



Annual Report and Accounts 2022

Nurturing A Thriving Future

BORD BIA
IRISH FOOD BOARD

Our Purpose

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





Statement of Strategy

Bord Bia's vision for the Irish food and drink industry is for differentiated, sustainable growth, as articulated in the Bord Bia Statement of Strategy 2022-2025:

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.

Irish food producers set the global standard in sustainable production, meeting the responsibility that everyone has to the planet, to society and to future generations.

Ireland has everything it needs 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.

Bord Bia has **five strategic priorities** for the 2022-2025 period:

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



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 the Annual Report and Accounts for the 12 months ending December 31st, 2022.

Dan MacSweeney, Chair

Dan MacSweeney



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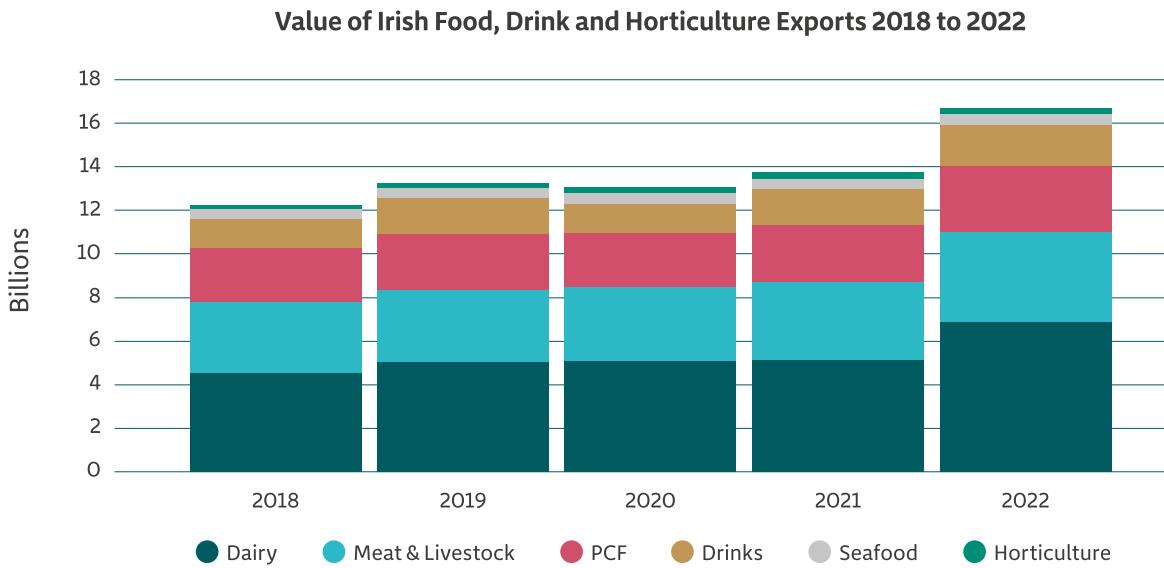
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Exports of Irish Food, Drink and Horticulture (€bn)



Source: <https://www.bordbiaperformanceandprospects.com/>

The value of Ireland's food, drink and horticulture exports increased by 21% to a record-breaking €16.7 billion in 2022. This equates to almost €45 million every day in exports to customers in more than 180 countries worldwide.

However, behind this growth, Irish food, drink and horticulture businesses have had to operate in an incredibly difficult trading environment throughout 2022. This was due in part to the ongoing conflict in Ukraine, which led to rising energy costs and increased inflationary pressures. The value of Irish food and drink exports was 26% higher than pre-pandemic levels in 2019. The dairy sector, which was worth more than €6.9 billion in 2022, remains the largest element within Irish food and drink exports, followed by meat and livestock, which generated over €4.2 billion in export sales, and prepared consumer foods, which was worth €3 billion.

Export Destinations

In 2022, 32% of Ireland's food and drink exports were exported to international markets outside of the EU and the UK, while 36% went to the EU and 32% to the UK.

The EU was the largest single regional destination for Irish food, drink and horticulture. The value of exports to the EU increased by approximately 30% to approximately €6 billion in 2022. The value of exports to the UK was €5.4 billion, representing an increase of almost €800 million on the previous 12 months. The US market continued to rebound strongly, with export values up more than 30% to €1.7 billion, driven by strong whiskey and liqueur sales. The value of exports to Africa grew by 20% to in excess of €1.1 billion in 2022. Exports to Asia increased by 6% with Japan, Philippines and South Korea contributing to growth in this region. Trade with China declined by almost 7% on 2021.



Source: <https://www.bordbiaperformanceandprospects.com/>

| Category | FY 2020 | FY 2021 | FY 2022 | % change YOY | % change 2022 v 2020 |
|--------------------------|-----------------------|-----------------------|-----------------------|--------------|----------------------|
| Dairy | 5,099,384,673 | 5,167,217,625 | 6,876,271,527 | 33% | 35% |
| Meat and Livestock | 3,416,389,073 | 3,552,411,323 | 4,157,017,570 | 17% | 22% |
| Beef incl offals | 2,127,620,231 | 2,268,655,927 | 2,760,442,865 | 22% | 30% |
| Pigmeat | 560,671,205 | 530,936,507 | 540,862,041 | 2% | -4% |
| Sheep | 363,628,804 | 408,502,412 | 464,097,555 | 14% | 28% |
| Poultry | 150,976,873 | 125,738,136 | 156,393,364 | 24% | 4% |
| Live Animals | 201,538,410 | 215,000,000 | 230,000,000 | 7% | 14% |
| Other meat | 11,953,550 | 3,578,341 | 5,221,745 | 46% | -56% |
| PCF | 2,460,337,287 | 2,613,477,400 | 3,004,512,868 | 15% | 22% |
| Drinks | 1,364,996,561 | 1,650,737,755 | 1,910,994,876 | 16% | 40% |
| Seafood | 458,073,580 | 509,881,335 | 513,654,547 | 1% | 12% |
| Horticulture and Cereals | 229,005,233 | 291,021,048 | 247,023,935 | -15% | 8% |
| Total | 13,028,186,407 | 13,784,746,486 | 16,709,475,323 | 21% | 28% |

Source: <https://www.bordbiaperformanceandprospects.com/>

Sectoral Analysis

Dairy

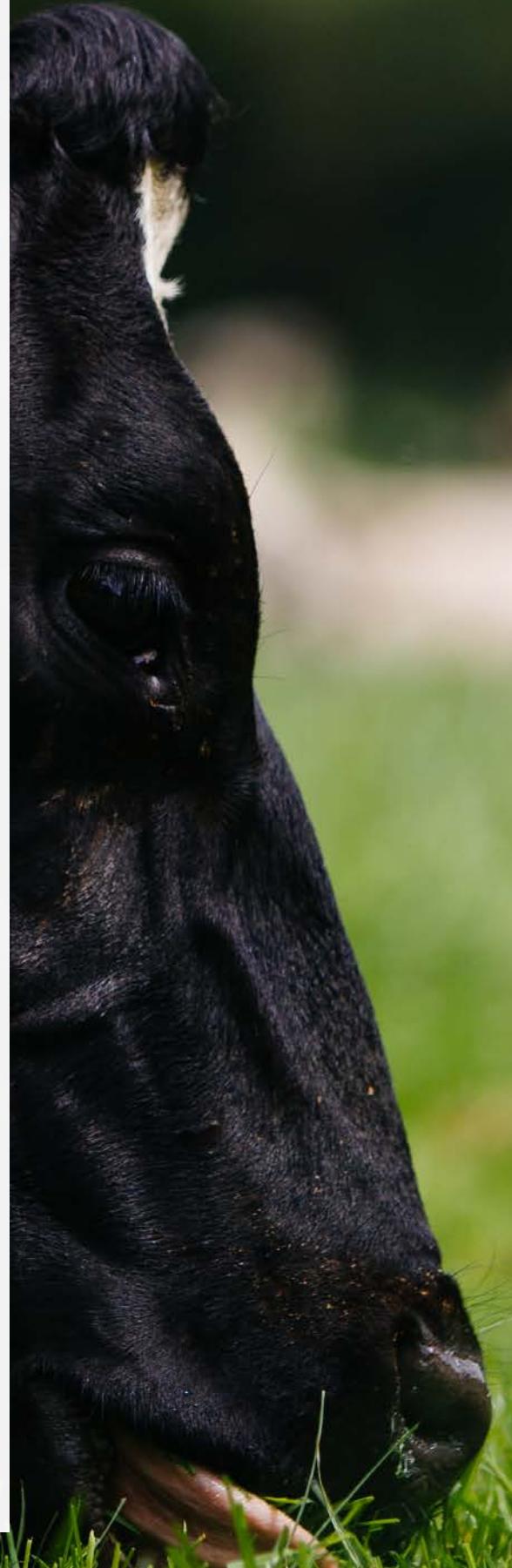
Irish dairy exports performed well in 2022, with the value of exports exceeding €6.9 billion across 140 markets.

The combination of strong market returns across the main categories of butter, cheese and powders, and a diversified market mix, underpinned overall export performance. This growth was achieved by stronger unit prices despite overall export volumes declining 1% on the prior year. Strong demand for dairy in North America and Africa mitigated a decline in exports of specialised infant nutrition products to Asia.

Both butter and cheese exports exceeded €1bn for the second consecutive year. The EU, United Kingdom and North America remain the key markets for Irish butter, accounting for 95% of exports. An increase in exports to the UK is the result of normal trading patterns resuming in 2022, with the UK's share of Irish butter exports in value terms recovering to around 18% in 2022, compared with 12% in 2021. For cheese, over €230m in additional exports went to the EU, an increase of almost 10% in volume.

Exports of casein increased by €210m in 2022 to a value of approximately €685m, up 44% on 2021. Reduced global production served to maintain prices well over €10,000/tonne in 2022. While growth was seen across all traditional markets, the EU (Germany, Netherlands and Spain) and North America (United States and Mexico) account for over two-thirds of total exports of this product.

Exports of specialised nutritional powders increased by over €100m in 2022 to a value of approximately €760m, up 15% on 2021 figures. Production challenges in the United States served to drive import demand there and across the globe. It is unlikely that demand in 2023 will be similar.



Meat and Livestock

The total value of meat and livestock exports increased by 17% to €4.2 billion in 2022, a strong performance given the challenges of the year.

Exports of primary beef increased in value by 22% to €2.6 billion. The slightly higher export volumes are partly attributable to a more orderly exporting pattern in 2022. In contrast, trade to the UK was distorted at the start of the previous year as the threat of a no-deal Brexit relaxed.

During the first half of the year, the Irish beef sector benefited from continued strong demand from the UK and EU markets. Prices for all of the main cuts were strong. In addition to primary beef, the sector recorded exports of beef offal valued at €134 million, as well as value-added beef products (captured under PCF) totalling €228 million.

The value of primary pigmeat exports increased by 2% to €541 million, as higher prices helped to offset some reduction in export volumes as the year progressed. Export volumes decreased by 1% to 237,000 tonnes. The recovery in Chinese domestic production negatively affected Irish pigmeat exports during 2022, with the value of Irish pigmeat shipments to China falling by 35% to €123 million. However, this decline was largely offset by stronger growth in other international markets such as Australia, the Philippines and South Korea where lower domestic output levels boosted import demand.

Shipments of Irish pigmeat to Asia accounted for 40% of the total export value, at €233 million. Despite the reduction in trade with China, this market continues to be the largest destination for Irish pigmeat exports.

The value of sheepmeat exports increased by 14% to €464m while the volume of exports increased by 10% to 75,000 tonnes.

Relatively tight global supplies of sheepmeat combined with stable consumer demand contributed to strong prices in the first half of 2022, despite an increase in domestic sheepmeat production. During the second half of the year, higher costs of production and more difficult grass growing conditions had a negative impact on lamb performance and, ultimately, the availability of lambs for processing. The lower availability of product for export coincided with a weakening in demand for lamb in some key export markets due to inflationary pressures on consumer spending power. Irish poultry exports increased by 24% in value terms to €156m during 2022. The global poultry industry showed signs of recovery in 2022 although avian influenza (AI) had a significant impact on the sector. Rising inflation across the EU increasingly influenced consumers to switch towards more competitively priced poultry meat in the latter part of the year.

The live export trade continues to provide an important alternative market for the Irish livestock sector with exports in 2022 valued at €230m. This represents an 8% increase on 2021. Cattle exports account for the majority of the live export trade with 285,000 cattle exported during the year, valued at €170m.

An increase in calf exports in 2022 represents a return to more typical trading levels following the negative impacts of Covid-19 restrictions and weather interruptions in previous years. The Netherlands was the main market in 2022 with 95,000 calves exported to the region, accounting for more than half of the total. Spain also remained an important market for both dairy and beef sired calves with 55,000 calves exported.



Prepared Consumer Foods (PCF)

PCF exports, including ready meals, pizzas, soups and baked goods, increased by 15% in value in 2022 to €3 billion. Inflation played a significant role in this value increase. This category, which comprises a wide range of consumer ready products, is highly dependent on the UK, with almost two-thirds of exports destined for that market.

There was a positive start to 2022 as economies emerged from Covid-19 lockdowns and initial indicators showed steady demand in the priority markets of the UK and Europe. The Irish PCF supply base appeared well positioned to fill supply gaps in the UK. However, the sector also experienced challenges in terms of increased input costs, labour shortages and logistical difficulties.

The biggest export product in this category is value-added meats, which increased by 16% to €837 million, mainly attributable to demand from quick service restaurants (QSR) and convenience food production.

Drinks

The value of drinks exports increased by 16% to €1.9 billion in 2022, with exports now 20% above 2019 levels.

This performance was driven by strong growth in the value of exports of Irish whiskey, up 19% and Irish cream liqueur, up 3%. Irish whiskey remains a key driver of growth with exports valued at €1 billion. Predominantly, Irish whiskey sits in the premium price category in most export markets and has benefitted from premiumisation trends globally.

The recovery of Irish beer exports, up 26%, and the emergence of the Ready To Drink category (RTDs) in Ireland supplemented this growth.

The North American market continues to be the most important market for this sector, accounting for almost half of the exports from this sector in value terms.



Seafood

Seafood exports increased to €514 million in 2022, up €4 million compared to 2021. This represented a strong performance by the sector given the volume challenges, albeit with varying trends across the species.

Total volumes exported were down 17%, reflecting the challenging situation faced by Irish seafood exporters in securing supply. The reduction in quotas from the Trade and Co-operation Agreement (TCA), affected some key species. In addition, the temporary cessation scheme, fewer days at sea due to difficult weather conditions, higher costs for marine diesel, energy and labour and availability of labour were all challenges for both fishers and processors, contributing to lower volumes.

The pelagic sector experienced a difficult year with the cut to the mackerel quota making it more challenging to secure adequate raw material supplies. This category accounts for more than 70% of total seafood exports in volume terms. Lower volumes of mackerel and horse mackerel internationally meant strong demand and more intense competition for raw material, leading to prices increasing by almost 30%.

Shellfish, the second largest category in value terms, saw exports grow in value by 8% to reach €183m during 2022 against a backdrop of volumes decreasing by 2%. This reflects a 38% increase in shellfish export values since 2020 and demonstrates the strength of demand for Irish seafood.

Whitefish export values remained flat at €46m, while volumes fell by 18% to 10,700 tonnes. This reflects the quota cut, the temporary tie-up scheme, increased costs and difficult weather impacting on fishing operations throughout the year. Processors found it challenging to compete for supplies and staff retention is also proving difficult.



Horticulture and Cereals

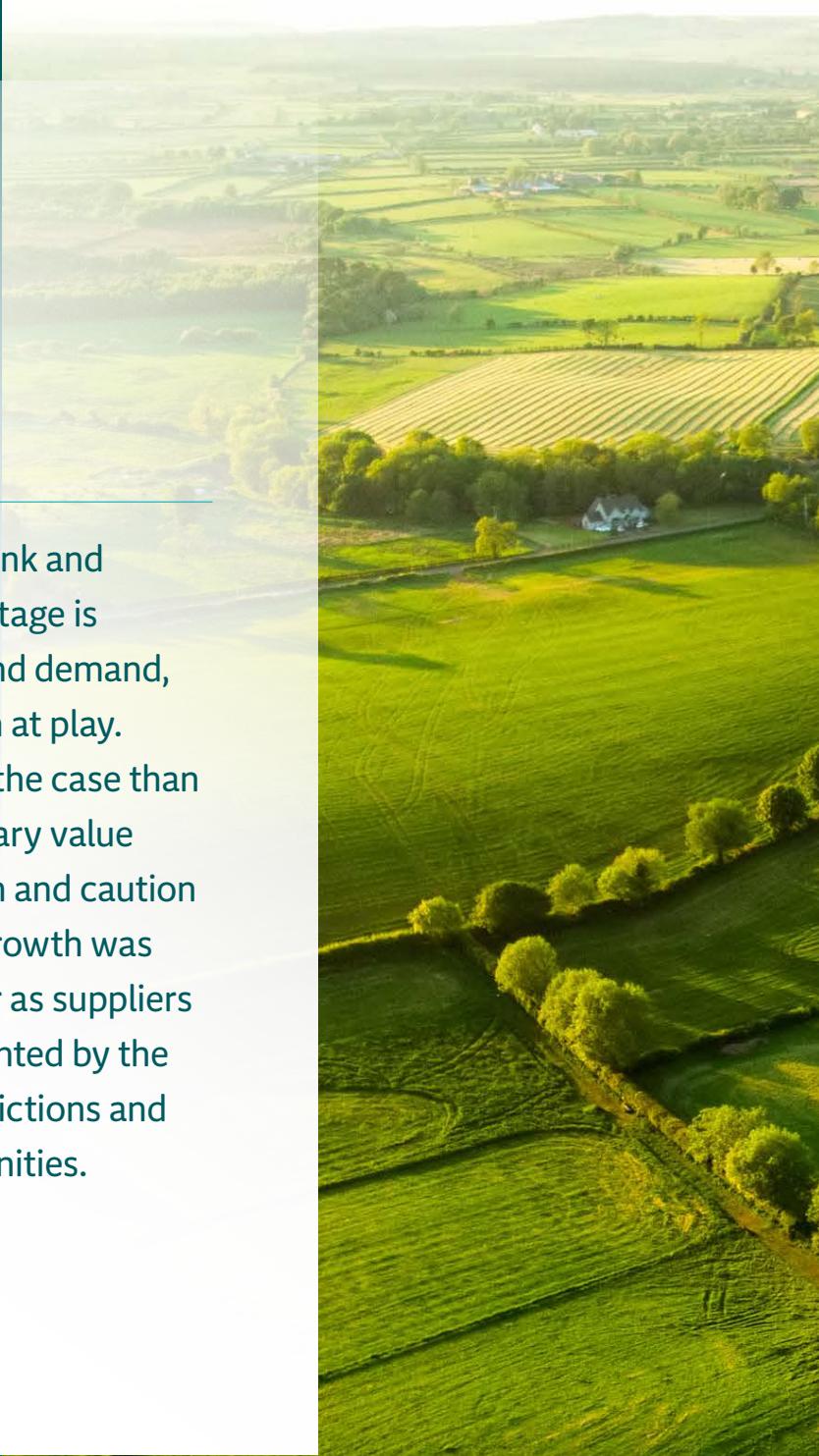
The value of Irish horticulture and cereal exports decreased by 15% to €247 million in 2022. The main export products within this sector are mushrooms, primary cereals and amenity horticulture.

The Irish mushrooms sector faced challenges in its main market, the UK, in terms of cost increases, currency fluctuations towards the end of the year and reduced retail sales as Covid-19 restrictions were lifted. This category is almost entirely dependent on the UK as a destination market. About 90% of horticulture exports went to the UK in 2022, which mirrored trade patterns in the previous year.

Chair's Statement

Introduction

While the success of Irish food, drink and horticulture on the international stage is invariably a reflection of supply and demand, more complex dynamics are often at play. Rarely has this been more clearly the case than in 2022 when a year of extraordinary value growth was also a time of concern and caution for many in the industry. Strong growth was anticipated at the start of the year as suppliers looked to the opportunities presented by the falling away of pandemic era restrictions and the return of foodservice opportunities.



However, it was war in Ukraine that set the narrative for the year, upending global political norms and sending energy and input costs soaring. This inflationary environment had a deep impact on all of us, and on the food, drink and horticulture sector in varied and sometimes unpredictable ways. Natural gas is, for example, not only an important source of power for the industry in its own right but central to fertiliser production, meaning energy cost increases impacted every aspect of the supply chain.

The situation not only presented a challenge to competitiveness directly, it also had a powerful impact on consumer sentiment and discretionary spend. Supply chain issues, a legacy of the pandemic years, and the ongoing challenges of Brexit, added to the pressure on producers. In this unprecedented environment, the food, drink and horticulture industry's record-breaking performance, with exports increasing by 22% or €3bn to €16.7bn, must be seen as a powerful commendation of its enduring reputational strengths and agility in the marketplace as well as a positive signpost for the sustainable future we envision for it. The exceptional export performance of 2022 is also a reflection of our strengthened global reach, as diversification has extended our industry's footprint and helped in securing the unit price increases that were fundamental to its viability.

Price and volume growth

Improved unit pricing was central to the significant value growth seen during the year and was part of a global phenomenon as the FAO food price index rose 43% above the 2019 figure. Unit prices for Irish exporters increased an average of 18.5% across all sectors and markets.

While this is unprecedented in recent times, it remains an open question as to whether such price rises are fully sufficient to counter all the challenges of a volatile economic situation. Much will depend on how the cost-of-living crisis continues to unfold and the direction of the inflationary pressures to which food and drink businesses are particularly vulnerable. Unit price increases were not the only factor at play in the story of 2022. Strong growth in export volumes also contributed to the performance, reflecting both buoyant demand from customers and growing opportunities in new markets. This trend was particularly evident in the two pillar sectors of our industry, beef and dairy, which saw export volumes increase by 9% and 5% respectively. For the dairy sector, 2022 was a continuation of the strong expansionary run enjoyed in the recent years, but was exceptional even in this context, as year-on-year growth of 33% brought dairy exports to €6.8bn in value.

The beef sector also impressed with 15% growth in exports. There was good news in terms of value recovery across the meat industry as all species delivered higher unit prices for suppliers. The story of growth was equally robust in prepared consumer foods, up 17% to €3bn, and beverages, up 33% to €2bn. These were categories that benefitted strongly from the recovery in the hospitality industry.

For horticulture, it was also a significant year, as export values hit €300m for the first time. Improved unit prices lifted the value of seafood exports by a more modest 3%, to €530m, as the sector grappled with issues in its pelagic catch.

The strengthening geographic reach of exporters saw the EU and international countries each account for 34% of total exports, with the UK absorbing 32%. Germany, France and the Netherlands remained our most important markets in continental Europe, where exports grew by 29% overall to reach €5.7bn. Diversification was behind the 9% year-on-year growth in international markets, lifting values to €5.6bn. The Philippines, India, Malaysia and Japan provided the strongest opportunities in Asia over the year. The US remained the key destination for Irish whiskey, with a 30% increase in demand in 2022. Irish exporters also put in an exceptional performance in the UK where, despite a weakened sterling, export values rose by 20% in the year to be worth €5.4bn.

Strategic renewal

In 2021, the Department of Agriculture, Food and the Marine (DAFM) published Food Vision 2030, a 10-year strategy for the Irish agri-food sector that sets out the vision and the pathway for Ireland to become a world leader in sustainable food systems over the next decade.

2022 saw the implementation of the Bord Bia Statement of Strategy, **Nurturing a Thriving Future**, designed to operate over two complementary timelines: A 10-year planning cycle, aligned to Food Vision 2030, which ensures the actions assigned to Bord Bia in the DAFM document receive the strategic resources and focus required.

A three-year plan for the years 2022 to 2025, designed to align all Bord Bia activities around **five strategic priorities** or 'we must dos':

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

Against the real-world challenges and market disruption seen in 2022, Ireland's standing as a producer and supplier of world-class, sustainable food has never been more important or proved more central to our ability to meet the challenges of the year. This can have left no one in doubt as to the value of continued investment in these reputational strengths and our sustainability credentials. Nurturing a Thriving

Future sets out to optimise our industry's unique value proposition and support growth in a way that benefits everyone in the supply chain, from primary producers through to processors and all the way to the consumer. Bord Bia's Chief Executive has set out in his report how these strategic ambitions have aligned with actions in the organisation and the 2022 Annual Report provides full details of all Bord Bia activities during the year.



Welcome action

In reflecting on Bord Bia's contribution to the successes of the year, I welcome, in particular, the organisation's commitment to market intelligence, engagement and diversification activities that supported the industry's requirement to secure the best price returns for its output. This focus did not come at the expense of the longer-term requirements of the industry and I welcome too the increased attention brought to member engagement in the Origin Green programme.

This was particularly important in recognising the distinct role and challenges our farming community faces at the heart of food production, and the supports needed to assist them in meeting the country's robust targets around greenhouse gas emissions. I also welcome Bord Bia's enhancing of relationships with both Teagasc and Enterprise Ireland. The opportunity for developments in food science will undoubtedly form the basis of new commercial activity and important revenue streams in the future.

The development of the sustainable nutrition agenda is also a highly significant and timely addition to our strategic programme. It will play a key role in developing consumer understanding of both the nutritional value of the food and drink we consume and how this must be considered within the sustainability equation. And of course, one could only be heartened by the return of Bloom as an in-person event in 2022. The enthusiasm with which it was once again greeted by the Irish public is testament to the creativity and organisational excellence within Bord Bia and our horticulture sector, as well as the richness of our craft food and drink producers.

Global and national challenges

2022 will be remembered as the year the spectre of war returned to the European continent. While the invasion of Ukraine by Russia was a moment of darkness, we can only be inspired by the courage and resilience of the Ukrainian people. Events there are a reminder that for all the shocks the year brought to global economics, most of the challenges that beset us can be viewed as relatively short-term concerns.

However severe their impact, we are fortunate to be in possession of the resources, the resolve and the social and political consensus to address them. Indeed, while the year concluded with little hope of resolution to the conflict itself, there were clear signals that the cost of energy, a key driver of inflation during the year, was coming under control.

The Northern Ireland Protocol remained a matter of uncertainty through the year, with the possibility of a political resolution emerging in 2023. However, of benefit to our exporters was the fact that the full implementation of UK customs controls was once again deferred, and these are now unlikely to be imposed before 2024.

On the issues of climate change, we can be sure that while there are no easy or short-term solutions, awareness is growing that it will require a whole of society change in behaviours and will present the country with a challenging period of transition in terms of how we source and utilise energy.

The Government has set ambitious targets for the agri-food industry in general, and the farming community in particular, regarding reduced emissions, improved water quality, and reversal of biodiversity decline. Bord Bia is committed to playing its fullest part in supporting both producers and processors on this journey. Over the last 10 years, as sustainability gained prominence in the industry, Origin Green provided our industry with a credible competitive advantage. In 2022, Origin Green entered a new phase of development, recalibrated so that it can continue to bring benefit to our industry, with a new focus on proof points that reflects Government and stakeholder expectations.

Appreciation and thanks

In this challenging and eventful year, it has been my honour to serve both Bord Bia and, more broadly, the Irish food, drink and horticulture industry. I would like to thank my fellow Board members, and the members of the five subsidiary boards for their continued support to the industry and the sectors they represent within it.

The expertise and insight they collectively bring to their roles is exceptional and I am deeply grateful for it. I particularly note the contribution all have made in steering our new strategy statement, Nurturing a Thriving Future, to implementation. The ambitions set out for the food, drink and horticulture industry by Government in meeting binding emissions targets are reflected in the new strategy and I look forward to working collectively in what will be a historically significant period for the industry.

It was a year of change at the helm of Bord Bia too. Having worked closely with departing CEO, Tara McCarthy, over a number of years, I can only express my deep gratitude for the contribution she has made through her tenure as CEO in the often adverse social and economic circumstances of recent times. I wish her every success in her future endeavours and have the fullest expectation that her contribution to our industry will continue to be significant.

We were fortunate as an organisation to have, in Michael Murphy, a colleague with the expertise and strengths to play the role of interim CEO so effectively during the transition to new leadership. And it was with great pleasure that we welcomed Jim O'Toole to the role of CEO in November. Jim brings a track record of experience and a passion for transformation to the position and, on behalf of all the Board, I express our sincere commitment to work constructively with him as we bring the organisation's strengths to play in meeting the challenges ahead.

Change was also in evidence as Bord Bia opened its Global Hub, a new office setting, at 140 Pembroke Road, Ballsbridge, Dublin 4. This is a fresh beginning in a new state-of-the-art environment, but it also represents continuity in Bord Bia's investment in its greatest resource, its people. I believe it will bring many dividends to the organisation in the coming years. I would like to thank the staff of Bord Bia for their excellent work during the year in implementing the organisation's strategy and extend my appreciation for their support for Irish food, drink and horticulture producers and companies, during a year that presented many challenges.

I would like to set out my appreciation for the continuing support Bord Bia received through 2022 from 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 through 2022.

I must also express appreciation for Secretary General Brendan Gleeson and all the staff at the Department of Agriculture, Food and the Marine, and the Department of Foreign Affairs for the range of supports they provide as we continue to expand the footprint of the Irish food and drink industry. Let me thank our colleagues in Teagasc, Bord Iascaigh Mhara and Enterprise Ireland who share our vision for sustainability and success.

To His Excellency, the President of Ireland, Michael D. Higgins, I express gratitude for the role he has played as patron of Bloom and for espousing a vision of sustainability and social justice that has rarely been timelier than in this challenging year.

The exports figures of 2022 confirm a performance-driven industry that is adroit and capable in the face of the most challenging of circumstances. While all such figures are essentially a snapshot in time, there is no doubt that when added to the results of previous years, they tell a story with progress and many positives at its heart. The steps we take to secure the future of our industry aim to continue this narrative into the years ahead.

Through 2022, Bord Bia has proved itself to be an organisation capable of providing the leadership and guidance necessary to make this happen and to ensure Ireland's food, drink and horticulture industry has a central role in our country's future. I know that I speak for everyone in the organisation when I say we look forward to taking the next steps together with all stakeholders in our industry.

