

# Success Diaries



Revolutionising the  
food industry through  
plant-based meat



# [Re]Creating “meat” in a lab

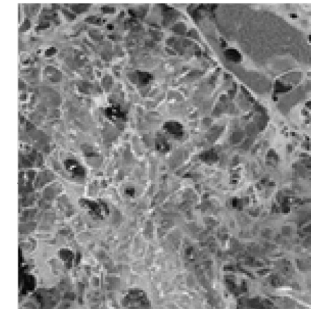
## Plant-based “meat” proteins

- Founded in 2009, with the first product launched in 2012, Beyond Meat is a LA based producer of plant-based meats, such as burgers, sausages, ground beef and chicken.
- The company, through its proprietary technology, is able to replicate animal protein’s principal components from plant proteins
- Uses water, pea protein isolate, rice protein and natural flavours
- Heating, cooling and pressure to recreate the fibrous texture of meat from plant-based protein
- Products available across US, Canada and 83 countries

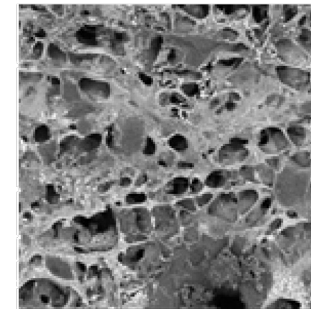


**BEYOND MEAT®**

Scanning Electronic Microscopy

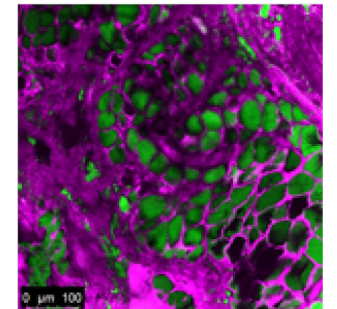
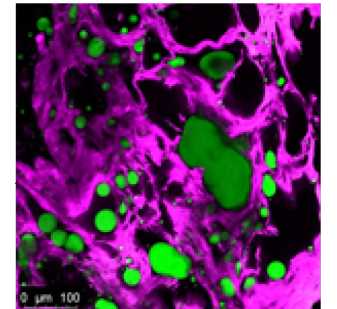


*Beyond Sausage*



*Pork Sausage*

Confocal Laser Microscopy



# Ethan Brown and the obsession to tackle climate change



**Ethan Brown**  
**Founder**

MBA Columbia University(2008), Henry Crown Fellow at Aspen Institute, Champion of Earth (2018), MPP with focus on Environment, University of Maryland(1997)

- Quit his job as clean energy executive at Ballard Power systems , a fuel cell manufacturer
- After he went vegan, Brown found limited options for fast food, compelling him to look for alternatives
- In 2009, visited University of Missouri looking for additional uses of soyabean
- Met Fu-hung Hsieh and Harold Huff who were working on technology to replicate texture of meat using plant protein

*The 48-year-old presented a calculated “flexitarian” pitch that goes down well. There is no need to avoid leather products, like he does, to get healthy and stave off global warming. People can just “eat more of what they love”*

# Beyond Meat was positioned to have an impact through minimal disruption



**42%**

Reduced risk of developing heart failure associated with people who eat a mostly plant-based diet<sup>1</sup>

**30%**

Of most cancers in developed countries attributed to dietary factors, including consumption of certain meats<sup>2</sup>



**18-51%**

Of global greenhouse gas emissions driven by livestock rearing and processing<sup>3</sup>



**78%**

Of all agricultural land is used for livestock, including grazing land and cropland dedicated to the production of feed<sup>4</sup>

