



ANNUAL
REPORT &
ACCOUNTS

2015

OUR MISSION: TO DRIVE THROUGH MARKET INSIGHT AND, IN PARTNERSHIP WITH INDUSTRY, THE COMMERCIAL SUCCESS OF A WORLD CLASS IRISH FOOD, DRINK AND HORTICULTURE INDUSTRY.

STRATEGIC OBJECTIVES

OUR MISSION IS FURTHER ARTICULATED THROUGH THE FOLLOWING SIX STRATEGIC OBJECTIVES:

- To actively contribute to the success and development of the Irish food, drink and horticulture industry.
- To enhance the reputation, based on the principles of sustainable development, of Irish food, drink and horticulture, among consumer and trade buyers in the marketplace.
- To be the authoritative source of strategic insight linking market opportunities to industry.
- To lead a collaborative approach with the key agencies involved in serving Irish food, drink and horticulture.
- To pursue emerging opportunities and actively respond to significant market issues that affect industry.
- To deliver value-for-money with expenditures.

STATEMENT OF STRATEGY

THE BORD BIA STRATEGIC PLAN IS BASED ON AN INCLUSIVE VIEW OF THE ENTIRE INDUSTRY WITH THE GOAL OF DRIVING LONG-TERM SUSTAINABLE GROWTH. IT HAS BEEN DEVELOPED TO FULLY SUPPORT THE IMPLEMENTATION OF FOOD HARVEST 2020 AND FOOD WISE 2025 AND INCLUDES THE FOLLOWING PRIORITIES:

BUILDING IRELAND'S REPUTATION - Developing, implementing, and promoting a shared vision of Ireland as a world-leader in safe and sustainable agriculture and food production consistent with a premium positioning in the marketplace

ENHANCING COMPETITIVENESS - Promoting industry's market competitiveness by championing an integrated approach, leveraging existing strengths and exploiting synergies across sectors and firms; supporting innovation; and building capabilities where necessary

BUILDING EXPORTS - Strengthening and extending the ability of Irish food and drink companies, driven through market insight, to build profitable share in selected high-potential export markets

A VIBRANT HOME MARKET - Supporting and progressing the strong position that the agri-food sector currently occupies within the broader Irish economy

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**IN ACCORDANCE WITH SECTION 22 OF AN BORD BIA ACT
1994, THE BOARD IS PLEASED TO SUBMIT TO THE MINISTER
ITS ANNUAL REPORT AND ACCOUNTS FOR THE 12 MONTHS
ENDING 31ST DECEMBER 2015.**

**MICHAEL CAREY
CHAIRMAN**





THE IRISH FOOD AND DRINK INDUSTRY AWARDS

The achievements of eight Irish food companies were recognised at the Bord Bia Food and Drink Awards in Dublin's Mansion House on November 12th 2015. The Awards, held every two years, reward excellence within the Irish food and drink industry across eight categories – **Branding, Consumer Insight, Digital Marketing, Entrepreneurship, Exporting, Innovation, Success at Home and Sustainability.** Over 300 industry representatives from Ireland's leading food and drink companies attended, where they also heard from guest speaker, Joe Schmidt, the Irish Rugby Team's Head Coach who provided his insight into leadership and teamwork.

"As the industry continues to develop premium positions in established markets, significant progress is also being made in opening up new markets that can help sustain its growth. I am deeply conscious that business is not easily won and Irish food and drink companies are to be commended for their success and determination in developing Ireland's largest indigenous industry. Minister for Agriculture, Food and the Marine, Mr. Simon Coveney TD.

AN INDEPENDENT JUDGING PANEL SELECTED EIGHT CATEGORY WINNERS FROM OVER 160 AWARD ENTRIES. GALLAGHER'S BAKERY WAS HONOURED WITH TWO AWARDS WHILE TWO COMPANIES RECEIVED SUSTAINABILITY AWARDS REFLECTING THE HIGH CALIBRE OF ENTRIES. THE OVERALL CATEGORY AWARD WINNERS INCLUDED:



EXPORT AND ENTREPRENEURIAL AWARDS

GALLAGHER'S BAKERY

A family run business described as a - "stunning success story and turnaround demonstrating great credibility and huge ambition". Established in 1968 in Ardara, Co. Donegal it traditionally serviced the North West region with conventional bakery products. Since recognising the scale of opportunity in the gluten free market in 2012, employment has grown from 96 to 260, export growth has been exceptional, and now accounts for some 70% of turnover trading with some of the largest retailers in the world.



INNOVATION AWARD

NOBÓ

Founded by Brian and Rachel Nolan, 'Nobó', meaning no cow, has produced the world's first dairy free alternative to ice cream made from avocado and coconut milk. With a "strong vision for future development" the product has successfully grown in retail and foodservice listings nationwide with exports to Dubai and plans to expand into the UK.



SUCCESS AT HOME AWARD

CELTIC PURE

A family owned company established in 2000 by the McEneaney's, has had annual sales growth in excess of 15% over the past eight years and is now selling over 40 million bottles of Irish spring water. Recent investment has increased production capacity to 100 million bottles per annum. Deemed a "great Irish success story", its strong management team has been crucial to the company's success.



BRANDING AWARD

GLANBIA'S AVONMORE SUPERMILK

Ireland's leading milk brand, in a sector with declining sales, has outperformed overall milk sales by as much as 6.3% in volume terms with consumer brand awareness and loyalty increasing across the Board. Through a campaign, called "Playground of Life", Super Milk was posed as the solution to the insight that consumers are increasingly concerned about the lack of vitamin D in the diet.



DIGITAL MARKETING AWARD

BRITVIC IRELAND'S CLUB ORANGE "#THEBESTBITS CAMPAIGN"

Created to tap into themes of Irishness, nostalgia and colloquial humour the campaign reached over 5.3 million influencers through online and PR mentions with some 350,000 consumers viewing the video content on Facebook and YouTube. Club Orange sales increased by close to 10% compared to the previous year. The results were achieved, through the innovative use of crowd sourcing to develop concepts from loyal Club Orange fans on a low budget.



CONSUMER INSIGHT AWARD

GLENISK

Using consumer insight to develop their new range of high protein, authentically strained Greek Yogurt, Glenisk has already delivered a 10% increase in revenue since its launch in April. It was acknowledged the "huge lengths" Glenisk went to obtain a deep understanding of their consumer, by commissioning intensive research over a 12 month period and engaging with consumers to innovatively 'co-create' the new range in a difficult yogurt category.

SUSTAINABILITY WORKING WITH NATURE

“A PROCESS OF MEASUREMENT, FEEDBACK AND CONTINUOUS IMPROVEMENT”

Origin Green is the world's first national sustainability movement. Through Origin Green, across its farms and its businesses, Ireland is mobilising its entire nation to deliver on the ambition of having all its food and drink producers on the journey to sustainability.

Ireland has clear advantages as a country of choice for sustainably produced food and drink. A temperate climate combined with its annual rainfall means Ireland's yearly grass production exceeds the European average by more than one-third, ensuring the continued availability of permanent pasture in the country. EU Commission research ranked Ireland among the top five performing member states in the EU in terms of its carbon footprint for the livestock sector. Research from Cranfield University, UK, shows that, in a world of fresh water scarcity, Ireland has one of the lowest water-stress measurements in the world.

THE OVERALL AMBITION OF ORIGIN GREEN IS THAT EVERY FARM AND FOOD MANUFACTURING BUSINESS THROUGHOUT IRELAND MAKES MEASURABLE COMMITMENTS TO PRODUCING IN A SUSTAINABLE MANNER WITH PROGRESS ASSESSED ANNUALLY.

Working at both farm and manufacturing level, Origin Green clearly sets out Ireland's ambition to become a world leader in the delivery of sustainable, high-quality food and drink products. Independently verified, this voluntary programme sees food manufacturers develop a sustainability plan that defines clear targets in key areas of sustainability, such as raw material sourcing, emissions, energy, waste, water, biodiversity and CSR activities. Origin Green builds on existing quality assurance schemes that audit farmers against a range of standards including animal health, welfare and traceability, water and feed, pasture management, environmental management, farm safety and biodiversity.

All stages of the process are independently checked and verified. At the end of the year there were 128 verified members with 485 Irish food and drink companies signed up for the Origin Green sustainability programme. At farm level, the number of carbon assessments Bord Bia is undertaking is approaching 90,000, a world first. No other country anywhere is carbon footprinting its farms on what is in effect a national scale, and not just once but routinely on an 18-month cycle, and doing so in a process of measurement, feedback and continuous improvement. Bord Bia is currently carbon footprinting approximately 700 farms per week.

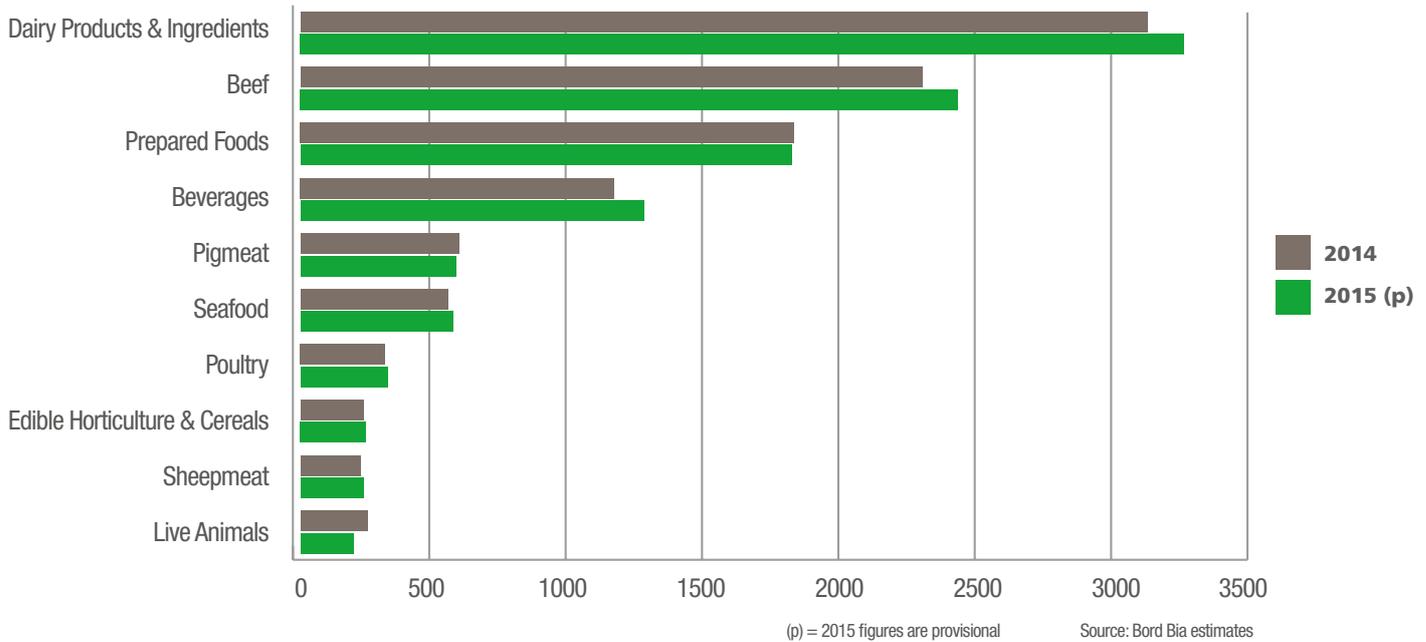
A woman with long, wavy red hair is shown in profile, looking towards a large tree trunk. She is wearing a dark green jacket and has her right hand resting on the rough, moss-covered bark of the tree. The background is a lush green forest with sunlight filtering through the leaves.

**“JOIN THE JOURNEY ON BUILDING
IRELAND’S REPUTATION AS
A WORLD LEADER IN SAFE,
SUSTAINABLE AGRICULTURE
AND FOOD PRODUCTION”**

EXPORTS OF IRISH FOOD AND DRINK (€M)

The Irish food and drink sector recorded its sixth consecutive year of export growth in 2015 as increased output in key sectors, favourable exchange rate developments and better returns for beef, seafood and beverages helped to offset a considerable weakening in dairy prices.

For the year it is estimated that the value of Irish food and drink exports increased by 3% to reach **€10.8 billion**. This represents a new high for exports and marks growth of over 50% or €3.6 billion since 2009.



Ireland exported food and drink to more than 175 markets worldwide in 2015

Food and drink exports were **52% or €3.6bn higher** in 2015 compared to 2009 levels.

Exports of food and drink exceeded **€10.8 billion** for the first time.

EXPORTS OF IRISH FOOD AND DRINK (€M)

	2014	2015 (p)	2015/2014
	€m	€m	% +/-
Dairy Products and Ingredients*	3,105	3,240	+4
Beef*	2,280	2,410	+6
Prepared Foods	1,810	1,800	-1
Beverages	1,150	1,260	+10
Pigmeat	580	570	-2
Seafood	540	560	+4
Edible Horticulture and Cereals	230	240	+4
Poultry	310	320	+3
Sheepmeat	220	230	+5
Live Animals	245	195	-20
Total Food and Drinks	10,470	10,825	+3

*includes edible offals

(p) = 2015 figures are provisional

Source: Bord Bia estimates

IRELAND IS HOME TO SOME OF THE WORLD'S MOST ICONIC BRANDS SUCH AS BAILEY'S, KERRYGOLD BUTTER, JAMESON AND GUINNESS.

IRISH WHISKEY IS THE FASTEST GROWING SPIRIT CATEGORY IN THE WORLD.

IRELAND IS THE LARGEST NET EXPORTER OF BEEF IN THE NORTHERN HEMISPHERE EXPORTING OVER HALF A MILLION TONNES A YEAR.

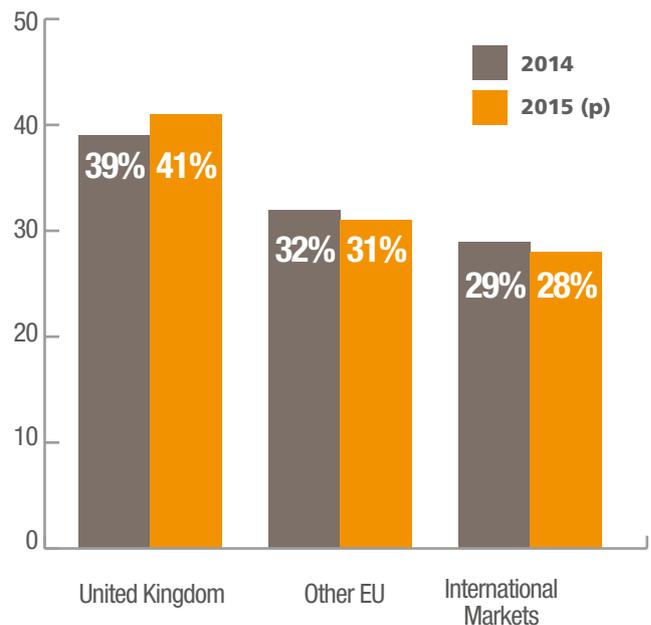
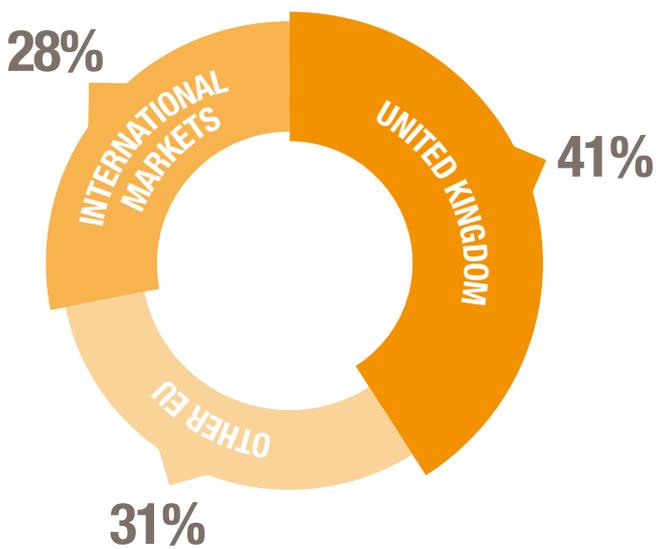
WHILE IRELAND IS FAMOUS FOR ITS BEEF, BUTTER AND GUINNESS, IT ALSO PRODUCES OVER 10% OF THE WORLD'S INFANT FORMULA AND 50% OF THE WORLD'S CREAM LIQUEURS.

MARKET DISTRIBUTION OF IRISH FOOD AND DRINK EXPORTS (%)

Growth of 7% in the value of exports to the **United Kingdom** led to the market accounting for 41% of the total. The value of trade stood at an estimated €4.4 billion. Stronger export values for beef, prepared foods, mushrooms and poultry helped offset lower beverage and dairy values.

Little change was recorded in the value of exports to **other European markets** in 2015 with trade valued at an estimated €3.4 billion or 31% of the total. This reflects stronger demand outside of the EU coupled with favourable exchange rates and a more tentative consumer environment across key EU markets. Increases were recorded in dairy, seafood and prepared foods.

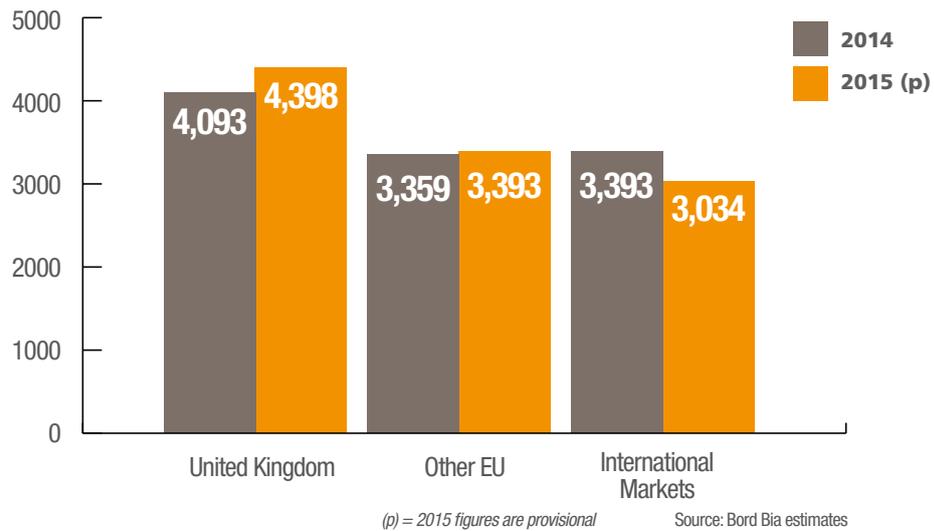
Shipments of Irish food and drink products to **International markets** showed a modest rise at around €3 billion or 28% of exports. Trade in 2015 was led by stronger exports of dairy, beverages and beef which offset declines in pigmeat, prepared foods and seafood. Dairy accounts for more than 45% of exports to International markets. North America recorded a 19% growth in exports while China and the Middle East also recorded higher exports. This offset a 71% fall in exports to Russia, reflecting ongoing trade suspensions and reduced trade to Africa.



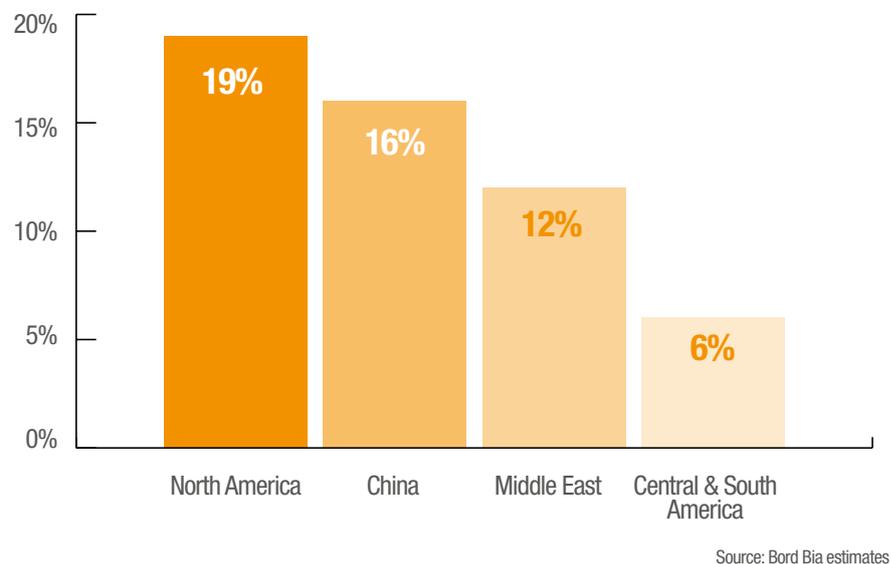
(p) = 2015 figures are provisional

Source: Bord Bia estimates

DISTRIBUTION OF FOOD AND DRINK EXPORTS – 2015 VS. 2014 (€M)



GROWTH IN FOOD AND DRINK EXPORTS TO INTERNATIONAL MARKETS 2015 VS. 2014 (%)





CHAIRMAN'S STATEMENT

In what represented the sixth consecutive year of expansion, 2015 saw Irish food and drink exports grow by 3% on the year-earlier figure to exceed €10.8 billion for the first time. A testament to heightened ambitions within Ireland's largest indigenous industry, it was an achievement facilitated by increased outputs in a number of key sectors, favourable exchange rates with key trading currencies, and improved returns in categories such as beef, seafood and beverages. The picture of growth was not entirely uniform, of course, and weakening global commodity prices posed particular challenges for Ireland's single biggest export category, dairy, as well as for pigmeat producers. Nevertheless, set against the backdrop of sluggish consumer sentiment in continental Europe and a fall in global commodity prices averaging 19%, the 2015 performance can only be seen as an impressive achievement. In setting a new highpoint for Irish food and drink exports, the industry has built on cumulative export growth that is largely without precedent in the indigenous Irish economy. Irish food and drink exports are now 51% or €3.6 billion greater than 2009, when the current trajectory of growth began. In contrast, total merchandise export growth among Irish companies over the same period is estimated at 4%.