Dan MacSweeney, Chair

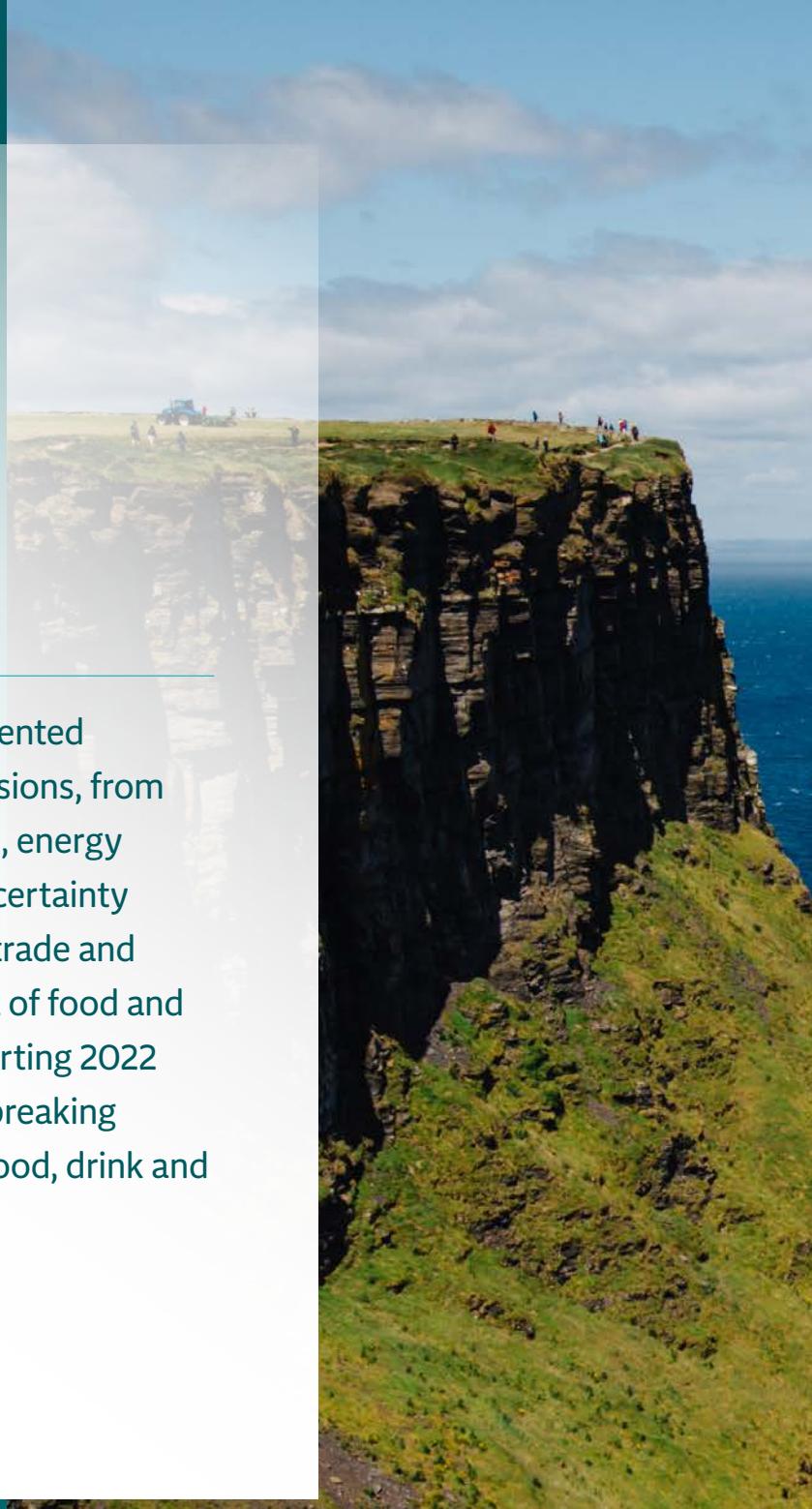
Dan MacSweeney



Chief Executive's Review

Introduction

A year characterised by unprecedented events and their seismic repercussions, from war in Ukraine to soaring inflation, energy and input costs, brought deep uncertainty to many aspects of international trade and relationships, not least in the area of food and drink. We take pride, then, in reporting 2022 as a year that delivered a record-breaking export performance by the Irish food, drink and horticulture industry.





The value of exports from the sector increased by a record €3bn or 22% over the year-earlier figure to €16bn in a performance that saw traditional strengths maintained and new inroads made in priority markets. The value growth seen in 2022 was, in some ways, a mirror image of the changing global trading environment, as producers facing steep input costs were required to recover them through unit price increases.

Exporters also benefitted from the recovery in demand in foodservice channels as we left the worst of the pandemic era behind. However, in a volatile marketplace, there were few guarantees and the year's performance must be seen as, above all, a reflection of the resilience and ambition of our largest indigenous industry as well as the strong international demand for our sustainably produced, high quality foodstuffs.

Bord Bia is proud of the role it has played in assisting the industry adapt to what were rapidly changing circumstances. It was a year when resourcefulness was shown within the organisation and among the clients we serve in terms of capturing and utilising market intelligence and in asserting the reputational strengths of the industry to secure opportunities that optimised value.

Notwithstanding the many positives in the 2022 performance, the challenges besetting the sector over the year were onerous, with unprecedented price rises in input and energy costs coming on top of the many pressures and stresses of the previous two years. Our industry was not alone in this regard, of course, as the impact of inflation was felt in virtually every business and community.

The industry is, however, distinctive for the contribution it makes to the livelihoods of many thousands of families in rural and coastal communities, meaning its economic viability has an outsized impact on the wellbeing of large parts of our country. Our food, drink and horticulture producers also entered 2022 recognising that distinct and binding challenges have been set for the sector in the area of climate change and emissions reduction. We can take further satisfaction then that the year saw sustainability measures continue to be embedded across the industry as it adapted to a highly uncertain economic environment.

A framework for progress

For Bord Bia, 2022 was a year of progress, renewal and change. Progress was made tangible in the introduction of our new governing strategy **Nurturing a Thriving Future**, which, as the 2022 Annual Report shows, provided a framework for development of all the organisation's activities over the year. Renewal was evident in many respects, in particular, the resumption of in-person events and, most notably, the spectacular return of Bloom to Phoenix Park following a two-year break.

Change is of course inevitable in any progressive organisation. The opening of our new Global Hub, as Bord Bia moved offices from Clanwilliam Court to Pembroke Road was perhaps the most visible evidence of this. The new office, equipped with state-of-the-art facilities enables Bord Bia to amplify its role as a world-class marketing support agency. It was also my great honour to be appointed as Chief Executive Officer of Bord Bia in November.

Having spent many years working within Bord Bia, I know better than most its ability to effect change and to provide leadership on many issues critical to the industry it serves. The strengths of Bord Bia have always resided in the skills of its people and I relish the opportunity to lead this talented organisation at a crucial time for the Irish food, drink and horticulture industry. I am also fortunate to follow in the footsteps of leaders who share my commitment to its strategic and operational excellence. Let me express my gratitude and best wishes to former CEO, Tara McCarthy, and offer my sincere thanks to Michael Murphy for taking on the role of interim CEO before my appointment.

As I have noted, **Nurturing a Thriving Future**, Bord Bia's governing corporate strategy, saw its first year of implementation in 2022. Set out over a 10-year (2022-2032) and a three-year timeline (2022-2025), it offers a profoundly optimistic view of Ireland's food, drink and horticulture sector and its ability to deliver sustainable, export-driven growth. The strategy sees Ireland's distinct advantages in location, opportunity and resources as the basis for an industry that can deliver world-class produce and be enabled by a virtuous circle of growth and sustainability.

Nurturing a Thriving Future also brings Bord Bia's role as a semi-State agency to new prominence in facilitating this. Through 2022, Bord Bia has helped Irish producers and processors to further embrace and embed sustainability in their actions, while maintaining a growth-oriented outlook for their output.

The vision for the industry is one we share with Government and its broader agencies. The publication of **Food Vision 2030** by the Department of Agriculture, Food and the Marine in 2021 provides the pathway for Ireland to become a world leader in sustainable food systems with a climate smart, environmentally sustainable agri-food sector. **Food Vision 2030** identifies a particular role for Bord Bia's Origin Green in this mission and calls for a strengthening of the programme to assist industry to meet the higher level of ambition being set around sustainability.

Further developments in 2021 and 2022 mean this ambition now rests squarely on the contribution agriculture will play in the country reaching the Government mandated 51% reduction in greenhouse gas emissions by 2030 and achieving net zero by 2050. The distinct role for agriculture was clarified during the year when a 25% emissions ceiling was set for the sector, meaning greenhouse gases produced by the agri-food sector must fall by one quarter by 2030. The scale of the challenge and the opportunity it presents is now palpable in a way it has rarely been before.

In playing an enhanced role, Origin Green will build on a decade of action on sustainability, where it has been and still remains the world's only national food and drink sustainability programme. Its continuing development is a cornerstone of **Nurturing a Thriving Future** and its goals are shared by the industry it supports. A 2021 survey found 71% of Origin Green member companies, accounting for the vast majority of our exports, said they believe Origin Green provides a competitive advantage for their business. The enhancement of the programme will include a significant shift in emphasis to outreach, education and relationship building with processors and the farming community. The latter, as members of Bord Bia Sustainable Quality Assurance Schemes, are the foundation stone of all our sustainability initiatives.

Action and strategic priorities

Many programmes, activities and actions in support of the food, drink and horticulture industry undertaken in 2022 are set out in detail through the Annual Report. A review of these activities against the five strategic priorities we have set out in **Nurturing a Thriving Future** – which we describe internally as our ‘five we must dos’ – demonstrates a year of real progress in support of the current and future development of the industry.

1

We Must Do: Build Food Brand Ireland and further develop its proof points

Build Food Brand Ireland

Bord Bia is committed to continuing to build Food Brand Ireland (FBI) as a value proposition that articulates Irish differentiation in terms of naturalness and sustainability and generates value for our clients in the marketplace. This year, promotional activity took place against the backdrop of soaring food inflation rates at home and internationally, and successfully highlighted FBI’s value proposition in an increasingly challenging trading environment.

Domestic activities centred on the promotion of the Bord Bia Quality Mark, TV sponsorship and social media activity and educational initiatives in schools. International campaigns centred on Business to Consumer (B2C) and Business to Business (B2B) publicity campaigns with meat, dairy, seafood and horticulture all in focus in targeted markets. The trade mission to Japan and Southeast Asia proved an outstanding success with earned media coverage worth over €4m secured. World Milk Day saw the grass-fed credentials of Irish dairy shared with targeted trade customers in international markets while the return of Bord Bia Bloom was a welcome opportunity to throw a spotlight on Ireland’s exceptional horticultural offering and its craft food and drink producers. The Bord Bia Trade Breakfast at Bloom attracted 250 leading buyers with a combined purchasing power of €20bn.

Ensure Origin Green supports development of Ireland’s sustainable food systems

In June, Origin Green marked 10 years of progress with the unveiling of its new three-year strategy Powered By Partnership, as well as launching the Bord Bia Sustainability Leaders Executive Programme (see ‘We Must Do 3’). The new strategy strengthens Origin Green’s proof-points in sustainability and involved a full review of its standards and a strengthening of its partnerships and collaborations. In addition, farmers and processors will see enhancements in the guidance they receive on sustainability through initiatives such as ESG guidance for company members and the further development of the farmer eLearning Hub and farm action planner.

In partnership with Industry, build farmer advocacy for sustainable food

Ensuring the viability of farmers into the future is a central ambition of Bord Bia’s work. Research was undertaken to identify the segments within the farming community most open to engaging in and implementing sustainability measures. Direct communications with farmers was enhanced and now includes the delivery of audits, contact with the helpdesk, visits to the sustainability hub, a farmer newsletter and regular farmer texts.

2

We Must Do: Develop Better Ways for our clients and customers to Connect and build Partnerships

Develop transformative Relationship Marketing

Bord Bia believes in world-class relationship marketing that connects clients and customers in new and better ways and, through 2022, developed, tested and delivered a transformative relationship marketing strategy. This involved targeted in-market events, B2B campaigns and market intelligence shared as client insight. The €4.8m European Beef and Lamb campaign which focuses on the sustainable, grass-based credentials of Irish beef and sheep meat and the EU Dairy Campaign which targets new business development in Japan, Malaysia, Thailand and Vietnam were flagships of this workstream.

Develop best practice in Integrated Client Customer planning

Four strategic partnerships were progressed in 2022 while another partnership was newly prioritised. Through the embedding of our new client planning tool and a structured approach between sectoral and in-market teams, the impact of our key client services was intensified.

Develop best practice in integrated content management

Bord Bia is committed to a planned, coordinated and strategic approach in how we communicate with customer and client audiences. Work continued in 2022 in building deeper relationships with clients and customers through enhanced integrated content management.

3

We Must Do: Nurture and Attract Industry Talents and Drive Client Capability

Deliver Capability Services built on the needs of industry

The significant challenges around cost inflation in 2022 saw increased demand for our capability development services and Bord Bia intensified its work in delivering cost inflation capability supports while recognising programmes in marketing, innovation, entrepreneurship, digital, category and brand management which all play vital roles in market reach and sustainability.

Deliver a suite of Industry Talent Programmes

Bord Bia now runs five MSc post graduate programmes in collaboration with its education partners which are designed to address future talent needs in business development, innovation, sustainability and supply chain and procurement. Through 2022, we remained on target in our goal of retaining 80% of graduates in the industry.

Establish a food sustainability executive education programme

The commencement of the Leadership Sustainability Acceleration Programme in 2022 strengthens Bord Bia's ambition to position itself as a centre of excellence of food sustainability. Geared to C-suite level, the first programme brought together 26 leaders from across industry.

4

We Must Do: Champion Insight-Led Innovation and Brand Development

Shape the future innovation agenda

Bord Bia continued to provide thought leadership around innovation that addresses genuine market and consumer needs. Stimulating greater collaboration between food science and exporting client companies was freshly emphasised within this. The sustainable nutrition agenda builds upon our foresight study on sustainable nutrition and will be developed into a significant multi-year, cross-functional programme of work.

Develop three innovation partnerships

The national food science agenda involves the development of scalable innovation opportunities with Teagasc and Enterprise Ireland. Collaboration through FHI in 2022 has provided a model for how such partnerships can be developed across multiple sectors. Bord Bia's unique position will be reflected in research that brings the voice of the consumer into research workstreams.

Complete insight-led innovation and brand development projects

The Bord Bia Thinking House saw sustained demand from client companies for services and supports across insight, innovation and brand development. In line with our 10-year strategic ambition, work in 2022 focused on fostering holistic collaboration and capturing value for Irish food and drink companies, while in keeping with our three-year strategy, client work that linked to FBI ambitions and Building our Strength in Sustainability received particular focus.

5

We Must Do: Support and enable the organisation and to execute strategy

Attract and empower our people

Staff engagement, learning and development opportunities and the development of staff policies and practices that align with the One Bord Bia operating model are critical to our future development. In 2022, activities under this strategic objective included staff Town Halls and Staff Consultative Committee meetings, together with ongoing capability development work.

Uphold the One Bord Bia operating model

We continued our work on processes and procedures to support and enable staff in meeting the organisation's statutory, regulatory and corporate governance obligations.

Support with best-in-class IT infrastructure

The move to the Global Hub was successfully completed in 2022, with work on establishing and embedding operations continuing over the year.

Conclusion

Against the backdrop of war in Ukraine and the displacement of millions of its citizens, we can only be humbled by the sacrifice and heroism of those defending their liberty on the other side of Europe. In the year that marked, among other things, the centenary of the foundation of the Irish State, these are sentiments that will resonate with many Irish people.

Events in Ukraine have also brought home the interconnectedness of our world and shown the importance of the food, drink and horticulture industry above and beyond questions of trade and enterprise. We can take pride in our industry's record export performance in these most volatile of trading conditions knowing that our ability to deliver world class outputs and to meet the growing global demand for sustainably produced food is something of real consequence to the livelihoods of many millions of people around the world.

The challenges that weighed heavily on the sector and our economy more broadly during 2022, particularly around energy costs, are likely to see some respite in 2023. However, it would be more than optimistic to believe that all issues can be resolved in the near future. The low inflation / low interest rate model of economics that prevailed until the disruptions of 2022 is unlikely to rebalance in the short term.

For Bord Bia, 2022 was a year of strategic revision and renewal. Let me express my gratitude to all my colleagues in Bord Bia for their support as I took up the role of CEO. I look forward to our working together in the full implementation of Nurturing a Thriving Future and in the continued roll out of the One Bord Bia operating model.

I have always known Bord Bia to be a results-focused organisation and the energy and commitment in evidence across Bord Bia's programmes and market development activities during the year is a reflection of vision and talent of the people within it.

As we set our ambitions to new heights, and strengthen our services from the Global Hub and our overseas offices, we will continue to deliver value to our stakeholders and to the many communities for whom food, drink and horticulture is a livelihood. The opportunity to go further than ever before on behalf of our industry is one that I know will inspire us all.

Let me conclude by thanking the Chair of Bord Bia, Dan MacSweeney, and all the members of the Board and the five subsidiary Boards for their contribution in this year of change and challenge. I look forward to both working with you and benefitting from the breadth of experience you bring to your roles and I thank you for your ongoing service to the industry.

Equally, I look forward to working with the Minister for Agriculture, Food and the Marine, Charlie McConalogue, T.D.; Martin Heydon, T.D., Minister of State with responsibility for Research and Development, Farm Safety, and New Market Development; and Senator Pippa Hackett, Minister of State with responsibility for Land Use and Biodiversity; with all the team at the Department of Agriculture, Food and the Marine and with our peer organisations at home and abroad.

Disruption and challenge are nothing new to the food, drink and horticulture industry and while they bring difficulties in the short term, we have learned over the years that our commitment to integrity and our confidence in the excellence we deliver will always be the most significant part of our response. Bord Bia is an organisation adept at excellence and at change and we are committed to learning, growing and serving the Irish food and drink industry in new and exciting ways in the years ahead. No one is in doubt as to the scale of the challenges that face us, but equally, we have never been more confident that our small, green island has a powerful role to play in the global story of sustainable food production that is pivotal to all our futures.

Jim O'Toole, Chief Executive

A handwritten signature in black ink, appearing to read "Jim O'Toole".

Sector Reviews

Meat and Livestock

The meat and livestock sector represented the second largest category of Irish food, drink and horticulture exports in 2022. During the year, Irish meat and livestock exports grew by 17% to reach an overall value of €4.17 billion. This robust performance reflected increases in output levels and average prices for beef and sheepmeat. Production was lower in the pigmeat and poultry sectors, although in both, the impact on export value was offset by higher average prices. Meanwhile, growth in the value of livestock exports was mainly driven by an increase in the intra-community trading of calves.



In addition to the above-mentioned sub-sectors, it is worth highlighting that exports of value added meat products, which are categorised within prepared consumer foods (PCF), recorded a 19% uplift in 2022 to reach over €850 million. Therefore, the combined overall value of primary meat, livestock and value-added meat products reached a significant milestone of more than €5 billion.



BEEF

The value of primary beef exports in 2022 was approximately €2.62 billion, which represented an increase of €473 million or 22% on the previous year. Similarly, the value of beef offal exports rose by 16% to €134 million, leaving the combined value of beef and offal exports 22% higher at almost €2.76 billion.

Cattle availability grew by more than 8% or 132,000 head at Irish meat plants, contributing to a 4% increase in the volume of primary beef exported, at 493,000 tonnes. The variance between throughput and exports is partly due to a continued reduction in average slaughter weights. Producers reacted to the higher input costs by selling animals slightly earlier and younger, resulting in a reduction of 2.6%, or nine kilograms, in the average carcass processed. Another contributing factor was an increase of 24%, or 10,000 tonnes, in the volume of value-added beef products exported.

Overall, there was a steady exporting pattern recorded throughout 2022. This is in contrast to the beginning of the previous year when trade to the UK was distorted as the threat of a no-deal Brexit eased. During the first half of 2022, the Irish beef sector benefited from continued strong demand from both the UK and EU markets.

Prices for all of the main cuts were particularly strong, reflecting lower volumes of beef available in the UK and across the EU and reduced imports of beef from third country suppliers. These factors contributed to European cattle prices reaching a historic high in April, with the average German R3 young bull price hitting €6.03/kg.

The early summer months saw greater availability of non-EU beef on the market, in anticipation of a strong steak market. The Russian invasion of Ukraine started to impact on food price inflation and consumer sentiment. There was also mounting resistance to higher prices, especially in the case of higher priced steak products. The European Commission estimates that beef consumption across the EU recorded a 1% decline year-on-year, while beef imports to the EU rose by an estimated 17%.

Over the next three years, an EU co-funded campaign will invest €4.8 million in developing key international market opportunities across Japan, China, South Korea and the USA. These promotions are 80% funded by the EU and are instrumental in building Ireland's profile in four of the world's largest import markets.

Trends by Destination

In 2022, exports of Irish beef to the United Kingdom (UK) increased by 21% to reach €1.15 billion, accounting for 44% of Irish exports in value terms. Domestic beef supplies in the UK remained tight during the first half of 2022, before recovering somewhat in the second half of the year.

The UK foodservice channel enjoyed strong growth post Covid-19, resulting in a 26% growth in beef volumes, according to AHDB. Retail sales were challenged by reduced consumer spending power, with volumes contracting by an estimated 8%. The decline was particularly evident in steak sales, which were 18% lower, again, based on market insights from AHDB. This contributed to a cooling of the market in the second half of the year in the retail channel, while foodservice demand for both manufacturing beef and steaks remained more robust.

Irish beef exports to Continental European markets grew by 29% to more than €1.3 billion in 2022, accounting for 50% of the overall value of this trade. Beef supplies across many markets tightened, most notably in France, Sweden and Spain by approximately 4%, according to the EU Commission's Beef Forecast Working Group. EU cattle prices peaked at the end of April and were up by more than €1.30/kg on the prior year.

Demand was particularly strong for forequarter and manufacturing beef while higher value cuts such as steaks were in lesser demand as food inflation concerns focused attention on value offers. Beef consumption reportedly declined in Germany, France, Sweden and Spain, while the Italian market was apparently more resilient, on average.

Irish beef exports to international markets declined by 13% to €156 million. This equated to a 6% share of Irish beef exports in value terms. This reflected the strength of prices available in the EU, particularly during the first half of the year. Focusing on the key international markets for Irish beef, demand from Japan and the Philippines started the year strongly. However, for the full year, Irish exports to both markets declined in volume terms. Meanwhile, exports to the US were impacted by the filling of the import quota early in the year and, as a result, Irish exports declined considerably. In contrast, there was steady growth in the value of trade to Canada in 2022.

Prospects

The outlook for beef export markets is generally regarded to be broadly optimistic for 2023. Global and EU supplies look set to remain well balanced. However, the impact of cost-of-living factors and consumer sentiment on beef purchasing behaviour will remain a critical factor in determining price developments.

The EU beef herd is forecast by the EU Commission to decline further, with notable reductions likely across several markets, including France, Spain, Italy and the Netherlands. UK supplies are expected to show a small increase in 2023.

In global terms, beef supplies are forecast by the USDA to decrease marginally, largely driven by a decline in the US herd resulting from recent drought conditions. On the other hand, Australian beef exports are increasing, as production there has recovered from the drought conditions experienced in recent years.

Regarding import demand, growth is likely from major Asian markets such as Japan and South Korea. Meanwhile, the re-opening of the Chinese economy is expected to significantly grow consumer demand, especially in the foodservice sector which will drive additional import demand.

However, global markets are finely balanced and there may continue to be a stronger focus on the European Union from large global exporters such as the Mercosur countries and Australia. The cost-of-living crisis is expected to continue to impact on beef demand in the UK and the EU. In this environment, it will be more important than ever for Irish beef to be positioned as a reliable, innovative supplier of high-quality beef with strong sustainability credentials.

Irish cattle availability is expected to be somewhat tighter in the first half of the year, particularly in the second quarter. However, there may be a slight recovery in supply in the second half of 2023. Bord Bia's analysis of the DAFM Animal Identification and Movement (AIMs) database and related production and trade factors suggests an overall decrease of approximately 30,000 head (2%) in finished cattle supplies for 2023 as a whole.



LIVESTOCK

The live export trade continues to provide an important alternative outlet for Irish livestock with exports valued at €230 million during 2022. This represented an 8% increase on 2021. As in previous years, exports of cattle (including calves) represented a growing majority of the live export trade, as the export volume of both pigs and sheep declined.

During 2022, Bord Bia actively supported the development of the live export trade through provision of up-to-date market information, promotional initiatives, including inward buyer visits, market study trips and lead generation activities, to enhance the image and reputation of Irish animals.

Cattle

Over 286,000 head of live cattle were exported during 2022 with an export value of €168 million. This represented a 15% increase in numbers compared to 2021 levels, a trend that was mainly driven by growth in the intracommunity trading of calves. Calves accounted for more than 60% of the overall number of cattle exported during 2022, at 172,000 head. This represented a return to more typical trading levels, following the negative impacts of Covid-19 restrictions, alongside some weather-related interruptions in recent years. The Netherlands was the stand-out market for Irish calves in 2022, taking some 97,000 head and thereby accounting for more than half of the total. Spain also remained an important market for both dairy and beef sired calves with 55,000 calves exported. Calves were also exported to other markets including Italy, Northern Ireland, Poland and Belgium.

The trade in weanlings and store cattle to continental European customers also performed strongly in 2022 with tighter cattle supplies in key markets of Spain, Italy, Greece, Hungary and Slovakia driving demand. Increased activity in exports to international markets in the Middle East and North Africa also contributed to a positive export performance for the category. Libya, Turkey, Jordan, Egypt and Lebanon all took substantial consignments of Irish animals during the year.

Trade with Northern Ireland for both finished cattle and those for further production was more subdued in 2022 following a very strong performance in late 2020 and all of 2021. However, tighter cattle numbers on Northern Ireland farms and stable demand for beef in the UK drove higher demand for live cattle in the region in Q4.

Other livestock

Overall exports of pigs, primarily to Northern Ireland, declined by 7% during 2022, and had an estimated value of €60 million. With reduced Irish pig production evident, it is likely that numbers of pigs travelling to Northern Ireland will decline further in 2023, on account of greater competition among the main Irish processors for the available supply. As a result, live exports of pigs to the region are expected to reduce further, at least in the short term.

Meanwhile, live sheep exports continued to decline year-on-year and reached just 12,500 head with an estimated export value of approximately €2 million in 2022. The live sheep export trade is relatively small, but it does have the potential to grow from its low levels of 2022. As with previous years, export activity is expected to align with increased demand in the run up to the main Muslim festivals.

Prospects for 2023

The short-term outlook for calf exports remains reasonably positive with firm demand and positive feedback for Irish calves from customers in key markets including the Netherlands, Spain and Italy. However, the longer-term outlook for the sector is somewhat uncertain with reviews at EU level into live exports, particularly the transport of unweaned calves. The findings and recommendations of several reviews published in 2022 will now be considered in the drafting of new legislation relating to the welfare of animals during transport in 2023, with any proposed changes expected to come into effect from 2024 onwards. The outlook for older categories of cattle remains positive in the short term with tighter domestic cattle supplies expected in some key European markets including Italy, Greece and Eastern Europe. The supply outlook remains subdued in Northern Ireland, with demand expected to be stable for Irish cattle during 2023.



SHEEPMEAT

The overall export performance of the Irish sheepmeat sector continued to improve during 2022 with the value of exports increasing by 14% to €464 million while the volume of exports increased by 10% to 75,000 tonnes. This was the third consecutive year in which Irish sheepmeat exports recorded volume and value growth.

Relatively tight global supplies of sheepmeat combined with stable consumer demand contributed to strong deadweight prices for Irish sheepmeat in the first half of 2022, despite an increase in domestic production. During the second half of the year, higher costs of production at farm level through higher feed and fertiliser prices, combined with some difficult grass growing conditions, impacted on lamb performance and ultimately the availability of lambs for processing. The lower availability of product for export coincided with a weakening in demand for lamb in some key export markets due to inflationary pressures on consumer spending power.

Despite weaker demand, deadweight prices remained stable in late 2022, albeit at a lower level than recorded in the corresponding period in 2021, due to supply and demand being finely balanced. The EU remained the primary market outlet for Irish sheepmeat exports, accounting for approximately 75% of exports in both volume and value terms. Irish product faced increased competition in key export markets during 2022 when compared to recent years. This is mainly due to stronger UK exports and also an increase in EU imports from the Southern Hemisphere.

Trends by Destination

EU markets represent the most important destination for Irish sheepmeat exports, with exports valued at €343 million in 2022, a 14% increase on the previous year's levels. France continued to be the largest market for Irish sheepmeat with exports valued at €143 million, accounting for 42% of all exports to the EU.

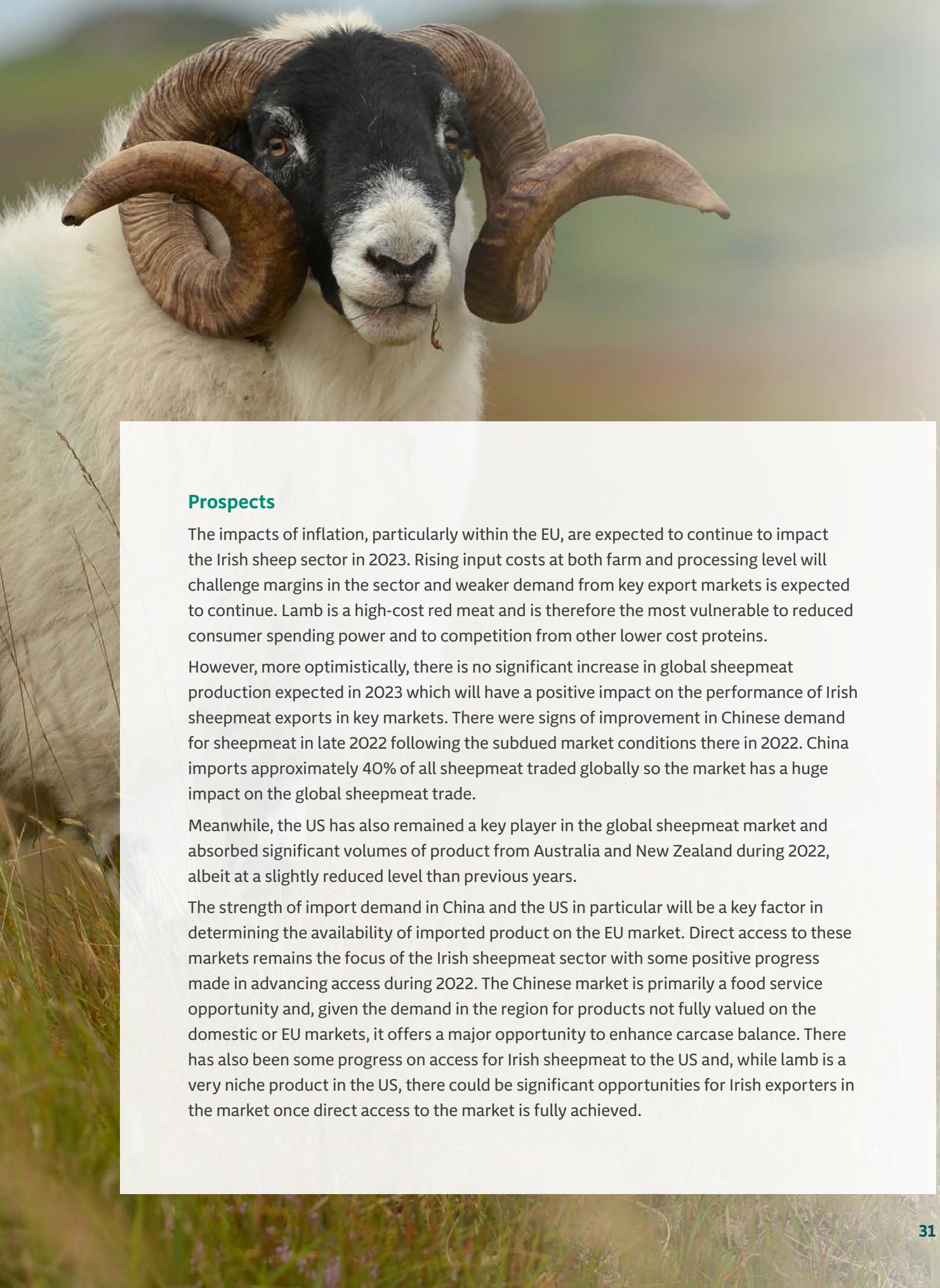
There was a notable 29% increase in the value of sheepmeat exports to Germany during 2022 to €78 million, while the value of exports to Sweden also increased by 11% to €47 million. These three markets accounted for 78% of Irish sheepmeat exports to the EU in value terms during 2022, up from 75% the previous year.