**29%**

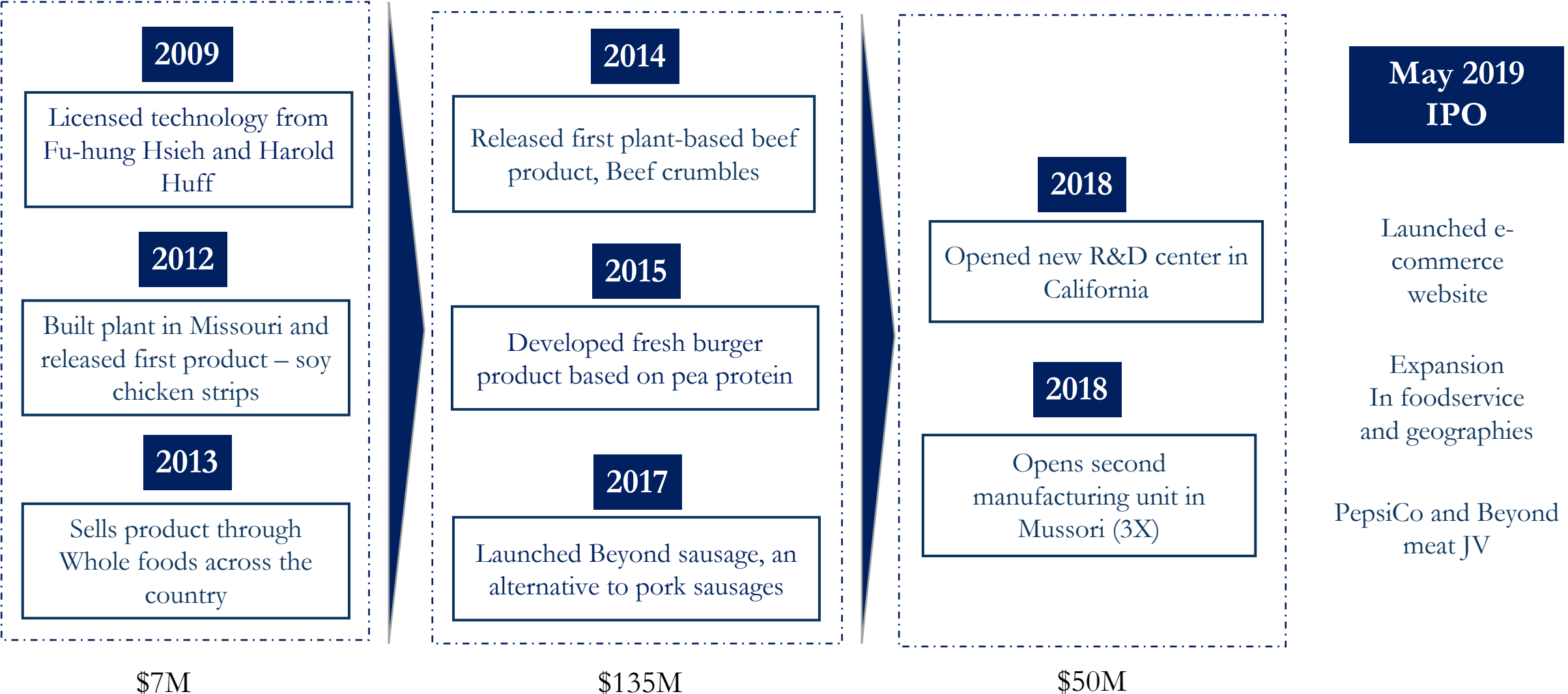
Of the water in agriculture is directly or indirectly used for animal production<sup>3</sup>



