



CANADIAN BEEF CHECK-OFF AGENCY

146, 6715 8th Street NE
 Calgary, AB T2E 7H7
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MARKET DEVELOPMENT & PROMOTION COMMITTEE AGENDA – Draft E

April 19, 2023, 8:00am-1:00pm mountain (10am – 3:00pm eastern)

**Canada Beef Boardroom, 146, 6715 – 8th Street NE, Calgary, AB
 & via Microsoft Teams Video Conference Call**

1.	Welcome and Roll Call	R.Mallard	8:00am
2.	Approval of Agenda	R.Mallard	8:05am
3.	Approval of Minutes	R.Mallard	8:10am
	a) MDP Video Meeting Novmber 16, 2022		
4.	Business Arising from Minutes	All	8:15am
5.	Financial Report (February 2023) and audit update	J.Chaffe/M.Shittu	8:20am
6.	President Recruitment and Search Committee Discussion (possible in-camera)	R.Mallard/M.Young	8:35am
7.	President's Report	M.Young	9:00am
8.	Canada Beef HR Update	R.Glaser	9:30am
9.	Sustainable Canadian Agriculture Program (SCAP) funding update	R.Glaser	9:35am
10.	Bio Break	All	9:40am
11.	Staff Program Updates		
	• EMD/ABEMD Program Update	A.Eringfeld	9:45am
	• Overview & Global Marketing	M.Klassen	9:55am
	• Consumer Marketing	J.Parslow	10:05am
	• School Food Policy	K.Rekunyik	10:10am
	• Product of USA Labelling	M.Klassen	10:15am
	• CBCE Studios	C.Pappel	10:20am
	• CBCE Training Solutions	M.Pare	10:25am
	• Channel Marketing	S.VanSickle	10:30am
	• Digital Marketing	M.McAdoo	10:35am
	• Retail Gateway	K.Hyde	10:40am
	• Wholesale Gateway/roadmap	M.Klassen	10:45am
	• Stakeholder Statisfaction Survey	M.Klassen	10:50am
12.	Working Lunch (collect lunch and bring back to table)	All	11:00am
13.	Committee Roundtable Updates	All Committee Members	11:00am
14.	Key dates for 2023	R.Glaser	11:55pm

Market Development and Promotion Committee Meeting

- MDP Video Conference June 14/22
- Canadian Beef Industry Conference, August 15-17, 2023
 - Agency AGM, August 15, 2023
 - Canada Beef 50th Anniversary Luncheon, August 15, 2023
 - MDP Committee photos, August 15, 2023
 - MDP Meeting – Executive Elections, August 15, 2023

- | | | | |
|-----|-----------------------|-----------|---------|
| 15. | Other Business | All | 12 noon |
| 16. | In-camera (as needed) | R.Mallard | |
| 17. | Adjournment | | |



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MARKET DEVELOPMENT & PROMOTION COMMITTEE MEETING AND VIDEO CONFERENCE CALL MINUTES - Draft

November 16, 2022, 9:00am-3:30pm (eastern) Committee Meeting Summerville Rm, Four Points Sheraton Meadowvale, Mississauga, ON

Directors Present

Russ Mallard
Jack Chaffe
Coral Manastersky
Andre Forget
Jennifer Haley
John Curtis
Mike Guest
Chad Ross
Clay Holmes

Stephen Christie
Cameron Blake
Jeff Cline

Guests

Jim Clark, OCFA
Lindsay Roberts, ABP
Melinda German,
NCOA

Regrets

Cam Daniels

Staff Present

Michael Young
Michael Shittu
Mark Klassen
Ron Glaser
Matt Pare
Joyce Parslow
Michele McAdoo
Kelly Hyde

1. Welcome and Call to Order

R.Mallard called the meeting to order at 9:00am eastern.

2. Approval of Agenda

MOTION: The agenda was reviewed and approved on a motion by S.Christie/C.Holmes.

3. Approval of Minutes

MOTION: The Minutes of the MDP Video Meeting October 5, 2022 were reviewed and approved on a motion by C.Manastersky/M.Guest.

4. Finance and Budget Update

Finance Chair J.Chaffe and M.Shittu provided a high level financial update to the Committee covering six months of the fiscal year to September 30, 2022 based on statements circulated to the Committee. The Committee was reminded that the reports are specific to Canada Beef and do not cover the NCO Board.

The balance sheet to the end of September showed a total assets position of approximately \$13.7 million and liabilities of \$960,000 for a net asset position of just over \$12.8 million. This includes \$7.6 million in cash and cash equivalents (money in a premium investment account with RBC) and accounts receivable of \$2.4 million (check-off receivables and repayments due from the CAP program).

The statement of revenues and expenses show a year-to-date deficit of approximately - \$378,000 versus a budgeted deficit of \$1.77 million for the full year. The main source of funding for Canada Beef is national check-off projected to be \$10.1 million this year. To date approximately \$4.6 million has been received. Marketing and operating expenses to the end of year are budgeted at just over \$14.1 million with approximately \$5.8 million expended to the end of September.

