



**KEPAK**

more than meat

Dairygold Fermoy

# OUR HISTORY

1966

Keating Butchers  
Established



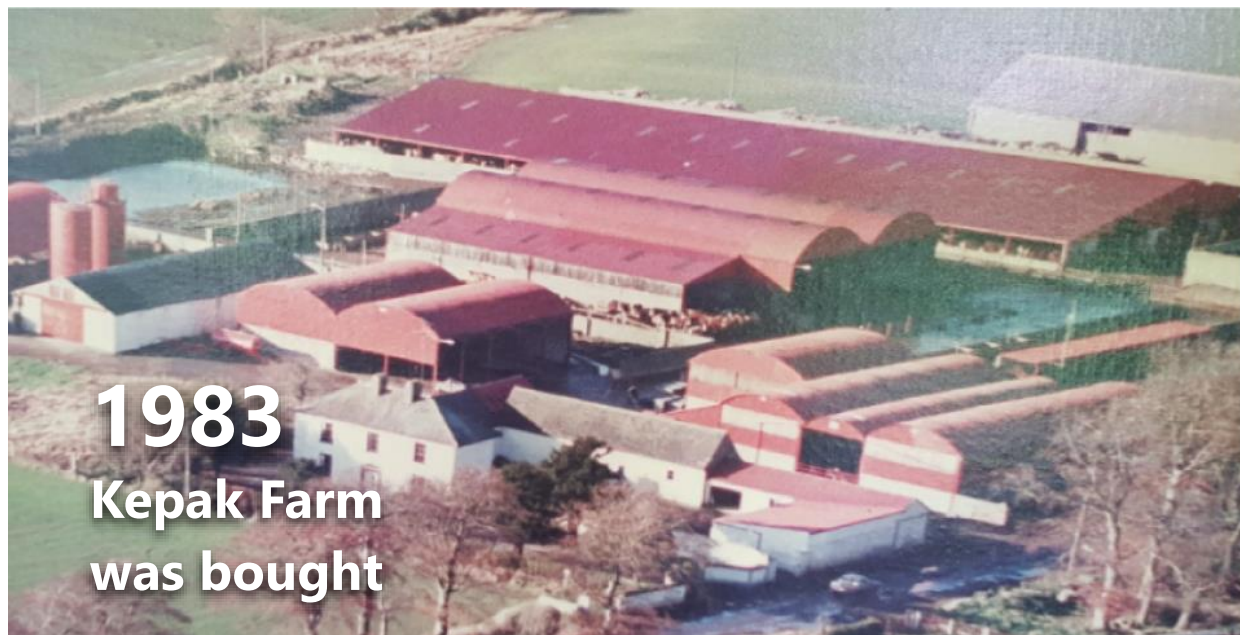
1981

Kepak Clonee Founded



1983

Kepak Farm  
was bought



1991

'The Thatch' was built



# KEPAK AT

# A GLANCE



**We are a family owned  
Irish company**



**Active in 43+  
countries globally**



**With 5,000  
colleagues**



**€1bn revenue in 2018  
Projected €1.7 billion  
in 2019**



**16 Manufacturing sites  
in Ireland and the UK**



**Strong value-added proposition  
including convenience and slow  
cooked food**



## OUR PURPOSE



Central to everything we do.



**At our heart:**  
It's embedded within us, our life blood.



**Innovation is our future:**  
It motivates & directs everything we do.

# Meat at our heart, innovation our driver, nutrition our future



**Nutrition:**  
Satisfies customer and consumer needs.



**Our future:**  
Our stakeholders, our suppliers, customers and our employees.



# KEPAK CORE

## KEPAK CORE

**Kepak CORE is our Blueprint for achieving Growth in a Sustainable Way.** We pledge to accomplish this by putting our **Customers** first, through continual **Optimisation** of our entire supply chain, by acting **Responsibly** towards our staff, farmers, suppliers and community and by taking due care of our **Environment**.