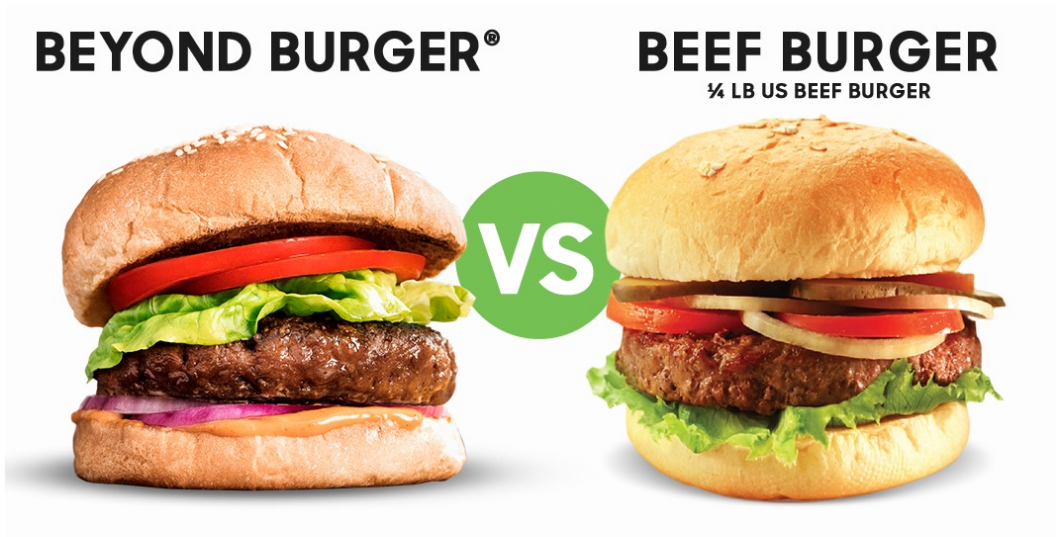
**60-70 Billion**

Farm animals reared for food each year<sup>5</sup>

# Product timeline and journey



# Beyond Meat burger vs Real Beef burger



90%

Lesser greenhouse gas emissions

93%

Lesser land requirement

99%

Lesser water requirement

46%

Lesser energy requirement

# Beyond Meat IPO was the most successful since 2008 financial crisis

2009

Founded

80+ countries

Geographic presence

119k

Total outlets serviced

\$454M

TTM Revenue

**IBT**

## Beyond Meat Delivers Beefy Returns to IPO Investors

Share price of Beyond Meat since the company's IPO on May 2, 2019 (closing prices)



**Current Share Price: \$112 ; Current market cap: \$7B**

# Fundraising overview

Funding Date	Funding Amount	Funding Round	Investors
Aug 02, 2019	\$520M	Second Public Offering	-
May 2, 2019	\$240M	IPO	-
Oct 02, 2018	\$50M	Series H	Triple Point capital, Sand hill angels, CPT Capital
Nov 22, 2017	\$55M	Series G	Tyson ventures, Cleveland avenue, Seth Goldman, Leonardo DiCaprio
Oct 19, 2016	\$23.5M	Series F	Tyson Foods, General Mills
Oct 02, 2015	\$17M	Series E	Obvious ventures, Kleiner partners, S2G ventures
Jul 29, 2014	\$25M	Series D	DNS Capital, Kleiner partners, Impact ventures, Bill Gates, Union Grove ventures partners
Feb 15, 2013	\$15M	Series C	301, Union Grove Venture partners, Biz stone, Seth Goldman
Jan 1, 2012	\$5M	Series B	Kleiner Perkins, General Mills, Obvious ventures, Bill Gates
April 11, 2011	\$2M	Series A	KBW Ventures