Costs for the Board were projected to be \$65,000 for the full year, with about \$16,688 spent to the end of September. These funds cover the four new directors-at-large positions while other committee members are covered under the NCOA board budget.

J.Chaffe and M.Young discussed progress on the CBCE renovations, and that a request to cover the CBCE renovations costs by accessing previously unspent monies from this budget area out of unrestricted funds would be coming in the future.

5. Draft 2023/24 Investment Plan and Budget

M.Young began the presentation by discussing funding and revenue challenges. The plan is to continue to spend down the unrestricted surplus. Check-off revenue is expected to be \$8.9 million, up slightly by \$30,000, and the beef import levy is projected to be down by about \$140,000 over the previous year. The current CAP funding agreement will end in March 2023 and the next ag policy framework funding agreement called Sustainable Canadian Agricultural Partnership will be a 5 year program beginning in April 2023. The SCAP application will process is not yet open and will likely not come online till the end of the fiscal year. Staff is projecting potential SCAP revenue of between \$1.5 to \$2 million per year. SCAP revenue is not shown in budget until an agreement is reached. Canada Beef will request the Alberta Government enter another export market development agreement. Staff is optimistic another grant will be available.

The five main strategic priorities of the draft 2023/24 plan are: full deployment of Canadian Beef Information Gateway platforms across all channels and sectors; value-cut options for retail and foodservice; focus on the Canadian Beef Advantage (both business to business and business to consumer); maximize and optimize CBCE expansion; and pandemic recovery and growth strategies that deliver results.

Young reviewed funding and specific business unit expenditures highlighting which areas have received increased or decreased investment versus the previous year. Overall, the plan calls for a 4% increase in marketing expenditures of \$376,950 versus the previous year. The split of marketing versus operating costs are 65/35%.

The 2023-2024 investment plan has a budget of \$14.7 million and is organized into 18 separate business units designed to increase the clarity and transparency of the strategy for industry

stakeholders. Tactics, target audience and standardized Key Performance Indicators (KPIs) are incorporated in the plan to ensure effective, accurate and consistent return on investment (ROI) reporting back to stakeholder and funding partners. The business units are as follows:

I. Generic Beef and Veal – Consumer Marketing

The Import Levy (collected on beef imports at the equivalent rate of \$1 per head) continues to provide funding to promote the positive attributes of consuming beef and veal from all sources in Canada through consumer marketing, education and awareness to positively influence consumer preference for beef.

II. Public and Stakeholder Engagement

Closely related to consumer marketing are efforts to build the beef industry's image and reputation with the public. Canada Beef continues to partner with the Canadian Cattle Association and other beef industry groups to communicate with the public, consumers, key stakeholders and influencers, and meat trade to address concerns and build trust and confidence about how beef is raised and produced in Canada.

III. Global Marketing

Development and production of marketing resources to promote the Canadian Beef Advantage, differentiation against competitors, collect market intelligence, food safety and quality assurance systems, and benchmarking and proof points to improve Canadian beef's competitive position.

IV. Channel Marketing

Develop, implement and support retail and foodservice channel sales promotions and market development initiatives that drive sales, market share and competitive position for Canadian beef in the marketplace. Create and implement retail and foodservice demand building programs to increase product assortment and marketing programs that increase the awareness of the Canadian Beef Advantage in Canada.

V. Consumer Marketing

Canada Beef will create and launch impactful messaging, recipe content and promotional activities to leverage the Canadian Beef Information Gateway (Gateway) across Canada. Canada Beef will maintain, increase and expand Canadian beef disappearance/consumption in Canada; improve customer experience and the enjoyment of consuming Canadian beef in multiple ways. Educate consumers about the Canadian beef grading system to fully understand Canadian beef quality.

VI. Digital Marketing

Canada Beef will expand the awareness and reach of the Canadian beef value proposition through strategic content on digital platforms. It will create, deliver, maintain, and measure cost-effective and impactful content for all Canada Beef digital platforms to support the communication of the Canadian Beef Advantage.

VII. Health and Nutrition

Canada Beef will be the industry voice and authority on the nutrition and health attributes of beef. It will identify and develop evidence-based proof points and messaging that highlight beef's competitive nutritional attributes and the unique beneficial role beef plays in the diet.

Through strategic partnerships, Canada Beef will reach health professionals, consumers and stakeholders to disseminate facts about beef's place in a healthy diet.

VIII. Stakeholder Communications

Canada Beef will engage with industry, stakeholders, end-user customers, consumers and media via print, radio, virtual, and digital platforms. Create and deliver timely and cost-effective communication of the Canadian beef story and Canada Beef activities back to funding partners and stakeholders using a range of communications vehicles. Ensure organizational preparedness for issues and crisis management and provide internal and organizational support during active periods.