### Foundations



# A BETTER TOMORROW

Kepak are founding members of Origin Green and work collaboratively with like-minded agencies to promote more sustainable food production and farming practices

**Kepak CORE**, our company sustainability plan, helps us foster our key relationships and focuses '*our way of working*' with our sustainability pillars guiding all continuous improvement





# GLOBAL SALES OFFICES



**USA**  
Boston

**Ireland**  
Dublin (HQ)

**UK**  
Kirkham

**France**  
Paris

**Africa**  
Ghana

**China**  
Shanghai



# OUR MAIN MANUFACTURING SITES

## Ireland

Athleague

Cork

Clare

Clonee

Killbeggan

Longford

McCarren Meats

Ballybay

Greene Farm  
Fine Foods

Poppintree

## UK

McIntosh Donald

St.Merryn-Merthyr

St.Merryn-Bodmin

Huddersfield

Kirkham

St.Merryn  
-Victoria



## LAMB

**3** Slaughter hall

**3** Boning hall

Processing **1.7m** lamb p.a



## BEEF

**8** Slaughter halls

**6** Boning halls

Processing **500,000** cattle p.a



## PORK

**1** Slaughter hall

**1** Boning hall

Processing **350,000** pigs p.a



**5** sites  
**50,000T** added value foods p.a

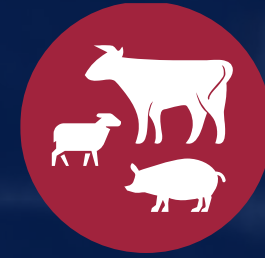


**2** dedicated retail & foodservice  
Packing facilities

**KEPAK**



# WHAT WE DO



## FRESH MEAT



## FOOD SERVICE



## CONSUMER FOODS





An overhead photograph of three people sitting around a dark table, eating burgers. The person on the left is wearing a plaid shirt and has their hands on a burger. The person on the right is wearing a dark red shirt and is also holding a burger. The person at the bottom is wearing a black top and is holding a burger. There are glasses of beer and a small container of sauce on the table. The text "MACRO TRENDS INFLUENCING PERCEPTION OF MEAT" is overlaid in the center in white, bold, sans-serif font.

**MACRO TRENDS INFLUENCING  
PERCEPTION OF MEAT**



**GLOBAL  
DRIVER**

*Living on*  
**PURPOSE**



**KEPAK**



## Knowledge is Power

Our consumers have information at their fingertips

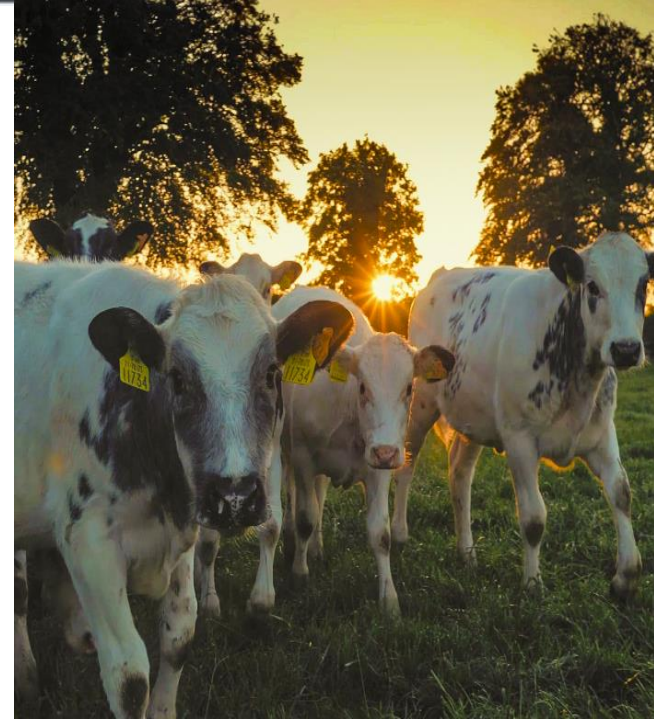


## Health, Your Way

As modern life becomes more hectic and stressful, flexible & balanced diets are becoming essential

## Ethical Eating

Understanding and buying into the supply chain is a high priority for consumers



## Buying Time

Millenials are driving this trend of looking for easy to cook meals that are high on quality





## Knowledge is Power

Provenance is at the top of the consumers list when it comes to meat

Through the internet, consumers are educating themselves and linking animal nutrition, welfare and age to eating quality

- *Origin*
- *Animal Welfare*
  - *Diet*
  - *Age*

## Health, Your Way

Flexitarian & Reducetarian are perfect examples of personalising nutrition

This plant-based diet with the occasional addition of meat has simply **no rules** and account for roughly 1/3 of the market

42% of female 16-34s agree that social media is a good source of information on healthy eating.