# Kleiner Perkins remained the biggest investor in pre-IPO holding

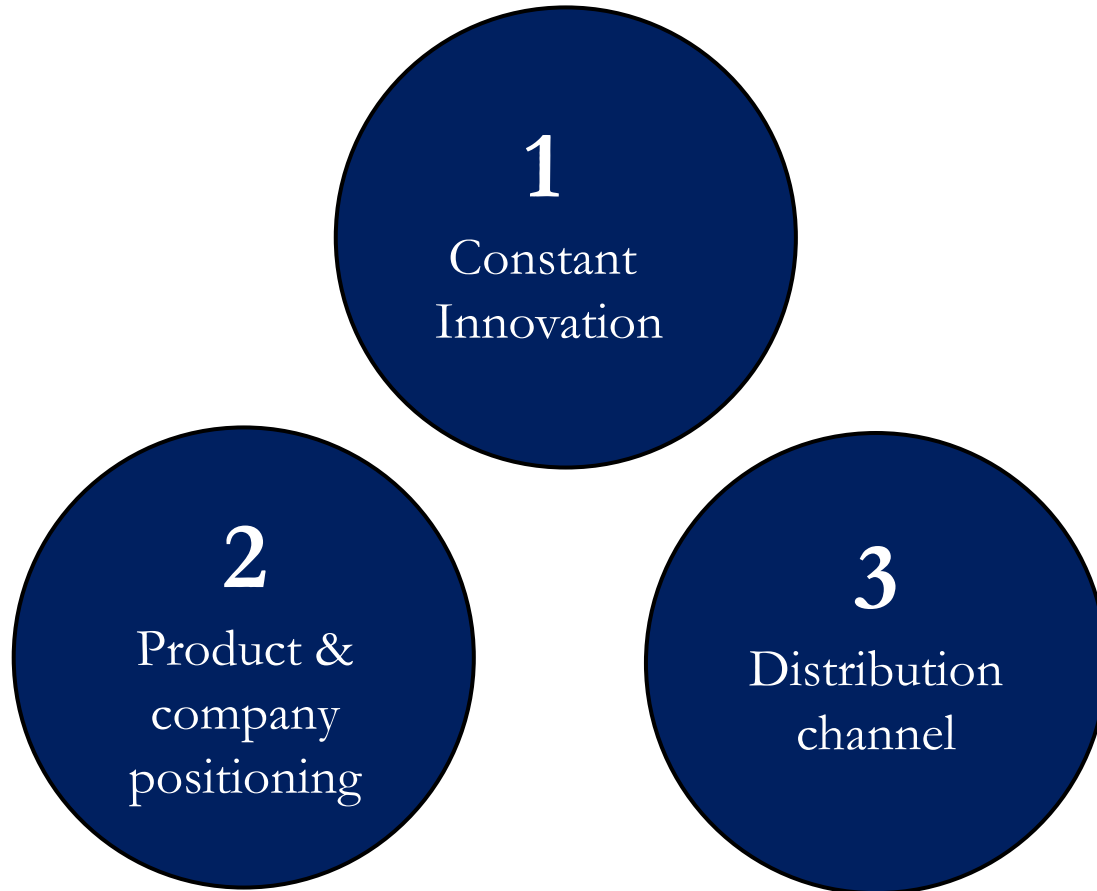
**~16%**  
Kleiner Perkins  
Shareholding Pre-IPO

Round investment	Implied round valuation	Estimated return
Series A -2011	\$5M	760x
2012	\$14M	40x-270x
2014	\$96M	
2015	\$130M	

# Why did Beyond Meat succeed?

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# A host of factors combined to help Beyond meat succeed



“

“Can we market it in a way that makes it cool to eat our products, versus an obligation”