IX. Canadian Beef Information Gateway

Canada Beef will develop, support, promote and implement Gateway projects to increase Canadian beef consumption and carcass utilization through positive consumer and client experiences. It will work collaboratively with stakeholders and clients to create and launch Gateway projects across all sectors to expand reach, education and knowledge about Canadian beef in the marketplace.

X. Canadian Beef Centre of Excellence

The Canadian Beef Centre of Excellence will provide education, learning tools and resource development to promote the Canadian Beef Advantage. The CBCE will develop and create resources to support all business units, stakeholder partners and trade-based clients in the domestic and export marketplaces.

XI. Export Market Development Partner Program

Canada Beef provides funding support for Canadian beef representative companies to expand their Canadian beef business in the export marketplace through marketing, education, learning tools and resource development. Canada Beef will deliver an efficient funding program that supports industry needs to expand, explore and innovate to improve competitive position and increase Canadian beef export volumes, value and brand recognition.

XII. Emerging Markets

Canada Beef will support emerging export market development opportunities in EU, UK, MENA and other markets of interest to grow Canadian beef volume, value and market share. It will develop, support, and implement a variety of trade and consumer marketing activities and sales promotions to increase the awareness of the Canadian Beef Advantage and drive sales growth in all segments and viable markets of opportunity.

XIII. Japan Market Development

Canada Beef will promote the Canadian Beef Advantage and support Canadian beef suppliers and their end-user clients in the retail and foodservice segments to increase Canada beef volume, value and market share in Japan. It will develop and execute trade, channel and consumer marketing initiatives that will deliver results and provide ROI back to funding partners and stakeholders.

XIV. South Korea Market Development

Canada Beef will promote the Canada Beef Advantage and support Canadian beef suppliers and their end-user clients in the retail and foodservice segments to increase Canada Beef volume,

value and market share in South Korea. It will develop and execute trade, channel and consumer marketing initiatives that will deliver results and provide ROI back to funding partners and stakeholders.

XV. China / Hong Kong Market Development

Canada beef will promote the Canadian Beef Advantage and support Canadian beef suppliers and their end-use clients in the retail and foodservice segments to expand Canada Beef volume, value and market share in Hong Kong and Macau. It will maintain minimized market representation in Mainland China in anticipation of market access being resumed this fiscal year. Canada Beef will develop and execute trade, channel and consumer marketing initiatives that will deliver results and provide ROI back to funding partners and stakeholders.

XVI. Taiwan / Southeast Asia Market Development

Canada Beef will promote the Canadian Beef Advantage, Canadian beef quality grades and support Canadian beef suppliers and their end-use clients in the retail and foodservice segments to recover Canada Beef volume, value, and market share in Taiwan and Southeast Asia. It will develop and execute trade, channel and consumer marketing initiatives that will deliver results and provide ROI back to funding partners and stakeholders.

XVII. Mexico/ Latin America Market Development

Canada Beef will develop new business opportunities in the retail and foodservice segments, support volume and value growth with existing supply partners, develop alliances with distributors in other Latin American markets and communicate Canadian/U.S. beef grading equivalence. It will develop and execute trade, channel and consumer marketing initiatives that will deliver results and provide ROI back to funding partners and stakeholders.

MOTION: *The draft 2023/24 Canada Beef Investment Plan and Budget was approved for submission to the Canadian Beef Cattle Research, Market Development and Promotion Agency on a motion by C.Manastersky/A.Forget.*

Staff will finalize the investment plan design and circulate to the Committee when ready.

6. Provincial Marketing Alliance Update

M.Young shared that the PMA is entering its second year and is working well. He provided an overview of how the program is structured and the funding model formula. L.Roberts shared how Alberta Beef Producers are accessing the program with projects such a foodservice burger campaign, a social media influencers campaign with ties to the Gateway program, and a project with Ronald McDonald's House. Canada Beef will reach out to BFO about future potential partnerships. L.Roberts and J.Clark shared they have appreciated participating in MDP Committee meetings for information sharing and collaboration purposes.

7. Consumer Marketing Update

J.Parslow provided an update on generic and branded consumer marketing programs. Examples of branded projects include the Gateway, PMA joint projects, and the 'burger it forward' foodservice recovery project. Generic consumer marketing programs are funded through import levy dollars. The 'One and Only Beef' project was a beef affirmation campaign started in 2021 in

response to simulated meat challenge. Year 2 of the campaign had a pandemic focus celebrating the diversity of beef. Canada Beef worked with food influencers with international cooking trends. The campaign utilized Youtube, gymTV, facebook, Instagram, google display and live TV segments reaching millions of consumers. Also running two contests. Total impressions into the millions. Import levy funding also supported Nutrition/Health consumer marketing working with Parents Canada magazine, Osteoporosis Canada, and training for Loblaws dietitians.