Meanwhile, there was some decline in the value of exports into Belgium and Denmark in 2022, which were back 20% and 16% respectively. However, these reductions were counteracted by growth in the value of exports to other EU markets including the Netherlands, Luxembourg and to several Eastern European countries.

There was also growth in the value and volume of sheepmeat exports to the UK in 2022, driven in part by some of the major lamb processors also having facilities in the region. Sheepmeat exports to the UK were valued at €74 million in 2022, up 9% from 2021 levels.

Exports of sheepmeat to third countries also increased in 2022 by 20% in value terms to €47 million, driven almost entirely by growth in exports to Switzerland and Canada with relatively small volumes of products traded further afield.





Prospects

The impacts of inflation, particularly within the EU, are expected to continue to impact the Irish sheep sector in 2023. Rising input costs at both farm and processing level will challenge margins in the sector and weaker demand from key export markets is expected to continue. Lamb is a high-cost red meat and is therefore the most vulnerable to reduced consumer spending power and to competition from other lower cost proteins.

However, more optimistically, there is no significant increase in global sheepmeat production expected in 2023 which will have a positive impact on the performance of Irish sheepmeat exports in key markets. There were signs of improvement in Chinese demand for sheepmeat in late 2022 following the subdued market conditions there in 2022. China imports approximately 40% of all sheepmeat traded globally so the market has a huge impact on the global sheepmeat trade.

Meanwhile, the US has also remained a key player in the global sheepmeat market and absorbed significant volumes of product from Australia and New Zealand during 2022, albeit at a slightly reduced level than previous years.

The strength of import demand in China and the US in particular will be a key factor in determining the availability of imported product on the EU market. Direct access to these markets remains the focus of the Irish sheepmeat sector with some positive progress made in advancing access during 2022. The Chinese market is primarily a food service opportunity and, given the demand in the region for products not fully valued on the domestic or EU markets, it offers a major opportunity to enhance carcase balance. There has also been some progress on access for Irish sheepmeat to the US and, while lamb is a very niche product in the US, there could be significant opportunities for Irish exporters in the market once direct access to the market is fully achieved.



PIGMEAT

During 2022, the value of Irish primary pigmeat exports increased by 4% to €551 million, as higher prices helped to offset some reduction in export volumes, which fell marginally by 1% to 237,000 tonnes in 2022. Pig producers faced unprecedented production costs which severely impacted on their financial viability for much of the year.

Irish domestic pig supplies were 2% lower at 3.54 million pigs during 2022 compared to the previous year's levels. Supplies tightened significantly during the second half of 2022 as some producers responded to high production costs by downsizing their operations or exiting the industry.

Since 2018, the global pigmeat market has been shaped by a series of challenging events, led by the impact of African Swine Fever (ASF) which caused unprecedented swings in trade flows and pricing levels. The pigmeat market in 2022 operated against a backdrop of weaker global demand as the foodservice channel remained challenging due to Covid-19 restrictions in a number of key regions. Global pigmeat output recovered in the early part of 2022, which placed downward pressure on market prices.

The Irish market is a critical outlet for Irish pigmeat suppliers as approximately half of Ireland's pigmeat production is consumed locally. Bord Bia continued its marketing campaign for Quality Assured pigmeat throughout 2022. Additionally, collaboration with the Chef Network was undertaken to build the profile of Quality Assured Irish pigmeat with key decision makers in the supply chain.

Bord Bia also led a series of export market activities, targeting priority and high potential markets, by exhibiting at several international trade shows to help raise the awareness of Irish pigmeat with potential new customers in Mexico and key Asian markets. In addition, trade seminars and chef engagement events were held to highlight the benefits of sourcing pigmeat from Ireland with key decision makers across target markets. In 2022, Ireland secured market access to supply pigmeat to Malaysia.

Trends by destination

The majority of Ireland's primary pigmeat exports are destined for international markets. Markets outside of the EU and UK accounted for almost two-thirds, or €350 million, of the value of Ireland's primary exports in 2022.

However, the volume of pigmeat exported to China reduced significantly during the year as Chinese production recovered, combined with the lingering impact from Covid-19 on demand levels. This resulted in more pigmeat being diverted into alternative markets such as the Philippines and South Korea during 2022.

In value terms, exports of Irish pigmeat to China fell by 31% to €130 million. However, this decline was largely offset by strong growth in other key international markets including Australia, the Philippines, the US and South Korea where lower domestic output levels boosted import demand. The value of Irish pigmeat shipped to these international markets in 2022 was 40% higher at €150 million.

Price Trends

The pigmeat trade across the EU started slowly in 2022, reflecting the impact of reduced import demand from China for EU pigmeat, and the suspension of German exports due to ASF. However, during the second half of 2022, tightening supplies across the EU resulted in pig prices rising sharply. The Irish pig price increased by almost 28% during the second half of 2022 to reach €2.00/kg. In 2022, overall, Irish pig prices increased by approximately 14% to €1.77/kg. At the start of the year prices were at a low of €1.40/kg, reaching a peak of €2.03 during December.



Prospects

The invasion of Ukraine continues to have a profound impact on the EU pigmeat sector due to its impact on feed and energy prices, the two main inputs for pig producers.

For 2023, the USDA is forecasting that global pigmeat production is likely to increase by 1% to 111 million tonnes, reflecting further recovery in Chinese output. However, herd health challenges and the ongoing impact of ASF could reduce short-term production and negatively influence producers' willingness to invest in future growth. EU producer sentiment will be heavily influenced by feed cost volatility which looks set to continue reflecting geopolitical tensions and the impact of weather events on harvests across the northern hemisphere.

Exports from North America will be impacted by the strength of the US dollar. North America accounts for 40% of global pigmeat trade. Any change in competitiveness will benefit other global exporters such as the EU. The outlook for Chinese production for 2023 remains uncertain. Rabobank estimates that the Chinese sow herd has fallen by 10%, and, depending on how quickly replenishment takes place, this is likely to put pressure on production.



POULTRY

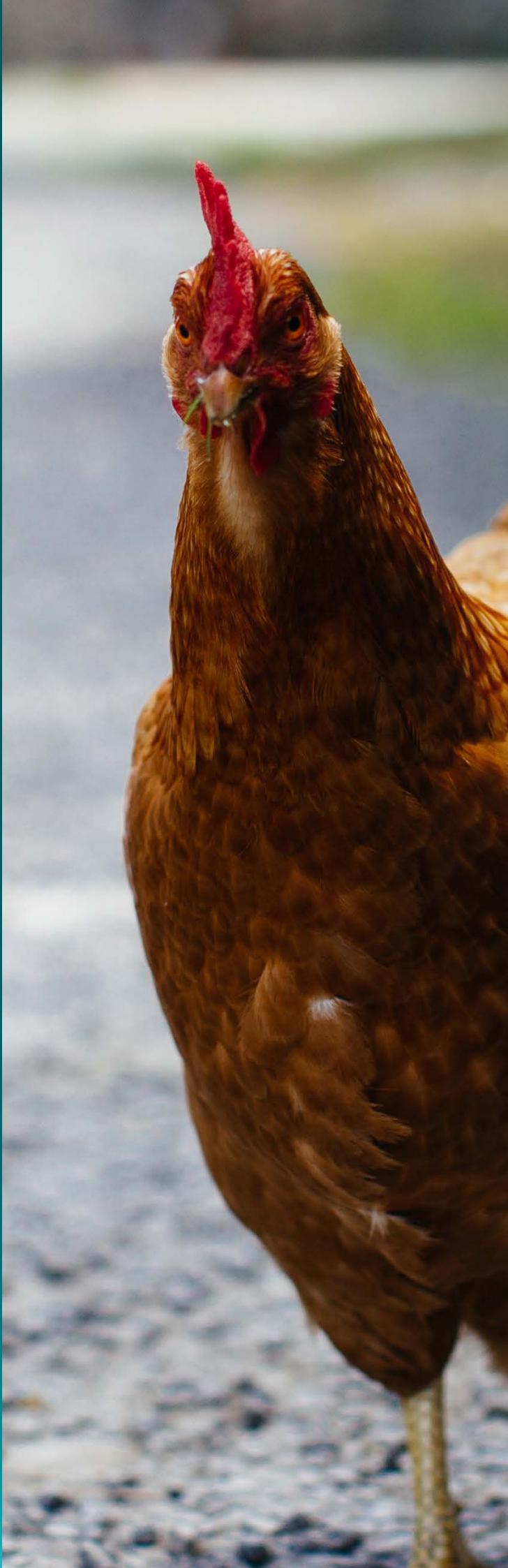
Exports of Irish primary poultry products increased by 24% to €156 million during 2022, with volumes very similar to the previous year, at 76,000 tonnes.

The global poultry industry showed signs of recovery during 2022, although Avian Influenza (AI) continued to have a growing impact on the sector. Europe struggled with what was described by the European Food Safety Authority as the worst AI season in history. The ongoing threat of AI outbreaks remained extremely challenging for the global poultry industry as supply and trade in both hatching eggs and poultry meat faced disruption. Rising inflation across the EU increasingly influenced consumers to switch towards more competitively priced poultry meat in the latter part of the year.

Trends by destination

In 2022, the value of Irish poultry exports to the EU rose by 51% to €33 million. Key markets in Europe included the Netherlands, France, Denmark and Germany. In addition, the Spanish market grew significantly, albeit from a low base, reflecting sales of dark poultry meat products to the retail channel.

Trade with the UK increased by 31% to €92 million, reflecting a strong recovery in the foodservice channel there. Exports to international markets were 7% lower at almost €31 million, reflecting ongoing trade restrictions in South Africa. Irish poultry meat was exported to other African markets such as Ghana, Sierra Leone and Benin.





Prospects

The global poultry industry is expected to show further recovery in 2023 despite the operational challenges faced by the sector. A weaker economic climate will lead to more price-driven consumer behaviour, which supports poultry consumption.

However, AI is now endemic in many countries and restrictions around trading breeding stock could lead to ongoing supply issues. The biggest operational challenges are likely to concern volatile feed and energy costs. Rabobank analysts forecast that feed prices in early 2023 will be between 10% and 15% lower compared to peak levels observed during 2022, but remaining significantly ahead of the previous normal range.

The USDA anticipates that global chicken output will increase by 2% to 103 million tonnes during 2023. Given the anticipated weak economic landscape, strong import demand is expected from Mexico, Saudi Arabia, the US and the EU. Brazil is expected to fulfil most of this increased demand as other key global suppliers struggle to increase export volumes.

Dairy Products and Ingredients



Irish Dairy Export Performance

Irish dairy exports grew 33% in 2022 compared with 2021, reaching a record value of €6.8 billion. 1.7m tonnes of product was shipped to over 130 markets worldwide. Milk collections on Irish farms in 2022 came in at 8.8 billion litres, similar to the prior year.

In contrast, weaker milk flows were noted in the key exporting regions of Europe and Oceania with collections behind 2021 levels. High input costs, low availability of labour and environmental regulation all impacted the ability of milk production in both regions. Output from the Americas fared better with Argentina increasing its milk pool significantly. Combined, it is estimated that overall milk collections from the exporting regions of the Americas, Europe and Oceania were on a par with, or slightly behind, 2021 levels.

From a global demand perspective, lower import activity from China, and Russia which was embargo driven, was countered by strong demand elsewhere. Channels and markets restricted by Covid-19 lockdowns in 2020 and 2021 rebounded, driven by recovering consumption in foodservice. Supply chains also showed recovery from recent challenges, enabling product to move more easily.

According to Eurostat, the average price of EU butter was up 74% for January to September versus the same period in 2021. The equivalent figures for cheese and skim milk powder (SMP) were 29% and 45% respectively (European Commission, 2022). These three categories accounted for just under 40% of Irish dairy volume exports in 2022.

All priority regions performed strongly in value terms. However, regions where butter, cheese and casein have a larger proportion of trade such as EU, North America and UK, performed better than markets in Africa, Asia and Middle East where milk powders are more of a focus.

Despite the strength of this overall performance, 2022 was a challenging year due to ever-increasing inflationary pressures. Reduced buyer activity in some key import regions and continued uncertainty caused by the war in Ukraine are factors which will impact dairy prospects in 2023.



Key Activities and Achievements in 2022

Expansion of the Grass Fed Standard: Work continued, in partnership with industry, to expand the processing plants certified to produce grass-fed verified ingredients and finished products. The standard now includes criteria for simple, almost entirely dairy based products, as well as more complex products with up to 10% non-dairy elements.

- **EU Co-funded Dairy Campaign:**

2022 marked the first year of a three year €3.2m campaign, 80% of which is funded by Europe, to promote Irish and European dairy in Japan, Malaysia, Vietnam, Thailand and the Philippines. Throughout 2022, Bord Bia, alongside the Irish dairy industry, undertook a series of activities including inward buyer visits, in-market technical seminars and trade shows to increase awareness of European dairy in Asia. So far, the campaign has engaged with over 200 buyers in Japan, Vietnam and Thailand via three technical seminars and a trade show. In July, Bord Bia hosted the single largest delegation of dairy buyers to Ireland on an inward buyer visit. The week-long itinerary included visits to dairy processors, a Sustainable Dairy Assurance Scheme approved dairy farm and Teagasc Moorepark.

- **B2B Marketing Campaigns – priority markets:**

In 2022, Bord Bia ran a programme of marketing campaigns in EU, UK, Asia and US markets with the objective of driving awareness of Irish grass-fed dairy and to drive preference for sourcing from Ireland among selected trade buyers. Activations included trade advertorials, inward journalist visits and online advertising. Alongside the well-established position on sustainability through Origin Green, these campaigns also featured the availability of grass-fed certification on Irish dairy products.

- **World Milk Day Campaign – B2B Activation:**

On June 1st, Bord Bia launched the World Milk Day campaign to drive awareness of grass-fed (hyphenated in many other places) dairy from Ireland among trade customers in international markets. The campaign was launched on LinkedIn and targeted trade customers in the UK, USA, Germany, France, Spain, South East Asia, China, Africa and the United Arab Emirates with video content highlighting the grass-fed credentials of Irish dairy. The campaign achieved 252,083 impressions, 85,398 video views and an above industry average view-through rate of 34%.

- **Irish Farmhouse Cheese B2C Campaigns:**

Bord Bia's dairy team organised two farmhouse cheese awareness campaigns aimed at showcasing the range of cheese available and directing traffic back to the newly developed farmhouse cheese webpage on the Bord Bia website. The campaigns involved a mix of sponsored posts and influencer activity which resulted in more than 2 million impressions.

- **Bord Bia Dairy Markets Seminar:**

The Bord Bia Dairy Markets Seminar took place online on April 6th, 2022 with 291 registered attendees on the day from across the Irish dairy industry. The objective of the event was to deliver better understanding of the changing global market environment. The seminar included keynote speeches from Minister for Agriculture, Food and the Marine, Charlie McConalogue T.D., and Bord Bia CEO, Tara McCarthy, followed by a Bord Bia Global Business Development panel, a debrief on Future of Dairy, insights in Southeast Asia and a Sustainable Consumer Dairy panel.

- **Dairy Market Report MENA and Asia:**

The South East Asia dairy market report was expanded in 2022 to include trade insight on China, Middle East and North Africa. This trade insight was supported by frontline market intelligence gathered via the Bord Bia Global Business Development Team and Feet on the Street experts in respective markets.

- **Trade Shows:**

Trade shows continued to play a key role in enabling Irish dairy clients to connect with their customers. In 2022, Bord Bia, together with the Irish Dairy Industry, attended Gulfood, Foodex, Salon du Fromage, Biofach, SIAL Paris, Food & Hotel Asia and Food Ingredients Asia.

Insight projects in the year included the rollout of 'Market Pulse' services in Nigeria, Senegal and Ivory Coast, delivering insight on frontline market conditions in key dairy markets. Work commenced on a study on the opportunity for value-add ingredients to service the nutritional manufacturing sector in China as well as a scoping exercise to uncover opportunities for butter and cheese in continental Europe.

Prepared Consumer Foods, Beverages and Seafood

Prepared Consumer Foods

2022 started positively as economies emerged from Covid-19 lockdowns and steady demand was evident in the priority markets of the UK and Europe. The Irish prepared consumer food (PCF) supply base was well positioned to fill supply gaps in the UK and at the same time, indications from Europe suggested new opportunities for growth.

However, the sector also experienced challenges in terms of increased input costs, labour shortages and logistical difficulties. These challenges intensified considerably following Russia's invasion of Ukraine.

Input costs were particularly affected. The cost of wheat for the bakery industry rose by 47%. Sunflower oil fluctuated by between \$1,300 and \$2,400 per tonne in the period and dairy prices increased by 46%. In addition to commodity price increases, packaging and logistics costs were also impacted.

Despite these challenges, PCF exports performed well and delivered a strong performance with exports valued at over €3 billion, up 17% on 2021. Inflation played a significant role in this value increase as did single digit volume growth.

Value Added Meats

Value added meats is the largest PCF export category, reaching approximately €925 million in 2022. This represented an increase of 30% on the prior year, with exports surpassing pre-Covid-19 levels by 23%. This subcategory is an important outlet for traditionally lower value cuts and trimmings, consisting of products such as value-added ingredients for foodservice and manufacturing channels.

Bakery (biscuits, bread, sweet bakery)

Total Irish bakery exports were valued at an estimated €280 million in 2022, up 17%. The UK market accounted for over 90% of export volume and value. Bread is the key product in this category, at €195 million.

Meal Solutions

Meal solutions saw an increase in export value of 10% to reach €525 million, driven largely by higher prices. This category was exposed to sustained pressure due to raw material and energy costs and availability. The frozen channel in the UK accounts for approximately 60% of the export value of this category.



€925m

achieved in the PCF export
of Value Added Meats

Confectionery (chocolate and sugar confectionery, snacking)

Confectionery exports reached €400 million in 2022, up 7% on 2021. Chocolate exports accounted for €280 million of this. Export volumes of chocolate were down 2% in 2022 while value increased by 9%, reflecting raw material and energy price inflation.

Irish exports of premium chocolate increased in 2022, predominantly in retail channels. The re-opening of out-of-home channels and the stabilising of gifting demand helped offset a difficult trading environment.

Carbonated beverages, waters, non-alcoholic beverages and juices

Beverage exports were worth a combined €265 million in 2022. A warm summer boosted demand for non-alcoholic beverages, particularly to the UK market. Growth in juices was driven by price increases with value up 15% to reach €140 million. Demand has increased for healthier, more premium beverages while the adult trend for greater ranges of non-alcoholic drinks endures.

United Kingdom market

Despite the challenges of Brexit, the UK continues to be the largest market for PCF, accounting for 65% of all Irish PCF exports in 2022, valued at €1.98 billion. This represents an increase of almost 14% and reflects a long commitment by exporters to providing quality products and high service levels to UK customers. Irish PCF exports to the UK are diversified into foodservice, retail and manufacturing channels. Offerings include both branded and private label, and target all segments of the market from premium to value.

The reopening of foodservice channels across all priority markets, but especially the UK, provided a boost to exports, particularly value-added meats. Consumer loyalty to quick serve restaurants (QSR) when faced with budget decisions helped maintain exports throughout the year.

The retail market, which recorded a very strong performance during Covid-19, was more muted in 2022 though it still provided growth opportunities for categories such as bread, chocolate confectionery, juices and beverages.

In 2022, UK consumers were increasingly focused on value, with own label gaining share as the year progressed. This shift presented a business challenge for manufacturers as they managed the conflict of volume growth against margin compression in some cases.

Bord Bia's strategy for the UK market focused on both retaining existing customers of PCF products, given its relative importance to other markets, and recruiting new customers. Positioning Ireland as a secure and committed supplier of food and drink to the UK market is the cornerstone of retaining business, together with demonstrating the industry's sustainability credentials through the Origin Green programme. Bord Bia delivers this message at every opportunity through the media, industry networks and customers with the support of the DAFM.

Creating impactful customer and client engagement is core to Bord Bia's work in all markets. In the UK, this engagement was delivered by facilitating 15 Irish food companies to exhibit under the Ireland banner at the Food and Drink Expo in Birmingham. In addition, potential supplier days were held with a UK retailer and a wholesaler resulting in generation of a number of business opportunities. Strategic lead generation with UK retailers also led to a number of introductory meetings with buyers and Irish companies and subsequently led to business opportunities.

Market intelligence is key to the continued development of new business and managing existing customers. In 2022, Bord Bia provided a series of reports, databases and webinars to keep clients informed, whether it be at category or channel level.



€400m

achieved in Confectionery exports

European Markets

Developing markets outside of the UK continues and the EU27 accounts for 25% of PCF exports. While diversification has been challenging, progress is steady as exporters build business and secure new customers. Exports to the EU were worth €765 million, up 20% on 2021. Netherlands, France and Germany were the priority markets in 2022. The Netherlands was the largest export market in the EU with a value of €145 million. Over the last three years, the market has seen strong growth in meal solutions, bread, chocolate confectionery and juices with opportunities mostly led by the retail channel. The manufacturing channel in the Netherlands also offers opportunities for ingredient suppliers.

France, the second largest EU market for Irish PCF products, saw exports of €128 million in 2022, an increase of 27%, with bread, cereals, chocolate confectionery, meal solutions and sweet bakery leading the growth. Snacking, ice cream, sauces, spreads and extracts also reported growth and opportunities, albeit from a lower base. The German market, valued at €126 million, saw modest growth of 5%. This is likely to be explained by the price sensitive nature of the market and unwillingness to absorb price increases at customer and consumer level. Well established categories such as value-added meats continued to see good growth, while emerging categories such as biscuits and snacks also increased.

Bord Bia's focus in EU markets is to recruit new customers. In 2022, Bord Bia and its clients exhibited at PLMA, Internorga, FIE and Biofach. Additionally, a series of market study visits were undertaken in the Netherlands, France and Germany to assist companies in performing a deep dive into the retail or foodservice channels in those markets. Bord Bia also supported companies to drive business with new customers through activation campaigns.

International Markets

Though it makes up the smallest share of exports, the international market offers good growth potential for PCF clients, particularly in the US and Middle East. Exports to the US have continued to increase over the last number of years and the market is now valued at close to €120 million. Investment in this market, combined with ongoing capability and business development supports, is yielding positive results. Transport costs remain a limiting factor. Bord Bia focuses on building new business in this market by developing client capability and facilitating impactful customer client engagement. The Middle East market provides opportunities in the retail and foodservice channels for branded and more premium products, with exports worth €24 million. Participation at Gulfood is the cornerstone of activity in the UAE and in 2022, this was combined with a trade mission. On the back of the trade mission, new business developed from a series of buyer visits into Ireland.



Beverages

2022 proved to be a key year for Irish drinks exports, with the total value estimated at almost €2 billion. This highlights the resilience of the Irish drinks industry following the unprecedented difficulties experienced in recent years. The value of exports in 2022 increased by 22% on 2021 levels which reflects the extraordinary recovery and growth of the sector.

This growth helped to offset the impact of an increasingly challenging input cost environment, and was driven by a strong increase in the value of exports of Irish whiskey (up by 25%) and Irish cream liqueur (up by 14%). The recovery of Irish beer exports, which grew by 19%, and the emergence of the Ready to Drink category (RTD) in Ireland supplemented growth. Premiumisation of Irish drinks was one of the key factors in the increase in export value with overall value growing at more than twice the rate of volumes. Premiumisation and consumers demanding “less but better” remains a growing trend in key Irish drinks export markets such as the US.

The sector still faces challenges in the wider environment. As an energy dependent sector, Irish drinks companies experienced higher input costs in 2022. The availability and cost of glass, the cost of logistics and input price inflation added to the difficulties experienced. Additionally, some key emerging export markets such as China faced ongoing challenges related to Covid-19. However, the industry benefited from the reopening of the on-trade, particularly for beer exports.

North America continues to be the key export market for Irish drinks, representing 52% of overall drinks exports. Exports to the US amounted to just under €1 billion in 2022. Closer to home, the EU represented 21% of total Irish drinks exports. The UK continues to be a strong market despite the difficulties caused for exporters by Brexit, accounting for 14% of total Irish drinks exports. These key regions continue to trend positively for overall Irish drinks exports. Individual markets such as the US, Canada, France and Germany showed strong growth in 2022. This was supplemented by other markets such as Czech Republic, Italy, Spain and Mexico.

The loss of two key markets, Russia and Ukraine, forced Irish companies to change course and diversify their target markets, which is reflected in the strength of growth in emerging markets. India is now the largest Asian export market for Irish whiskey, recording exceptional growth in 2022. Although there are significant regulatory and supply chain hurdles to entering the market, India is the largest whiskey market globally, according to the IWSR (2022), and provides considerable growth potential for Irish whiskey in the future. There was a reversal in growth in some key emerging markets for Irish drinks such as Nigeria and a stagnation in Poland compared to their robust growth in 2021. However, this was offset by continued growth in other emerging markets such as South Africa, Australia and China.

Irish whiskey

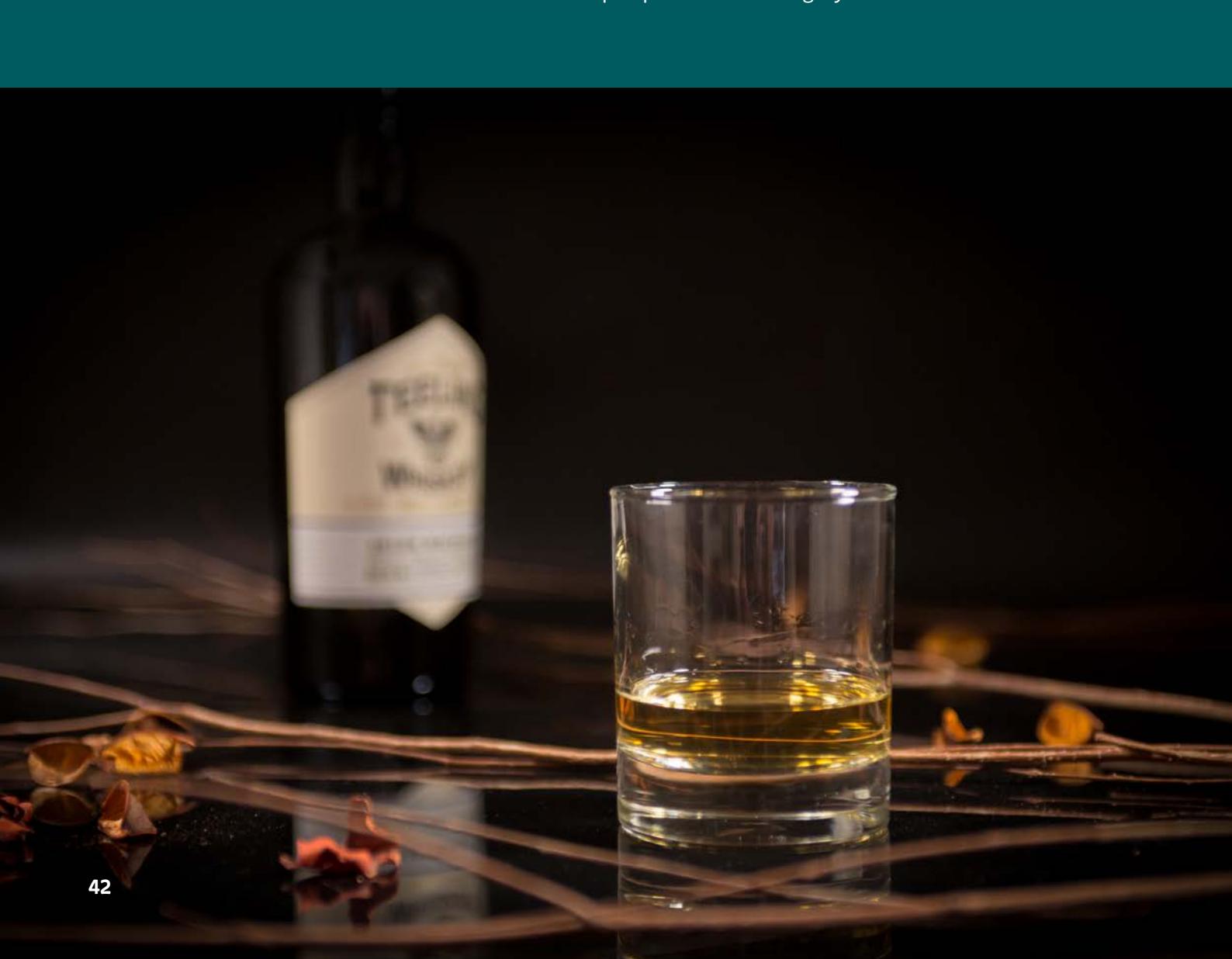
Irish whiskey remains a key driver of growth with exports estimated to be just under €1 billion. Irish whiskey sits in the premium price category in most export markets and has benefitted from premiumisation trends globally. Similar to overall drinks exports, Irish whiskey export values grew by 25%, outpacing growth in volumes, which highlights the impact of cost inflation and premiumisation within the Irish whiskey sector. The US continues to be the key market for Irish whiskey exports, representing 57% of the total export value.

Markets such as Germany and France showed positive growth of 20% and 10% respectively. There was also strong growth in emerging markets such as Czech Republic, South Africa and Australia. In terms of new export markets for Irish whiskey, India doubled in value to exceed €14 million, representing 85% of total Irish drinks exports to the market.

However, 2022 saw a decline in growth rates of some emerging markets for Irish whiskey such as Nigeria and Poland, which had seen strong growth rates in 2021. This reflects a build-up of stocks coming into 2022.

Irish cream liqueur

Irish cream liqueur exports continued to benefit from the global premiumisation trends and a move to increased at-home consumption. Total exports grew by an estimated 14% to €448 million in 2022. Export markets such as the US, Mexico and Germany continued to perform strongly. China continued to emerge as a growth market, up 87% on the prior year. The majority of Irish cream liqueur products sit in the premium segment of the category. Premiumisation means that Irish cream liqueur continues to outperform standard and value products in key markets such as the US, which provides strong prospects for the category over the medium term.