- *Mintel Attitudes towards Healthy Eating - UK - February 2017*





## Ethical Eating

Consumption is about identity

'Waste is food' movement encourages imperfect produce, roots to leaves & nose-to-tail eating

Supply chain control: Consumers need to see how their food has arrived from farm to table thus creating the need for a fully transparent and ethical supply chain

## Buying Time

Millenials are driving this trend

Nutrition-focused shoppers closely overlap with convenience-seeking shoppers. Value-added, fully-cooked meat and meal stations are of high interest to shopper willing to pay more to save time



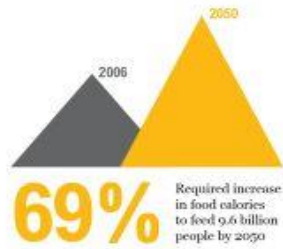


9.8bn

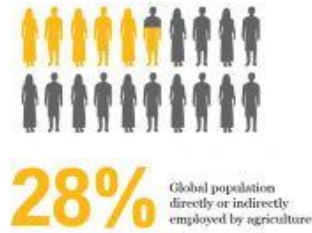
### THE GREAT BALANCING ACT

The world must achieve a "great balancing act" in order to sustainably feed 9.6 billion people by 2050. Three needs must be met at the same time.

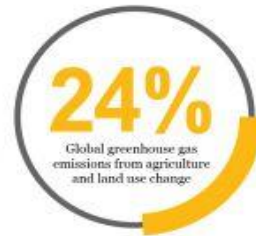
#### CLOSING THE FOOD GAP



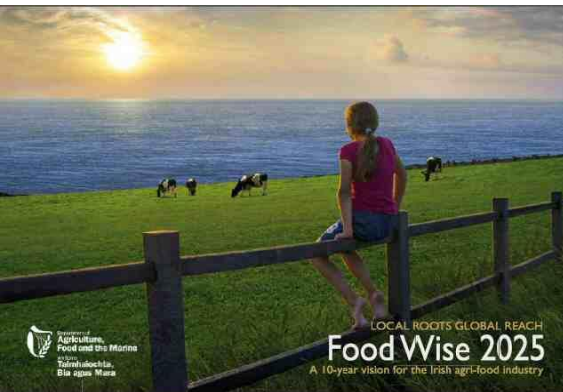
#### SUPPORTING ECONOMIC DEVELOPMENT



#### REDUCING ENVIRONMENTAL IMPACT



WORLD RESOURCES INSTITUTE



# Communication: Provenance, Farming methods, Diet

## Transparency

Mintel claims that "radical transparency" is a watchword for 2018, and in an uncertain world it is only going to get more important. Against a backdrop of fake news and false facts consumers increasingly look to food for simple, honest messages. From provenance to farming methods and the animal's diet, visibility of the farm-to-plate process is increasingly sought after. Transparency adds that personal touch reconnecting consumers with a process that is in danger of being lost in a digital age.

## Where?



## How?

Waitrose cow cam streaming live feeds of dairy cattle grazing, Farm Drop delivering meat to door from local farmers.

# Transparency 2.0: This is how we do it

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Consumers have the right to trust their food. We need to tell them where their food is coming from the farmer & pasture to the feed & processor

- Sceptical of company messages these investigative consumers are delving deeper to get to the truth
- Visibility of **full product journey** required'





## Evolving consumer demands

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Consumers have become more demanding and increasingly concerned with a healthy diet. They are confused due to conflicting health information on what is healthy and what they should be eating.

Consumers are becoming more aware of the importance of the animal diet; how it effects the eating quality and the quality of the meat

**60%**

Find nutritional claims and food labels hard to understand

**49%**

Trying to consume less meat

**51%**

Trying to consume more meat

**69%**

Growing demand in cooking from scratch

An overhead, top-down view of three people sitting around a dark table, eating burgers. The person on the left is wearing a plaid shirt and has their hands on a burger with a waffle-patterned bun. The person on the right is wearing a dark red long-sleeved shirt and is also holding a burger. The person at the bottom is wearing a black top and is holding a burger with a toothpick. There are glasses of beer and a small container of sauce on the table. The text "FOOD TRENDS" is overlaid in the center in white, bold, sans-serif font.