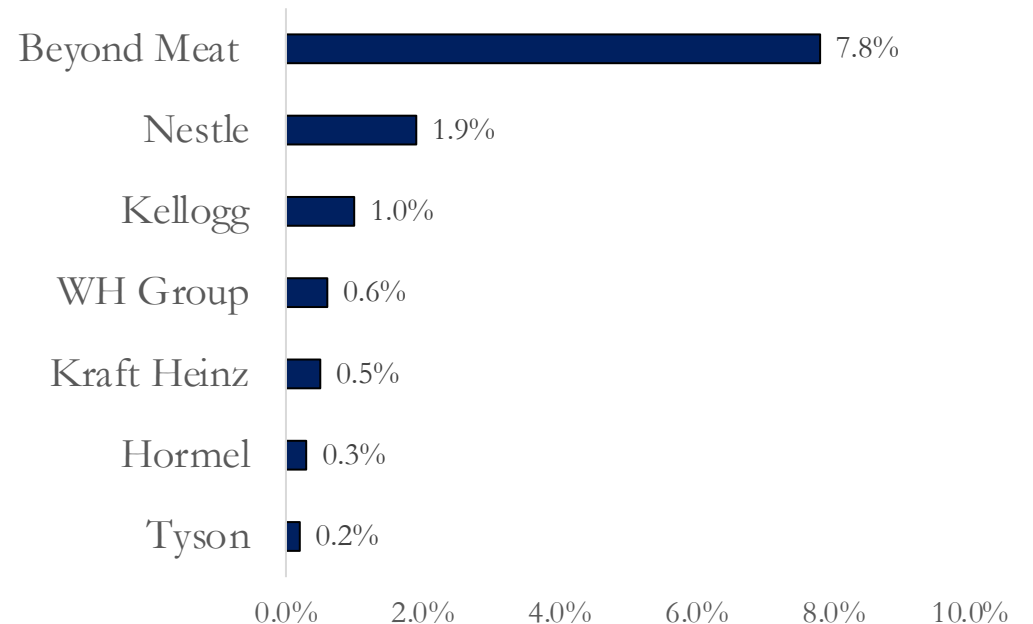
Beyond Meat’s messaging doesn’t strive to make you feel guilty about your current diet choices; it’s more about making something so good and so tasty that, “they desire it.”

# Focus on Innovation

## “Making our product indistinguishable from meat”

- Product development has been focused on complete consumer experience:
  - Nutrition and texture
  - Flavor and aroma
  - Appearance
- Launched over 6 new products in the last 2 years and has announced a JV with PepsiCo
- Manhattan Beach Project:
  - Beyond Meat took over an old airport hanger in Segundo, 10 times the size of previous research facility
- In Jan 2021, announced new global HQ, which will also house a new research center, looking at 3-4x growth of research personnel

## R&D as a % of Net Revenue

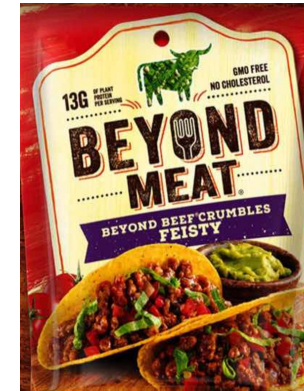


Source: Beyond meat investor presentation

# Positioning the product and company

## 2013:

- Wanted to ensure that the brand is not restricted to only vegetarians and vegans
- Positioned its product as similar to animal meat as possible
- Keywords were used very strategically to cover “meat”, “beast” etc.



## 2019:

- Hired a creative branding agency Stun to drive brand positioning and image
- Softened design, bolded “plant-based” claim, lessened comparison with animal meat products
- Wanted to leverage, reinforce and strengthen growing brand image and affinity



# Distribution channels: “On the menus” driving brand equity

- Partnered with restaurants to offer plant-based menus, allowing them to tap into the growing consumer trend
- Growing brand affinity led to the Beyond logo being included in the branding and menus, immediately making the brand synonymous with plant-based proteins



