

BORD BIA
IRISH FOOD BOARD

Annual Report and Accounts 2025

Nurturing A Thriving Future



Bord Bia's Purpose

Bord Bia is the Irish state agency funded by the Department of Agriculture, Food and the Marine and is dedicated to promoting Ireland's food, drink, and horticulture sectors at home and abroad. We champion responsible food production and premium quality to position Ireland as a leader in global markets.



Statement of Strategy

Our 2025-2028 strategy builds on our work over the past thirty years. It commits to increasing the economic and societal value of the sector with a focus on innovation and sustainability. It is a plan to keep Ireland's food industry competitive in a fast-changing world.

This strategy is a bridge to our ten-year strategy, "Nurturing a Thriving Future". It is also aligned with and reflects relevant actions for Bord Bia in the stakeholder led strategy for the agri-food sector, Food Vision 2030. This aims for Ireland to be a world leader in sustainable food systems, and implementation is overseen by the Department of Agriculture, Food and the Marine.

At the heart of our strategy is our goal to deliver a smarter, sustainable impact – for producers, buyers, and consumers. Food, drink and horticulture from Ireland will be more valuable for our producers. It will be appreciated more by buyers. It will provide better choices to consumers.

Our focus is to endeavour to help promote the sector's higher value food, drink, and horticulture to help bring added value for the benefit of food businesses. This will not only deliver a better return – it also does so at a lower cost to the environment.

We believe sustainability and success are not only compatible; they should be inseparable. Our new strategy will help Irish producers thrive in a world that demands better for all.

For the next four years, we will use new technology, new ways to find insights, and a market-led approach to develop and promote this promise.

Our 2025-28 strategy has one holistic focus: to deliver a smarter, sustainable impact for Ireland's food, drink, and horticulture sectors.

This central ambition shapes, and is shaped by, three strategic imperatives:

- 1 Elevate Ireland's Sustainable Food Brand;
- 2 Work Smarter and Harness our Insights Drive Focused;
- 3 Impactful Supports Working together.

Our focus on these three imperatives will help the agri-food industry respond to a rapidly changing global market.

They will direct our support of Irish food producers to meet new challenges and opportunities with equal success.

Finally, these three imperatives are not isolated practices or standalone. They are ways of working that overlap and interact with each other. They will influence everything we do and how we do it.

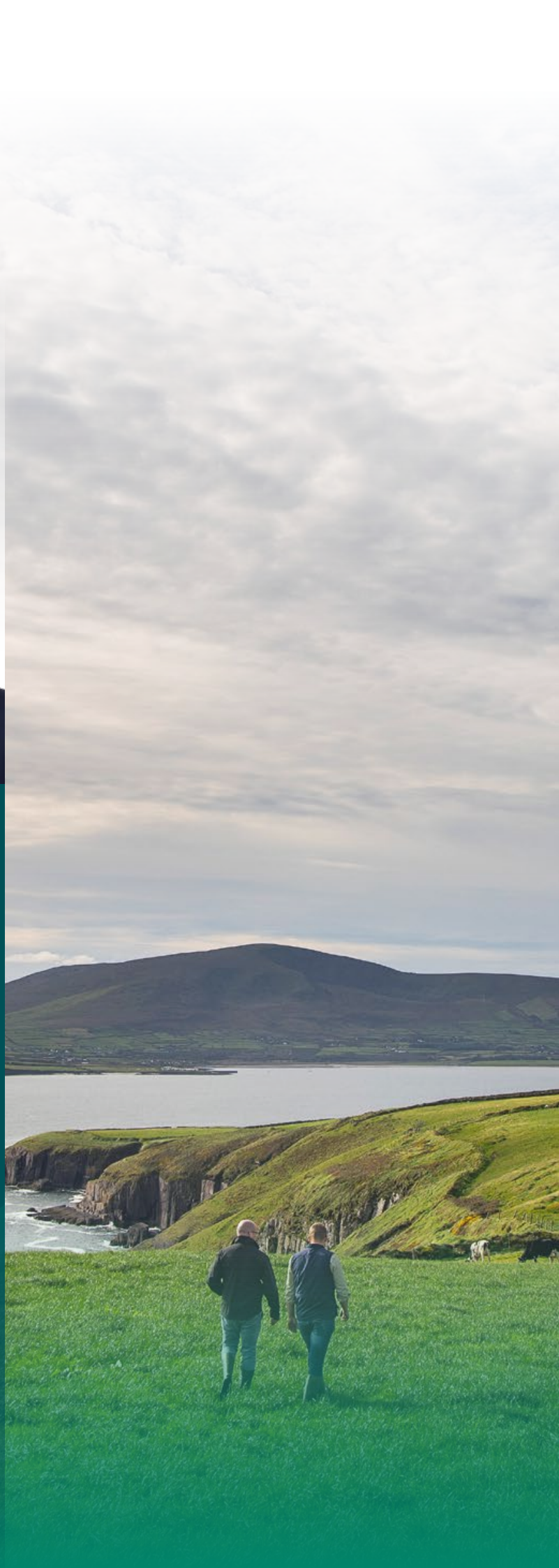


Presentation to the Minister for Agriculture, Food and the Marine

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, 2025.

Larry Murrin
Chair

A handwritten signature in blue ink, reading "Larry Murrin".



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Governance

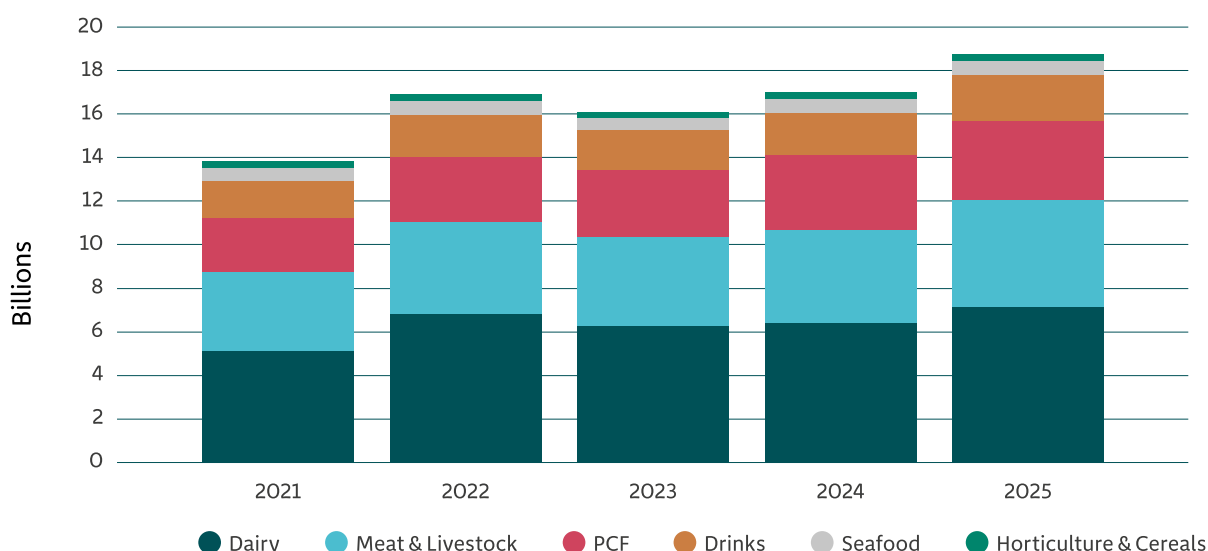
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Exports of Irish Food, Drink and Horticulture (€bn)

Value of Irish Food, Drink and Horticulture Exports 2021 to 2025



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

The value of Irish food and drink exports increased by 10% to reach €18.7 billion. This equates to almost €51 million every day in exports to customers in more than 180 countries worldwide.

This milestone performance was delivered amid one of the most volatile trading environments in recent years, shaped by geopolitical uncertainty, extreme weather events, persistent inflation and shifting consumer behaviour.

Despite these pressures, Irish exporters demonstrated strong resilience, with growth largely underpinned by higher prices across key categories, most notably beef and dairy.

The dairy sector, which was worth almost €7.2 billion in 2025, remains the largest element within Irish food and drink exports, followed by meat and livestock, which generated approximately €4.9 billion in export sales, and prepared consumer foods, worth €3.6 billion.

Export Destinations

The UK was the largest single regional destination for Irish food, drink and horticulture with an overall share of 35%. The value of exports to the UK increased by approximately 12% to approximately €6.6 billion in 2025. The value of exports to the EU was €7 billion, representing an increase of almost €900 million (up 15%) year on year.

International markets (outside of the EU and UK) were valued at €5.1 billion with an overall share of 27%. Export values to the US market increased by 5% compared with 2024. This was mainly due to an increase in dairy exports (largely butter exports up 21%) which were up by 7% or €60 million and, to a lesser extent, drinks exports increased marginally to €835 million, up 1% on the prior year. The value of exports to Africa were up 14% to €970 million. Exports to Asia declined by 6% to €1.1 billion and the Middle East increased by 11% (up €35 million).

Destination of Irish Food, Drink and Horticulture Exports in 2025



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

Category	FY 2023	FY 2024	FY 2025	% change YOY	% change 2025 v 2023
Dairy	€6,301,124,592	€6,417,717,981	€7,177,078,825	12%	14%
Meat and Livestock	€4,030,905,211	€4,245,709,721	€4,875,294,570	15%	21%
Beef incl. offals	€2,734,735,527	€2,869,645,788	€3,410,127,388	19%	25%
Pigmeat	€458,276,145	€492,093,298	€462,569,031	-6%	1%
Sheepmeat	€426,448,972	€399,901,919	€361,481,202	-10%	-15%
Poultry	€142,514,393	€142,166,856	€159,638,549	12%	12%
Live Animals	€265,158,347	€341,901,860	€481,478,400	41%	82%
Other meat	€3,771,827	€1,978,486	€1,137,549	-43%	-70%
PCF	€3,111,822,540	€3,358,539,327	€3,605,268,793	7%	16%
Drinks	€1,789,387,531	€2,011,564,395	€2,033,795,585	1%	14%
Seafood	€549,107,644	€600,835,584	€672,155,916	12%	22%
Horticulture and Cereals	€253,245,113	€330,815,955	€327,525,813	-1%	29%
Total	€16,039,364,458	€16,967,161,449	€18,692,257,050	10%	17%

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

Sectoral Analysis



Dairy

The dairy sector, which accounts for almost 40% of overall Irish food and drink exports, saw export values increase by 12% to €7.2 billion last year.

Dairy exports benefited from strong prices and higher milk production in the first half of 2025, contributing to a 14% increase in export value to €7.2 billion.

Butter and cheese were the primary drivers of dairy price growth, accounting for over 70% (or €550 million) of the increase in export value. Their combined share of total dairy exports rose to almost 50%, up from 41% in 2023.

From a market perspective, Europe, the United Kingdom and North America were the main sources of growth, together accounting for over 90% of butter export volumes and more than 85% of cheese exports.

While overall performance in 2025 was positive, momentum softened towards year-end, with commodity prices across key export categories declining sharply during the autumn months.



Meat and Livestock

The total value of meat and livestock exports increased by 15% to €4.9 billion in 2025.

Exports of primary beef increased in value by 19% to nearly €3.3 billion. However, beef export volumes were down by 5% around 40,000 tonnes below the average recorded over the past decade. This reflected strong price inflation in the short term. Beef offal exports were valued at €150 million, an increase of 11%.

EU beef production fell by 2.5% due to a 2.2% reduction in the EU cow herd. In addition, the impact of diseases like Bluetongue on animal breeding and finishing meant that supplies were exceptionally tight in the second and third quarters of 2025.

Consumer demand weakened as the year progressed, with price increases starting to be passed on to consumers. This resulted in beef sales losing ground to more competitively priced proteins. Downtrading within the beef category resulted in very strong demand for manufacturing beef.

Pigmeat exports declined by 6% to €460 million, due to lower prices. The reduction in value reflects a highly competitive international pork market, ongoing tariff complications and subdued demand across key export destinations.

The proportion of primary pigmeat exports destined for the UK increased by 4%, while exports to the EU declined by €24 million to almost €80 million. These two destinations collectively accounted for almost 53% of value and 46% of volumes exported in 2025. The proportion of pigmeat exports to international markets remained at around 47%, though the value declined by over €10 million. Pigmeat exports to Australia were up €12 million to €45 million which offset declines in exports of pigmeat to Asia. Exports to China declined almost €90 million compared a decline of €12 million compared with 2024.



Sheepmeat export volumes declined by 15%, reflecting lower availability of sheep for processing. While higher prices partially offset the volume decline, export values were still 10% lower, with the value of Irish sheepmeat exports falling for the third consecutive year to an estimated €360 million. Export volumes declined to 51,000 tonnes, the lowest level recorded since 2016.

A combination of reduced domestic production, a contraction in breeding flock and lower levels of live sheep imports from Northern Ireland available for direct slaughter all contributed to the decline in volumes. Reduced production has been evident across all European sheep producing regions. Despite reduced supplies, there has been no associated uplift in demand, with reports indicating that supply and demand were balanced for much of 2025. The high price point of lamb relative to other livestock continued to negatively impact demand.

While the overall volume of Irish sheepmeat exports declined in 2025, there was a slight increase in unit pricing. Stronger average deadweight prices for producers are welcome though it impacts the competitiveness of Irish sheepmeat in export markets. This was particularly prevalent in the first half of 2025, when there was a significant disparity in prices between European and southern hemisphere products. However, a shifting supply and demand dynamic in the southern hemisphere contributed to a very strong increase in prices in both New Zealand and Australia as the year progressed. This, in turn, impacted their competitiveness in our closest markets.

Irish primary poultry exports recovered strongly in 2025 to reach an estimated €160 million, a 12% increase on 2024. Exports of eggs, which make up a small share of the category, experienced strong growth in 2025. Irish poultry production grew by 6% in 2025, with throughput at export meat plants reaching 120 million birds. As in previous years, chickens (broilers and hens) accounted for the majority of birds processed (96%), with ducks and turkeys making up the remainder.

The domestic market remains crucial for the Irish poultry industry. The category continued to benefit from strong engagement from Irish shoppers. The volume of chicken purchased by Irish consumers grew by 4% during the 52-week period ending October 5th, 2025, with the average retail price rising by 4%. High beef prices amplified this trend as the year progressed, with price-sensitive consumers switching to chicken as a more affordable alternative.



The value of live animal exports continued to grow strongly, reaching an estimated €480 million in 2025, a 40% increase on 2024.

Cattle are the largest contributor, accounting for 80% of overall value (€390 million), with the movement of live pigs to Northern Ireland valued at €85 million. The relatively small number of sheep traded with mainland Europe makes up the balance.

Rising beef prices on the domestic market and more limited supplies of cattle contributed to a strong increase in the value of all categories of cattle. While cattle numbers and domestic availability contracted in 2025, the rate of decline was less than recorded in many key export markets. Combined with Ireland's position as the only European country that has maintained Bluetongue-free status, this was the key driver of demand.

The overall number of cattle traded during 2025 was similar to 2024 levels at 380,000 head, although there was a shift in the type of cattle being exported. A strong first half contributed to a double-digit increase in the level of calf exports. However, there was a notable decline in exports of older categories of cattle.

The trading of live pigs to Northern Ireland increased to approximately 450,000 head in 2025. This was driven by increasing Irish production and a widening price differential.



Prepared Consumer Foods (PCF)

2025 was a challenging year for the Prepared Consumer Foods (PCF) sector, as businesses navigated persistent inflation and evolving consumer dynamics.



Despite these pressures, PCF exports increased by 7% to €3.6 billion, driven primarily by growth in chocolate confectionery, juices, carbonated beverages and meal solutions, which rose by 22%, 3%, 12% and 5% respectively.

Value-added meat exports grew by 6%, or €50 million year-on-year, to reach €885 million in 2025, and now accounts for 25% of total PCF exports. Challenging trading conditions for quick service restaurants contributed to the tempering of growth in this sub sector.

Meal solutions exports grew by 5% to €740million, with the category now representing 21% of total PCF exports.

Irish bakery exports remained stable at €335 million, while beverage exports (carbonated, water and juices) increased to €325 million, supported by 12% growth in volumes.

Irish chocolate exports recorded strong value growth, increasing by €70 million (+22%), while sugar confectionery exports performed ahead of global markets, rising by 7% to €180 million.



Drinks

In 2025, drink export performance highlighted the resilience of the sector in the face of a difficult trading environment. Exports held steady, increasing by 2% to just over €2 billion.

This was despite the difficult global drink market environment presenting issues for Irish exporters in the form of slow depletion rates, price pressures and tariff uncertainty. Irish whiskey exports were 5% below 2024 levels. Cream liqueur exports were up 10%, following a strong performance in key export markets. Beer exports continued their recovery with growth of 7% to €350 million, following strong trade to the European Union markets and North America.

Drinks exports increased by 2% to €2 billion. The rise was driven by an increase in cream liqueurs.

Overall, the market for Irish drinks was challenging, with difficult trading conditions, persisting inventory issues and slower depletion rates due to a squeeze on consumer spending. Exporters also had to adapt to new trading conditions because of tariffs on goods entering the US, the largest single market for Irish drink exports.

Exports of Irish whiskey, which account for 47% of total drinks export value, were stable at €955 million in 2025. In contrast, Irish cream liqueur exports increased by 12% to €420 million (up almost 20% since 2023), while Irish beer exports increased marginally to €330 million. Spirits-based ready-to-drink (RTD) exports reached €195 million in 2025. Irish cider exports recorded a marginal decline to just over €75 million, while Irish gin exports fell by 13% as markets continued to rationalise the range of brands offered for sale.



Seafood

Seafood export volumes increased by 26% in 2025, offsetting lower prices for many species and resulting in a 12% increase in export value to €672 million. Performance was heavily influenced by increased volumes of pelagic species and salmon.



Salmon exports were valued at an estimated €115 million, up 10% year-on-year, supported by a 17% increase in volumes.

Pelagic export volumes increased by 45%, helping to offset lower unit prices, with overall pelagic exports valued at €190 million.

Shellfish exports increased by 2% in value, while volumes declined by 6%. While 2025 was another challenging year in core European markets, performance in China was particularly strong on the back of robust demand across a range of species.

Whitefish exports increased marginally by 5% to €55 million, with volumes remaining broadly stable.

Looking ahead, ongoing pressure on input costs, logistics and labour availability is expected to persist in 2026, with the year likely to remain challenging for the seafood sector.



Horticulture and Cereals

Horticulture and cereals exports increased marginally to €330 million in 2025.

Mushroom exports to the UK, the primary market for Irish mushrooms, declined by 4% in volume terms, with higher prices helping to offset the decline and support a marginal increase in value to €155 million.

Amenity exports remained stable at €20 million, supported by steady trade in foliage and plants, while daffodil exports recorded a slight increase.

The value of Irish cereal exports declined by 10% to €80 million, reflecting lower global commodity prices. Export volumes remained broadly flat, with record global production levels expected to continue to weigh on prices through at least the first half of 2026.

Chairperson's Statement

Against ratcheting geopolitical tensions and an environment of accelerating change, the Irish food, drink and horticulture industry proved steadfast in its commitment to quality and to the needs of the market in 2025, delivering an achievement in export growth that may only be described as remarkable. Total export values reached an all-time high of €19 billion, up 12% on the year-earlier figure.

Operating in an atmosphere of rising input costs and inflationary pressures, the strong performance by Irish food and drink exporters was a reflection of supply side strengths: heightened international demand for our quality outputs; a commitment to cost recovery; a strong suit in market diversification; and impressive use of data and intelligence. While there were some setbacks to report, the story of sectoral growth that has been broadly at play across the industry in recent years continued in 2025, with impressive returns in both established and developing marketplaces.

In the push for a record export performance, the industry sometimes found itself in the headwinds of geopolitical turbulence, most notably the introduction of import tariffs by the Trump administration in the United States at the start of the year. While a trade agreement between the EU and the US some months later appeared to bring clarity and resolution, further developments since then leave questions unanswered. Tariffs, or at least the threat of their imposition, are likely to remain a potent feature of the trade relationship with the US for the foreseeable future. Broader political uncertainty is also set to impact international trading relations in ways that remain fundamentally difficult to predict. We remind ourselves that sudden and sharp shocks are not unfamiliar terrain to our industry, and that resilience and adaptive capacity have been and will remain the hallmarks of our response.

Strong sectoral performances

Strong demand across the two pillars of Irish agri-food, dairy and meat, proved the engine for much of the growth seen in 2025. These are also sectors that speak to the unique strengths of our industry's primary producer base and to its sustainably produced, grass fed outputs.

Dairy

Strong pricing and higher production combined to deliver a noteworthy boost to the dairy sector. The CSO reported milk collections, at 8.8 billion litres, to be 6% ahead of 2024. Value growth of 14% lifted dairy exports to €7.3 billion. In both volume demand and pricing achieved, the year once again highlighted the global standing of Irish dairy, a reputation supported by sophisticated marketing and logistics, a deep understanding of customer needs and a diversified product and export footprint.

The strong performance of butter, exceeding €2 billion for the first time speaks directly to this. Year-on-year growth of €380 million was particularly impressive given the emerging tariff situation in the pivotal US market. Cheese was also a sector in assured growth mode, with exports increasing by 19% to achieve €1.7 billion in value. Collectively these two segments accounted for 75% of the overall €650 million increase seen in dairy export values in 2025. Strong performances were also seen in exports of fat-filled milk powder, a category for which Africa has emerged as a prime market. Following the pattern of recent years, specialised nutritional powders continued to see decline, with exports 25% lower, standing at €650 million.

Collectively accounting for 72% of dairy exports, the EU, US and UK proved the most growth receptive markets of the year: exports to the EU were up 20% to €3.1 billion, while the UK and North American markets followed closely, rising 18% to €1.3 billion and 11% to €1 billion respectively.

Meat and livestock

For Ireland's meat and livestock exporters, it was a year of confident growth with strong performances to report. While cost pressures remained to the fore throughout the year, the sector responded with speed and skill to emerging market signals. Maintaining competitiveness was key to unlocking the opportunity of priority destinations. Export values increased by 18% to reach €5 billion on the back of strong international beef prices and increasingly tight global supply. The marked increase in the significance of the EU marketplace continued with 25% growth lifting values to €2.4 billion and accounting for 48% of meat and livestock exports. The UK market remains foundational, and growth here was also impressive, at 20%, bringing values to €2.1 billion. There was less good news in Asia, where dampening demand brought year-on-year values down 4% to €205 million.

Beef exports exceeded €3.5 billion, a 23% increase that came in highly inflationary market conditions as volumes were 40,000 tonnes lower. In contrast, pigmeat export values moved into negative territory, recording a decline on the 2024 figure. Primary pigmeat exports were down 3% to €475 million while export volumes increased a similar percentage to 205,000 tonnes. Sheepmeat exports saw a value decline for a third consecutive year and were worth €360 million. The EU remains the primary market, absorbing 86% of exports. In contrast, Ireland's poultry producers saw recovery. An 18% increase in values lifted exports to €165 million with the UK market absorbing the majority of this.

Prepared consumer foods

Prepared consumer foods (PCF) were in largely positive territory, with exports rising by 9% to €3.6 billion. This remains a sector where persistent inflation and evolving consumer dynamics need to be navigated deftly. It is also cornerstone of employment in our industry, responsible for the livelihoods of some 22,000 people across 500 manufacturing sites. Strong growth was seen in the confectionary, meal solutions and value-added meats, up 5% to €885 million. UK market dominance continued, accounting for 70% of total PCF exports. Notably, despite concerns around tariffs and a stronger euro, PCF exports to the US were up 19% to €145 million.

Drinks

The drinks sector showed considerable resilience in a challenging international marketplace with exports ultimately up 2% to €2 billion. The US is Ireland's most critical whiskey market, accounting for 38% of exports. Volume decline of 5% brought that market value to €790 million. Marginal growth of 1% in the EU market brought some relief, as exports hit €490 million, even if it was countered by 1% decline in the UK market where exports were valued at €320 million.

If the challenges facing Irish whiskey exporter have been well documented, the returning buoyancy in Irish cream liqueur sales is also worthy of note. 2025 saw a robust 10% rise to €430 million in export values.

Seafood

Supply disruptions and quota limitations have curtailed growth in the seafood industry in recent years, making the increase in export values of 9% to €635 million a welcome result for the sector. Improved market conditions and a strong emphasis on value saw pelagics up 28% to €175 million, salmon exports rising 7% to €110 million, shellfish exports 5% higher to €200 million, and whitefish exports up 2% to €50 million. The UK and Asia now represent equally the most significant markets, worth €90 million each.

Horticulture

The horticulture sector also showed resilience with exports of €330 million represented a 2% rise. Mushroom exports fell 4% by volume but higher pricing lifted values to €155 million.

Market conditions and trends

Growth indicators

Global trade flows demonstrated considerable resilience in the face of mounting political uncertainties during the year. Euromonitor estimated global GDP growth for 2025 at 3.1% and predicted similar expansion 2026.

The economic performance and outlook for the UK, as Ireland's most important export market, will always merit particular attention. While its economic challenges are well documented, the UK's 2025 GDP performance defied the more pessimistic expectations, with the IFM predicting GDP growth of 1.3% in both 2025 and 2026. Inflation remains a pressing concern as the country's Consumer Prices Index rose 3.4% over the year.

In the EU, 2025 was a story of market conditions that were uneven but broadly stable. GDP growth across the EU economy was calculated at 1.4%, with inflation averaging 2.2%, closing in on the ECB's 2% target. Underpinning stronger market growth was a combination of improved purchasing power and resilience in the labour market.

In the international marketplace, the US delivered characteristically strong growth over the year. Real GDP increased by an annual rate of 2.3%, while inflation stood at 2.7%.

Consumer sentiment

Inflationary pressures continued to negatively impact consumer sentiment, even as OECD data points to real wage growing across most of its member countries and to some easing of inflation in key markets in 2025. Globally, consumer confidence indices confirmed a subdued picture over the year, particularly in the UK, EU and US markets. At home, consumer confidence was also muted, with little change expected in 2026.

Bord Bia's 2025 Consumer Trends captured consumer thinking in a volatile, uncertain time. Research from The Thinking House identified a shift towards purpose-driven, conscious consumption which emphasises sustainability, authenticity, and local enterprise. Key themes include: Purpose & Authenticity, Conscious Consumption, Health & Wellness, Sustainability, Curated Experiences, and a desire for The 'Real'.