Other drink categories

Irish beer exports were the most affected by Covid-19 restrictions as they rely heavily on the on-trade. The closure of this channel in the majority of export markets led to year-on-year declines for 2020 and 2021. However, 2022 saw signs of recovery with the value and volume of exports increasing by 19% and 14% respectively, reflecting a strong performance in markets such as the UK, US and Germany. Overall, beer exports amounted to €280 million, which is 7% below 2019 levels but represents the first year-on-year growth in the last two years. Some export markets such as France are still in decline, down 9%, although further recovery is expected.

RTDs are a relatively new category in the global drinks industry and saw robust growth in terms of export values, more than doubling to €74 million. Almost 80% of exports are to markets where the category is established such as the US and Australia. Irish cider exports declined slightly in 2022 to an estimated €73 million. The decline is a result of lower export values to the UK, down 5%, which is the key export market for Irish cider.

However, there was an increase in exports to markets such as North America and the EU, up 48% and 75% respectively. Irish gin exports continued to grow, albeit from a lower base than other categories, rising by 48% to reach an estimated €23 million in 2022. Similar to other drinks categories, gin has benefited from the global premiumisation trend, which led to strong performance for a number of brands. The re-opening of the on-trade in the US and the strengthening cocktail culture in major cities led to strong growth with the trade almost trebling to €12 million. This was supplemented by growth in emerging markets such as Nigeria and South Africa.

Bord Bia's key initiative for the sector was the "Spirit of Ireland" campaign. This programme is an educational event aimed at the front-line staff, buyers and owners of on and off trade establishments in key target markets. The initiative was launched by the Minister of Agriculture, Food and the Marine, Charlie McConalogue, at the Liquor Control Board of Ohio in April 2022. Bord Bia delivered 12 of these events over the course of 2022 to other control states in the US, Canada and at other on and off-trade events in France and Germany.

The initiative was very well received and will be rolled out across more markets in 2023. Bord Bia exhibited at three drinks trade shows with a total of 28 clients participating. In China, Bord Bia delivered three whiskey masterclasses (Shanghai, Shenzhen and Guangzhou) and exhibited at Hey Whiskey in Shenzhen. Market entry insights were shared with the drinks sector covering Germany, India and Poland which benefits clients who are new to those markets. Bord Bia also delivered two client capability training sessions covering preparation for trade shows and market entry training over the year. In addition, work was completed with seven drinks clients on brand development and positioning.



Seafood

Total primary seafood exports increased to an estimated €513 million in 2022, representing an increase in value of €4 million over 2021. This represented a good performance by the sector, albeit with varying trends across the species.

Despite this positive value growth, total volumes exported during the year were down an estimated 17% overall, reflecting the challenging situation faced by Irish seafood exporters in securing supply. This reflects the reduction in quotas from the EU/UK Trade and Cooperation Agreement (TCA) affecting some key species, the temporary cessation scheme, fewer days at sea due to some difficult weather conditions and the cost of marine diesel along with higher costs overall for both fishers and processors. Value-added seafood exports grew substantially during 2022 and were worth €118 million, an increase of 24% on the previous year. This growth continues the strong trend of previous years.

Trends by Sector

The pelagic sector continued to experience a difficult 2022 with the cut to the mackerel quota resulting from the TCA. This left the Irish processing sector with fewer raw material supplies to service the needs of their customers in the international marketplace. This category continues to dominate Irish seafood exports in volume terms, accounting for 67% of total seafood exports. Export values remained stable at €184.7 million in 2022 compared to 2021 while volumes declined by roughly 18% during the same period to 140,000 tonnes. However, the average price per tonne increased by over 30%, reflecting the strong demand for pelagic species in the international marketplace. As in previous years, despite very challenging weather conditions in the first quarter of 2022, there was a concerted effort by the sector to catch a large proportion of the mackerel quota allocation at the start of the season.

This drove an increase in exports in the early part of the year. By the end of April, 85% of the total Irish mackerel quota was landed. Lower volumes of mackerel and horse mackerel internationally meant strong demand in the marketplace and more intense competition for raw material. Prices for mackerel increased by almost 30% during the year. Market conditions were very good for mackerel in Asia with strong prices secured. Many Eastern European customers matched these prices to secure supply. The demand for blue whiting was strong in West Africa and in China, although Covid-19 related issues in that market resulted in supply chain issues. Shellfish exports grew in value by 7.5% to reach €183 million during 2022 against a backdrop of stable volumes, an increase of 38% on 2021, demonstrating the strength in demand for Irish seafood in the international marketplace. During 2022, there continued to be an upward increase in average price per tonne (+10%) across the range of species exported from Ireland. This reflects the strong demand coupled with tight supplies from all exporting countries. Shellfish exports to Asia increased in value against a backdrop of lower volumes. This was despite the on-going impact of Covid-19 across key regions in China. EU markets also showed good recovery in value.

The demand for high value species such as langoustines was strong throughout the year but buyers remained cautious as to the impact of rising inflation on consumer demand. The demand from the retail sector in France for pre-packed prawns was also strong during 2022 and was partly due to lack of supply coming from the UK due to Brexit, and the cost and extra administration of dealing with products coming from non-EU countries. The demand for 'Speciales' grade Irish oysters was also strong during 2022. Strategy amongst Irish oyster exporters in 2022 was to prioritise regular, long-term customers rather than spot markets where prices were higher but more volatile.

The Irish organic salmon sector continues to be an important part of the overall seafood category representing 20% of export values, despite accounting for just 6% of volumes. Exports were down by 8% during the year against a 5% decline in export volumes. Conventional salmon prices rose dramatically in the first half of 2022, although this rise was not seen to the same extent in Irish organic salmon. Supplies were further curtailed in the latter half of 2022 due to challenging growing conditions at sea. Sector profitability was hampered during the year by escalating feed costs, labour shortages and increasing energy costs. Increased supplies of organically certified salmon now available from Scottish and Norwegian producers is also resulting in greater price pressures in the market.

Whitefish exports were stable at €47 million but the volume of product exported fell by 18% to 10,691 tonnes. This reflects the quota cut, the temporary tie-up scheme, increased costs and difficult weather impacting on fishing operations throughout the year. Supplies were tight during the year and prices good due to short supply and poor weather conditions. Processors found it challenging to compete for supplies, and staff retention remained a challenge due to the lack of guaranteed work as a result of raw material shortages at certain times of the year. Rising energy costs, labour and other input costs placed significant pressure on processors' margins.

Bord Bia's key initiatives to support the Irish seafood sector in 2022 included national advertising campaigns in Ireland to drive consumption of seafood and foster loyalty for locally landed Irish whitefish and shellfish, B2B and B2C media campaigns in France and Germany to drive preference for Irish organic seafood, B2B trade campaigns in emerging export markets to build awareness of Ireland as a supplier of premium quality, responsibly sourced seafood and extensive trade, media and KOL campaigns in key target markets to build awareness and create demand for seafood from Ireland.

Bord Bia also supported the Irish sector through having a presence under the Origin Green banner at five leading seafood shows internationally, providing a platform to promote Irish seafood to a global audience and networking events to connect buyers with Irish suppliers.

Seafood Prospects

The prospects for the Irish seafood sector in 2023 are mixed across the different species. The impact of higher input costs, marine diesel, packaging and labour costs and availability, are challenges across all species. For pelagic species, there will be another cut in the Irish quota of 2.5% in 2023. The challenge for processors will be to attract foreign landings which will dictate the final export value of the sector in 2023. With less Irish quota available, value-added product will be key to maximising the return to fishers and processors. Shellfish is expected to continue to perform well in 2023 with continued growth into EU and some Asian markets. The Chinese market will remain challenging due to ongoing Covid-19 restrictions affecting their foodservice sector. The aim will be to recruit new shellfish buyers and increase the weight of purchase of existing buyers of Irish shellfish.

For freshwater species, 2023 will be challenging as there will be greater competition for organic product from Norway and Scotland and this will exert price pressure on Irish supplies. Whitefish exports will also face a difficult year but demand in the key domestic and export markets should prove resilient. Despite the challenges, the industry is investing to ensure greater production efficiencies, installing renewal energy equipment and packaging lines to add value to their product. The growth of the added-value segment is encouraging and should continue to grow strongly in the coming year and beyond as the industry responds to consumer demand for more convenience and innovation from the industry.



7.5%

growth in the value of shellfish during 2022

Horticulture

Overview

The horticulture industry includes both the edible and amenity horticulture sectors. 6,600 people are employed in primary production. Overall, the farmgate value for the horticulture industry was estimated at close to €500m value in 2022.



Fresh produce market

The retail fresh produce market was valued at €1.63bn in 2022 which was back 6% on 2021. This was driven mainly by the re-opening of the country after Covid-19. Also, fewer people working from home meant that household purchases of fresh produce eased back. 2022 saw declines in both the frequency of purchase and volume per trip when compared with 2021. Fruit accounted for 49.6% of expenditure, vegetables 36.3% and potatoes 11.1%. These categories were valued at €810 million, €593 million and €231 million respectively. The food service market for fresh produce made some recovery in 2022 following the reopening of this channel after the pandemic lockdowns.

Fruit and Vegetables

2022 was a good growing year for crops with good yields and quality reported. The warm summer weather helped boost the demand for both soft fruit and salad crops. However, the prolonged dry spell later in the summer provided growing challenges for certain crops and drought-like conditions and availability of water for irrigation was an issue in some locations. The reopening of the economy after the pandemic saw a softening of demand for key lines in the retail market as less produce was purchased for home consumption. However, demand still compared favourably with pre-pandemic levels.

The big issue for growers in 2022 was significant increases to input costs, driven by the war in Ukraine. In particular, the cost of energy was a significant challenge, particularly for the high wire crops sector which includes tomatoes, cucumbers and peppers. Government support to the sector through the HEP scheme provided financial assistance at a critical time for the industry. The other major issue for the industry was the availability of labour, as it proved challenging to source adequate levels and quality of staffing for key tasks and operations across the fresh produce supply chain.

Mushrooms

In 2022, the farmgate value of the mushroom industry was valued at €129 million. The mushroom industry exported 85% of total production to the UK with the balance sold on the domestic market. Mushroom sales in both the UK and Irish markets eased back after the ending of the pandemic but still matched pre-pandemic levels. Currency fluctuations and cost increases in the UK market created challenges but the sector proved resilient, with the volume of exports declining by only 5% year on year.

Potatoes

Potato production in 2022 was estimated at over 300,000 tonnes, with in excess of 8,500 hectares grown. The main variety continues to be Rooster, making up 60% of plantings, with other notable varieties including Kerrs Pink, Queens and varieties for crisp production. The domestic market is the key market for the potato industry which was valued at €231m in 2022 at retail level. While retail sales volumes were back when compared to the lockdown periods, they still recorded higher sales volumes than pre-pandemic. Potatoes remain the number one carbohydrate source in the market.

Amenity Crops

The value of output from the amenity sector was estimated at over €70m in 2022. The pandemic lockdowns, which resulted in people being at home for prolonged periods in 2020 and 2021, saw an unprecedented growth in the interest in and expenditure on gardening. In 2022, the overall level of interest and demand for gardening products and services still remained strong, albeit not at the record levels of the previous two years. Household spend in excess of €1 billion was estimated for that period.

Amenity exports had an uneven year, after increased levels of sales in 2020 and 2021. Plant sales declined somewhat but foliage sales increased. There was still heightened interest in gardening and some shortages of plants across Europe although supply is improving. The UK market is the main export market for Irish production. Sales to all markets were worth €20 million in 2022, an increase over 2021.

Horticulture Promotions

Potato Promotion

The three-year EU and industry funded “Potatoes, Prepare To be Surprised” campaign finished at the end of 2022. The campaign was run mostly across the key social media channels, with particular emphasis on Instagram. Traffic was consistently driven to the campaign website, potato.ie. A new follow-on potato campaign targeted at millennials commenced in 2023 and will run for another three years.

EU “Life is Better” Fruit and Vegetable Campaign

The EU funded “Life is Better with Fruit and Vegetables” campaign launched in summer 2022 with the aim to increase the level of knowledge amongst millennials regarding the nutritional benefits, versatility, sustainability, and practicality of fruit and vegetables. This new campaign incorporated the seasonal promotion of soft fruit and strawberries. At the end of 2022, filming of different crop growers took place.

These videos are housed on the campaign website and are promoted across social media platforms, educating viewers on how fruit and vegetables go from the field to the supermarket shelf. Online promotional activity is ongoing and directs the public to the campaign website www.fruitnveg.ie.

The UK Mushroom Promotion Trade Initiative

This initiative, supported by Bord Bia in conjunction with the mushroom industry, ran consumer mushroom promotional activity during the year across a number of channels including TV, outdoor and digital. This activity was amplified with significant funding being secured from Brexit Adjustment Reserve (BAR) fund. This enabled the production and airing of a TV ad campaign towards the end of 2022 which helped to underpin demand in the market at that time.

Best in Season Campaign

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

Home Grown TV Programme

HOME GROWN, the TV programme sponsored by Bord Bia showcasing fresh produce and ornamental plants, was aired across seven weeks on RTE1 and RTE Player in November and December. Final viewing figures for the series were very strong with over 1.75 million people tuning in. Consumer and industry evaluation research carried out after the series aired reported a high awareness of the programme and its educational significance in profiling the horticulture industry and building consumer knowledge of the range of produce and plants grown locally.

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 DAFM and the EU. The Food Dudes Programme aims to increase sustained fruit and vegetable consumption amongst primary school children through the provision and repeated tasting of fruit and vegetables.

In the first half of the year, the planned programme dates had to be delayed due to school closures. Despite this setback, three intervention blocks and three maintenance weeks were run between February and June. During the late spring to summer period, Irish strawberries were successfully trialled. From September to December, one intervention block and four maintenance weeks were run successfully. Irish strawberries were used into October, as stock was available. Irish apples were also trialled and incorporated into the programme from November.

The second half of 2022 saw the first cohort of pupils participate in their second Food Dudes week, or maintenance week. As part of this week, new videos and print materials were developed through the summer. Key themes for the materials included seasonality, how fruits and vegetables grow and food waste.

From a sustainability perspective, significant progress was made in 2022, when compostable packaging was trialled and, following success, rolled out across the full programme from November. A total of 1,254 schools and more than 170,000 pupils participated in the programme in 2022.



€70m+
estimated value of crops
output in the amenity
sector during 2022

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 government departments, SafeFood and Bord Bia, the programme is managed at school level by the agri-food educational body, Agri Aware.

The programme was launched for the school year in November 2021, with schools participating from spring of 2022. A total of 1,520 schools and 76,000 children registered to participate, with 1,800 grow packs and 200 seed packs dispatched to participating schools. The programme saw both online and in-school activity around the five core programme tasks, with events including a national Meet the Farmer Zoom, engaging upwards of 14,000 pupils, a healthy eating week launched in a Dundalk school, and school visits to Bloom at the Phoenix Park.

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 teaches about nutrition and how to boost their activity levels, all while having fun in a non-competitive environment. This includes easy-to-understand information on the food pyramid and the contents of the ideal lunch box, encouraging children to engage more with the foods they eat.

In 2022, 500 schools took part in the programme, with most activity taking place from January to June. During this time, five particularly engaged Schools of the Month were chosen. A focus group was run in the summer which found that teachers had a very positive perception of the programme and would engage with further resources if they were available. In the current school year, the programme aims to maintain engagement at 500 schools and work on creating resources to engage teachers and pupils further.

Gardening promotion

"Let's Grow" is the banner under which all gardening promotion activity is carried out. The focus is primarily on social media and this was utilised to promote seasonal plants. A call to action for consumers to plan ahead for the gardening year promoted the Easy Steps to Dream Gardens plans and planting lists on the Bord Bia website. The gardening promotion activity was amplified further through the creation of two of the Dream Gardens at Bloom. This drove huge numbers to the Bord Bia Bloom website, with 3,052 views of the garden videos and 11,346 downloads of the garden's planting plans recorded.

EU Green City Campaign

There are 13 EU countries involved in the EU Green Cities campaign, including Ireland. The campaign is aimed at policymakers, city planners, city decision makers, landscape architects and developers to recognise the value and benefits of including more green spaces in cities. The campaign was in the second of three years of activity in 2022. A LinkedIn account was set up for the campaign. The campaign promotes and encourages an Irish entry to the European Green Cities award, and for the Irish Green Cities award. Other key activity in 2022 included the designing and installation of a green city show garden at Bloom to engage with the county councils and promote the green city concept and uses to visitors to the show. In the autumn, a green city seminar was held, aimed at city councils. The event included presentations from Dublin County Council on Wolfe Tone Park in Dublin and a nursery grower presenting on the importance and availability of using locally grown plants.

Horticulture Programmes

Marketing and Innovation

Under the Bord Bia Marketing Assistance Programme, horticulture companies availed of grants in 2022 to build and improve their marketing capabilities.

Horticulture Insights

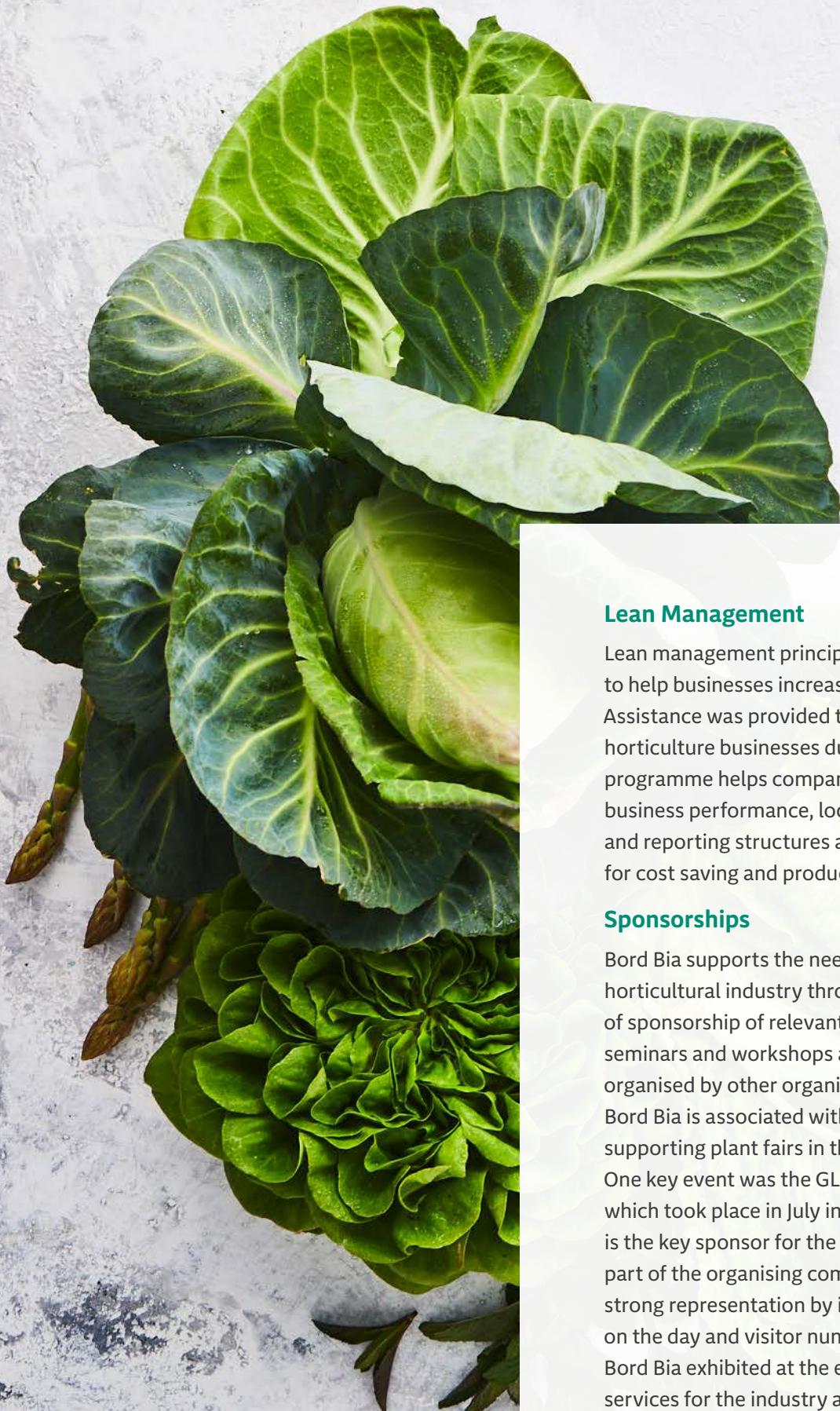
An amenity sector industry seminar was held in the autumn to present the recent amenity market research, including the garden market measure, how to manage the plant category and message to increase sales.

Amenity Export Development Programme

The Amenity Export Programme is targeted at amenity horticulture business owners looking to build on existing export sales or enter export markets for the first time. These companies are engaged in cut foliage, bulbs and flowers, Christmas trees and garden plants. In the autumn, exporting nurseries attended dedicated personalised export consultancy sessions with a UK based amenity sector mentor.

World Potato Congress

The World Potato Congress was held in Dublin for the first time from May 30th to June 1st. There were over 600 international delegates registered to attend. The Congress was organised under the auspices of the Irish Potato Federation. Bord Bia was a premium sponsor and was part of the organising committee. Bord Bia's CEO addressed the opening of the Congress and the organisation had a stand in the exhibition hall for the duration of the Congress focused on messaging around Origin Green and Ireland's sustainability credentials. As part of the post Congress field trips, some of the delegates visited Bloom, where a potato themed garden had been set up and demonstrations on Irish potato cuisine were given.



Lean Management

Lean management principles are an aid to help businesses increase productivity. Assistance was provided to several horticulture businesses during the year. The programme helps companies set metrics for business performance, looks at management and reporting structures and identifies areas for cost saving and productivity increases.

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. This included supporting plant fairs in the amenity sector. One key event was the GLAS tradeshow which took place in July in Dublin. Bord Bia is the key sponsor for the tradeshow and is part of the organising committee. There was strong representation by industry exhibitors on the day and visitor numbers were high. Bord Bia exhibited at the event, showcasing services for the industry and highlighting current research for the gardening sectors.

Small Business and Organic

Cross sectoral engagement

Bord Bia's Learning Zone

Bord Bia's Learning Zone was launched in 2020 with a wide range of modules available for client companies to sign up to. There are 19 modules currently available. In 2022, a suite of digital and export modules were launched, including "Selecting the Right Target Market" and "Understanding the Consumer and Market Opportunity". The Learning Zone 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. Additional resources in the form of videos, infographics and downloadable toolkits make this a versatile learning resource for small business clients.

Scope for Growth Workshops

The Scope for Growth programme is a resource available to all Bord Bia client companies with a turnover above €100,000, current Origin Green verified membership and a strong interest to consolidate, grow and expand their business outside of Ireland. The programme comprises a series of workshops, mentoring sessions and guided learning modules. One to one mentoring sessions with experts in key areas such as logistics, branding, social media, account management, innovation and product development and business plan development are also offered. The themes covered in 2022 were "Get Ready to Export" and "Key Customer Account Management". The sessions were delivered online and an average of 14 client companies participated in each session.

Route to Market Supports – Retailer Programmes

Food Academy is a business development programme shared by Bord Bia, SuperValu and Local Enterprise Offices. Programme participants receive training in food safety, market research and branding, marketing, finance, sustainability and business development. Food Academy celebrated its ninth year in 2022. Over 33 producers went live on shelf in May 2022 as part of the 2021/2022 programme. The 2022/2023 programme commenced in September 2022 with 28 successful candidates selected from 110 applications. Participants who complete the programme will have the opportunity to go on shelf in SuperValu stores in May 2023.

Grow with Aldi was developed by Aldi in partnership with Bord Bia and is now in its sixth year. The programme is designed to help small to medium Irish food and drink businesses secure a listing with a national retailer. Participants take part in a series of workshops on topics such as the Aldi buying process, supply chain management and social media marketing with Bord Bia and Aldi buyers. In 2022, 43 products from 24 suppliers went on sale as part of the Specialbuy event in the 155 Irish Aldi stores. Additionally, five producers were selected as 'winners' and have their products stocked in Aldi stores with core or seasonal contracts. Additional workshops and mentoring are provided to the winners to accelerate their business development opportunities.

Lidl's Kick Start programme was developed by Lidl in partnership with Bord Bia in 2017. The supplier development programme is designed to help small and medium Irish food and drink businesses to grow their brand and build their supply network. To date, Lidl has invested over €7 million into supporting over 350 Irish food and drink suppliers. In September 2022, 30 Irish food suppliers had the opportunity to supply Lidl stores nationwide as part of the Kickstart Specialbuy activity.

Food Works is Ireland's leading accelerator programme for high potential, innovative food and drink start-ups. The programme is run by Bord Bia, Enterprise Ireland and Teagasc and aims to foster and encourage innovative product ideas from suitable companies which satisfy a genuine market need while supporting the growth of the Irish food industry on a global scale.

Food Works celebrated 10 years of success in 2022. Since its original launch, 107 companies have completed the programme, 50% of these companies are currently exporting, and turnover of these companies in 2022 is more than €60 million.

Following the formal application process, seven successful companies participated in the 2022 Food Works programme which is now fully hybrid. Monthly workshops take place either in person or online and all mentoring sessions take place online. This suits the typical start up entrepreneur who can find it difficult to commit timewise as they often work both on and in their businesses. The programme finale took place in November when companies presented their investor-ready pitch in person to a panel of potential investors. Recruitment for the 2023 Food Works programme began in October 2022 with nine successful companies due to start in January 2023. A number of workshops are currently planned for 2023 including marketing strategy development, introduction to finance, investment strategies, and an inspiration expedition to London.



Organic

An Organic Sector Strategy Group was established in March 2018 to create a development strategy for the sector for the period up to 2025. The group is comprised of representatives from DAFM, Teagasc, Bord Bia, BIM, IFA, ICMSA, ICSA and the organic certification bodies and sector producers.

The group was repurposed as the 'Organic Forum' in 2022 and met regularly during the year, with a focus on key issues within the Irish organic sector. Underpinning the 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.

During 2022, Bord Bia appointed its first organic sector manager. This is a full-time resource within the organisation for the organic sector and comes as part of the government's Food Vision 2030 commitment to increase organic production while growing Irish organic exports.

Bord Bia's organic activities in 2022 were informed by the 2019 – 2025 Organic Strategy.

Key Activities 2022

BIOFACH

Bord Bia supported Irish organic food and drink producers in targeting new business opportunities at BIOFACH, the world's leading trade fair for organic produce, which was held in Nuremberg, Germany in July 2022. Seven Irish exporters of organic seafood, dairy and meat exhibited on the Origin Green Ireland stand. BIOFACH attracts buyers from over 130 countries, with over 50,000 visitors over the three days. The Origin Green Ireland pavilion was officially opened by the Minister of State for Land Use and Biodiversity, Senator Pippa Hackett, during a tour to meet the Irish exhibitors.

Organic Trade Mission

To coincide with BIOFACH, Bord Bia organised the first organic trade mission to Germany which was held over three days in July 2022. Organised in conjunction with DAFM, the mission involved meetings with some key customers for Irish produce in Germany, engagement with representative bodies in the region as well as visits to German organic farms and a retail study visit.

Quantification of Irish organic produce production and availability

The aim of this project was to build upon previous insight studies and enable Bord Bia to quantify the volume of organic produce available for the domestic retail market and export market in each individual category. Having this data enables Bord Bia to identify the best ways to align its supports to the Irish organic sector. The project was delivered in late 2022 and shared with industry stakeholders.

Retail Partnership

Bord Bia collaborated with major Irish retailers to raise awareness of the range and availability of organic produce from Ireland among consumers during 2022. Bord Bia developed digital and in-store promotional materials for the Organics from Ireland campaign which was used by Irish retailers to highlight their organic Irish beef, lamb, dairy, seafood, eggs, fresh produce and prepared consumer foods. The campaign appeared in-store and on social media channels from July to September.

Nordic Organic Market Research

Bord Bia commissioned research into the organic market in Sweden and Denmark to provide insight for Irish companies on potential opportunities in those markets. The Nordic organic market is one the fastest growing in Europe with particular demand for organic produce. The report was debriefed via webinar in October 2022 with over 50 representatives from Irish food and drink companies in attendance. The webinar provided a comprehensive overview of the organic market in the two regions, provided a clear understanding of the different channels within the organic sector as well as insight into the requirements of trade partners in Sweden and Denmark. It also provided broad and relevant insight and knowledge for Irish companies seeking to approach these key markets in the short to medium term.

Promotion of Irish Organic Beef

Bord Bia has continued to promote organic beef with key customers, including Vomar in the Netherlands and Ocado in the UK. Activation with these customers was to increase awareness and understanding of Irish organic beef to Dutch and UK consumers. In the Netherlands, this was achieved through a range of in-store and printed promotional materials while in the UK, promotional activity was online focused.

In markets where animal welfare and traceability are of utmost importance to consumers, the promotion of organic Irish beef and the various proof points associated with Irish grass-based beef production stand out to the end consumer. Bord Bia continues to engage regularly with relevant client companies processing organic beef to explore how the organisation can best support their offerings.

Promotion of Irish Organic Lamb

Bord Bia supported a promotional consumer campaign for Irish organic lamb in Dunnes Stores during 2022 which focused on the natural credentials of organic spring lamb and how it is produced. Bord Bia continues to engage with companies processing organic lamb to explore how their offerings may best be supported.

Organic Proposition Development

In 2022, work commenced to develop two propositions for Irish organic produce for the domestic and export markets. The work will be completed in 2023.

Organic Seafood Promotion

Bord Bia ran four national consumer campaigns promoting organic seafood. Mussels were promoted in France and Irish organic salmon was promoted in France and Germany. These campaigns included a combination of print and digital advertising to target consumers in these markets, promoting the unique selling points of Irish organic seafood and encouraging them to choose Irish organic when visiting their local outlets. Bord Bia's organic seafood producers and processors also participated in marketing activities including international trade shows, buyer/supplier events, inward buyer and journalist visits, as well as receiving customised supports to assist with brand development.