A close look at where, and how, growth was achieved in 2015 underlines the significant role that favourable exchange rates played in boosting the competitiveness of the sector.

The weakening of the euro against sterling and the dollar set the context for growth in the UK and a number of international markets, not least the US itself. Over the course of 2015, no less than 41% of food and drink exports were destined for our nearest neighbour, while another 28% supplied markets where the US dollar is the major trading currency. In all, the weaker euro may have enhanced the 2015 performance by as much as €950 million. This will be an important consideration in the year ahead, given some of the favourable headwinds of 2015 are unlikely to be sustained, while pressure on commodity prices in key sectors is set to prevail.

INTERNATIONAL CONTEXT

As noted above, any assessment of the industry's export performance must take account of a number of macro-economic factors outside the industry's control, from exchange rates and commodity prices, to inflation and consumer sentiment. While not all were aligned in the industry's favour during 2015, their combined impact was ultimately favourable to it.

The story of the weakening euro was not limited to sterling and the dollar, and it declined by 15% against the Chinese yuan. Against this, it strengthened by 37% compared to the Russian rouble and 17% against the Brazilian real. In Russia, this increase

CHAIRMAN'S STATEMENT

compounded the already significant issue of trade suspensions to severely curtail exports from Ireland. A downside of a weakened euro is higher raw material costs, although a steep and protracted fall in oil prices served to mitigate against this.

Sluggish growth and weak consumer sentiment has been a feature of the Eurozone since at least the start of the decade. In 2015, the narrative was largely sustained and vigorous attempts to generate inflation provided no definitive results. Indeed, continued deflation was evident in many economies during the first half of the year which was followed by some modest recovery. The outlook for Europe in 2016 remains tied to increasingly uncertain economic prospects with a risk of a global slowdown, subdued consumer confidence and little, if any, price inflation.

The impact of declining agricultural commodity prices during 2015 was felt hardest in the dairy sector, with the FAO Dairy Price Index recording a steep decline of 29%. Coming in a year that saw an 11% increase in dairy output in Ireland, following the abolition of the EU Milk Quota system, it served as a salutary reminder of the volatility inherent in this sector. Of course, not all factors impacting on performance are external or outside the industry's control. Improvements in economic competitiveness have been a feature of the country's recovery over the last few years and, in 2015, Irish manufacturing, as measured by Ireland's Competitiveness Scorecard, registered improvements across a number of metrics, including a strengthening labour market, greater job security and declining unemployment figures.

These developments, matched with Ireland's improved fiscal situation, saw the country continue to deliver strong performances in terms of international competitiveness rankings improving domestic consumer confidence and helped to stabilise demand for food and drink at home. The 2015 figures from the IMD's World Competitiveness Yearbook showed Ireland rising to 10th place globally, an impressive improvement of 14 places from its 2011 position. With the expectation of some increasing input costs and rising wage demands in the years ahead, cost competitiveness will continue to require close scrutiny by industry. The continued streamlining of our manufacturing and processing capability, building on the work of recent years, will pay dividends in terms of the country's long-term competitive profile.

STRATEGIC FRAMEWORK

In July 2015, the AgriFood Strategy Committee, coordinated by the Department of Agriculture, Food and the Marine, published **Food Wise 2025**, a strategic revisioning of growth within Ireland's agri-food sector for the decade ahead. Building on the commendable work of **Food Harvest 2020**, **Food Wise 2025** renews the sector's commitment to deliver ambitious and sustainable growth, and sets a target of food and drink exports of €19 billion by 2025, with an additional 23,000 new jobs created in the sector.

The theme of 'Local Roots, Global Reach' underwrites **Food Wise 2025**, which stresses the unique positioning of Ireland's agri-food sector in terms of its environmental profile, community impact and global reach. **Food Wise 2025** considers the relationship between growth and sustainability, arguing that it provides the industry with an exceptionally sound basis on which to expand. **Food Wise 2025** also calls out the importance of market research and consumer insights in achieving its ambitious targets. It recognises that Ireland's ability to deliver sophisticated food solutions, which meet the needs of specific consumer groups, will be pivotal to its overall success.

As **Food Wise 2025** was launched, Bord Bia was at work revising and renewing its own strategic framework, a process that culminated in the launch of **Making a World of Difference, Statement of Strategy 2016-2018**. Bord Bia has long recognised that its effectiveness in assisting Irish companies requires a clear vision around the principles guiding its work and the Statement of Strategy sets out how to renew these principles and so optimise Bord Bia's role in a changing market environment. Building on Bord Bia's mission statement, which is 'to drive, through market insight, and, in partnership with industry, the commercial success of a world-class food, drink and horticulture industry,' **Making a World of Difference, Statement of Strategy 2016-2018** sets out six objectives for the organisation:

1. To actively contribute to the success and development of the Irish food, drink and horticulture industry.
2. To enhance the reputation, based on the principles of sustainable development, Irish food, drink and horticulture, among consumer and trade buyers in the marketplace.
3. To be the authoritative source of strategic insight linking market opportunities to industry.
4. To lead a collaborative approach with the key agencies involved in serving Irish food, drink and horticulture.
5. To actively respond to significant market issues that affect industry.
6. To deliver value-for-money with expenditure.

In tandem with **Food Wise 2025**, the new Statement of Strategy commits Bord Bia to delivering programmes and activities of the greatest possible value to industry in the years ahead. In partnership with industry, it will also seek to ensure the way in which Irish companies respond to emerging opportunities enhances the reputation of the industry as a whole.

CHAIRMAN'S STATEMENT

ORIGIN GREEN

Since its launch in 2012, the Origin Green programme has become increasingly central to Bord Bia's strategic and operational actions, bringing the Irish food and drink industry to international prominence in terms of its commitments to sustainability and to ongoing, verifiable improvements in its environmental performance.

Origin Green now counts the vast majority of beef and dairy farmers and over 85% of food and drink exports among its members, and continues to broaden in scope, addressing sourcing, emissions, energy usage, waste and water management, biodiversity and CSR. In 2015, the appearance of the Origin Green logo in the trade marketing and communications activities of verified members represented a further step forward in terms of galvanising its positioning among stakeholders. A number of new initiatives further served to foreground Origin Green in the global sustainability conversation during the year included the hosting of the Origin Green Sustainability Conference; and the launch of the Origin Green Sustainability Report. The former brought together leaders in the space from around the world, and its focus on new thinking and commitment to action proved a winning combination. The first Origin Green Sustainability Report highlighted the scale of progress to date, and showcased the industry's collective investment in a sustainable future.

Origin Green's central place in the new Statement of Strategy will be reflected in a further broadening of scope in sustainability activities, to include areas such as soil health, nutrient management, biodiversity and animal welfare. Collaboration with other state agencies and advisory bodies will further boost knowledge and data transfer at farm level, while, at processing level, Bord Bia will provide increased resources to help verified members to develop, progress and articulate their sustainability actions.

CONCLUSION

In 2015, the Irish food and drink industry continued on a journey that has seen it surpass even the most optimistic projections set out at the start of the decade. The publication of Food Wise 2025 and Making a World of Difference provides the strategic framework for further, sustained growth, recognising that the combination of increasing populations, urbanisation and the emergence of strong middle-class bases in developing economies collectively provide a sound basis for such growth.

Some important changes in Ireland's supply dynamics, such as the ending of the EU Milk Quota system, are also fundamental to the overall path of the industry, while improved access to new international markets support an overall trend whereby longstanding constraints to expansion are being definitively removed.

At an EU level, the long-running project of reform of the Common Agricultural Policy and the Common Fisheries Policy towards a sustainable supply focus continues, while prospects for a conclusion of the Transatlantic Trade and Investment Partnership look stronger, particularly in the context of economic uncertainty in BRIC economies.

The extent to which the growth seen over the last few years sustains its momentum in 2016 is an open question. With some 70% of our exports to non-euro markets, currency fluctuations are likely to feature regularly. The anticipated referendum of EU membership in the UK has, some would argue, no inevitable result, meaning that, at the very least, it creates uncertainty until it is resolved. Meanwhile, low consumer confidence in the Eurozone continues to create challenges in those markets where currency risk is not an issue.

Against all this is the long-term reality of affluent and discerning consumers around the world looking for products that match their focus on health and wellbeing, delivered by an industry with an authentic and verifiable commitment to sustainability. We can say with confidence that Ireland has the framework, the resources and the determination to deliver on this, and Bord Bia looks forward to playing its role by targeting its resources in ways that best serve this vision at home and abroad.

CHAIRMAN'S STATEMENT

As Chairman of Bord Bia, I have been honoured to represent and support the organisation in what was a busy and successful year. Bord Bia is a relatively small agency in terms of resources, but its footprint and impact, both at home and abroad, belie this. Indeed, in this regard, Bord Bia as part of the 2015 annual 'Reprtrak Report', which monitors and evaluates the reputation of Ireland's 100 most visible corporate brands, was ranked by the general public as first among indigenous Irish companies and in fourth place overall.

None of what I do, as Chairman, would be possible without the support of the Board and the five subsidiary Boards. The contribution they make on behalf of this industry is outstanding and I would like to thank them particularly for their time and dedication in delivering the new Statement of Strategy. As in previous years, we have seen changes of personnel and those who departed in 2015 I thank for their great service; to those who joined us during the year, my sincerest welcome.

I would like to acknowledge the contributions, to the food and drink industry, and to Bord Bia, of outgoing Minister for Agriculture, Food and the Marine, Simon Coveney, TD, and of outgoing Minister of State at the Department of Agriculture, Food and the Marine, Tom Hayes, TD. I welcome the opportunity to work with the incoming Minister for Agriculture, Food and the Marine, Michael Creed, TD and incoming Minister of State for Food, Forestry and Horticulture, Andrew Doyle, TD. To the Secretary General Aidan O'Driscoll, as well as all the staff at the Department of Agriculture, Food and the Marine, I extend sincere thanks, both for the spirit of partnership with which you engage with Bord Bia and the passion you show for the development of this industry. In its depth of scope and ambition, **Food Wise 2025** is a landmark document and testament to the vision of the Agri-Food Strategy Committee. I congratulate and commend all of those involved in its successful launch.

Bord Bia is also deeply grateful for the support and close cooperation of the Department of Foreign Affairs and Trade, whose ongoing commitment to extending the reach of Irish food and drink exports should never be allowed to go unsung. Sincere thanks and gratitude must also be extended to His Excellency, the President of Ireland, Michael D. Higgins, who is an enthusiastic patron of Bloom and an eloquent advocate of Origin Green, passionate in his espousal of a food industry that brings fair and sustainable rewards to all.

I would also like to thank our sister organisations, Enterprise Ireland, Teagasc and Bord Iascaigh Mhara for their partnership with Bord Bia over the year and, of course, the OPW, whose support was instrumental in ensuring Bloom enjoyed another year of success. I also extend warm thanks to Bord Bia's personnel, at home and abroad, whose collective performance in 2015 confirmed the organisation to be world-class in terms of its actions and outputs. I am fortunate to work closely with a Chief Executive of the calibre of Aidan Cotter and I thank him for his leadership, counsel and support over the year.

The performance of the Irish food and drink industry in 2015 can leave no doubts about its global ambitions and its capacity to deliver on these. In 2016, Bord Bia looks forward to playing its role in resourcing the industry with the insights, knowledge and support to facilitate its onward journey.

Michael Carey
Chairman

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

CHIEF EXECUTIVE'S REVIEW

**6TH
CONSECUTIVE
YEAR OF EXPORT
GROWTH**

In a year of strong performances, Ireland's food and drink exporters brought Irish food, drink and horticulture products to consumers across an impressive roll call of markets. Growth of 3% lifted the industry to an historic high point in export values, with trade of €10.8 billion delivering the sixth consecutive year of growth to our industry.

**7% INCREASE IN
EXPORTS TO UK**

As has frequently been the case in recent years, the 2015 performance was achieved notwithstanding some considerable challenges. Ireland's food and drink exports are traditionally divided into three key market regions and each told its own distinctive story during the year. Our largest and most mature market, the UK, delivered one of the strongest performances with growth of 7% taking it to an unprecedented €4.4 billion in value; a rise of almost 20% in the value of trade to North America along with strong performances in China and the Middle East helped allay a steep fall of 70% in exports to Russia and the challenge of declining exports to African markets; while the picture within the Eurozone was a largely stable one, albeit with market-by-market variations. Stand-out trading figures from the year include a jump of 40% in exports to the US, which now represents our second largest individual export market; a rise of 16% in exports to China, led by growth in dairy, pigmeat and seafood; and growth of 14% in exports to the Netherlands, one of Europe's most competitive retail markets.

**40% INCREASE
IN EXPORTS
TO THE US**

**EXPORTS 50%
GREATER
THAN 2009**

In terms of category growth, the strongest performances were seen in beverages, beef and seafood. The strong resurgence of Irish Whiskey internationally showed no sign of abating, and was the pathfinder for an overall increase of 10% in beverage exports. In spite of a 4% volume fall in beef availability, a value rise of 11% saw exports reach an impressive €2.41 billion.

Increased prices and lower volumes also combined to deliver growth of 4% in the seafood sector, now worth €560 million. It was the opposite story in dairy, where an increase in milk volumes helped offset lower prices, leaving dairy exports 4% higher at €3.2 billion. Weaker prices negatively affected the value of pigmeat exports, which dipped to €570 million, while sheepmeat exports rose to €230 million. In prepared consumer foods, an exceptionally strong performance in the UK offset more challenging international market conditions. Edible horticulture and cereals exports enjoyed growth of 4%, led by continued UK demand for mushrooms.

If the strong performance of 2014 was underwritten by greater output rather than improved returns, much of the growth in 2015 was attributable to favourable exchange rates, as the Chairman has outlined in his statement. Nevertheless, an export performance that is 50% greater than six years ago must also reflect an industry with a proven capacity to respond effectively and with scale to avail of opportunities as they emerge. While Irish food and drink exports have long enjoyed global reach, credit for redoubling this in terms of recent value growth must fall to the current leadership within the industry.

Looking to 2016, it is unlikely that the favourable exchange rates of 2015 can be sustained, particularly given the more uncertain economic environment evident at the start of the year. It is always worth restating, however, that, by all metrics, the underlying dynamics of global demand remain strong and the overall prospects for the Irish supply base very positive.



CHIEF EXECUTIVE'S REVIEW

STATEMENT OF STRATEGY

“MAKING A WORLD OF DIFFERENCE”

As well as strong growth, 2015 was significant in terms of the strategic revisioning taking place within the industry. **Food Wise 2025** channelled the work of the 35 member strong Agri Food Strategy committee, under the auspices of the Department of Agriculture, Food and the Marine, into a dynamic 10-year strategy for the industry. With global demand for high quality food continuing to grow, **Food Wise 2025** sets Ireland the highly ambitious but achievable target of increasing the value of agri-food exports to €19 billion over the next decade.

Bord Bia made public its own contribution to this journey of growth: **Making a World of Difference, Statement of Strategy 2016-2018** is designed to provide maximum clarity around how the organisation will assist Irish food, drink and horticulture companies over the coming years, ensuring the delivery of programmes and services that match the priorities of industry. As the name suggests, **Making a World of Difference** links our actions at home with our performance on the world stage. It sets out to enhance Irish food and drink's positioning as a world-class offering, and to support the industry with the resources to build upon its unique profile and strengths.

Bord Bia has always set out to deliver on its commitments in ways that can be viewed as best in class by our stakeholders, and **Making a World of Difference** renews that determination. We look forward to working with the Irish food, drink and horticulture industry across all our programmes and markets as the new strategy takes hold.

Making a World of Difference builds naturally on the previous Bord Bia's statement of strategy upon which the following review is based.

The previous **Statement of Strategy** provided a structured framework for Bord Bia's assistance to food and drink companies by setting out four strategic priorities around which all Bord Bia activities revolve:

1. Building Ireland's Reputation
2. Enhancing Competitiveness
3. Building Exports
4. A Vibrant Home Market

In all its activities, Bord Bia seeks to maximise the outcome for Irish food and drink companies and the industry as a whole. As an organisation funded by the Exchequer along with considerable industry funding it is keenly aware of the necessity to hold both public and industry trust. Bord Bia recognises there are different metrics and time periods through which value for money can be measured and evaluated. Throughout this review and Annual Report, the return on investment from Bord Bia activities has been delineated where feasible and appropriate.

STRATEGIC PRIORITY 1: BUILDING IRELAND'S REPUTATION

Reputation underpins the success of any industry and Bord Bia puts emphasis, in all its activities, on the world-class food safety credentials of Irish food and drink producers. An integrated and holistic approach is designed to support relationships and sustain Ireland's excellent global position. The journey of the Irish food, drink and horticulture industry since the start of the decade has been hugely impressive, but it remains vulnerable to challenges outside the industry's control. A key strategic goal of Bord Bia is to support the success and development of this quality-focused industry, building on its track record of success across the globe.

QUALITY ASSURANCE

Bord Bia's quality assurance schemes (QAS) provide ISO-accredited assurances to consumers across a range of foodstuffs and have helped the industry's primary production sectors forge an enduring relationship of trust with stakeholders at home and abroad. Now closely linked with the work of Origin Green in the beef and dairy sectors, some important groundwork was undertaken in 2015 to extend this relationship further to the lamb, pigmeat, poultry and grain sectors.

Bord Bia pays close attention to consumer perceptions of QAS and an October 2015 survey conducted in Ireland by Red C found that, when prompted, 93% of shoppers are aware of the Bord Bia Quality Mark, with 65% regarding it as the most reassuring label in terms of both food quality and food safety.

93%
**AWARENESS OF
QUALITY MARK**

CHIEF EXECUTIVE'S REVIEW

**485 COMPANIES
SIGNED UP AND
128 VERIFIED
MEMBERS**

**OVER 360
DELEGATES
ATTEND GLOBAL
SUSTAINABILITY
FORUM**

**ORIGIN GREEN KEY
FOCUS AT EXPO**

**18
INTERNATIONAL
TRADE FAIRS AND
EXHIBITIONS**

ORIGIN GREEN

Origin Green is a voluntary sustainability programme that commits Irish food and drink producers to operating in a verifiably sustainable manner. By the end of 2015, over 485 Irish food and drink manufacturers had signed up, with 128 companies, representing over 85% of exports, fully verified members. At farm level, over 45,000 beef farms, representing 90% of Ireland's beef production had become full members. During the year, the first cycle of sustainability assessments commenced in earnest across some 18,000 dairy farms, representing virtually all dairy production in the country. By the end of the year 7,517 Sustainable Dairy Assurance Scheme audits were completed. In 2015, Bord Bia also sought to deepen audience understanding and connection with Origin Green through a number of actions and initiatives. The first Global Sustainability Forum was hosted by Bord Bia in partnership with the World Wildlife Fund and the SAI Platform and ran over two days in the Convention Centre Dublin in November. The event welcomed over 360 delegates including sustainability professionals, global food and drink manufacturers, retailers, NGOs, regulators and thought leaders. The forum also saw the launch of the first Origin Green Sustainability Report, designed to demonstrate the scale of the progress that has been achieved since Origin Green launched in 2012.

EXPO MILAN

Expo Milano 2015 had the universal theme of 'Feeding the Planet, Energy for Life' and the Irish government selected Origin Green as a key focus for the Ireland Pavilion. Bord Bia worked alongside the Department of Agriculture, Food and the Marine, the Department of Arts, Heritage and the Gaeltacht, the Office of Public Works and Tourism Ireland in the design, build and operation of the Ireland Pavilion which focused on the delivery of information about Origin Green and the Wild Atlantic Way. Expo 2015 concluded its six-month run in October, with the total number of visitors to the Ireland Pavilion calculated at 2.5 million. The Ireland Pavilion was awarded an overall bronze medal at the Expo Awards for 'theme development' for Pavilions under 2,000 metres. The media value of PR achieved by Bord Bia for Origin Green through participation was estimated at €1 million. Special occasions in the programme of activities, such as the visits by President Higgins, An Taoiseach and Minister Coveney TD, as well as attendance by the Italian Prime Minister, Matteo Renzi and Bono from U2, drew wide attention to Ireland's participation and to the Origin Green Pavilion.

TRADE EVENTS AND EXHIBITIONS

Bord Bia provides an important footprint for Irish food, drink and horticulture companies at key international trade events and exhibitions. Throughout 2015, an intensive calendar of events included a comprehensive Irish presence at 18 international trade fairs and exhibitions. Origin Green Ireland stands promoting Irish food and drink were at the biennial ANUGA in Cologne, as well as strong Irish showings at ISM Cologne, Fruit Logistica, BioFach and ProWein, all in Germany. SIRHA, the French foodservice trade fair; Vinexpo, Bordeaux; FIE in Paris; PLMA, Amsterdam; Conxemar, Vigo, Spain; Tuttofood, Milan, Gulfood Dubai; and WSWA, the US drinks industry event, all featured Irish presences, while Seafood Expo Global, the largest seafood trade event in the world, saw 19 Irish seafood companies participate. SIAL China, CIME in Qingdao, and the China Fisheries Show provided excellent showcase opportunities for Irish companies. Closer to home, the Speciality & Fine Food Fair in London saw 16 companies participate, while Bord Bia also led Ireland's first participation in the Mondial du Fromage cheese trade show in France.

