	(6,358)

b i) Present value of scheme obligations

Present value of scheme obligations at beginning of year	74,725	65,406
Service Cost	3,011	2,799
Interest Cost	871	1,233
Plan introductions, changes, curtailments and settlements	(544)	0
Actuarial gain / (loss)	(2,437)	6,358
Benefits paid	(971)	(1,070)
Present value of scheme obligations at end of year	74,655	74,725

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.

NOTES FORMING PART OF THE FINANCIAL STATEMENTS

for the financial year ended 31 December

11. RETIREMENT BENEFIT COSTS (Cont'd)

b ii) Deferred Funding Asset (cont'd)

A deferred funding asset of €74.655 million equal to the retirement benefit liability is recognised at 31 December 2020 (2019: €74.725 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 €3.397 million and adjustments arising from the actuarial loss of €2.437 million and from retirement benefits payable under the Bord Bia scheme of €0.971 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.	2020	2019
	€'000	€'000
Funding recoverable in respect of current year retirement benefit costs	3,397	3,621
	3,397	3,621

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.
- 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 2020 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:

	31/12/2020	31/12/2019
Discount Rate	1.00%	1.90%
Inflation Rate	1.40%	1.75%
Salary increases	3.40%	4.00%
Retirement benefit increases for in payment benefits	2.90%	3.50% / 1.75%
Retirement benefit increases for deferred benefits	2.90%	3.50% / 1.75%
Plan membership census date	31/12/2020	31/12/2019

NOTES FORMING PART OF THE FINANCIAL STATEMENTS

for the financial year ended 31 December

c) Description of schemes and actuarial assumptions (cont'd)

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	21.7	24.1
65 in 20 years	24.0	26.1

d) History of defined benefit obligations, assets and experienced gains and losses

	2020 €'000	2019 €'000	2018 €'000	2017 €'000	2016 €'000
Defined benefit obligations	74,655	74,725	65,406	65,920	62,082
Fair value of scheme asset	-	-	-	-	-
Deficit on Superannuation Schemes	(74,655)	(74,725)	(65,406)	(65,920)	(62,082)
Experience adjustments on scheme obligations	2,437	(6,358)	3,215	111	(6,784)
Experience adjustments on scheme assets	-	-	-	-	-

12. PROVISION FOR LIABILITIES AND CHARGES

	Dilapidations €'000	Total €'000
At 1 January 2020	935	935
Additions	105	105
At 31 December 2020	1,040	1,040

The provision for dilapidations comprises the estimated cost of reinstatement of leasehold properties in accordance with obligations under operating leases.

NOTES FORMING PART OF THE FINANCIAL STATEMENTS

for the financial year ended 31 December

13. COMMITMENTS

Funding

In terms of the Marketing Finance Programmes operated by Bord Bia management have committed to €2,076,000 (2019: €965,000) 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.

	2020 €'000	2019 €'000
At 1 January 2020	965	718
Additions / (Reductions)	1,111	247
At 31 December	<u>2,076</u>	<u>965</u>

	2020 €'000	2019 €'000
<i>Operating leases</i>		
The future minimum operating lease payments are as follows:		
Within one year	632	1,277
Between one and five years	297	898
Beyond five years	32	63

An Bord Bia occupies premises at Clanwilliam Court, Lower Mount Street, Dublin 2 under a rental agreement. This agreement which commenced in 2010 will expire in 2021. The total charges including rent, rates and other accommodation costs for these premises in 2020 was €1,263,000. In addition, Bord Bia occupies fifteen other properties in various locations internationally. The rent paid on these premises in 2020 was €594,000.

14. 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.

15. OBJECTIVES OF AN BORD BIA

The objectives of Bord Bia are summarised as follows - "To drive, through market insight, and in partnership with industry, the commercial success of a world-class food, drink and horticulture industry." This is fully articulated in our corporate strategy as outlined in the annual report.

16. APPROVAL OF FINANCIAL STATEMENTS

The Board approved the financial statements on the 30th June 2021.