Kantar Organic Market Data Research

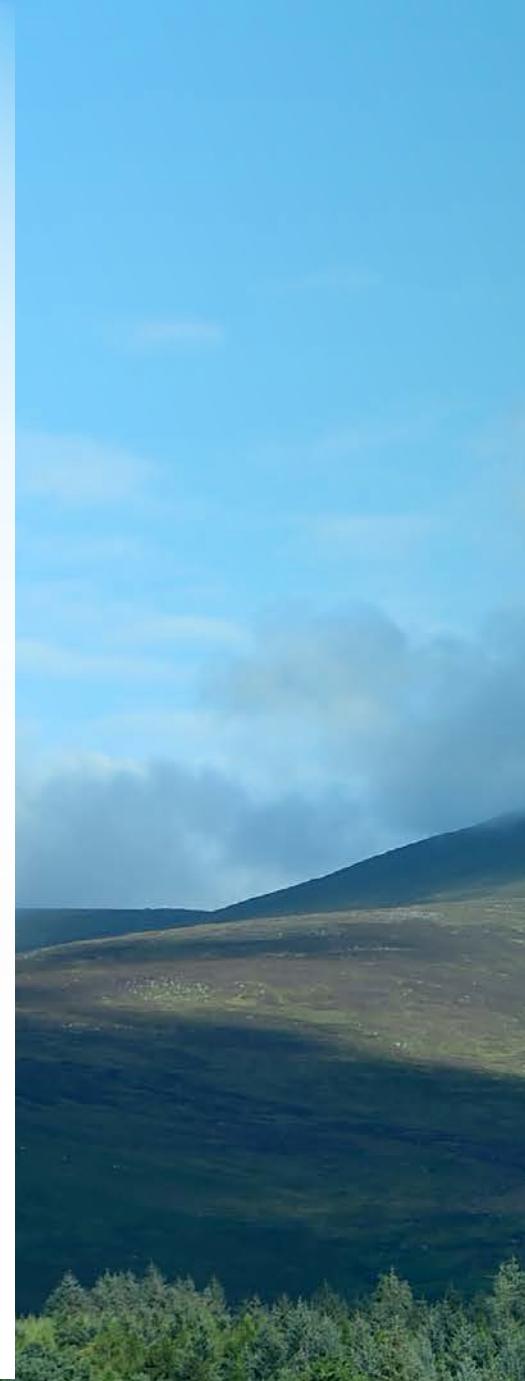
Bord Bia purchased UK and Irish organic data from Kantar for a 52-week period ending October 2022. The data purchased identified the organic market value, growth in organic market, organic market value vs total grocery value and category performance for each market. This data has been made available to all organic stakeholders to review.

Origin Green

Bord Bia's Commitment to Sustainability



Bord Bia's commitment to sustainability, and in particular to the sustainability of the Irish food, drink and horticulture industry, is manifested through the development and continued evolution of the Origin Green programme. In 2022 the programme celebrated its 10th year.



The Origin Green programme enables Ireland's food industry to set and achieve measurable sustainability targets that respect the environment and serve local communities more effectively. It is about measuring and improving on an ongoing basis, with independent accreditation and verification built into every stage of the supply chain.

Bord Bia collaborates through the Origin Green programme, with over 55,000 farms and over 300 leading Irish food and drink companies to prove and improve the sustainability of the food they produce to meet the evolving needs of global customers and consumers. Verified Origin Green members account for 90% of our food and drink exports.

Origin Green supports the food, drink and horticulture industry by operating and developing market leading standards, providing guidance, tools and metrics to drive sustainability improvement, and inspiring best practice and recognition in the marketplace.

Origin Green – For Farmers

On-farm assessments constitute a key component of the Origin Green programme. The rollout of sustainability assessments at farm level has been made possible by Bord Bia's pre-existing quality assurance infrastructure, which has been in place for over 20 years. This infrastructure facilitated the delivery of more than 650 farm audits each week in 2022 by a team of close to 100 independent farm auditors. To date, over 330,000 carbon assessments have taken place on beef and dairy farms.

The schemes have been designed to assess farming practices and record data to demonstrate the sustainability of Irish farming in a systematic way at an individual farm level, thereby providing the necessary proof to customers that Irish farm produce has been produced under sustainability and quality assurance criteria. The schemes are built on best practice in farming and processing, current legislation, relevant industry guidelines and international standards, and are included in Bord Bia scopes of accreditation to ISO 17065:2012 with the Irish National Accreditation Board (INAB).



90%

of food and drink exporters
are Origin Green members

Membership

Across the various producer schemes, more than 45,000 audits were completed in 2022. Of this, 31,773 audits were carried out against the Sustainable Beef and Lamb Assurance Standard and a further 11,519 against the Sustainable Dairy Assurance Standard. Membership of the primary producer schemes at the end of 2022 were as follows:

| Scheme | Members per Scheme |
|---|--------------------|
| Sustainable Beef and Lamb Assurance Scheme (SBLAS) | 53,295 |
| Sustainable Dairy Assurance Scheme (SDAS) | 16,190 |
| Sustainable Egg Assurance Scheme (SEAS) | 408 |
| Sustainable Poultry Products Assurance Scheme (SPPAS) | 982 |
| Sustainable Horticultural Assurance Scheme (SHAS) | 241 |

Origin Green – For Manufacturers, Retail and Foodservice

For manufacturing, retail and food service, the focus of the Origin Green programme is the development of a sustainability plan with clear, measurable and time bound targets in accordance with the Origin Green Sustainability Charter. As part of this process, each participating company commits to developing a multiannual sustainability plan for their business. This plan outlines robust, measurable targets that are relevant to their business in three key areas, namely raw material sourcing, manufacturing processes and social sustainability.

Companies undertake a multi-stage plan development process to ensure they select ambitious targets, supported by sustainability workshops, consultation with a sustainability mentor and feedback from Bord Bia. Every Origin Green member's plan is independently verified, and targets are reviewed and monitored for continuous improvement on an annual basis by Mabbett, a leading global inspection, verification, testing and certification company.

Approval by Mabbett indicates that a company's 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.

Origin Green: 10 Years Proving and Improving

2022 marked a decade of the Origin Green programme and, in June, this milestone was acknowledged with an industry breakfast briefing attended by 70 industry leaders in Bord Bia's Global Hub. Over 160 people also joined online.

At this event, the key focus areas of the Origin Green 2025 strategy were presented and the new Leaders Sustainability Acceleration Programme in partnership with UCD was launched. This executive education programme was an important next step in the evolution of Origin Green capability, to advance and embed the sustainability agenda across businesses by developing expertise and growing skills at Board and C-Suite level.

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We Must Do: Build Food Brand Ireland and further develop its proof points

Deliverable 2:

We ensure that Origin Green supports the development of Ireland's sustainable food systems in line with market needs.

Since its launch a decade ago in 2012, Origin Green has supported huge progress in the Irish food and drink industry's journey to a more sustainable future, creating a point of differentiation in export markets. Bord Bia's strategic ambition for the next 10 years is to capture value in the market by building on Ireland's strength in sustainability. In 2022, focus was on the next era of development which will be delivered through the new Origin Green strategy called Powered by Partnership. This new strategy recognises that fostering collaboration with like-minded organisations is key to Origin Green delivering on the new level of ambition required by industry.

Throughout the year, work focused on delivery of the programme's three strategic objectives.

The delivery of these 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: Operate and Develop Market Leading Standards

It is essential that Bord Bia continues to drive sustainability improvements, to enable development of claims that Irish food and drink is sustainably produced. Developing farm and company programmes and supports is the main mechanism through which Bord Bia drives sustainability improvement.

A number of standard updates took place in 2022.

Bord Bia Primary Producer Standard

In 2022, Bord Bia reviewed and updated its approach to standard development to improve the efficiency of the existing process. With a series of updates broadly required across a range of primary producer-level standards, a consolidated approach to standard development was adopted. This reflects a similar best practice approach which has been adopted by Red Tractor and GlobalGAP, thereby ensuring consistency across all Bord Bia's schemes.

Within the current suite of Bord Bia producer-level standards there is a high level of duplication across a wide range of criteria. Previously, these sectoral standards were updated individually with a dedicated Technical Advisory Committee (TAC) for each standard, resulting in different approaches to standard updates. Now all existing criteria across Bord Bia's suite of producer-level standards have been benchmarked to ensure that an individual criterion relevant to more than one standard can be replicated more efficiently and uniformly across different sectors as appropriate.

In addition, this approach should lead to significant productivity gains in developing future Bord Bia standards at both producer and processor levels, which will be updated on a four-year lifecycle basis. The new Bord Bia Primary Producer Standard is anticipated to launch in 2024 following the TAC and subsequent INAB approval process.

Grass Fed Standards

Bord Bia launched a Grass Fed Standard for beef and dairy in 2020, the world's first to launch on a national scale, that enables tracking and verification of the percentage of grass consumed in the diet of Irish dairy and beef herds. Almost half of global consumers associate Ireland with grass-fed beef and dairy. As such, the standard was developed in direct response to the growing international consumer and customer demand. Throughout 2022, the Origin Green team supported processors to join the Grass Fed programmes through technical and market support, auditing, development of an understanding of the various supply chain types and provision of a logo use policy.

Carbon Footprinting Methodology and Models

The transition of the carbon footprint calculations to the Irish Cattle Breeding Federation (ICBF) was completed in December 2022. All beef carbon footprint calculations are now being calculated by ICBF. This transition also included an update to the beef carbon footprint methodologies in line with Teagasc research. The updates to the methodologies reflect improved emission factors from research and scientific literature.

In addition, the utilisation of ICBF AIMs data has improved the categorisation of beef animals into steers, heifers, young bulls and finishing cattle based on animal specific slaughter data. Subsequently, these updates have resulted in an improvement in the carbon footprint calculations for beef production by 13%, from 10.54 to 9.21 kg CO₂-eq per kg liveweight gain for current certified members of SBLAS.



13%

improvement in the carbon
footprint calculations for
beef production

Emissions

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 in order to drive impact at a large scale in the area of emissions. There is a mandatory carbon emission target for Origin Green members with a turnover greater than €50 million. In 2022, 34 Origin Green member companies developed carbon emission targets for the annual review period.

Food Processor Standard

The two Bord Bia food processor standards, the Meat Processor Quality Assurance Standard and the Prepared Fruit and Vegetable Standard, were updated into a combined Food Processor Standard. The Standard was approved by INAB in March 2022, became an elective option for members from May and mandatory in November. The new standard has been structured in a modular fashion, allowing members to tailor their scope of certification to match the business activities and products marketed as Bord Bia Quality Assured.

The Food Processor Standard is designed to apply to all types of food processors so that additional modules can be added for other food categories. The modular approach facilitates the adoption of a more agile and flexible response to changing market and legislative demands with regards to the requirements within the Standard. Member support materials, including online training videos, are available through the members database logins and are also freely available to new applicants.

Origin Green Gold Membership

2022 marked the third year of the annual Origin Green Gold Member event where Gold membership was awarded to 59 companies. Gold membership recognises the exceptional annual performance achieved on sustainability targets in areas such as raw material sourcing, water and energy efficiency, waste reduction, packaging and social sustainability based on the assessment of its independent verification authority, Mabbett.

Since the establishment of the awards in 2020, over 130 Irish food and drink companies have been awarded gold membership. The number of awardees has increased year on year, highlighting the meaningful focus that companies are giving to their sustainability efforts in response to the urgency of climate change and the need for sustainable food production. Case studies of all Gold members are published on the Origin Green website to recognise their efforts. Bord Bia promotes Gold members through a variety of ways including the award ceremony, national and regional press releases, adverts and social media content.



Objective Number 2:

Provide Guidance, Tools and Metrics to Drive Sustainability Improvement

A fundamental part of Origin Green involves supporting Irish food and drink manufacturers to set and achieve ambitious sustainability targets. A variety of tools and resources are available to participating companies as they work to achieve full verification, as well as to retain their verified member status year-on-year. The available supports in 2022 included:

Provision of an Origin Green Mentor

Each Origin Green company was assigned a one-to-one mentor to assist in drafting sustainability plans and completing annual reviews. These mentors offered support and guidance throughout the process on an individual company basis to ensure a tailored service.

Plan Development Workshops

Bord Bia's Origin Green team ran over 33 introductory webinars during 2022 which assisted companies in understanding the programme and developing their plans. All members are offered one-to-one advice on how to leverage membership and how and where to communicate their sustainability commitments. A series of webinars and guidance documents were delivered throughout the year to help members stay on top of sustainability topics such as science based targets, emissions reductions, ESG integration, biodiversity improvement, water conservation, resource efficiency measures and sustainability communications.

New Farmer Supports

By the end of 2022, over 4,000 users had registered on Bord Bia's Farm Sustainability Learning Hub. The Learning Hub, which was made available for Scheme members in October 2021, hosts a range of modules covering farm sustainability topics such as antimicrobial resistance, greenhouse gases, biodiversity and sustainable energy which were created in partnership with stakeholders such as DAFM and Teagasc. In 2022, two further modules on water quality and soil health were added.

Throughout 2022, Bord Bia also worked with two dairy processors and other key stakeholders to develop custom courses for milk suppliers which are linked to the processor's sustainability bonus schemes. The courses, which will be available from Q1 2023 onwards, cover topics such as water quality and farm emissions.

In addition, work commenced on the development of Animal Welfare and Farmland Pollinator modules in conjunction with Animal Health Ireland and the National Biodiversity Centre of Ireland which are set for launch in Q2 2023.

Bord Bia will continue to engage with its farm and processor members in 2023 to increase knowledge and awareness around farm sustainability through the Learning Hub.



4,000

registered on Bord Bia's Farm Sustainability Learning Hub

Farm Sustainability Planner

The Farm Sustainability Planner is an online support tool to assist farmers and farm advisors to create custom farm sustainability plans which can be easily updated and tracked. It will hold an inventory of farm sustainability actions covering a range of agricultural sustainability topics such as biodiversity, animal welfare and water quality which can be navigated by farmers and advisors so that farm-specific actions can be added to a farmer's plan. The actions will be written in line with best practice industry guidelines such as those in the Teagasc MACC and ASSAP water quality programme.

The build of the tool began in 2022 and will undergo testing in Q1 and Q2 of 2023. The tool will also be piloted as part of Teagasc's Signpost Advisory Programme and will be linked with the agri-digital platform which Bord Bia has partnered with ICBF and Teagasc on.

Farmer Feedback Reports (FFR)

The FFR continues to be dispatched upon certification to members of SDAS and SBLAS, with 21,008 farmers receiving an FFR in 2022. Since 2020, over 66,000 reports have been issued to farmers along with their certification letters. Database tracking of farmer engagement indicates an increased uptake of members accessing their report online. Since October 2021, 15,033 FFRs have been downloaded by members. In 2022, 8,762 members of SBLAS and SDAS accessed their report online.



Objective Number 3: Inspire best practice and recognition in the marketplace.

The overall intention of Origin Green is to create a significant point of differentiation for the Irish food and drink industry in the area of sustainability. It provides companies with proof of their sustainability credentials and commitments that can be shared with third parties such as trade customers, stakeholders and the general public.

Throughout 2022, international conference organisers, domestic and international government bodies and key Irish food and drink customers have requested members of the Origin Green Team to speak about the development and ongoing 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. Some highlights of the year are as follows:

UN FAO Director General

In 2022, Bord Bia hosted the Director-General of the Food and Agriculture Organisation (FAO) of the United Nations, Qu Dongyu, accompanied by his senior officials and representatives from DAFM in the newly opened Global Hub. The discussion between the Irish industry group and the Director-General and his delegation had a strong focus on Ireland's Food Vision 2030 and how Origin Green will support that strategy. The Director-General strongly endorsed the work of Origin Green members.

Sustainable Agricultural Initiative (SAI)

In 2022, the Origin Green Team co-hosted numerous webinars with the SAI Platform Dairy Working Group. The purpose of the webinars was to share with Irish dairy processors and international buyers the process by which Origin Green had achieved the current level of equivalency with the Sustainable Dairy Partnership (SDP) requirements and how this level of equivalency will be increased over time. The integration of Origin Green into the SDP reporting tool was completed in 2022 and allows companies using the reporting tool to select Origin Green membership which, in turn, auto completes sections of the SDP report where the requirements are deemed equivalent to Origin Green.

IBEC Collaboration - EU Code of Conduct on Responsible Food Business and Marketing Practices

In 2022, Food Drink Ireland (FDI) and Origin Green hosted a joint event on the EU Code of Conduct on Responsible Food Business and Marketing Practices, one of the initiatives under the EU Commission's Farm to Fork Strategy. The focus was to showcase the similarities between the EU Code of Conduct and Bord Bia's Origin Green Programme. Templates were provided to companies to simplify the process and make it easy for them to use their Origin Green charter to sign up to the Code.

Origin Green Global Council

Bord Bia formed the Global Council to create a thought leadership forum to shape the discourse on emerging marketplace food and drink sustainability topics. The Global Council brings together leaders from the food and drink industry across the globe and international experts in the field of sustainability, selected for their expertise and specific interest in key sustainability issues. The third Origin Green Global Council meeting was held in the summer of 2022. The meeting discussion focused on how industry can support farmer action and translate sustainability credentials in the marketplace.

Bord Bia Marketing and Communications

A communications programme was developed to ensure Bord Bia continues to showcase the proof and progress of the programme and its members to stakeholders in Ireland and abroad. In collaboration with Bord Bia's Marketing and Communications Team, the Global Business Development (GBD) Team and the Origin Green Team developed a new narrative to enable members to talk about the Origin Green programme and better articulate the benefits it delivers to trade customers. This new narrative was worked into a new trade customer film that the clients and the GBD team can use in their markets and at trade shows. The team also developed presentations and gathered customer testimonials to support this new narrative.

In 2022, the Origin Green Team worked with Bord Bia's Marketing and Communications Team to devise a PR strategy and plan for Ireland and abroad to showcase the progress that the programme and its members are making 10 years in, resulting in strong coverage from PR and a number of paid for advertorials.



Strategic Insight and Planning

The Thinking House, Bord Bia's world-class strategic insight hub, provides leadership to industry and the organisation by leveraging powerful consumer, category and market insights to drive strategy development in pursuit of growth. Work comprises long-term, industry facing activities focused on creating the conditions for future success, and shorter-term bespoke work for Bord Bia's client companies, addressing immediate challenges and opportunities to drive growth and capture value.

Thought leadership work includes foresight, insight and trends studies designed to help client companies navigate both current and future challenges. Client capability development includes sharing commercial marketing knowledge, skills, tools and best practices, fostering clients' long-term sustainable growth. The brand development and innovation team works directly with client companies to deliver bespoke projects to capture and create value. This work is all underpinned by the knowledge management and market intelligence team, who facilitate insight-led and data driven decision making.

Insight, foresight and trends

This work includes thought leadership, industry, market, category and client insight. Projects conducted in 2022 include:

European Meat Shopper Insights

This is an always-on tracker of grocery shoppers across the priority European markets of Ireland, UK, Belgium, Netherlands, Italy, Germany and Sweden. The research's objective is to help support meat clients' understanding of retail and consumer trends and their category partnership with key retail customers.

Sustainable Nutrition

This thought leadership foresight study on sustainable nutrition, completed in partnership with Forum for the Future, was launched in October and was followed by a series of workshops to engage clients and stakeholders in the work. The study explores the potential opportunities facing the Irish food and drink industry as a result of sustainability and the need to feed a growing population. This work marks the start of our sustainable nutrition agenda, a strategic priority and a significant multi-year, cross-functional programme of work.

The Consumer and Carbon study

This study was conducted in Q4 2022 and launched in February 2023. It aims to explore consumer awareness and understanding of the journey towards net zero. The project reviewed consumer attitudes, awareness and comprehension of carbon emissions and existing labelling. The study also assessed the best way to communicate carbon emission reduction in-store. Overall, the study will help clients and customers identify innovation opportunities and address their branding, labelling and communication strategies in the move towards net zero.

Protein Diversification

This study seeks to understand opportunities for plant-based and protein alternatives for Irish food and drink businesses in a number of international markets and Ireland. The research will yield an in-depth understanding of current consumer attitudes and behaviours around alternative protein offerings with consideration given to what engages consumers across different sectors. The study will explore the innovations emerging and the implications and opportunities these present to the food and drink industry, along with indicative opportunity sizing.

Inflation Impact

Part one of this multi-market study deep dive into the impact of the ongoing inflationary environment on consumers food purchasing and consumption habits was previewed at the Meat Marketing Seminar in January 2023, followed by a formal launch to industry the following week.

UK QSR in an Inflationary Environment

Based on desk research, ongoing QSR price tracking and trade engagement, a market intelligence synopsis on the UK QSR channel was developed. The work was undertaken in December and has been shared in-depth on a one-to-one basis with four PCF clients and to a wider group of six companies.

Future of Dairy in Asia

Central to the role of the Thinking House is to try to understand where priority markets might be in 5-10 years' time. This is an example of two consumer foresight studies conducted by colleagues in China. They were designed to help the dairy sector identify growth opportunities in the ingredients space beyond infant milk formula in China and how to tap into the growing middle class and growing dairy consumption of South East Asia. Central to this is understanding consumers' changing perceptions of dairy, functional and emotional drivers, usage, occasions and the role for functional ingredients/benefits.

UK Consumer Tracker

Since 2019, Bord Bia has tracked consumer sentiment in the UK to understand the impact of Brexit on grocery shoppers. This tracking study has been continued and is conducted on a quarterly basis. These reports are useful for client companies who may be looking to learn more about the impact of Brexit on UK grocery shoppers.

Seafood Sustainability Study

A seafood sustainability study was completed in 2022 and presented to client companies and BIM. This consumer insight study provides an understanding of how Irish seafood can meet growing consumer expectations and harness the potential of sustainability as a driver of growth.

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.

Six companies participated in the Consumer Taste n'Tell programme in 2022.

BI:TES Concept Iteration & 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 step-by-step improvement of concepts based on consumer feedback. This platform can deploy short feedback forms rapidly. This solution has been rolled out regionally through the Bord Bia network in response to client demand and is now available globally. In 2022, 10 client companies participated in BI:TES to bring innovative ideas to market.

Knowledge and Market Intelligence

Library Services

Bord Bia offers best in class library services, reference librarians and knowledge and market intelligence to further enhance stakeholder and sector knowledge of prioritised markets. Library activities in 2022 included provision of knowledge guides around how to use the library most effectively, reviews of category intelligence and market understanding reports and information literacy support. Library services also included providing information and induction sessions to new staff and Talent Academy participants. This included introductions to LinkedIn Learning and Bord Bia's internal insight engagement platform, THE SOURCE.

A number of "Insightful Articles" were published by the Knowledge and Market Intelligence Team in 2022. Topics included free sources of information on inflation, global dairy pricing and key trends in food, health, and nutrition. Two of Bord Bia's librarians volunteered at the International Federation of Library Association's World Library and Information Congress, and a presentation on "How Bord Bia Successfully Built a Culture of Knowledge Engagement" was shared at the event's Knowledge Management Satellite Conference. This presentation was also subsequently presented to the Government Libraries Group from the Library Association of Ireland.

Performance and Prospects

Bord Bia's Performance and Prospects report for 2022/23 was launched on January 11th, 2023. This report aims to inform stakeholders in the food industry of the performance of Irish food and drink exports for 2022 and the prospects for the year ahead. A Performance and Prospects dashboard was developed in 2022, enabling Bord Bia staff to drill down into Irish food, drink and horticulture exports by category, sub category and region, and to display values in monetary terms, volume (tonnes) and on a per unit basis. This dashboard empowers users to derive market insights more efficiently.

Dairy Market Report

This bi-monthly report covers updates and forecasts on global milk and focuses on market developments in China, South East Asia, Middle East and North Africa. The report is compiled by StoneX and includes market commentary from Bord Bia staff working in these markets. The report was circulated to Bord Bia's dairy ingredient clients.

Kantar

Five Kantar category presentations were made to clients on the bakery, frozen, yogurt, soups and chilled ready meals categories. Each presentation was accompanied by library inductions by Bord Bia's reference librarians. Kantar bi-annual presentations for Bord Bia colleagues and members of the meat consortium recommenced in November 2022.

This event included a presentation from Kantar on the latest trends in meat which was complemented by the most recent wave of Bord Bia's meat shopper insights available at the time. This was also accompanied by a presentation on the latest meat reports from the Bord Bia library collection.

Bord Bia has a subscription to the Global Trade Atlas which provides access to data on global trade in food, drink and horticulture across the globe. In 2022, training was provided to enable colleagues to use this tool efficiently and effectively.

Brand development and innovation

Bespoke Brand Development and Innovation

Work here is anchored in the delivery of full-service, end-to-end bespoke sustainable brand development and innovation projects, activities and consultancy. Bord Bia offers expert guidance, strategic thinking and project management to Partner and Club+ clients on work which is informed by sector strategies, prioritising projects and activities which reinforce and build sustainability credentials. This work includes strategic planning, proposition building and targeting, visual identity creation and brand activation.

In 2022, Bord Bia worked with 86 client companies on brand development and innovation projects.

Bespoke Market Research (In-house and outsourced)

This work centres on delivery of full-service qualitative and/or quantitative consumer research, delivered end-to-end by an in-house insight specialist or outsourced third party expert. This primary research is focused on helping client companies to create and capture growth. Projects here include exploratory research, concept development, proposition development, marketing strategy development and innovation development.

Bespoke Brand Activation Service

This activity provides client companies with expert guidance, strategic thinking and project management on both short-term, performance marketing and longer-term, incremental brand equity building activities. This is an end-to-end service delivered by Bord Bia's brand activation specialist staff. In 2022, 19 client companies participated in projects which included the strategic planning and implementation of brand activity across digital media, including website design, PR and in-store activation.

SuperBrands

SuperBrands is a tightly defined, end-to-end brand development service for smaller businesses. Participating companies are assisted 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. Four food, drink and horticulture companies participated in the SuperBrands service in 2022.

Brand Forum

Client project work in insight, brand development and innovation is supported by Brand Forum activity. The Brand Forum seeks to inform, inspire and connect client companies through a programme of events, workshops and other activities and services for member clients. Brand Forum is supported by a high-level industry steering group which provides strategic advice and guidance, ensuring the programme of activity is relevant, timely and commercially pragmatic.

In 2022, Brand Forum activities focused on brand issues encountered in the marketplace, drawing on world-class expertise to demonstrate how to build and support better brands. The quarterly events discussed and debated brand marketing themes coupled with best-in-class speaker presentations.

The recipe video and photography service remained in high demand and has delivered over 50 recipe videos for client companies. Podcasts have been a new addition to the Brand Forum offering another way to inform and inspire brand owners by exploring great ideas and stories from the world of food and drink brands. The annual Brand Health Check quantitative survey researched 57 brands researching 46 categories, providing invaluable information to brand owners to help them better focus their marketing activities. The year concluded with the Brand Forum annual food and drink industry dinner on November 23rd with a keynote address from Jack Bobo, global thought leader on the future of food.

Client capability

A range of supports are offered to client companies on a one-to-one and group basis to build marketing skills and capabilities. In 2022, over 2,500 client company representatives participated at client capability workshops and webinars.

Cost inflation Capability Development

As part of Bord Bia's continued focus on cost inflation capability supports for industry, a third Negotiation Skills and Fundamentals training day took place for clients in mid-November. Attended by 20 participants from a range of sectors, participating clients were supported in their preparations for upcoming customer meetings. In addition, a webinar on supply chain performance optimisation for clients took place in November. The purpose of this webinar was to share best practice and practical solutions with clients to mitigate rising supply chain costs.

Commercial Marketing Strategy (CMS) Development

Following the successful conclusion of the market accelerator programme in October with US retailer Sprouts, five of the client participants were invited to take part in the retailer's 'forager programme'. This will include a regional trial for a 12-week sales period, potentially culminating in a full listing. Separately, in November, five clients were supported on a one-to-one basis with commercial marketing strategy projects covering the Irish, UK and US markets.

Innovation Capability Development

A pilot of Bord Bia's new innovation capability development service commenced in December with representative host clients of the MSc in Design and Innovation Progamme. The pilot will cover the role innovation plays in the delivery of strategy, internal drivers of innovation success, how to identify and scope innovation opportunities, and how to generate insights and translate them into product concepts. More content will be piloted in early 2023 and the service will be launched to all clients in the spring.

Digital Marketing (Think Digital)

The Bord Bia Think Digital programme continues to support clients to develop digital marketing strategies and tactics. June 2022 saw the launch of an Amazon support which provides information on how to utilise Amazon as a route to market. An Amazon Boost programme is also being developed to support clients who are currently selling through Amazon. The Bord Bia Digital Futures Playbook sets out clear strategic supports for clients to deliver B2B opportunities through digital marketing channels. Dissemination of specific tactical supports (international web development, localised B2B SEO and campaign management) to clients began in November. Also in November, a new Tik Tok client support was finalised in recognition of the growing importance this channel plays for Bord Bia clients to engage with their consumers.

Brand Management Capability Development

Brand Management focus at the end of 2022 was on supporting client companies to communicate their sustainability actions and initiatives. An in-depth webinar entitled 'Communicating Sustainability' was hosted on November 30th together with learnings from experts on the topic.

Trading with Britain Capability Development Great Britain

In November, Bord Bia's Trading with UK webpage was updated for client companies in relation to foreign exchange (FX) strategy and risk management to help clients better manage currency risk. Ongoing support for clients exporting to the UK has continued on a one-to-one basis in 2022. Support has also been provided in the areas of customs compliance, logistics, supply chain and labelling.

Food Works

The Food Works programme for 2022 finished in November. During the 12-month programme, seven innovative food and drink companies were supported to use consumer insight to develop their brand, improve their packaging design and complete an investor-ready business plan. Nine companies are confirmed to participate in Food Works 2023. Final diagnostics and kick-off took place in Bord Bia on January 31st.



Marketing and Communication

Corporate Communications

Priority media communication in 2022 included the promotion and publication of several Bord Bia insight reports, communications around trade missions and trade fairs, the promotion of Bord Bia's Talent Academy, as well as always on trading with the UK media strategy.

Farmer Communications

The widespread participation of Irish farmers in the Origin Green programme at farm level, through the Sustainability and Quality Assurance Schemes, continued to enable Bord Bia to monitor and measure sustainability and quality metrics on approximately 54,000 farms around Ireland. A range of touch points were activated to reach farmers in 2022 including direct communications, media partnerships, advertising and farmer events.

In 2022, Bord Bia communicated with up to 40,000 farmers through text messaging and newsletters. Communications provided relevant information such as the launch of new modules for the Farm Sustainability Learning Hub, an invitation to visit Bord Bia at Beef 2022 at Teagasc Grange and a live link to participate in an online survey. Printed newsletters were issued to all members of the sustainable beef, lamb and dairy assurance schemes in 2022. The newsletters featured market information, advice on sustainable farming practices, support in completing the Farm Sustainability Survey and updates on Bord Bia's promotional and market development activity.



40,000
farmers reached via text messaging and newsletters

Agri-media partnerships featuring monthly articles, both in print and online, communicated to farmers on key topics such as Origin Green sustainability supports for farmer members, global meat and dairy market insights and information on Bord Bia campaigns and initiatives. Online articles across news sites were a key aspect of media partnerships in 2022.

Significant earned media coverage was secured across a range of agri-media publications including coverage of the rollout of an improved farm sustainability survey, new retail partnerships to promote organics and a €1 million additional investment in beef promotions in the autumn. Agri-title coverage by The Farmers Journal, Agriland, and others of several trade missions in 2022 brought the work of building markets back to the farmer audience.

A specific marketing campaign targeting farmer members was carried out to promote awareness of the Farm Sustainability Learning Hub. The campaign ran from April to September across print, display and social media. It concluded with eight weeks of video advertising across 20 marts from October to November.

Bord Bia returned to the National Ploughing Championships in 2022 for the first time in three years with a dedicated marquee to engage with farmers. The marquee featured a helpdesk for farmers with audit queries and a sustainability area where farmers could download their carbon footprint or enrol in sustainability learning. In addition, the marquee showcased examples of Bord Bia's promotional and market development activity, including the importance of Quality Assurance at retail level. Bord Bia staff were present throughout the three days to speak directly to farmers about the work of Bord Bia and any issues raised by farmers.