CHEFS' IRISH BEEF CLUB

The Chefs' Irish Beef Club brings together some of Europe's leading chefs to collectively endorse Irish beef. A new Chapter was launched in Sweden in March, bringing the total number of Chapters to eight and membership to eighty-three. Bord Bia hosted a Chefs' Irish Beef Club meeting in Berlin during September, while members of the French and Belgian Chefs' Irish Beef Club travelled to Ireland with key trade and consumer media in June. The Chefs' Irish Beef Club has succeeded in enhancing the reputation of Irish beef across a wider arena with journalists, retailers and consumers with many of our market promotions featuring members.

CHIEF EXECUTIVE'S REVIEW

STRATEGIC PRIORITY 2: ENHANCING COMPETITIVENESS

EDUCATION

**600 PROJECTS
IN 13 COUNTRIES**

Bord Bia's multi-tiered education programme is drawing a new generation of business talent into the food and drink industry. The sixth Bord Bia Marketing Fellowship, run in conjunction with UCD, concluded in June 2015 and, to date, 150 participants have completed the programme, delivering over 600 business development projects in 13 countries around the world. Recruitment for the 2015/16 programme began in January, with recruitment for the second Origin Green Ambassador Programme taking place in April. The latter promotes Origin Green and the sustainability credentials of the Irish food industry to leading global food companies. The Food Export Graduate Programme, run in conjunction with IBEC, along with the Food Industry Strategic Growth (Alumni) programme continued to offer growth and learning opportunities for participants at junior and senior industry levels respectively.

FOOD WORKS

**60% OF
PARTICIPANTS
ALREADY TRADING**

The Food Works food entrepreneurship programme aims to help young food and drink businesses to realise their full potential, to achieve significant scale and to become major international businesses in markets across the globe. Food Works, focused on high-potential start-ups, rolled out its third programme in January 2015 with 17 starter projects. In July, nine of these were selected to progress to the final investor and launch-ready phase, which included buyer engagement opportunities with Musgraves and Tesco. After a successful 3 year pilot phase, a formal review of Food Works was undertaken on behalf of Bord Bia, EI and Teagasc. Of the 60 participants in the programme to date, 60% are trading with 32% already involved in export. The review also found that Food Works is highly regarded by participants and industry experts.

BORD BIA FOOD AND DRINK AWARDS

The achievements of Irish food companies were recognised at the biennial Bord Bia Food and Drink Awards in late 2015. The awards recognised excellence across eight categories – Branding, Consumer Insight, Digital Marketing, Entrepreneurship, Exporting, Innovation, Success at Home and Sustainability. Bord Bia received in excess of 160 award entries, with the awards judged by an independent panel. The Export and Entrepreneurial awards were won by Gallagher's Bakery; the Innovation award by Nobó; the

Success at Home award by Celtic Pure; the Branding award by Glanbia's Avonmore SuperMilk; the Digital Marketing award by Britvic Ireland's Club Orange; and the Consumer Insight award by Glenisk. Two companies received Sustainability awards: Glanbia Ingredients and Island Seafoods.

BRAND FORUM

The Brand Forum supports Irish food and drink manufacturers in building and maintaining their brand equity. In 2015, the Forum continued to provide opportunities for networking and sharing best-in-class marketing advice. In addition to hosting the Food & Drink Industry Awards, highlights over the year included a series of workshops exploring digital marketing opportunities, a series of brand health checks and advice on building brands in an own-label environment.

CONSUMER INSIGHT AND INNOVATION

Bord Bia focuses considerable resources on providing market insight and intelligence, as well as new product development (NPD) assistance, to Irish food and drink companies as they seek out new market streams. Through its Consumer Insight and Innovation team and its increasingly expansive network of offices around the world, Bord Bia seeks to deliver world-class market intelligence and insight to Irish food and drink companies.

Bord Bia's Consumer Insight and Innovation team fosters consumer-led innovation through a variety of offerings that include foresight4food, which focuses on consumer insight and innovation, and Consumer Lifestyle Trends, which looks at the opportunities that emerge as consumer priorities change.

In 2015, the groundwork was laid for the 2016 launch of the **The Thinking House**, a world-class insights and innovation centre to be located adjacent to Bord Bia's offices in Dublin. **The Thinking House** will be a centralised innovation hub where Irish food and drink companies can enjoy free access to cutting-edge global research, where focus groups and other events can take full advantage of Bord Bia's research and innovation resources. Its launch will represent a major step forward in terms of how Bord Bia supports the innovation and NPD strategies of its client companies in the years ahead.

CHIEF EXECUTIVE'S REVIEW

DIGITAL FOOD HUB

The impact of digital technology cannot be over emphasised and Bord Bia in partnership with Google Ireland, through the Digital Food Hub, delivers six master classes designed to give companies tools, techniques and qualifications to enhance digital skills within their business, as well as teaching companies how to build their brand presence online.

SUPPORTS FOR SMALLER COMPANIES

The Marketing Assistance Programme (MAP) is open to Irish food, drink and horticulture producers with a turnover in the range €100,000 to €3.5m, while the Step Change Programme (SCP) provides grants of up to €50,000 for significant new activities or projects. In 2015, 180 companies were approved a total of €797,500 under MAP, while eight companies were approved a total of €320,000 under SCP.

**SUPPORT FOR 188
COMPANIES**

STRATEGIC PRIORITY 3: BUILDING EXPORTS

The marketplace constantly presents new opportunities and challenges, some of which can be foreseen, others which, by their nature, cannot. Bord Bia's global network and its vast experience in managing stakeholder relationships has brought it to the fore in terms of relaying opportunities to Irish food and drink companies, and in managing sensitive issues that may have an impact on industry.

OVERSEAS' OFFICES

Bord Bia's international network of offices, numbering 11 in total, is set to expand further in 2016 with the opening of offices in Singapore and Warsaw. The work of these offices in promoting the industry and feeding back valuable market insights is extensive and on-going, exemplified by initiatives such as FoodAlert, a weekly newsletter that channels insights and information to Irish suppliers.

A sample of the promotional and trade development activities undertaken by the overseas offices in 2015 includes: a national radio campaign for Irish beef in Belgium in the run up to St. Patrick's Day; point of sale tastings in a leading supermarket chain in Spain and Portugal over the same period; partnership with Great British Chefs (GBC), a premium brand operating across several digital media platforms; inward study visits to farms and

factories for a premium Danish retail chain; a visit by the German President Mr. Joachim Gauck to an Irish farm; a presentation on the Irish perspective on global opportunities for EU at the Institut de l'Elevage in France; filming of an episode of Masterchef Italy in Ireland; and sponsorship of an episode of Masterchef Netherlands.

The UK remains our largest market for Irish beef. Cooperating with the Great British Chefs online platform and the new Irishbeef.co.uk website maintains and builds the reputation and awareness of Irish beef among British consumers. Irish beef exports to Germany have grown strongly in recent years with most demand for high-end steaks and round cuts. A vital premium market for Irish beef, Bord Bia's promotions focus on the superior taste of Irish beef and on our sustainable production system. Members of the Chefs' Irish Beef Club in Germany have also endorsed Irish Beef, featuring it widely at events, in press articles and retail promotions. Irish beef is continuing to carve out a premium niche with some of Italy's leading retailers. Irish Beef promotions emphasise the purity and natural quality of Irish beef. This spring, Bord Bia leveraged coverage of Irish Beef on the Masterchef cooking programme which featured Ireland rugby legend John 'The Bull' Hayes. Promotions in the Netherlands highlight the integrity of Irish beef production, focusing on eating quality, sustainability, animal welfare and our grass based production system.

Live exports represent an important source of competition and a valuable market outlet for the various categories of stock. Bord Bia actively supports the development of the live export trade through the provision of market information and targeted promotional activities.

MARKETPLACE 2015

In March 2015, some 400 international food buyers, joined by 150 from Ireland, gathered in the Convention Centre Dublin for Marketplace 2015 where, over the course of 5,000 pre-scheduled meetings, introductions were made and trade relationships enhanced with 185 Irish food and drink companies. By December 2015, Bord Bia had calculated the value of orders placed directly as a result of Marketplace 2015 at €9.2m, with the longer term figure expected to be a multiple of this. Buyers attending included 106 from Asia; 38 from the Middle East; 24 from North America; and 15 from Africa.

**5,000
PRE-SCHEDULED
MEETINGS**

CHIEF EXECUTIVE'S REVIEW

MISSIONS TO AFRICA, CHINA, EUROPE AND US

TRADE MISSIONS AND MARKET STUDY VISITS

A number of significant trade missions took place over the year, focused on new and evolving market opportunities. In February, Bord Bia coordinated a trade mission, led by the Minister for Agriculture, Food and the Marine, Simon Coveney TD, to launch Irish beef in the US. In May, Bord Bia in conjunction with Enterprise Ireland participated in a Trade Mission to Poland and the Czech Republic, while in November, a trade mission to China, led by Minister Simon Coveney TD, visited Beijing, Shanghai and Qingdao. The Minister also led a trade mission of 12 companies to West Africa in November-December, which visited Lagos, Nigeria and Accra, Ghana. Meanwhile, market study visits proved popular among food & drink companies and centred on retail developments of note in cities such as Amsterdam, London, Paris and Warsaw.

US LAUNCH OF IRISH BEEF

After an absence of 17 years, the first commercial shipments of Irish beef commenced to the US in 2015. Bord Bia's positioning strategy focused on the message of 'Irish sustainably grass fed beef'. Menu placements among top chefs generated profile and endorsements, while a direct buyer campaign was supported by coverage in trade magazines. Inward US journalist itineraries and a digital campaign involving the launch of www.irishbeefusa.com were also utilised across the launch period.

RETAIL AND FOODSERVICE PROGRAMMES

Bord Bia's Retail and Foodservice programmes are designed to help companies develop the expertise required to deal successfully with the UK and Ireland markets. Through the Food Academy programme Bord Bia, SuperValu and Local Enterprise Offices work together to provide food marketing knowledge to support and nurture Irish food businesses to sustainably increase their trade with SuperValu. Now in its fourth year, the Taste Bud Programme, a Tesco and Bord Bia partnership, equips participants with the necessary skills to secure, grow and maintain listings with Tesco. In addition, two foodservice programmes, Market Entry and Market Development, continue to deliver successful outcomes for participants.

LAMB CAMPAIGN

Bord Bia together with our counterparts in France (Interbev) and the UK (AHDB) launched an EU generic lamb promotion across six European markets. This three year campaign, which is being 50% funded by the EU aims to build awareness of lamb among younger consumers as an everyday meat as well as stressing the importance of European lamb production. Under the campaign theme "Lamb- Tasty, Easy, Fun" a series of promotional and

marketing activities are being implemented across Belgium, Denmark, France, Germany, Ireland and the UK. This EU generic lamb campaign will command a total investment of €7.7 million over 2015 – 2017.

The campaign is centred on the key messages that lamb is modern, convenient and versatile, and produced sustainably throughout Europe. The campaign was launched in Ireland in June 2015 by US-based Irish chef Stuart O'Keefe.

MUSHROOM CAMPAIGN

'Just Add Mushrooms' is a €2.7 million promotional campaign running over three-years to 2016 which is co-funded 50:50 by the EU and by producers and marketers in Ireland and the UK. Targeted at the 25 – 45 year age group, the campaign aims to increase the purchase and consumption of mushrooms.

FARMHOUSE CHEESE

The Farmhouse Cheese Marketing Campaign is a three-year, three-country campaign involving Ireland, the Netherlands and Germany. Financed with aid from the European Union, the Department of Agriculture, Food and the Marine; CAIS, the Association of Irish Farmhouse Cheesemakers; and the National Dairy Council. Feedback from all stakeholders in 2015 indicated excellent progress to date regarding the objective of the campaign which was to raise awareness of farmhouse cheese with Irish consumers. Campaign activities included in-store tastings, October Month of Cheese, visits to farmhouse cheese farms, and PR campaigns.

Cashel Blue and the Little Milk Company enhanced their international reputations when they were awarded Super Gold and Gold medals respectively in the International Cheese competition at the Mondial du Fromage cheese trade show in Tours, France from 7th to 9th June.

ASCENT PROGRAMME

In 2015, Bord Bia unveiled its Ascent Programme, a joint initiative with PwC designed to give a small group of companies a range of focused and intensive supports as they shift into a more aggressive growth phase. Offering a mix of one-to-one coaching, strategic business and category reviews, as well as consumer and financial inputs, the Ascent Programme welcomed 10 companies in its first intake, in sectors that included food ingredients, prepared foods, fish and bakery. The final mentoring session, with the ten participating companies in the 2015 programme, concluded in December with an industry networking session facilitated by Professor Damien McLoughlin of UCD.

**€7.7M
CAMPAIGN
OVER 3
YEARS**

**MEDAL
WINNING
IRISH
CHEESE**

CHIEF EXECUTIVE'S REVIEW

CHINA SEMINAR

In June, Bord Bia and the EU SME Centre (Beijing) held a half-day seminar focusing on the opportunities for Irish SME food and drink companies in the Chinese market. Some 30 companies participated, with one-on-one consultations with market access experts from the EU SME Centre following the event. Bord Bia is currently developing a year-long programme that will assist companies investigate opportunities to enter the Chinese market.

NATIONAL PLOUGHING CHAMPIONSHIPS

Bord Bia participated in the National Ploughing Championships held in Ratheniska, Co Laois during September, with an exhibition area highlighting market requirement specifications. A consultation room also enabled farmers to discuss and sign-up to the Quality Assurance Schemes, while the value of the Carbon Navigator to Origin Green participation was also highlighted. Live demonstrations in conjunction with the Irish Farmers Journal and Irish Cattle Breeding Federation highlighted the theme of sustainable livestock.

SHEEP 2015, ATHENRY

The national sheep event drew an attendance of over 12,000 visitors. Bord Bia displayed details of promotional campaigns for both the home and export markets together with a meat display that reflected ideal market specifications. A series of butchery and cooking demonstrations on various cuts that are derived from the ideal, over-weight and under-finished carcasses were discussed including their suitability for the local butcher, retail and foodservice sectors.

STRATEGIC PRIORITY 4: A VIBRANT HOME MARKET

Ireland's food, drink and horticulture industry enjoys a unique place within Ireland's economic, social and cultural life. Bord Bia collaborates and partners extensively with state agencies and other relevant bodies, to ensure the development of the industry is coordinated and coherent, and maximises the resources and expertise available.

HOME MARKET ACTIVITIES

Significant home market activities in 2015 included an egg marketing campaign aimed at increasing the frequency of consumption at lunch and dinner occasions among 25-44 year

old female shoppers; a pork campaign to increasing frequency of purchasing pork among 45-65 year old female shoppers; a ham and bacon campaign aimed at 30-60 year old female shoppers; a TV campaign, featuring Lochlann O'Mearain, explained why lamb tastes so good; and a fish campaign designed to raise awareness of hake and whiting as simple-to-prepare options aimed at 25-44 year old female shoppers. Bord Bia sponsored RTE Television's 'Home Chef' and 'How to Cook Well with Rory O'Connell' both of which presented opportunities to increase understanding of, and loyalty to, the Quality Mark.

BLOOM

Over 96,000 people defied sometimes inclement weather to attend Bord Bia's ninth Bloom festival in the Phoenix Park, Dublin over the June bank holiday weekend. The five-day event has matured into an unrivalled showcase of Ireland's world-class food and horticulture sectors and the centre of the year's show were the 25 show gardens, while the Craft Food Market featured 64 producers, of which 24 were new to Bloom 2015. In all, 123 Bloom medals and awards were presented to garden designers, nurseries, floral artists, exhibitors and botanical artists, while over 92,000 plants were sold at the event. RTE broadcast 14 shows from Bloom and over 150 food buyers attended the Business Breakfast at Bloom followed by meetings with exhibiting craft food and drink companies.

**96,000
VISITORS**

AMENITY HORTICULTURE

Bord Bia's Amenity Horticulture Quality Awards were presented in March. A total of 38 garden centres and 18 landscape service providers were presented with awards on the day. Following a review of the Garden Centre quality programme in 2014 and 2015, a revised Garden Centre Quality Awards programme will be launched in early 2016, with an awards ceremony in the second half of the year. A review of the Landscape Quality Programme was also undertaken in 2015, with decisions to be made in 2016 as to its future direction.

BORD BIA CHRISTMAS BOX

The first Bord Bia Christmas shop, called the Bord Bia Christmas Box, opened as part of the 'I believe' Christmas Market in the CHQ building in Dublin in November. The pop-up shop showcased the output of over 100 Irish companies with in excess of 500 products for sale.

CHIEF EXECUTIVE'S REVIEW

**150,000
SCHOOL CHILDREN
PARTICIPATE IN
FOOD DUDES
BOOST**

FOOD DUDES

The Food Dudes Programme ran from 2007 to 2014, and saw 3,100 national schools and 475,000 school children participate. By the end of 2015 a total of 820 schools and over 150,000 children have participated in the follow-on Food Dudes Boost Programme introduced during 2014.

**€1M POTATO
CAMPAIGN**

POTATO CAMPAIGN

Retail sales of fresh potatoes in Ireland have declined by 25% over the last decade and a new three year EU co-funded €1 million marketing campaign to boost potato consumption among Irish consumers was launched during September. Bord Bia will coordinate and manage the campaign which has been designed to dispel fattening myths around potatoes, positioning them as naturally fat free, tasty and versatile.

CHEESE INSTITUTE PROGRAMME

The Cheese Institute is a three-tier initiative which rolled out in 2015 and was designed by Bord Bia in collaboration with Teagasc. Cheese Institute Start is a micro enterprise programme aimed at both start-ups and current industry operators; Cheese Institute Fundamentals is an intermediate farmhouse cheese production and business development programme; while Cheese Institute Advance focuses on enhancing operational capability, market insight and management know-how.

SEAFEST 2015

Bord Bia collaborated with BIM at Seafest 2015 in Cork in July. Bord Bia organised and ran a demonstration of seafood cookery and fish mongering during a public open day, which saw both the Taoiseach and Minister for Agriculture attending.

CORPORATE COMMUNICATIONS

Bord Bia's Corporate Communications team supports the organisation's activities by securing international, national, regional and online media coverage for key events. The advertising value equivalent (AVE), which reflects the value of editorial coverage in advertising costs, is a standard measure of the success of communications and PR initiatives, and is utilised in highlighting the success of Bord Bia initiatives over the year:

- Coverage around Bloom, Expo Milan, Marketplace 2015, PR activities around promotional campaigns, etc, generated an AVE of over €5 million.
- The Origin Green Report launch at the Global Sustainability Forum attracted national and international media attention, including The Financial Times. #GSF15 was in the top four most talked about stories online on the day in question in Ireland. Original online content reached 167,000 people on Facebook and 27,000 in Twitter.
- Media partnership for the Food and Drink Awards with The Irish Times yielded three full pages of coverage, with widespread national and trade reporting following the event. #BordBiaAwards was the top trend in Ireland for the event.
- PERIscope research was picked up widely in trade media, as well as national newspapers. The new Periscope app, a live video streaming tool, was used to broadcast the research debrief to which nearly 300 people tuned in.
- Trade media and national newspaper coverage was secured for the Foodservice Seminar, with hashtag #Foodservice15 was among the top 10 trends on Twitter in Ireland for the duration of the event.



CHIEF EXECUTIVE'S REVIEW

CONCLUSION

In a year that saw strong performances across the food, drink and horticulture sectors, ambitious new targets were also set, leaving us with a sense that the journey taken over the last six years is, in many ways, a precursor to the exciting one that lies ahead.

Bord Bia's role in facilitating the growth of Irish food and drink companies, through its programmes and activities, will continue to evolve as these new opportunities emerge.

A sustained recovery across the economy was a further welcome feature of 2015, and, in this context, the role that the agri-food industry will play in supporting employment and well-being in Ireland's rural economy received welcome emphasis in Food Wise 2025. It is encouraging and greatly rewarding to know that progress within this industry can also be understood in terms of renewal and growth for communities throughout the country.

Let me echo the words of the Chairman in thanking the Minister for Agriculture, Food and the Marine, Simon Coveney TD; Minister of State at the Department of Agriculture, Food and the Marine, Tom Hayes, TD; and Secretary General Aidan O'Driscoll, as well as all those who contributed to Food Wise 2025. The Chairman of Bord Bia, Michael Carey, and the members of the Board and the five subsidiary Boards once again provided an exceptional framework of support for Bord Bia throughout the year. Their insight and expertise is an invaluable asset to the organisation and was particularly in evidence during the development of the new strategy document 'Making a World of Difference'. On behalf of Bord Bia and the industry at large, I thank them warmly and sincerely.

I am humbled and honoured to acknowledge within Bord Bia a body of people who bring world-class excellence and expertise to each and every role they play. I look forward to working with all of you in the year ahead, invigorated by the enthusiasm and optimism of the industry around us, and reinvigorated by our own strategic refocusing.

The Irish food, drink and horticulture industry, we are often reminded, is Ireland's oldest and most international indigenous industry. In 2015, it showed no signs of either age or complacency. The commitment to competitiveness, quality and innovation were at the core of its success and while a largely benign trading environment certainly facilitated growth, the industry can look to its performance since the start of this decade as evidence of its absolute commitment and determination to grow. Looking to 2016, Bord Bia will continue to support the industry through a range of initiatives, some novel and others familiar. Whatever challenges or opportunities are encountered, Bord Bia's message that Ireland is a source of some of the highest quality, most sustainably produced foodstuffs in the world, will continue to resonate powerfully in markets around the world.