8. E-Commerce Strategy Update

M.McAdoo provided an update on the Canada Beef E-Commerce strategy. The project goal is to establish Canada Beef and the Gateway as a reliable and trusted on-line shopping resource. The program is to provide clear and detailed information for consumers on the importance of grading, quality, and how to prepare beef in order to support on-line purchases. For retailers, the program will support on-line shopping programs to improve consumer satisfaction and enhance product mix of Canadian beef. McAdoo then highlighted key tactics and actions to support the strategy.

9. Committee Roundtable Updates

C.Manastersky shared how the value of the Canadian dollar has improved and pricing is coming down on most beef products. Brazil, Uruguay, Australia and New Zealand seem to have a lot of beef on offer at a significantly lower price to Canadian. This lead to a discussion about import quota limits and import projections for the balance of the current year and next year.

J.Cline shared that they are also seeing more offshore imports being directed into Canada due to a slow down of exports to Asia and China specifically. The negative effects of COVID on tourism has slowed down beef demand in Japan, South Korea and Asia as a whole as beef inventories are full.

J.Clark reported that market indicators show that both packers and feeders will likely see negative margins at the same time. High retail prices will also limit consumer demand going forward.

M.Guest reported that harvest was good, winter seems to be coming early and the cattle market is looking strong. Retail sales in the distillery and the butcher shop are down as consumers are being impacted by inflation and are looking for lower cost options.

J.Haley shared that she attended the Sial food show as part of the Canada Beef. She was very complimentary about Canada Beef management of the booth and believed it was a great investment. Ontario Veal participated through Canada Beef in project with Montpak in Japan. Ontario Veal are launching a regional veal promotion in Ontario leveraging Ontario government investment with a multi-cultural campaign. Veal is collaborating with Canada Beef on the ThinkVeal program funded through import levy.

A.Forget shared that a challenging year is ahead and while he wants to be optimistic, 'fear is contagious'. He discussed comments and observations from customers concerning access to

credit, pricing and competition from cheaper imports that is leading to a general level of anxiousness in the market.

J.Chaffe shared that while cow/calf prices are up, the industry will still be battling crops for land use, and that feedlot margins are really tight due to cost of production issues. Producers are turning to more contracting to manage risk. On behalf of CCA, Jack attend the Canadian Beef Grading Agency correlation session – this was the first meeting of this group since 2019 due to COVID. Jack believes it would be beneficial if Canada Beef participated in these meetings as an observer to bring its expertise to the table. Action item: staff was directed to write a letter requesting to participate as an observer.

C.Holmes shared that the foodservice sector has been robust, trending above 2019 levels. Consumers are coming back to the restaurants for in person dining and delivery services continue to be strong. Trim prices are concerning, pushing burger pricing higher.

R.Mallard said labour shortages at the plant continues to be a big issue. Rising cattle prices are also a concern with limited ability to pass increased costs on to customers. He discussed how weak demand for AA versus AAA is impacting plant profitability.

J.Curtis shared that labour shortages are also their greatest challenge and are frustrated with the ineffectiveness of the Government labour programs for temporary foreign workers.

C.Ross discussed how he appreciates the committee roundtable and wishes producers could hear first hand how dynamic the industry is. In Saskatchewan he is seeing liquidation and consolidation at the farm level with bred cow sales being fully booked and that many cows are going to slaughter. He feels the next few years could be bullish for the cattle sector and is seeing the larger feedlots expand at the expense of the smaller lots. Moisture is looking good heading into the spring.

S.Christie shared he is seeing more customer interest in imported beef alternatives due to pricing. He has seen some improvement in foodservice accounts but feels national chains are doing better than independents. Labour continues to be a challenge for foodservice.

C.Blake shared that the retail sector is dealing with the perfect storm of inflation and supply challenges. Consumers are shopping more often and not purchasing as much – looking for deals through features and flyer activity.

10. Canada Beef Staff Team Overview

R.Glaser provided an overview of the entire Canada Beef staff team, highlighting the various internal teams, with photos of each staff member and brief descriptions of their duties. Canada Beef has 25 employees worldwide, with 18 based in Canada and 7 in the rest of the world.

11. Centre of Excellence Virtual Tour

M.Pare provided an overview and virtual tour of the renovations to the CBCE and adaptations of programs to meet the challenges of the industry going forward. The CBCE was retrofitted to become a multimedia production studio in order to meet the growing demand for digital media

to support trade and consumer marketing programs. Renovations and audio/visual upgrades to the Centre will ensure the facility continues to play a key role in communicating the Canadian Beef Advantage across digital platforms to consumers, culinary and butchery students, and meat professionals worldwide. The CBCE will offer cost-shared and cost-covered partner programs that will support both generic and branded program development.