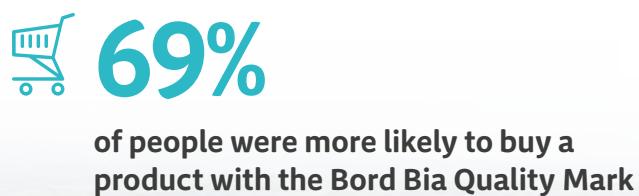
Bord Bia Quality Mark Campaigns in the Irish market

The aim of the Bord Bia Quality Mark consumer marketing programme in the domestic market in 2022 was to continue to drive awareness and increase sales of quality assured lamb, pork, chicken, ham, bacon and eggs. This was achieved by communicating how the quality standards and independent auditing behind the Quality Mark enable shoppers to trust and, therefore, enjoy the food they consume. During 2022, these messages were integrated throughout all Quality Mark activities and across the specific marketing programmes for the various quality assured product categories.

Campaigns activities were primarily focused on TV and radio advertising, PR, events and the development and circulation of new and fresh digital content. In all, 17 campaign bursts took place in 2022 including 27 weeks of TV and 37 weeks of radio advertising.

In response to rising energy and animal feed costs, 'The Power of your Food Choices' campaign was developed and rolled out in the summer of 2022 to further encourage Irish shoppers to buy quality assured food and, in doing so, support and secure the future of quality assured farmers and producers. Targeting 30 to 60-year-old grocery shoppers, the campaign consisted of radio, outdoor and social media advertising over eight weeks between June and September. A nationally representative consumer survey indicated higher than industry norm recall for the campaign, with 79% saying that it had a positive impact on their propensity to buy food with the Bord Bia Quality Mark.

By December 2022, consumer research indicated that 94% of Irish consumers were aware of the Bord Bia Quality Mark and 69% said that seeing it on a food product would make them more likely to buy it, up by 5% since 2021. The Quality Mark is also considered by Irish consumers to be the most reassuring mark in terms of food safety, quality and independent verification.



Irish Seafood Campaigns in the Irish Market

In 2022, the focus in the domestic market continued to inspire consumers to tap into the versatility and appetite appeal of Irish whitefish (Irish hake, haddock and whiting) for their everyday and weekend meals. Targeting 35 to 55-year-old female shoppers, two bursts of TV, radio and social media advertising took place. A nationally representative consumer survey indicated that 67% of the target group could recall seeing the TV advert and of these, 73% said they would be more likely to buy Irish whitefish as a result.

In addition, radio and social media campaigns were run to encourage consumers to buy Irish crab meat in April and May and Irish mackerel in June. A radio, public relations and social media campaign was run to promote Irish crab meat, Dublin Bay prawns, oysters, organic smoked salmon, monkfish and trout in the run up to Christmas.

TV Sponsorships in the Irish Market

Neven's Irish Seafood Trails on RTE1:

'Neven's Irish Seafood Trails', a seven-part TV series, was broadcast on RTE 1. The objective was to increase consumer understanding of the Irish seafood industry and the range of Irish seafood available. Over the series, Chef Neven Maguire visited different seafood producers around Ireland and demonstrated how to cook a range of recipes. The 2022 series attracted over 1.3 million viewers, with an average of 216,000 viewers per episode.

Neven's Christmas at Muckross Traditional Farms on RTE1:

This two-part Christmas special was broadcast on RTE 1 on December 8th and 15th. It featured Neven Maguire preparing a variety of delicious Christmas recipes using Irish seafood and Bord Bia quality assured food. The series was filmed in Muckross Traditional Farms in Killarney, Co. Kerry. Approximately 250,000 people tuned in to each episode.

Bord Bia Bloom 2022

In 2022, Bord Bia Bloom celebrated its 16th year with the return to an in-person event in the Phoenix Park in Dublin after two years of a virtual #BloomatHome. Bloom 2022 attracted over 110,000 visitors including garden enthusiasts, food lovers and young families. The festival was opened by the President of Ireland and Bloom Patron, Michael D Higgins, as per previous years.

Visitor research following Bloom 2022 showed the positive sentiment around Bloom with 97% satisfaction. Of the visitors to Bord Bia Bloom, 62% were repeat and 38% were first time visitors.

Bord Bia Bloom's purpose is to motivate people to embrace, experience and advocate for Irish horticulture, food and drink as part of a sustainable lifestyle, cultivating fans for life. This is done through inspiring, educating and empowering visitors through show gardens and horticulture content, to the excellent food and drink offering across the site, as well and the expert garden and sustainable living stage and kids zone area. With over 50 events taking place within the festival, there is much to see and do.

International and Global Marketing

Investment in Food Brand Ireland continued with a central/local agency network supporting Bord Bia's central marketing team and local offices through TV broadcast, radio, print, digital media and events. B2B and B2C channels were optimised for a global campaign, Ireland - Working with Nature Like nowhere Else in the World. The strategic positioning of priority sectors in priority markets continued with a B2C emphasis on the Irish beef brand in Europe and the USA and the Irish seafood brand in France and Germany. B2B Campaigns across beef, dairy, and seafood covered Europe, USA and Asia, raising the awareness of Ireland as a source of sustainable food and drink among our target audience to an all-time high. EU Campaigns were strategically instrumental in positioning Europe, and Ireland as part of Europe, in the distant territories of Japan, Korea, Mexico and China as a source of food and drink, paving the way for future brand building plans in those key territories in 2023.

Food Brand Ireland, powered by the Origin Green strategic communications framework, guided best practice central/local brand campaign and communications deployment across the world, bringing consistency and cohesion to marketing in 2022.

International Brand PR and Corporate Communications

Priority international corporate communications in 2022 had a strategic focus on leadership media communications. This included securing several high-profile speaking opportunities and media coverage for the leadership of Bord Bia across markets. CEO interviews by Newsweek and Foreign Policy magazines in 2022 positioned Irish food, drink and horticulture as a leading industry, as part of a larger focus on Ireland. The interviews told an economic story, highlighting the importance of Irish food, drink and horticulture exports internationally and with a specific emphasis on the Ireland-US export relationship. The articles were published in the international editions of both magazines, reaching 2.3 million readers.

Trade missions

The international corporate brand was showcased through three trade missions in 2022, to the UAE (February 12th - 18th), USA and Mexico (April 25th - 29th) and Japan and South East Asia (August 29th - September 5th).

Strong media coverage, both online and in print, was secured. This included over 290 pieces of positive domestic and international media, generating over €4.5 million in advertising value equivalent (AVE) for the UAE. A detailed six-month press plan was created in the run up to the trade mission which included the roll out of opinion editorials in national titles across the Middle East, press releases generating an awareness of Irish food safety and security and Bord Bia's UAE regional strategy launch. Internationally, the trade mission was reported across the Middle East in far reaching outlets such as Sky News Arabia, Dubai Eye and Arab News.

For the US, the focus was around Ireland's sheepmeat access to that market, Bord Bia's Spirit of Ireland drinks programme and Bord Bia's 2022 - 2024 EU co-funded campaign for beef and lamb with US government and trade representatives. In Mexico, focus was on Bord Bia's EU co-funded campaign for pigmeat.

The Japan and South East Asia trade campaign resulted in a €3.8million AVE for coverage achieved. This included coverage from a press conference in Japan and media interviews with Ministers McConalogue and Heydon, as well as Bord Bia's CEO in Japan, Singapore and Vietnam.

The international PR team also created stakeholder engagement video of activities from each trade mission which were well received on LinkedIn with over 9,000 views and 31,000 impressions cumulatively from industry stakeholders.

Trade Events

The return of trade fairs was welcomed following the postponement of many events in the preceding years. Bord Bia attended 11 trade fairs in Europe including Salon Du Fromage, Food & Drink Expo (PCF), Seafood Expo Barcelona, Internorga (PCF), Prowein (drinks), PLMA (PCF), Biofach (organics), (drinks) and SIAL Paris (meat and dairy).

Other trade shows included Gulfood Dubai, Seafood Expo Boston and NABCA (drinks) in the US, and Foodex, Seoul Food, Hey Whiskey, Shenzhen Food Hotel Asia and Food Ingredients Asia. Seven planned trade shows in China were cancelled due to ongoing Covid-19 restrictions.

In total over the course of 2022, Bord Bia supported over 125 clients to attend 19 trade fairs enabling the delivery of business development and reputation marketing opportunities for the Irish food, drink and horticulture industry. Having delivered virtual and hybrid events in 2020 and 2021, the return to physical events served a pent up demand for face to face engagement in the physical world this year.

International Business to Business (B2B and B2C) Campaigns for Beef, Pork, Dairy, Seafood and Alcohol

The Bord Bia Marketing Team led B2B and B2C campaigns for Irish beef, dairy and seafood in nine priority markets in 2022. Targeting key retail, foodservice and manufacturing trade customers, the campaigns drove preference for high quality, sustainably produced Irish food in established markets (EU, US) and awareness of its distinctiveness in new markets (Asia). Campaigns took place in the UK, France, US, Germany, Italy and Spain (established markets) and China, Japan and South Korea (new markets).



Dairy Sector

For Irish dairy, B2B campaigns took place across five priority markets: Germany, UK, USA, China and Japan. The objectives of the campaigns in Germany and the US were to retain existing business by continuing to drive preference for Irish dairy among trade customers based on its premium quality and grass-fed credentials. In the UK, the objective was also to drive incremental growth through existing relationships. The timings of the German and UK campaigns were aligned with key trade shows in those markets.

In Germany, dairy B2B marketing and communications activity was always-on with trade press adverts, advertorials, editorial and digital advertising featuring in key trade publications and on relevant trade digital websites. In Germany, 15 print ads were placed in eight trade publications relevant to the specific target audience with a combined reach of 1.3 million. Additionally, digital advertising, which included online banner ads and newsletters, served 240,000 impressions across target audiences.

In the UK, dairy B2B marketing activity took place from September to November with advertising takeovers in the Grocer and the Caterer print and online publications. The campaign also featured digital banners, bespoke emails and promoted features along with print advertising. This generated over 130,000 impressions.

In the USA, the dairy B2B campaign activity took place in Q3 and Q4 with advertising on key trade publication websites. The marketing activity included advertorials and video hosting generating impressions of 240,000.

In China and Japan, the B2B campaigns continued to drive awareness and understanding of Ireland as a source of high quality, sustainably produced dairy products among target trade customers. In Japan, this was achieved through advertising in key trade publications and websites. There was one campaign burst in Q3 comprising 12 print ads placed in six titles, to coincide with the ministerial trade mission. These print ads were supported by several free editorial articles leading to a total reach of 624,000 readers. The digital advertising, which included Google display and online advertising banners, served 5.8 million impressions.

In China, the communications strategy focused on the continuous promotion of the unique selling points of Irish dairy by communicating its grass-fed credentials, R&D capability and foodservice applications to the target trade audience. Marketing activities included paid advertising and editorial through business and trade media channels, ongoing content on the Bord Bia owned social media platforms (WeChat and Weibo) and partnerships with relevant trade KOL platforms. These activities were aligned with and supported specific physical trade events and relevant dates in the Chinese calendar. Across all these activities, 16 KOLs were engaged and served over 14 million impressions through their online platforms. In addition, 40 media clippings were garnered which generated a total of over 77 million impressions.



Beef Sector

For Irish beef, B2B campaigns took place across three priority markets: Italy, Germany and Japan. The objectives of the campaigns in Italy and Germany were to drive preference for Irish beef among trade customers by communicating its premium quality and grass-fed credentials. In both markets, the marketing and communications activity was always on with trade press adverts, advertorials, digital advertising and editorials featuring in key trade publications and relevant trade digital websites.

In addition to the campaigns, SIAL Paris, a key European trade show for the beef industry, took place in 2022 and the timings of the German campaign aligned with the show. In Italy, throughout 2022, there were 34 print ads in eight trade publications with a reach of 2.8 million readers. In addition to this, digital advertising resulted in 1.9 million views. In Germany, 20 print ads were placed in 10 trade publications relevant to the target audience with a combined reach of 2.2 million people. Digital advertising included banner ads and newsletters, which achieved over 500,000 impressions.

In Japan, the objective of the B2B campaign was to drive awareness of Ireland as a source of premium quality Irish beef among importers and foodservice targets. This was achieved through two bursts of advertising in key trade publications and websites, with 17 print ads placed in seven print titles and a further nine pieces of free editorial coverage delivered, combining to give a total reach of 1.1 million people. The digital advertising, which included Google display and online advertising banners, also served over 10 million impressions.



Pork Sector - China

For Irish pork, the 2022 communications strategy in China focused on strengthening the understanding of Irish pork credentials through trade activities, ongoing social media content posting on Bord Bia owned platforms and through initiatives such as the Dragon Boat Festival themed recipe content.

This online festival took place while offline promotions were not possible due to lockdowns. In addition, WeChat Moments ads showcased pig farming in Ireland and the stringent quality assurance schemes to targeted audiences interested in quality pork meat consumption, focused on tier-one cities of Shanghai, Beijing, Guangzhou and Shenzhen. As a result of this activity, 2,490,867 impressions were achieved and 1,079 new followers were recruited.





Seafood Sector

For Irish seafood, B2C campaigns took place across three priority established markets (France, Germany and Spain) aimed at driving awareness and preference of Irish seafood among consumers based on its unique selling points.

Three campaign bursts ran in France to promote Irish organic salmon (two bursts) and Irish organic mussels (one burst), geo-targeting northern France in areas such as Brittany, Paris and Lille. Advertising ran in Q2 and Q4 across digital and social channels with the video for Irish organic salmon garnering 3.8 million views across the two campaign bursts while the video for organic mussels generated 2.1 million views.

In Germany, Irish organic salmon was promoted in Q2 with some residual activity in September, through a combination of advertorials in consumer magazines and digital advertising across a range of channels, delivering 5.4 million advertising impressions.

In addition, a new inshore species campaign ran simultaneously across two markets, France and Spain, during October. Focusing on five key species, brown crab, whelks, spider crab, lobster and velvet crab, the campaign targeted higher income seafood consumers and ran across digital and social channels, utilising newly created species specific videos. In Spain, the videos achieved a combined total of 2.8 million completed views across various online platforms, while in France the videos were viewed by 3.3 million people.

In China, the overall objective continued to be to drive trade awareness and understanding of Ireland as a source of high quality, sustainably produced food and the unique benefits of Irish seafood.

Covid-19 remained a challenge with a two month lockdown in Shanghai and occasional lockdowns in other Tier 1 cities, resulting in a heavier reliance on online marketing activity.

Targeting key foodservice customers, importers, traders and online retailers, activities were focused on a series of trade events which were further amplified through relevant business and trade media channels, online trade influencers and through Bord Bia owned digital channels (Wechat and Weibo). This resulted in engagement with over 14 media and online influencers and 60 media clippings with an estimated advertising equivalent value of €312,000.



Alcohol Sector

In terms of the drinks sector, the emphasis was on the rollout of the Spirit of Ireland educational programme to frontline, consumer-facing staff in the retail and on-trade channels across the USA and Europe. The programme, which aims to encourage frontline staff to recommend Irish whiskey(s) was piloted in New Hampshire in February followed by Ohio, New York, San Francisco, Berlin, Toronto and Paris. Response to the programme has been very positive, with interest shown in it from the various Liquor Control Boards across the US.

As a further marketing support, two new videos were commissioned. The first video featured Bord Bia's US Spirits Specialist highlighting the trade supports offered by Bord Bia. The second video featured an Irish pub owner in New York, speaking about why he chooses to serve Irish spirits in his bar. These videos will be sent to key trade personnel and US Control Boards as part of an introduction pack to an education and training programme on Irish whiskies and where to source them.

In China, the focus was on leveraging trade activities to further promote the USPs of Irish whiskey. Attendance at Hey Whiskey Trade Show was followed by a series of masterclass events held in Shanghai and Guangzhou, in collaboration with guest bartenders from well-known bars in Chengdu and Hangzhou. As part of the marketing support for these events, 13 media outlets secured 42 million impressions.

EU Campaigns

Extensive B2B EU campaigns were executed through conferences, events, advertising and digital media across China, Vietnam, Philippines, Korea and Mexico, bringing the messages of food and drink from Europe (and Ireland as part of Europe) to key target audiences in 2022.

Digital Transformation for a Marketing Agency

In 2022, following the development of a three-year Digital Strategy in 2021, work continued on delivery of key digital and ICT workstreams, focusing on enhancing and optimising platforms, processes and skills. The roadmap forms a strategically important part of Bord Bia's overall Corporate Strategy.

Key deliverables in 2022 included:

The strategic development of the My Bord Bia portal: Having successfully launched the My Bord Bia portal to digitise the MAP grants application process in 2021 for clients, in 2022, planning took place for the remaining actions, sourcing a delivery partner and designing a user-friendly interface based on feedback from clients. This prepared My Bord Bia to evolve as a custom portal delivering layers of relevant content by sector and client.

At the front end of the client customer journey, continued development took place on the Irish food and drink website as a platform for buyers from 180 countries for Irish dairy, meat, seafood, alcohol, food ingredients, PCF and horticulture. The platform links to Bord Bia's CRM system and other B2B meeting and exhibition platforms, acting as a digital destination for many B2B global campaigns.

A new section of the Bordbia.ie website was created to support clients trading with the UK post-Brexit. Existing elements of the website were used along with custom built modules to present key resources in a simple format, providing clients with up-to-date information, relevant events, and a positive user experience.

MAT App: The Marketing Activity Tracker App has been developed to provide greater efficiency in streamlining internal project requests. The Marketing Hub continues to provide a single place for thousands of current assets. A new Collab tool provides a digital platform for Bord Bia and agencies to work together on creative asset production.

Meatcuts App: The Meatcuts app was developed in response to meat clients' need to virtually show their potential customers the various cuts and breakdown of animals. The application displays 360-degree images of beef, lamb and pork cuts and is translated into nine languages.

Updates have been made to the design of Bord Bia's websites to enhance accessibility and ensure compliance with the EU Web Accessibility Directive. This work is continuing into 2023 to optimise and update content.

2022 was a year of growth on Bord Bia corporate social media channels on LinkedIn and Twitter. There was a combined organic reach of over 4.5 million across both channels, an increase of 94% on 2021. April and September saw the most engagement from audiences while coverage of trade fairs and in market events consistently generated the highest engagement rates on both channels. Consumer social channels are also growing in line with shaping consumer demand.

Marketing Finance

In 2022, Bord Bia invited applications under the Marketing Assistance Programme (MAP) for grants to support marketing activities. The MAP plays a role in enhancing the marketing capability of small and medium sized companies, helping them take the next step in their growth progression and enabling them to become export ready. The MAP was open to Irish food, drink and horticulture producers with a turnover between €100,000 and €3.5 million. 119 companies were approved grant assistance for a total of €920,000.

In terms of payments, grants totalling €857,819 were paid to 118 companies during the year across three grants programmes, Marketing Assistance Programme, Step Change Programme and the Covid-19 Support Scheme, in respect of approvals made in 2020, 2021 and 2022. The list of companies who were awarded grants is noted at the end of this report.

Sponsorships

During 2022, Bord Bia sponsored categories at a number of award programmes. The awards supported included the food and drink category of the Small Firms Association, the Supreme Champion category at the Blás na hEireann awards, as well as the Food Writing Award category at the Irish Food Writing awards. Support was already provided towards the Food on the Edge conference, and the Irish team at the World Butchers Challenge.

International Markets

Global Business Development

In 2022, Bord Bia continued to focus on developing services for client companies across its international network of 14 overseas locations, eight in Europe and six in international markets.

A particular focus has been to support client companies with additional resources on the ground in overseas markets and growing Ireland's global reputation for high quality food and drink that is sustainably produced. 2022 continued to see much agility in Bord Bia services to clients with the backdrop of economic uncertainty, driven by the war in Ukraine and historically high inflationary costs.

While the focus of activity undertaken tends to vary depending on the maturity of the market for Irish food and drink exports, the overarching objective is to drive the awareness, reputation and market readiness of Irish food and drink suppliers across the globe and to connect clients with customers.

Throughout the year, Bord Bia worked closely with Irish companies, helping to build the capability of businesses to evaluate, plan and deliver growth in strategically selected, priority markets through a range of services. These services were informed by the Market Prioritisation project, which was reviewed in 2022, with particular emphasis on building strategic customer partnerships in priority markets across the retail, foodservice and manufacturing channels.

In addition to the implementation of programmes and projects, Bord Bia's Global Business Development team undertook the following during 2022:

- Delivered three trade missions to the Middle East, North America, Japan and South East Asia.
- Facilitated 1,497 buyer meetings with key commercial stakeholders.
- Generated 2,304 business leads and created 1,726 commercial opportunities.
- Facilitated a number of market access audits and inspections with key stakeholders from China and South East Asia.
- Reviewed past performances and future prospects with the revised Market Prioritisation exercise.

A Collaborative Approach

Bord Bia continues to work in partnership with key government departments, agencies and associations in the development and implementation of support for the food and drink industry. These include DAFM the Department of Foreign Affairs, Enterprise Ireland and Tourism Ireland.

Governance

Governance Statement and Board Members Report

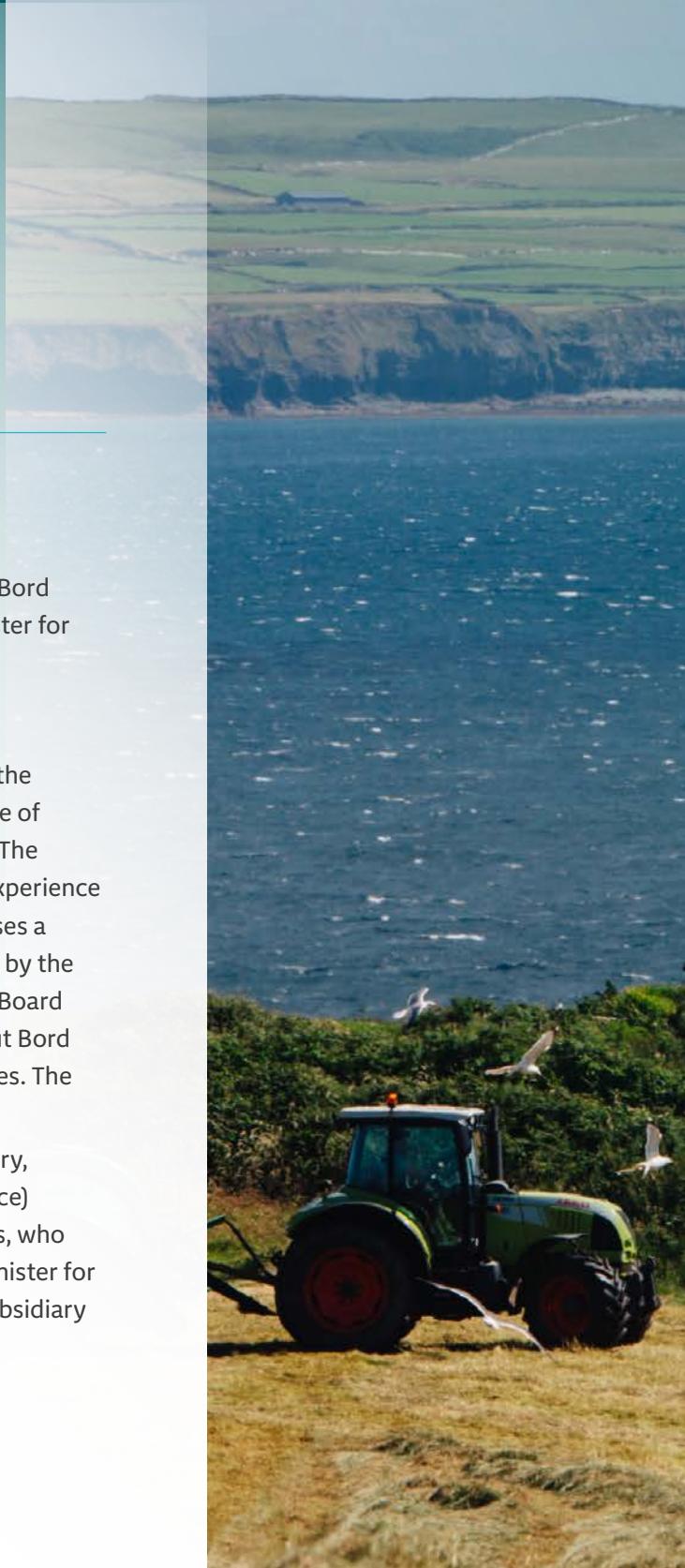
Corporate Governance

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 providing executive management with sufficient flexibility to run the business efficiently and effectively within a centralised reporting framework. Standing agenda items at Board meetings include minutes of previous meeting, matters arising, finance report, Chief Executive's report, corporate governance and risk management and any other business. The Chair addresses any conflicts of interest members may have with the agenda at the start of each meeting.

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

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

Within the context of the Food Vision 2030 strategy for the agri-food sector, the Bord Bia corporate strategy 'Nurturing a Thriving Future' sets out the objectives and direction proposed for the organisation during the period of the strategy, 2022 - 2025. The annual budgets for Bord Bia are aligned to this 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. 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 2022, 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, and Audit and Risk Committee each undertook a self-assessment evaluation of its own performance during the year, 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. An external evaluation of the Board commenced in 2022 and will be presented to the Board in early 2023.

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 96.

Board Members and Meeting Attendance

There were eight board meetings held during 2022 and the details of each member's attendance, is set out below.

| Board Member | Board Meetings Attended |
|---------------|-------------------------|
| L. Allen | 6 out of 8 |
| N. Browne | 8 out of 8 |
| M. Cronin | 8 out of 8 |
| T. Cullinan | 7 out of 8 |
| P. Fitzgerald | 3 out of 3 |
| T. Keohane | 8 out of 8 |
| K. Kerrigan | 8 out of 8 |
| P. McCormack | 7 out of 7 |
| S. McPhillips | 8 out of 8 |
| D. MacSweeney | 8 out of 8 |
| T. Moran | 8 out of 8 |
| P. Murphy | 7 out of 7 |
| J. Woulfe | 3 out of 3 |

Board Members Fees And Expenses

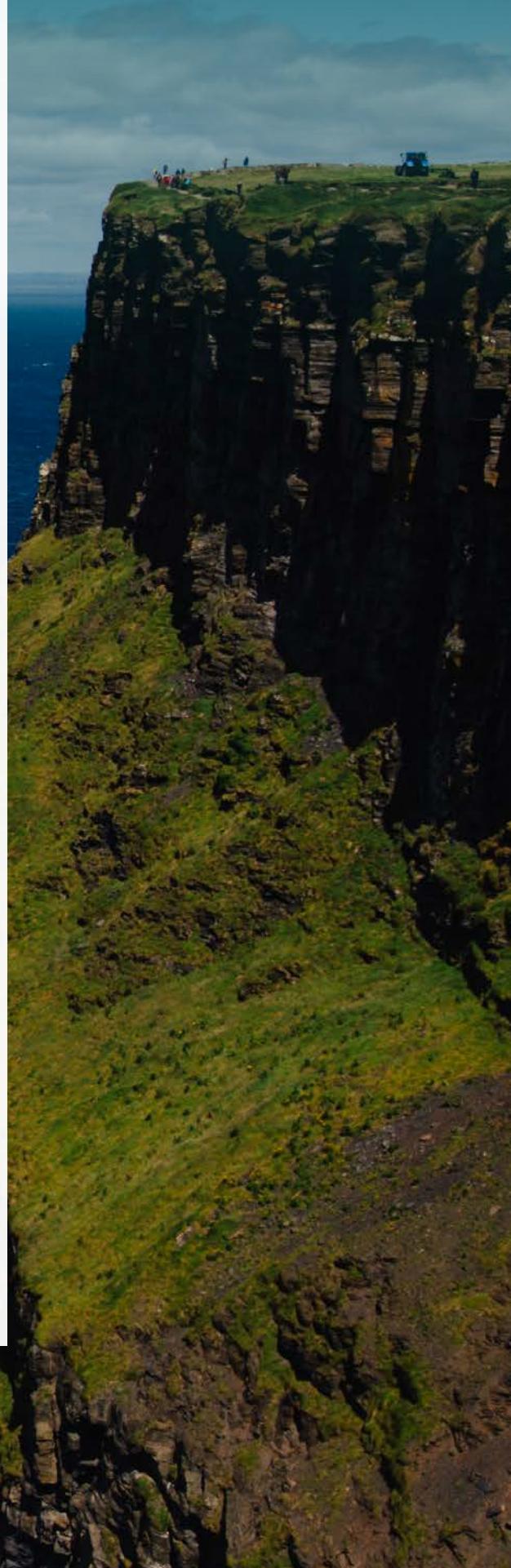
A schedule of the fees and travel and subsistence expenses paid to board members in respect of attendance at meetings of the Board, and where relevant, meetings of the subsidiary boards and committees, in 2022 is set out below.

| Board Member | Board Fees | Travel & Subsistence Expenses |
|------------------|------------|-------------------------------|
| D. MacSweeney* | €20,520 | €2,549 |
| L. Allen | €11,970 | €133 |
| N. Browne * | - | - |
| M. Cronin* | €11,970 | €3,772 |
| T. Cullinan | €11,970 | €47 |
| P. Fitzgerald | €4,099 | €274 |
| T. Keohane * | €11,970 | - |
| K. Kerrigan | €11,970 | €559 |
| P. McCormack | €10,271 | €795 |
| S. McPhillips ** | - | - |
| T. Moran | €11,970 | €83 |
| P. Murphy * | - | - |
| J. Woulfe | €4,099 | €843 |

* Indicates those Board members who have waived part or all of the fee or expenses payable, as a Board member in 2022.

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

Board Members received no other payments in respect of their membership of the Board in 2022. Amounts paid to subsidiary board members for travel and subsistence expenses in 2022 amounted to €8,845. No fees were paid to subsidiary board members in 2022 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, ensuring 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, currently comprises three members of the Board, M. Cronin, T. Keohane, and S. McPhillips and one external member with a financial background, R. Nolan. The Committee met on four occasions in 2022.

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. The Audit and Risk Committee carries out a self-assessment each year, and resulting actions and recommendations are implemented.

The Remuneration and Pensions Committee, which currently comprises four members of the Board, D. MacSweeney, S. McPhillips, T. Keohane and T. Moran met on two occasions in 2022. The Remuneration and Pensions Committee determines on behalf of the Board the appointment, remuneration and assessment of the performance of, and succession planning for, the Chief Executive; and significant amendments to the pension benefits of the Chief Executive and staff.

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

The Bord Bia Statement of Strategy 2022 - 2025, launched in January 2022, is aligned to Food Vision 2030, and comprises the following five strategic focus areas:

- Build Food Brand Ireland and further develop its proof points.
- Better ways for clients and customers to connect and build partnerships.
- Nurture industry talent and foster client capability.
- Champion insight-led innovation and brand development
- Support and enable the organisation and its stakeholders to execute strategy



Gender Balance in the Membership of the Board

As at 31 December 2022, the Board had 3 (23%) female board members and 10 (77%) male board members, with two positions vacant. The Board therefore does not meet the Government target of a minimum 40% representation of each gender in the membership of State Boards.