Aidan Cotter
Chief Executive

SECTOR REVIEW:

MEAT AND LIVESTOCK



BEEF

Cattle supplies in Ireland are estimated to have decreased by more than 5% in 2015 to around 1.56 million head. However, an increase of over 2% in average carcase weights offset the lower throughput to leave net production at 560,000 tonnes, equivalent to a 3% decrease on the previous year. With domestic consumption levels unchanged, the volume of beef available for export stood at just over 500,000 tonnes, some 4% below 2014 levels. This decline in volumes was offset by a rise of more than 11% in average cattle prices. This led to the value of Irish beef exports showing a 6% rise, standing at €2.41 billion.

Beef Exports (€m)

2014	€2,280 million
2015	€2,410 million
2015 v 2014	+6%
Production	560,000 tonnes
Exported	503,000 tonnes
%Exported	90%

Markets for Irish beef

The retail market across Europe continues to be driven by a search for value among consumers with beef facing strong competition from cheaper protein sources such as pork and poultry. Similar trends are evident at foodservice level. Origin of meat remains an important priority for many consumers and meat retailers are focusing on local sourcing to build trust in the category.

Volumes of Irish beef destined for the UK was largely unchanged in 2015 at an estimated 272,000 tonnes. This equates to just over 54% of total exports. UK beef consumption eased marginally in 2015 with imported beef remaining competitively priced. In value terms, exports were worth almost €1.1 billion.

After a significant rise in 2014, exports to other EU markets declined by an estimated 8% in 2015 to stand at 214,000 tonnes, equivalent to €1 billion worth of trade. Lower exports were recorded to most markets, particularly France, Italy and Scandinavia. However, this was offset somewhat by steady trade to Germany and a rise in exports to Belgium.

At a value of €60 million, some 17,000 tonnes of Irish beef was exported to International markets in 2015. However, overall exports to International markets were back by 6% in volume largely due to the ongoing Russian import ban on agricultural products which was introduced back in 2014. Securing market access for Irish beef into the US market was a welcomed development for our international trade. Increasing numbers of

MEAT AND LIVESTOCK

Irish export meat plants gained approval to supply the United States and by the end of 2015 a total of 2,000 tonnes of beef had been exported. Similarly, shipments to Asian markets such as the Philippines recovered as the year progressed and recorded increases for the year as a whole.

The market environment for Irish beef remains challenging. Our relative market position continues to progress with Irish beef now stocked by more than 100 retailers and foodservice suppliers in over twelve markets. A differentiated Irish beef offering has enabled us to build customer relationships with a broad range of premium retailers and restaurants in the UK, Continental Europe and increasingly in international niche markets. The resulting positioning of Irish beef as a premium quality product, differentiated on the basis of our grass based, traditional and sustainable farming system has helped to establish a reputation at the higher end of the market.

SHEEPMEAT

2015 was another successful year for Irish sheepmeat exports as values rose by 5% to €230 million. Some 47,000 tonnes of sheep meat, a 3% increase on the previous year, were exported to over 24 individual markets across the globe in 2015. The weakening of the euro against sterling boosted the relative competitiveness of Irish lamb in key export markets.

A 6% rise in spring lamb numbers, which more than offset the tight supplies of hoggets in the early part of the season and reduced imports of lambs from Northern Ireland resulted in total sheepmeat disposals remaining stable at 2.5 million head. Irish sheep prices have performed consistently well throughout 2015 despite a challenging market where retail sales in some of our main export markets have been subdued. At €4.83/kg, average sheep prices for the year to date are some 9c/kg ahead of last year, and 3% above the 5 year average. A significant part of this price gain was achieved during hogget season when average prices reached €5.26/kg, up 35c/kg on the previous year.

Exports:

The Irish sheepmeat industry continues to broaden its product portfolio by shifting away from trading in carcasses towards developing more value added / primal products. At the same time, emerging opportunities in the high value markets across Continental Europe has enabled the industry to optimise its product and market mix and seek out premium markets.

The UK and France continue to be our core export markets accounting from some 63% of our volume exports. Exports to France declined by 12% to just over 16,000 tonnes whilst shipments to the UK were helped by a favourable exchange rate and showed a sharp rise to reach almost 13,000 tonnes.

Belgium, Germany, Sweden and Switzerland are high potential markets where value continues to outpace volume growth. In Belgium, shipments of Irish lamb showed a double digit increase at 3,600 tonnes and were valued at €25 million while in Sweden exports increased by 8% to reach 4,000 tonnes. Ireland supplies almost 30% of Sweden's sheepmeat imports and along with New Zealand is the main import supplier.

Promotions:

In response to growing concerns around the decline in both sheepmeat production and consumption across the EU, Bord Bia, AHDB (UK) and Interbev (France) launched a three year campaign to promote lamb. The "Lamb- tasty, easy, fun" campaign is targeting consumers within the 25-45 year age group and aims to highlight the importance of European lamb production and its versatility as an everyday meal. This pan European lamb campaign (2015 - 2017) which commands an annual investment of €1.6 million from Bord Bia, Interbev, AHDB and the EU is focusing on promotion and marketing activities across Ireland, Belgium, Denmark, England, France and Germany.

PIGMEAT

Irish pigmeat imports are estimated to have fallen by 10% in 2015 to around 97,000 tonnes. When combined with higher domestic production and marginally lower consumption, the volume of pigmeat available for export rose by 6% to just over 220,000 tonnes. However, a 10% fall in average pig prices left the value of Irish pigmeat exports down by 4% in 2015 at €535 million. Favourable exchange rates mitigated the impact of reduced prices in trading with the UK where the total value of exports was down marginally, at an estimated €325 million, on volumes which increased by 4% to 89,000 tonnes.

Exports to the Continental EU markets experienced a further rise in 2015 driven mainly by strong shipments to Germany, Sweden, Italy and France. However this was partly offset by reduced trade to Denmark and Belgium. For the year, exports to the Continent reached over 55,000 tonnes with the value of trade falling by 8% to almost €90 million.

Exports of Irish pigmeat to International markets performed strongly despite the absence of trade to the Russian market. China remains the second most important market for Irish pigmeat, with exports reaching almost 40,000 tonnes reflecting the ongoing increase in domestic demand.

As a result of the Russian market being effectively closed to Irish exporters since January 2014, product that would usually be destined for that market has been redirected to different locations such as Vietnam. Similarly, slower demand from Japan has been offset by increased export activity to Australia. For the full year

MEAT AND LIVESTOCK

exports of Irish pigmeat to international markets are estimated to have grown by 1% to 78,000 tonnes with a value estimated at €120 million.

POULTRY

Stable consumer demand coupled with some further easing in feed prices helped the poultry sector in 2015. Poultry production across the EU is estimated to have increased by 3% in 2015 with most of this increase evident in broiler and turkey output. Reduced shipments from Brazil were offset by a rise in imports from Thailand to leave imports into the EU marginally higher. EU exports were marginally lower as a result of reduced trade to Asia. Broiler prices across Europe eased slightly, falling by around 1% to €1.84/kg.

For 2015, the number of poultry birds processed in Ireland increased by over 5% on the previous year to 80.3 million head. Retail sales of fresh and chilled poultry in Ireland rose by 5% to 44,000 tonnes during 2015 compared to the previous year. Most of this increase is attributed to consumers purchasing more poultry products per trip combined with visiting the category more regularly. Irish imports of poultry remained relatively stable and are estimated to stand at 124,000 tonnes for the full year 2015.

Poultry Exports

For the year it is estimated that the value of Irish poultry exports increased by 3% to reach €320 million, helped by stronger processed, fresh poultry and offal exports. Irish exports are estimated to have increased by 3% to 109,000 tonnes for the full year 2015. The value of trade to the United Kingdom jumped by 4% in 2015, driven by increased shipments of processed poultry, poultry offals and frozen poultry. For the year trade was valued at an estimated €265 million or some 83% of the total with a high portion of these exports being redirected to International markets through agents.

Exports to other European markets slowed during the year driven by reduced exports to France and the Netherlands. Trade was valued at €35 million. In contrast shipments to international markets increased twofold in 2015 to €20 million with most product destined for Africa with some further openings in Vietnam, albeit from a considerably lower base. A high proportion of the processed product and offals going to the UK and the rest of Europe are also destined for international markets.

LIVESTOCK

During 2015, exports of live cattle declined by 25% or 59,000 head to just over 178,000 head compared to the previous year. All age categories of stock recorded fewer exports in comparison with recent years, partly as a result of the increase in the prices paid in Ireland for store cattle, weanlings and calves. Although calf exports were 16% lower, trade levels to the Netherlands and France increased, with good demand for male Friesian calves for veal production. On the other hand, exports of calves to Belgium were reduced considerably.

Meanwhile, the number of weanlings (aged 3 to 12 months) and store cattle (aged 12 to 21 months) exported live declined significantly, by 43% in comparison with 2014 levels. The lower export activity reflects reduced demand from feedlot buyers in Italy and Spain, along with the troubled political situation in North Africa. Shipments to Libya fell sharply, following exports of 18,000 head there the previous year.

The number of adult cattle (aged >21 months) exported from Ireland fell by 18%, to 48,735 head. The majority of these were finished cattle being sent for slaughter in Northern Irish meat plants, and in fact exports to the North increased marginally in 2015 to 55,000 head. However, there was a significant decline in exports of breeding cattle, as the depressed dairy market impacted on the demand for in-calf heifers. As a result, exports to Britain fell by 49% to just over 9,000 head.



SECTOR REVIEW:

FOOD AND BEVERAGES



DAIRY PRODUCTS & INGREDIENTS

The dairy category is a broad category encompassing both primary dairy products, such as butter, cheese and milk powders, and value added dairy products and ingredients, such as infant formula, casein and chocolate crumb.

Global dairy market conditions started the year with a fall-off in product prices which accelerated throughout the spring and summer periods. Strong milk production growth in some of the main export regions combined with a slowdown in Chinese import demand and Russian restrictions resulted in the global market experiencing downward pressure for much of the year.

With the lifting of milk quotas in April, a 6% rise in the dairy breeding herd and excellent grass growing conditions, Irish milk supplies were up over 11% for the year

The UK remains a key market for Irish dairy exports accounting for almost one third of the total. A decline of 4% was recorded in the value of exports in 2015 at an estimated €960 million. Declines in cheese, SMP and WMP exports were offset somewhat by some increase in butter and specialised nutritional dairy powder exports. The value of trade was helped by a more favourable euro/sterling exchange rate.

Exports to other EU markets showed a rise of almost 8% to reach around €920 million, accounting for 28% of total trade. Growth

continued to be recorded in exports to the Netherlands, Germany, France and Italy. Specialised nutritional dairy powders and butter led the way in terms of growth on the back of considerably higher volumes.

The value of exports to International markets grew by an estimated 9% to reach €1.36 billion, which equates to 42% of total exports. Asia led the way with 13% growth to account for over 18% of total dairy exports. Higher trade was also recorded to the Middle East, Africa and North America.

The strongest performing categories were specialised nutritional dairy powders and butter while spreads, whey, chocolate crumb and yogurt all recorded growth, albeit from a smaller base.

PREPARED CONSUMER FOODS

Prepared Consumer Foods is a new product category included in Food Wise 2025 encompassing value added exports from all food and drink sectors. Exports grew strongly in 2015 by 7% to €2.5 billion with the growth led by bakery, chocolate confectionery, value added meats and seafood. Within this category the UK accounts for some 70% of exports where trade was 11% higher at €1.75 billion. Exports to other EU markets were 9% higher at €520 million while trade to International markets declined by over 10%.

FOOD AND BEVERAGES

Bakery

During the year bakery continued to be one of the strongest performing export categories within prepared foods, with a 30% increase in exports recorded and a particularly good performance from breads. The gluten-free segment continues to grow and an increasing number of suppliers are entering this market and targeting export opportunities.

The UK remains the most important export market for baked goods, while international sales continue to grow, albeit at a more modest pace. Suppliers are expansionary in orientation and actively seeking new opportunities in new markets and increased volumes of products are being supplied to a range of markets in Europe and further afield to the Middle East, North America and Australia.

New research was undertaken into the cakes and pastries category during 2015 which identified a number of key trends which are driving consumer interest in the packaged cakes category, including: Humour in Food, Higher Expectations, Storytelling, New Traditions, Personalisation, Sense of Adventure and Good on the Go. The research found there are significant opportunities within the category to respond to the new consumer trends such as "on the go" and "no compromise" by developing new formats and innovating in packaging. The research also identified a particular need for more indulgent options for the everyday special occasion.

Frozen

Despite a number of years of lacklustre growth globally the Irish frozen sector had a positive performance during 2015 driven by new growth to markets such as the UAE and some European markets. The frozen food category operates in a highly competitive market with a small number of large players and therefore success in new markets tends to come from innovative new products. The frozen category is dominated by retail private label business and the UK is still the primary market for Irish manufacturers.

Grocery

The grocery sector performed well in 2015 with modest value growth of 4% and a dual focus on domestic and export markets. Although the UK accounts for 40% of exports and experienced the highest growth rate in 2015, emerging markets in the UAE, Australia, South Korea and USA are also providing new opportunities for Irish manufacturers. Key growth drivers continue to be NPD and new variants especially those with a focus on health and wellbeing and 'free-from' options continue to offer potential for new business opportunities.

The value of sweet spreads exports grew by 5%. The value of exports of soups, sauces and extracts declined with modest volume growth of 1% due to currency fluctuations and increased pressure on prices and margins.

Confectionery

Chocolate exports from Ireland grew by over 18% last year driven by growth to new markets in Asia, Australia and the Middle East and by premium chocolate exports. Exports included milk chocolate bars and premium chocolate boxes and bars. Sugar confectionery exports grew by 28% due to increased business to markets such as the UK and the Netherlands.

BEVERAGES

Continuing demand for premium alcoholic beverages, particularly whiskey which enjoyed double-digit growth to reach €410m, created further remarkable growth for beverage sector exports during 2015. Total exports achieved an increase of 10% to reach €1.26 billion. A volume slowdown in the UK was offset by favourable currency exchange rates, resulting in value remaining steady at €365 million while other EU markets reflected a slight increase to reach €250 million. Whiskey, beer, bottled water and juices all contributed to this increase.

Third country markets were the strongest geographic growth areas for the drinks category. This was the case specifically for the USA, where whiskey exports achieved double-digit growth once more. Increased trade was also reported to Africa, Asia and the Middle East. Markets in Asia and Oceania showed impressive growth, albeit from a small base. Trade was also enhanced by increased beer exports to some key markets although it was a challenging year for Irish Cider due to a particularly competitive UK market.

SEAFOOD

Seafood exports recorded further growth in 2015, rising by an estimated 4% to reach €560 million. Total volumes were down by approximately 5% on the same period in 2014. However, export values rose by 12% which more than offset the drop in volume and the increase in values was driven by the on-going strength of demand in most key markets.

The main EU markets, namely France, Spain, UK, Italy and Germany continue to dominate seafood exports, accounting for some 55% of the total. However, this compares to a 60% share in 2012 and demonstrates the shift in the on-going focus of the leading Irish seafood exporters to develop emerging markets. Seafood exports to International markets reached approximately €160 million, equating to around 31% of total exports in 2015. Exports to the four main markets in Africa – Nigeria, Cameroon, Egypt and Ghana accounted for some 20% of total seafood export values. Exports to the four main Asian markets, China, Hong Kong, South Korea and Japan, increased by 20% in value terms in 2015.

SECTOR REVIEW:

SMALL BUSINESS & ORGANIC SECTORS



Bord Bia works with over 700 small food and drink businesses, a number which has grown significantly over the last five years. Total direct employment by the small business sector is approximately 3,000 people.

SMALL BUSINESS OPEN DAY

Bord Bia's Small Business Open Day attracted over 140 delegates and featured a morning conference, afternoon seminars and a showcase of support services to small businesses from Bord Bia and other agencies including Local Enterprise Offices, Teagasc and Love Irish Food. Opened by Minister of State at the Department of Agriculture, Food and the Marine, Tom Hayes, TD, delegates heard how the artisan food sector in Ireland continues to demonstrate strong growth and prospects remain positive for the year ahead.

Bord Bia updated delegates on the planned activities for the year ahead and provided information on the range of programmes and supports available to companies including the new Vantage website which provides a dedicated resource for small food and drink producers in relation to market information, insight and innovation, business development, exports and events. The event also provided an opportunity to highlight Bord Bia's new Step Change Marketing Programme which is aimed at food companies with a turnover of between €100,000 and €5 million. The programme will award grants of up to €50,000 towards a significant new activity or project which will involve a major step change for the company. Speakers at the event included Kantar Worldpanel presenting

on the Irish and UK retail landscape and category trends; Lidl, who afforded an insight into the retailer's operations in Ireland; and, Google and Elivar, who presented on Bord Bia's inaugural 'Digital Food Hub' which was launched in 2014 in partnership with Google Ireland. Professor Damien McLoughlin, Michael Smurfit School of Business, UCD, delivered an interactive session analysing strategic business issues experienced by growing food companies. Finally Pdraig Brennan, Senior Business Analyst, Bord Bia, alongside Patrick Rooney of Derrycamma Farm, highlighted the business benefits of Origin Green, the Irish food and drink industry's sustainability development programme.

BORD BIA VANTAGE

In 2007, Bord Bia launched Bord Bia Vantage to service the needs of SMEs with a turnover of less than €3.5 million. Since its launch, the Vantage Programme has enabled owner/managers to access best-practice resources, expertise and processes to help build their respective markets. The key service platforms of Bord Bia Vantage in 2015 were:

Bord Bia Vantage Point –

Vantage Point is Bord Bia's online resource guide for small businesses. This is a focused internet space for small food and drink businesses at www.bordbiavantage.ie. The website was revamped in 2015 to improve user-friendliness to provide more refined small business content based on feedback from analytics and user preferences. The most visited sections are market information, business development, events, food academy and marketing finance.

SMALL BUSINESS & ORGANIC SECTORS

Bord Bia Vantage Plus –

Vantage Plus is a programme designed to develop small business companies' capabilities and competencies in the key areas of business and market development.

Aligned to Vantage Plus is Food Academy which is a training programme that supports and nurtures start-up food businesses, whereby Bord Bia, SuperValu and Local Enterprise Offices work together to provide food marketing knowledge to new and early-stage food business owners. By the end of 2015, over 500 participants across the entire Local Enterprise Office (LEO) network had taken part in Food Academy. A majority of these proceeded to in-store trials with SuperValu. Food Academy Advance which concluded in November 2015 worked with twenty four of the 'graduate' participants of Food Academy Start, taking the participants on a supplier development journey with SuperValu from local to regional and national supplier status.

Bord Bia Vantage Promote –

Vantage Promote provides for business development and public relations activities; sponsorship of awards and the development of itineraries for the promotion of the small business and speciality sector. It also includes the annual Taste Council Summer School event.

TASTE COUNCIL SUMMER SCHOOL

The annual Taste Council Summer School took place in Brooklodge, Macreddin Village, County Wicklow on the 24th of August. Attended by the artisan food community, it is an important event allowing for debate and discussion on the issues that affect the sector. Food Tourism was a key theme and formed the basis of an informed panel discussion. The afternoon focused on capturing the thoughts and creativity of the delegates in a world café style process. The outputs from the day are being used to develop the strategic focus for the sector.

TRADE FAIRS

Trade fairs continue to be an important source of new business (trade and consumer) for small business companies. Small businesses participated with Bord Bia at ISM Cologne, Biofach Nuremburg and the Speciality & Fine Food Fair in London in 2015.

BLOOM 2015

The Food Market is an established feature at Bloom, showcasing the quality and range of artisan & smaller food producers in Ireland. The market stalls are run by the producers themselves which provides a unique opportunity for visitors to learn first-hand about the products on offer and how best to prepare them. There were

62 producers in the market in 2015, of which 24 were new to Bloom. In addition, a wider number of product categories were featured with wholefoods and organic producers having a greater presence.

The Bloom Inn was located next to the food market and featured 14 craft whiskey, beer and cider producers who showcased their products over the course of the Bloom festival. Alongside them, the Irish farmhouse cheese producers demonstrated the strength and breadth of this industry in Ireland.

ORGANIC FOOD

Building on positive growth performance of 2% in 2014, the Irish Organic market saw further growth of 9% in 2015. The total value of the organic retail market now stands at €109.5 million, with growing shopper numbers, increased shopping frequency and spend contributing to the uplift for the sector.

Kantar WorldPanel research on the Irish Organic market attributes the improving economic climate combined with a growing focus on health as the main reasons for the increased consumer interest in the organic category. The largest categories within the organic sector are vegetables, fruit and yoghurt and together with breakfast cereals, account for over 60% of the organic market.

Bord Bia conducted a range of activities throughout the year as part of the 2015 organic marketing plan. At the Bloom gardening event, the Organic School Garden, the Organic Farm and Food Feature educated visitors about the benefits of organic farming and a record 9 organic producers exhibited in the Food Market. Three full-page advertorials in the Irish Times Weekend magazine gave high visibility to the sector during Autumn and Winter 2015.

An Organic Industry Day was held in Athlone in October 2015. This featured an overview of the Irish organic retail market along with a special focus on the French market for organic food. The seminar also included workshops on selling to retail and foodservice channels, effective use of digital media and a sector-specific session on organic seafood. Following market and consumer insight research into the French market, a two day market study visit, for fifteen participants, was coordinated to examine export opportunities. Key target customers were identified and participants visited the Natexpo organic show outside Paris.

An additional focus on developing exports saw three seafood, one meat, three prepared foods and one dairy company exhibiting on the Ireland stand, which was opened by Minister of State, Tom Hayes TD, at Biofach in Nuremburg, Germany during February.