MARKETING ASSISTANCE GRANT PAYMENTS

Company Name	Payment €	Company Name	Payment €
12 Acres Brewing Company	4,500.00	Denise's Delicious Gluten Free Bakery	4,000.00
9 White Deer Brewery Ltd	4,441.50	Divilly's Ltd	5,000.00
Abbey Nurseries Ltd	1,746.50	Doran Nurseries Ltd	4,000.00
Achill Island Sea Salt	1,662.50	Drover Foods Ltd	10,500.00
Achill Oysters	3,000.00	Drummond House Garlic	3,000.00
Algaran Teoranta	3,000.00	Dublin City Brewing Company	5,000.00
Anchor Spirits Ireland Ltd	2,747.50	Dundalk Bay Brewery	7,000.00
AP Fine Foods Ltd	8,000.00	Dungarvan Shellfish Ltd	1,782.84
Aveo Foods Ltd	16,000.00	Durrus Cheese Ltd	3,348.91
Ballykelly Farms Ltd	850.63	Elmgrove Farm	1,861.55
Ballymagarvey Farm Ltd	2,107.13	Emile Patisier Ltd	7,500.00
Ballymaloe Foods	7,000.00	Everest Granola Ltd	4,000.00
Bantry Bay Mussels	24,268.22	Farmers to Market Ltd	6,000.00
Barry John Gourmet Sausages	4,500.00	Fitzeally Foods Ltd	32,516.19
Bean & Goose Ltd	7,000.00	Fitzgeralds Nurseries Ltd	8,947.35
Beechill Bulbs Ltd	6,000.00	Flexi Nutrition Ltd	4,000.00
Beechlawn Organic Farm Ltd	10,444.61	Foca Organics	5,000.00
Beekon Batches Ltd	2,954.28	Follain Teoranta	12,000.00
Bio Marine Ingredients Ireland Ltd	6,000.00	Four Provinces Brewing Co. Ltd	3,500.00
Black Donkey Brewing Ltd	466.59	Four Seasons Nurseries	1,022.00
Blacks of Kinsale	8,000.00	Galway Hooker Brewery	4,495.44
Blanco Nino Ltd	11,000.00	Gannet Fishmongers Ltd	9,000.00
Blath na Mara	3,000.00	Genovese Foods Ltd	5,575.31
Bluebell Falls Ltd	5,000.00	Glenilen Farm Ltd	16,000.00
Bowl a Granola Ltd	2,000.00	Glenisk Ltd	16,000.00
Brehon Brewhouse Ltd	5,000.00	Goatsbridge Fish Processors Ltd	26,256.90
Bunratty Mead & Liqueur Co. Ltd	2,557.10	Golden Bake Ltd	16,000.00
Burren Smokehouse Ltd	14,000.00	Golf Road Nurseries Ltd	8,000.00
Caherbeg Free Range Pork Ltd	3,000.00	Good4U	8,034.89
Cahill's Farm Cheese Ltd	8,000.00	Gortinore Distillery Ltd	8,000.00
Cais na Tire	534.80	Green Saffron Spices Ltd	11,000.00
Cali Cali Foods Ltd	2,985.21	Greenbean Ltd	6,713.38
Carlingford Oyster Company Ltd	5,000.00	Greencoup Ltd	3,000.00
Carrigaline Farmhouse Cheese Ltd	5,000.00	Greenhill Fruit Farm Ltd	10,000.00
Celtic Chocolates Ltd	17,123.17	Grills Spirits Ltd	3,000.00
Certified Irish Angus	8,000.00	G's Gourmet Jams Ltd	10,000.00
Clarke's Fresh Fruit	12,000.00	Happy Days Ice Cream	3,000.00
Clonakilty Distillery Ltd	7,000.00	Harty Nutrition Ltd	3,188.91
Clonakilty Food Company	8,000.00	Harvest Moon Foods Ltd	5,000.00
Connemara Distillers Ltd	3,000.00	Hassetts Bakers & Confectioners Ltd	10,225.42
Connemara Fine Foods	740.05	Hegarty Cheese	3,570.97
Connemara Ingredients	6,000.00	Herterich Artisan Butchers Ltd	4,424.28
Connemara Seafoods Frozen	16,000.00	Hope Beer	11,000.00
Connemara Seafoods Ltd	13,000.00	Hugh Maguire Ltd	2,878.90
Connolly Meats Ltd	16,000.00	Hughes Roses Ltd	5,304.53
Coole Swan	12,000.00	Hyde Irish Whiskey	10,000.00
Cooleeney Cheese	13,000.00	Inagh Farmhouse Cheese Ltd	13,000.00
Cooley Oysters Ltd	4,451.05	Irish Seaspray	4,509.38
Cratloe Hills Sheep's Cheese	1,925.00	Island Seafoods Ltd	12,000.00
Crossogue Preserves	4,000.00	Jack & Eddie's Ltd	6,000.00
Cybercolors Ltd	5,000.00	Jane Russell's Original Irish	3,562.74
Dairy Concepts Ireland	3,000.00	Janet's Country Fayre	1,730.93