# Current Indian market

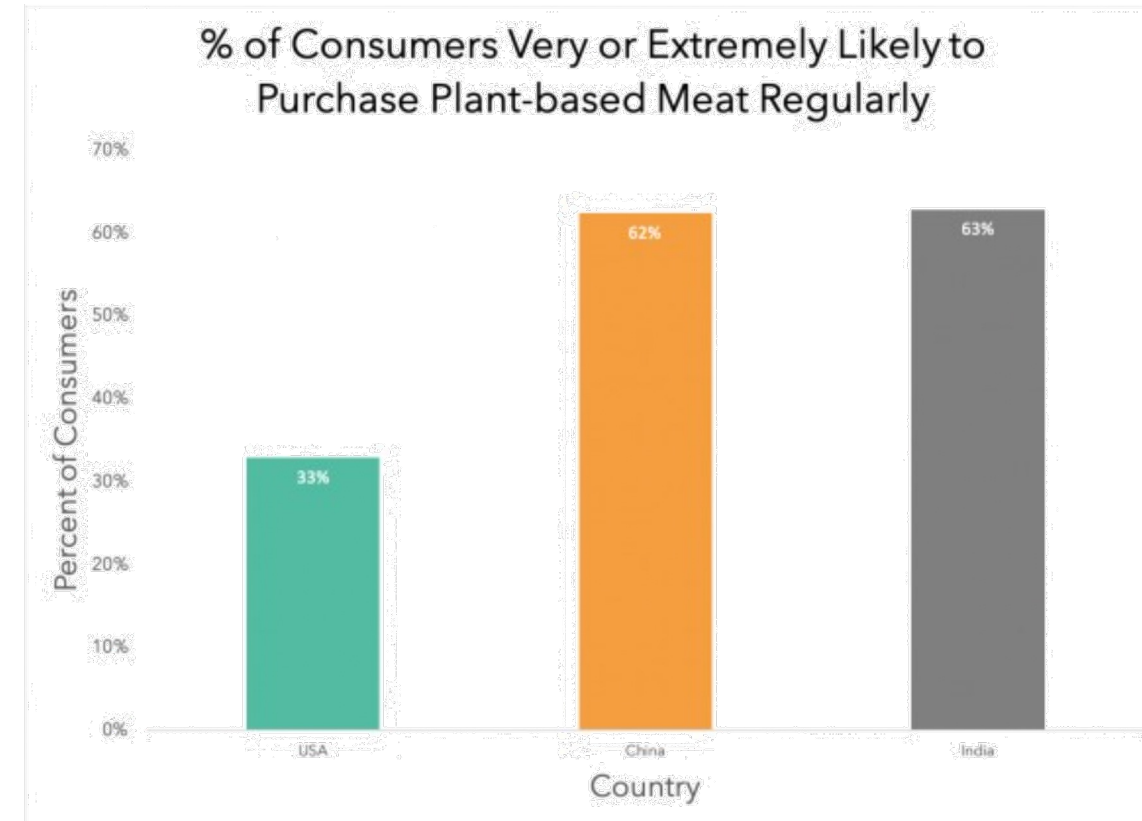
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# The Indian markets represent a growing opportunity, albeit on a small base

- Direct meat alternatives market in India is small. Estimated to reach ~50M by 2025
  - Broader meats market is a \$331bn market, growing at 20%

## Indian Consumers are more receptive to plant-based meat

- Omnivores and those who eat more meat are again more likely to eat plant-based meat
- Higher income groups in India expressed more interest in plant-based meat, as did more educated and more politically liberal consumers
- Dynamics and specifications of products are also different, owing to differing styles of cooking, food processing
  - Opens opportunity for local players to develop product as per consumer preference inspite of entry of global players