12. Gateway Partner Launch Update

K.Hyde outlined that a Gateway pilot project took place in late April at a Real Canadian Superstore location in Oakville, Ontario to: engage consumers and introduce the Gateway; demonstrate how to use the QR code; provide customers with a Gateway magnet; emphasize that the Gateway is more than just recipes; and highlight key features and value of the program. The pilot proved to be a success and Superstore moved forward with a broader implementation in 120 stores across the country starting in September and October. Canada Beef is confident that its partnership with RCSS will pave the way for program uptake with other retail partners. Moving forward, Canada Beef is developing new content including world cuisine, adding a learning resources section, and engaging and meeting with potential retail partners.

13. Provincial Marketing Alliance and Check-off Allocation Formula

M.German of the National Check-off Agency joined the meeting to provide clarification about how check-off on cattle that are born, raised and processed in different provinces are assigned to the provinces. For example, a calf that is born and raised in Alberta, then sold to Ontario for finishing and slaughter would collect two check-offs – the first is collected and remitted through Alberta when the calf is sold, and then the second when the finished animal is sold to the packer in Ontario with the check-off is remitted through Ontario. This system provides the basis for the PMA funding model where allocations are based upon a multi-factor formula based on which province collects the check-off.

14. Meat Quality Strategy Update

M.Klassen reported on the Beef Quality Strategy. The objective is to enhance satisfaction with the beef eating experience recognizing that we depend on a partnership with consumers where the industry must deliver a quality product and must also depend on the consumer to properly handle the project to ensure a quality outcome. Enhancing consumer practices is part of the challenge. Canada Beef will pursue a number of strategies going forward to address consumer knowledge and practices:

- Premium pricing requires premium messaging to the customer;
- assembling an expert advisory to review our beef preparation recommendations and support our ability to communicate to consumers and industry;
- applied beef research to improve consumer experiences;
- consumer education;
- enhance CBCE capabilities;
- engagement with consumers on quality.

15. Key Dates/Next Meeting

R.Mallard proposed the Committee hold another in-person meeting in April 2023 as part of NCO meetings, and a potential MDP video conference call June 14, 2023. The CBIC conference will be held in Calgary August 15-17, 2023 which will include the Agency AGM and a MDP Committee meeting.

16. Adjournment

MOTION: *Meeting was adjourned at 3:45pm on a motion by S.Christie.*



Presidents Report 50-Year Retrospective

**Prepared for
Market Development & Promotion Committee Meeting
April 19, 2023, Calgary, Alberta**



An Important Milestone in Canadian Beef Promotion and Market Development

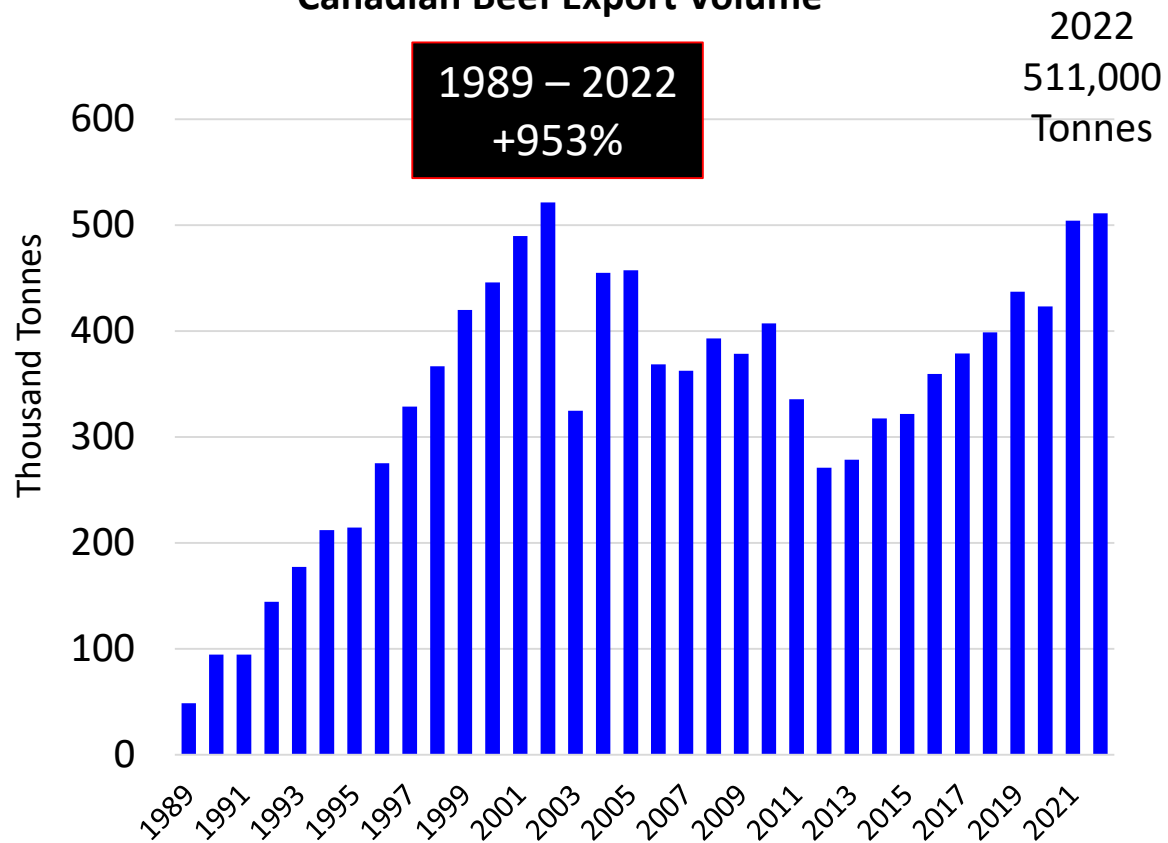
2023 marks the 50th year of continuous Canadian beef marketing services.