SECTOR REVIEW:

HORTICULTURE



Retail Fresh Produce Market:

The fresh produce market was valued at €1.2 billion in 2015 with fruit accounting for €585 million, vegetables €512 million and potatoes €151 million. Increases in the average price and frequency of purchase of fruit saw this segment of the market grow. Shoppers were purchasing vegetables more often in 2015 and buying more vegetables per trip. The reduced average price of potatoes in 2015 saw a greater volume of potatoes purchased during the year. The farmgate value of output from the edible crops sector was €359 million in 2015.

Field Vegetables Growing Season:

After a late start, growers had a season of mixed fortunes. Due to the cold wet spring, root crops were slow to establish with some of the early planted crops suffering yield reductions, however quality was excellent and yields returned to normal as the season progressed with carrots and parsnips experiencing good volume growth over the past year. There was stability both in demand and price throughout the year for cabbage, with some increase in consumption. Cauliflower had a season of mixed fortunes, with gluts and shortages being commonplace. Mild weather in the autumn caused problems with brassica crops maturing early and this created market surpluses at times. Irish broccoli was late arriving on the market in 2015 due to the weather conditions although sales continue to show strong growth in the supermarkets. Growers of scallions and iceberg lettuce had a difficult start to the year due to the poor weather in April and May which contributed to reduced yields overall. The farmgate value of output from the field vegetable sector was €67 million in 2015.

Potatoes:

Despite the difficult planting and growing start to the 2015 season potato crops 'bulked up' in the clement weather conditions of September and October meaning higher than average yields were achieved but from a reduced planted area. Production in 2015 was over 335,000 tonnes with a farmgate value of €76 million.

Mushrooms:

The value of mushroom exports remained steady in 2015, at €137 million, on the back of favourable exchange rates despite reduced volumes to the United Kingdom. The EU supported Just Add Mushrooms campaign continued throughout 2015 and helped to bring growth into the market. On the domestic market, price reductions have led to some increases in sales, but the overall effect has been to reduce the value of the category.

Protected Vegetable Crops:

The recent census of the protected salad/vegetable sector indicated a cropping area of 190 hectares with a value of €30 million in 2015. Tomatoes, peppers and lettuce are the main crops and most are destined for the Irish retail market. Irish tomato production has consolidated in recent years, but there have been some increases in the greenhouse area. There were generally good growing conditions during 2015 and consistent demand for salad ingredients throughout the summer. There were volume increases in the retail sales of cucumbers and peppers while tomatoes and lettuce remained stable.

HORTICULTURE

Fruit Crops:

Apples and strawberries are the two main fruit crops produced in Ireland. Demand for Irish eating apples remains strong but the Irish apple market is declining overall year on year, with shoppers buying less volume per trip and smaller packs contributing to the volume decrease. Retail sales of dessert and cooking apples have also declined in value with less volumes being purchased. However, a positive development in 2015 was the establishment of a newly planted orchard in the midlands for the purpose of growing dessert apples for processing.

In the soft fruit market, strawberries are the most important crop and investment in the sector has extended the growing season from early April to December with the majority of soft fruit now produced under protection (glass or polythene). The retail value of strawberries increased substantially due to an increase in the average price per kilogram and to a small increase in volumes with supply and demand evenly matched throughout for Irish growers. Soft fruits such as raspberries, blueberries, gooseberries and red currants continued to grow in value, but decreased in volume sales, indicating the popularity of these berries may be beginning to plateau. The farmgate value of fruit crops was valued at €49 million in 2015.

Amenity Crops:

After a period of decline the overall gardening market is now starting to grow again and recent research valued it at €631 million. The outdoor and flowering plants category which is the most important category for the nursery stock sector is valued at €126 million which makes up 35% of all the purchasing occasions and 20% of spend. The slow recovery in demand, due to limited activity in the construction sector, highlighted the importance of export outlets to both small and large Irish nurseries. Exports to the UK were valued at €6.0 million, the most important market for nursery stock sales. As in previous years a quantity of young garden plants (plugs and liners) were sold further afield where the higher value to volume ratio supported transport costs. The development of new plant varieties through micro propagation continues to generate additional export income through the licensing of intellectual property to foreign growers and the demand for novel plant introductions bought as both young and finished plants.

The value of exported Christmas trees is close to €5 million and Bord Bia continues to work closely with the Irish Christmas Tree Grower Association (ICTGA) to expand exports while maintaining the domestic market share. Cut foliage exports increased in value to €3.8 million in 2015 with the lion's share of the increase linked to Christmas, a seasonal opportunity, which is increasing each year. Irish foliage is demanded for its high quality and new plantings are building up year on year creating good prospects for the future. Bord Bia continues to collaborate with the Department of Agriculture Food and the Marine, Teagasc and Enterprise Ireland on the development of this sector. According to the ICTGA, 80

Christmas tree growers across the country harvested 550,000 trees in 2015 with one-third of the trees exported to European markets such as UK, Germany and France, while the remaining trees were purchased by Irish households. Primarily of the Nordmann and Noble Fir varieties, the total value of the industry to the Irish economy is estimated to be €15 million. While a strong annual replanting regime exists supply is tightening resulting in a firming of prices. Amenity crops had a farmgate value of €65 million in 2015.

HORTICULTURE PROMOTIONS

Just Add Mushrooms:

The 'Just Add Mushrooms' campaign, valued at €2.7 million over three years, commenced in 2013 and will run into 2016. The strategy of the campaign is to increase the penetration and frequency of purchase among younger households in Ireland and the UK. Co-funded by the EU and producers and marketers in Ireland and the UK, the campaign targets women aged 25-45, health professionals, mass caterers and children in educational establishments. In the first two years of the campaign the volume of sales, in the combined markets of Ireland and the UK have increased by 4,900. The Facebook page for the campaign grew to more than 100,000 likes. Content on Facebook reached five million people, with over 65,000 interactions, and 7,000 recipe shares.

Potato Promotion:

The three year potato promotion campaign titled "Potatoes – More Than A Bit On The Side" was launched in the Autumn. The €1 million campaign is being funded by the potato industry, potato growers and packers, with matching funding from the European Union. Managed by Bord Bia, a significant integrated campaign will be delivered through key communication channels particularly on-line, social media and other relevant information sources for the target audience.

Gardening promotion:

A consumer promotion gardening campaign called GróMor was launched to encourage the 35 to 45 age group to start gardening. The campaign is an initiative of the garden centre group under the Retail Excellence Ireland umbrella and is supported by the nursery stock industry and Bord Bia. A suite of Point of Sale and promotional material, along with an above and below the line campaign was implemented with a focus on utilising social and new media to attract this cohort to get out, get healthy and get growing.

National Strawberry Week:

The aim of the week is to grow sales amongst 25-45 year females. The focus in 2015 was an on-pack sticker in retail outlets, with point of sale material at 130 stores country wide and participation by all key multiple retailers. Other activities included radio sponsorship, press ads and digital advertising. A video was produced on strawberries with producers and visitors to Bloom, and was loaded on the Bord Bia YouTube channel, and on Facebook where it received 50,000 views.

HORTICULTURE

Food Dudes Programme:

The EU School Fruit and Vegetables Scheme is implemented in Ireland through the Food Dudes Programme. The Food Dudes Programme is an evidence-based incentivised behaviour changing initiative developed by the Food and Activity Research Unit, Bangor University, Wales. It is managed by Bord Bia and funded by the Department of Agriculture Food and the Marine and the European Union. The Food Dudes Programme aims to increase sustained fruit and vegetable consumption amongst primary school children through the provision and repeated tasting of fruit and vegetables over a 16 day intervention period with the support of accompanying measures in the form of role models (Food Dudes Heroes) and small rewards (followed by a home phase where fruit and vegetables are supplied from home). The original Food Dudes Programme was completed in 2014 having reached 477,423 school children and 3,127 schools (95% of all primary schools in Ireland). The Food Dudes Boost Programme was introduced at the beginning of 2015. It retains all the benefits of the original programme but has a stronger focus on the Junior Cycle (4 to 8+ years old) who go through a 16 tasting day intervention period while the Senior Cycle (9 to 13 years old) participate in tasting days intervention period. A total of 820 schools and over 155,000 school children participated in the boost programme in 2015.

Incredible Edibles:

The Incredible Edibles is a school based programme with the aim of engaging children in growing fruit and vegetables and increasing awareness of their role in a healthy and balanced diet. Jointly funded by the horticulture industry and Bord Bia the programme is managed at school level by the farming promotion body Agri Aware. Six hundred national schools took part in the programme during 2015.

HORTICULTURE PROGRAMMES

Bloom:

The 2015 Bloom show was held for five days over the June bank holiday weekend and despite challenging weather conditions 96,000 visitors attended the event and spent circa €7 million on plants, food and gardening. In a study commissioned by Bord Bia, Behaviour & Attitudes in market research reported an additional estimated €30 million spend in the gardening sector during the weeks following the show. The additional TV coverage secured in 2015 played a major part in expanding consumer awareness and stimulating increased interest in gardening and the award-winning Bloom website also contributed to Bloom's positive impact on the amenity sector. In addition to increased prime time TV coverage RTE became a full Bloom partner investing in a strong physical presence at the show which brought additional content and entertainment for visitors while ensuring that Bloom was included in both TV and radio programming over the

weekend. Very high visitor and satisfaction rates bode well for 2016 when Bloom celebrates the tenth year of the event.

Marketing, Innovation:

Under the Bord Bia Marketing Assistance and Step Change Programmes, 41 horticulture businesses received assistance totaling €81,000 for a range of activities including trade shows, market research, point of sale, labelling generation and website development.

The Bord Bia foresight4food programme also assisted horticulture companies in brand development and consumer focus work.

Amenity Quality Programmes:

Following a review of the Bord Bia Amenity Quality Programme during 2015, an enhanced programme will be launched during 2016 to both Landscape Contractors and Garden Centres. The programme provides horticultural enterprises with guidelines on 'best practice' in managing their businesses. The Nursery Quality Programme operates to EN45011 / ISO17065 standards and independent inspection and certification has been completed for 20 members. Certified members can avail of the opportunity to use the Bord Bia Quality Mark on plant labels.

Salad Potato Initiative:

Bord Bia sponsored a potato sector specialist consultant from SRUC Scotland to tie-in with an extension programme around the agronomy and growing of baby/salad potatoes in Ireland. These potatoes are estimated to be between 10-12% of the retail market by volume served by 15-20 Irish growers. The three year project, being run in co-operation with Teagasc and the IFA, sets out to provide better agronomy and knowledge to Irish growers in this sector.

Field Vegetable Census:

In 2015 Bord Bia and the Department of Agriculture, Food and the Marine commenced a full census of all Commercial Field Vegetable Producers, to up-date statistical information held on the sector. The report on the census will be available in 2016.

GLAS:

The fifth GLAS tradeshow, sponsored by Bord Bia and dedicated to Ireland's horticulture and amenity landscape sector, took place at the end of July. The event continues to grow and evolve and the GLAS tradeshow in 2015 was the biggest to date with over 140 exhibitors and 1,010 visitors attending the one day event.

HORTICULTURE

National Plant Fairs:

There were two plant fairs held in 2015 organised by the Irish Hardy Nursery Stock Association and supported by Bord Bia. The aim of the fairs is to bring plant buyers and growers together in one venue to facilitate and promote plant sales of local product at the start of the gardening season.

The Amenity Export Development Programme:

This Bord Bia initiative continued in 2015 and both daffodil growers and nursery stock producers participated in mentoring and sales support.

All Ireland and UK Mushroom Conference:

This took place in October with Bord Bia assisting with the organisation and sponsoring of the event. The well attended conference which incorporated a trade show had the theme of 'Harnessing Innovation' and topics covered included key research messages from MushTV, Biocoal from Spent Mushroom Substrate, production management software, growing systems abroad and market reviews. Day two of the conference provided an opportunity to visit a number of top growers and packing facilities.

Top Fruit Growers Seminar:

The annual top fruit seminar included an update on the retail market for apples and developments in cider production followed by a visit to the newest orchard which has been recently established to produce dessert apples for juicing.

Bord Bia continues to support the young Horticulturalist of the Year competition and the organisation of the David Robinson Memorial Lecture to promote and support student interest in horticultural education.

GIY Spudoff:

In 2015 Bord Bia sponsored GIY Ireland (Grow it yourself) to put in place a competition for a potato growing competition amongst GIY members. The aim of the competition was to communicate key messages that potatoes are naturally both fat free and gluten free as well as being versatile and healthy. The competition lasted all summer and prizes were awarded to the best growing group at the GIY annual gathering in Waterford during September.



SECTOR REVIEW:

SERVICES

QUALITY AND ENVIRONMENTAL ASSURANCE

It was another busy year for the Quality Assurance Schemes with over 43,000 audits conducted at farm and processor/packer level. The breakdown of the audits conducted in 2015 is given by scheme in the following table:

Beef and Lamb Quality Assurance Scheme	34,579
Sustainable Dairy Assurance Scheme	7,517
Poultry Producers Quality Assurance Scheme	640
Pig Producers Quality Assurance Scheme	294
Horticulture Quality Assurance Schemes	289
Egg Producers Quality Assurance Scheme	259
Meat Processors Quality Assurance Scheme	151
Egg Packers Quality Assurance Scheme	11
Feed Quality Assurance Scheme	6
TOTAL	43,746

The 14% increase in the number of audits conducted in 2015 reflects the continuing interest by beef farmers in the Beef & Lamb Quality Assurance Scheme and a significant increase in participation in the Sustainable Dairy Assurance Scheme. The number of beef farms certified at the end of 2015 stood at 45,388 which represented an increase of 796 on 2014. This level of certification of beef ensures that over 90% of all beef produced in Ireland is from Quality Assured farms. Participation of lamb producers in the BLQAS has plateaued at around 12,000 farms.

Membership of the Sustainable Dairy Assurance Scheme continues to grow with 86% more audits conducted in 2015 compared to the previous year. Membership of the scheme stood at 9,582 at year end, up 6,365 on 2014. This reflects significant input by the milk advisors from the milk purchasers in preparing farmers for the audit and in assisting with close out of non-compliances post audit. By year end certification of suppliers for some of the milk purchasers was over 80% with a further 10% having applied to participate in the scheme. Most milk purchasers expect to have 100% of their suppliers certified by the end of 2016.

In the other schemes the numbers certified at the end of 2015 were as follows: Pigs producers 412; Egg Producers 218; Egg Packing Centres 19; Poultry Producers 721; Horticulture Producers 364; Meat Processors 105.

In horticulture the Producer and Pre-Packer standard was revised to include sustainability criteria aligned to the Origin Green Programme, this new standard will form part of the New

Sustainable Horticulture Quality Assurance Scheme (SHQAS). Pilot audits with seven growers/pre-packers to a draft version of the new standard were conducted toward the end of 2015. Roll-out of the new scheme is expected in the first half of 2016.

The Feed Quality Assurance Scheme became operational in the Autumn with applications initially from feed manufacturers, followed by applications from Other Feed Suppliers. Full roll-out including on-farm is planned for 2016.

STRATEGIC INFORMATION SERVICES

Bord Bia Consumer & Market Insight Team

Whether prompted by changes in the marketplace, competitive pressures or simply the desire to create something bigger and better, food and drink businesses are now constantly refining and redefining how they operate and what they produce. Bord Bia's Consumer and Market Insight Team is responsible for ensuring the consumer is at the heart of marketing and innovation strategies for Irish food and drink businesses. It works with Irish food and drink companies providing access to **global intelligence, specialist category knowledge and experience, and professional research and facilitating skills** from clear and imaginative marketing thinkers.

In late 2015, the Board approved the creation of **The Thinking House** - a new Insight Centre, adjacent to our offices on Lower Mount Street. Our vision for The Thinking House is to elevate Ireland as a 21st century contemporary food producing nation that commercialises food production in line with genuine consumer needs.

SERVICES

The Thinking House will be a centre of excellence - it will work with and act as an enabler to ensure that the branding and innovation chains across the food and drink industry in Ireland will start with the consumer and end with the consumer. It will be a space for collaboration, integration and interaction - a campus that breaks down silos and connects stakeholders - a forum for translating what industry wants to the research community and vice versa - sustainable, scalable products built on consumer need.

Company Specific Work

The Bord Bia **Branding and Innovation Workbooks** provide a consumer focused structured approach for successful innovation and branding. The workbooks are used to guide work with food and drink companies. During 2015, 80 individual projects were completed, of which 20 were completed in overseas markets looking to expand exports and 17 completed on the domestic market. A further 22 branding projects were completed, these helped create and strengthen Irish brands.

For the third year running The Bord Bia Consumer & Market Insight Team won the Marketing Society Award for Excellence in Qualitative Research for the work carried out with Future Nutrition on research for "Mind over Muscle", an understanding into the consumer and trade world of sports nutrition and supplements.

Small food and drink companies operate in an exciting and fast changing environment and Ireland's small business sector is growing steadily. Branding and Innovation is central to successful and sustainable growth for many small businesses. To successfully compete with bigger more established brands Irish food and drink producers will need to create SuperBrands. **SuperBrands for Smaller Businesses** is the Bord Bia Consumer & Market Insight Team's programme designed to take small brands to the next level. Through bespoke marketing research and marketing consultancy, the SuperBrands programme helps small brand owners develop their branding strategy and packaging design. Launched in 2015 the programme worked with 15 companies.

Trends & Foresight

In June 2015, the new edition of the **Consumer Lifestyle Trends** was launched. The programme identifies the biggest trends shaping people's lives over the next three to five years. By keeping up with trends and understanding what's coming next, the programme helps companies within the food and drink industry in Ireland to better prepare for the future needs and wants of their consumers both in Ireland and abroad. The six Trends are Busy Lives, Shared Experiences, Personal Value Seekers, Responsible Living, Health and Wellbeing and Keeping it Real. For the first time, a new microsite for the Trends was launched which

is updated on a monthly basis – www.bordbiaconsumerlifestyletrends.ie

The eighth edition of **PERIscope** research was released in October. This large scale study enables Irish food and drink brands to track how consumer attitudes towards food, shopping and cooking are changing across eight markets since 2001. Between June and July, over 8,000 interviews took place across eight markets (Ireland, Great Britain, Spain, France, Germany, Netherlands, US and for the first time China). It covers topics such as: eating at home, attitudes towards cooking, local food, sustainability, the environment, grocery shopping and health & wellbeing. The six new themes identified in PERIscope 2015 are The Power of Food, Back to Work, Love Local, Easier Living, Joyning and Better Business.

To stimulate ideas and creativity and assist companies and entrepreneurs with first stage innovation generation, the Insights team organises **Inspirations Expeditions**. This initiative involves provocative market immersion visits that look into the local food culture and visible consumer trends, based around our own six Consumer Lifestyle Trends. Two Inspiration Expeditions were undertaken, firstly in January with 12 participants to India and secondly in May with 10 participants to Milan and World Expo Milan.

Consumer and Category Studies

The New Consumer Agenda in Ireland is a cultural insight study which highlighted three specific values emerging as part of the new Irish consumer agenda – self-reliance, balance, and post-materiality. Reduced levels of trust towards institutions, brands and businesses is creating a desire for **self-reliance**, leading consumers to make more considered purchase choices. People are living increasingly time pressured, complex lives. They are beginning to realise the importance of disconnecting and the growing consideration of **balance** is being driven by a desire to manage their lives. Consumers are reassessing the value of material possessions and have begun to return to the important foundations in life. **Post-materialists** simply de-emphasise material pleasures in comparison to higher order needs such as freedom, self-expression, and the quality of life. Despite all this change, the spirit of togetherness – collective kinship – remains strong in Ireland.

Building brands in an own label environment explored the dynamics of own label and manufacturer brands in the Irish retail environment. To understand current shopper perceptions about own-label and brands a comprehensive programme of research across three retailers was conducted to help understand shopper thoughts and experiences of own label and manufacturer brands.

SERVICES

The eight categories included in the study were milk, tea, hot cereals, chilled ready meals, cheddar cheese, sauces and relishes, cooked sliced ham and gluten free range.

Travel Retail provides a huge opportunity for Irish brands, particularly smaller brands as consumers are looking for something new. Our consumer study found that the essence of being a traveller is about being open and discovering new experiences. Some global players consider it their “Sixth Continent”—and worth over \$60 billion, it is no wonder why. Once passengers step through the security scanner a “golden hour” of consumerism begins. Most are relatively prosperous; all are briefly at loose ends. Bord Bia’s latest research provides Irish brands with insights into the mind-set of consumers in this channel to ensure they can target their consumers during this “golden hour”.

Research also completed included three category studies on **yoghurts** in the Republic of Ireland, **boxed chocolates** in the Republic of Ireland and Great Britain, and identified new opportunities for **cakes and pastries**.

Brand Forum

Bord Bia’s **Brand Forum** works with Irish food and drink companies to develop and grow their brands. With over 200 active members the Brand Forum has evolved as a unique dedicated learning hub and networking environment for the food and drink industry.

The Forum delivers quarterly events with expert brand speakers from the food & drink industry worldwide. Topics addressed in 2015 included ‘Brand Building in an Own Label Environment’, The Digital Opportunity for Food & Drink Brands’ and Master Brand Strategies. Speakers included Kellogg, United Biscuits, Glenisk, Kepak, Largo Foods, Barry’s Tea, Proctor & Gamble, Keelings, Aldi and Bord Bia.

A series of eight customised workshops were delivered and included Instagram for Food and Drink Brands; Digital Workshops - Facebook Level 1; Twitter for Food & Drink Brands; Developing & Implementing a Content Strategy for Social Media Marketing; and, Food Styling & Photography.

Fifty-four Brand owners participated in Bord Bia’s annual syndicated Brand Health Check. The Brand Health Check is a quantitative survey of brand equity and potential that helps brand owners understand their competitive set and optimise their brand offering.