Competitiveness concerns

A welcome stabilisation in inflation was evident in Ireland, estimated by the CSO at 2.2% for the year. The CSO also calculated modified domestic demand – a figure that strips out the distorting impact of the multinational sector – in the Irish economy at a robust 4.9% for 2025, stronger than many analysts expected. There are nevertheless structural concerns in the economy and impacting on the manufacturing sector in particular. Ireland dropped from 4th to 7th in the IMD World Competitiveness Rankings. The National Competitiveness and Productivity Council noted in its 2025 report that the cost of doing business 'continues to present significant competitiveness challenges despite overall economic resilience'. Ireland's ranking in the Global Innovation Index did however improve marginally, up to 18th, from 19th in 2024.

Bord Bia's CEO Sentiment Survey provided an important indicator of industry leaders' thinking after a turbulent year. It finds Irish food and drink exporters entering 2026 with a positive but cautious outlook. Growth expectations are subdued compared to 2025, a situation reflecting ongoing cost pressures, continuing geopolitical uncertainty and persistent caution in consumer sentiment. Just over 50% of surveyed companies said they expected export growth in 2026, while almost two in five say they are delaying planned investment in response to prevailing economic and market conditions.

Farm incomes

Broadly positive market conditions contributed to making it a strong financial year across much of Irish agriculture. Teagasc reported average farm income in 2025 was up an estimated 33% to almost €49,400. Increases to beef-related income on both dairy and drystock farms were the main drivers of welcome increases. Higher milk prices for most of the year, solid sheep and lamb pricing and good returns for tillage also played their part. A more challenging year is forecast in 2026, with an average 19% decline to just over €40,000, chiefly driven by a sharp drop in milk prices. Among drystock and tillage farmers incomes are set to hold steady.

Strategic renewal

Bord Bia has always been an organisation motivated by clear strategic goals and the launch of the 2025-2028 strategy **Smarter, Sustainable Impact** provides a timely opportunity for renewal and recalibration in this regard. The new strategy forms the central spine of the overarching 10-year **Nurturing a Thriving Future** strategy which was launched 2022.

Smarter, Sustainable Impact further supports and is fully aligned with the agri-food sector's overarching ambition – as expressed in the Department of Agriculture, Food and the Marine's **Food Vision 2030** – to be a world leader in sustainable food systems.

On behalf of the Board, I commend the implementation of **Smarter, Sustainable Impact** and welcome the opportunity it presents to strengthen and enhance Bord Bia's role, recognising this will bring real benefits for our industry.

Smarter, Sustainable Impact

The new strategy pivots on one holistic aim: Bord Bia will be an organisation that delivers smarter, sustainable impact for its clients and stakeholders, and more broadly for Ireland's food, drink, and horticulture sectors. Action under three strategic imperatives, and their supporting priorities, as set out below, will facilitate this.

1 Elevate Ireland's sustainable food brand

Over the next four years, Bord Bia commits to making the brand promise of food and drink from Ireland more compelling, more resilient and more flexible, through action under the following priorities:

- **Priority 1:** Enhance Origin Green
- **Priority 2:** Strengthen global brand recognition by expanding marketing reach with a unified message of improved sustainability
- **Priority 3:** Engage Stakeholders for brand growth

2 Work smarter and harness our insights

Critically, the strategy prioritises the industry's knowledge capabilities, how we acquire and utilise data, and how data will strengthen and empower future growth activities.

- **Priority 1:** Develop our work to create value
- **Priority 2:** Transform our data capabilities for strategic decision making
- **Priority 3:** Encourage smarter industry practices using technology

3 Drive Focused, Impactful Supports

The new strategy also recognises Bord Bia's opportunity to enhance stakeholder impact by utilising its skillset as a marketing and support agency.

- **Priority 1:** Maximise commercial impact across sectors by transforming our supports to align with opportunities
- **Priority 2:** Connect with stakeholders through cohesive, impactful and narrative-driven communication and leverage new media for broader reach
- **Priority 3:** Develop industry talent and capability.

The CEO will elaborate in his statement on the practical ways the new strategy's objectives were met through activities through 2025. From the Board's perspective, the first year of implementation proved both positive and instructive – indicative of an organisation alert to the potency of its programmes and actions.

Looking ahead

As we move into 2026, uncertainty remains the defining feature of the global economy, even as economic forecasts point to continued, if moderated, growth. The OECD anticipates global economic expansion of approximately 2.9%, with headline inflation of a similar figure.

The international outlook for our key export sectors is mixed. Significant global dairy oversupply is predicted to put intensive downward pressure on milk prices while a continued tightening of beef supplies should strengthen demand and prices. For pork and sheepmeat, the outlook is more stable, while growth is again a possibility for Irish poultry. For PCFs the sustained diversification of recent years bodes well for the year while the drinks industry will be playing close attention to developments in the US in the hope of recovery there. The outcome of the December 2026 AgriFish Council will result in severely reduced fishing opportunities for the Irish industry over the year.

At EU Commission level, an increasingly muscular approach toward the liberalisation of trade and the reduction of bureaucratic red tape is also bringing mixed results. The Irish Government and the farming community have expressed their profound misgivings around the ratification of the Mercosur Agreement, which is now being reviewed by the European Court of Justice to assess its compatibility with EU law. If implemented as it currently stands, Mercosur would allow for 99,000 tonnes of South American beef to enter the EU market at significantly reduced tariffs, reaching zero percent in six years. While the Commission has proceeded with provisional implementation much remains uncertain and the strong push back from farming lobbies in Ireland and elsewhere continues.

Less contentious from an Irish point of view was the signing of a free trade agreement between the EU and India. This aims to eliminate tariffs on over 90% of goods traded. The full benefit for our industry remains to be assessed but it should make the world's most populous country an increasingly attractive market for our spirits sector.

For the dairy sector, there was also some good news from the EU in the form of the successful maintenance of the Nitrates Derogation for Ireland. In the year ahead we can expect to see increasing discussion around the Common Agricultural Policy and its post-2027 shape. Current indications are that it will continue to emphasise sustainability and support generational renewal but will see significant changes in how income supports are distributed.

Appreciation and thanks

It was my great privilege to be appointed Chair of Bord Bia in 2024 and I am deeply appreciative, and humbled, by the opportunity the role presents to serve the industry I am passionate about and that I have always been an advocate for.

I would like to express my deep appreciation to my fellow Board members for the spirit of partnership and collaboration with which we work. The Board represents a healthy diversity of viewpoints but collectively is driven by belief in the future of the industry and the central role Bord Bia has in it.

I would like to thank Chief Executive Jim O'Toole for his leadership and commitment to building a strong relationship with the Board. In the development and implementation of the new strategy I have been appreciative of Jim's insights, openness, and his unwavering focus on what is right for the industry.

It is a privilege to work under the stewardship of Minister for Agriculture, Food and the Marine, Martin Heydon; Minister of State with responsibility for Food Promotion, New Markets, Research and Development, Noel Grealish; Minister of State with responsibility for Forestry, Farm Safety and Horticulture, Michael Healy-Rae; and Minister of State with responsibility for the Marine, Timmy Dooley. Their continued engagement and support for the sector are greatly valued.

I also wish to acknowledge the ongoing cooperation with the Department of Agriculture, Food and the Marine, led by Secretary General Sinead McPhillips, and our partners in Teagasc, Bord Iascaigh Mhara, Enterprise Ireland and the Department of Foreign Affairs. The strength of these partnerships remains fundamental to our shared ambition for a sustainable and competitive agri-food sector.

Conclusion

In a year when global challenges were in no short supply, there is deep satisfaction in reporting a record export achievement by Ireland's oldest and largest indigenous industry.

Ireland's food, drink and horticulture sector once again demonstrated its capacity to respond adeptly to change and was rewarded for investments made in quality, sustainability, market insight and diversification.

Bord Bia was proud to stand steadfastly with the industry as it delivered this exceptional performance, and proud too its work has been instrumental in helping the industry navigate sometimes volatile market conditions. Strengthened by a renewed strategic focus, that work continues in 2026.

In an environment of intense change and challenge, some continuity is worth reflecting on. We can say for sure that Ireland's food and drink industry will continue in its commitment to producing world class, sustainably produced food and drink and to building enduring relationships that benefit our producers, our communities and our consumers.

We can also be certain that Bord Bia commits to being at the forefront of that story, delivering excellence in a fast-changing world.

Larry Murrin
Chair



Chief Executive's Statement

Introduction

In a year that provided ready headlines of volatility and uncertainty, Irish food, drink and horticulture exporters pressed forward on a trajectory of growth and expansion. A 12% year-on-year increase brought food and drink export values to €19 billion – representing real value growth of €2 billion and feeding directly into significant income improvements for many primary producers.

All of this against an international backdrop of sometimes whiplash volatility – with emerging tariff threats, trade uncertainty, the rising cost of doing business, and consumer caution all strongly in play. At home, our farming community contended with Storm Éowyn and its aftermath at the start of the year, while the pressing issues of inflation and rising input and production costs proved consistent concerns across the industry.

Against the turbulence, the export story of the Irish food and drink industry in 2025 was one of strong, confident growth, surpassing even the most optimistic 2024 predictions. Dairy was the pathfinder for a record year, with an impressive 14% increase particularly welcome after a muted 2024 performance. This growth represented over a billion euros of additional value and boosted the dairy sector's exports to €7.3 billion. To put this in perspective, just 15 years ago, the entirety of our food, drink and horticulture exports were worth only fractionally more than this amount.

Meat and livestock exporters also pushed decisively into value growth with an impressive 18% surge in exports bringing values up to €5 billion. Beef and live exports did the heavy lifting as values rose €670 million and €140 million respectively, despite a 5% fall in beef export volumes. Robust growth was also in evidence in prepared consumer foods as exporters met the challenge of consumer caution head on, growing 9% to €3.6 billion.

There was a more muted story in the drinks industry where the uncertainty created by tariffs had an inevitable impact on the whiskey sales in the US market. This was, however, counterbalanced by strong performances elsewhere and a 2% uptick in values to €2 billion speaks to adaptive and resilient industry dynamics. In seafood, a narrative of strong value growth saw a 9% increase in values to €635 million while a 2% rise horticulture lifted exports to €330 million.

As an export industry that can now boast a truly global footprint, the annual performance is increasingly studied not just for sectoral achievements but for indicators of marketplace receptivity and diversification. 2025 saw a distinct lean into continental markets as exports to the EU increased by an impressive 16% to €7.1 billion. Strong performances for beef and dairy exports drove much of this. The UK was, however, not far behind, and confirmed its enduring position as the most important of Ireland's marketplaces with a 14% increase in exports to €6.7 billion. The international marketplace rewarded the targeted and disciplined approach that has defined exporter activity in recent years. In spite of tariff uncertainties, exports to the US rose by 5%, accounting for 41% of all international market exports. The story in Asia was broadly stable, with exports standing at €1.1 billion while a 9% increase in exports to Africa, largely driven by drinks and seafood, brought export values to an impressive €975 million.

The performance of the industry across these vast and varying geographies speaks to strengthening relationships and to growing market insights and knowledge capabilities. The launch of Bord Bia's 2025-2028 strategy **Smarter, Sustainable Impact** represented a timely reiteration and refresh of our work and commitments in this regard. Data-led insights, supports and connectivity are at the heart of the strategy and will be central to the future sustainable growth envisaged for our industry.

Smarter, Sustainable Impact

Smarter, Sustainable Impact is a four-year strategy that effectively forms the centrepiece of our 10-year governing strategy, **Nurturing a Thriving Future** and it commits us to a redoubling of our efforts to meet its ambitious goals and targets.

Through the new strategy we will intensify our actions around marketing, innovation, data use, intelligence gathering, the application of new technologies, and investment in people. Underpinning all this is our commitment to driving a more sustainable industry through the Origin Green programme.

Smarter, Sustainable Impact recognises our part in the shared pathway of growth set out for the entire agri-food sector through **Food Vision 2030** and which aims for Ireland to be a world leader in sustainable food systems.

Differentiating **Smarter, Sustainable Impact** from past approaches is the resolutely holistic focus it brings to all Bord Bia activities. Three strategic imperatives will drive our ambition to have a smarter, sustainable impact on Ireland's food, drink, and horticulture sectors:

- **Elevating Ireland's Sustainable Food Brand**
- **Working Smarter and Harness our Insights**
- **Driving Focused, Impactful Supports**

The strategy commits us as an organisation to building on our proven capabilities as well as excelling in areas that are newer to us. We will provide market-enhancing supports that meet our client's needs and we will support a sustainability culture that boosts Ireland's food and drink reputation and secures its long-term future.

The success of the new strategy will be judged by our ability to meet those goals and we have identified eight 'focus areas' where we intend to measurably have impact:

1

Focus Area

Provide Strategic Vision and Leadership

We will provide a clear direction for the Irish food sector and ensure our actions focus on economic, social and environmental success in the long term.

2

Focus Area

Develop Industry-Wide, Sustainable Commercial Value

We will work with producers to move products up the value chain and grow profitability.

3

Focus Area

Leverage Greater Sustainability as a Competitive Advantage

We will make a strong and compelling offer to buyers who value a more sustainable approach.

4

Focus Area

Build a Strong, More Sustainable Food Brand for Ireland

Sustainability will become a driving force behind the market appeal of Irish food.

5

Focus Area

Engage Stakeholders for Impactful Support

We will work closely with producers, suppliers and industry partners to make sure we understand their needs.

6

Focus Area

Exploit Data for Insights and Direction

We will gather and curate relevant data and use new digital tools to find impactful insights.

7

Focus Area

Pursue a Market Led Approach and Navigate Complexity

Our supports will align with the agri-food sector's core strength, to ensure they are ready and able to meet market demands.

8

Focus Area

Align Strategic Goals for Collective Impact

This strategy's success comes from all three strategic imperatives: stronger branding, effective support, and working smarter with insights.

The 2025 Annual Report provides an opportunity to reflect on what has been an intensive first year of activity guided by the new strategy. I believe we can say with confidence that we have hit the ground running.

‘Strategic Imperative 1’: Elevate Ireland’s Sustainable Food brand

Bord Bia is committed to making the brand promise of food and drink from Ireland more compelling, resilient and flexible. In partnership with producers and food businesses, we will provide the proof points and metrics that show consumers and buyers that Ireland leads in responsibly produced food, drink and horticulture.

Our work to facilitate this theme was delivered under three priority headings:

Priority 1: Enhance Origin Green

Origin Green membership at producer and manufacturing level accounts for over 90% of Ireland’s total food and drink exports. A significant update to the Origin Green Charter was progressed during the year, with the new drafting aligned with evolving sustainability, commercial and regulatory expectations. Gold Membership was awarded to 136 Origin Green verified companies, recognising significant improvements in their sustainability target areas. 17% of the companies were first time recipients of Gold Membership.

Work progressed on updating the Sustainable Quality Assurance schemes in the beef, lamb, dairy, and horticulture sectors. The new standards are designed to streamline audits, support export market access, and align with international ISO standards.

The year saw further developments in AgNav, the online sustainability platform that now boasts some 16,500 farmer members. This included a trial with Signpost demonstration farmers and progress on extending the service to sheep and other enterprises. We were honoured to see AgNav win the Sustainability Initiative of the Year at the 2025 Grocer Gold Awards in London.

Bord Bia was ranked second in the Irish Sustainability Reputation Index during the year, reflecting strong public perception of our environmental, social and ethical performance. We were pleased to participate on behalf of Ireland at the 2025 World Food Forum in Rome, an event that marked the 80th anniversary of the Food and Agriculture Organization of the UN.

Priority 2: Strengthen global brand recognition by expanding marketing reach with a unified message of improved sustainability

The integration and promotion of Origin Green in the Irish food and drink brand story increases understanding and awareness of our sustainability achievements among target audiences. 2025 saw extensive promotional work and targeted campaigns highlighting the quality of the Irish food and drink proposition across key territories.

B2B promotional activity in 2025 included:

- European Dairy – Where Nature Meets Science (2025-2028). A three-year, EU co-funded campaign targets China, Singapore, and Vietnam.
- European Beef and Lamb – Working with Nature. A campaign to promote Irish meat in China, Japan, South Korea, and the US.
- An extensive St. Patrick’s Day global commercial programme included targeted activities in across 13 countries including the US, France, Vietnam and Nigeria.

B2C promotional activity in 2025 included:

- The 'Mix it up with Mushrooms from Europe' initiative, which focuses on boosting Irish mushroom sales and promoting health benefits, versatility, and sustainability.
- The 'Potatoes, Prepare to be Surprised' campaign which is focused on increasing fresh potato consumption among millennial consumers in particular.
- The 'Life is Better with Fruit and Veg' campaign, which concluded in February after a successful three-year run.

At home, the 'Make Your Mark' campaign was launched in September to promote quality-assured, locally produced Irish food and highlighted the farmers and growers behind the products.

Priority 3: Engage stakeholders for brand growth

Origin Green provides an opportunity to create compelling stories that engage, empower and inspire. The Industry Capability and Origin Green teams worked with client companies throughout the year in developing sustainability stories that add value to their overall brand proposition.

Bord Bia's The Thinking House serves as the central hub for consumer insights, innovation, and strategic planning. Its 2025 work focused on tracking consumer behaviours and trends, undertaking targeted consumer research and providing bespoke, data-driven insights to help develop brand stories with impact. The development of the Cultivate Engine which utilises AI to track behavioural shifts in key markets reflects exciting use of this emerging technology.

Bloom remains one of the highlights of Bord Bia's and indeed Ireland's social calendar. The largest gardening festival in the country welcomed 100,000 visitors over the June Bank Holiday. Building on developments in previous years, the focus was on sustainability and waste reduction. Exhibitors across the board reported another strong response from visitors and attention now moves to celebrating the 20th anniversary of Bloom in 2026.

'Strategic Imperative 2': Work smarter and harness our insights

In an increasingly complex marketplace for food and drink, Bord Bia is committed to using the power of data and new digital technologies to help our industry compete and prosper.

Our focus is on work that makes a difference and the development of an organisational culture that delivers on strategy as a priority.

Work to support this strategic theme in 2025 included activities under these priorities:

Priority 1: Develop our work to create value

In our commitment to being agile and responsive, Bord Bia is adopting new approaches to streamline processes and grow activities. An internal training programme on AI was undertaken to leverage the new technology for more impactful agency work.

The introduction of an equality, diversity and inclusion 2025 action plan was an important milestone in our ongoing commitment to being a certified 'Great place to work'. Bord Bia was also acknowledged as a disability-inclusive workplace.

Priority 2: Transform our data capabilities for strategic decision making

Greater expertise with data and the use of new tools is key to unlocking growth opportunities and allow our clients to stay ahead of the curve.

The Thinking House progressed work on the Culture Hub, a longitudinal multi-market, ethnographic research study designed to identify cultural drivers across priority markets.

The Sustainable Nutrition Barometer is a multimarket study designed to provide an understanding of sustainable nutrition, and explore how industry, policy makers and consumers currently approach the topic.

Bespoke research work by The Thinking House in 2025 included opportunities in gut health, the future of dairy in Germany, the future of frozen foods in Germany and the Netherlands, sustainable nutrition in Asia and the future of the QSR kitchen.

Other project highlights included The Think Digital Tik Tok programme, accelerator programmes such as Food Works and Spark, the new fieldwork approach to innovation.

Priority 3: Encourage smarter industry practices using technology

Bord Bia is committed to being an exemplar to the sector on the benefits of automation and providing guidance on how AI can help client businesses.

The Bord Bia Social Insights monthly web series delivers the latest updates from major social platforms and provides actionable strategies to enhance the marketing efforts of Bord Bia clients.

‘Strategic Imperative 3’: Drive focused, impactful supports

Bord Bia is fundamentally driven by a commitment to ensuring our stakeholders and client companies have the support they need to thrive in a changing marketplace.

Work to support this strategic theme in 2025 was delivered under these priority headings:

Priority 1: Maximise commercial impact across sectors by transforming our supports to align with market and customer opportunities

In our commitment to be focused and strategic, the goal is not just immediate commercial growth but an approach that values resilience and reputation in the longer term.

Coordinated alignment between our Dublin head office and our network of 14 international offices is at the heart of our drive to promote Irish food, drink, and horticulture through relationship building, research work and knowledge empowerment.

On a B2B level, high level meetings with CEOs and C-suite professionals allowed Bord Bia to update leading international buyers and retailers on our progress and achievements around sustainability.

Trade missions play a key role in promoting the opportunity of Food Brand Ireland. High-level activity in 2025, reinforced by strong industry networking programmes, included missions to the US, China, Japan and Korea.

The My Bord Bia portal, offering centralised access to relevant supports and services to our clients continued to gained momentum with over 1,200 client users. Client led insights will inform the future development of the portal.

Bord Bia’s Marketing Assistance Programme Grant continued to support Irish food, drink and horticulture producers enhance their performance and gain a foothold in new markets.

The Learning Zone provides small business clients will opportunities to enhance and develop skills and increase business acumen to support existing business and enhance new opportunities.

Priority 2: Connect with stakeholders through cohesive, impactful, narrative-driven communication and engagement and leverage new media for broader reach

Ireland has a powerful and evolving story to tell as a food producing island – a message that requires coordinated communication among all our stakeholders. Bord Bia is committed to sharing stories of achievement and success that resonate with our stakeholders. These narratively connect sustainability and quality to Ireland’s food heritage.

Farmer communications remained a priority through the year, led by the Farm Sustainability Learning Hub campaign and newsletter distribution to 75,000 farmers via post and newspaper insertion.

A pilot Audit Awareness campaign was undertaken to share the development of new and changed criteria for the Bord Bia audit, utilising Mart TV video, website FAQ, print and online ads.

Bord Bia proudly participated at national events included the National Ploughing Championships and the Tullamore Show.

Key trade and marketing events in 2025 included the Meat Marketing Seminar in January, the Dairy Seminar in April, and Foodservice Seminar in November, designed to inform and update the industry with the latest on market challenges and opportunities. The Brand Forum Food and Drink Industry dinner at UCD was held on November 20.

Priority 3: Develop industry talent and capability

Building on Bord Bia's existing strengths in education and learning, the new strategy sees a renewed focus on approaches that deliver lasting commercial returns, improving the skills and ability of food industry personnel from graduates to executives.

A successful suite of education and talent programmes led by the Bord Bia Talent Academy in 2025 included the Leaders Sustainability Acceleration Programme, the Bord Bia International Graduate Programme, the Origin Green Ambassador Programme, the Marketing Fellowship, and the Insights and Innovation Programme

The Accelerated Export Growth Programme launched in early 2025 with 11 Irish businesses on board. The programme offers mentoring and digital strategy support to boost export readiness.

Appreciation and thanks

As we reflect on an intensive and productive year of Bord Bia activities, we commit anew to embracing the myriad challenges that 2026 will present. Let me conclude then by expressing my thanks and deep appreciation to the many people whose work, commitment and partnership contribute to making Bord Bia the ambitious, results-focused organisation it is.

Firstly, I would like to thank the Chair of Bord Bia Larry Murrin. Larry's commitment to the role of Chair is fundamentally a commitment to our industry's future and I look forward to continuing to work closely with him. I would like to further express my appreciation to all the members of the Board and the five subsidiary Boards, who have played exemplary roles in ensuring Bord Bia remains strategically on target for the years ahead. I thank you collectively for your good council and the leadership you have shown. To those who have stepped down and those who have joined over the year, my particular thanks for your contribution.

I would like to express my sincere thanks to Minister for Agriculture, Food and the Marine, Martin Heydon; Minister of State with responsibility for Forestry, Farm Safety and Horticulture, Michael Healy-Rae; Minister of State with responsibility for Food Promotion, New Markets, Research and Development, Noel Grealish; and Minister of State with responsibility for the Marine, Timmy Dooley. It's been my pleasure to work alongside all of you in the interests of and for the benefit of the agri-food community.

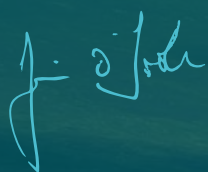
Let me acknowledge the Department of Agriculture, Food and the Marine's 2025 allocation of €59.5 million in funding for Bord Bia in 2025. This was a welcome €2.5 million increase on the previous year and appreciated as a signal of confidence in our organisation and its work.

I would like to personally thank Secretary General Brendan Gleeson and all the team at DAFM and our peer organisations at home and abroad, in particular Teagasc, Enterprise Ireland and the Department of Foreign Affairs. I would also like to take this opportunity to wish Secretary General Brendan Gleeson all the best in his retirement and to welcome the new Secretary General Sinead McPhillips and wish her all the best in her new role.

Let me finally and sincerely thank my executive team and all who work in Bord Bia for their continued commitment to excellence and for the trust they place in me. I hope that I have and will continue to reward their faith in my leadership.

I remain guided by the conviction that when we bring out the best in Bord Bia, we do something exceptional in an industry that sits at the heart of Irish life.

Jim O'Toole
Chief Executive



Sector Reviews



Meat and Livestock

The meat and livestock sector has continued to perform strongly during 2025 with the **overall value of exports reaching approximately €5 billion**, a notable 18% increase from year earlier levels. Meat and livestock accounted for **26% of Irish food, drink and horticulture** exports in value terms during 2025, making it the second largest export category (after dairy).

The strong uplift in the value of total meat and livestock exports was driven primarily by the strong performance of the beef and livestock sectors, with the pork and sheepmeat sectors experiencing a more challenging trading environment in 2025.

A significant tightening during 2025 in cattle throughput in Ireland, and across much of the EU and the UK, contributed to a notable uplift in the Irish deadweight beef trade. This strong trade contributed to a 24% increase in the value of primary beef exports, with exports estimated at €3.4 billion despite a decline in the volume of beef exported. Strong livestock prices and a firm demand for cattle for beef production across Europe contributed to a 40% increase in the value of the live trade despite some contraction in the overall number of animals traded.

Following a strong year in 2024, there was a slight decline in the overall value of Irish pigmeat exports during 2025 to €475 million despite a 3% increase in the volume of exports. This trend reflects international market pressures. A significant reduction in sheepmeat production throughout the year contributed to a decline in the overall value of exports for the third consecutive year to €375 million.

Along with the above-mentioned sub-sectors, it is also worth highlighting exports of value-added meat products. These are categorised separately to primary meat, within prepared consumer foods (PCF) and increased in value by 5% in 2025 to reach €885 million.