- ✓ Canada Beef started global operations as a single organization on July 1, 2011, but our roots go back to 1973 with the creation of the Beef Information Centre (BIC).
- ✓ Canadian Beef Export Federation (CBEF) started operations in 1989 to serve the growing export marketplace.
- ✓ Beef Marketing Services International (BMSI) was launched in 1999 to develop and launch Canadian Beef programs in the USA.



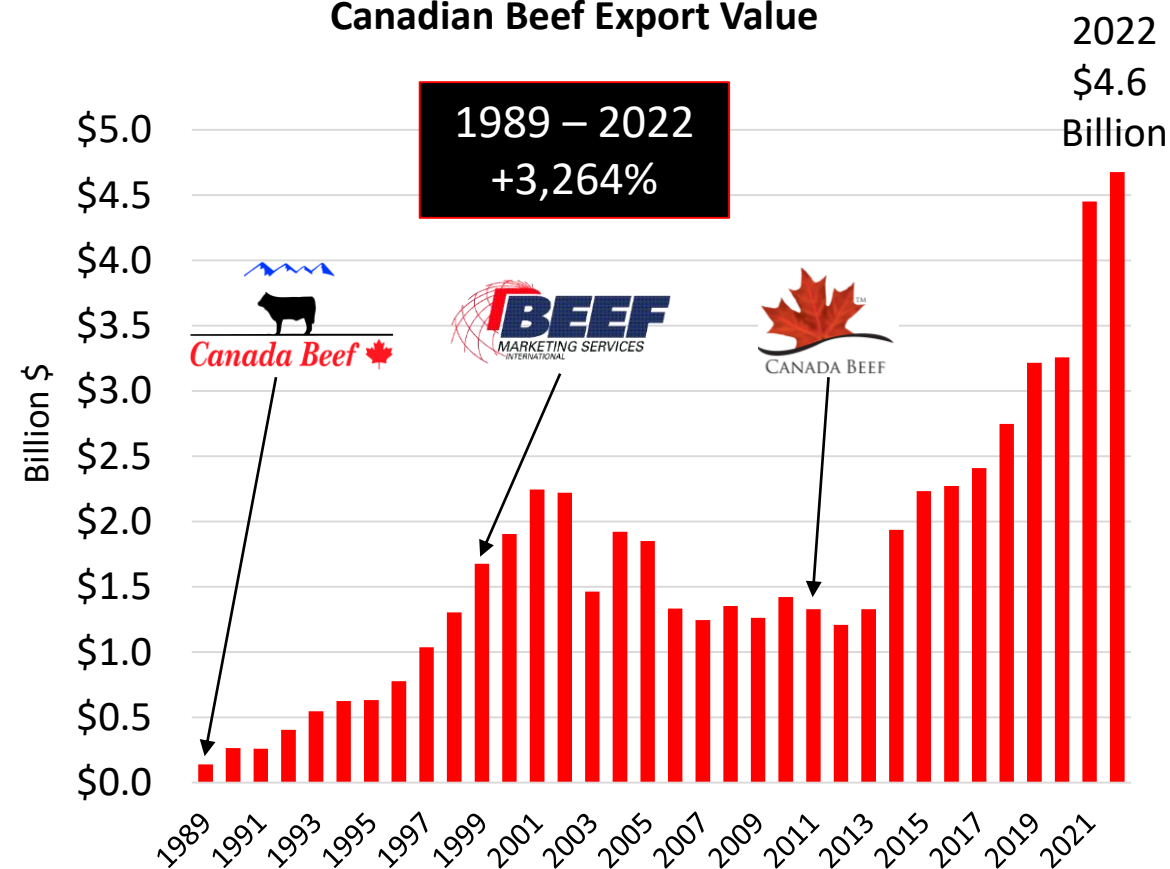
Canadian Beef Exports 1989 - 2022

Canadian Beef Export Volume



Source: Statistics Canada, AAFC/MISB/AID/Redmeat Section

Canadian Beef Export Value



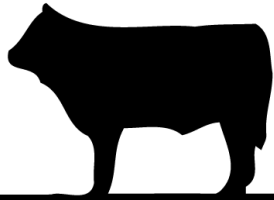
Source: Statistics Canada, AAFC/MISB/AID/Redmeat Section



