



Mitchells & Butlers plc

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Mr Neil Shand
Chief Executive Officer
National Beef Association
Concorde House
24 Warwick New Road
Leamington Spa
CV32 5JG

21 September 2021

Dear Mr Shand

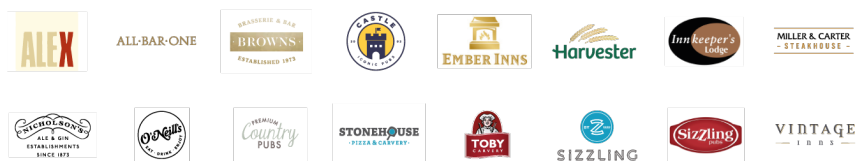
Miller & Carter Steakhouse Restaurants – range of beef steak products

Thank you for your letter of 17 September expressing your association’s views on our steak offer. I am afraid that the comments you make in relation to the limited promotion of an offer of an Australian steak to our guests rather miss the point about what Miller & Carter is trying to do.

We are a speciality steak restaurant with, as you will understand, some other protein and non-protein products also available on our menus for those who wish an alternative. But the core of our offer to our guests, supported by the feedback we get from them, is to provide high quality, well-cooked and well-presented steak for our guests to enjoy.

To put your comments into context, we serve our customers approximately 80,000 sustainably sourced British and Irish steaks per week from up to 2,000 cattle. All British and Irish beef is farm assured, as well as Red Tractor and Bord Bia approved. We are continuously working to perfect our supply and have also worked with the Craft Guild of Chefs to achieve Master of Steak accreditation for our British and Irish steaks.

As you represent the National Beef Association, you may be concerned that we include Irish farmed steaks in this offer but this is to ensure we mitigate the risk of supply disruption in the extremely unfortunate event of a disease outbreak or the like. History has informed us all that diversity in the supply chain is very important. But our overwhelming focus is on the provision of steaks from the British Isles.



We are always interested to keep the interest of our guests in steak. That way, we can, we hope, encourage them to return to buy the core product (steak from the British Isles). To do this we occasionally run limited promotions of steak sourced from alternative territories. It is to maintain the guest's interest in the core steak offering as well as encouraging groups to try a mixture of differently sourced products.

We believe that such limited promotions of alternatively sourced products enhance the overall demand for the core British and Irish offer. This includes, from time to time, or even on an ongoing basis, offering choice which continues to attract the guest to steak, and hence increases the overwhelming offer of steak from the British Isles.


To our mind, your expressions of dismay and incredulity regrettably miss the point. We are providing variety to keep the guests interested in steaks in general and that can only assist in the promotion, in particular, of British steak and we intend to do so going forward to maintain that interest, and the consequent demand.

As regards your observations about the farming standards and distribution of the Australian sourced product, I can deal with these as follows:

- The Australian cattle that produce our new Master Butchers Cut are free range, raised on natural pastures where they are free to roam and graze. The cattle are also free from hormones, growth promoters and antibiotics, are fully lifetime traceable and Meat Standards Australia eligible. The farmers that we work with in Australia are highly reputable and underpinned by the stringent pasture-fed reared standards which allow us to assess the supply chains from farm to fork; and
- The product is provided to us in primal form, shipped to the UK and not by air cargo.

I trust this now settles your concerns.

Yours sincerely



Phil Urban
Chief Executive Officer
Mitchells & Butlers plc