Beef

The total value of primary beef exports in 2025 is estimated at €3.4 billion, up 24% on 2024 levels. In addition, beef offal exports were valued at €155 million, an increase of 12% from year earlier levels.



There was a significant contraction in cattle availability for processing during 2025 with throughput back 200,000 head/12% from 2024 levels.

However, volumes exported recorded a more modest decline of 5% (474,000 tonnes). Some of the decline in throughput was offset by an increase in average carcase weights, particularly in the latter half of 2025, while stock carryover from 2024 to 2025 had a further positive effect on product availability for export in the first half of the year. The strong live trade in 2023 and 2024 was a significant contributor to the tighter cattle supplies in 2025, with throughput also impacted by a scarcity of replacement heifers within the dairy sector which contributed to a significant reduction in cull cow throughput.

EU beef production is estimated to have declined by 2.5% in 2025, a result of a 2.2% contraction in the EU cow herd and the impact of diseases such as bluetongue and lumpy skin disease in key beef producing regions of the trading bloc. There was some weakening in demand for beef as the year progressed, a consequence of price increases starting to be passed on to consumers. This resulted in beef sales losing ground to more competitively priced proteins while downtrading within the beef category resulted in very strong demand for manufacturing beef.

Destination Trends

Irish beef exports to the UK increased by an estimated 25% to reach €1.6 billion during 2025, accounting for 47% of total Irish beef export value. In volume terms, Irish beef exports to the UK were down by 7% for the year to November 2025.

This trend aligns with overall UK beef imports which were back by 6% in the year to November according to AHDB. Ireland remains the largest supplier of beef to the UK market, accounting for 74% of overall imports in volume terms during 2025. Consumer prices at retail level continued to rise from the first quarter onwards, registering an 18% increase for the year.

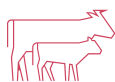
Overall, spending at retail on beef increased by 10% during 2025, while volumes were 7% lower. All categories of beef have recorded volume declines at UK retail with high unit prices proving challenging for many consumers. High prices impacted beef demand at foodservice, with volumes declining by an estimated 5%, with take-away and on-the-go formats seeing the greatest declines. The UK foodservice channel utilised increasing volumes of imported beef, with Australian, New Zealand and South American origins all making gains.

Exports to EU markets were 28% higher, reaching an estimated €1.6 billion in 2025 and accounting for 49% of overall values. Trade increased to many markets due to lower domestic beef production (-3%), especially in the first half of the year (EU Commission, 2025b). Demand was strongest for forequarter, mince and manufacturing beef, due to the tightness in supply. Higher-value primal cuts declined as the price gap between beef and other meats such as pork and poultry became more evident. Exports of primary beef to international markets decreased in value to €135 million as clients prioritised markets closer to home. This reflected the growing gap between prices in Ireland and the EU relative to other suppliers. Global consumption declined by one million tonnes to 72 million (GIRA, 2025c), reflecting lower demand from Asian markets, especially China. Irish beef exports to North America decreased by 14% to reach €25 million, with €20 million destined for Canada. Despite record high prices in the United States, access for Irish beef under the tariff-free quota remained a major challenge for exporters.

Prospects

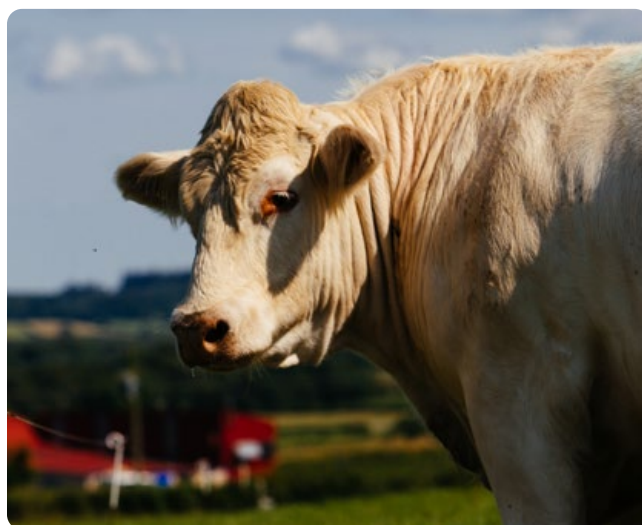
A continued tightening of beef supplies in Europe will continue to create import demand across the UK and Europe. EU beef production is forecast to decline by a further 1% in 2026 (EU Commission), with the ongoing reduction in the European cow herd suggesting a longer-term structural decline in the sector (GIRA). UK calf registrations are showing an overall decline, albeit with some growth in dairy calf registrations (AHDB).

Global beef supply is set to remain constrained, supporting higher prices. GIRA forecasts that global consumption will show growth of just under 1% annually up to 2029, driven by Asia, South America and the US. EU imports are forecast to increase in response to lower domestic production. While imports will put some downward pressure on prices, consumers' continued preference for beef, although price-sensitive, is likely to underpin demand for European beef (EU Commission). Notwithstanding the challenges faced by exporters, the ongoing tightness in beef supplies across the EU, combined with resilient consumer demand, will help support a positive market environment for Irish beef in 2026.



Live Exports

The live trade recorded strong value growth with exports reaching an estimated €480 million in 2025, a 40% increase on 2024 levels. Cattle are the largest contributor, accounting for 80% of overall value (€390 million), with the movement of live pigs to Northern Ireland valued at €85 million.



The relatively small number of sheep traded with mainland Europe makes up the balance. Rising beef prices on the domestic market and more limited supplies of cattle contributed to a strong increase in the value of all categories of cattle. While cattle numbers and domestic availability contracted in 2025, the rate of decline was less than recorded in some export markets.

The number of cattle traded during 2025 totaled 350,000 head, back 30,000 head from a very strong 2024 trade. A strong first half contributed to a double-digit increase in the level of calf exports. However, there was a notable decline in exports of older categories of cattle, particularly in the latter half of the year. The trading of live pigs to Northern Ireland increased to approximately 450,000 head in 2025, driven by increased Irish production and a widening price differential.

Destination Trends

Strong prices and established business routes made Europe the primary outlet for Irish cattle. There were 223,000 calves traded from Ireland in 2025, up 11% compared to 2024, with the Netherlands, Italy and Spain continuing as important end markets. The number of calves traded to Poland has also grown strongly in recent years. Evolution of the type of calves available for export combined with changes in end market demands has meant there has been a growing number of beef sired calves traded. Older categories of cattle (weanlings, stores, adult cattle) recorded double-digit declines. There was a steady demand for older animals from Northern Ireland, Spain, Italy and Greece in 2025. However, the trade was more subdued in other markets, partly because of the value of Irish cattle relative to competitors.

Prospects

While 2025 was a very positive year, there are several headwinds on the horizon, such as the continued opposition towards the trading of live animals. Proposed changes to EU transport legislation around journey times, feeding intervals, age at transport and space allowances will create challenges in the short to medium term for the unweaned calf trade in-particular.

The current relative price point of Irish animals is impacting competitiveness for all categories of livestock. Despite these barriers, outlook remains broadly positive in the short term, underpinned by tighter cattle supplies in Northern Ireland and firm demand for Irish cattle in established export markets.



Sheepmeat

In 2025, the value of Irish sheepmeat exports declined for the third consecutive year to an estimated €360 million.

The decline in the value of exports has been driven primarily by the lower availability of sheep for processing with the drop in factory throughput contributing to a 15% decline in the volume of sheepmeat available for export when compared to 2024 levels. With an estimated 51,000 tonnes of product exported in 2025, it is the lowest level of export trade recorded on a volume basis since 2016.



A combination of reduced domestic production, a contraction in the breeding flock and lower levels of live sheep imports from Northern Ireland for direct slaughter have all contributed to a notable decline in factory throughput. Reduced production has not only been a feature of the Irish trade but is apparent across all sheep producing regions of the EU. However, despite reduced supplies, there has been no associated uplift in demand for product with reports indicating a balanced supply/demand relationship for much of the year. The high price point of lamb relative to other proteins during a period of high costs of living and food inflation has continued to have a negative impact on demand.

While the overall volume of Irish sheepmeat exports declined in 2025, there has been a slight increase in the unit price per kg versus 2024 levels. While stronger average deadweight prices for producers across the year and a higher unit export value are welcomed, it translates into a higher price point which has an impact on the competitiveness of Irish sheepmeat in export markets. This was particularly prevalent in the first half of 2025 when there was a huge disparity in prices between European and Southern Hemisphere product. However strong increases in deadweight prices in both New Zealand and Australia in the second half of 2025 impacted their cost competitiveness in our closest markets.

Trends by Destination

Irish sheepmeat processors remain export focused with mainland Europe continuing to be the primary outlet for Irish sheepmeat. Europe, more specifically France, Belgium, Germany, Italy and the Nordics, is the primary outlet for Irish sheepmeat with 80% of all exported sheepmeat destined for the region. The level of trade with Northern Ireland and Great Britain have both recorded declines in 2025, with strong declines in the trade with Great Britain in particular.

Higher levels of Southern Hemisphere imports available on the UK market and a growing export focus of the UK sheep industry has had an impact on opportunities for Irish product in the market. Switzerland remains the primary outlet for Irish sheepmeat outside the EU/UK with exports valued at €15 million, back by a third from 2025 levels.

Prospects

Continued contraction in the breeding ewe flock across the EU will continue to impact the availability of sheep for processing. While this tighter supply situation supports higher deadweight prices, it creates challenges when securing market returns for Irish lamb, particularly where there is competition in the market from both UK and Southern Hemisphere product. Consumers in Europe continue to be highly price sensitive and, with an aging demographic of lamb consumers the EU, it is forecast that lamb consumption will continue to decline.

On a global level, China continues to have a strong impact on the sheepmeat market due to the sheer scale of the market. New Zealand and Australia are the major suppliers into the market. However, ongoing economic difficulties are impacting the type and value of products currently being imported. This has encouraged a more diversified export focus for both Australia and New Zealand with a growing focus on markets in the Southeast Asia region, the US and in the Middle East. Exports to the UK have also grown under their newly negotiated trading arrangements.



Pigmeat

Irish pigmeat exports recorded a slight decline in 2025, reflecting international market pressures.

The value of primary pigmeat exports declined by 3% to €475 million despite an increase in export volumes, up 3% to 205,000 tonnes.



The decline in value reflects a highly competitive international pork market, ongoing tariff complications and subdued demand in export destinations. Irish pigmeat production rose by an estimated 5% during 2025 to approximately 325,000 tonnes. Both pig supplies and average carcase weights increased slightly. Irish pig prices softened in 2025 relative to 2024 levels but remained ahead of EU averages for most of the year.

EU pork production was stable in 2025, despite a strong first quarter (EU Commission). This reflects a decrease in the number of breeding sows, stricter environmental regulations and disease pressures in several member states. EU pigmeat exports declined as the sector became less internationally focused. The sector benefitted from lower feed prices throughout 2025, helping to offset some of the cost pressures faced by producers and supported margins despite challenging market conditions.

Destination Trends

The value of exports to the United Kingdom market remained robust, rising by 8% to an estimated €165 million, with Great Britain accounting for an estimated €105 million and Northern Ireland €60 million. Exports to the EU reduced to €85 million in 2025, with trade led by markets such as Germany, Poland and Spain. Some increases were recorded to Slovakia and Spain while Denmark and France both saw reductions.

International markets continued to decline in relative importance, reducing to €225 million. Exports to China were stable until the introduction of tariffs in September 2025 caused a slight decrease in total exports, which reached a value of €95 million. Exports to Japan and the Philippines also decreased while South Korea recovered following a difficult year in 2024. The value of exports to Australia recovered to 2023 levels. Following the increase recorded in 2024, trade with the US declined, coinciding with the introduction of tariffs.

Market Outlook

There is a cautiously optimistic outlook for 2026 for the Irish pigmeat sector. The decline in exports recorded in 2025 reflected persistent international market pressures, tariff complications and subdued demand in some export destinations. However, the sector's resilience was demonstrated by the 5% increase in domestic production, supported by larger carcase weights and increased pig supplies. The EU Commission forecasts stable pork production for 2026 as the effects of a smaller sow herd and stricter regulations continues to be felt. Rabobank's global outlook reinforces this, projecting further contraction in the sow herd across the EU and China.

Brazil will continue to expand, increasing its share of global pigmeat trade from 12% to 15%. African Swine Fever and Porcine Reproductive and Respiratory Syndrome (PRRS) remain key risks in Europe and Asia. Lower feed prices helped to offset some cost pressures in 2025, supporting producer margins and providing a more stable foundation. This trend is expected to continue for 2026. The UK and EU are expected to retain their status as the primary destinations for Irish pigmeat. Internationally, the sector will need to navigate ongoing volatility in Asian markets, with Chinese demand uncertain due to tariffs and rising self-sufficiency.



Poultry

Irish primary poultry exports recovered strongly in 2025 to reach an estimated €165 million, an 18% increase on 2024. Exports of eggs, which make up a small share of the category, experienced strong growth in 2025.

Irish poultry production grew by 6% in 2025, with throughput at export meat plants reaching 120 million birds. As in previous years, chickens (broilers and hens) accounted for the majority of birds processed (96%), with ducks and turkeys making up the remainder. The domestic market remains crucial for the Irish poultry industry. The category continued to benefit from strong engagement from Irish shoppers. The volume of chicken purchased by Irish consumers grew by 4% during 2025, with the average retail price rising by 4%. High beef prices amplified this trend as the year progressed, with price-sensitive consumers switching to chicken as a more affordable alternative.



Trends by destination

Ireland's exports of primary poultry products to the UK increased by 20% to total €105 million in 2025. This represented 64% of total exports, with Northern Ireland accounting for 60% of this value. Exports to the EU recovered by 12% to €35 million. Growth was uneven across EU markets, with gains in Denmark, France, Spain and Germany offset by declines to the Netherlands. International markets also recorded a strong performance, reaching €25 million. Trade with Africa continued its upward trajectory, climbing to €18 million, supported by consistent demand from South Africa and Ghana. Meanwhile, shipments to the Middle East, particularly eggs, saw significant growth, albeit from a small base.

Market Outlook

If current deadweight price levels continue to remain elevated and Highly Pathogenic Avian Influenza (HPAI) outbreaks are limited, EU poultry production should see further, measured growth in 2026. Growth will be driven by continued consumer preference for poultry as a versatile, cost-effective protein, coupled with consistent lower feed costs. However, the sector will continue to face constraints from supply chain risks, particularly hatching egg shortages and disease related trade restrictions. EU consumption growth remains positive, rising by 2% in 2025. Imports into the EU increased by 12% in early 2025 as higher EU prices attracted Brazilian shipments and additional volumes from Thailand and China. However, imports fell sharply over the summer and autumn periods following HPAI restrictions being placed on Brazilian poultry.



Dairy Products and Ingredients



Irish Dairy Export Performance

Irish dairy exports were valued at an estimated €7.3 billion in 2025, representing a record year and growth of 14% versus 2024. Ireland shipped 1.6m tonnes of products and ingredients to over 140 markets worldwide.

In 2025, domestic milk intake was estimated at almost 8.84 billion litres, an increase of 406 million litres (4.8%) when compared with 2024.

Global milk supply grew by approximately 1% in 2025 with New Zealand, Europe and the US increasing output. Much of this was in the second half of the year as production ramped up, supported by relatively low feed prices, and in response to strong market prices for dairy commodities.

It is estimated that imported traded global volumes grew by approximately 1% in 2025 (StoneX, 2025).

Overall demand by the world's largest dairy importer, China, in 2025 was 3% ahead of 2024 levels at 15 million tonnes. Demand from Mexico declined slightly. Demand in Southeast Asia was mixed with increased volumes into Malaysia and Vietnam countered by declines in Indonesia, Philippines and Thailand.

Butter demand was the powerhouse behind dairy's upward price movement in 2025. This was underpinned by lower EU production in the first six months of the year. Europe and North America are driving growth, accounting for over 80% of butter volumes exported. The more powder-dependent regions of Asia, Africa and Middle East all grew in 2025. However, this was driven by higher commodity prices rather than demand. As a key market for both cheese and butter, the United Kingdom performed well in 2025 with exports increasing by 18% value. Yoghurt had an exceptional year with exports increasing by 30% to the region.

Key Activities and Achievements in 2024

EU Co-funded Dairy Campaign: 2025 marked the conclusion 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. It also incorporated the first six months of a new European funded campaign focussed on opportunities in specialised nutrition manufacturing customers in China, Vietnam and Singapore.

Throughout 2025, 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 600 buyers in Japan, Vietnam, Philippines, Malaysia and Thailand via technical seminars and trade shows. A customer seminar was incorporated into a Ministerial Trade Mission to China in October with Minister Timmy Dooley T.D. addressing over 100 Chinese buyers on the benefits of sourcing high value dairy ingredients from Ireland.

B2B Marketing Campaigns – priority markets: In 2025, Bord Bia ran a programme of marketing campaigns in EU, UK, and Japan with the objective of driving awareness of Irish grass fed dairy and preference for sourcing from Ireland among selected trade buyers. Activations included trade advertorials, inward journalist visits, online advertising and a LinkedIn campaign. Alongside the well-established position on sustainability through Origin Green, these campaigns also featured the availability of grass-fed certification on Irish dairy products.

Bord Bia Dairy Markets Seminar: The Bord Bia Dairy Markets Seminar took place in the Kilashee Hotel in April with over 150 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 of State for Agriculture, Food and the Marine, Noel Grealish T.D., and Bord Bia CEO, Jim O'Toole, followed by expert speakers on key global trade and consumer trends pertaining to the theme of 'Driving Value Growth for Irish Dairy'.

Trade Shows: Trade shows continued to play a key role in enabling Irish dairy clients to connect with their customers. In 2025, Bord Bia, together with the Irish Dairy Industry, attended Gulfood, Biofach, Anuga and Food Ingredients Europe.

Insights: Insight projects in the year included the continuation of 'Market Pulse' services in Nigeria, Senegal and Ivory Coast, delivering insight on frontline market conditions in key dairy markets. A project was delivered which focussed on opportunities for value-add ingredients to serve the growing domestic specialised nutrition sector in Japan. A study on opportunities for dairy ingredients for manufacturing in Saudi Arabia was also undertaken and is due to be debriefed to industry in Q1 2026.

Farmhouse Cheese: An online influencer campaign extolling the unique characteristics of Irish farmhouse cheese was undertaken with content created across the weekend of Bloom and shared online.



Prepared Consumer Foods, Beverages and Seafood



Prepared Consumer Foods

2025 was a challenging year for the Prepared Consumer Foods (PCF) sector, with businesses navigating persistent inflation and evolving consumer dynamics. Despite these pressures, exports grew by 9% to €3.6 billion.

Category performance varied, with meal solutions, carbonated drinks, juices and chocolate confectionery showing the highest value growth. The value-added meats category, the largest segment in the sector, was impacted on the supply side by elevated protein prices, and in the market, by the Quick Service Restaurant (QSR) segment facing operational and cost-related challenges.

Persistent inflation, particularly in grocery products, continued to challenge both consumers and retailers. Rising costs influenced household spending and purchasing decisions, while retailers carefully managed margins, pricing and supply chains (Kantar, 2025). The PCF sector remains a cornerstone of Ireland's food industry, employing over 33,000 people. The strong export performance of the sector reinforced its position as a value-add driver for the wider Irish food and drink industry (ShelfLife, 2023).

Performance by destination

UK

Since Brexit, the UK market has evolved for Irish food and drink exports. Exports to the UK have grown from approximately €1.8 billion in 2019 (around 67% of all PCF exports) to over €2.5 billion in 2025, representing 70% of total PCF exports. This growth occurred despite new regulatory and logistical challenges, including additional documentation, border and sanitary checks, currency volatility, elevated logistics costs and heightened competition. The UK retail and Out-Of-Home (OOH) channels remain key destinations. However, the OOH channel continues to operate below pre-Covid-19 levels in an increasingly competitive environment.

EU

Exports to the EU market were valued at €775 million, up 2% on 2024. €115 million worth of PCF products were exported to Germany, a decline of 15% on 2024. This reflects the economic challenges in Germany and a consumer that is increasingly value conscious. France remained an important market at €85 million but, like Germany, was challenged. The Netherlands was valued at €180 million, recording a 29% increase from 2024.

Other European markets including Spain at €70 million and the Nordics at €90 million are emerging as growing opportunities for value added prepared consumer foods.

US

Despite tariffs, regulatory differences, a stronger euro against the US dollar and ongoing trade uncertainty, exports to the US were valued at €145 million, a 19% increase. This growth reflects the long-term commitment of Irish exporters to strengthen relationships with local customers, with notable successes in segments such as ice cream and snacking.

Middle East

The Middle East showed strong growth, rising 17% to €25 million, with potential for further expansion in this region.

Key activities and achievements

The PCF sector continued to invest in growth throughout 2025, with manufacturers upgrading factories to enhance efficiency and expand product capabilities. These investments have underpinned the need for ongoing new business development in export markets. To support this, Bord Bia provided a range of opportunities for PCF clients to exhibit at leading international trade shows across Europe and further afield. Key events in 2025 included ISM, Gulfood, Internorga, Biofach, PLMA, Anuga and FIE.

Participating companies were supported through a variety of initiatives designed to maximise their presence at these shows and to ensure impactful customer and client engagement. All trade show participation was delivered under the banner of Ireland and Origin Green. While Bord Bia does not typically exhibit at UK-based trade shows, a number of trade-related events took place during the year, providing valuable platforms for client engagement. These included targeted networking events, the Bord Bia Foodservice Forum and the annual trade reception.

Impactful customer and client engagement remains a cornerstone of Bord Bia's work. Throughout 2025, a number of strategic lead generation initiatives were delivered, led by Bord Bia's overseas offices. These projects focused on working closely with customers to identify sourcing needs and aligning these requirements with the capabilities of PCF client companies.

Hosting international customers in Ireland and showcasing first-hand the breadth and quality of Irish PCF products continues to be a highly effective way of building relationships and delivering new business opportunities. In 2025, Bord Bia successfully hosted customers from Germany, the UAE and the US.

In addition to direct customer engagement, market understanding remains critical for PCF companies. A number of market study visits were organised during 2025, providing client companies with valuable insights into specific markets and channels. These included a study visit focused on the foodservice channel in France, featuring expert presentations, market safaris and attendance at the Sirha trade show. A further highlight of the year was a market study visit to California, which included attendance at the renowned Expo West.

Underpinning all trade engagement activity is robust market intelligence and consumer insight. Bord Bia continued to provide PCF clients with always-on access to its published reports through the MyBord Bia portal. In addition, several strategic insight studies were undertaken during the year, including research on the future of QSR, sustainable nutrition and consumer trends (Cultivate). There was a particular focus on the OOH category, supported by a dedicated seminar tailored to the UK market. Engagement from PCF clients across all of these services was strong.



Alcoholic Beverages

Drinks exports were stable in 2025 at just over €2 billion, highlighting the resilience of the sector.

The market for Irish drinks was challenging, with difficult trading conditions, persisting inventory issues and slower depletion rates due to a squeeze on consumer spending. In addition, exporters had to adapt to new trading conditions as a result of tariffs on goods entering the US, the largest single market for Irish drink exports. Irish whiskey exports were 5% lower in 2025 at €930 million, while Irish gin exports declined by 14%. Both categories were negatively affected by trading uncertainty in the US, as well as a slowing of premiumisation for whiskey and gin in the market due to increased pressure on consumer spending.



However, Irish cream liqueur exports increased by 10%, continuing the growth evident since 2023. The category continues to benefit from premiumisation in key export markets such as the UK and North America. Exporters continued to focus on diversification in 2025 with strong growth in emerging regions such as Asia (+17%) and Africa (+62%). These new regions present strong headroom for growth opportunities for Irish exporters in the US market as it continues to settle. Irish beer exports increased by 7% to €350 million. This was mainly driven by increased trade to the European Union and the US market. Irish cider exports remained over €75 million in 2025, reflecting another strong performance in the UK market.

Irish whiskey

The Irish whiskey category represents 45% of total export value at approximately €930 million, a reduction of 5% on 2024. The global whiskey market faced a challenging year, especially in the US, where Irish whiskey exports declined by 5%. Stocks were built up in late 2024 and the first half of 2025 in anticipation of tariffs, which were implemented in August 2025. This situation, combined with a 12% devaluation of the US dollar, made trading into the US challenging as the year progressed. These factors led to a decline in the Total Beverage Alcohol (TBA) market in the US and also had a negative effect on premiumisation in the market. Emerging consumer trends such as GLP-1 usage are also impacting the market. Irish whiskey ranked ninth in value terms within the global Premium+ spirits category, growing value by 9% over the past five years. It is one of the fastest growing spirits categories, only behind agave and tequila in Net Retail Value. In the second half of the year, established brands in the region started to see positive sales in the market while newer brands faced significant challenges. Exports to Canada grew by around 25%. Exports to the EU were stable, albeit with mixed results. The top market was Germany, which was down earlier in the year but recovered as 2025 progressed. While exports to France were stable, shipments to Poland were slightly lower after a strong year in 2024. Exports to Belgium, Italy and Spain all showed good levels of growth.



Irish whiskey exports to the UK were slightly lower in 2025. The market faced headwinds from a build-up of stocks at the start of the year, highly competitive conditions and squeezed consumer spending. Since 2023, several emerging regions have shown consistent growth, with Africa up 48%. In that time, Nigeria, in particular, recorded strong growth (+40%) as difficulties with the naira and challenging economic conditions began to ease. Meanwhile, South Africa (+30%) continued to emerge as a key global market for the Irish whiskey category. Growth in Asia has been driven by India and Japan, which have increased by over 75% and 23% respectively since 2023. Other markets such as China, Singapore and Malaysia are developing strongly. Exports to Australia declined slightly after a very strong performance in 2024 but remained the second-most important market in the Asia Pacific region. The UAE and select South American markets also performed well, albeit from low bases.

Irish cream liqueur

Irish cream liqueur exports rose by 10% in 2025 to €430 million, representing growth of around 20% since 2023. Exports to the US and Canada accounted for over 63% of the total, with both markets performing well in 2025. Exports to the EU were slightly lower, while trade to the UK grew by over 20%.