(BIC)

1973 - 2011

- BIC started as a domestic consumer information and education organization in 1973.
- Originally, an operating division of CCA, headquartered in Toronto and eventually expanded to 7 offices across Canada with 12 professional staff through the 90's.
- Responsible for consumer marketing with a keen focus on recipes, nutrition and product safety.
- BIC evolved over time to include trade marketing and merchandising programs and services to drive business solutions for packers, distributors, retail and foodservice clients.
- In early 2000's, BIC streamlined operations and consolidated offices in Calgary and Mississauga.



Canada Beef 

Canada Beef Export Federation (CBEF)
1989 - 2011

- The Canada Beef Export Federation (CBEF) was established in 1989 to promote and support Canadian beef sales in the export marketplace (outside Canada and the US).
- Headquartered in Calgary, CBEF opened offices in Japan and Mexico in 1989.
- South Korea and Hong Kong offices opened in 1995.
- Taiwan opened in 1997 and Mainland China opened in 1999.



PREMIUM
QUALITY
GRAIN-FED
CANADIAN BEEF



(BMSI)
1999 - 2002

- BMSI was created in 1999 in the shadow of the looming threat of country of origin labeling in the USA.
- BMSI was positioned as an unbiased trade facilitation marketing service with a mandate to create, support and implement branded programs utilizing Canadian beef in the continental USA.
- The team consisted of 4 marketing specialists operating under the radar on the Eastern Seaboard, Midwest, California and Hawaii.
- Originally sponsored by CCA, operations were rolled into BIC in 2002.



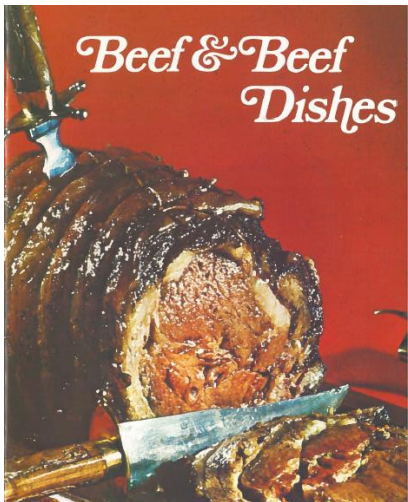
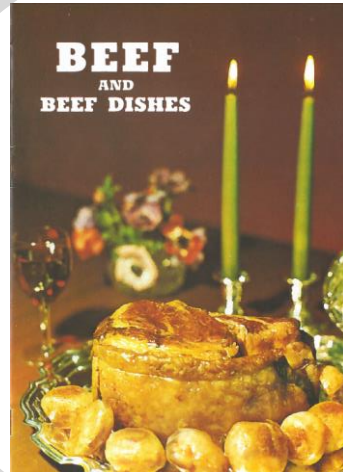
CANADA BEEF

2011 - Present

- BIC and CBEF merged with the Canadian Beef Cattle Research, Market Development, and Promotion Agency as recommended by the Canadian Beef Working Group (CBWG).
- The CBWG was created in 2010 and included industry stakeholders with a mandate to investigate a new organizational structure.
- The goal was to streamline beef marketing, research and promotion activities carried out separately by the three entities.
- BIC and CBEF merged in July, 2011 and Canada Beef came into being.



Key Developments 1980's



- 1981 - BIC conducts first consumer research project to determine concerns about beef.
- 1982 - BIC initiates the first national TV and magazine ad campaign, "Beef Sounds Good"
 - The success of the campaign paved the way for further national TV ad campaigns into the 90's
- 1987 - New nutrition data for beef is published in Health and Welfare Canada Nutrient Files, replacing 50-year-old U.S.-based data.
- 8 more years of effort and 3 research projects provided data confirming beef was 50% leaner and 21% lower in cholesterol.

Key Developments 1980's



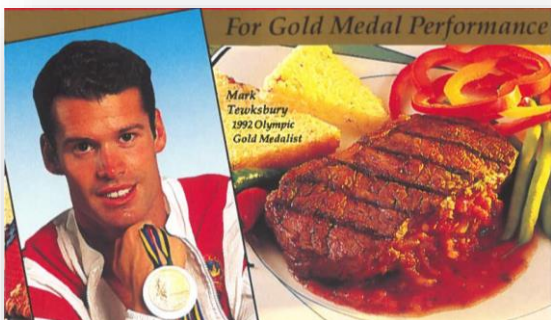
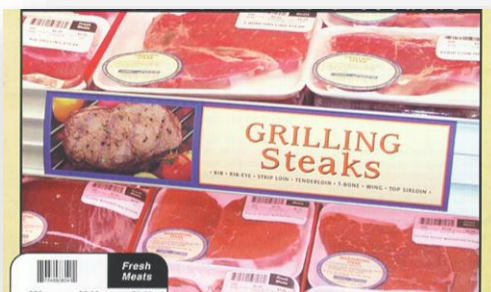
- 1989 - CBEF opens offices in Tokyo, Japan and Monterey Mexico prior to NAFTA.
- Canadian beef exports to both Japan and Mexico grew exponentially year over year.