The Board of Bord Bia are strongly committed to achieving gender balance among its membership, in line with Government policy. The question of gender balance on the Board of Bord Bia is addressed by:

- Considering the skills and expertise gaps, together with the current Board make up when filling vacant positions, taking such opportunities to further strengthen and balance the Board.
- Prioritising sought after skills and industry expertise when filling vacant positions, putting less emphasis on prior board experience.
- Leading, together with AON and in collaboration with The 30% Club, the Agri-food Diversity and Inclusion Forum, (Ag-Dif) whose purpose to advance the D&I agenda in the Irish agri-food industry, with a current focus on gender balance.

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

Ethics in Public Office

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

Freedom of Information

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

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

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

Equality, Diversity and Inclusion

Bord Bia is wholeheartedly committed to equal opportunity employment, and all employment decisions are based on merit, qualifications and abilities. The organisation's recruitment policy reflects the belief that diversity in all areas, including gender expression, cultural, generational, language and national backgrounds is necessary to achieve strategic objectives in domestic and global markets.

In 2022, and in consultation with staff, an enhanced equality, diversity and inclusion policy was developed for Bord Bia, building on previous work in this area. This new policy was approved by Bord Bia's Senior Leadership Team and launched within the organisation. One aim of the policy is to create an environment in which all employees are respected and have the opportunity to participate in and develop within the organisation. The policy ensures that Bord Bia's statutory equality duties as outlined in the Employment Equality Acts 1998-2015 (as amended) and the Equal Status Act 2000 (as amended) are met.

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. There is a policy on sexual harassment in operation to support and protect the dignity of each person. Provisions were made for staff and visitors with physical disabilities in the design and fit-out of Bord Bia's Global Hub, completed in 2022.

Protected Disclosures Act, 2014

There were no protected disclosures made to Bord Bia during 2022.

Safety, Health and Welfare at Work

Bord Bia is implementing the provisions of Safety, Health and 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:

| 2022 | |
|--------------------|---------|
| KWH of electricity | 129,927 |

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 2022, 97% of payments were made within 15 days.

European Union Funding

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

Official Languages Act 2003 and the Official Languages (Amendment) Act 2021

Bord Bia comes under the remit of the Official Languages Act 2003 and the Official Languages (Amendment) Act 2021 (the Acts) to provide a statutory framework for the delivery of services through the Irish language. In accordance with the Acts, 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.

| | 2022 €'000 | 2021 €'000 |
|---|---------------|---------------|
| Legal | 91 | 120 |
| Tax & Financial Advisory | 94 | 83 |
| Public Relations / Marketing | 0 | |
| Pensions & Human Resources | | 0 |
| Business Improvement | 224 | 232 |
| Other | 129 | 171 |
| | 140 | 0 |
| Total Consultancy Costs | 678 | 606 |
| Consultancy Costs Capitalised | 140 | - |
| Consultancy costs charged to Income and Expenditure and Retained Revenue Reserves | 538 | 606 |
| Total | 678 | 606 |

Legal Costs and Settlements

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

| | 2022 €'000 | 2021 €'000 |
|-------------------------------------|---------------|---------------|
| Legal Fees - Legal Consultancy | 91 | 120 |
| Conciliation & Arbitration Payments | - | - |
| Settlements | | |
| Total Legal Costs | 91 | 120 |

Travel and Subsistence Expenditure

Travel and subsistence expenditure is categorised as follows:

| | 2022 €'000 | 2021 €'000 |
|---|---------------|---------------|
| Domestic | | |
| Boards | 18 | 1 |
| Employees | 244 | 57 |
| International | | |
| Boards | - | - |
| Employees | 974 | 263 |
| Total Travel & Subsistence Costs | 1,236 | 321 |

Hospitality

The Income and Expenditure account includes the following hospitality Expenditure:

| | 2022 €'000 | 2021 €'000 |
|--------------------------------|---------------|---------------|
| Staff hospitality | 8 | 4 |
| Client hospitality | - | - |
| Total hospitality Costs | 8 | 4 |

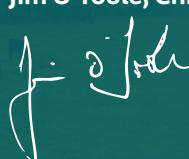
Statement of Compliance

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 2022.

Dan MacSweeney, Chair



Jim O'Toole, Chief Executive



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:

140 Pembroke Road, Dublin 4, D04 NV34.

Auditors:

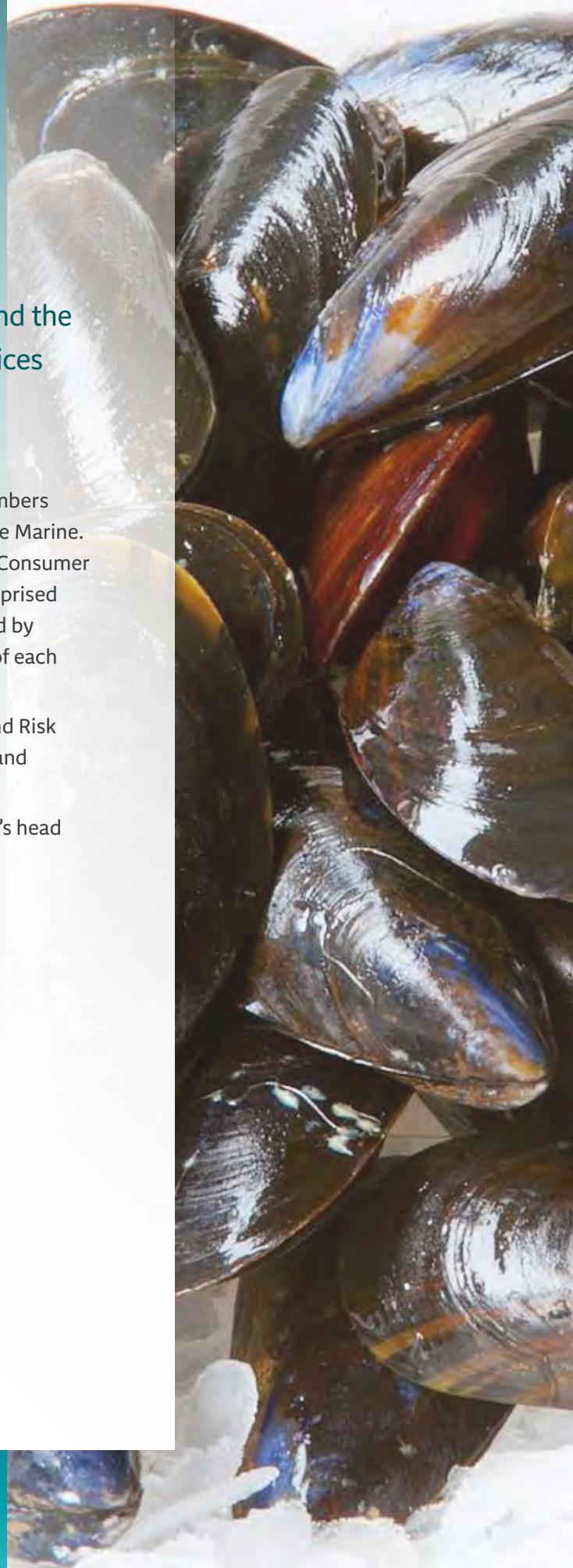
Comptroller and Auditor General

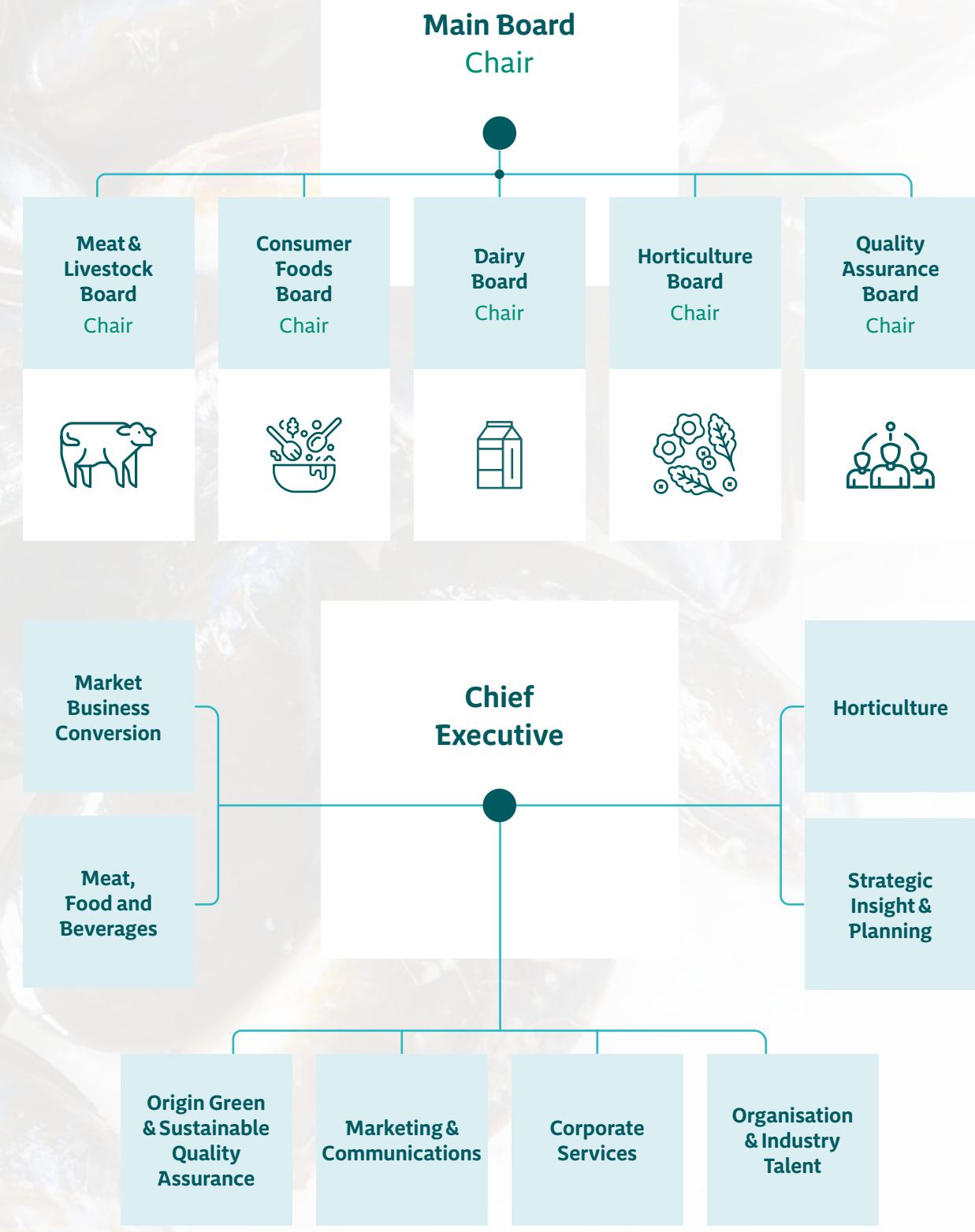
Bankers:

Allied Irish Banks

Solicitors:

Philip Lee Solicitors





Staff Structure

| Chief Executive | Jim O'Toole |
|------------------------------------|-------------------|
| Strategic Insights | Nick Curtis Davis |
| Marketing and Communications | Una Fitzgibbon |
| Global Business Development | Shane Hamill |
| Corporate Services | Susan McDonnell |
| Organisation and Industry Talent | Michael Murphy |
| Meat, Food and Beverages | John Murray |
| Horticulture and Farmer Engagement | Mike Neary |
| Origin Green | Deirdre Ryan |

Overseas Offices

| | |
|------------|------------------------|
| Amsterdam | Laura Crowley |
| Dubai | Kieran Fitzgerald |
| Dusseldorf | Gabriele Weiss Brummer |
| Lagos | Ese Okpomo |
| London | Donal Denvir |
| Madrid | Cecilia Ruiz |
| Milan | James O'Donnell |
| New York | Henry Horkan |
| Paris | Nicolas Ranninger |
| Shanghai | Conor O'Sullivan |
| Singapore | Vacant |
| Stockholm | Linda Madigan |
| Tokyo | Joe Moore |
| Warsaw | Krzysztof Pogorzelec |

In 2022, Bord Bia staff returned to in-person working following Covid-19 lockdowns and the move to the Bord Bia Global Hub. A new hybrid working policy was launched, reflecting the changes to ways of working that resulted from an extended period of remote and home working.

Bord Bia colleagues' engagement with the organisation's purpose and commitment to the delivery of strategy was evidenced in the results of the Great Place to Work Staff survey and accreditation. To maintain staff connection, a programme of monthly Town Halls and other communications activity was carried out throughout the year to keep staff informed on key organizational initiatives.

In 2022, the Bord Bia employer brand remained strong with high levels of interest in Bord Bia roles both internally and externally. Bord Bia's achievement of Great Place to Work accreditation has underlined that position. In 2022, Bord Bia held 28 competitions for permanent roles. Staff turnover did increase when compared to other years, but at a rate lower than in the prevailing market.

Bord Bia's talent management framework is comprised of five key pillars:

1 **Recruitment and Selection** with a focus on securing the best talent.

2 **Leadership and Management Development**, to empower management to support and enable colleagues to deliver on strategy and maximise impact.

3 **High Levels of Staff Engagement** to ensure that all colleagues understand and align to business priorities and the needs of clients and stakeholders,

4

A Learning and Development Framework with a focus on developing internal talent, and making training investments that align to strategy delivery, thereby strengthening Bord Bia's employer brand with both current and potential colleagues; and

5

Succession Planning with a focus on accelerated career development.

In 2022, the Talent/HR Team focused on the following key priorities:

- **Best in Class People and Performance** **Management:** Building best practice people management practices, with a focus on day-to-day quality conversations, and achievement of priorities. Bord Bia encourages a coaching and mentoring style, with an emphasis on continuous talent development. Strong emphasis is placed on personal growth plans, which form a critical part of Bord Bia's personal development process.
- High levels of **Staff Engagement** to support and enhance the unique Bord Bia culture and values.
- The development of a **learning and development framework** for the period 2022-2024 to ensure Bord Bia has the necessary skills to deliver on strategy. Focus is on capability in the focus areas of sustainability, integrated client customer planning and digital transformation.
- Optimising **organisational design** and continually enhancing role clarity and structure in order to strengthen the organisation's ability to deliver the strategy. Revised job descriptions for all roles were developed and published internally.
- Providing an efficient and effective range of employee services through an **HR Management System** (BordBiaHR) and an integrated HR ticketing facility.

The agility of Bord Bia colleagues was strongly evident in 2022 as the organisation adopted a new internal way of working for delivering strategic objectives. Bord Bia's performance development process was central to aligning individuals' personal priorities to the delivery of the Statement of Strategy 2022 to 2025.

Bord Bia Board

CHAIR

Dan MacSweeney

Former Chief Executive, Carbery Group.
Appointed March 1st, 2018

MEMBERS

Lorraine Allen

Managing Director of Brand Innovation Ireland
Appointed January 22nd, 2019

Niall Browne

Chief Executive, Dawn Meats
Appointed January 8th, 2019

Michael Cronin

Agrifood Consultant
Appointed January 22nd, 2019

Tim Cullinan

President Irish Farmers' Association
Appointed January 30th, 2020

Patrick Fitzgerald

Fitzgerald Nurseries
Appointed August 28th, 2022

Tony Keohane

Chair Uisce Éireann
Appointed June 16th, 2018

Karen Kerrigan

Kerrigan's Mushrooms
Appointed June 16th, 2021

Pat McCormack

President Irish Creamery Milk Suppliers' Association
Appointed December 19th, 2017

Sinead McPhillips

Assistant Secretary General, Department
of Agriculture, Food and the Marine
Appointed February 13th, 2018

Tom Moran

Former Secretary General, Department
of Agriculture, Food and the Marine
Appointed June 16th, 2018

Pat Murphy

President and CEO Primary Dairy and Agribusiness,
Kerry Group Plc.
Appointed May 28th, 2019

Jim Woulfe

Former CEO Dairygold Co-Operative Society
Appointed August 28th, 2022

Chief Executive

Jim O'Toole

Secretary/Director

Susan McDonnell

Changes during 2022

Reappointed January 22nd, 2022

Lorraine Allen

Michael Cronin

Reappointed February 9th, 2022

Niall Browne

Reappointed July 1st, 2022

Patrick McCormack

Pat Murphy

Appointed August 28th, 2022

Patrick Fitzgerald

Jim Woulfe

Bord Bia Consumer Foods Board

CHAIR

Lorraine Allen

Managing Director Brand Innovation Ireland

MEMBERS

Alison Cowzer

Co-Founder

East Coast Bakehouse

Margaret Daly

Deputy CEO

Errigal Bay

Kathryn D'Arcy

Corporate Affairs and Communications Director

Irish Distillers

Jacquie Marsh

Director, The Butler's Pantry

Larry Murrin

Managing Director, Dawn Farm Foods

Catherine Neilson

Independent Consultant

John Noonan

Independent Consultant

Pat Rigney

Managing Director, Fastnet Brands Co. Ltd.

Simon Walker

Chief Executive

Kepak Convenience Foods

Changes during 2022

Reappointed January 18th, 2022

Lorraine Allen (Chair)

Reappointed March 24th, 2022

Alison Cowzer

Larry Murrin

John Noonan

Simon Walker

Reappointed July 14th, 2022

Margaret Daly

Appointed October 4th, 2022

Jacquie Marsh

Changes during 2023

Term of Office Ended February 25th, 2023

Maurice Hickey

Michelle Walshe

Bord Bia Meat and Livestock Board

CHAIR

Tony Keohane
Chair Uisce Éireann

MEMBERS

Kevin Comiskey
National Sheep Chair, Irish Farmers' Association

Sorcha Donnelly
Commercial Director, Kepak

Brendan Golden
Chairman, National Livestock Committee, Irish Farmers' Association

Jim Hanley
Chief Executive, Rosderra Irish Meats

Sarah Hanley
Pig and Poultry Policy Executive, Irish Farmers' Association

Martin Kane
Managing Director, ABP Ireland

Frank McMyler
Country Manager, Manor Farm

Jack Molloy
Associated Craft Butchers of Ireland

Des Morrison
Irish Creamery Milk Suppliers' Association

Kevin Quinn
Quinn International Livestock

Nigel Sweetnam
National Poultry Chair, Irish Farmers' Association

Changes during 2022

Tony Keohane
Reappointed (Chair) January 18th, 2022

Des Morrison
Term of Office Ended February 5th, 2022

Ado Carton
Resigned March 1st, 2022

Brendan Golden
Term of Office Ended June 15th, 2022

Des Morrison
Reappointed August 30th, 2022

Kevin Comiskey
Appointed October 4th, 2022

Frank McMyler
Reappointed October 4th, 2022

Nigel Sweetnam

Brendan Golden

Jim Hanley

Bord Bia Dairy Board

CHAIR

Tom Moran

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

MEMBERS

Stephen Arthur

Chair, IFA Dairy Committee

Louise Byrne

Department of Agriculture, Food and the Marine

Pat Clancy

Dairygold Co-operative Society

Eleanor Collins

CFO, Primary Dairy Business, Kerry Group

Anne Maria Cotter

ICMSA

Anne Marie Henihan

CEO, Dairy Production Technology Centre, UCL

John Holland

COO, Carbery

William Meagher

ICOS

Aoife Murphy

Director of Ingredients, Tirlan

Karina Pierce

Professor, Dairy Production, UCD

Anne Randles

Ornua

Eoghan Sweeney

Commercial Director, Lakeland Dairies

Changes during 2022

Re-appointed (Chair) January 18th, 2022

Tom Moran

Resigned March 22nd, 2022

Lorcan McCabe

Term of Office Ended June 15th, 2022

Pat Shiels

Appointed July 1st, 2022

Anne Randles

Appointed October 4th, 2022

Anne Maria Cotter

Changes during 2023

Appointed March 2nd, 2023

Eoghan Sweeney

Bord Bia Quality Assurance Board

CHAIR

Michael Cronin
Agrifood Consultant

MEMBERS

Ruth Dalton
Musgraves

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

Maeve Henchion
Dept. Agrifood Business and Spacial Analysis, Teagasc

Noel Murphy
Dairy Committee Chair, ICMSA

Paul Nolan
Group Development Manager, Dawn Meats

Liam O'Flaherty
Dairygold Co-operative Society

Brian Rushe
Deputy President, Irish Farmers' Association

Siobhan Ward
Technical Manager, Country Crest

Changes during 2022

Term of Office Ended June 15th, 2022
Maurice Walsh
Liam O'Flaherty

Re-appointed October 4th, 2022
Liam O'Flaherty

Appointed October 4th, 2022
Noel Murphy

Term of Office Ended November 21st, 2022
Dermott Jewell
Ruth Dalton
Paul Nolan

Changes during 2023

Resigned January 11th, 2023
Margaret Farrelly
Clonarn Clover

Term of Office Ended 25th February, 2023
Paul Bell
Certification Committee Chair

Re-appointed March 6th, 2023
Ruth Dalton
Paul Nolan

Bord Bia Horticulture Board

CHAIR

Karen Kerrigan
Kerrigan Mushrooms

MEMBERS

Ann Bolger
Wonderfoods

Martin Flynn
Managing Director MF Nurseries

Anna Kavanagh
Horticulturalist and Sector Consultant

Celine Murrin
University College, Dublin

Sarah Slazenger
MD Powerscourt Estate and Garden Centre

Padraig Tully
Tully Nurseries

Dr Jude Wilson
Chief Scientific Officer, MBio - Monaghan
Mushrooms

Changes During 2022

Term of Office Ended May 28th, 2022

Brian O'Reilly
Mushroom Grower
Eoin Reid
Fernhill Garden Centre

Term of Office Ended June 15th, 2022

Paul Brophy
Paul Brophy Produce

Term of Office Ended November 21st, 2022

Thomas McKeown
Bradley Farm

Changes during 2023

Appointed February 2nd, 2023

Martin Flynn
Anna Kavanagh
Sarah Slazenger
Jude Wilson

Term of Office Ended February 25th, 2023

Matt Foley
Kilbush Nurseries

Con Traas
The Apple Farm
Celine Murrin
UCD School of Public Health

Accounts



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 2022 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 2022 and of its income and expenditure for 2022 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

20 June 2023

Appendix to the report

Responsibilities of Board members

The governance statement and Board members' report sets out the Board members' responsibilities for

- the preparation of annual financial statements in the form prescribed under section 21 of the An Bord Bia Act 1994
- ensuring that the financial statements give a true and fair view in accordance with FRS102
- ensuring the regularity of transactions
- assessing whether the use of the going concern basis of accounting is appropriate, and
- implementing such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Responsibilities of the Comptroller and Auditor General

I am required under section 21 of the An Bord Bia Act 1994 to audit the financial statements of An Bord Bia and to report thereon to the Houses of the Oireachtas.

My objective in carrying out the audit is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement due to fraud or error. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with the ISAs, I exercise professional judgment and maintain professional scepticism throughout the audit. In doing so,

- I identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- I obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal controls.
- I evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures.

• I conclude on the appropriateness of the use of the going concern basis of accounting and, based on the audit evidence obtained, on whether a material uncertainty exists related to events or conditions that may cast significant doubt on An Bord Bia's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my report. However, future events or conditions may cause An Bord Bia to cease to continue as a going concern.

• I evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I report by exception if, in my opinion,

- I have not received all the information and explanations I required for my audit, or
- the accounting records were not sufficient to permit the financial statements to be readily and properly audited, or
- the financial statements are not in agreement with the accounting records.

Information other than the financial statements

My opinion on the financial statements does not cover the other information presented with those statements, and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, I am required under the ISAs to read the other information presented and, in doing so, consider whether the other information is materially inconsistent with the financial statements or with knowledge obtained during the audit, or if it otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

Reporting on other matters

My audit is conducted by reference to the special considerations which attach to State bodies in relation to their management and operation. I report if I identify material matters relating to the manner in which public business has been conducted.

I seek to obtain evidence about the regularity of financial transactions in the course of audit. I report if I identify any material instance where public money has not been applied for the purposes intended or where transactions did not conform to the authorities governing them.

Statement on Internal Control

Scope Of Responsibility

On behalf of the Board of Bord Bia, I acknowledge our responsibility, as described in the Corporate Statement, for ensuring that an effective system of internal control is maintained and operated.

Purpose of The System of Internal Control

The system can provide reasonable, but not absolute, assurance that assets are safeguarded, transactions authorised and properly recorded and that material errors or irregularities are either prevented or would be detected in a timely period. The system of internal control, which accords with guidance issued by the Department of Public Expenditure and Reform has been in place in Bord Bia for the year ended 31 December 2022 and up to the date of approval of the financial statements.

Capacity to Handle Risk

The Board has taken steps to ensure an appropriate control environment is in place by:

- Clearly defining management responsibilities and powers.
- Establishing formal procedures for monitoring the activities and safeguarding the assets of the organisation.
- Developing a culture of accountability across all levels of the organisation.

Risk and Control Framework

The Board has established processes to identify and evaluate business risks by:

- Identifying the nature, extent and financial implication of risks facing the body, including the extent and categories which it regards as acceptable.
- Assessing the likelihood of identified risks occurring.
- Working closely with Government, engaging with stakeholders in the food and drink industry and with various agencies to ensure that there is a clear understanding of Bord Bia goals and support for the Board's strategies to achieve those goals.
- Establishing procedures to ensure that the schemes and programmes administered by the body are in accordance with the legislation governing their operation and that appropriate risk management systems are in place.

The Board can conclude that the processes in place to identify and evaluate business risks were operating effectively and as intended during the period. The system of internal control is based on a framework of regular management information, administration procedures including segregation of duties, authorisation limits and a system of delegation and accountability.

In particular it includes:

- A comprehensive budgeting system with an annual budget which is reviewed and agreed by the Board.
- Regular reviews by the Board of periodic and annual financial reports which indicate financial performance against forecasts.
- Setting targets to measure financial and other performance.
- Adherence to the relevant aspects of the Public Spending Code.
- Clearly defined capital investment control processes.

Bord Bia has an outsourced internal audit function, which operates in accordance with the Code of Practice for the Governance of State Bodies and, which reports directly to the Audit and Risk Committee. The work of internal audit is informed by analysis of the risk to which the body is exposed and annual internal audit plans are based on this analysis. The analysis of risk and the Internal Audit plan are endorsed by the Audit and Risk Committee and reported to the Board. The risk register is reviewed at each Audit and Risk Committee meeting and at each Board meeting. The Audit and Risk Committee meets on a regular basis throughout the year to review and confirm the ongoing adequacy and effectiveness of the system of internal control.

Ongoing Monitoring and Review

The Board's monitoring and review of the effectiveness of the system of internal control is informed by the work of the Internal Auditor, the Audit and Risk Committee which oversees the work of the internal auditor, the executive managers within Bord Bia who have responsibility for the development and maintenance of the internal control framework and by the work of the Comptroller and Auditor General in his annual audit.

The Financial Statements have been prepared in accordance with the Code of Practice for the Governance of State Bodies 2016.

Procurement

The quality assurance process, as per the Public Spending Code, was carried out for the audit period. This provided confirmation that the body is in compliance with current procurement rules as set out by the Office of Government Procurement, and the requirements of the Public Spending Code.

Impact of Covid-19 Pandemic to the Control Environment

The onset of the Covid-19 pandemic in early 2020, and the resulting public health advice and safety measures, changed the working practices of Bord Bia with remote working becoming the norm for Bord Bia staff.

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 December 31st, 2022, the Board conducted a review of the effectiveness of the system of internal control. The review was conducted in November / December 2022 and the report was presented to the Audit and Risk Committee in March 2023 and to the Board in April 2023.