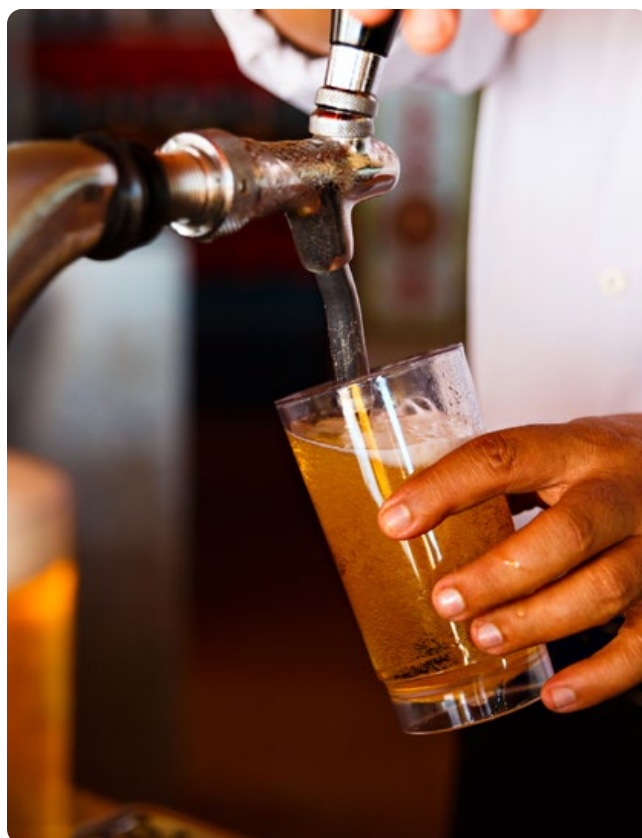
Despite a good performance in the US, the market is challenging, with greater competition from non-Irish cream liqueurs, pressure on consumer spending, the depreciation of the US dollar and the impact of trade tariffs.

In the EU, there were mixed performances. The key markets were Germany (+19%), France (+32%); Spain, Romania and Poland. South America is emerging as a growth market with Chile (+25%) and Argentina (+137%) increasing strongly with good short to medium term outlooks. Asia and Oceania also grew strongly, with China, Australia and Singapore leading the way.

Beer

Irish beer exports increased by 7% to reach an estimated €350 million. This continued the recovery in exports since 2022, emphasising the resilience of the sector. Exports to the UK declined by 14% after a strong performance in 2024.

Exports to EU markets increased by 21%. France was the key market for beer in the EU, with exports up 22%. The German market was 16% higher, with additional growth evident in both Spain and Italy. Exports to the US increased by 14%.



Other Alcohol

A new category of drinks exports has emerged over recent years: spirits-based Ready To Drink (RTD). Around 90% of products in this category are exported to the US, with the other 10% spread between the UK and EU markets. The value of these exports has grown from around €55 million in 2022 to an estimated €220 million in 2025. Irish cider exports recorded a marginal fall in 2025 to just over €75 million. The UK is the key export market for the category, accounting for 90% of overall Irish exports, with trade stable year on year. Irish gin exports had a challenging year in 2025 with export values declining by 14% as continued rationalisation of brand ranges weighed on performance. Exports to the US remained stable, representing a relatively strong outcome given difficult market conditions and the impact of a weaker dollar. By contrast, exports to the EU declined, reflecting ongoing brand rationalisation and downward pressure on retail pricing during the year.



Bord Bia Support

Bord Bia's key initiatives for the sector form part of a wider "Spirit of Ireland" campaign. This programme consists of educational events aimed at front-line staff as well as buyers and owners of on and off trade establishments in key target markets. During the course of 2025, Bord Bia delivered 15 such events focussing on the control states of the US and Canada; India, Nigeria, Japan and Australia. Other initiatives include three drinks trade shows with over 35 clients participating. Bord Bia also supported an on-line interactive craft beer activation to coincide with Bord Bia Bloom which highlighted exhibiting companies and hosted the inaugural Irish Beer Industry (IBI) Industry Day in Bord Bia in May.

From a brand development perspective, numerous projects were completed with a focus on brand and website development. Bord Bia also continues to assist clients with co-funded tastings in the United States with over 40 companies availing of the scheme. Sustainability continues to be at the core of the drinks industry business model with 77 companies verified as Origin Green, 12 of which are classified as Origin Green Gold.



Seafood

Total seafood exports in 2025 increased by 12% to €672 million. Trade was boosted by higher volumes in the key species of salmon and pelagics. However, higher costs and increased competition resulted in a challenging year for both sectors.

Salmon exports were valued at almost €114 million, up 10% on the back of a 16.8% increase in volumes. Pelagic volumes increased by 44% which helped offset lower unit prices, overall pelagic exports were valued at €192 million.

Shellfish exports were over 2% higher in value while volumes decreased by 5%. 2025 represented another challenging year, particularly in the core European markets. Headwinds included the squeeze on consumer spending, the availability of cheaper proteins and intense competition in some of our key export markets, all of which dampened demand and prices. Competition for supply also remained a challenge. However, the Chinese market performed particularly well during 2025 with strong demand for Irish shellfish across a range of species resulting in exports almost doubling in value.



Whitefish exports increased by 5% to €53 million against export volumes which declined by 7% during this period. The ongoing impact of the decommissioning scheme and coupled with pressure on quotas, is resulting in the whitefish sector facing uncertain times.

Product & Destination trends

Pelagics

Volume exports were 44% higher at over 130,000 tonnes. The main driver was the increase in volume and value of blue whiting exports following very limited trade in 2024. The horse mackerel quota increased from a very low level to circa 17,000 tonnes while export prices also increased. It is important point to note that landing prices were higher in 2025 which resulted in significant challenges for exporters.

Africa remains the largest market for pelagics, accounting for more than 30% of exports with Nigeria, Egypt and Ivory Coast the main destinations in 2025. Nigeria's currency difficulties created challenging market conditions for Irish exporters. Overall, exports to Africa were more than 30% higher in value and volume mainly driven by lower value pelagic species.

The EU was the 2nd largest export market for pelagic species at more than €70 million. Volume growth was ahead of value with key markets being Denmark, Germany, Romania, Spain and Poland.

Asian markets continue to be very important for the pelagic sector. Exports increased by 16% to €25 million on the back of flat volume growth. Japan continues to be the key market for Irish pelagic fish followed by China.

Shellfish

The core shellfish markets are in the EU with Italy, France, Spain and The Netherlands dominating the trade, accounting for more than 60% of shellfish exports in both value and volume terms.

However, economic conditions were challenging in these markets with consumers more resistant to higher value proteins, combined with intense competition from other suppliers, impacted on prices and demand.



There was a strong demand for Irish shellfish across Asia with value and volume growing by more than 36% and 22% respectively, largely driven by China which accounted for more than €35 million of shellfish exports. Thailand, Vietnam, Japan and Singapore are also emerging as key growth markets with new listings secured across the region during the year.

Salmon

Organic salmon exports increased by 16% in volume terms in 2025. Key markets included France, Poland, Germany and The Netherlands. The French market was challenging, while volumes increased across markets, organic prices were under pressure due to increased supply of competitively priced organic salmon from Norway. Outside the EU, exports to the UK also increased by 23% in value terms in 2025.



Whitefish

Export volumes for Irish whitefish in key export markets were weaker in 2025, although prices improved somewhat with value increasing by 5% during the year. Exports to the EU increased by 6%, due to higher unit pricing while volumes reduced by 12%. Spain, France, and Belgium were the key markets in addition to exports to Great Britain growing strongly (up by more than 30% in value and volume).

Prospects for 2026

The prospects for the pelagic sector in 2026 are very challenging due to the significant cut in the pelagic quotas announced in December 2025. This sector will be more dependent on foreign landings in 2026 and processors in this sector face a very difficult year.

The prospects for Irish organic salmon are also challenging in 2026. The closure of the US market in the early part of 2026 is a difficulty for this sector and the increase in organic, competitively priced supplies from Norway represents a further challenge facing the Irish industry this year.

Considerable uncertainty surrounds the pace of recovery in shellfish markets across the EU, particularly in France. Pressure on disposable incomes and intense competition in the foodservice channel points to another difficult year in 2026. Irish exporters continue to explore new and emerging markets for Irish shellfish to maximise the returns from limited raw material supplies.

The whitefish sector will remain reliant on quota allocations as processors innovate to add value to mitigate the impact of a declining supplies available to process. Alternative species will also need to be explored to satisfy growing demand for seafood. Prices should remain resilient given these ongoing supply constraints. Investments into more value added, ready to eat and/or ready to cook formats could help export values and open new markets and channels in 2026.

Ongoing pressure on input costs, logistics and labour availability seem set to persist in 2026. Overall, 2026 looks set to be another challenging year for the Irish seafood sector.



Horticulture

The horticulture industry includes both the edible and amenity horticulture sectors. Six thousand six hundred (6,600) people are employed in primary production. Overall, the farmgate value for the horticulture industry was estimated to be in excess of €639m value in 2025.

Fresh Produce Market

The retail fresh produce market was valued at €1.91bn in 2025, an increase of 7.7% on 2024. This was driven by higher retail prices, especially in potatoes, some increases in volumes and an increase in buyer numbers. Fruit accounted for 48.6% of expenditure, vegetables 36% and potatoes 15.4%. These categories were valued at €961.4 million, €712.1 million and €305.1 million respectively. The food service market for fresh produce performed well in 2025, consolidating the 2024 performance.

Fruit and Vegetables

Growing conditions in 2025 were favourable for most growers. The weather was excellent with lengthy periods of sun giving optimum sunshine hours for growing crops both indoors and outdoors. Excellent early summer conditions gave way to some periods of mini droughts in mid-summer and there was a very clement autumn which was ideal for growing and harvesting.

Irrigation was essential to carry some field crops through these dry periods. The good summer weather led to high consumer demand for berry crops and salads, with lesser demand for field vegetables, mushrooms and potatoes. Cost of production remained high and was a significant challenge for all growers. The cost and availability of labour continue to be the major issue across the industry. Good weather conditions allowed for good yields and extended season cropping. There were several *Listeria* outbreaks in late summer. However, the industry responded by increasing the flow of information and implementing best practice to rectify the situation/s.

Mushrooms

Mushroom exports to the UK, the main market for Irish mushrooms, fell in 2025. Sales grew marginally in value due to higher prices but fell in volume. The strongest drivers for this performance were warmer than average weather over both spring and summer which reduces the likelihood of mushroom consumption, and a reduction in consumer purchasing power. The export performance of the sector declined compared to 2024. Although the value of sales increased very slightly, volume fell by 4%.

Potatoes

2025 was an excellent growing season for potatoes from spring all the way through the summer and into the autumn. Crops were mostly planted early and there were two short mini drought periods during the season. However, those with irrigation overcame this which helped to mitigate the drought impact. Overall, eating quality of early and maincrop potatoes was excellent. However, some crops reported higher tare levels than 2024. DAFM figures estimate the area dedicated to maincrop potato cultivation in 2025 to be 7,236 hectares, representing a decrease of 855 hectares compared to 2024. The 2025 area planted was the third lowest area planted since 2015 and is below the 10-year average.

This decrease can be attributed to poor market sentiment at the beginning of the new main crop season, due to oversupply from the 2024 season. Retail prices for potatoes held steady in 2025 with potato supply returning to normal availability following two previous years of scarcity and even imports. Input costs such as fertilisers, pesticides, harvest machinery and land access continue to increase production costs, while labour cost and availability is also an issue pushing the industry towards increased mechanisation.

Across the country, yields of the main crop 'Rooster' variety were good (+10% YoY), the highest since 2021, with particularly good crops in Dublin and the Southeast. Yields of Kerr's Pink were the second highest on record and the highest since 2004, although the area of this variety has declined over the years.

The domestic market is the key market for the potato industry which was valued at €305.1m in 2025 at retail level.

Amenity Crops

Output from the amenity sector was estimated just over €100m farmgate value in 2025. Unprecedented growth in the interest and expenditure on gardening during the Covid-19 pandemic saw spend increase to over €1 billion by consumers. Spending habits have levelled off, however, the market has experienced real growth since before the pandemic, suggesting that our heightened focus on our outdoor spaces during Covid-19 has left a legacy on our attitudes towards our gardens. All categories recorded growth in spend compared with 2018. The most noteworthy shift is in the landscaping services area, which continued to grow since Covid-19.

Amenity exports were flat in 2025, with a slight increase in exports to Northern Ireland. Plant and foliage sales were steady while daffodils exports showed small increases. The warm summer in the UK meant gardeners were slightly more conservative in their purchases. The UK market is again the main market for Irish exports. Sales to all markets were worth €20 million in 2025, the same as in 2024.

Horticulture Promotions

EU Potato Promotion ‘Potatoes, Prepare to be Surprised’ Campaign

A follow-on three-year EU and industry co-funded potato campaign targeted at millennials commenced in January 2023 and finished in December 2025. The campaign ran across the key social media channels (Meta, Tik Tok, Snapchat, YouTube, Pinterest) with particular emphasis on Instagram. Traffic was driven to the campaign website, www.potato.ie, which hosts a Potato Calendar with over 365 potato-inspired recipes (one potato recipe for every day of the year).

EU Fruit and Vegetable Promotion ‘Life is Better with Fruit and Vegetables’ Campaign

The EU and industry co-funded “Life is Better with Fruit and Vegetables” campaign launched in March 2022 and ran until the end of February 2025. The aim of the campaign was to increase the level of knowledge amongst millennials regarding the nutritional benefits, versatility, sustainability and practicality of fruit and vegetables in order to increase their purchasing power and consumption of Irish fresh, local, and in season fruit and vegetables. The campaign sought to inspire millennials to try a wide range of bespoke fruit and vegetable inspired recipes. Sixty-five (65) fruit and vegetable recipes were created along with a seasonal cookbook.

The campaign was primarily online with its own social media channel (@lifeisbetter.ie) and a dedicated website (www.fruitnveg.ie). The campaign incorporated the seasonal promotion of soft fruit, strawberries and the full range of seasonal produce. The website also houses 18 local grower videos in an ‘Out of the Ground’ video series. It also profiles the campaign industry supporters, featured in a Grower and Packer Map. Online promotional and advertising activity was ongoing across the three years and directed the public to the campaign website.



EU UK Mushroom Promotion – ‘Make it a Mushroom Moment’

The three-year EU co-funded promotion of mushrooms with an annual spend of €1 million, Make It Mushroom Moment, wrapped up its first year in May with some excellent results. PR was a particular success as it was led by celebrity chef, Clodagh McKenna, and celebrity nutritionist, Dr Emily Andre. They had over 500 pieces of coverage which was seen by over 450 million people. A radio day with Dr Emily Andre was heard by 12.5 million listeners. There were 85 million impressions of content on social media and 18 million impressions for digital advertising. The campaign now has 177,000 followers across the three social media platforms, Facebook, Instagram and Tik Tok. The activity provided crucial support to the industry at a time when sales had been affected by the warm spring. The campaign will continue until May 2027.

EU Mushroom Promotional Campaign “Mushrooms, the Hidden Gem”

The campaign concluded in 2025. Together with the success results, it has been a massive achievement to get the cooperation of nine European countries to fund and run the activities. In Ireland in 2025, activity took place with influencers Healthy Fit Bella, Holly White, Nicola Carolan, The Tummy Fairy and Maria Harte as well as media partner, Hotpress. In 2025, the campaign received more than 600,000 impressions across all the activities. Maria Harte participated in a mushroom activation at the Hort is Life stage, next to a mushroom display that had been set up.

The campaign used the Mushroom Business publication to highlight the work of the promotion to the industry across Europe, and in Ireland. Over the three years of the campaign, the activities generated 3.6 million impressions. The intention is to reapply for funding in 2027, once agreement with all the partners has been reached. In the meantime, limited interim activity will take place.

Best in Season Campaign

The Best in Season campaign objectives are 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 include PR and online activity using social media, influencer collaborations and recipe promotion. Six separate activations took place in 2025 to promote new season fruit and vegetables. These included Celebrate Strawberry Season, activations on salads, field vegetables, and new season ‘Queens’ potatoes along with harvest focus on key vegetable crops and apples at Halloween. The annual National Potato Day celebration was held in October. All activations involved activity across PR and social media which generated significant engagement across all social media channels.

Home Grown TV series

Just over two million viewers tuned in to watch the third series of HOME GROWN, the TV programme sponsored by Bord Bia highlighting fresh produce and ornamental plants and horticulture related sectors. Broadcast across seven weeks on RTE One and RTE Player, the series featured 28 horticultural enterprises across all sectors and was repeated three times over the course of the year. Bord Bia’s objective for this programme was to explore the full range of horticulture, visiting both large and small-scale growers, inspirational gardens, service providers across the supply chain and other items of horticultural interest. Fourteen of the 28 stories focused on commercial horticultural producers across themes such as challenges (economic/ weather/pests and diseases) to technology, innovation and heritage and importance of plants to people and biodiversity.

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 and increased propensity to purchase the range of produce and plants grown locally.

Schools Programmes

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.

Over the 2024/25 school year, the programme delivered more than 2.5 million portions of fresh fruit and vegetables, as well as educational materials, to over 1,400 schools and 202,000 pupils. In May, schools completing their fourth year of Food Dudes were recognised with at a Presentation Day event to encourage their continued participation in the programme. The events were held on a regional basis, with plaques awarded to participating school. Dublin schools attended their Presentation Day event in the Bord Bia Global Hub and were also presented with a berry plant for their school, with thanks to industry support. During term one of the 2025/26 school year, 470 schools engaged with the programme, with a total of 1,400 schools anticipated to participate over the full academic year.

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 and Bord Bia, the programme is managed at school level by the agri-food educational body, Agri Aware. In 2025, more than 72,000 children across 1,400 schools participated in the programme, with over 2,000 packs dispatched to participating schools. The programme saw both online and in-school activity around an updated set of four core programme tasks, with events including a national Meet the Farmer Zoom, a healthy eating week in May and school visits to Bord Bia Bloom at Phoenix Park. The programme launched for the 2025/26 school year in November 2025, with schools set to commence the programme in February 2026. Participation in 2026 is expected to exceed previous years, with new elements added to the programme, including the provision of wildflower seeds.

Healthy Heroes

Healthy Heroes Lunch Club is a primary school 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 ways 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.

Six hundred and sixty (660) schools engaged with the programme in the 2024/25 academic year. This participation included approximately 85,000 children and covered all 32 counties on the island of Ireland (including approximately 23% of DEIS schools). Each month of the school year, a school was selected as “School of the Month,” with local PR around the programme and the benefits of participation for schools and pupils. The programme was represented at Bord Bia Bloom 2025, where there were activity sessions on the Budding Bloomers stage on the Thursday and Friday of Bord Bia Bloom.

Considering the changing landscape of the school lunch break, the programme will not run in the 2025/26 school year. IBBA has indicated that, during the break in programme activities, they will undertake research on the best methods to deliver their messaging to school-age children.

Gardening Promotion

Gardening promotional activities are carried out across the year with a full calendar of organic social media posts on all Bord Bia platforms. Along with selected bursts of PR activity, promotions took place across the year with seasonal themes including a focus on daffodils in spring (the main season for this cut flower), Poinsettias and Christmas trees in November and December and the use of well-known gardening influencers to amplify the campaigns.

A robust call to action for consumers to plan for the gardening year promoted the Easy Steps to Dream Gardens plans and planting lists on the Bord Bia website which drove consumers to the Bord Bia website for advice and information. The gardening promotion activity was amplified further through the creation of one of the Dream Gardens at Bord Bia Bloom 2025.

Horticulture Programmes

Marketing and Innovation

Under the Bord Bia Marketing Assistance Programme, 24 horticulture companies availed of grants in 2025 to build and improve their marketing capabilities. This included 19 producers of edible horticulture and five amenity horticulture companies.

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.

Activity in the lean programme started in 2025 with the awarding of a tender for Lean essentials work with a strawberry grower and was followed up with a Lean sustain with a prominent leaf vegetable producer. A new project with a group of potato growers commenced in October, with one more project with vegetable growers completed before year end.

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, 17 plant exporters attended personalised export consultancy meetings in Portlaoise. The medium-term prospects for plant exports to the UK, the biggest export destination, look positive, with signs of the intention to simplify the process.



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. A 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, highlighting services for the industry and current research for the gardening sectors.

Communications Clinics

The Grower Communication series of clinics help to support growers and primary producers with a training programme to assist with any interactions with the media. They are experts in their own areas who need to be able to impart their knowledge in an effective, concise and memorable manner in radio, television and print interviews. Feedback on all the initial training sessions has been positive.



Organic

Organic activities

In 2025, Bord Bia continued to advance the growth and visibility of the Irish organic sector across domestic and international markets. Building on strong momentum from 2024, the focus in Ireland remained on encouraging more shoppers to choose Irish organic food and drink more often, supported by deeper consumer insight and impactful marketing activity. Internationally, Bord Bia strengthened trade awareness and partnerships across Europe and the UK, supported by EU co-funded activity, retail promotions, trade shows and inward buyer engagement.

Bord Bia Organic Strategic Marketing Plan 2024-2028

Throughout the year, the Organic Strategic Marketing Plan continued to guide Bord Bia's work in line with both the Bord Bia Corporate Strategy and DAFM's National Organic Strategy 2024-2030. The plan underpinned all consumer, trade and stakeholder activity, ensuring alignment around sector priorities, market development opportunities and the growing supply pipeline.

Cross-functional collaboration strengthened during the year, with organic activity integrated across Global Business Development, Insight, Meat & Livestock, Seafood, Horticulture, Marketing and Corporate functions. This enabled more coordinated delivery across campaigns, research, client support and export activation.

EU Organic Beef & Lamb Campaign Launch

2025 marked the second year of the €2.7 million EU Organic Beef & Lamb Campaign (2024-2027), delivered across Austria, Belgium, Germany and Sweden. The programme activated a broad schedule of B2B activity, including multiple trade fairs in each of the four priority markets, a series of Meat Academy events, and inward buyer visits from Germany, Belgium and Sweden. Communications were strengthened through advertorial partnerships, as well as media launches, PR activations, and a suite of campaign video and photography assets. The campaign continued to build awareness of the EU organic message while reinforcing the quality, provenance and sustainability credentials of Irish organic beef and lamb among Europe's key trade audiences.



Export Market Promotions & Trade Development

Bord Bia supported the growth of Irish organic exports through targeted retailer promotions and customer engagement across key European markets. Activity included organic beef promotions with Vomar in the Netherlands and Ocado in the UK, helping to maintain category performance and strengthen commercial relationships.

Bord Bia also facilitated a series of inward buyer and media visits, providing customers with direct exposure to Irish organic farming, processing and sustainability credentials. These engagements supported commercial discussions and helped progress opportunities for future listings and in-market activation.

Trade Shows

In 2025, Bord Bia delivered four organic trade shows across Europe. Three of these were delivered through the EU Organic Beef & Lamb Campaign, showcasing Irish organic beef and lamb at events in Germany, Austria and Sweden, including trade fairs such as Rolling Pin and the Nordic Organic Food Fair.

Separately, Bord Bia hosted Ireland's Organic Stand at Biofach 2025, the world's leading organic trade show, where seven Irish organic client companies exhibited. This presence provided a valuable platform for Irish organic producers across meat, dairy, seafood and prepared foods to engage with international buyers and strengthen export opportunities.



Domestic Consumer Marketing – More-organic Campaign

In 2025, Bord Bia delivered two major bursts of the More-organic campaign – in May/June and again in Autumn – continuing to position organic as an accessible, high-quality choice for Irish shoppers. Activity spanned Out of Home, radio, digital, online video and retailer-aligned touchpoints, using the established More-organic creative across a broadened multichannel media plan to maximise reach and impact. Campaign evaluation indicated strong performance among target cohorts (particularly 25-44s), reinforcing the role of organics in health, sustainability and taste-driven choice. Research also validated the strategic role of consistent, multi-touchpoint communication in driving likelihood to purchase and encouraging shoppers to buy Irish organic more often.

Market & Consumer Insights

Bord Bia continued to strengthen its understanding of organic market performance through ongoing retail insight from Kantar/Numerator, providing an up-to-date view of category trends and shopper behaviour. This insight work provided an up-to-date view of category performance and helped guide planning and priority setting throughout the year. Monitoring of broader market developments further supported engagement with retailers and clients, ensuring that category development activity remained grounded in current market dynamics.

Client Engagement

Bord Bia continued to work closely with organic client companies and retail partners to support category growth and export development. Engagements included tailored retailer meetings, alongside broader client sessions designed to share insights, market updates and export opportunities. Bord Bia also provided organic producers with guidance on promotional planning, capability building and the application of international shopper and market insights to support commercial decisionmaking. These interactions helped strengthen relationships, align activity across the supply chain and ensure clients were well positioned to respond to domestic and international opportunities.

Consumer Events

Bloom 2025 saw Bord Bia host nine Irish organic exhibitors within the dedicated Organic Zone in the Food Village, providing a cohesive space for producers to showcase Irish organic food and engage directly with visitors.

In addition, an organic show garden, “Nature’s Symphony: Celebrating Organic Growth”, was delivered by the Bord Bia team in partnership with DAFM. The garden gave visitors an immersive opportunity to explore key organic principles such as soil health, biodiversity and natural growing systems, helping to bring the story of Irish organic farming to life.

Bloom continues to be one of the most impactful consumer events for the organic sector, providing high visibility for producers and helping to build awareness and understanding of Ireland’s growing organic offering.

Stakeholder Engagement

In 2025, Bord Bia continued to work closely with stakeholders across the organic sector through active participation in the Organic Strategy Forum, which brings together approximately 30 members from across the organic supply chain and meets every two to three months. At each meeting, Bord Bia provided updates on market performance, consumer insight and planned promotional activity, supporting continued alignment around the implementation of the National Organic Strategy.

Engagement extended to wider industry activity, with Bord Bia supporting key organic stakeholders through presentations at Teagasc National Farm Walks, ACA advisor sessions, organic producer group meetings and sector events such as Biofarm.

A significant component of farmer engagement in 2025 was the Organic Roadshow, which delivered four events, attracted over 400 attendees, and generated 38 pieces of media coverage, equipping farmers with clearer insight into current market dynamics and the factors shaping future organic beef and lamb supply.

At the National Ploughing Championships, Bord Bia exhibited in the Organic Village, providing an additional opportunity to communicate the suite of activities and supports available to organic farmers and to highlight ongoing work to grow the Irish organic sector.