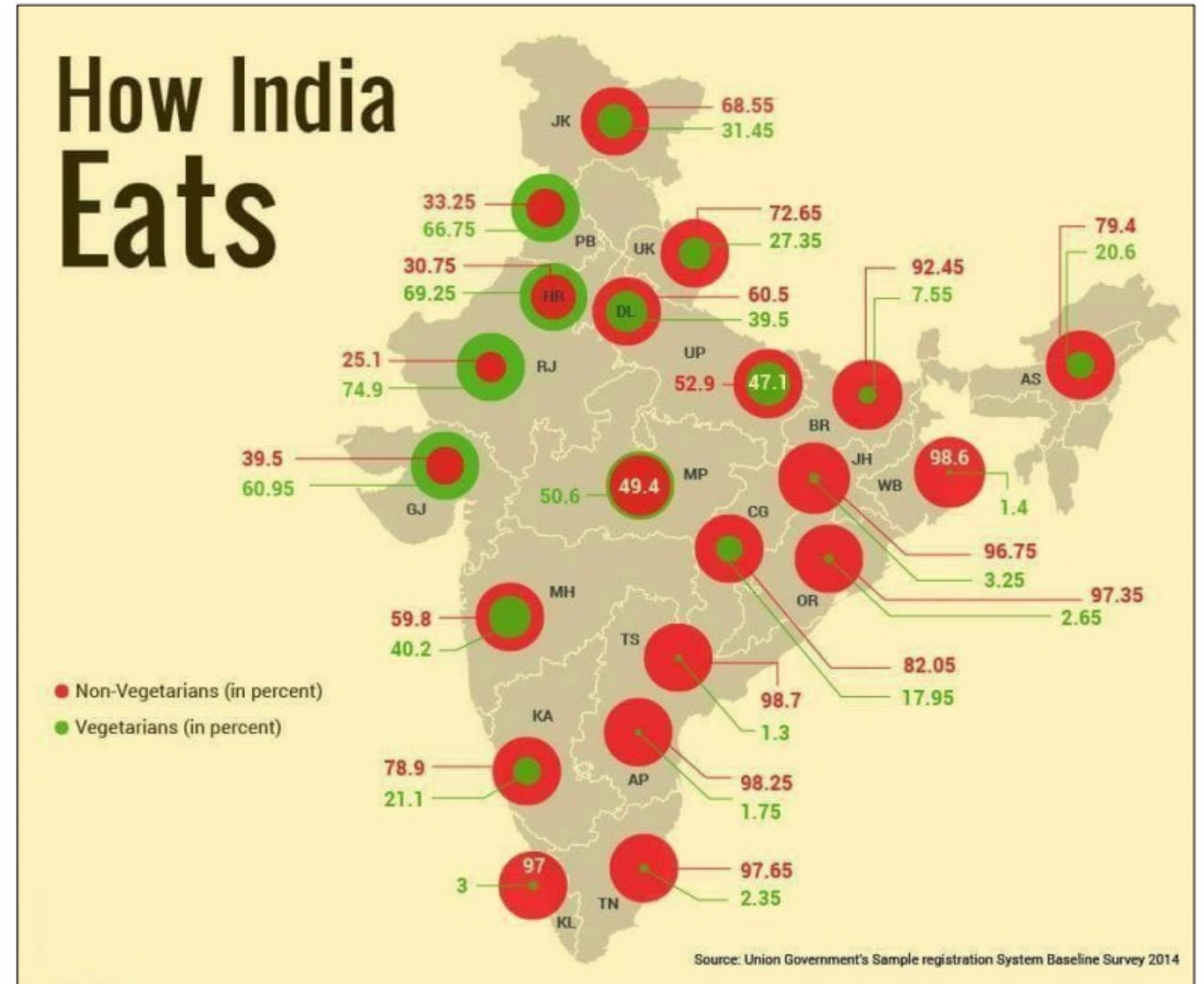
# Global players have entered Indian markets ...











- Looking to launch a meat alternative range comprising kebabs, biryani and curry
- D2C brand looking to retail its products through grocery stores, supermarkets and food service



- Announced entry in Indian markets through Allana foods and listing on e-commerce platforms such as urban platter.



## ... while a number of startups have also come up

	Founded Year	Description
	2006	Offers vegan versions of hot dogs, chicken, mutton, duck, fish, and burgers made with soybeans, wheat, mustard, and spices
	2016	Provides vegan mutton, wraps, meals, starters, kebabs, burgers, and curries
	2020	Mumbai based startup offering meatless chicken nuggets and keema
	2020	Offers ready-to-cook, low fat plant-based meat substitutes.
	2020	Soybean and chickpea-based protein
	2020	Provides Jackfruit based meat substitute products which do not need refrigeration
	2006	Offers ready-to-eat, plant-based meat products made from soy proteins
	2019	Plant-based liquid egg-product made from proteins derived from lentils

# Key Learnings for Startups

1. Ensuring product positioning and branding does not alienate consumer groups/sub-sects
2. Continuous product development and R&D to re-iterate product based on consumer experience
3. Product utility and consumer experience need to be the drivers for adoption and stickiness
  - a. “Guilt” consumerism may not lead to growth and adoption



# Thank You

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