Bord Bia Food & Drink Awards

A record 335 industry representatives gathered in the Mansion House for the 2015 Bord Bia Food & Drink Awards, with keynote speaker Joe Schmidt, National Coach of the Irish Rugby Team. The achievements and contributions of eight Irish food companies were recognised at the Awards. Held every two years the awards are designed to reward excellence within the Irish food and drink industry. Bord Bia received in excess of 160 award entries across the eight categories which were judged by an independent judging panel - Exporting, Branding, Entrepreneurial, Digital Marketing, Success at Home, Innovation, Consumer Insight and Sustainability.

Library & Information Services

Bord Bia maintains a world class library & information service in order to help Irish food and drink companies make better, more informed strategic decisions. The agri-food industry can request professional information searches from a team of qualified librarians, who provide access to consumer and market insights needed to successfully compete in the domestic and global markets. In 2015 our team of librarians managed in excess of 2,800 information searches, on behalf of the industry, the insight team and sector & market staff within Bord Bia.

Food Alert continues to be published on the Bord Bia website with over 1,500 subscribers emailed each week highlighting the key issues/changes taking place in the industry. It offers a Bord Bia perspective on the latest developments in the food and drink industry across the world, while providing up to date market information. This work is regularly captured in national and international media.

FOOD WORKS – CREATING GLOBAL FOOD ENTREPRENEURS

Food Works is a programme designed to identify and nurture export-orientated entrepreneurs in the Irish food and drink industry and to strengthen the Food HPSU pipeline by finding and accelerating the development of new HPSU prospects. The initiative is a collaboration between Bord Bia, Enterprise Ireland and Teagasc and was first launched in 2012. To date, 60 projects have participated in the various stages of the programmes and five projects have been approved equity HPSU investment by Enterprise Ireland and nine have been approved for Competitive Start Fund investment. One project has received investment from Údaras na Gaeltachta and several have received priming support from Local Enterprise Offices (LEO’s).

Food & Drink Awards



Bord Bia
Irish Food Board

BRANDFORUM
BE INSPIRED. BE INFORMED. CONNECT



SERVICES

During 2015, eighteen companies were selected to participate on Food Works 3 from over 125 applications. These projects represented a range of sectors with a strong emphasis on health and wellness and convenience trends. Individual feasibility reports were the outputs from the first phase of the 2015 programme which ran from January to June. The feasibility reports led to the selection of nine projects for the final stage of the programme which is the development of an investor ready business plan. Both stages of the programme which took place during 2015 included a mix of education modules, overseas market study trip, retailer engagement, 1:1 coaching and agency advice on developing the business from a market, technical and commercial perspective including consumer feedback and focus groups. Investment introductions can be made to the projects when appropriate.

An independent review of Food Works was conducted during autumn, in advance of 2016 planning, on behalf of the three agencies, collaborating in the initiative. The review found that Food Works is well received by participants and stakeholders and that 60% of participants are currently trading, with 32% already exporting. The comprehensive review has led to some changes to the structure and design of the next phase of Food Works (Food Works 4) which will officially launch in February 2016.

MARKETING SERVICES

Trade Fairs/Exhibitions/Events

Marketing Events Team managed a total of 91 events across all industry sectors and promotional platforms in 2015. Of these events, 47 were related to Bord Bia's Origin Green activation at World Expo Milan 2015.

Bord Bia played a significant role in collaboration with the OPW in the design and delivery of the Ireland Pavilion and its experience for 25 million visitors at the six month long Expo Milan – **Feeding the Planet, Energy for Life**.

A total of 47 events were hosted by Bord Bia at EXPO Milan, including a Corporate and business to business programme as well as publicly engaging Cookery Demonstrations. Highlight events included:

- Launch reception in association with Tuttofoods – May 4th.
- Guardian Sustainable Business CEO Roundtable – May 11th
- Visit of Bono, Italian PM Renzi and Minister Coveney – September 6th
- EDEN Finalists 2015 presentation to Italian Media (in association with Tourism Ireland and Failte Ireland). September 29th
- International Sustainability Workshop in association with UCD – October 7th.
- EU Food Lawyers Network Annual Congress – October 12th

Origin Green/Ireland stands were designed, built and organised at

18 international trade fairs and exhibitions in 2015, the combined audience of which was over 785,000 international buyers and visitors. With the aim of expanding export reach these included major flagship shows such as SEG and Anuga as well as sector specific trade fairs such as ISM (confectionery), Biofach (organic), Fruit Logistica (horticulture), PLMA (private label), Tuttofoods (meat), VinExpo (alcoholic beverages), Speciality & Fine Food Fair (artisan products), Conxemar & Chinese Fisheries & Seafood Expo (seafood), CIMIE (meat) and the biennial ingredients fair, FIE. Exhibitions focusing on a particular region included Prodexpo in Moscow, Gulfood in Dubai and SIAL China in Shanghai.

The significance of the Middle East region as an export destination for Ireland was highlighted by the participation at two shows in Dubai including Gulfood and Bord Bia's first time at Gulf Manufacturing which featured the Origin Green Dairy programme.

A key event managed in Ireland included Marketplace in the National Convention Centre, Dublin which included a full exhibition, showcase tasting and sampling presentation and a week of itineraries for international delegates and buyers.

The installation of the Food Village and the overall Food at Bloom was managed by the Marketing Events Department as was Bord Bia's presence at the National Ploughing Championships.

Other notable activities in 2015 included, Food Awards & Brand Forum Gala Dinner, the Brand Forum programme of events, The Global Irish Economic Forum, the Bord Bia Sustainability Conference and the Mushroom Conference.

Sponsorships

During 2015, Bord Bia sponsored the sixth series of Neven Maguire's Home Chef on RTE 1 aimed at increasing consumer understanding of the Quality Mark and increasing loyalty to it. This series of 14 episodes featured Neven Maguire showing viewers how to create everyday family meals using locally sourced, Quality Assured ingredients. The series also featured a number of location reports and guest chefs, whom Neven visited. The 2015 series attracted 265,000 viewers on average per episode. Of those who were aware of the sponsorship or had seen the programme, 210,000 adults agreed that it made them more likely to buy food with the Quality Mark.

Award sponsorships in 2015 included the food, beverage and seafood categories of the Small Firms Association and the Irish Exporters Association, as well as the Supreme Champion category and the Best Artisan Producer category at the Blás na hEireann awards.

A number of agri-food related events and conferences provided Bord Bia with opportunities to showcase the best of Irish

SERVICES

food and drink products and to highlight the Origin Green Sustainability Programme to international audiences. These included the Ballymaloe Literary Festival of Food, The Food on the Edge Symposium in Galway, the Cork/Kerry Food Forum, National Bread Week and the British American Project Fellowship.

Bord Bia, as an associate sponsor of the "I BELIEVE" in Christmas Dublin Market at the CHQ supported an indoor pop up shop selling Irish food, drink and horticulture products for a four week period in the lead up to Christmas. Over 100 small producers were afforded the opportunity to have their products promoted and sold.

Marketing Finance

In 2015 Bord Bia operated dual marketing grants programmes, with the introduction of the Step Change Programme (SCP) alongside the Marketing Assistance Programme (MAP). The MAP was open to Irish food, drink and horticulture producers with a turnover in the range €100k and €3.5m. The SCP, under which a limit of 8 grants of up to €50,000 was available towards significant "new activity/project" involving a major step change or departure for the company, was open to Irish food, drink and horticulture producers which have a turnover in the range €100k to €5million. These marketing grants provide small and medium-sized enterprises with assistance towards improving their marketing techniques and capabilities

During 2015, 180 companies in the farmhouse cheese, beverages, chilled dairy, confectionery, bakery, prepared meals, charcuterie, seafood and horticulture sectors were approved a total of €797,500 under the MAP with a further 8 companies approved a total of €320,000 under the SCP. Grants totalling €932,548 were paid to 156 companies during the year.

Home Market

The Quality Mark marketing programme was part of the strategic priority 'A vibrant home market', with the overall strategy to build consumer loyalty and purchasing of meat with the Quality Mark by outlining the quality standards, auditing processes and traceability behind the Mark. These rational messages were integrated throughout all the generic activities on the Quality Mark and across the marketing programmes for lamb, ham and bacon and eggs.

Targeting 30-60 year old female grocery shoppers, generic activities included sponsorship of the RTE TV programme, 'Home Chef' with Neven Maguire, promotion of meat with the Quality Mark at Bloom and monitoring of the proportion of products with the Mark across retailers.

In total twelve campaigns took place for lamb, ham and bacon, eggs and fish. These campaigns included TV advertising, PR and

digital activities. In addition, the 'Just Ask' campaign continued to encourage restaurants to highlight the origin and suppliers of meat on their menus for customers.

The Quality Mark continues to command high recall levels and influence on consumers' food purchasing decisions. It is also regarded as the dominant source of assurance on food quality and food safety in the domestic market.

A nationally representative survey by Red C in October 2015 indicates that 93% of shoppers are aware of the Quality Mark - up from 60% in 2004. 66% say that they would also be more likely to buy a food product having seen the Quality Mark on it - up from 54% in 2006. In addition, a further 65% on average say they would be willing to pay 10% more for quality assured bacon/ham, lamb and eggs.

The increased consumer demand for meat with the Quality Mark has in turn resulted in retailers increasing the proportion of shelf space with quality assured meat. Across retailers, 67% of facings of meat products carried the Mark to date in 2015 (vs 60% in 2010).

The impact of these integrated programmes has also strongly contributed to Bord Bia's reputation in the domestic market. Out of 100 organisations, Bord Bia scored the highest in the CSR Index of the 2015 Reprtrak study which includes measures on Governance, Citizenship and Workplace. One of the main reasons given by the 5,000 adults in this Reputations Agency study for this score is Bord Bia Quality Mark promotions in the domestic market.

TASTE Council

The TASTE Council is an independent voluntary body representing the artisan and speciality sector for which Bord Bia provides a secretariat role. Over 100 hundred artisan producers, chefs and support agencies attended the fifth Annual Taste Council Summer School at Brooklodge Hotel in Co. Wicklow. Topics included the new Marketing Guidelines for Artisan and Farmhouse Food and a ten year vision for the sector.

Nationwide, 200 schools registered to take part in the 'The Future is Food' Transition Year Unit developed by the Taste Council in association with Bord Bia. It will help students broaden their knowledge and understanding of the food industry and particularly the artisanal and speciality food sectors. Participating schools will each partner with a local artisan producer, chef or food champion who will help the budding student entrepreneurs and innovators to develop their own unique food product or to work with them on an existing product. The programme includes twenty lesson plans focusing on topics such as entrepreneurship, food origin and Bord Bia's Origin Green sustainability programme as well as research, new product development and marketing.

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A recent project supported by the TASTE Council has resulted in the FSAI publishing a guidance note entitled "The Use of Food Marketing Terms". This guidance note sets out guidance for food manufacturers, retailers and food service businesses to assist in the responsible use of marketing terms when placing their products on the Irish market to ensure they convey clear meanings and are not misleading to consumers. The guidance note focuses on four marketing terms: Artisan/Artisanal, Farmhouse, Traditional and Natural.

To make artisan food producers aware of its existence and to ensure they harness their unique selling points to create a point of difference, the Taste Council in association with Bord Bia has created a practical guide/toolkit on how small and medium producers can promote their businesses using these terms.

MARKETS

Bord Bia's global footprint extends to 11 overseas locations with seven offices operating in Europe and four internationally. A further two offices are planned to be operational before summer 2016 located in Singapore and Warsaw. The Singapore office will assist Irish food and drinks companies looking to export to South East Asia while the office in Warsaw will service the Eastern European market. The Irish market business development and other international markets are served directly from Dublin. The allocation of resources and the structure are continuously reviewed to meet the evolving needs of Irish food, drink and horticulture companies through a market prioritisation process.

In order to meet the needs of Irish companies, promote Irish products and showcase Ireland's supply capability, these offices and personnel are resourced to:

- Undertake increased buyer contact activity.
- Supply marketplace services to equip companies to secure new business.
- Acquire, assimilate and convey relevant market information to client companies.
- Represent the Irish food industry in developing relationships with opinion formers, key trade and consumer media.

In addition to the implementation of programmes and projects, Bord Bia's markets personnel undertook the following during 2015:

- 1,063 buyer meetings and presentations.
- Responded directly to 973 individual buyer requests.
- 1,066 business planning meetings with Irish client companies.
- 1,926 market information requests from Irish client companies.
- Delivered bespoke business development projects with up to 60 client companies monthly.
- Represented the industry in 26 market-access meetings with veterinary and regulatory authorities in Asia, Russia and the Middle East.
- Achieved positive coverage for Irish food and drink in over 5,000 consumer and trade titles, including numerous on-line mentions.

A COLLABORATIVE APPROACH

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



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CORPORATE STATEMENT

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 & 2004 and under the aegis of the Minister for Agriculture, Food and the Marine.

GOVERNANCE

The Board has adopted the Code of Practice for the Governance of State Bodies and the provisions of the Code are being implemented. 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 Board is committed to maintaining the highest standards of Corporate Governance and Best Practice, has a formal schedule of matters specifically reserved to it for decision, 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.

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 and 2003 also apply to Bord Bia. The Data Protection Acts protect the privacy of individuals whose personal data is being processed. Personal data is information relating to a living individual who can be identified from the data itself or in conjunction with other information held.

EQUALITY

Bord Bia is committed to ensuring equality of opportunity and that no staff member or applicant for employment receives less favourable treatment than any other on grounds of gender,

marital status, family status, sexual orientation, religion, age, disability or race. 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 disabled people in the public sector. Specific additional provisions were made for disabled visitors in the construction of Bord Bia's Food Centre. There is a policy on sexual harassment in operation to support and protect the dignity of each person.

SAFETY, HEALTH AND WELFARE AT WORK

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

SERVICE CHARTER

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

ENERGY EFFICIENCY AND CONSERVATION

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

	2015
mWh of electricity	221
(Base year 2009: 379 mWh)	

Electrical usage is monitored along with the identification of wastage, inefficiencies and cost effective initiatives to further improve our 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 2012, Bord Bia is committed to ensuring that all suppliers are paid promptly. During 2015, 99.89% 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 Mushrooms, Potatoes, Lamb, Farmhouse Cheese and Seafood.

OFFICIAL LANGUAGES ACT 2003

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

BOARD STRUCTURES

Bord Bia comprises the Board, five Subsidiary Boards, the Chief Executive and the Executive, which provide 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 Chairman and 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 Chairman and Chief Executive are separate.

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

The Board meets regularly and is responsible for the proper management of Bord Bia. It takes the major strategic decisions and retains full and effective control while allowing executive management sufficient flexibility to run the business efficiently and effectively within a centralised reporting framework.

BOARD MEMBERS AND INDEPENDENCE

All Board members have access to advice and services of the Secretary/Director Corporate Services who is responsible to the Board for ensuring that Board procedures are followed, and applicable rules and regulations are complied with. Bord Bia's professional advisors are available for consultation by Board members as required. Individual Board members may take independent professional advice if necessary.

COMPOSITION OF THE BOARD

Details of members of the Board of Bord Bia are set out on page 51.

THE ROLES OF THE CHAIRMAN AND THE CHIEF EXECUTIVE

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

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

BOARD MEMBERS AND MEETING ATTENDANCE

There were eight Board meetings held during 2015 and the details of each member's attendance, is set out below.

Board Member	Board Meetings Attended
M. Byrne	7 out of 8
M. Carey	8 out of 8
J. Comer	8 out of 8
E. Downey	6 out of 8
R. Doyle	3 out of 4
F. Hayes	7 out of 8
R. Holland	3 out of 4
J. Horgan	6 out of 8
C. Keeling	6 out of 8
T. Keohane	2 out of 4
T. Moran	3 out of 4
F. O'Gara	5 out of 8
R. O'Rourke	3 out of 4
B. Sweeney	4 out of 4
P. Whelan	3 out of 4

BOARD COMMITTEES

The Board Audit Committee, which comprises four members of the Board and one external member with a financial background, met on four occasions during 2015. The Board Audit Committee is responsible for maintaining an appropriate relationship with the group's external auditors and for reviewing Bord Bia's internal audit resources, internal financial 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 our position. The Internal Auditor and the External Auditor have full and unrestricted access to the Board Audit Committee. Briefing sessions are held to apprise members of the Board Audit Committee and the Board of relevant and recent developments in Corporate Governance issues.

The Remuneration and Pensions Committee, which comprises three members of the Board, met on one occasion during 2015. The Remuneration and Pensions Committee determines on behalf of the Board the appointment, remuneration and assessment of the performance of, and succession planning for, the Chief Executive; and significant amendments to the retirement benefits of the Chief Executive and staff.

The Strategy Committee currently comprises five members of the Board. The Strategy Committee plays an important role in providing observations and recommendations concerning strategic issues facing Bord Bia and contributes to our strategic planning process and the development of strategy. Due to a number of Board and Strategy Committee member changes during 2015, the Board assumed direct responsibility for the finalisation of the Statement of Strategy 2016 to 2018, which was published in January 2016.

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 the assets of the organisation and hence for taking reasonable steps for the prevention and detection of fraud or other irregularities.

Michael Carey
Chairman

Aidan Cotter
Chief Executive

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 these 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 the going concern basis unless it is inappropriate to presume that the Board will continue in operation.
4. State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.

STATEMENT ON INTERNAL FINANCIAL CONTROL

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

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 manner.

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.

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 and 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.

The system of internal financial control is based on a framework of regular management information, administration procedures including segregation of duties 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.

Bord Bia has an outsourced internal audit function, which operates in accordance with the Framework Code of Best Practice set out in the Code of Practice for the Governance of State Bodies and, which reports directly to the Board Audit 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 Board Audit Committee and reported to the Board. The risk register is reviewed at each Board Audit Committee meeting and at each Board meeting.

The Board Audit Committee meets on a regular basis throughout the year to review and confirm the ongoing adequacy and effectiveness of the system of Internal Financial Control.

The Board's monitoring and review of the effectiveness of the system of internal financial control is informed by the work of the Internal Auditor, the Board Audit 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 financial control framework and informed by the work of the Comptroller and Auditor General in his annual audit.

I confirm that in the year ended 31 December, 2015 the Board conducted a review of the effectiveness of the system of internal financial control.

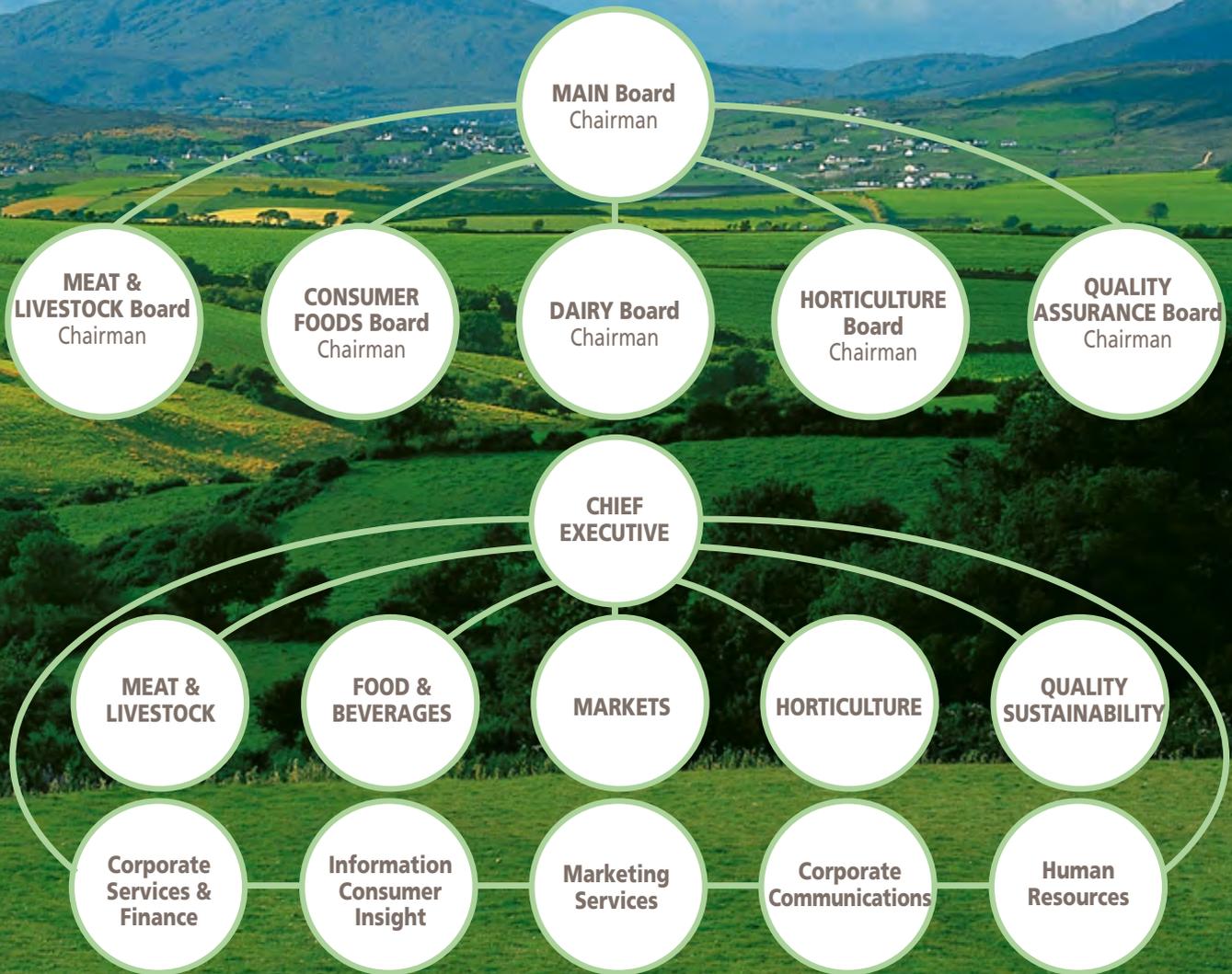
On behalf of the Board

Michael Carey
Chairman

23 June 2016



ORGANISATIONAL STRUCTURE



BORD BIA IS COMPRISED OF THE BOARD, FIVE SUBSIDIARY BOARDS, THE CHIEF EXECUTIVE AND THE EXECUTIVE, WHICH PROVIDE A RANGE OF SERVICES REQUIRED TO IMPLEMENT BOARD POLICY AND PROGRAMMES.