Origin Green

Strategic Imperative 1: Elevate Ireland's Sustainable Food Brand

Bord Bia's Commitment to Sustainability

Bord Bia's commitment to sustainability of the Irish food, drink and horticulture industry is manifested through the development and continued evolution of the Origin Green programme. 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. Through the Origin Green programme, Bord Bia collaborates with over 61,000 farms and over 350 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 750 farm audits each week in 2025 by a team of close to 120 independent farm auditors. To date, over 400,000 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).



Membership

Across the various producer schemes, 51,320 audits were completed in 2025. Of this, 38,906 audits were carried out against the Sustainable Beef and Lamb Assurance Standard and a further 11,216 against the Sustainable Dairy Assurance Standard.

Membership of the primary producer schemes at the end of 2025 was as follows:

Scheme	Members per Scheme
Sustainable Beef and Lamb Assurance Scheme (SBLAS)	58,392
Sustainable Dairy Assurance Scheme (SDAS)	15,208
Sustainable Egg Assurance Scheme (SEAS)	269
Sustainable Poultry Products Assurance Scheme (SPPAS)	567
Sustainable Horticultural Assurance Scheme (SHAS)	247

Origin Green – For Manufacturers, Retail and Foodservice

Origin Green’s food and drink manufacturing members commit to a mandatory set of target areas outlined in the Origin Green Sustainability Charter. This Charter commits Ireland’s food, drink and horticulture industry to actively and robustly address the challenges of sustainable production, including minimising packaging, reducing energy consumption, minimising their overall carbon footprint and decreasing their environmental impact.

These mandatory areas form the foundation of a business’s five-year sustainability plan, with targets set accordingly. The plan is independently verified by Arthian, a leading global inspection, verification, testing and certification company, to ensure the targets are achievable and robust. Each plan undergoes an annual independent review and is monitored for progress against the set targets.

Target areas include raw material sourcing, environment, social sustainability and additional sector specific targets.

Similar to manufacturers, retailers and foodservice companies participate in Origin Green through the development and delivery of ambitious, measurable, and time bound targets as part of a five-year sustainability plan.

As part of the Charter, participating companies must commit to setting targets in areas such as emissions reduction, waste minimisation, packaging optimisation, sustainable sourcing and community engagement. These targets are designed to drive meaningful progress in sustainability and are independently reviewed annually to ensure accountability and continuous improvement.

Gold Members

This year also marks a significant milestone for the Origin Green programme, with 136 companies achieving Gold Membership status for 2025, the highest number since the level was introduced in 2020.

These companies have exceeded their annual sustainability targets in areas such as raw material sourcing, water and energy efficiency, waste reduction, packaging and social sustainability. Their performance is independently verified by Arthian and they are profiled as best-in-class examples through the Origin Green website, case studies and media coverage.

The 136 Gold Members represent 11 sectors and span 26 counties across Ireland. Notably, 76% (103 companies) are SMEs, while 24% (33 companies) are large enterprises. 83% of these companies have achieved Gold Membership for at least two consecutive years and 17% are first-time recipients. Their achievements reflect a growing commitment to sustainability across the Irish food and drink sector.

Origin Green: Sustainability Seminar

The Bord Bia Sustainability Seminar is a flagship Bord Bia event hosted each October. It is designed to bring together stakeholders from Irish food and drink companies to explore the latest developments, challenges and opportunities in sustainable food production. The Bord Bia Sustainability Seminar serves as a platform for sharing insights, showcasing best practices and highlighting the strategic role of the Origin Green programme in driving sustainability at a national level.

The agenda features keynote presentations, panel discussions and case studies that delve into topics such as business resilience, innovation and compliance with evolving EU sustainability regulations. The event also provides a valuable networking opportunity, fostering collaboration and innovation across the sector. By participating, businesses gain practical guidance on enhancing their sustainability strategies, aligning with Origin Green targets and positioning themselves as leaders in responsible food production.

In 2025, the Bord Bia Sustainability Seminar was formally opened by Noel Grealish, Minister of State at the Department of Agriculture, Food, Fisheries and the Marine. The Bord Bia Sustainability Seminar recorded an estimated 200 attendees who listened to a number of engaging speakers, such as Jo Fairley and Entrepreneur and Co-founder of Green & Black's; Dr Sally Uren, Executive Director, Forum for the Future and Bord Bia's Trends & Insight Specialist, Grace Binchy, who presented findings from the organisation's sustainable nutrition research. The Bord Bia Sustainability Seminar also featured panel discussions with Origin Green Gold Member companies Ornua, Britvic and Kepak and a business sustainability panel discussion featuring Deloitte, Havas and AIB.

Origin Green Strategy

Since its launch 2012, Origin Green has supported 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. The Origin Green Strategy, Powered by Partnership, 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 facilitate the development and operation of standards which are responding to market demands and driving sustainability improvements. Such standards enable the development of verifiable claims around food and drink produced through a certified system. Developing farm and company programmes and supports is the main mechanism through which Bord Bia drives sustainability improvement.

Bord Bia Primary Producer Standard

In 2025, development of the consolidated Bord Bia Origin Green Producer Standard advanced through the pilot audit phase across the primary producer scopes of beef, lamb, dairy, pigs, eggs, poultry and horticulture. Pilot audits were undertaken to assess the practicality, clarity and consistency of the proposed audit criteria, while supporting understanding of implementation requirements among participating farms and audit bodies.

Feedback gathered through the pilot process, together with a technical review by the accreditation body, informed further refinement of the draft standard. These findings will be considered through engagement with the relevant sectoral Technical Advisory Committees (TACs) in 2026.

Technical development also continued during 2025 across all scopes of the Origin Green Producer Standard with sectoral TAC engagement remaining central to the process. Discussions focused on achieving consistency in structure, audit methodology and evidence requirements, while ensuring that sector-specific considerations were appropriately reflected.

In parallel, auditor training and the development of supporting communication materials progressed to support future roll out and implementation of the standard.

Each scope continued to follow the agreed phased approach to standard development, progressing through technical drafting, stakeholder consultation and pilot audit evaluation. The next phase of work will focus on final agreement of the Origin Green Producer Standard and implementation through a phased rollout approach.

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. This Standard 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. In November of 2023, the European Commission awarded Irish grass-fed beef all-island PGI status. The Bord Bia Grass Fed Beef Standard is a central element of the verification process within the PGI specification. From a dairy perspective, the Bord Bia Grass Fed Dairy Standard has been used to support grass-fed claims on consumer products in the United States and China, as well as proving attractive as a B2B proposition to international manufacturers.

Throughout 2025, the Origin Green team supported processors to understand the PGI and 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 Results

In 2025, the beef and dairy life cycle assessment (LCA) models underwent a methodological update to retain Carbon Trust certification to international standards. The LCA models are now certified to PAS 2050 and ISO 14067.

The methodological updates to the LCA models are not only relevant to retaining certification but they also ensure that the calculations reflect best available science and reflect agriculture production in Ireland.

Based on the updates applied to the Dairy LCA model the average carbon footprint for currently certified SDAS members has reduced by 2% from 0.964 to 0.948 kg CO₂e / kg FPCM.

Members of SDAS have reduced their average carbon footprint by 11% since carbon foot printing began in 2013. The average SDAS carbon footprint is 0.95kg CO₂e/kg of FPCM with the top 10% of SDAS herds having a carbon footprint of 0.67kg CO₂e/kg of FPCM.

Based on the updates applied to the Beef LCA model the average carbon footprint for currently certified SBLAS members has remained stable at 10.47 kg CO₂eq / kg Live Weight Gain. Members of SBLAS have reduced their average carbon footprint by 16% since carbon foot printing began in 2013. The average SBLAS carbon footprint based on audit year 2025 is 10.31 kg CO₂e/kg live weight gain with the top 10% of SBLAS herds having a carbon footprint of 7 kg CO₂e/kg live weight gain.



Food Processor Standard (FPS)

Following a review of the FPS in 2024/2025 in response to changes in regulations around dry aging of meat and an update to the National Pig Salmonella Control Programme (NPSCP), revision 1.1 of the FPS will take full effect for members on April 23rd, 2026 following its accreditation and completion of the agreed transition period.

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 2025 included:

Provision of an Origin Green Mentor

Each Origin Green company was assigned a 1:1 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.

Origin Green Plan Development

Origin Green's food and drink manufacturing, foodservice and retail members commit to a mandatory mix of target areas specified by the Origin Green Charter. The Charter commits Ireland's food, drink and horticulture industry to engage directly and robustly with the challenges of sustainable production. This reduces energy inputs, minimising their overall carbon footprint and lessening their impact on the environment. The mandatory areas from which targets are set form the basis of a business's five-year sustainability plan. Each Origin Green company is assigned a 1:1 mentor to assist in drafting sustainability plans and completing annual reviews. These mentors offer support and guidance throughout the process on an individual company basis to ensure a tailored service. Each plan and annual review is independently verified by Arthian to ensure the targets are viable and robust. Each plan is independently reviewed annually and monitored for progress against the set targets. By the end of 2025, Origin Green had approximately 340 verified member companies.

Origin Green Academy

The Origin Green Academy provides a suite of supports to member companies on an individual, sector-specific and programmes level basis. It integrates Origin Green’s existing sustainability supports which includes over 20 sustainability guidance webinars conducted with experts, companies and partner organisations, seven comprehensive sustainability topic guidance documents and various marketing communications and supports. The Academy also serves as a platform for Origin Green member companies and leaders to exchange innovative ideas and foster new thinking around today’s most pressing sustainability challenges.

The Academy comprises four workstreams:

- 1 Sustainability Target Guidance
- 2 Pathway Programmes
- 3 Knowledge Exchange Series
- 4 Climate Literacy and Communications



1 Sustainability Target Guidance

Sustainability target guidance documents assist companies in developing their Origin Green plans and enhancing their understanding of environmental, social, and governance (ESG) regulatory reporting requirements. Over the years, Bord Bia has created guidance on various sustainability topics including emissions, water, packaging and food waste, in collaboration with external sustainability experts. In 2025, Origin Green developed a Pathways to Sustainable Sourcing guidance document.

2 Pathway Programmes

The Pathway Programmes are a key component of the Origin Green Academy. They offer in-depth sustainability training for Irish food and drink industry representatives responsible for developing their company’s Origin Green plan. Developed in partnership with Skillnet Ireland and the Sustainable Enterprise Skillnet, these programmes include:

Pathways to Net Zero

Equips participants with knowledge to navigate emissions and reporting requirements, develop master plans for Origin Green emissions reporting and undertake the Corporate Sustainability Reporting Directive (CSRD) climate change reporting requirements.

Pathways to Sustainable Packaging

Provides know-how to integrate sustainable packaging practices, understand legislation and policy requirements, evaluate packaging portfolios and create sustainable packaging strategies.

Pathways to Biodiversity Planning

Enhances understanding of biodiversity, its impact on business and the importance of developing and reporting on biodiversity strategies, including tailored plans and effective stakeholder communication.

Since 2023, more than 100 individuals have participated in these programmes.

3 Knowledge Exchange Series

The Knowledge Exchange Series are quarterly events hosted by Origin Green and supported by the Sustainable Enterprise Skillnet. These events focus on key industry sustainability topics and feature expert speakers who share valuable insights with Origin Green member companies. Tailored specifically for Origin Green member companies, the series emphasises best practices through peer-to-peer knowledge sharing, highlighting the value of the Origin Green member network in collaboratively addressing sustainability management challenges. The four 2025 Knowledge Exchange Series events were:

- Food Waste Prevention, Airfield Estate, Dublin
- Supply Chain Resilience, Midlands Park Hotel, Portlaoise
- Product Health and Nutrition, Midlands Park Hotel, Portlaoise
- Emissions Reduction Strategies, Midlands Park Hotel, Portlaoise

4 Climate Literacy and Communications

Origin Green Sustainability Seminar

In 2025, the Bord Bia Sustainability Seminar was formally opened by Noel Grealish, Minister of State at the Department of Agriculture, Food, Fisheries and the Marine. The Bord Bia Sustainability Seminar recorded an estimated 200 attendees who listened to a number of engaging speakers, such as Jo Fairley and Entrepreneur and Co-founder of Green & Black's; Dr Sally Uren, Executive Director, Forum for the Future and Bord Bia's Trends & Insight Specialist, Grace Binchy, who presented findings from the organisation's sustainable nutrition research. The Bord Bia Sustainability Seminar also featured panel discussions with Origin Green Gold Member companies Ornua, Britvic and Kepak and a business sustainability panel discussion featuring Deloitte, Havas and AIB.



Leaders Sustainability Acceleration Programme

The Leaders Sustainability Acceleration Programme was launched by Bord Bia in partnership with Smurfit Business School, UCD in 2022. The Programme aims to enhance sustainability capability at Board and C-suite levels in Irish food, drink and horticulture businesses. Developed in response to Bord Bia's report that 80% of its client companies sought more training for senior leadership teams, the programme focuses on building skills around sustainability and climate literacy, establishing sustainability as a key value proposition driver. Since its inception, over 120 senior leaders and Board members have completed the programme.

Sustainability Communications Supports Series

In 2025, the Sustainability Communications Supports Series delivered an enhanced suite of communications supports through a mix of webinars and in-person events, all designed to strengthen members' confidence in communicating their sustainability story. This included the second instalment of a three-part Sustainability Communication Series which featured sector-specific behavioural-science webinars across the seafood, PCF, and alcohol sectors as well as a dedicated powerful storytelling workshop.

Farm Sustainability Learning Hub

By the end of 2025, 11,000+ users 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 gas emissions, biodiversity, animal welfare and water quality which were created with stakeholders such as DAFM and Teagasc. Bord Bia also worked directly with processors and other key stakeholders to develop custom courses for dairy and beef farmers which are linked to the processors' sustainability bonus schemes. The courses cover a multitude of farm sustainability topics that are selected by the food processor in line with their sustainability strategies.

Bord Bia will continue to engage with its farm and processor members in 2026 to increase knowledge and awareness around farm sustainability and regenerative agriculture through the Farm Sustainability Learning Hub.

AgNav

AgNav is a sustainability platform developed in partnership between Bord Bia, Teagasc and the Irish Cattle Breeding Federation (ICBF). It is a farmer-centric support framework which utilises the collective knowledge, data and support tools of the three agencies and provides farmers with accurate and verifiable data to support decision-making on their farms.

The AgNav process can be broken down into three steps:

- **Assess** – AgNav calculates current farm performance across key environmental indicators using data from Bord Bia and ICBF.
- **Analyse** – Farmers and/or their advisors determine the impact of specific sustainability measures using the AgNav Forecaster tool.
- **Act** – The development of a farm sustainability plan using the AgNav Action Planner serves as a roadmap for farmers, guides farmer-advisor engagement, and demonstrates progress at farm level.

AgNav continued to evolve in 2025 with significant developments in terms of functionality and industry reach. During the year, the platform expanded to tillage farmers, introduced new forecasting tools such as EBI and feed concentrates and added nutrient balance calculations for beef farmers.

AgNav also introduced the soil carbon survey and improved data governance with the launch of the farmer self-consent platform. Platform accessibility increased further through private advisor access and direct farmer self-registration, helping more users engage with AgNav independently. AgNav's visibility grew substantially through a strong presence at major events and shows, along with high-performing national campaigns and farmer testimonials, which helped drive broader awareness and uptake across the sector.

The impact of this work was reflected in AgNav receiving multiple awards during the year, including Sustainability Initiative of the Year (Grocer Gold Awards), the Sustainability Award (British Culinary Federation Awards), recognition as one of the Top 20 Global Innovations at the FAO Global Conference on Sustainable Livestock Transformation and a Highly Commended recognition at the National Dairy Awards.

Farmer Feedback Reports (FFR)

The FFR continues to be dispatched upon certification to members of SDAS and SBLAS, with over 25,000 farmers receiving an FFR in 2025. Since 2020, over 141,000 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, over 70,000 farmer feedback reports have been downloaded by members. In 2025, 21,613 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 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 public.

Throughout 2025, 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:

Sustainable Agricultural Initiative (SAI)

In 2025, the Origin Green Team continued to engage with the relevant working groups of SAI Platform, the Dairy Working group and the European Roundtable for Beef Sustainability. The team also contributed significantly to developing and testing the SAI Platform “Regenerating Together” framework for regenerative agriculture. Bord Bia continued to work with Irish dairy processors seeking to engage with the Sustainable Dairy Partnership, a sustainability reporting framework developed by the SAI Platform Dairy Working Group. This was building on work from the previous year where the Origin Green SDP Module achieved equivalency with the Sustainable Dairy Partnership.

European Roundtable for Beef Sustainability (ERBS)

Bord Bia holds a position on the Board of the ERBS and participates in both the Technical Working Group and the Communications Working Group. The Origin Green team also attended a number of meetings and represented the Irish Platform through their membership in ERBS at various events throughout the year including the ERBS Annual Conference.



Strategic Insight and Industry Capability

The Thinking House is Bord Bia's world-class strategic insight and industry capability hub. It provides leadership to industry and the organisation by leveraging powerful consumer, category and market insights to drive strategy development, marketing and innovation in pursuit of growth. Work spans 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.

Our primary research work includes foresight, insight and trends studies designed to help client companies navigate both current and future challenges. Industry capability development includes Bord Bia's Talent Academy as well as work with client businesses to foster commercial and marketing knowledge, skills, tools and best practices to support clients' long-term sustainable growth. The brand development, innovation and client insight team works directly with client companies to deliver bespoke projects to capture and create value. All of this work is underpinned by that of the knowledge management and market intelligence team and the digital excellence team, which facilitate insight-led and data driven decision making.

Primary Consumer and Market research

This work includes thought leadership, and industry, market, category and client trends and insight.

Projects conducted in 2025 included:

Bord Bia Cultivate – Consumer Lifestyle Trends

A longitudinal, large scale, research study, with global scope, that surfaces, tracks, and measures emerging consumer trends over time.

The study offers a series of innovation pathways, uniquely designed to help food and drink businesses stay up to date with the living world of consumer trends and to navigate these trends in pursuit of sustainable value capture and creation. In 2025 we continued to build on the Cultivate platform, leveraging it for work with businesses across the Irish food and drink industry, for example in field missions and strategy and innovation workshops. In 2025 Cultivate was shortlisted for an ESOMAR market research excellence award.

Sustainable Nutrition Barometer

The Sustainable Nutrition Barometer is also a multi-market, longitudinal study. This research allows us to track changing consumer behaviour focused specifically on the twin forces of food sustainability and nutrition. It provides a robust, consistent 'one stop' Bord Bia benchmark which the organisation can use to support strategy execution.

Culture Hub

Culture Hub is an ethnographic research programme which builds on our Sustainable Nutrition Barometer and Cultivate studies. The programme explores local market nuances and consumer behaviours to provide rich cultural understanding to support client companies drive the success of their brands and businesses in key priority markets. The markets studied in 2025 were Northern England and the Netherlands.

Winning in the new QSR era: insights and strategies for success: Multi-Market

Technology, sustainability, and changing consumer demands are shaping the future of the commercial kitchen and transforming restaurant operations. This body of work set out to understand these dynamics, exploring a breadth of topics from automation to labour saving solutions and the impact of AI. It offers a road map for the industry that will support innovation.

European Meat Shopper Monitor

This consumer tracker, which runs across seven European markets, continued in 2025. It provides insight on purchase and consumption behaviour in the meat sector, and purchase drivers in the beef category. The work is designed to support clients' category management and their relationships with customers. A European trends report is provided quarterly, along with individual market reports. Customer-specific data is also available for all major retailers on request.

The Role of Beef in the Changing UK Foodservice Landscape

This research provides extensive insight into the UK foodservice channel in the UK, exploring how beef's role is evolving and the opportunities for Irish meat suppliers. This includes a deep dive into consumer, customer and thought leader perspectives, providing a holistic understanding of the channel and future opportunities for beef.

The Future of Frozen, Netherlands

This research supports market diversification programmes in key European markets. The Netherlands has been highlighted as a market of opportunity for the frozen sector. To help client businesses understand the market's potential this report explores cultural habits, structural constraints, retail dynamics and shopping behaviours. It also suggests innovation and growth strategies for Irish frozen food exporters.

The Potential for Irish Whiskey in Taiwan

Taiwan is an emerging market for premium Irish spirits suppliers, with over 20 brands currently active in the country. Irish drinks exports to Taiwan grew to over €2.5 million last year, with Irish whiskey accounting for the majority of these exports. This research provides a comprehensive trade intelligence report on the Taiwan drinks market for Irish suppliers, both those already established in Taiwan and those planning to enter the market.

Sustainability Understanding for Asian Consumers

The Global Sustainability Outlook thought leadership project indicated that Asian markets lag in understanding of sustainability, and this knowledge gap has made an impact on the effectiveness of Bord Bia's communication in Asian markets. This project uncovered how sustainability is understood in key Asian markets, namely China and Japan, to enhance the relevance and effectiveness of communication with local audiences.

Specialised Nutrition in Japan

This piece of work uncovered knowledge gaps and stress tested the market for potential valorisation for Irish dairy ingredients within the specialised nutrition category in Japan. Topics covered an understanding of what is meant by and included in the specialised nutrition category in the Japanese market, the competitive landscape, the main products, and the price differential that presides in this category versus conventional dairy ingredients as well as the overall requirement for ingredients to fill the manufacturing of specialised nutrition.

Concept Testing platform

This global innovation tool, formerly known as **BI:TES**, was evolved in 2025 to allow companies to test and refine new product ideas and messaging rapidly based on latest research methodologies. It allows for rapid iteration and improvement of concepts based on consumer feedback.

Knowledge and Market Intelligence

Library Services

Bord Bia offers best-in-class library services, reference librarians, and knowledge and market intelligence to save the industry time, money and inform its decision making on how to best compete in local and global markets.

Library activities in 2025 included a programme of reactive and proactive desk research. On the reactive side Bord Bia's Librarians serviced 2,700+ desk research requests, saving the industry an estimated 30,000 hours of work. The library delivers significant value for money – for every €1,000 it spends it saves the industry approx. €20,000 through centralised provision of access whilst supporting clients and stakeholders with information to inform strategy.

The library team designed and delivered a series of **Hot Topic Reports** in 2025. These are based on global literature reviews from library resources. The series covered Packaging Trends, Ultra-processed Foods, GLPI's and Halal Foods. A series of twelve **Insights Refined** reports were also produced on categories from yoghurt to bakery, fresh produce, chocolate and many more. In addition **Trade Show Review** reports were created for Empack, VITAfoods; and the Sustainable Food Summit.

The team also created programmes to build information and Gen AI literacy skills amongst colleagues.

The team presented at the Academic and Special Libraries conference on Cultivating Connection for Quality Market and Category Insight and at the Health Sciences Library conference on Navigating Complexity, Strategies for Libraries in a Rapidly Changing World, and subsequently had an article published in the Health Sciences Libraries Journal. A conference review of the Knowledge Summit Dublin was captured and published in the Irish Library Blog, Libfocus

Knowledge Management

The Knowledge and Market Intelligence team lead the execution of Knowledge Management (KM) tools and techniques designed to help knowledge flow freely so colleagues can do their best work. Work in this space included the stewardship and development of a best in class AI powered Knowledge Management system for staff (The Source), the facilitation of Lessons Learned reviews on strategic activities, the hosting of several knowledge cafés to drive deeper organisational engagement with insight on topics such as Packaging Trends, Ultra-processed foods, GLPI's and the Sustainable Food Summit.

Export Performance and Prospects

Bord Bia's annual Export Performance and Prospects report was launched on January 7th, 2025. This report informed stakeholders in the food industry of the performance of Irish food and drink exports for 2024 and the prospects for the year ahead. The report is supported by the Export Performance and Prospects hub which enables users to drill down into Irish food, drink and horticulture exports by category, subcategory and region, and to display values in monetary terms, volume (tonnes) and on a per unit basis (euros per tonne).

Category Analysis Services

Four Kantar category presentations were made to clients in 2025: the wrapped bakery, instore bakery and frozen categories in GB and organics in the Irish market.

Kantar bi-annual presentations for Bord Bia colleagues and members of the meat consortium took place with a Christmas meat trends review in February 2025 and a summer meat trends presentation in August. These events included a presentation from Kantar on the latest trends in meat which was complimented with a presentation from Shopper Intelligence giving a presentation on the Irish meat shopper in February and Kantar delivering a presentation analysing the inflationary impact of rising beef prices on consumption in August.

Two bi-annual presentations were also provided to the mushroom consortium on the GB market and two presentations on fresh produce in the Irish market in 2025.

A Shopper Intelligence category debrief in February 2025 explored how shoppers shop the organics category in the Irish market.



Digital Excellence

The Digital Excellence team was formed in 2025 with the objective of enabling the organisation to get the most out of technology and data. Data is not a single entity or a product to be mined but is generated through business processes and activities and requires context to reveal its insights. As well as identifying and developing technical solutions to transform the organisation, the team is also advocating better storytelling and broader data capabilities, enabling change through people, processes and technology.

My Bord Bia, our dedicated client portal is a part of the strategy to deliver impact through digital excellence. The platform, released during the pandemic, has continued to deliver value for our clients. In 2025 we delivered registration trade fairs, optimised the platform based on direct feedback and doubled our user base, while making available dozens of reports and content across all sectors and markets at the click of a mouse. Almost a fifth of activity is recorded outside traditional business hours, demonstrating the importance of always-on availability of digital services, with surveyed clients estimating that two-thirds of the time they spend on the portal supports business decision-making. My Bord Bia was also nominated for the Best Customer Experience award at the Public Sector Digital Transformation Awards, acknowledgement of the impact My Bord Bia has for clients.

The team has also worked across divisions to identify internal opportunities for data and systems to drive efficiencies and informed decision making, including in data migration, planning related activities and client reporting. Activities started in 2025 have continued into 2026 to provide more value from existing business systems and processes to support the organisation in fulfilling Bord Bia's key strategic goal of working smarter and harnessing our insights.

Brand Development and Innovation

Bespoke Brand Development and Innovation

Work here is anchored in the delivery of full-service, end-to-end, brand marketing and innovation projects, activities, and consultancy for client companies. Bord Bia offers expert guidance, strategic thinking, and project management to clients to support their growth. This work includes strategic planning, proposition building and targeting, visual identity creation and NPDP / innovation supports. In 2025, our brand development, innovation, activation and client insight supports received an NPS score of 92.3, with 100% of clients reporting an anticipated or experienced positive business impact from the service.

Bespoke Market Research

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 development specialist staff. Projects here include strategic planning, brief development, website development, export market launch activations, PR or digital marketing supports.