Internal Control Issues

There were no material weaknesses in internal control, or breaches in control, material losses, or frauds reported in relation to 2022 that require disclosure in the financial statements. On behalf of the Board

Dan MacSweeney, Chair

Dan MacSweeney

Date:

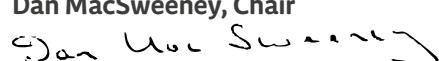


Statement of Income and Expenditure and Retained Revenue Reserves

for the financial year ended 31 December

| | Notes | 2022 €'000 | 2021 €'000 |
|--|---------|----------------|---------------|
| Income | | | |
| Oireachtas Grants | 2(a) | 52,300 | 51,550 |
| Oireachtas - Other Funding: | | | |
| Food Dude National Roll Out | 2(b) | 3,358 | 2,891 |
| Quality Assurance Schemes Special Funding | 2(c) | 6,936 | 6,849 |
| Food Promotions Special Funding | 2(d) | 6,165 | 4,916 |
| Statutory Levy | 2(e) | 6,139 | 5,856 |
| Project and Other Income | 2(f) | 8,304 | 5,571 |
| Net deferred funding for Retirement Benefits | 11(a) i | 4,066 | 3,523 |
| Total Income | | 87,268 | 81,156 |
| Expenditure | | | |
| Marketing and Promotional Expenditure | 5(a) | 50,484 | 44,336 |
| Food Dude National Roll Out | | 3,358 | 2,981 |
| Quality Assurance Schemes | | 7,044 | 6,797 |
| Marketing Finance | 5(b) | 858 | 1,375 |
| Pay and Retirement Benefit Costs | 6 | 17,975 | 17,031 |
| Operating Expenditure | 4 | 5,100 | 2,290 |
| Total Expenditure | | 84,819 | 74,810 |
| Operating surplus | | 2,449 | 6,346 |
| Transfer to the Capital Account | 3 | (4,521) | (176) |
| Interest receivable | | 0 | 0 |
| Interest payable | | 0 | 0 |
| Net surplus for the financial year before Retirement Benefit Contribution to the Exchequer | | (2,072) | 6,170 |
| Retirement Benefit Contribution to the Exchequer | | (1,500) | (1,247) |
| Net surplus / (deficit) for the financial year after Retirement Benefit Contribution to the Exchequer | | (3,572) | 4,923 |
| Retained Revenue Reserves at 1 January | | 7,707 | 2,784 |
| Retained Revenue Reserves at 31 December | | 4,135 | 7,707 |

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


Jim O'Toole, Chief Executive


Date: 16th June 2023

Date: 16th June 2023

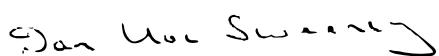
Statement of Comprehensive Income

for the financial year ended 31 December

| | Notes | 2022 €'000 | 2021 €'000 |
|--|----------|----------------|---------------|
| Net (deficit) / Surplus for the year | | (3,572) | 4,923 |
| Actuarial Gain / (loss) on Retirement Benefit Scheme Liabilities | 11(a)iii | 25,449 | (4,862) |
| Adjustment to Deferred Retirement Benefit Funding | 11(a)iii | (25,449) | 4,862 |
| Total Comprehensive (Expenditure) / Income for the year | | (3,572) | 4,923 |

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

Dan MacSweeney, Chair



Date: 16th June 2023

Jim O'Toole, Chief Executive



Date: 16th June 2023

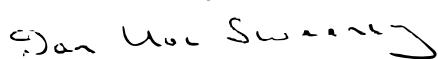
Statement of Financial Position

as at 31 December

| | Notes | 2022 €'000 | 2021 €'000 |
|--|-------|---------------|---------------|
| ASSETS EMPLOYED | | | |
| Fixed Assets | | | |
| Property, Plant and Equipment | 7 | 5,149 | 628 |
| Current Assets | | | |
| Inventories | | 3 | 3 |
| Trade and Other Receivables | | 7,936 | 8,214 |
| Cash and Other Equivalents | 8 | 16,442 | 11,713 |
| | | 24,381 | 19,930 |
| Current Liabilities : Amounts falling due within one year | | | |
| Trade and Other Payables | 9 | 20,246 | 12,223 |
| Net Current Assets | | 4,135 | 7,707 |
| Total Assets less current liabilities | | 9,284 | 8,335 |
| Long Term Liabilities: amounts falling due after more than one year | | | |
| Retirement Benefit Liabilities | 11 | (60,285) | (81,799) |
| Deferred Retirement Benefit Funding | 11 | 60,285 | 81,799 |
| | | - | - |
| Total Assets less Liabilities | | 9,284 | 8,335 |
| FINANCED BY | | | |
| Capital and reserves | | | |
| Capital account | 3 | 5,149 | 628 |
| Statement of Income and Expenditure and Retained Revenue Reserves | | 4,135 | 7,707 |
| | | 9,284 | 8,335 |

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

Dan MacSweeney, Chair



Date: 16th June 2023

Jim O'Toole, Chief Executive



Date: 16th June 2023

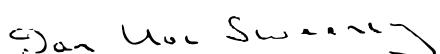
Statement of Cash Flows

for the financial year ended 31 December

| | 2022 €'000 | 2021 €'000 |
|--|---------------|---------------|
| Cash flows from Operating Activities | | |
| (Deficit) / Surplus for the financial year | (3,572) | 4,923 |
| Adjustments for: | | |
| Depreciation of Tangible Assets | 757 | 179 |
| Capital Account Transfer | 4,521 | 176 |
| Interest Received | 0 | 0 |
| Decrease / (Increase) in Inventories | 0 | 0 |
| Decrease / (Increase) in trade and other receivables | 278 | (2,133) |
| Increase in trade and other payables | 8,023 | 399 |
| (Decrease) in other provisions | 0 | (1,040) |
| Net Cash Inflow from Operating Activities | 10,007 | 2,504 |
| Cash flows from investing activities | | |
| Purchases of property plant and equipment | (5,278) | (359) |
| Interest Received | 0 | 0 |
| Loss on disposal of fixed asset | 0 | 4 |
| Net Cash from investing activities | (5,278) | (355) |
| Net Increase in Cash and Cash Equivalents | 4,729 | 2,149 |
| Cash and Cash Equivalents at 1 January | 11,713 | 9,564 |
| Cash and Cash Equivalents at 31 December | 16,442 | 11,713 |

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

Dan MacSweeney, Chair



Date: 16th June 2023

Jim O'Toole, Chief Executive



Date: 16th June 2023

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 2022 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), ("FRS 102"), and with the An Bord Bia Act, 1994. The financial statements have been prepared on the historical cost convention. The following accounting policies have been applied consistently in dealing with items which are considered material in relation to An Bord Bia's financial statements.

The financial statements are presented in Euro (€), the functional currency.

(b) Critical accounting judgments and estimates

Preparation of the financial statements requires management to make critical accounting judgements, assumptions and estimates. The items in the financial statements where these judgments and estimates have been made include:

- Income from domestic levies is based on the estimated number of slaughtered livestock;
- Provisions for doubtful trade receivables;
- Provisions for retirement benefit liabilities, which are based on actuarial calculations ;
- Provisions for depreciation;
- Provisions for impairment of Property, Plant and Equipment; and
- Provisions for building dilapidations.

(c) Income

Income shown in the financial statements under Oireachtas Grants represents the actual receipts from this source in the period.

Income from the Quality Assurance Schemes Special Funding, the Food Dude National Roll-Out and Food Promotions Special Funding is released to revenue in line with expenditure and any balances due to or from Bord Bia are included in Trade and Other Receivables and Trade and Other Payables as appropriate.

Income arising from the Statutory Levy is accounted for on the accruals basis.

(d) Principal accounting policies

(1) Property, plant and equipment

Property, plant and equipment are funded from Oireachtas grants and are measured at cost less accumulated depreciation and any accumulated impairment losses. Depreciation is calculated to write down the cost less estimated residual value of all tangible fixed assets, over their expected useful lives, using the straight-line method. The normal rates applicable are:

| | |
|------------------------|-------|
| Leasehold improvement | 10% |
| Furniture and fittings | 12.5% |
| Computer equipment | 33.3% |
| Office equipment | 20% |

(2) Impairment of Property, Plant and Equipment

At each reporting date Property, Plant and Equipment are reviewed to determine whether there is any indication that those assets have suffered an impairment loss. If there is an indication of possible impairment, the recoverable amount of any affected asset is estimated and compared with its carrying amount. If the estimated recoverable amount is lower, the carrying amount is reduced to its estimated recoverable amount, and an impairment loss is recognised immediately in the Statement of Income and Expenditure and Retained Revenue Reserves.

(3) Inventory

Inventory is measured using the First In, First Out (FIFO) method.

(4) Trade and Other Receivables

Short term receivables are measured at transaction price, less any provisions for doubtful debts.

Known bad debts are written off.

(5) Trade and Other Payables

Short term payables are measured at the transaction price.

(6) Provisions for Liabilities and Charges

Provisions are recognised when An Bord Bia has a present obligation (legal or constructive) as a result of a past event, which it is probable that the organisation will be required to settle, and a reliable estimate can be made of the amount of such obligation.

The amount recognised as a provision for such obligations is the best estimate of the consideration required to settle the obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation.

Where the effect of the time value of money is material, the amount expected to be required to settle the obligation is recognised at present value using a pre-tax discount rate where appropriate. The unwinding of the discount is recognised as a finance cost in the Statement of Income and Expenditure and Retained Revenue Reserves in the period it arises.

(e) Employee benefits

Retirement Benefits

There are three Superannuation Schemes in operation within Bord Bia.

The Bord Bia main scheme is an unfunded scheme since 31st December 2009. Prior to 1st January 2010 employer and employee contributions were paid into a fund. Under the terms of the Financial Measures (Miscellaneous Provisions) Act, 2009, the assets of the scheme were transferred to the National Pension Reserve Fund with effect from 31st December 2009. The scheme continues in being for existing members.

From 1st January 2010, Bord Bia became responsible for the administration of the retirement benefit payments to pensioners on behalf of the Exchequer. Under the new arrangement, the funding contribution will continue in being and is payable to the Department of Agriculture, Food and the Marine after taking account of retirement benefits paid. The Department will provide funding where the retirement benefits paid exceed the funding and employer contributions.

With regard to employees of the former Bord Glas, a non- contributory defined benefit retirement benefit scheme and a contributory spouses and children's scheme are operated on an administrative basis pending the authorisation of the schemes by the Minister for Public Expenditure and Reform. Under the provisions of An Bord Bia (Amendment) Act, 2004, all staff of the former Bord Glas were transferred to Bord Bia with effect from 1st July 2004.

The new Single Public Service Pension Scheme ("Single Scheme") commenced with effect from 1 January 2013. All new entrants to pensionable public service employment on or after 1 January 2013 are, in general, members of the Single Scheme. The rules of the Single Scheme are set down in the Public Service Pensions (Single Scheme and Other Provisions) Act 2012.

Retirement benefit costs reflect retirement benefits earned by employees in the year. An amount corresponding to the retirement benefit charge is recognised as income to the extent that it is recoverable, and offset by Grants received in the year to discharge retirement benefit payments for the Bord Glas scheme and any deficit in funding arising on the Bord Bia scheme.

Actuarial gains or losses arising on scheme liabilities are reflected in the Statement of Comprehensive Income and a corresponding adjustment is recognised in the amount recoverable from the Department of Agriculture, Food and the Marine.

Retirement Benefit Liabilities represent the present value of future retirement benefit payments earned by staff to date. Deferred Retirement Benefit Funding represents the corresponding asset to be recovered in future periods from the Department of Agriculture, Food and the Marine.

Short-term benefits

Short-term benefits such as holiday pay are recognised as an expense in the year, and benefits that are accrued at year-end are included in the 'Trade and Other Payables' figure in the Statement of Financial Position.

(f) Foreign currency translation

In preparing the financial statements, transactions in currencies other than the functional currency ("foreign currencies") are recognised at the spot rate at the dates of the transactions or at an average rate where this rate approximates the actual rate at the date of the transaction. At the end of each reporting period, monetary items denominated in foreign currencies are retranslated at the rates prevailing at that date. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated. Exchange differences are recognised in the Statement of Income and Expenditure and Retained Revenue Reserves in the period in which they arise.

(g) Leased Assets

Rentals in respect of operating leases are charged to the Statement of Income and Expenditure and Retained Revenue Reserves as incurred.

(h) Capital Account

The capital grant element of Oireachtas grants received by Bord Bia is credited to the Capital Account as set out in note 3, and is transferred to the Statement of Income and Expenditure and Retained Revenue Reserves over the expected useful lives of the assets to which it relates, in line with depreciation.

(i) Taxation

Provision has been made in respect of all VAT, withholding tax and payroll liabilities.

2. Operating Income

- (a) Oireachtas grants of €52,300,000 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 €3,358,000 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 €6,936,000 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:

| | 2022 €'000 | 2021 €'000 |
|---|---------------|---------------|
| Promotions | | |
| Beef & Lamb | 380 | 0 |
| Pork & Beef | 137 | 1,346 |
| Mushroom | 810 | 29 |
| Lamb | 0 | (37) |
| Dairy | 435 | 0 |
| Fresh Produce | 325 | 0 |
| Potato | 534 | 548 |
| Green Cities | 89 | 29 |
| Pork & Poultry | 890 | 881 |
| Trade Fairs | | |
| Fuzhou International Fisheries Show | 0 | 10 |
| Food Hotel Asia | 38 | 0 |
| Seafood - Shanghai | 88 | 0 |
| Guangzhou Fishery & Seafood Expo Trade Fair | 0 | 14 |
| Hotelex Chengdu | 0 | 10 |
| China Fisheries | 43 | 51 |
| Conxemar | 100 | 40 |
| SENA (Boston) | 238 | 0 |
| Seafood Expo Global | 643 | 0 |
| Japan International Seafood | 0 | 40 |
| Other | | |
| Seafood Campaign Ireland | 984 | 727 |
| Lean Initiatives- Meat | 0 | 69 |
| Brexit Adjustment Reserve (BAR) | 0 | 70 |
| Organic Seafood Campaigns Europe | 96 | 361 |
| Seafood FOTS | 50 | 0 |
| Seafood Accelerator | 0 | 150 |
| Seafood - Growing New Business | 137 | 230 |
| Seafood Activation China | 72 | 140 |
| SFSI Project - Vietnam | 64 | 0 |
| Seafood Insight | 12 | 208 |
| | 6,165 | 4,916 |

(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 2022, all levies were accounted for on an accruals basis.

(f) Project and other income includes industry contributions to joint promotions, trade fairs, information services and seminar and conference fees.

3. Capital Account

The Capital Account represents the cumulative grants received that have been transferred from the Statement of Income and Expenditure and Retained Revenue Reserves.

The Reserves represent the cumulative surplus of income over expenditure.

| | 2022 €'000 | 2021 €'000 |
|--|---------------|---------------|
| Capital Account Balance at 1 January | 628 | 452 |
| Amount capitalised in respect of purchased fixed assets | 5,278 | 359 |
| Amounts released on disposal of fixed assets | 0 | (4) |
| Amortisation in line with asset depreciation | (757) | (179) |
| Net transfer from the Statement of Income and Expenditure and Retained Revenue Reserves. | 4,521 | 176 |
| Balance at 31 December | 5,149 | 628 |

4. Operating Expenditure

| | 2022 €'000 | 2021 €'000 |
|--|---------------|---------------|
| The net surplus is stated after charging: | | |
| Depreciation of property plant and equipment | 757 | 179 |
| Rent and Rates | 1,618 | 1,817 |
| Auditors Remuneration | 31 | 31 |
| General Business Expenses | 2,694 | 263 |
| Total | 5,100 | 2,290 |

5. Marketing and Promotional Expenditure

(a) Analysis by the Statement of Strategy Strategic Priorities / We Must Do Deliverables

| | 2022 €'000 | 2021 €'000 |
|---|---------------|---------------|
| Insights to Power Growth | 0 | 7,178 |
| Leading through People | 0 | 4,252 |
| Building Reputation for Growth - Providing Proof | 0 | 3,174 |
| Driving Success and Growth in the Market | 0 | 9,759 |
| Building Reputation for Growth - Marketing | 0 | 18,112 |
| WMD 1: Build Food Brand Ireland and further develop its proof points | 22,357 | 0 |
| WMD2: Better ways for clients and customers to connect and build partnerships | 16,510 | 0 |
| WMD 3:Nuture Industry Talent & Foster Client capability | 4,248 | 0 |
| WMD 4: Champion Insight-Led Innovation and Brand Development | 4,771 | 0 |
| Support Services | 2,598 | 1,861 |
| Total | 50,484 | 44,336 |

(b) Marketing Finance

In 2022, grants totalling €628,000 (€691,000 in 2021) were made under the Marketing Assistance Programme. Grants totalling €65,000 (€41,000 in 2021) were made under the Step Change Programme. Grants totalling €165,000 (€643,000 in 2021) were paid under the Covid-19 grant Programme in 2022.

6. Remuneration

| | 2022 €'000 | 2021 €'000 |
|---|---------------|---------------|
| Staff costs during the financial year were as follows: | | |
| Staff short-term benefits | 12,516 | 12,028 |
| Employer's Contribution to social welfare | 1,393 | 1,480 |
| Termination benefits | 0 | 0 |
| Retirement benefit costs | 4,066 | 3,523 |
| | 17,975 | 17,031 |
| Staff short-term benefits | | |
| Marketing and promotion | 15,401 | 14,647 |
| Administration | 2,574 | 2,384 |
| | 17,975 | 17,031 |
| Split of Employee Numbers (Whole time equivalents) | | |
| Marketing and promotion | 131 | 125 |
| Administration | 21 | 23 |
| | 152 | 148 |
| Split of Staff short-term benefits | | |
| Salary | 12,484 | 12,028 |
| Overtime | 0 | 0 |
| Allowances | 32 | 0 |
| | 12,516 | 12,028 |
| Termination Benefits | | |
| 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 2022. Note the following are before any deduction related to the public sector pension levy.

| | Number of Employees | |
|--------------------------|---------------------|------|
| | 2022 | 2021 |
| Employee benefits | | |
| €60,000 to €69,999 | 15 | 9 |
| €70,000 to €79,999 | 23 | 33 |
| €80,000 to €89,999 | 20 | 22 |
| €90,000 to €99,999 | 28 | 17 |
| €100,000 to €109,999 | 6 | 3 |
| €110,000 to €119,999 | 4 | 5 |
| €120,000 to €129,999 | 3 | 3 |
| €130,000 to €139,999 | - | - |
| €140,000 to €149,999 | 1 | - |
| €150,000 to €159,999 | - | - |
| €160,000 to €169,999 | - | 1 |

| | 2022 €'000 | 2021 €'000 |
|---|----------------|----------------|
| The remuneration of the Chief Executive included in the above pay costs is as follows: | | |
| Tara McCarthy (resigned 10 June 2022) | 79,025 | 169,906 |
| Michael Murphy (Interim) | 69,095 | - |
| Jim O'Toole (appointed 1 November 2022) | 29,976 | - |
| Total remuneration | 178,096 | 169,906 |

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.

| | 2022 €'000 | 2021 €'000 |
|--|---------------|---------------|
| Key Management Personnel included in the above pay costs is as follows: | | |
| Salary | 587 | 702 |
| Allowances | 0 | 0 |
| Termination benefits | 0 | 0 |
| Health insurance | 0 | 0 |
| | 587 | 702 |

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 2022 was 152 (2021: 148). The cost of certain employees amounting to €317,765 (2021: €319,221) is included in Marketing and Promotional expenditure. A total pension levy amount of €277,916 (2021: €310,632) was paid over to the Department of Agriculture, Food and the Marine during 2022.

7. Property, Plant and Equipment

| | Leasehold Improvements | Furniture and Fittings | Computer Equipment | Office Equipment | Total |
|--|------------------------|------------------------|--------------------|------------------|--------------|
| Cost | €'000 | €'000 | €'000 | €'000 | €'000 |
| At 1 January 2022 | 1,262 | 346 | 936 | 184 | 2,728 |
| Additions | 4,472 | 174 | 70 | 562 | 5,278 |
| Disposals | 0 | 0 | 0 | 0 | 0 |
| At 31 December 2022 | 5,734 | 520 | 1,006 | 746 | 8,006 |
| Depreciation | | | | | |
| At 1 January 2022 | 742 | 292 | 889 | 177 | 2,100 |
| Charged for the financial year | 543 | 42 | 55 | 117 | 757 |
| Disposals | 0 | 0 | 0 | 0 | 0 |
| At 31 December 2022 | 1,285 | 334 | 944 | 294 | 2,857 |
| Net book amount at 31 December 2022 | 4,449 | 186 | 62 | 452 | 5,149 |
| Net book amount at 31 December 2021 | 520 | 54 | 47 | 7 | 628 |

8. Trade and other Receivables

| | 2022 €'000 | 2021 €'000 |
|--------------------------------|---------------|---------------|
| Trade Receivables | 5,048 | 4,584 |
| Less Provision for bad debts | (532) | (500) |
| | 4,516 | 4,084 |
| Prepayments and Accrued Income | 3,420 | 4,130 |
| | 7,936 | 8,214 |

9. Trade and other Payables

| | 2022 €'000 | 2021 €'000 |
|--|---------------|---------------|
| Amounts falling due within one year | | |
| Trade Payables | 6,353 | 4,148 |
| Taxation and Social welfare (note 10) | 2,314 | 2,275 |
| Accruals* | 3,945 | 5,648 |
| Deferred income | 7,634 | 152 |
| | 20,246 | 12,223 |

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 €209,000 (2021: €219,000). 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

| | 2022 €'000 | 2021 €'000 |
|--|---------------|---------------|
| Amounts falling due within one year | | |
| VAT | 1,284 | 1,106 |
| Withholding Tax | 601 | 717 |
| Payroll taxes | 299 | 340 |
| PRSI | 130 | 112 |
| | 2,314 | 2,275 |

Section 227 of the Taxes Consolidation Act 1997 provides an exemption from tax for income of non-commercial state bodies. An Bord Bia is liable to employer taxes in Ireland and complies with related withholding, reporting and payment obligations as appropriate.

11. Retirement Benefit Costs

| A i) Analysis of total retirement benefit costs charged to the Statement of Income and Expenditure and Retained Revenue Reserves. | 2022 €'000 | 2021 €'000 |
|---|---------------|---------------|
| Service cost | 3,382 | 3,321 |
| Employee contributions | (557) | (555) |
| Current service cost | 2,825 | 2,766 |
| Interest cost | 1,241 | 757 |
| Total | 4,066 | 3,523 |

A ii) Contribution to the Exchequer

In accordance with the Financial Measures (Miscellaneous Provisions) Act 2009 and the arrangements set out in the accounting policies, contributions payable to the Exchequer and retirement benefits paid on behalf of the Exchequer amounted in total to €1,500,000 in the year (2021: €1,247,000). There was a nil liability due at 31 December 2022 (2021: 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 | 2022 €'000 | 2021 €'000 |
|---|---------------|----------------|
| Total remeasurement effects recognised | 25,449 | (4,862) |

| B i) Present value of scheme obligations | 2022 €'000 | 2021 €'000 |
|---|---------------|---------------|
| Present value of scheme obligations at beginning of year | 81,799 | 74,655 |
| Service Cost | 3,382 | 3,321 |
| Interest Cost | 1,241 | 757 |
| Plan introductions, changes, curtailments and settlements | 788 | (572) |
| Actuarial Loss / (gain) | (25,449) | 4,862 |
| Benefits paid | (1,476) | (1,224) |
| Present value of scheme obligations at end of year | 60,285 | 81,799 |

B ii) Deferred Funding Asset

Under the terms of the Financial Measures (Miscellaneous Provisions) Act 2009, the assets of the Bord Bia Superannuation Schemes were transferred to the National Pension Reserve Fund with effect from 31 December 2009. The retirement benefit schemes associated with these funds continue in force for existing members with no impact on their benefits or associated provision for members. The Department of Agriculture, Food and the Marine will provide funding where the retirement benefits paid exceed contributions. An Bord Bia has adapted the treatment and disclosures required by the accounting standard, Financial Reporting Standard 102 (Section 28) to reflect the arrangements in operation.

While the funding arrangement operates on a net pay over basis with the Department, An Bord Bia is satisfied that the nature of the arrangement is akin to a full reimbursement of the retirement benefit liability when those liabilities fall due for payment and therefore recognises its right to the reimbursement as a separate asset in the amount equal to the liability at the year end. An Bord Bia also recognises an asset corresponding to the unfunded liability for retirement benefits on the Bord Glas scheme on the basis of a number of assumptions and past events, including the statutory basis for the establishment of the superannuation schemes and the policy and practice currently in place in relation to funding public services retirement benefits, including the annual estimates process.

A deferred funding asset of €60.285 million equal to the retirement benefit liability is recognised at 31 December 2022 (2021: €81.799 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 €4.066 million and adjustments arising from the actuarial gain of €25.449 million and from retirement benefits payable under the Bord Bia scheme of €1.476 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. | 2022 €'000 | 2021 €'000 |
|--|---------------|---------------|
| Funding recoverable in respect of current year retirement benefit costs | 4,066 | 3,523 |
| | 4,066 | 3,523 |

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 2022 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:

| | 31/12/2022 | 31/12/2021 |
|--|------------|------------|
| Discount Rate | 3.65% | 1.50% |
| Inflation Rate | 2.65% | 2.20% |
| Salary increases | 4.65% | 4.20% |
| Retirement benefit increases for Superannuation scheme | 4.15% | 3.70% |
| Retirement benefit increases for Single scheme | 2.65% | 2.20% |
| Plan membership census date | 31/12/2022 | 31/12/2021 |

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 | 22.1 | 24.4 |
| 65 in 20 years | 24.3 | 26.4 |

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

| | 2022 €'000 | 2021 €'000 | 2020 €'000 | 2019 €'000 | 2018 €'000 |
|--|-----------------|---------------|---------------|---------------|---------------|
| Defined benefit obligations | 60,285 | 88,943 | 74,655 | 74,725 | 65,406 |
| Fair value of scheme assets | - | - | - | - | - |
| Deficit on Superannuation Schemes | (60,285) | (88,943) | (74,655) | (74,725) | (65,406) |
| Experience adjustments on scheme obligations | 25,449 | (4,862) | 2,437 | (6,358) | 3,215 |
| Experience adjustments on scheme assets | - | - | - | - | - |

12. Commitments

Funding

In terms of the Marketing Finance Programmes operated by Bord Bia, management have committed to €973,000 (2021: €1,269,000) 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.

| | 2022 €'000 | 2021 €'000 |
|-------------------|---------------|---------------|
| At 1 January 2023 | 1,269 | 2,076 |
| (Reductions) | (296) | (807) |
| At 31 December | 973 | 1,269 |

Operating leases

The future minimum annual operating lease payments are as follows:

| | 2022 €'000 | 2021 €'000 |
|----------------------------|---------------|---------------|
| Within one year | 2,132 | 610 |
| Between one and five years | 2,105 | 2,010 |
| Beyond five years | 2,105 | 2,010 |

An Bord Bia occupied premises at 140 Pembroke Road, Ballsbridge, Dublin 4 under a rental agreement. This agreement commenced in 2021. The total charges including rent, rates and other accommodation costs for these premises in 2022 was €960,000.

In addition, Bord Bia occupies fourteen other properties in various locations internationally. The rent paid on these premises in 2022 was €658,000.

13. Capital Commitments

There was a nil capital commitment (€3,628,171 in 2021) in relation to the fitout, cabling, IT infrastructure and other equipment at the new head office at 31 December 2022. A contract for the fit-out element was entered into in November 2021.

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 objective of Bord Bia are summarised as follows:

“To bring Ireland’s outstanding food, drink and horticulture produce to the world, thus enabling the growth and sustainability of producers.”

16. Approval Of Financial Statements

The Board approved the financial statements on 16th June 2023.

Marketing Assistance Grant Payments

| Company Name | Payment € | Company Name | Payment € |
|--------------------------------------|-----------|---|-----------|
| ABC Nutrition Ltd | 12,000.00 | Dessert First | 5,415.00 |
| Achill Mountain Lamb | 4,113.95 | DropChef Ltd | 4,000.00 |
| Achill Oysters | 3,394.47 | Durrus Farmhouse Cheese | 2,407.65 |
| All Real Nutrition | 6,000.00 | Elmgrove Farm | 1,122.89 |
| Allied Irish Growers | 1,338.92 | Emile Patissier Ltd | 9,000.00 |
| AllinAll Ingredients Ltd | 4,204.00 | Genovese Foods Ltd | 3,261.38 |
| An Sean-Teach Ltd | 1,417.50 | Goatsbridge Fish Processors Ltd | 10,000.00 |
| AP Fine Foods Ltd | 8,000.00 | Gortinore Distillery Ltd | 3,647.93 |
| Ballykelly Farm Ltd | 6,000.00 | Harvest Moon Foods | 5,000.00 |
| Ballymooney Foods Ltd | 4,757.47 | Hassetts Bakers & Confectioners | 12,000.00 |
| Barr an Uisce Irish Whiskey | 3,956.12 | Healy's Honey Ltd | 16,000.00 |
| Barry John Gourmet Sausages | 5,000.00 | Hyde Irish Whiskey | 12,000.00 |
| Beechill Bulbs Ltd | 3,539.34 | Ice Cream Treats Ltd | 5,771.58 |
| Beechlawn Organic Farm Ltd | 9,799.02 | Irish Hereford Prime CLG | 7,296.09 |
| Beekon Batches Ltd | 6,000.00 | Irish Oysters Harvest Ltd | 4,598.30 |
| Blath na Mara | 632.50 | Irish Seaspray | 10,490.62 |
| Bluebell Falls Ltd | 6,382.26 | Island Seafoods Ltd | 10,000.00 |
| Burren Smokehouse | 10,000.00 | Jack & Eddies Ltd | 7,000.00 |
| Cashel Farmhouse Cheesemakers | 15,464.95 | Jane Russell's Original Irish | 7,333.83 |
| Certified Irish Angus Producer Group | 5,000.00 | Janet's Country Fayre Ltd | 1,869.00 |
| Clonakilty Distillery Ltd | 12,000.00 | Java Republic | 12,000.00 |
| Coffee House Lane | 10,000.00 | JOD Food Products | 9,000.00 |
| Complex Nutrition | 12,000.00 | John Hickey & Sons | 4,000.00 |
| Con Traas Ltd | 3,550.37 | Kearneys Home Baking | 7,782.25 |
| Connemara Ingredients ULC | 5,000.00 | Keeling F.Juices Ltd | 10,000.00 |
| Connemara Seafoods ULC | 10,000.00 | Kelly's Bakery | 4,959.62 |
| Coole Swan Liqueur Co. Ltd | 12,000.00 | Killarney Brewing & Distilling Holdings Ltd | 10,000.00 |
| Coolmore Fresh Foods Ltd | 11,661.96 | Killowen Farm | 40,000.00 |
| Couverture Desserts | 7,299.77 | Kinnegar Brewing | 6,210.63 |
| Dairy Concepts Ireland | 5,000.00 | Kinsale Mead Co. | 3,451.27 |

| Company Name | Payment € | Company Name | Payment € |
|-------------------------------|-----------|------------------------------|-----------|
| Knockanore Farmhouse Cheese | 13,000.00 | Rose Confectionery Ltd | 6,000.00 |
| Kush Seafarms Ltd | 10,000.00 | Sadie's Kitchen Ltd | 3,000.00 |
| Lee Strand Co-op Creamery Ltd | 10,000.00 | Sauceman Ltd | 6,878.51 |
| Legacy Irish Cider | 4,678.00 | Secret Recipe Ltd | 12,000.00 |
| Listoke Distillery Ltd | 5,000.00 | Shannon Estuary Oysters Ltd | 8,000.00 |
| Little Bridge Flowers Ltd | 4,417.00 | Shine's Seafood | 10,000.00 |
| Mannings Bakery | 16,000.00 | Skellig Distillers Ltd | 8,000.00 |
| Marine Healthfoods Ltd | 3,000.00 | Solaris Botanicals Ltd | 8,000.00 |
| Mark Taylor & Sons | 5,000.00 | St. Tola | 11,000.00 |
| Meadowfield Farm | 3,000.00 | Stafford Spirits Ltd | 3,000.00 |
| Michael Waldron Meats Ltd | 8,000.00 | Sushi King | 3,491.44 |
| Miena's Handmade Nougat | 2,726.50 | Sussed Nutrition Ltd | 4,074.71 |
| Mobia Foods Ltd | 4,000.00 | Thanks Plants Ltd | 6,000.00 |
| Naturally Cordial Ltd | 8,893.84 | The Bretzel Bakery | 10,000.00 |
| Newgrange Gold | 9,000.00 | The Chocolate Garden | 6,000.00 |
| Nightpark Nursery | 2,500.00 | The Delicious Food Company | 5,158.30 |
| Niks Tea Ltd | 1,919.91 | The Little Milk Company | 7,303.99 |
| Nobó | 6,154.20 | The Oriel Sea Salt Co. Ltd | 8,000.00 |
| Norfish Ltd | 5,431.89 | Trudie's Kitchen Ltd | 9,000.00 |
| O'Donohue's Bakery Ltd | 8,000.00 | Tully Nurseries Ltd | 9,240.00 |
| O'Neill Foods Ltd | 14,376.00 | Velo Coffee Roasters | 8,000.00 |
| Origin Spirits Ireland Ltd | 6,000.00 | VOA Foods Ltd | 5,000.00 |
| Pipin Pear | 10,000.00 | Walsh's Bakehouse | 10,730.26 |
| Plant it Foods | 10,000.00 | Wexford Home Preserves | 9,783.60 |
| Poachers Drinks Ltd | 5,460.00 | Whelan Potatoes Produce Ltd | 5,000.00 |
| Poulet Bonne Femme | 3,301.18 | Wicklow Farmhouse Cheese Ltd | 11,000.00 |
| Quarrymount Free Range Meats | 3,000.00 | Wicklow Way Wines | 2,137.91 |
| Robert & Patrick Carrick | 2,450.40 | Woodstown Bay Shellfish Ltd | 10,000.00 |
| Rockfield Dairy Ltd | 10,580.26 | Zanna Cookhouse Ltd | 5,000.00 |
| Total | | 857,818.54 | |

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