# FOOD TRENDS



## Meat Craft

Celebrating the craft  
and the heroes  
Increases  
trustworthiness

## Protein Demand

Consumers view this  
macronutrient as a king  
Enriched food



## Meat Alternatives

Beyond Meat  
Impossible Foods  
Memphis Meats

## Organic Demand

Tesco reported +13%  
YOY for fresh meat in  
2017 which they  
attributed to affordable  
organic range



An overhead, top-down view of three people sitting around a dark table, eating burgers. The person on the left is wearing a plaid shirt and has their hands on a burger with a waffle-patterned bun. The person on the right is wearing a dark red long-sleeved shirt and is holding a burger with a round, golden-brown bun. The person at the bottom is wearing a black top and is holding a burger with a sesame seed bun. There are three glasses of beer on the table, one in front of each person, and a small container of red sauce. The word "INNOVATION" is written in large, white, bold, sans-serif capital letters across the center of the image.

**INNOVATION**

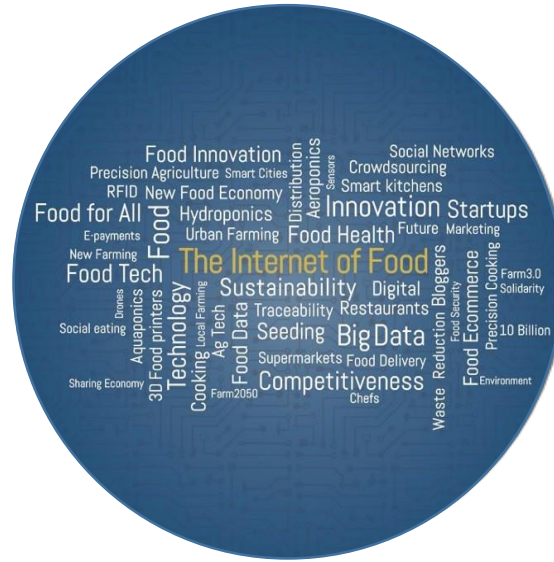
# Technology innovation

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## Blockchain

From end-to-end visibility of tamper-proof data. It makes data easily shareable and permanent — increasing the credibility of the data on any food product



## Internet of Food

A smart web of sensors, actuators, cameras, robots, drones and other connected devices allows for an unprecedented level of control and automated decision-making.



## Precision Agriculture

From precision agriculture to precision health  
Less food safety scares, higher consumer confidence

# How is the industry diversifying?

## New Frontier

The future of meat is a hot topic and farming as we know it is under pressure. Global population increases mean that there could be a 74% increase in meat demand by 2050 with more competition for resources. As well as sustainability challenges, more consumers are choosing to eat meat less often.

However, from investments into lab grown meat, increased meat/veggie blends to the other end of the spectrum where meat is celebrated in true Games of Thrones style...A new frontier within an uncertain future is envisioned.



IMPOSSIBLE



## Where?



Barometers  
1=Low 5=High  
Retail 3  
Out of home 4  
Online 2  
Map  
Dark to Light  
=High to Low



Josh Tetrick and his team producing lab-grown meat, JUST, US. Lab cultured chicken kebab, Future Meat Technologies, Machneyuda, Jerusalem.

'The world's first [lab grown] hamburger', Moza Meats, Denmark.

# Meat is Untouchable- How to Package?

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40% of consumers under 35 do not like to touch raw meat (Mintel 2018)

Touch free packaging provides convenience and cooking confidence for this group of consumers

However, there needs to be a balance between this need and sustainability (consumers do not want to see a big increase in the use of plastic)



Butter basted roast in the bag whole chicken,  
Ocado, UK.

# In summary

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## Sustainability

Sustainable supply chain &  
sustainable  
diets



## Transparency

Transparency of Process.  
Is Blockchain coming?  
Ethical Farming



## Provenance

Provenance & Age of  
Animal/Maturation  
Questions on animal diet  
Organic Meats on the rise



## Convenience

Time poor consumers  
Fast cook thin cuts  
'No Touching-Packaging' –  
straight from shelf to fork