Industry Capability

The purpose of the Industry Capability unit is to support the Irish Food, Drink and Horticulture industry to deliver commercial growth by building the capabilities of client companies, internal colleagues, and future talent, to think and act strategically through a balanced portfolio of programmes and services. A range of supports are offered to client companies on a 1:1 and group basis that meet current and emerging industry needs and deliver lasting impact. In 2025, over 1,000 individuals participated at Bord Bia client capability seminars, workshops, webinars.

Commercial Marketing Strategy

In 2025, there was a continued focus and demand for strategy development support from clients within all sectors. This was delivered via 1:1 and group-based workshops that explored live growth opportunities in the UK, European, USA, and Irish markets in retail, foodservice, and manufacturing channels. Additionally, strategic development support was provided to AEG (Accelerated Export Growth) participants as part of a pilot programme, equipping them with tailored insights, market intelligence, and business planning frameworks to accelerate their growth and scale their operations effectively. In Q4, a project to refresh and update the Commercial Marketing Strategy framework was undertaken. This framework will be deployed with clients throughout 2026.

Customer Management and Negotiation

Customer Management supports continued through 2025 with client companies recognising the need for preparation to optimise their customer engagement. Four group Negotiation Fundamentals training courses were delivered to 51 Bord Bia clients from 37 companies over 2025, with two of these group sessions held regionally in Cork and Tipperary. One group was tailored to smaller dairy clients with their specific needs additionally supported through three webinars addressing key relevant areas.

Four clients were supported with co-funded one to one clinic sessions across PCF, horticulture and seafood sectors. In addition to this, one dairy client engaged with Bord Bia to build on our Negotiation Fundamentals training, developing an agreed Customer Engagement approach for their international sales team of over 20, with Bord Bia supporting in the development and initial stages of this and the client then rolling out internally. A small number of clients were also supported on an individual basis with tailored pitch preparation ahead of a specific buyer meeting, to ensure customer centricity and optimise their chances of success.

Additional always-on materials were developed in late 2025 to ensure that best practice advice on customer engagement and negotiation is available to Bord Bia clients on a 24/7 basis.

Digital Marketing

In 2025, the **Bord Bia Think Digital** programme continued to build client capability across social platforms, digital content, e-commerce, and strategic commercial marketing. Activity throughout the year centred on initiatives designed to increase client confidence, strengthen digital execution, and ensure that capability development aligned directly with commercial priorities. The programme shifted toward delivering more impact-driven learning experiences, with an emphasis on linking each workshop to specific business initiatives supported by targeted KPIs. This approach ensured that sessions moved beyond content delivery and instead focused on enabling clients to articulate the measurable impact of capability development within their own organisations. Across all activities, 269 client engagements were recorded. A total of 29 capability-focused projects and workshops were delivered (excluding Social Insights), indicating ongoing demand for structured, insight-led digital support.

The **Think Digital – TikTok** programme delivered a Social & Content Capability focus in 2025. Two full workshop intakes were delivered, with 17 client companies participating across both cohorts. The updated insight publication **Why TikTok & Digital Presence Matter for Irish Food & Drink Brands** supported these sessions by providing evidence-based guidance on audience behaviour, platform discovery trends, and effective content approaches.

The **Think Digital – Social Insights Series** expanded further in 2025, with ten sessions delivered to address rapid shifts in platform behaviour and digital trends. These sessions reached a total of 240 attendees and continued to provide timely, practical, and channel-specific insights to support more informed digital decision-making.

SuperBrands

SuperBrands is a tightly defined, end-to-end brand development and consumer research service for businesses seeking strategic support but with limited funds to invest. Participating companies are assisted with brand strategy, value proposition, and targeting. A creative brief is produced for a design agency to develop a new or refreshed brand identity which is then brought to life on pack design or other consumer touchpoints and codified in a set of brand guidelines. Consumer research helps validate the brand proposition and pack design concepts with target consumers. Seven food, drink, and horticulture companies participated in the SuperBrands service in 2025. The service is available for the UK and Ireland.

Sustainability Communications

This series of supports offered to Origin Green members continued through 2025, consisting of a series of in-person events and webinars, coordinated by the Industry Capability team in close collaboration with Origin Green colleagues. The series focused on several areas to support clients in articulating their sustainability messaging to customers, consumers and other stakeholders. Topics addressed included the business context around sustainability, the evolution of Origin Green, changing regulatory environment, sector specific issues and priorities, principles of good communications and a simple storytelling framework. Over 70 clients participated at these events held over the course of 2025 Feb-April and July-September.

In addition to the group sessions delivered in our series, six companies availed of individual clinic support to help support their development of a defined area of their sustainability messaging; this included website, annual sustainability reports, customer pitch deck and video content for LinkedIn and other customer-facing usage.

Brand Forum

Bord Bia's Brand Forum is a dedicated home for Irish food and drink brand owners. Its objective is to help build stronger brands. The programme is designed to sharpen strategic brand thinking and develop the practical skills that drive value growth for Irish food and drink brands.

In 2025 Brand Forum activities focused on brand issues encountered in the marketplace, drawing on thought leadership and best-in-class expertise to deliver a series of seminars and workshops to over 250 participants about Media, Design, AI and Video.

The Brand Forum's recipe video content service supported the development of digital assets for client companies with 30 short form recipe videos and photography assets delivered.

Bord Bia's Brand Forum partnered with the Marketing Leadership Masterclass programme, in which twenty marketing managers participated in a 12-week online learning experience. Participants engaged in real-time peer learning and collaborated through an international online platform. The programme also featured interactive live Q&A sessions, with a global panel of industry experts.

The Brand Forum's podcast series saw the addition of three new episodes, connecting great ideas and stories from the world of food & drink.

The year concluded with the Annual Brand Forum food and drink industry dinner, attended by leading representatives from Ireland's retail sector and featuring a keynote address from Mark Little.

The Brand Forum is supported by an industry steering group, which provides strategic input, ensuring the initiatives are relevant and commercially pragmatic.

Food Works

Food Works is Ireland's leading accelerator programme for high potential, innovative food and drink start-ups who are seeking investment to expand and develop overseas markets. 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. In 2025, eight companies completed the programme. In recent years, the programme has expanded into the areas of food technology and food ingredients. It focuses on business acumen/resilience, internationalisation, marketing and leadership in keeping with recommendations from our panel of food and drink business leaders.



Talent Academy

Bord Bia's Talent Academy creates a talent pipeline for the Irish food, drink, and horticulture industry in academic partnership with two leading business schools – UCD Michael Smurfit Graduate Business School and DCU Business School. It offers a range of world-leading post-graduate opportunities for over 80 participants in key areas such as innovation, sustainability, marketing, and business development. The four MSc programmes are the International Graduate Programme; Marketing Fellowship Programme; Origin Green Ambassador Programme; and Insights & Innovation Programme.

In 2025, the **Future of Talent** project delivered a comprehensive strategic review of the Talent Academy. This work defined a new strategic direction for the Academy, broadening its remit from a sole focus on attracting, upskilling, and retaining new entrants to include upskilling and development of existing talent within client companies.

Research conducted in Q1-Q2 2025, including desk research and stakeholder interviews, highlighted the growing importance of flexible learning models, transversal skills development, and the need to support career mobility skills across roles and levels. With 40% of core skills expected to change by 2030, the findings reinforce the urgency of prioritising reskilling and upskilling. The project will progress in 2026 with programme development, with delivery planned for 2027 in partnership with academic partner(s).

Alongside this strategic review, the Talent Academy continued to deliver against its core objectives. In 2025, this included two recruitment campaigns resulting in over 250 interviews from approximately 1,640 applications; onboarding of 60 participants across the Marketing Fellowship and International Graduate Programmes; and offboarding of 60 participants from the Origin Green Ambassador, International Graduate and Insights & Innovation programmes. The programmes continued to provide significant value to industry through more than 75+ client and customer placements. In addition, 39 International Graduate assignments were completed with Bord Bia's global hub and overseas offices.

Marketing and Communications

Marketing and Communications played a critical strategic role in 2025 in strengthening Ireland's reputation as a trusted, premium and sustainable food and drink producer, while supporting measurable demand generation and commercial outcomes across domestic and international markets.

Through an integrated, audience-led approach spanning corporate, international media, farmer, consumer and trade communications, Bord Bia delivered consistent, high-impact messaging aligned to Food Brand Ireland, the Bord Bia Quality Mark and Origin Green. Activity integrated earned, owned and paid channels, underpinned by data-led digital execution to maximise reach, relevance and efficiency. This ensured Irish exporters were supported at key moments in the commercial calendar and reinforced confidence among trade buyers, consumers and stakeholders. From global B2B sector campaigns and EU co-funded programmes to the repositioning of the Bord Bia Quality Mark and flagship platforms such as Bord Bia Bloom, marketing and communications provided cohesive brand leadership, strengthened market access and reputation, and positioned Irish food and drink for long-term, sustainable growth.

Bord Bia Quality Mark Campaigns in the Irish market

Throughout 2025, Bord Bia continued to champion the Bord Bia Quality Mark through sustained marketing activity, reinforcing its position as the most known and trusted food symbol among Irish consumers (Source: RedC Brand Health Check, November 2025). A new Quality Mark strategy launched during the year, marking a significant step forward in the evolution of the brand. Consumer research identified an opportunity to broaden the meaning of the Quality Mark beyond rigorous standards and independent auditing, connecting it to a deeper societal purpose—an increasingly important motivator for the target consumer cohort aged 25-44.

The updated positioning emphasised that choosing food with the Bord Bia Quality Mark supports local farmers, growers and producers, while contributing to local communities. It also reinforced reassurance for consumers that the Quality Mark represents bringing the best of food to their table. Campaign creative encouraged shoppers to actively seek out the Quality Mark on pack, positioning it as an active driver of purchase.

Post-campaign evaluation demonstrated meaningful behavioural and attitudinal shifts. Consumers reported feeling more empowered to look for the Bord Bia Quality Mark in store, with around half of priority audiences stating the campaign increased their likelihood to seek out Quality Mark products. The campaign also drove a marked improvement in understanding—particularly around the role of the Quality Mark in supporting local farmers, producers and communities—highlighting the emotional resonance and clarity of the new platform. Awareness of the breadth of foods carrying the Quality Mark increased significantly following ad exposure, with particularly strong gains for fresh fruit and vegetables (Source: RedC Quality Mark Post Campaign Tracking, September 2025).

Across all species activity, marketing objectives remained focused on overcoming barriers to consumption by building consumer confidence in everyday food choices, while driving demand for the full range of products carrying the Quality Mark. Over the year, 10 bursts of campaign activity promoted Quality Assured lamb, pork and bacon, chicken and eggs, alongside two additional bursts aligned to the launch of the new Quality Mark strategy.

A comprehensive multi-channel media plan ensured sustained visibility, including 31 weeks of AV, radio and digital audio advertising, supported by a corresponding 31 weeks of digital activity. Paid social ran across Facebook, Instagram and TikTok, complemented by influencer-led video content. Ten editions of the Quality Kitchen newsletter provided ongoing recipe inspiration to maintain engagement. The combined use of traditional media, digital channels and consistent messaging strengthened consumer trust and reinforced the Quality Mark's relevance in everyday meal choices.

National consumer research carried out by RedC in 2025 found that 94% of Irish grocery shoppers are aware of the Bord Bia Quality Mark, making it the most recognised trust mark in the market. Spontaneous awareness significantly exceeded any other trust mark in Ireland, demonstrating that the Quality Mark remains top of mind for Irish consumers. It also led all trust marks on key attributes including Irish origin, trustworthiness, traceability, food safety and quality. Campaign activity supported demand growth, with 89% of eligible products in Irish retailers carrying the Bord Bia Quality Mark by the end of 2025 (Source: Bord Bia retail audit).

Irish Seafood Campaigns in the Irish Market

A new seafood campaign was developed and launched in the domestic market in 2025. Targeting Irish shoppers aged 35-55, the campaign encouraged consumers to "rethink fish" and buy the wide range of Irish seafood available. New TV, radio and social media advertising highlighted the delicious flavour, versatility and health benefits of Irish seafood, as well as its suitability for easy preparation as part of everyday meals. Post-campaign research indicated strong performance in both appeal and impact among target shoppers, with two in three reporting a positive influence on their purchasing of Irish seafood as a direct result of seeing the campaign.

TV Sponsorships in the Irish Market

Neven's Christmas Special on RTÉ One

A two-part Christmas special sponsored by Bord Bia aired in early December on RTÉ One. The series featured Neven Maguire preparing festive recipes using Quality Assured food and Irish seafood.

Organic Campaign

The organic campaign aimed to encourage 25-44-year-old shoppers to switch to buying Irish organic food products and to purchase them more regularly. Advertising across TV players, YouTube, radio and social media communicated the taste, health and sustainability benefits of Irish organic food, alongside messaging on range, availability and seasonality. Post-campaign research recorded strong improvements in purchase behaviour across categories of Irish organic products, with four in 10 respondents reporting that they bought Irish organic food directly as a result of seeing the campaign.

Bord Bia Bloom 2025

In 2025, Bord Bia Bloom celebrated its 19th year, attracting over 100,000 attendees, including garden enthusiasts, food lovers and sustainable living advocates. As in previous years, the festival was opened by the President of Ireland and Bloom Patron, Michael D Higgins.

Research following Bloom 2025 demonstrated strong positive sentiment and advocacy. Overall, 84% of attendees stated they would return in 2026, 73% considered Bloom a leader in promoting sustainability and the event achieved a visitor Net Promoter Score of +50.

Bloom's purpose is to inspire attendees to embrace, experience and advocate for Irish horticulture, food and drink as part of a sustainable lifestyle, cultivating fans for life. This is delivered through a broad programme of inspirational show gardens, high-quality food and drink experiences across the site and expert-led talks across five stages. With hundreds of live talks, demonstrations and performances, Bord Bia Bloom continued to provide a compelling day out for attendees of all ages.



International and Global Marketing

Investment in Food Brand Ireland continued in 2025, supported by a central/local agency network that enabled coordinated delivery across TV, radio, print, digital media and events for Bord Bia's central marketing team and international offices. B2B and B2C channels were optimised in support of the global campaign, Ireland – **Working with Nature Like Nowhere Else in the World**.

Strategic positioning of priority sectors in priority markets continued, with a B2C emphasis on the Irish beef brand in Europe and the Irish seafood brand in France. B2B campaigns across beef, dairy, seafood and drinks in Europe and Asia further strengthened awareness of Ireland as a trusted source of sustainable food and drink among key decision-makers.



EU campaigns were strategically instrumental in positioning Europe—and Ireland as part of Europe—in distant markets including Japan, South Korea, Mexico and China as a source of premium food and drink, helping to pave the way for future brand-building plans in these territories.

Food Brand Ireland, powered by the Origin Green strategic communications framework, continued to guide best-practice deployment of brand campaigns and communications across global markets, ensuring consistency and cohesion in marketing activity.

EU Co-Funded Campaigns (2025)

In 2025, EU co-funded programmes continued to play a pivotal role in strengthening the visibility and credibility of Irish food and drink across priority international markets. Campaigns were active across Asia, Europe and North America, promoting the distinctiveness of Irish products within the wider EU offering.

Key initiatives included the conclusion in May of the three-year EU Beef and Lamb campaign in China, Japan, South Korea and the United States, which highlighted the superior quality, safety and sustainability of Irish beef and lamb in strategically important markets. The EU Dairy consumer campaign across five Asian markets concluded in March, reinforcing the high standards underpinning Irish dairy consumer products. A first-of-its-kind EU Dairy Ingredients campaign launched in June, promoting specialised dairy ingredients to a B2B audience in China, Singapore and Vietnam over the next three years. The EU Organic Beef and Lamb campaign also remained prominent, supporting the expansion of Ireland's organic export opportunities in Austria, Belgium, Germany and Sweden.

Activities focused on building awareness and propensity to purchase Irish food, while communicating shared EU values of safety, sustainability, quality and traceability. Integrated B2B and B2C activations included multi-channel advertising, trade partnerships, trade fairs, seminars and in-market events tailored to local audiences. These programmes supported Irish exporters at key moments in the commercial calendar and reinforced Ireland's reputation as a trusted supplier of premium, sustainably produced food and drink—amplifying Irish sector priorities and the EU's global positioning as a leader in high-quality agri-food production.

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

In 2025, Bord Bia led B2B campaigns for Irish beef, dairy, seafood and drinks across seven priority markets, targeting key retail, foodservice and manufacturing customers. Campaign activity strengthened preference for high-quality, sustainably produced Irish food and drink in established EU markets, while building awareness of Ireland's distinctiveness in Asian markets. Activity took place in France, Germany, Switzerland, the UK, India, Japan and China.



Dairy Sector

B2B dairy campaigns were delivered in three key markets in 2025: the UK, Germany and Japan. In the UK, the campaign aimed to drive incremental growth through existing trade customers while in Germany, activity focused on retaining existing business by reinforcing preference among trade customers, emphasising premium quality and grass-fed credentials. In Japan, the objective was to build awareness of Ireland as an EU supplier of premium, high-quality dairy among priority trade audiences.



UK activities included advertising in key trade publications (**The Grocer**, **The Caterer and Dairy Industries**), their online platforms and on LinkedIn. Post campaign research indicates that two in three UK dairy trade buyers recalled seeing the campaign and, of these, nearly four in five said that the campaign made them feel that Irish dairy blends innovation and tradition. There was also a strong call to action resulting from the campaign, with half of those aware of it visiting either irishfoodanddrink.ie or bordbia.ie for more information.

The German campaign featured print advertising in leading trade publications such as **Lebensmittel Zeitung** and **Milch Marketing**, reaching over 63,000 readers, supported by digital placements on platforms including Business Ad and Nexus. A targeted LinkedIn campaign generated over 1 million impressions, further highlighting the benefits of Irish dairy to trade audiences.

The Japanese campaign delivered print advertising across five key trade publications, including **Japan Food Journal**, **Milk Cow Journal** and **Food Industrial Newspaper**, reaching a combined readership of more than 530,000. Digital extensions, including websites and newsletters, delivered over 13 million impressions, supported by additional ad listings across Meta, Google and Yahoo. Earned editorial coverage further strengthened profile for Irish dairy companies active in-market.

Post-campaign research among dairy trade buyers across markets showed that, of those who saw the advertising campaigns, over half visited irishfoodanddrink.com to find or review Irish suppliers or visited the Irish stand at a trade fair. Research also indicated strong understanding of key messages around Irish dairy being grass-fed, with over half of buyers reporting increased likelihood to seek further information on these products and suppliers as a direct result of the campaign.

Beef Sector

Irish B2B beef campaigns ran across four markets in 2025: France, Germany, Japan and Switzerland. In EU markets, activity focused on maintaining existing business and driving increased purchase volumes by strengthening preference for Irish beef among trade customers through messaging on premium quality and grass-fed credentials.



Communications activity combined print and digital advertising in trade publications, supported by placements on key industry websites and LinkedIn. In Germany and Switzerland, print activity reached 100,000 readers, while LinkedIn delivered 1.1 million impressions. Post-campaign research among German beef trade buyers showed strong performance, with two-thirds of buyers seeing the advertising and recalling key messaging on grass-fed and premium quality credentials. Of those who saw the campaign, over half reported visiting the Bord Bia website and contacting Irish suppliers directly as a result.

In France, two bursts of activity ran in April/May and September/October, combining print and digital channels. Advertising in leading trade publications including **LSA**, **LinÉaire** and **Néo Restauration** delivered a combined readership of 400,000, supported by digital placements on **Les Marchés** and **Néo Restauration**. A post-campaign survey indicated the campaign effectively communicated Irish beef as a premium quality product, with over half of buyers reporting that it made them more likely to source Irish food and drink overall.

In Japan, the B2B objective was to build awareness of Ireland as a source of premium quality beef among importers and foodservice buyers. Print advertising across eight trade publications, supported by digital placements on publisher websites, delivered almost 3 million impressions. Earned editorial coverage generated a further 3.7 million impressions, while pay per click (PPC) listings across Meta, Google and Yahoo ensured high visibility in relevant online searches. Post-campaign analysis showed nearly half of Japanese beef buyers saw the campaign, and among these, nearly four in five agreed it clearly conveyed that Irish beef offers consistent and high-quality supply—an important outcome given that consistency of supply is the leading factor in supplier choice. Two in three of those who saw the campaign reported taking action, including contacting an Irish supplier and visiting the Irish stand at a trade fair.

Pork Sector – China

In China, Irish pork activity focused on raising awareness within the ready-to-cook (RTC) channel of Irish pork availability as an ingredient for manufacturers supplying foodservice and retail, while also increasing weight of purchase among existing customers and supporting customer recruitment.



Activity leveraged interview opportunities through specialised WeChat trade accounts with Irish client companies during SIAL China, generating comprehensive online coverage of Ireland's competitive strengths in food safety, traceability and sustainability. This delivered over 6,700 views and a reach of 200,000. To move Irish pork from a "specialty import" to a mainstream choice, partnerships with three WeChat accounts showcased versatility, quality and suitability for popular local dishes and RTC formats. In December, the "From Farm to Table – Irish Pork Tasting Workshop" took place in Chengdu in collaboration with Catering Supply Chain Guide, a leading WeChat video account focused on catering supply chain development, which livestreamed the event.

Post-campaign research indicated the activity strengthened perceptions of Irish pigmeat as a premium product, with ready-to-cook cuts suited to Chinese dishes. Nearly half of buyers who saw the campaign reported reviewing Irish suppliers' online presence and contacting the Bord Bia local market office as a direct result.

Seafood Sector

In China, the B2B objective remained focused on strengthening trade awareness and understanding of Ireland as a source of high-quality, sustainably produced seafood. Targeting foodservice customers, importers, traders and online retailers, activity highlighted Ireland's presence at the Qingdao International Seafood Trade Show and associated trade mission. Pre-event online banners and WeChat articles increased awareness of Irish exhibitors, while video and face-to-face interviews at the show generated strong post-event visibility. In total, more than 122 million views were delivered. Additional collaborations with regional online influencers supported consumer awareness and demand across two prominent restaurant chains. Post-campaign research indicated that messaging on sustainability and premium quality resonated strongly with Chinese seafood buyers.

In Japan, B2B activity aimed to build awareness and understanding of Ireland as a source of premium seafood among prospective buyers. Activation combined print and digital advertising in key trade media, supported by interviews secured with four Irish client companies at the Tokyo Seafood Show. A media visit, involving four journalists visiting three seafood companies in Ireland, generated extensive coverage and strengthened business relationships between Ireland and Japanese importers/distributors. Post-campaign research indicated six in 10 buyers saw the campaign. Among those, the majority reviewed supplier online presence and contacted the Bord Bia local market office. Nearly seven in 10 respondents reported the campaign made them more likely to source Irish food and drink overall and, similarly, that it showcased Irish food and drink as new and interesting.



Drinks Sector Campaigns

Germany remained a key EU27 market for Irish drinks, with whiskey the predominant export category. The 2025 B2B campaign focused on Bord Bia's participation at ProWein 2025, aimed at driving awareness of the Ireland stand, Irish exhibitors and the range of premium Irish drinks available. Media planning prioritised a mix of broad reach and specialist publications, including Gastrotel, GZ Getränke Zeitung and Fizz, supported by digital placements across key trader platforms.

At ProWine Mumbai, a LinkedIn campaign built awareness and reputation of Irish spirits among importers and distributors in the Mumbai region, positioning Irish spirits as a premium offering while communicating sustainability credentials. Pre-event activity promoted the Ireland stand and encouraged trade buyers to visit.

Trade Events

In 2025, Bord Bia maintained a strong international trade presence, supporting Irish exporters across key global markets.

Across Europe, Bord Bia participated in 13 major trade fairs spanning priority sectors including meat, dairy, seafood, drinks, PCF, organics and ingredients. These included Sirha (Meat), Biofach (Organics), Internorga (PCF), Prowein Europe (Drinks), ISM (PCF), Seafood Expo Global Barcelona (Seafood), Tuttofood (Meat), PLMA (PCF), Conxemar (Seafood), Anuga (Meat, Dairy and PCF), Nordic Organic Food Fair (Organics), Natexpo (Organics) and Food Ingredients Europe (Dairy Ingredients).



Beyond Europe, Bord Bia delivered a significant programme of trade engagement in the Middle East, North America and Asia. Key trade shows included Gulfood (Dubai), NABCA (US), Seafood Expo North America (Boston), Foodex (Japan), the Annual Meat Conference (US), HOFEX (Hong Kong), SIAL China, Seoul Food (Korea), Food Ingredients Asia, World Seafood Shanghai, China Fisheries, Prowein Mumbai (India) and Japan Seafood International, among others.

In total, during 2025, Bord Bia supported over 167 client companies to participate in 27 international trade fairs. These platforms enabled exporters of Irish food, drink and horticulture to connect directly with trade buyers across priority global markets, supporting business development, strengthening commercial relationships and enhancing the reputation of Irish produce internationally.

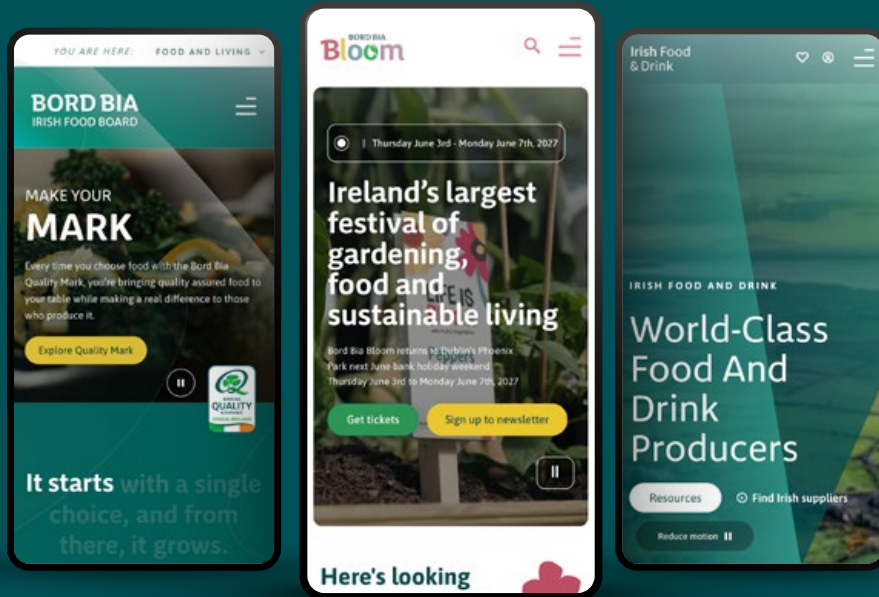
Digital Marketing

Bord Bia's digital marketing strategy integrates content excellence with robust marketing technology systems. The Digital Marketing Team is responsible for the technology infrastructure that underpins the organisation's digital reach and agility, alongside the development of content and campaigns that drive awareness and engagement across priority audiences.