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

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

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

GENERAL INFORMATION

Head Office:
Clanwilliam Court,
Lower Mount Street,
Dublin 2.

Auditors:
Comptroller and Auditor
General

Bankers:
Allied Irish Banks

Solicitors:
Philip Lee Solicitors

STAFF STRUCTURE

CHIEF EXECUTIVE	Aidan Cotter
MARKETS	Padraig Brennan
QUALITY AND ENVIRONMENTAL ASSURANCE	Michael Maloney
MARKETING SERVICES	Una Fitzgibbon
MEAT & LIVESTOCK	Jim O'Toole
FOOD AND BEVERAGES	Eileen Bentley/Karen Tyner
HORTICULTURE/FOOD DUDES	Mike Neary
STRATEGIC INFORMATION SERVICES	Julian Smith
CORPORATE COMMUNICATIONS	Rosaleen O'Shaughnessy
HUMAN RESOURCES	Susan Doyle
CORPORATE SERVICES	Frank Lynch
FINANCE	John O'Grady

OVERSEAS OFFICES

AMSTERDAM	Margaret McCarthy
DUBAI	Michael Hussey
DUSSELDORF	Donal Denvir
LONDON	Michelle Butler
MADRID	Cecilia Ruiz
MILAN	Nicolas Ranninger
MOSCOW	Alla Barinova
NEW YORK	Karen Coyle
PARIS	Noreen Lanigan
SINGAPORE	Ciaran Gallagher
SHANGHAI	James O'Donnell
STOCKHOLM	Linda Madigan
WARSAW	Judith Clinton

Human Resource activities within Bord Bia support management and staff to meet the challenges of the marketplace through:

- Establishing appropriate management structures and performance management systems to deliver the strategic aims of the organisation
- Delivery of leadership, high performance team and competency development programmes
- Regular communication, motivational and engagement initiatives

The organisational culture is driven by continual prioritisation and innovation, ensuring relevance to the marketplace, clients and the consumer, maximisation of outputs, and the delivery of efficiencies through the optimal use of resources and systems. There is a large focus on continually ensuring clarity around the linkage between strategy and role contribution. Being an open, authentic and agile organisation ensures our people can adapt to change and are responsive to the fast changing environment in which we live today.

BORD BIA BOARD

CHAIRMAN

Mr Michael Carey
The Company of Food

MEMBERS

Ms Marian Byrne
Principal Officer, Department of
Agriculture, Food and the Marine

Mr John Comer
President, Irish Creamery Milk Suppliers'
Association

Ms Rachel Doyle
Director, Arboretum Garden Centre

Mr Frank Hayes
Director Corporate Services, Kerry Group
Plc.

Mr. Joe Healy
President Irish Farmers' Association

Ms Rhona Holland
Marketing Director Global Intelligence,
Pepsi Co.

Mr John Horgan
Managing Director, Kepak Group

Ms Caroline Keeling
Chief Executive, Keeling Fruit Growers/
Importers

Mr Tony Keohane
Former Chairman, Tesco Ireland

Mr Tom Moran
Former Secretary General, Department of
Agriculture, Food & the Marine

Prof Fergal O'Gara
Department of Microbiology, University
College Cork

Mr Raymond O'Rourke
Food & Consumer Lawyer

Mr Brody Sweeney
Food Entrepreneur

Mr Patrick Whelan
Whelan's Butchers

Chief Executive
Aidan Cotter

Secretary/Director
Frank Lynch

Changes during 2015

Term of Office Expired 23rd March:
Mr Eddie Downey (re-appointed 25th
March)

Term of Office Expired 27th March:
Ms Marian Byrne (re-appointed 25th
March)

Appointed 16th June:

Ms Rachel Doyle
Ms Rhona Holland
Mr Tony Keohane
Mr Tom Moran
Mr Raymond O'Rourke
Mr Brody Sweeney
Mr Patrick Whelan

Term of Office Expired 6th December:

Mr John Horgan (re-appointed 7th
December)

Changes during 2016

Term of Office Expired 12th April:
Mr John Comer (re-appointed 13th May)
Mr Frank Hayes (re-appointed 12th April)

Resigned 11th May:

Mr Eddie Downey, Former President Irish
Farmers' Association

Appointed 12th May:
Mr Joe Healy

BORD BIA – CONSUMER FOODS BOARD

CHAIR

Ms Rhona Holland
Marketing Director Global Intelligence,
Pepsi Co

MEMBERS

Ms Triona Byrne
Finance Director, Aran Candy Ltd.

Mr Vincent Carton
Chief Executive, Carton Group

Mr Pat Connors
Sales & Processing Director,
Marine Harvest

Mr Bernard Coyle
Chairman, Mr Crumb

Mr Mike Doyle
Managing Director – Kerry Global &
Innovation Centre

Mr Colin Gordon
Chief Executive, Glanbia Consumer Foods

Mr Larry Murrin
Managing Director, Dawn Farm Foods

Mr John Noonan
Sales & Marketing
Director, E. Flahavan & Sons

Mr Joe O'Flynn
Senior Partner, Agrifood Business Partners

Mr Eddie Power
Managing Director, Green Isle Foods

Mr Pat Rigney
Managing Director,
Fastnet Brands Co. Ltd.

Changes during 2015

Appointed 24th September:
Ms Rhona Holland (Chair)

Term Expired 10th October (re-appointed 1st December):

Ms Triona Byrne
Mr Larry Murrin
Mr John Noonan
Mr Joe O'Flynn
Mr Eddie Power

BORD BIA – MEAT AND LIVESTOCK BOARD

CHAIRMAN

Mr Tony Keohane
Former Chairman, Tesco Ireland

MEMBERS

Mr Michael Guinan
Irish Creamery Milk Suppliers' Association

Mr Jim Hanley
Chief Executive, Rosderra Irish Meats

Mr John Lynskey
Chairman, National Sheep Committee,
Irish Farmers' Association

Mr Brendan Mallon
Associated Craft Butchers of Ireland

Mr Finbarr McDonnell
Managing Director, ABP

Mr Pat O'Flaherty
Chairman, National Pigs & Pigmeat
Committee, Irish Farmers' Association

Mr Nigel Renaghan
Chairman, National Poultry Committee,
Irish Farmers' Association.

Mr Paddy Walsh
Dawn Meats.

Mr Angus Woods
Chairman, National Livestock Committee,
Irish Farmers' Association

Changes during 2015

Re-appointed 25th March:
Mr Finbarr McDonnell
Mr Paddy Walsh

Appointed 24th September:
Mr Tony Keohane (Chairman)

Term Expired 22nd November:
Mr Henry Burns, Chairman, National
Livestock Committee, Irish Farmers'
Association

Mr Michael Guinan (re-appointed 1st
December)

Changes during 2016

Term Expired 13th March:
Mr Jim Hanley (re-appointed 16th June)

Term Expired 25th April:
Mr Paddy Gernon, Livestock Exporter

Appointed 16th June:
Mr Angus Woods

BORD BIA – DAIRY BOARD

CHAIRMAN

Mr Tom Moran
Former Secretary General, Department of
Agriculture, Food & the Marine

MEMBERS

Mr Noel Corcoran
Sales & Marketing Director, Carbery Food
Ingredients

Ms Catherine Lascurettes
National Dairy & Liquid Milk Executive
Secretary,
Irish Farmers' Association

Mr James Lynch
Vice Chairman, Dairygold Co-operative
Society

Mr Pat McCormack
Deputy President, Irish Creamery Milk
Suppliers' Association

Mr Fergal McGarry
Global Director Consumer Foods, Ornuia

Mr Sean Molloy
Director of Strategy & Supplier Relations,
Glanbia

Mr Pdraig Sayers
Vice President, Ingredients & Flavours,
Kerry Group plc

Dr Pat Shiels
General Manager, Agri Division, Lakeland
Dairies

Mr Pdraig Young
Chairman, Lakeland Dairies

Changes during 2015

Resigned 16th September:
Mr Michael Carey (Chairman)

Appointed 24th September:
Mr Tom Moran (Chairman)

Changes during 2016

Terms Expired 9th June:
(re-appointed 16th June)
Mr Pat McCormack
Mr Pdraig Sayers
Dr Pat Shiels

BORD BIA – QUALITY ASSURANCE BOARD

CHAIRMAN

Mr Raymond O'Rourke
Food & Consumer Lawyer

Mr Dermott Jewell
Policy & Council Advisor, Consumers' Association of Ireland

Changes during 2015

Appointed 24th September:
Mr Raymond O'Rourke (Chairman)

MEMBERS

Mr Ray Bowe
Food Safety & Quality Manager, Musgrave Retail Partners

Mr John Mohan
Chairman, The Egg Association

Changes during 2016

Term Expired 25th March:
Mr Liam O'Flaherty (re-appointed 16th June)

Mr Henry Burns
Former Chairman, National Livestock Committee, Irish Farmers' Association

Mr Paul Nolan
Group Development Manager, Dawn Group

Term Expired 15th May:
Mr Dennis Carroll (re-appointed 16th June)

Mr Denis Carroll
Irish Creamery Milk Suppliers' Association

Mr Liam O'Flaherty
Dairygold Co-operative Society

Mr John Cunningham
Ex-Dairygold Food Products

Ms Joyce Roche
Director & Technical Manager, Codd Mushrooms

Mr Colm Hayes
Meat & Meat Policy Division, Department of Agriculture, Food & the Marine

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

BORD BIA – HORTICULTURE BOARD

CHAIR

Ms Caroline Keeling
Chief Executive, Keelings

Mr Brian O'Reilly
Ballywilliam Mushrooms

Changes during 2015

Resigned 16th June:
Ms Rachel Doyle, Director, Arboretum Garden Centre

MEMBERS

Mr Paul Brophy
Paul Brophy Produce

Mr Eoin Reid
Fernhill Garden Centre

Changes during 2016

Appointed 26th January:
Mr Brian O'Reilly
Mr Eoin Reid

Mr Paddy Callaghan
Chairman, Nature's Best Ltd.

Mr Matt Foley
Kilbush Nurseries

Term of Office Expired 27th February:

Mr Thomas Carpernter, Former Chairman, Potato Committee Irish Farmers' Association
Mr John Hogan, Dunsany Landscapes Ltd
Ms Karen Kerrigan (re-appointed 16th June)
Ms Jane McCorkell (re-appointed 16th June)
Mr Philip Moreau, Glanbrook Nurseries

Ms Karen Kerrigan
Kerrigan's Mushrooms

Ms Jane McCorkell
Landscape Architect & Horticultural Consultant

Mr Ciaran O'Brien
Peter O'Brien Landscapes

Appointed 16th June:
Mr Paul Brophy

REPORT OF THE COMPTROLLER AND AUDITOR GENERAL



Comptroller and Auditor General

Report for presentation to the Houses of the Oireachtas

An Bord Bia

I have audited the financial statements of An Bord Bia for the year ended 31 December 2015 under the An Bord Bia Act 1994. The financial statements comprise the statement of income and expenditure and retained revenue reserves, the statement of comprehensive income, the statement of financial position, the statement of cash flows and the related notes. The financial statements have been prepared in the form prescribed under Section 21 of the Act, and in accordance with generally accepted accounting practice.

Responsibilities of the Members of the Board

The Board is responsible for the preparation of the financial statements, for ensuring that they give a true and fair view and for ensuring the regularity of transactions.

Responsibilities of the Comptroller and Auditor General

My responsibility is to audit the financial statements and to report on them in accordance with applicable law.

My audit is conducted by reference to the special considerations which attach to State bodies in relation to their management and operation.

My audit is carried out in accordance with the International Standards on Auditing (UK and Ireland) and in compliance with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements, sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of

- whether the accounting policies are appropriate to An Bord Bia's circumstances, and have been consistently applied and adequately disclosed
- the reasonableness of significant accounting estimates made in the preparation of the financial statements, and
- the overall presentation of the financial statements.

I also seek to obtain evidence about the regularity of financial transactions in the course of audit.

In addition, I read An Bord Bia's annual report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by me in the course of performing the audit. If I become aware of any apparent material misstatements or inconsistencies, I consider the implications for my report.

Opinion on the financial statements

In my opinion, the financial statements:

- give a true and fair view of the assets, liabilities and financial position of An Bord Bia as at 31 December 2015 and of its income and expenditure for 2015; and
- have been properly prepared in accordance with generally accepted accounting practice.

In my opinion, the accounting records of An Bord Bia were sufficient to permit the financial statements to be readily and properly audited. The financial statements are in agreement with the accounting records.

Matters on which I report by exception

I report by exception if I have not received all the information and explanations I required for my audit, or if I find

- any material instance where money has not been applied for the purposes intended or where the transactions did not conform to the authorities governing them, or
- the information given in An Bord Bia's annual report is not consistent with the related financial statements or with the knowledge acquired by me in the course of performing the audit, or
- the statement on internal financial control does not reflect An Bord Bia's compliance with the Code of Practice for the Governance of State Bodies, or
- there are other material matters relating to the manner in which public business has been conducted.

I have nothing to report in regard to those matters upon which reporting is by exception.



Seamus McCarthy
Comptroller and Auditor General
29 June 2016

STATEMENT OF INCOME AND EXPENDITURE AND RETAINED REVENUE RESERVES

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER

	Notes	2015 €'000	2014 Restated €'000
Income			
Oireachtas Grants		30,836	27,282
Oireachtas - Other Funding:			
Food Dude National Roll Out	2a	2,775	1,926
Quality Assurance Schemes: Special Funding	2b	5,742	5,215
Food Promotions Special Funding	2c	700	616
Statutory Levy	2d	5,456	5,715
Project and Other Income	2e	8,256	6,459
Net deferred funding for Retirement Benefits	12b	3,073	3,013
		56,838	50,226
Transfer (to) / from Capital Account	3	(62)	4
		56,776	50,230
Expenditure			
Marketing and Promotional Expenditure	5	32,809	28,047
Food Dude National Roll Out		2,775	1,926
Quality Assurance Schemes		5,741	5,215
Marketing Finance	5	933	819
Pay	6	11,450	11,112
Operating Expenditure	4	2,596	2,392
		56,304	49,511
Operating surplus		472	719
Interest receivable		2	13
Interest payable		(14)	(14)
		460	718
Net surplus for the financial year before Retirement Benefit Contribution to the Exchequer			
Retirement Benefit Contribution to the Exchequer		(699)	(718)
		(239)	-
Net deficit for the financial year after Retirement Benefit Contribution to the Exchequer			
Retained Revenue Reserves at 1 January		564	564
Retained Revenue Reserves at 31 December		325	564

All income and expenditure for the year relates to continuing activities at the reporting date.
The Statement of Cash Flows and Notes 1 to 19 form part of these financial statements.

Michael Carey
Chairman

23 June 2016

Aidan Cotter
Chief Executive

23 June 2016

STATEMENT OF COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER

	Notes	2015 €'000	2014 Restated €'000
Net deficit for the year		(239)	-
Actuarial Gain / (Loss) on Retirement Benefit Scheme Liabilities	12	2,043	(8,854)
Adjustment to Retirement Benefit Funding	12	(2,043)	8,854
Total Comprehensive Income for the year		(239)	-

The Statement of Cash Flows and Notes 1 to 19 form part of these financial statements.

Michael Carey
Chairman

23 June 2016

Aidan Cotter
Chief Executive

23 June 2016

STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER

	Notes	2015 €'000	2014 Restated €'000
ASSETS EMPLOYED			
Fixed Assets			
Property, plant and equipment	8	210	148
Current Assets			
Inventories		2	3
Trade and Other Receivables	9	3,398	2,562
Cash and cash equivalents		4,638	6,314
		8,038	8,879
Current Liabilities: amounts falling due within one year			
Trade and Other Payables	10	7,085	7,701
Net Current Assets			
		953	1,178
Total Assets less current liabilities			
		1,163	1,326
Long Term Liabilities: amounts falling due after more than one year			
Provision for Liabilities and Charges	13	628	614
Retirement Benefit Liabilities	12	(52,583)	(52,053)
Deferred Retirement Benefit Funding	12	52,583	52,053
		-	-
Total Assets less Liabilities			
		535	712
FINANCED BY			
Capital and reserves			
Capital account	3	210	148
Retained Revenue Reserves		325	564
		535	712

The Statement of Cash Flows and Notes 1 to 19 form part of these financial statements.

Michael Carey
Chairman

23 June 2016

Aidan Cotter
Chief Executive

23 June 2016

STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER

	2015	2014
	€'000	Restated €'000
Cash flows from operating activities		
(Deficit) for the financial year	(239)	-
Adjustments for:		
Depreciation of tangible assets	126	84
Capital Account Transfer	62	(4)
Interest received	(2)	(13)
Decrease in inventories	1	-
(Increase) in trade and other receivables	(836)	(581)
(Decrease) / Increase in trade and other payables	(616)	1,684
Increase / (Decrease) in other provisions	14	(14)
Net Cash (Outflow) / Inflow from Operating Activities	(1,490)	1,156
Cash flows from investing activities		
Purchases of property, plant and equipment	(188)	(80)
Interest received	2	13
Net cash from investing activities	(186)	(67)
Cash and cash equivalents at 1 January	6,314	5,225
Cash and cash equivalents at 31 December	4,638	6,314

Michael Carey
Chairman

23 June 2016

Aidan Cotter
Chief Executive

23 June 2016

NOTES FORMING PART OF THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER

1. ACCOUNTING POLICIES

(a) Basis of preparation:

The financial statements for year ended 31 December 2015 have been prepared in accordance with Financial Reporting Standard 102 – The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland issued by the Financial Reporting Council (FRC), as promulgated by Chartered Accountants Ireland (“FRS 102”), and with the An Bord Bia Act, 1994. The financial statements have been prepared on the historical cost convention. The following accounting policies have been applied consistently in dealing with items which are considered material in relation to An Bord Bia’s financial statements.

2015 is the first year in which the financial statements have been prepared under FRS102. Refer to note 16 for an explanation of the transition. 2014 comparative figures have been restated as required. The date of transition to FRS 102 is 1 January 2014.

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;
- 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 export Statutory Levy is accounted for on the accruals basis with the exception of live exports of sheep and pigs which are accounted for on a cash received 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 rates applicable are:

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

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

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

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

NOTES FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER

(e) Employee benefits

Retirement Benefits

There are three Superannuation Schemes in operation within Bord Bia.

The Bord Bia main scheme is an unfunded scheme since 31st December 2009. Prior to 1st January 2010 employer and employee contributions were paid into a fund. Under the terms of the Financial Measures (Miscellaneous Provisions) Act, 2009, the assets of the scheme were transferred to the National Pension Reserve Fund with effect from 31st December 2009. The scheme continues in being for existing members. From 1st January 2010, Bord Bia became responsible for the administration of the retirement benefit payments to pensioners on behalf of the Exchequer. Under the new arrangement the funding contribution will continue in being and is payable to the Department of Agriculture, Food and the Marine after taking account of retirement benefits paid. The Department will provide funding where the retirement benefits paid exceed the funding and employee contributions.

With regard to employees of the former Bord Glas, a non-contributory defined benefit retirement benefit scheme and a contributory spouses and children's scheme are operated on an administrative basis pending the authorisation of the schemes by the Minister for Public Expenditure and Reform. Under the provisions of An Bord Bia (Amendment) Act, 2004, all staff of the former Bord Glas were transferred to Bord Bia with effect from 1st July 2004. The new Single Public Service Pension Scheme ("Single Scheme") commenced with effect from 1 January 2013. All new entrants to pensionable public service employment on or after 1 January 2013 are, in general, members of the Single Scheme. The rules of the Single Scheme are set down in the Public Service Pensions (Single Scheme and Other Provisions) Act 2012.

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

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

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

Short-term benefits

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

(f) Foreign currency translation

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

(g) Leased Assets

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

(h) Capital Account

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

(i) Taxation

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

NOTES FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER

2. OPERATING INCOME

- (a) Amounts included under the heading of Food Dude - National Roll-Out totalling €2,775,000 arise in respect of funding made available by the Department of Agriculture, Food and the Marine (Sub-head A10) to cover the costs of the roll-out of the Food Dude healthy eating programme on a national basis.
- (b) Amounts included under the heading of the Quality Assurance Scheme Special Fund totalling €5,742,000 arise in respect of funding made available by the Department of Agriculture, Food and the Marine (Sub-head A10) to cover the costs of independent on-farm inspections and associated certification processes under the Bord Bia Quality Assurance Scheme.
- (c) Amounts included under Food Promotions Special Funding arise in respect of funding made available by the Department of Agriculture, Food and the Marine (Sub-heads A10 and C5) in respect of the following programmes:

	2015 €'000	2014 €'000
Bloom Garden Festival	16	15
Domestic & Small Business Organic Promotion	69	144
Biofach Organic trade fair	-	71
Lamb Promotion	207	-
Mushrooms promotions	266	317
Farmhouse Cheese	83	69
Potato Promotion	59	-
	700	616

- (d) An Bord Bia Act, 1994, provides for payment to the Board of a levy per head on slaughtered or exported livestock. Under section 37 of the Act, the rates were set at €1.90 per head for cattle, 25c per head for sheep and 35c per head for pigs.
- (e) Project and other income includes industry contributions to joint promotions, trade fairs, information services and seminar and conference fees.