MARKETING ASSISTANCE GRANT PAYMENTS

Company Name	Payment €	Company Name	Payment €
Jinny's Bakery Ltd	3,000.00	Rose Manufacturing Ltd	12,000.00
JJ Corry Irish Whiskey	4,215.56	Rye River Brewing Company	16,000.00
JMW Potatoes Ltd	975.00	SAP Nurseries	14,000.00
K & K Produce	8,000.00	Sauceman Ltd	10,000.00
Kearney's Home Baking Ltd	7,500.00	Schram Plants Ltd	16,894.55
Keeling F.Juices Ltd	15,000.00	Secret Recipe Ltd	12,000.00
Kelly's Nursery Ltd	6,901.00	Seerys Heatherfield Ltd	14,217.09
Kelly's of Newport	4,000.00	Shannon Estuary Oysters Ltd	6,000.00
Keogh's Crisps Ltd	6,000.00	Shellfish De La Mer Ltd	16,000.00
Killarney Brewing Company Ltd	7,000.00	Shines Seafood	4,258.56
Kinahan's Irish Whiskey Ltd	9,000.00	Simply Fit Food	422.06
Kinnegar Brewing Ltd	10,000.00	Slaney Farms Produce Ltd	8,000.00
Kinsale Mead Company	3,000.00	Solaris Botanicals Ltd	11,000.00
Kinsale Spirit Company	3,000.00	Spoonful Botanical	3,000.00
Knockanore Farmhouse Cheese Co. Ltd	13,000.00	St. Mel's Brewing Co. Ltd	5,000.00
Kombucha Eireannach Teo	8,893.50	Stillgarden Distillery	2,100.00
Kush Seafarms Ltd	5,259.30	Sullivan's Brewing Company	5,000.00
Larry Whelan Potatoes	4,500.00	Sunshine Juice Ltd	7,940.80
Le Patissier	10,000.00	Sushi King	3,000.00
Legacy Irish Cider	5,000.00	Swantons Nurseries Ltd	4,000.00
Lough Gill Brewery	2,536.27	Teeling Whiskey	16,000.00
Lough Gill Distillery	3,000.00	The Chocolate Garden	8,000.00
Lough Ree Distillery	3,000.00	The Connacht Whiskey Company Ltd	4,000.00
Loughbarn Farms Ltd	3,000.00	The Food Store	3,000.00
Maria Lucia Bakes	7,407.84	The Fresh Fish Deli	6,000.00
Mc Cormack Family Farms	12,000.00	The Good Snack Company	4,200.00
Miena's Handmade Nougat	4,273.50	The Lismore Food Company	9,000.00
ML Gannon & Sons Ltd	1,730.00	The Little Milk Company	13,450.66
Murphy's Ice Cream	7,000.00	The Oriel Sea Salt Co. Ltd	3,194.19
Newgrange Gold Ltd	11,000.00	The Scullery Ltd	5,000.00
Nomadic Dairy Ltd	16,000.00	The White Hag Brewing Co. Ltd	10,000.00
Norfish Ltd	5,568.11	Tipperary Boutique Distillery Ltd	3,000.00
Normandy Ireland Fish Exports Ltd	2,940.00	Trouble Brewing	2,456.95
Nutriquick Ireland Ltd	4,851.00	Trudie's Catering Kitchen Ltd	8,000.00
Nutweave Ltd	5,820.50	Uniplumo Ireland Ltd	10,000.00
O'Connor Nurseries Ltd	1,706.38	Velo Coffee Roasters Ltd	4,000.00
O'Neill's Dry Cure Bacon Co.	4,570.54	Virginia Health Food Ltd	4,000.00
Origin Spirits Ireland Ltd	7,000.00	Walsh Whiskey	14,000.00
Paul Brophy Produce Ltd	7,115.70	Walsh's Bakehouse	9,618.11
Perma Pork Ltd	3,000.00	West Cork Distillers Ltd	16,000.00
Piranha Beverages Ltd	10,000.00	Wexford Home Preserves	3,303.84
Ponticelli Coffee	10,861.51	White Gypsy Brewery	4,977.00
Quality Irish Foods Ltd	15,000.00	Wicklow Brewery	2,379.80
Quinlan's Kerry Fish	15,000.00	Wicklow Wolf Brewing Co. Ltd	6,000.00
Rascals Brewing Company	9,737.35	Wild Irish Seaweeds Ltd	5,000.00
Rebel Chillli Ltd	4,000.00	Wild Orchard	3,000.00
Regan Organic Produce Ltd	3,192.00	Woodcock Smokery	1,570.87
Rentes Plants Ltd	4,034.47	Woodstown Bay Shellfish Ltd	10,288.59
Riceshill Farm Ltd	1,610.00	Wylsdson Ltd	7,000.00
Riverview Eggs Ltd	8,000.00	Young Nurseries Ltd	4,934.68
Rockfield Dairy Ltd	3,126.92	Zanna Cookhouse Ltd	3,500.00
Rodeen Fish Farms	4,000.00		
		Total	1,444,490.86



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