In 2025, the team continued to focus on three core audiences: clients, international customers and Irish consumers.

Throughout the year, Bord Bia maintained a strong volume of owned media activity across domestic and international markets. Combined page views across key websites significantly exceeded one million, demonstrating sustained engagement with our audiences:

- **BordBia.ie:** 1,684,558 page views
- **Bord Bia Bloom:** 1,810,840 page views
- **IrishFoodandDrink.com:** 99,128 page views



Web Enhancements

As part of the Umbrella Campaign rollout, the homepage of BordBia.ie was redesigned to clearly communicate the value and impact of the Quality Mark to consumers, their families and the wider community. The enhanced platform provided greater scope to showcase the campaign narrative and highlight the farmers participating in the scheme.

The Bord Bia Bloom homepage was also reimaged to support ticket sales and improve user navigation. The festival's interactive map – a key tool for visitors – was significantly enhanced in 2025. Improvements included expanded functionality, improved mobile responsiveness, and stronger integration with related website features such as event schedules and directions.

Web Accessibility

Progress continued towards achieving and maintaining WCAG AA standards. This included comprehensive site audits, remediation of identified gaps, and the rollout of updated design and content practices. Ongoing staff training and the introduction of additional accessibility tools are strengthening organisational capability and ensuring compliance with evolving standards.

Systems and Marketing Technology

Ongoing maintenance and enhancement of Bord Bia's marketing systems have strengthened user experience and ensured that digital assets continue to support the messaging and objectives of broader campaigns.

In 2025, an AI-powered content recommendation tool was deployed on BordBia.ie. This solution builds anonymised user profiles and delivers personalised content suggestions based on browsing behaviour, enhancing relevance and engagement.

Enhancements were also delivered across the email marketing platform, including the introduction of new templates and brand-aligned style guidelines. A structured A/B testing programme was implemented to improve engagement rates within the client audience.

The Digital Marketing Team continues to work in close partnership with IT colleagues to enhance website security and hosting performance, aligning security scores with competitor benchmarks and best practice standards.

Social Media

2025 was a year of continued growth across Bord Bia's corporate social media channels, particularly LinkedIn, with a strong emphasis on high-quality, best-in-class content. Consumer-facing social channels also experienced growth aligned with demand-shaping initiatives. These channels will transition to a revised management structure and refreshed strategic direction in 2026 to support future ambitions.

Marketing Finance

In 2025, 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. Grant assistance was approved for 117 companies for a total of €750,000.

In terms of payments, grants totalling €662,665 were paid to 95 companies during the year. The list of companies in receipt of grant payments is noted at the end of this report.

A review of the impact and scope of the Marketing Assistance Programme was also undertaken in the year. A revised programme supporting SMEs is to be launched in Q1 2026.

International Offices

Global Business Development

In 2025, Bord Bia supported client companies from its 14 overseas offices, helping Ireland reach record food and drink exports of €19 billion – a 12% rise over the previous year. Bord Bia's Smarter Sustainable Impact strategy drove this success by leveraging insights, focusing on impactful supports and emphasising Ireland's strong high-quality, sustainable food brand.

Bord Bia continues to boost export growth by promoting Ireland's high-quality and sustainable food, drink and horticulture at home and abroad. Although 2025 saw inflationary pressures, market volatility and increased competition internationally, adaptability to changing consumer trends, price shifts and supply chain hurdles was crucial in sustaining growth and supporting client companies.

Market sector and channel priorities shaped activities, all aimed at delivering smarter, sustainable impact through data-driven support and leadership in sustainability. In 2025, Bord Bia supported Irish companies in priority markets with targeted assistance, cultivating strategic customer partnerships and commercial opportunities in retail and foodservice channels.

In addition to a wide range of programmes and projects, Bord Bia's Global Business Development Team delivered the following throughout the course of 2025:

- Led three trade missions to the USA, Japan and South Korea, and China.
- Exhibited at 25 trade shows across the globe.
- Facilitated 1,611 meetings with key commercial stakeholders.
- Created 1,155 commercial opportunities for Bord Bia client companies.
- Delivered the inaugural Bord Bia Compass inviting Talent Academy alumni to identify and discuss future industry opportunities and challenges.

A Collaborative Approach

Bord Bia remains committed to working in partnership with DAFM, the Department of Foreign Affairs and Trade, Enterprise Ireland and Tourism Ireland to continue to support the growth and development of the Irish food and drink industry.

Governance Statement and Board Members Report

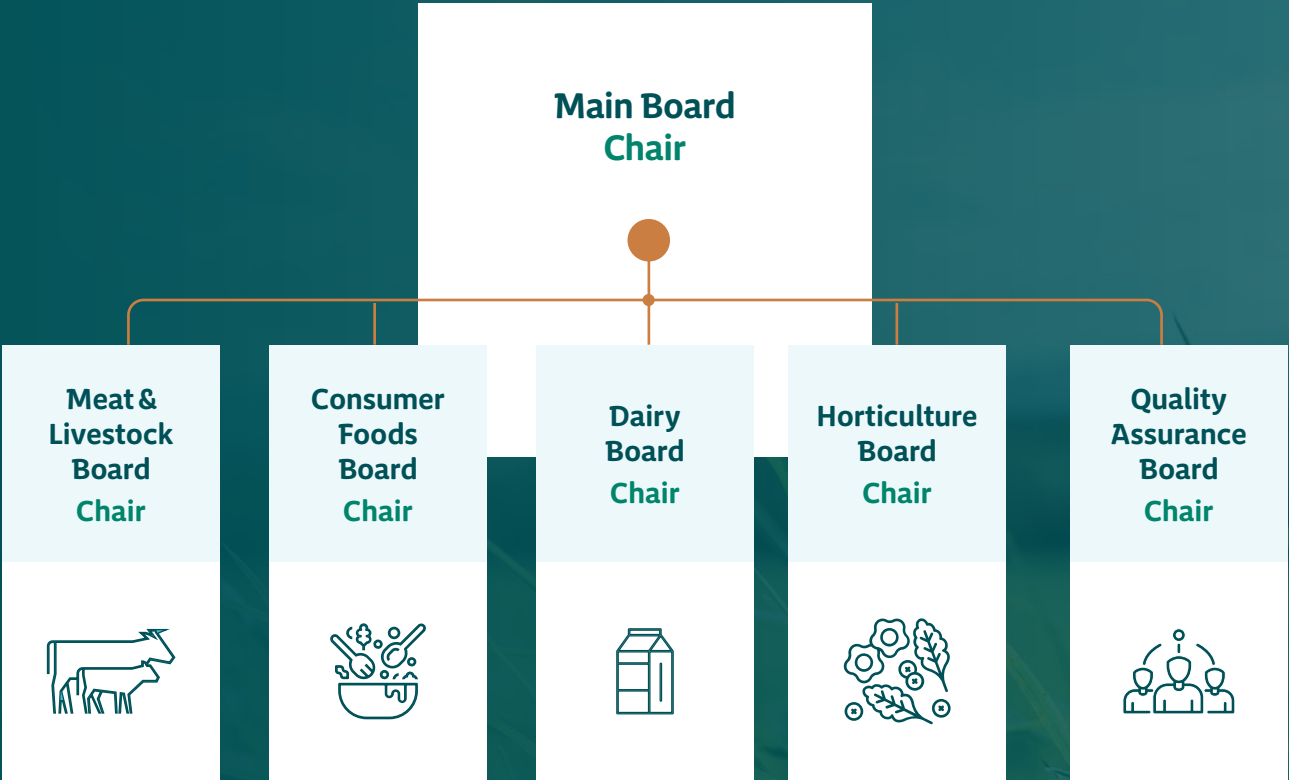
Corporate Governance

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 comprehensive system of risk management in the organisation, including review of the risk register at each Board meeting. 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, NPD Delivery 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 'Smarter Sustainable Impact' sets out the objectives and direction proposed for the organisation during the period of the strategy, 2025 – 2028. The annual budgets and activities for Bord Bia are aligned to this strategy. The Board approves annual budgets and the evaluation 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 set 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 board committees on an annual basis. In 2025, 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 board 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 board committees in addition to facilitating induction, mentoring and assisting with ongoing professional development.
- Ensures there is a clear division of responsibilities between leading and managing the Board and the executive responsible for running Bord Bia.
- Keeps the Minister for Agriculture, Food and the Marine advised of matters arising in respect of Bord Bia.
- Submits a comprehensive report to the Minister in accordance with the Code of Practice for the Governance of State Bodies.

The Board undertook a self-assessment evaluation of its own performance during the year. Each Board member was asked to individually score the assessment, and 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 also took place in 2025 and results were presented to the Board.

The Audit and Risk Committee also undertook a self-assessment evaluation in 2025. Each member was asked to individually score the assessment, and answers were presented to the members.

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 of Corporate Services and HR 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 75.

Board Members and Meeting Attendance

There were seven board meetings held during 2025, and the details of each member's attendance are set out below.

Board Member	Board Meetings Attended
L. Allen	6 of 6
N. Browne*	0 of 0
S. Buckley	7 of 7
K. Cahill	7 of 7
M. Cronin	6 of 6
M. Delaney	7 of 7
D. Drennan	7 of 7
M. Dunne	5 of 7
P. Fitzgerald	7 of 7
F. Gorman	6 of 7
K. Kerrigan	6 of 7
L. Murrin	7 of 7
C. Murphy	7 of 7
P. Murphy	3 of 3
K. Pierce	7 of 7
J. Woulfe	7 of 7

*Term of office ended prior to the first meeting of the year.

Board Members Fees and Expenses

A schedule of the fees, and travel and subsistence expenses paid to board members in respect of attendance at meetings of the Board, and where relevant, meetings of the subsidiary boards and board committees, in 2025 is set out below.

Board Member	Board Fees	Travel & Subsistence Expenses
L. Murrin*	-	-
L. Allen	€10,543	€407
N. Browne*	-	-
S. Buckley	€11,970	€2,239
K. Cahill*	-	-
M. Cronin	€10,543	€5,066
M. Delaney	€11,970	€573
D. Drennan	€11,970	€1,011
M. Dunne**	-	-
P. Fitzgerald	€11,970	€1,329
F. Gorman	€11,970	€675
K. Kerrigan	€11,970	€662
C. Murphy	€11,970	€1,024
P. Murphy*	-	-
K. Pierce**	-	€408
J. Woulfe	€11,970	€2,394

* Indicates those Board members who have waived part or all of the fee or expenses payable, as a board member in 2025.

** Under the one person one salary principle, no fees were payable to M. Dunne or K. Pierce.

Amounts paid to subsidiary board members for travel and subsistence expenses in 2025 amounted to €11,280. No fees were paid to subsidiary board members in 2025 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, C. Murphy, S. Buckley and M. Dunne and one external member with a financial background, R. Nolan. This committee met on four occasions in 2025.

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 three members of the Board, L. Murrin, M. Delaney and M. Dunne, met on one occasion in 2025. The Remuneration and Pensions Committee determines, on behalf of the Board, the appointment, and assessment of the performance of, and succession planning for, the Chief Executive.

There were three meetings of the Strategy Committee during the year. The Strategy Committee currently comprises five members of the Board, L. Murrin, L. Allen, K. Cahill, M. Dunne and P. Fitzgerald. 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 2025 – 2028, launched in January 2025 comprises the following three strategic imperatives:

- Elevate Ireland's Sustainable Food Brand.
- Work Smarter and Harness our Insights.
- Drive Focused, Impactful Supports.

Gender Balance in the Membership of the Board

As at December 31st, 2025, the Board had seven (50%) female board members and seven (50%) male board members, with one position vacant. The Board, therefore, meets the Government target of a minimum of 40% representation of each gender in the membership of State Boards.

The Board of Bord Bia is strongly committed to achieving and maintaining 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.

Bord Bia received 20 FOI requests in 2025.

Equality, Diversity and Inclusion

Bord Bia is wholeheartedly committed to equal opportunity employment. 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 consultation with staff, an enhanced equality, diversity and inclusion (EDI) policy was adopted by Bord Bia, building on previous work in this area. The policy is accompanied by an action plan which sets out progress to date in the area of EDI, together with plans for initiatives and change in the current year. 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

One protected disclosure was made to Bord Bia during 2024 which continued to be assessed in line with Bord Bia's Protected Disclosure Policy in 2025. No new protected disclosures were made in 2025.

Safety, Health and Welfare at Work

In 2025, Bord Bia implemented the provisions of Safety, Health and Welfare at Work legislation, through the adoption and implementation 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. The Charter can be accessed on Bord Bia's website.

Energy Efficiency and Conservation

Bord Bia is committed to making every effort possible to be energy efficient and to operating appropriate energy conservation and management 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:

	2025
KWH of electricity	326,457

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 2025, 92.5% 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, dairy, fresh produce, potatoes and mushrooms.

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 Official Languages Acts) to provide a statutory framework for the delivery of services through the Irish language. In accordance with the Official Languages Acts, this Annual Report is published in both Irish and English languages.

In accordance with Section 4B of the Official Languages Acts, the Director of Corporate Services and HR oversees compliance with the Official Languages Acts and reports to the CEO, as appropriate. Though no matters of note were reported to the head of Bord Bia, compliance with the obligations set out under the Official Languages Acts is ongoing. Various teams within the organisation are assisting in working towards compliance with requirements set out under Section 10A for advertising in Irish.

Consultancy Costs

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

	2025 €'000	2024 €'000
Legal	191	263
Tax & Financial Advisory	47	37
Public Relations / Marketing	-	-
Pensions & Human Resources	221	236
Business Improvement	673	214
Other: New System Development	733	100
Total Consultancy Costs	1,865	850
Consultancy Costs Capitalised	-	-
Consultancy costs charged to Income and Expenditure and Retained Revenue Reserves	1,865	850
Total	1,865	850

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.

	2025 €'000	2024 €'000
Legal Fees - Legal Consultancy	191	263
Conciliation & Arbitration Payments	-	-
Settlements	-	236
Total Legal Costs	191	499

Travel and Subsistence Expenditure

Travel and subsistence expenditure is categorised as follows:

	2025 €'000	2024 €'000
Domestic		
Boards	37	32
Employees	308	344
International		
Boards	-	-
Employees	1,204	985
Total Travel & Subsistence Costs	1,549	1,361

Hospitality

The Income and Expenditure account includes the following hospitality Expenditure:

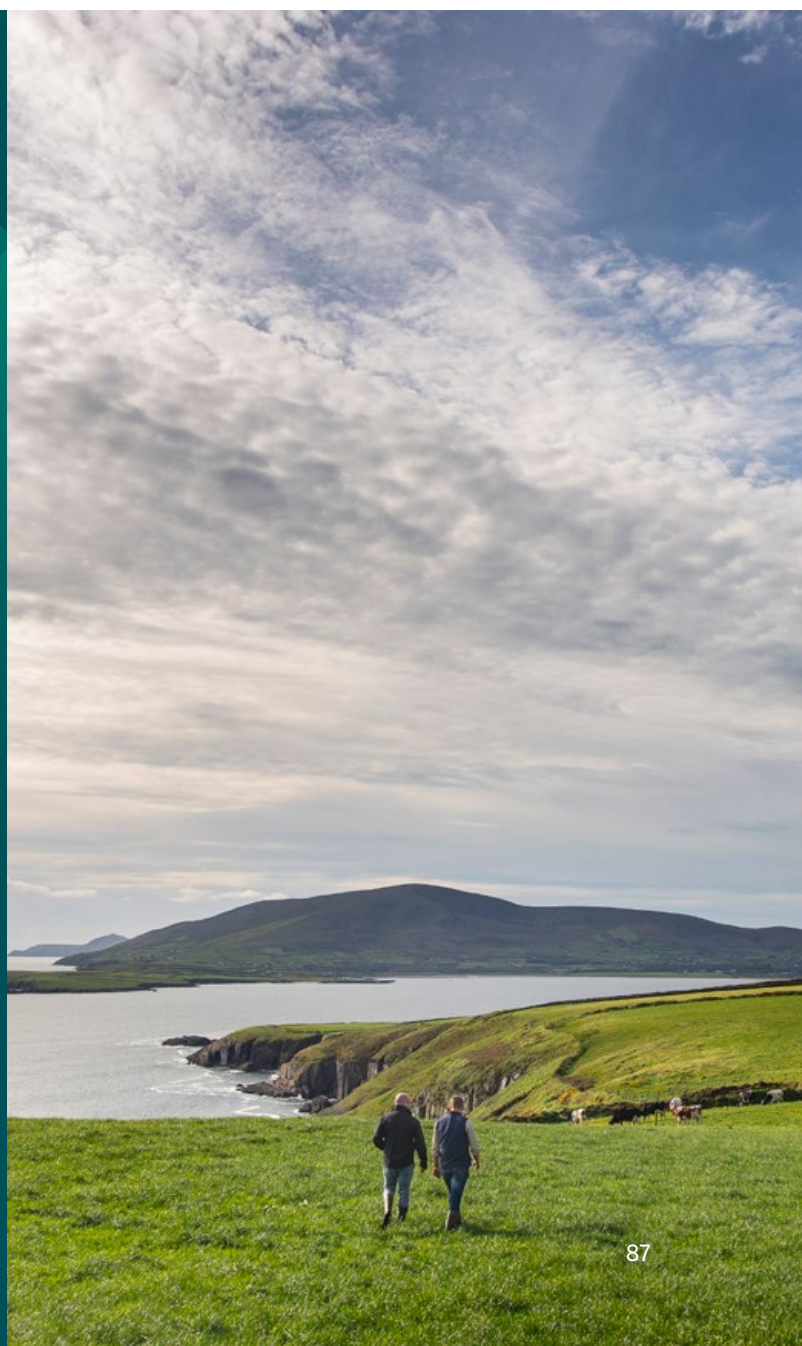
	2025 €'000	2024 €'000
Staff hospitality	13	15
Client hospitality	-	-
Total Travel & Subsistence Costs	13	15

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 compliance with the Code of Practice for the Governance of State Bodies during 2025.

Larry Murrin
Chair
24th June 2026

Jim O'Toole
Chief Executive
24th June 2026

Organisation Structure

The Executive is comprised of staff based in Bord Bia's head office.

General Information

Head Office

140 Pembroke Road, Dublin 4, D04 NV34.

Auditors

Comptroller and Auditor General

Bankers

Allied Irish Banks

Solicitors

Beauchamps LLP



Staff Structure

Chief Executive	Jim O'Toole
Global Strategic Insights & Industry Capability	Nick Curtis Davis
Marketing	Vacant
Global Business Development	Shane Hamill
Corporate Services & HR	Susan McDonnell
Client & Stakeholder Engagement	John Murray
Origin Green and Sustainable Quality Assurance	Deirdre Ryan

Overseas Offices

Amsterdam	Laura Crowley
Dubai	Kieran Fitzgerald
Dusseldorf	Gabriele Weiss Brummer
Lagos	Ese Okpomo
London	Conor O'Sullivan
Madrid	Cecilia Ruiz
Milan	Francesca Perfetto
New York	Henry Horkan
Paris	Nicolas Ranninger
Shanghai	Sinead Kennedy
Singapore	Lisa Phelan
Stockholm	William McGrath
Tokyo	Joe Moore
Warsaw	Krzysztof Pogorzelec

Significant interest in both permanent and temporary positions in Bord Bia continued in 2025, showing the employer brand remains strong. Applications came from those in and outside Ireland. 54 recruitment competitions were successfully completed during this period for all roles.

In 2025, the Human Resources team focused on several key priorities:

- The continued recruiting, promoting and retention of talent for and within the organisation.
- The design and development of an enhanced HR Management System.
- Specific policy and process updates as well as development and training for managers and staff, ensuring all staff are supported while they perform, with a particular focus on dignity and respect in the workplace.
- Talent capability training for new managers and the development of internal talent through secondments both in Ireland and overseas locations. This increased the organisational capacity and ability to further work in an agile matrix.
- An increased focus and continued enhancement of a learning culture was promoted through both learning activities and the development of specific Bord Bia competency learning paths through our Learning Management System and supporting platforms.

Bord Bia Board

Chair

Larry Murrin

Managing Director, Dawn Farm Foods

Members

Lorraine Allen

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

Sharon Buckley

Former Chief Commercial Officer, Musgrave Group
Appointed July 7th, 2023

Kevin Cahill

Managing Director of ABP Ireland and Poland
Appointed February 17th, 2025

Mary Delaney

Sustainability and Business Development Consultant
Appointed July 7th, 2023

Denis Drennan

President, ICMSA
Appointed January 25th, 2024

Maria Dunne

Assistant Secretary
Dept. of Agriculture, Food & the Marine
Appointed October 22nd 2024

Patrick Fitzgerald

Fitzgerald Nurseries
Appointed August 28th, 2022

Francie Gorman

President, Irish Farmers Association
Appointed February 20th, 2024

Karen Kerrigan

Kerrigan's Mushrooms
Appointed June 16th, 2021

Cliona Murphy

Former Vice President Quality Assurance, PepsiCo
Appointed November 15th, 2023

Karina Pierce

Professor of Dairy Production, UCD
Appointed July 4th, 2023

Jim Woulfe

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

Chief Executive

Jim O'Toole

Secretary/Director

Susan McDonnell

Changes during 2025

Term of Office Ended February 8th, 2025

Niall Browne

Appointed February 17th, 2025

Kevin Cahill

Re-appointed March 5th, 2025

Michael Cronin
Lorraine Allen

Re-appointed March 25th, 2025

Francie Gorman

Re-appointed June 16th, 2025

Karen Kerrigan

Term of Office Ended June 30th, 2025

Pat Murphy

Re-appointed July 1st, 2025

Denis Drennan

Re-appointed August 28th, 2025

Patrick Fitzgerald

Re-appointed August 28th, 2025

Jim Woulfe

Changes during 2026

Resigned March 26th, 2026

Michael Cronin

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

Johnny Harte
Director, Five Farms Distillery

Maurice Hickey
Managing Director
Green Isle Foods

Tom Keogh
Managing Director,
Keogh's Farm

John O'Brien
Managing Director,
O'Brien Fine Foods Ltd

Pat Rigney
Managing Director,
Fastnet Brands Co. Ltd.