3. CAPITAL ACCOUNT

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

The Reserves represent the cumulative surplus of income over expenditure.

	2015 €'000	2014 €'000
Capital Account Balance at 1 January	148	152
Amount capitalised in respect of purchased fixed assets	188	80
Amounts released on disposal of fixed assets	-	-
Amortisation in line with asset depreciation	(126)	(84)
Net transfer from / (to) the Statement of Income and Expenditure and Retained Revenue Reserves.	62	(4)
Balance at 31 December	210	148

NOTES FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER

4. OPERATING EXPENDITURE

The net deficit is stated after charging:

Depreciation of property, plant and equipment

Rent and Rates

Auditor's remuneration

General Business Expenses

Total

2015 €'000	2014 €'000
126	84
1,192	1,054
25	25
1,253	1,229
2,596	2,392

5. MARKETING AND PROMOTIONAL EXPENDITURE

Promotions

Marketing Development

Trade Fairs and Exhibitions

Information Services - Research

Information - Other Services

Quality Assurance

Trade Development

Technical Support - Pigmear Sector

Other Client Services

Fellowship Plus

5,080	6,421
5,832	6,707
8,131	4,722
569	2,104
4,044	1,354
2,684	1,668
4,139	3,120
368	345
172	144
1,790	1,462
32,809	28,047

Marketing Finance

In 2015 grants totalling €808,000 (€819,000 in 2014) were made under the Marketing Assistance Programmes and grants totalling €125,000 (€0 in 2014) were made under the Step Change Programme.

NOTES FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER

6. PAY

Staff costs during the financial year were as follows:

Wages and salaries
Social welfare costs
Retirement benefit costs

2015	2014
€'000	Restated €'000
7,367	7,547
1,010	552
3,073	3,013
11,450	11,112

Split of employee costs:

Marketing and promotion
Administration

10,102	9,363
1,348	1,749
11,450	11,112

Average number of employees:

Marketing and promotion
Administration

Number	Number
78	72
17	16
95	88

In accordance with Department of Public Expenditure and Reform Circular 13/2014 the following outlines the employee benefits greater than €60,000 in 2015. Note the following are before any deduction related to the public sector pension levy.

Employee benefits

€60,000 to €70,000
€70,000 to €80,000
€80,000 to €90,000
€90,000 to €100,000
€100,000 to €110,000
€110,000 to €120,000
€120,000 to €130,000
€130,000 to €140,000
€140,000 to €150,000

	Number of Employees	
	2015	2014
	21	15
	20	20
	8	9
	4	2
	5	7
	-	-
	1	1
	-	-
	1	1

The remuneration of the Chief Executive included in the above pay costs is as follows:

	€	€
Salary	149,175	149,175

NOTES FORMING PART OF THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER

In addition, the Chief Executive is a member of the Bord Bia Superannuation Scheme and has retirement benefit entitlements which do not extend beyond the standard entitlements in the model public sector defined benefit superannuation scheme.

The total number of employees (including part-time persons) at 31 December 2015 was 95 (2014: 88). The cost of certain part-time employees amounting to €38,824 (2014: €82,097) is included in Marketing and Promotional expenditure.

A total of €387,715 (2014: €392,014) was deducted from employees during the year by way of pension levy and was paid over to the Department of Agriculture, Food and the Marine.

Note: The above salary ranges are inclusive.

NOTES FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER

7. REMUNERATION IN RESPECT OF BOARD MEMBERS WAS AS FOLLOWS:

	2015 €	2014 €
Board Members' fees are as follows:		
Ms. M. Byrne**	-	-
Mr. M. Carey*	-	-
Mr. J. Comer	11,970	11,970
Mr. E. Downey	11,937	10,970
Ms. R. Doyle	6,726	-
Mr. F. Hayes*	-	-
Mr. R. Holland*	-	9,199
Mr. J. Horgan*	-	-
Ms. C. Keeling*	-	-
Mr. T. Keohane	6,726	-
Mr. T. Moran	6,726	-
Prof. F. O'Gara	11,970	10,970
Mr. R. O'Rourke*	-	-
Mr. B. Sweeney	6,727	9,199
Mr. P. Whelan	6,726	-
Mr. J. Kingston***	-	9,199
Mr. M. Cronin***	-	9,199
Mr. G. Brown***	-	9,199
Total	69,508	79,905
Amounts paid to Board Members for travel and subsistence expenses	7,164	10,751
Amounts paid to Sub-Board Members for travel and subsistence expenses	19,831	19,855

* Indicates those Board Members who have waived part or all of the fee payable, as a Board Member, in 2015.

** No fees are payable to Ms. M. Byrne, Principal Officer, Department of Agriculture, Food and the Marine.

*** Indicates those Board Members whose membership of the Board ceased during 2014.

NOTES FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER

8. Property, plant and equipment

	Leasehold improvements	Furniture and fittings	Computer equipment	Office equipment	Total
Cost	€'000	€'000	€'000	€'000	€'000
At 1 January 2015	1,615	603	681	197	3,096
Additions	-	17	168	3	188
Disposals	-	(6)	(31)	(10)	(47)
At 31 December 2015	1,615	614	818	190	3,237
Depreciation					
At 1 January 2015	1,596	559	619	174	2,948
Charged for the financial year	4	12	100	10	126
Disposals	-	(6)	(31)	(10)	(47)
At 31 December 2015	1,600	565	688	174	3,027
Net book amount at 31 December 2015	15	49	130	16	210
Net book amount at 31 December 2014	19	44	62	23	148

NOTES FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER

	2015	2014 Restated
	€'000	€'000
9. TRADE AND OTHER RECEIVABLES		
<i>Amounts falling due within one year:</i>		
Trade Receivables	2,773	1,175
Less: provision for bad debts	(373)	(453)
	2,400	722
Prepayments and accrued income	998	1,840
	3,398	2,562

10. TRADE AND OTHER PAYABLES		
<i>Amounts falling due within one year:</i>		
Trade Payables	2,286	2,911
Exchequer retirement benefit contributions	477	644
Taxation and Social Welfare (note 11)	1,346	746
Accruals*	2,734	2,837
Deferred Income	242	563
	7,085	7,701

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 €154,000 (€84,000 in 2014). 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.

11. TAXATION AND SOCIAL WELFARE		
<i>Amounts falling due within one year:</i>		
VAT*	461	140
Withholding Tax*	454	403
Payroll taxes	273	138
PRSI	158	65
	1,346	746

* In the 2014 Annual Report, VAT of €140,000 was recorded under 'Accruals' and Withholding tax was shown separately in note 9 to the financial statements.

An Bord Bia is not liable to corporate taxes in Ireland or in the countries in which it operates because it is a non-commercial State-sponsored body.

An Bord Bia is liable to employer taxes in Ireland and complies with related withholding, reporting and payment obligations in all countries in which it operates.

NOTES FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER

12. RETIREMENT BENEFIT COSTS

a i) Analysis of total retirement benefit costs charged to the Statement of Income and Expenditure and Retained Revenue Reserves.

	2015 €'000	2014 €'000
Service cost	2,270	1,936
Employee contributions	(297)	(314)
Current service cost	1,973	1,622
Interest cost	1,162	1,452
Total	3,135	3,074

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 amounted to €699,565 in the year (2014: €717,687).

An amount of €477,380 was due at 31 December 2015 (2014: €643,820) in respect of employee deductions, including the New Single Pension scheme and contributions payable to the Exchequer after offsetting pensions payable under the Bord Bia scheme.

a iii) Analysis of amount recognised in Statement of Comprehensive income

Experience gains	-	951
Changes in assumptions	2,043	(9,805)
Total remeasurement effects recognised	2,043	(8,854)

b i) Present value of scheme obligations

Present value of scheme obligations at beginning of year	52,053	40,846
Service Cost	2,270	1,936
Interest Cost	1,162	1,452
Actuarial (gain)/loss	(2,043)	8,854
Benefits paid	(859)	(1,035)
Present value of scheme obligations at end of year	52,583	52,053

NOTES FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER

12. RETIREMENT BENEFIT COSTS (Cont'd)

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 believes 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 €52.583 million equal to the retirement benefit liability is recognised at 31 December 2015 (2014: €52.053 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 €3.073 million and adjustments arising from the actuarial gain of €2.043 million and from retirement benefits payable under the Bord Bia scheme of €709,087 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.

	2015 €'000	2014 €'000
Funding recoverable in respect of current year retirement benefit costs	3,135	3,074
Oireachtas Grants applied to retirement benefit payments (An Bord Glas scheme)	(62)	(61)
	3,073	3,013

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, has been approved by the Minister for Agriculture, Food and the Marine and the Minister for Public Expenditure and Reform. Until 31 December 2009, the contributions of employees and Bord Bia were paid into a fund. As detailed under note 12b 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 consists of a non-contributory defined benefit retirement benefit scheme and a contributory spouses and children's scheme which is operated on an administrative basis pending the authorisation of the schemes by the Minister for Public Expenditure and Reform.

3) The Single Public Service Pension Scheme rules are set down in the Public Service Pensions (Single Scheme and Other Provisions) Act 2012.

An Bord Bia meets the cost of current retirements which 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 2015 for the purpose of preparing this FRS102 disclosure. The liabilities and costs have been assessed using the projected unit method.

NOTES FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER

12. RETIREMENT BENEFIT COSTS (Cont'd)

Financial assumptions

The principal actuarial assumptions used to calculate the retirement benefit obligations under FRS102 were as follows:

	31/12/15	31/12/2014
Discount Rate	2.35%	2.25%
Inflation Rate	1.70%	1.60%
Salary increases	3.95%	3.85%
Retirement benefit increases for in payment benefits	3.45% / 1.7%	3.35% / 1.6 %
Retirement benefit increases for deferred benefits	3.45% / 1.7%	3.35% / 1.6 %
Plan membership census date	31/12/15	31/12/14

The following amounts were measured in accordance with the requirements of FRS102.

Demographic assumptions

The mortality table is 88% of ILT15 (Males) for males and 91% 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 25 years are shown in years below based on the above mortality tables.

Age	Males	Females
65	20.9	23.5
65 in 25 years	24.0	26.1

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

	2015	2014	2013	2012	2011
	€'000	€'000	€'000	€'000	€'000
Defined benefit obligations	52,583	52,053	40,846	42,143	26,117
Fair value of scheme assets	-	-	-	-	-
Deficit on Superannuation Schemes	(52,583)	(52,053)	(40,846)	(42,143)	(26,117)
Experience adjustments on scheme obligations	2,043	(8,854)	4,261	(14,092)	632
Experience adjustments on scheme assets	-	-	-	-	-

NOTES FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER

13. PROVISION FOR LIABILITIES AND CHARGES

	Dilapidations €'000	VAT €'000	Total €'000
At 1 January 2015	601	13	614
Additions	14	-	14
At 31 December 2015	615	13	628

The provision in respect of Value Added Tax relates to adjustments to amounts recovered from overseas jurisdictions in prior years. The provision for dilapidations comprises the estimated cost of reinstatement of leasehold properties in accordance with obligations under operating leases.

14. COMMITMENTS

Funding

In terms of the Marketing Finance Programmes operated by Bord Bia management have committed to €932,000 (2014: €923,000) 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.

	2015 €'000	2014 €'000
At 1 January	923	911
Additions	9	12
At 31 December	932	923

Operating leases

The future minimum operating lease payments are as follows:

	2015 €'000	2014 €'000
Within one year	733	752
Between one and five years	2,932	2,099
Beyond five years	-	782

An Bord Bia occupies premises at Clanwilliam Court, Lower Mount Street, Dublin 2 under a lease agreement. This agreement which commenced in 2010, is for a period of ten years. The total charges for these premises in 2015 was €785,000. In addition, Bord Bia occupies ten other properties in various locations internationally. The rent paid on these premises in 2015 was €407,000.

15. TRANSACTIONS WITH RELATED PARTIES

	2015 €'000	2014 €'000
Key management personnel compensation	530	526

Key management personnel compensation includes wages and salaries paid to the senior members of the management team at a Grade 1 level.

NOTES FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER

16. TRANSITION TO FRS102

Reconciliation of Capital and Reserves	Note	As at 1 Jan 2014 €000	As at 31 Dec 2014 €000
Capital and Reserves (as previously stated)		748	782
Holiday pay accrual	(16a)	(60)	(84)
Dilapidations provision	(16b)	28	14
Capital and Reserves (as re-stated)		716	712

Reconciliation of the Surplus for the Year	Note	Year ended 31 Dec 2014 €000
Surplus for the year (as previously stated)		38
Holiday pay accrual	(16a)	(24)
Dilapidations provision	(16b)	(14)
Surplus for the year (as re-stated)		-

- (a) An Bord Bia had previously not accrued for holiday pay earned by employees but not availed of at the reporting date. Under FRS 102 the financial statements must recognise such accruals. The impact of this change is an increase of €84,000 in trade and other payables at 31 December 2014 and €60,000 at 1 January 2014. The surplus is reduced by €60,000 in the year ended 31 December 2013 and €24,000 in the year ended 31 December 2014.
- (b) 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. The impact of this change is a decrease of €14,000 in the provision liability at 31 December 2014 and €28,000 at 1 January 2014. The surplus is increased by €28,000 in the year ended 31 December 2013 and decreased by €14,000 in the year ended 31 December 2014.

17. BOARD MEMBERS - DISCLOSURE OF TRANSACTIONS

In the normal course of business the Board may approve grants and may also enter into other contractual arrangements with undertakings in which Bord Bia Board Members are employed or otherwise interested. The Board adopted procedures in accordance with the guidelines issued by the Department of Public Expenditure and Reform in relation to the disclosure of interests by Board Members and these procedures have been adhered to by the Board during the year.

No grants were approved or paid during the year to companies with which Board Members are associated.

NOTES FORMING PART OF THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER

18. COMPARATIVE INFORMATION

Comparative information has been reclassified where necessary to conform to the current financial year information.

19. APPROVAL OF FINANCIAL STATEMENTS

The Board approved the financial statements on 23 June 2016.

MARKETING FINANCE GRANT PAYMENTS

Company Name	Payment €	Company Name	Payment €
Adare Farm	4,000	Leaves Ventures	2,000
Aine Chocolates Ltd	11,738	Lily's Tea Shop	500
Annascaul Black Pudding Co.	2,448	Lough Derg Chocolates	994
Beechill Bulbs Ltd	2,522	Lovin Catering Ltd	1,000
Beechlawn Organic Farm	2,230	Sunshine Bread & Confectionery Limited t/a Walsh's Bakehouse	11,893
Big Red Kitchen	2,435	MPB Foods Ltd t/a Mags' Home Baking	4,000
Brendan Mallon Butcher	813	Mannings Bakery Ltd	12,000
Burren Smokehouse Ltd	19,000	McCarthy's of Kanturk	1,962
Caherbeg Free Range Pork Products Ltd	2,323	Meadowsweet Apiaries	1,628
Cahill's Farm Cheese Ltd	15,000	Michael Kelly Shellfish Ltd	3,007
CSI Seafood Products Limited t/a CSI Seafood Products	8,000	Mileeven Fine Foods	6,494
Carrigaline Farmhouse Cheese Ltd	8,238	MMM Family Bakery Ltd	3,642
Una O'Dwyer Ltd t/a Cashed Fine Foods	3,000	Mr. Middleton Garden Shop	4,000
Castlecour Potatoes	9,755	Murphy's Ice Cream	2,848
Cathy's Spelt for Health	5,960	Natasha's Living Food Ltd	9,000
Celtic Chocolates Ltd	10,000	Newgrange Gold Ltd	4,000
Chia Booster Distribution Ltd t/a Chia Bia	10,000	Nightpark Nursery	5,000
Chris Brownlow Potatoes	3,000	O'Donohues Bakery Ltd	3,145
Clanwood Farm	2,500	O'Dowd Nurseries	2,230
Cloudpicker Coffee Ltd	2,500	Oishii Foods Ltd	1,350
Con Traas Ltd	6,093	Olvi Oils Ltd	668
Connemara Seafoods Ltd	9,000	O'Neill Foods Ltd	10,000
Coolea Farmhouse Cheese Ltd	1,270	Juice Hunt Ltd t/a Orpens Cider	15,000
Marchminder Ltd t/a Cooleeney Cheese	15,000	O'Sullivan's Bakeries Ltd	2,500
Corleggy Cheese	3,000	Paddy O's Granola	600
Couverture Ltd	4,720	Pandora Bell	3,000
Crossogue Preserves Ltd	3,000	Paul Brophy Veg	4,235
Cuinneog Ltd	2,785	Piranha Beverages Ltd t/a Jack Ryan Whiskey	2,000
Sean Mac Oirealla Teoranta t/a Curley Quality Foods	5,000	Ponaire Coffee Ltd	2,149
Cybercolors Ltd	12,345	Ponticelli Coffee	2,000
O'Callaghan Delicious Gourmet Foods Ltd	6,804	Poulet Bonne Femme	1,865
Dungarvan Brewing Company Ltd	8,000	PTF Ltd	2,000
Dungarvan Shellfish Ltd	5,000	Pure Foods Ltd	961
Eight Degrees Brewing Ltd	5,837	Quarrymount Free Range Meats	5,000
Hogan Continental Ltd t/a Everyday Foods	1,000	Régale Biscuit Co.Ltd	3,375
Fermoy Woodland Nurseries Ltd	2,644	Rices Hill Farm Ltd	3,000
Fitzgerald Nurseries Ltd	13,902	Rosie's Bakehouse	10,544
Good4U Food Nutrition & Innovations Ltd	7,000	Ryans Farm	855
Four Seasons Nurseries	3,000	Rye River Brewing Company	28,155
Galway Craft Beers Ltd t/a Galway Hooker	10,000	Sam's Cookies Ltd	4,800
Gannet Fishmongers Ltd	1,653	Seavest-The Redbank Food Co.	6,493
Garrymore Farm Ltd	986	Seymours Fine Foods Ltd	1,774
George Harrington Home Bakery	4,541	Shannon Estuary Oysters Ltd	4,000
Glenbrook Nurseries Ltd	4,850	Sceaclaídi Na Sceilge Teoranta t/a Skelligs Chocolate	7,000
Glendalough Irish Whiskey Limited	37,662	Slender Choice Limited	2,821
Goatsbridge Trout Farm	8,000	Solaris Botanicals Ltd	5,000
Golf Road Nurseries	3,666	Outlaws Western Restaurant Ltd t/a Soupcafé	1,500
The Goodness Grains Company Ltd	4,000	Wild Irish Sea Veg t/a Spanish Point Sea Veg	3,195
Gran Clarkes Fine Irish Bakery	7,115	Speciale Donegal Bay Ltd	14,144
Green Earth Organics Ltd	3,733	Spice O'Life Ltd	10,000
Green Saffron Spices Ltd	7,000	Springfield Nurseries	3,000
Greenhill Fruit Farm	17,000	Stam's Bamboo Nursery Ltd	3,085
G's Gourmet Jams Ltd	13,000	Rathcreedan Limited t/a Sushi King	6,000
Harty's Jam	2,000	Taste a Memory Foods	3,790
Harvest Moon Foods	3,000	Niall Heffernan t/a The Food Store	1,500
Healy Fine Foods Ltd t/a Chocolate Garden of Ireland	6,000	The Foods of Athensy	10,000
Hickey's Bakery Ltd	2,500	The Fresh Soup Co	1,721
Hughes Roses Ltd	4,209	Happy Pear Living Foods	1,530
Hyde Ltd t/a Ballymaloe Country Relish	10,000	The Just Food Company	165
Improper Food Ltd t/a Improper Butter	2,720	The Lismore Food Company	1,935
Inagh Farmhouse Cheese	8,000	Irish Organic Milk Producers Ltd t/a The Little Milk Company	17,789
IASC Atlantic Seafood Company Ltd	2,794	The Scullery Ltd	5,000
Proiseail (An Clochan Liath) Teoranta t/a Irish Fish Canners	10,000	The Tipperary Kitchen Ltd	765
Sliogeisc na Rossan Teoranta t/a Irish Premium Oysters	8,000	Trinity Brewing Company Ltd t/a Trouble Brewing	1,948
Island Seafoods Ltd	10,000	Trudies Catering Kitchen Ltd	4,000
Island View Nurseries	4,855	Michael Waldron Meats Limited	5,691
J&L Grubb Ltd	34,983	Waterford Blaa Bakers	2,907
Jack Cody's Brewery	1,845	West Cork Daffodils	680
Jack Cuthberts Handmade Bread	4,000	Wexford Home Preserves	6,573
Jane Russell's Original Irish t/a Straight Sausages	5,000	Wicklow Farmhouse Cheese Ltd	20,000
Janet's Country Fayre Ltd	2,212	Wild Atlantic Shellfish Ltd	4,000
Keeling F Juices Ltd	5,000	Radical Fruit Company Ltd t/a Wild Orchard Natural Beverages	2,000
Kelly's Nursery Ltd	5,904	Woodstown Bay Shellfish Ltd	5,000
Keogh's Crisps Ltd	24,444	Wylsdson Ltd	8,605
Kilferna Food Manufacturers Ltd	8,952	Yawl Bay Seafoods Ltd	2,353
Killeen Farmhouse Cheese	2,008	Young Nurseries Ltd	9,744
Knockanore Farmhouse Cheese Company Ltd	17,000	Zanna Cookhouse Ltd	2,946
Kush Seafarms Ltd	8,000		
Laurence Whelan Potatoes	3,000		
		Total	932,548

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