Michelle Vance
CEO, Lily O'Briens

Simon Walker
Chief Executive, Kepak
Convenience Foods

Changes during 2025

Appointed January 10th, 2025

Tom Keogh
Michelle Vance

Term of Office Ended March 23rd, 2025

John Noonan

Re-appointed April 17th, 2025

Alison Cowzer
Simon Walker

Re-appointed May 20th, 2025

Lorraine Allen (Chair)

Term of Office Ended October 3rd, 2025

Jacquie Marsh

Re-appointed October 21st, 2025

Margaret Daly

Bord Bia Dairy Board

Chair

Jim Woulfe
Former CEO Dairygold

Members

Denis Brereton
Irish Co-Operative Organisation
Society

Eleanor Collins
CFO, Primary Dairy Business,
Kerry Group

Dr. Anne Marie Henihan
Centre Director of Dairy
Processing Technology Centre
(DPTC)
UCL

Pat Laffan
General Manager Dairygold

Martin McElearney
Chair, Dairy Committee
Irish Farmers Association

Aoife Murphy
Chief Ingredients Officer,
Tirlan

Noel Murphy
Chair, Dairy Committee, ICMSA

Dr. Nessa Noronha
Centre Director, School of
Agriculture and Food Science,
UCD

Sarah O'Neill,
Global Strategy Director,
Carberry Group

Anne Randles
Ornua

Eoghan Sweeney
Commercial Director
Lakeland Dairies

Changes during 2025

Re-appointed January 10th, 2025

Anne Marie Henihan
Aoife Murphy

Re-appointed February 19th, 2025

Eleanor Collins

Appointed March 5th, 2025

Denis Brereton

Resigned March 19th, 2025

Stephen Arthur

Appointed April 17th, 2025

Martin McElearney

Appointed August 1st, 2025

Pat Laffan

Re-appointed August 1st, 2025

Anne Randles

Re-appointed August 28th, 2025

Jim Woulfe (Chair)

Term of Office Ended October 3rd, 2025

Anne Maria Cotter

Appointed October 21st, 2025

Noel Murphy

Changes during 2026

Re-appointed March 24th, 2026

Eoghan Sweeney

Bord Bia Horticulture Board

Chair

Karen Kerrigan
Kerrigan Mushrooms

Members

Ann Bolger
Wonderfoods

Martin Flynn
Managing Director MF Nurseries

Joe Finnegan
Finnegan's Farm

Nicola Haines
Tierney Haines

Celine Murrin
University College, Dublin

Tom Murray
O'Shea's Farm

Sean Ryan
Chair IFA Potato Committee

Sarah Slazenger
MD Powerscourt Estate
and Garden Centre

Con Traas
The Apple Farm

Padraig Tully
Tully Nurseries

Changes during 2025

Re-appointed March 5th, 2025
Karen Kerrigan (Chair)

Resigned November 26th, 2025
Matt Foley

Resigned December 31st, 2025
Dr Jude Wilson

Changes during 2026

Term of Office Ended February 1st, 2026

Anna Kavanagh

Appointed March 24th, 2026

Tom Murray

Joe Finnegan

Re-appointed March 24th, 2026

Sarah Slazenger

Martin Flynn

Bord Bia Meat and Livestock Board

Chair

Karina Pierce

Professor, Dairy Production,
UCD

Members

Sorcha Donnelly

Commercial Director, Kepak

Adrian Gallagher

IFA, Sheep Committee Chair

Cathal Garvey

CEO, Manor Farm

Jim Hanley

Chief Executive, Rosderra Irish
Meats

Sarah Hanley

IFA, Pigmeat Committee Chair

Declan Hanrahan

IFA, Livestock Chair

Jack Molloy

Associated Craft Butchers of
Ireland

Michael O'Connell

ICMSA Livestock Chair

Ray O'Regan

Dawn Meats

Kevin Quinn

Quinn International Livestock

Nigel Sweetnam

National Poultry Chair,
Irish Farmers' Association

Changes during 2025

Appointed April 1st, 2025

Ray O'Regan

Re-appointed April 1st, 2025

Sorcha Donnelly

Re-appointed April 17th, 2025

Sarah Hanley

Re-appointed October 21st, 2025

Jim Hanley

Nigel Sweetnam

Adrian Gallagher

Appointed October 21st, 2025

Declan Hanrahan

Michael O'Connell

Appointed November 28th, 2025

Cathal Garvey

Bord Bia Quality Assurance Board

Chair

Vacant

Members

Paul Bell

Bell Agriculture

Billy Cronin

Head of Members Services
and Engagement, Dairygold

Ruth Dalton

Musgraves

Maeve Henchion

Dept. Agrifood Business
and Spatial Analysis, Teagasc

Aoife MacEoin

Chief Executive, Irish Egg
Association

Paul Nolan

Group Development Manager,
Dawn Meats

Thomas O'Connor

IFA Kildare

Karen Smyth

ICMSA, Farm and Rural Affairs
Committee 2024-2026

Siobhan Ward

Technical Manager, Country
Crest

Ultan Waldron

Head of Meat & Milk Policy,
Department of Agriculture,
Food and the Marine

Changes during 2025

Re-appointed January 10th, 2025

Siobhan Ward

Appointed March 5th, 2025

Ultan Waldron

Re-Appointed March 5th, 2025

Maeve Henchion

Michael Cronin (Chair)

Resigned August 26th, 2025

Noel Murphy

Term of Office Ended October 3rd, 2025

Liam O'Flaherty

Appointed October 21st, 2025

Karen Smyth

Appointed November 5th, 2025

Billy Cronin

Changes during 2026

Resigned March 26th, 2026

Michael Cronin

Marketing Assistance Grant Payments

Company Name	Payment Amount €
Achill Island Sea Salt	€1,398.81
Achill Mountain Lamb-Calvey's	€4,060.94
Achill Oysters	€1,427.20
All Real Nutrition	€20,523.18
Anthony Bollard	€2,529.52
AP Fine Foods Ltd	€8,000.00
Ballykeefe Distillery Ltd	€3,000.00
Ballymagarvey Farm Ltd	€6,000.00
Barry John Gourmet Sausages	€7,000.00
Beechill Bulbs Ltd	€1,926.16
Beechlawn Organic Farm Ltd	€10,589.31
BiaSol	€7,000.00
Blacks Brewery & Distillery	€21,399.87
Bon Chocolatiers	€2,100.00
Brehon Brewhouse	€2,795.70
Burren Smokehouse	€12,000.00
Castleview Farm Produce Ltd	€5,323.72
Certified Irish Angus Producer Group	€8,000.00
Coffee House Lane	€10,000.00
Connemara Ingredients ULC	€5,000.00
Connemara Seafoods ULC	€15,000.00
Cooleeney Cheese	€8,749.81
Curraghmore Whiskey Ltd	€3,000.00
Dairy Concepts Ireland	€8,000.00
Durrus Cheese Ltd	€3,766.11
Emile Pâtissier	€12,000.00
Fitzgerald Nurseries	€8,110.50
Gortinore Distillery Ltd	€18,000.00
Gran Grans Foods	€3,158.08
Hassetts Bakers & Confectioners Ltd	€10,000.00
Hatton Farm Produce Ltd	€2,386.60
Herbel Crest Ltd	€4,000.00
Homespun Foods	€4,845.90
Hope Beer	€10,000.00

Company Name	Payment Amount €
Hyde Irish Whiskey	€10,000.00
Inagh Farmhouse Cheese Ltd	€11,000.00
Irish Seaspray Ltd	€9,699.18
Jack & Eddies Ltd	€7,000.00
JJ Cleary Potatoes Ltd	€1,569.00
John Donnelly & Sons Ltd-Iona Fruit Farm	€3,378.70
John Doody	€1,566.00
John Hickey & Sons	€5,000.00
Kearney's Home Baking	€7,000.00
Kinahan's Irish Whiskey Ltd	€10,000.00
Kinsale Mead Co	€4,045.38
Kinsale Spirit Company	€10,000.00
Knockanore Farmhouse Cheese	€11,000.00
Kush Shellfish	€7,804.75
Laurence Whelan Potatoes	€6,000.00
Legacy Irish Cider	€4,000.00
M.J. Hanlon Farm Ltd	€1,800.00
Macroom Buffalo Cheese Products Ltd	€11,915.40
Mark Taylor & Sons	€7,000.00
Michael Waldron Meats Ltd	€8,000.00
Micil Distillery	€11,000.00
Miena's	€11,000.00
Milky Paws Ltd	€4,000.00
Millview Farm Ltd	€1,976.84
Mobia Foods	€5,000.00
Naturally Cordial	€4,523.00
Neil Bollard	€3,000.00
New Era Spirits	€6,000.00
Newgrange Gold	€7,000.00
Nibbed	€8,000.00
Nightpark Nursery	€2,188.98
Niks Tea	€2,500.00
Nutshed	€7,000.00
O'Connell Heritage Ltd	€4,000.00

Company Name	Payment Amount €
O'Donohue's Bakery Ltd	€16,701.67
O'Dowd Nurseries	€2,281.23
Oriel Sea Salt	€8,000.00
Poachers Drinks Ltd	€5,040.00
Raymond Collier	€1,500.00
Rebel City Distillery	€4,000.00
Regans Organic Produce Ltd	€595.00
Robert & Patrick Carrick	€1,506.46
Rockfield Dairy Ltd	€5,870.48
Sauceman Ltd	€6,000.00
Shannon Estuary Oysters ULC	€8,000.00
Shine's Seafood	€10,000.00
Skellig Six18	€8,000.00
Solaris Tea	€10,000.00
St. Patrick's Distillery Ltd	€14,000.00
Star Seafood Markets Ltd	€1,381.99
Stillgarden Distillery	€4,000.00
Sushi King	€6,731.63
Swanton's Nurseries	€19,000.00
Thanks Plants Ltd	€6,000.00
The Apple Farm	€6,000.00
The Plant It Food Co.	€12,000.00
Trudie's Kitchen Ltd	€10,000.00
Velo Coffee Roasters	€2,971.55
Wexford Home Preserves	€6,026.58
Wicklow Farmhouse Cheese	€13,000.00
Wild Irish Seaweeds	€8,000.00
Total	€662,665.23

Our Accounts

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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, Infrastructure, Public Service Reform and Digitalisation has been in place in Bord Bia for the year ended 31 December 2025 and up to the date of approval of the financial statements.

Capacity to handle Risk

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

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

Risk and Control Framework

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

- Identifying the nature, extent and financial implication of risks facing the body, including the extent and categories which it regards as acceptable.
- Assessing the likelihood of identified risks occurring.

- Working closely with Government, engaging with stakeholders in the food and drink industry and with various Agencies to ensure that there is a clear understanding of Bord Bia goals and support for the Board's strategies to achieve those goals.
- Establishing procedures to ensure that the schemes and programmes administered by the body are in accordance with the legislation governing their operation and that appropriate risk management systems are in place.

The Board can conclude that the processes in place to identify and evaluate business risks were operating effectively and as intended during the period.

The system of internal control is based on a framework of regular management information, administration procedures including segregation of duties, authorisation limits and a system of delegation and accountability. In particular it includes:

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

Bord Bia has an outsourced internal audit function, which operates in accordance with the Code of Practice for the Governance of State Bodies and, which reports directly to the Audit 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 (as amended).

Procurement

Bord Bia's Procurement Policy is supported by documented procurement guidelines. Together, these define roles and responsibilities, approval requirements, and purchasing processes, and form an integral part of the organisation's overall internal control framework.

During 2025, additional control activities were implemented through targeted followup training and procurement seminars delivered to staff across Bord Bia, both domestically and internationally, who have responsibility for managing budgets and raising purchase orders. This training reinforced procurement policy requirements, approval thresholds, and standard purchasing procedures.

Monitoring

The effectiveness of procurement controls is monitored through ongoing quarterly expenditure analysis and management review. The 2025 compliance review identified that expenditure of approximately €1.2 million was incurred without the operation of a competitive tendering procedure in accordance with procurement guidelines.

This compares with expenditure of over €2.6 million identified as not fully compliant in 2024, representing a year on year reduction of over 50%, and reflecting improved adherence to procurement policies following the strengthening of controls during 2025. Remedial actions are being progressed during 2026 to address these instances and to ensure that appropriate contractual arrangements are established.

Corporate Governance Review

The Department of Agriculture, Food and the Marine commissioned an independent governance review of Bord Bia which commenced in April 2026. The report was issued by the Department of Agriculture, Food and the Marine on the 12th June 2026 and is published on their website.

Review of Effectiveness

I confirm that for the year ended 31st December 2025, the Board conducted a review of the effectiveness of the system of internal control. The review commenced in January 2026 and the report was presented to the Audit and Risk Committee on the 23rd March 2026. The full Board review of the report was completed on March 25th 2026.

Internal Control Issues

There were no material weaknesses in internal control, or breaches in control, material losses, or frauds reported in relation to 2025 that require disclosure in the financial statements.

On behalf of the Board

Larry Murrin, Chair



Date: 24th June 2026



Ard Reachtaire Cuntas agus Ciste Comptroller and Auditor General

Report for presentation to the Houses of the Oireachtas

Bord Bia

Opinion on the financial statements

I have audited the financial statements of Bord Bia for the year ended 31 December 2025 as required under the provisions of section 21 of the 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 Bord Bia at 31 December 2025 and of its income and expenditure for 2025 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 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

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.

Non-compliant procurement

The statement on internal control discloses that a material level of non-compliance with procurement rules occurred in respect of contracts that operated in 2025. It also states that Bord Bia is undertaking measures to address the procurement issues noted.

Seamus McCarthy
Comptroller and Auditor General

26 June 2026

Report of the C&AG (continued)

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 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 Bord Bia Act 1994 to audit the financial statements of 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 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 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 of Income and Expenditure and Retained Revenue Reserves

for the financial year ended 31 December

	Notes	2025 €'000	2024 €'000
Income			
Oireachtas Grants	2 (a)	58,995	58,297
Oireachtas - Other Funding:			
Food Dude National Roll Out	2 (b)	4,448	4,894
Quality Assurance Schemes Special Funding	2 (c)	9,923	9,153
Food Promotions Special Funding	2 (d)	5,980	5,712
Statutory Levy	2 (e)	5,457	6,068
Project and Other Income	2 (f)	13,306	11,221
Net deferred funding for Retirement Benefits	11(a) i	3,700	3,789
Total Income		101,809	99,134
Expenditure			
Marketing and Promotional Expenditure	5 (a)	57,865	49,855
Food Dude National Roll Out		4,448	4,895
Quality Assurance Schemes		9,923	9,517
Marketing Finance	5 (b)	760	823
Pay and Retirement Benefit Costs	6	21,117	20,167
Operating Expenditure	4	7,576	9,984
Total Expenditure		101,689	95,241
Operating surplus		120	3,893
Transfer (to) / from the Capital Account	3	742	(1,275)
Net surplus for the financial year before Retirement Benefit Contribution to the Exchequer		862	2,618
Retirement Benefit Contribution to the Exchequer		(1,474)	(1,499)
Net surplus / (deficit) for the financial year after Retirement Benefit Contribution to the Exchequer		(612)	1,119
Retained Revenue Reserves at 1 January		4,210	3,091
Retained Revenue Reserves at 31 December		3,598	4,210

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

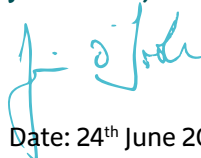
The Statement of Cash Flows and Notes 1 to 16 form part of these financial statements.

Larry Murrin, Chair



Date: 24th June 2026

Jim O'Toole, Chief Executive



Date: 24th June 2026

Statement of Comprehensive Income

for the financial year ended 31 December

	Notes	2025 €'000	2024 €'000
Net Surplus / (Deficit) for the year		(612)	1,119
Actuarial Gain on Retirement Benefit Scheme Liabilities	11(a)iii	5,161	3,588
Adjustment to Deferred Retirement Benefit Funding	11(a)iii	(5,161)	(3,588)
Total Comprehensive Income / (Expenditure) for the year		(612)	1,119

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

Larry Murrin, Chair



Date: 24th June 2026

Jim O'Toole, Chief Executive



Date: 24th June 2026

Statement of Financial Position

as at 31 December

	Notes	2025 €'000	2024 €'000
Assets Employed			
Fixed Assets			
Property, Plant and Equipment	7	5,645	6,387
Current Assets			
Trade and Other Receivables	8	8,616	9,515
Cash and Other Equivalents		23,149	16,137
		31,765	25,652
Current Liabilities : Amounts falling due within one year			
Trade and Other Payables	9	28,167	21,442
Net Current Assets		3,598	4,210
Total Assets less current liabilities		9,243	10,597
Long Term Liabilities: amounts falling due after more than one year			
Retirement Benefit Liabilities	11	(59,928)	(62,189)
Deferred Retirement Benefit Funding	11	59,928	62,189
		-	-
Total Assets less Liabilities		9,243	10,597
Financed By			
Capital and reserves			
Capital account	3	5,645	6,387
Statement of Income and Expenditure and Retained Revenue Reserves		3,598	4,210
		9,243	10,597

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

Larry Murrin, Chair



Date: 24th June 2026

Jim O'Toole, Chief Executive



Date: 24th June 2026

Statement of Cash Flows

for the financial year ended 31 December

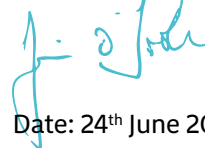
	Notes	2025 €'000	2024 €'000
Cash flows from Operating Activities			
(Deficit) / Surplus for the financial year		(612)	1,119
Adjustments for:			
Depreciation of Tangible Assets	7	1,094	1,022
Capital Account Transfer	3	(742)	1,275
Decrease in trade and other receivables	8	899	862
Increase /(Decrease) in trade and other payables	9	6,725	(4,257)
Net Cash Inflow from Operating Activities		7,364	21
Cash flows from investing activities			
Purchases of property plant and equipment	7	(352)	(2,297)
Net Cash from investing activities		(352)	(2,297)
Net Increase / (Decrease) in Cash and Cash Equivalents		7,012	(2,276)
Cash and Cash Equivalents at 1 January		16,137	18,413
Cash and Cash Equivalents at 31 December		23,149	16,137

Larry Murrin, Chair



Date: 24th June 2026

Jim O'Toole, Chief Executive



Date: 24th June 2026

Notes forming part of the Financial Statements

1. Accounting Policies

(a) Basis of preparation:

The financial statements for year ended 31 December 2025 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 (as amended). 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 and cash receipts 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 is operated by Bord Bia. 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 monthly average exchange rate obtained from our primary bank, AIB. 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 €58,995,000 were drawn down from the Department of Agriculture, Food and the Marine under Vote Agriculture (subhead C.6). The grants cover both current and capital spend.
- (b) Amounts included under the heading of Food Dude - National Roll-Out totalling €4,448,000 arise in respect of funding made available by the Department of Agriculture, Food and the Marine (subhead C.4) 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 €9,923,000 arise in respect of funding made available by the Department of Agriculture, Food and the Marine (subhead C.3) 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 (subhead C.4) in respect of the following programmes:

	2025 €'000	2024 €'000
Promotions		
Beef & Lamb	596	1,113
Mushroom	856	578
Organics	446	390
Dairy	770	732
Fresh Produce	104	518
Potato	266	315
Green Cities	(36)	0
Pork & Poultry	-	(2)
Trade Fairs		
Tokyo Seafood Show	83	55
Seafood - Shanghai	67	30
China Fisheries	83	40
Conxemar	41	0
Seafood Expo Global	725	690
Other		
Seafood Campaign Ireland	725	368
Organic Seafood Campaigns Europe	175	73
Seafood FOTS	40	40
Seafood - Growing New Business	163	153
Seafood Activation China	127	51
SFSI Project - Vietnam	689	568
Seafood Insight	60	0
	5,980	5,712

- (e) An Bord Bia Act, 1994 (as amended), 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 2025, Export and Live levy were accounted for on an accruals basis. Domestic levy was accounted for on a cash received basis.
- (f) Project and other income includes industry contributions to joint promotions, trade fairs, information services and seminar and conference fees.

	2025 €'000	2024 €'000
Analysis by the Statement of Strategy We Must Do Deliverables		
WMD 1: Build Food Brand Ireland and further develop its proof points	0	6,840
WMD 2: Better ways for clients and customers to connect and build partnerships	0	1,446
WMD 3: Nurture Industry Talent & Foster Client capability	0	345
WMD 4: Champion Insight-Led Innovation and Brand Development	0	819
ST1: Elevate Ireland's Sustainable Food Brand	8,407	0
ST2: Work Smarter and Harness our Insights	6	0
ST3: Drive Focused Impactful Supports	3,239	0
Support Services	1,654	1,771
	13,306	11,221

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.

	2025 €'000	2024 €'000
Capital Account Balance at 1 January	6,387	5,112
Amount capitalised in respect of purchased fixed assets	352	2,297
Amounts released on disposal of fixed assets	0	0
Amortisation in line with asset depreciation	(1,094)	(1,022)
Net transfer (to) / from the Statement of Income and Expenditure and Retained Revenue Reserves.	(742)	1,275
Balance at 31 December	5,645	6,387

4. Operating Expenditure

	2025 €'000	2024 €'000
The net surplus is stated after charging:		
Depreciation of property plant and equipment	1,094	1,022
Rent and Rates	3,461	3,190
Auditors Remuneration	36	63
General Business Expenses	2,985	5,709
Total	7,576	9,984

5. Marketing and Promotional Expenditure

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

	2025 €'000	2024 €'000
WMD 1: Build Food Brand Ireland and further develop its proof points	0	21,585
WMD 2: Better ways for clients and customers to connect and build partnerships	0	16,253
WMD 3: Nurture Industry Talent & Foster Client capability	0	4,272
WMD 4: Champion Insight-Led Innovation and Brand Development	0	4,903
ST1: Elevate Ireland's Sustainable Food Brand	25,355	0
ST2: Work Smarter and Harness our Insights	8,420	0
ST3: Drive Focused Impactful Supports	21,446	0
Support Services	2,644	2,842
Total	57,865	49,855

(b) Marketing Finance

In 2025 grants totalling €760,000 (€823,000 in 2024) were made under the Marketing Assistance Programme.

6. Remuneration

	2025 €'000	2024 €'000
Staff costs during the financial year were as follows:		
Staff short-term benefits	15,641	14,710
Employer's Contribution to social welfare	1,776	1,668
Termination benefits	-	-
Retirement benefit costs	3,700	3,789
	21,117	20,167
	2025 €'000	2024 €'000
Special Funding remuneration cost		
Staff costs during the financial year were as follows:		
Staff short-term benefits	331	402
Employer's Contribution to social welfare	17	14
	348	416
Total Remuneration costs	21,465	20,583
	2025 €'000	2024 €'000
Split of Employee Costs		
Marketing and promotion	18,351	17,666
Administration	2,766	2,501
Special Funding projects	348	416
	21,465	20,583

	2025 Number	2024 Number
Split of Employee Numbers (Whole time equivalents)		
Marketing and promotion	154	139
Administration	25	22
Special Funding projects	4	5
	183	166

	2025 €'000	2024 €'000
Split of Staff short-term benefits		
Salary	15,949	15,109
Overtime	-	-
Allowances	23	3
	15,972	15,112

Termination Benefits		
Termination benefits charged to the statement of income and expenditure	0	0

In accordance with The Code of Practice for the Governance of State Bodies 2016 (as amended) the following outlines the employee benefits greater than €60,000 in 2025. Note the following are before any deduction related to the public sector pension levy.

	Number of Employees	
	2025	2024
Employee benefits		
€60,000 to €69,999	17	18
€70,000 to €79,999	24	20
€80,000 to €89,999	25	16
€90,000 to €99,999	30	26
€100,000 to €109,999	24	19
€110,000 to €119,999	9	10
€120,000 to €129,999	4	4
€130,000 to €139,999	7	4
€140,000 to €149,999	1	-
€150,000 to €159,999	-	-
€160,000 to €169,999	-	-
€170,000 to €179,999	-	-
€180,000 to €189,999	-	-
€190,000 to €199,999	1	1
	2025 €'000	2024 €'000
The remuneration of the Chief Executive included in the above pay costs is as follows:		
Jim O'Toole	198,282	191,984
Total remuneration	198,282	191,984

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 of the Main Bord Bia pension scheme.

	2025 €'000	2024 €'000
Key Management Personnel included in the above pay costs is as follows:		
Salary	798	689
Allowances	0	0
Termination benefits	0	0
Health insurance	0	0
	798	689

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 Pension Schemes and have retirement benefit entitlements which do not extend beyond the standard entitlements of the Main Bord Bia pension scheme or the Single Scheme, as relevant.

The total number of employees (including part-time persons) at 31 December 2025 was 183 (2024: 166 (including Special Funding project employees)). The Special Funding project remuneration costs are included in our Marketing and Promotional Expenditure (note 5).

7. Property, Plant and Equipment

	Leasehold Improvements	Furniture and Fittings	Computer Equipment	Office Equipment	Total
Cost	€'000	€'000	€'000	€'000	€'000
At 1 January 2025	8,531	557	1,178	808	11,074
Additions	70	10	221	51	352
Disposals	-	-	-	-	-
At 31 December 2025	8,601	567	1,399	859	11,426
Depreciation					
At 1 January 2025	2,650	411	1,090	536	4,687
Charged for the financial year	787	31	141	135	1,094
Disposals	-	-	-	-	-
At 31 December 2025	3,437	442	1,231	671	5,781
Net book amount at 31 December 2025	5,164	125	168	188	5,645
Net book amount at 31 December 2024	5,881	146	88	272	6,387

8. Trade and other Receivables

	2025 €'000	2024 €'000
Trade Receivables	5,695	5,608
Less Provision for bad debts	(890)	(745)
	4,805	4,863
Prepayments and Accrued Income	3,811	4,652
	8,616	9,515

9. Trade and other Payables

	2025 €'000	2024 €'000
Amounts falling due within one year		
Trade Payables	3,693	4,772
Taxation and Social welfare (note 10)	2,406	2,248
Accruals*	8,557	5,826
Deferred income	13,511	8,596
	28,167	21,442

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 €223,000 (2024: €238,000). 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

	2025 €'000	2024 €'000
Amounts falling due within one year		
VAT	1,009	857
Withholding Tax	834	857
Payroll taxes	404	397
PRSI	159	137
	2,406	2,248

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.	2025 €'000	2024 €'000
Service cost	2,220	2,339
Employee contributions	(648)	(637)
Current service cost	1,572	1,702
Interest cost	2,128	2,087
Total	3,700	3,789

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 €1,474,000 in the year (2024: €1,499,000).

There was a nil liability due at 31 December 2025 (2024: nil) in respect of employer contributions payable to the Exchequer after offsetting retirement benefits payable under the Bord Bia scheme.

During 2025, Employee contributions totalling €206,000 (2024: €237,000) arose in respect of the Main Bord Bia pension scheme and were remitted to the Department of Agriculture, Food and the Marine. Employee Contributions in relation to the Single Public Service pension scheme totalled €442,000 (2024: €400,000) and were remitted to the Department of Public Expenditure, Infrastructure, Public Service Reform and Digitalisation.

A total Additional Superannuation Contribution (ASC) liability of €362,083 arose in 2025 (2024: €344,311) and has been remitted to the Department of Agriculture, Food and the Marine.

A iii) Analysis of amount recognised in Statement of Comprehensive Income	2025 €'000	2024 €'000
Total remeasurement effects recognised	5,161	3,588

B i) Present value of scheme obligations	2025 €'000	2024 €'000
Present value of scheme obligations at beginning of year	62,189	62,782
Service Cost	2,220	2,339
Interest Cost	2,128	2,087
Experience (gains) / losses	394	(75)
Changes in assumptions	(5,555)	(3,513)
Benefits paid	(1,448)	(1,431)
Present value of scheme obligations at end of year	59,928	62,189

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 €59.928 million equal to the retirement benefit liability is recognised at 31 December 2025 (2024: €62.189 million). The deferred funding asset at the year end was determined after taking into account net deferred funding for retirement benefits in the year of €3.700 million and adjustments arising from the actuarial gain of €5.161 million and from retirement benefits payable under the Bord Bia scheme of €1.448 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.	2025 €'000	2024 €'000
Funding recoverable in respect of current year retirement benefit costs	3,700	3,789
	3,700	3,789

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, Infrastructure, Public Service Reform and Digitalisation 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.
- 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 2025 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:

	31/12/2025	31/12/2024
Discount Rate	3.90%	3.40%
Inflation Rate	2.10%	2.10%
Salary increases	4.10%	4.10%
Retirement benefit increases for Superannuation scheme	3.60%	3.60%
Retirement benefit increases for Single scheme	2.10%	2.10%
Plan membership census date	31/12/2025	31/12/2024

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	24.4	26.5
65 in 20 years	22.2	24.5

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

	2025 €'000	2024 €'000	2023 €'000	2022 €'000	2021 €'000
Defined benefit obligations	59,928	62,189	62,782	60,285	88,943
Fair value of scheme assets	-	-	-	-	-
Deficit on Superannuation Schemes	(59,928)	(62,189)	(62,782)	(60,285)	(88,943)
Experience adjustments on scheme obligations	5,161	3,588	583	24,661	(4,290)
Experience adjustments on scheme assets	-	-	-	-	-

12. Commitments**Funding**

In terms of the Marketing Finance Programmes operated by Bord Bia management have committed to €464,000 (2024: €595,000) 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.

	2025 €'000	2024 €'000
At 1 January	595	599
(Reductions)	(131)	(4)
At 31 December	464	595

Operating leases

The future minimum annual operating lease payments are as follows:

	2025 €'000	2024 €'000
Within one year	2,739	3,365
Between one and five years	12,044	11,543
Beyond five years	23,790	21,987

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 2025 was €2,043,000. In addition, Bord Bia occupies fourteen other properties in various locations internationally. The rent paid on these premises in 2025 was €1,418,000.

13. Capital Commitments

At year end 2025, Bord Bia had nil capital commitments.

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, Infrastructure, Public Service Reform and Digitalisation in relation to the disclosure of interests by Board Members and these procedures have been adhered to by the Board during the year.

15. Purpose of An Bord Bia

The purpose of Bord Bia is 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 24th June 2026.

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