Key Developments 1990's

- In 1992, BIC sponsored Mark Tewksbury, a swimmer who went on to win gold at the 1992 Olympics in Barcelona.
- “Beef’s Got it Good” TV campaign was the highest performing campaign BIC had done to date to increase awareness.
- 1996, BIC launched an innovative new naming system for beef cuts based on cooking methods vs anatomical location.





Key Developments 1990 - 2010

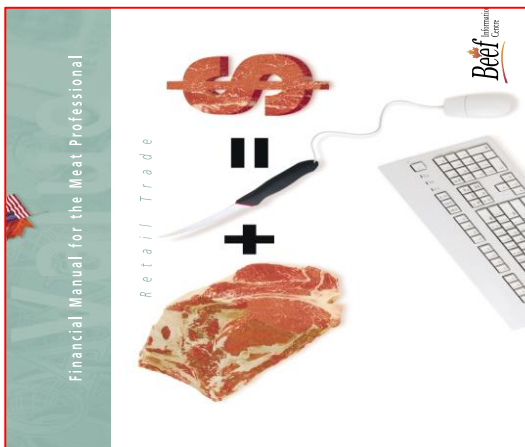
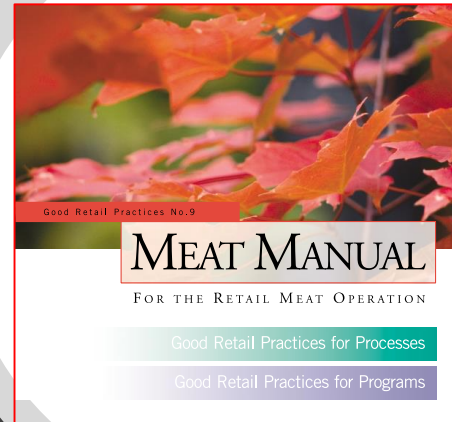
- 1998: CBEF Develops the Canadian Beef and Veal handbook.
- The CBEF team developed and implemented numerous in-coming missions to bring new customers to experience Canadian beef and veal production systems across Canada.
- CBEF rolls out differentiation and demand building seminars.
- In 2002, Canadian beef exports reached the all-time volume record of 521,000 tonnes (\$2.2 billion).





Key Developments 2000's

- 2000: BIC developed the “Canadian Beef Merchandising Guides” featuring new cuts.
- 2002: BIC Developed and launched “Financial Tools for Meat Professionals” (retail and foodservice).
- 2003: BIC develops and launch's an OTM strategy including merchandising and grading resources to support the sector.
- 2003: BIC Developed and launched “Good Retail Practices” in cooperation with the pork sector.
- 2003: BIC Developed and launched “Ground Beef Management Tools”



Key Developments 2000's



- 2001: BMSI Launch's first branded program utilizing 100% Canadian beef from Alberta in Northern California with Food Source.
- 2002: BMSI launches second branded program utilizing 100% Canadian beef from Alberta in Kauai, Hawaii with Times Supermarkets.
- 2003: US programs and services were rolled into BIC operations.



The End of Days or Our Finest Hours?

- May 19, 2003: BSE discovered in Canada.
- CCA, BIC, CBEF, provincial producer associations, Cattle Feeders, GOC, CMC, Retail/Foodservice Associations mobilized.
- Canadians rallied behind beef producers and industry to purchase beef suspended from export trade.
- No other country in the world had experienced growth in beef consumption in the aftermath of a BSE case.
- A testament to consumer confidence in the Canadian beef delivery system.





DOMESTIC
MARKETING

EXPORT
MARKETING

Building The Brand

- 2009 – The Canadian Beef brand mark is developed, trademarked and launched everywhere.
- The brand mark provided a global symbol to differentiate Canadian beef versus competitors in all markets paving the way forward.

Import Beef Levy Brings \$1 Million to the Table

- 2013: June 5, an amended Beef Cattle Research, Market Development and Promotion Levies Order was gazetted that allowed check-off to be collected on beef imports.
- Import levy funds generate approximately \$1 million annually, invested in generic beef marketing programs that support the promotion of unbranded beef sold in Canada.
- These activities focus on keeping all beef available in Canada on the plate of Canadian consumers by promoting the health and nutritional attributes and reinforcing food safety practices.

THINKBEEF 



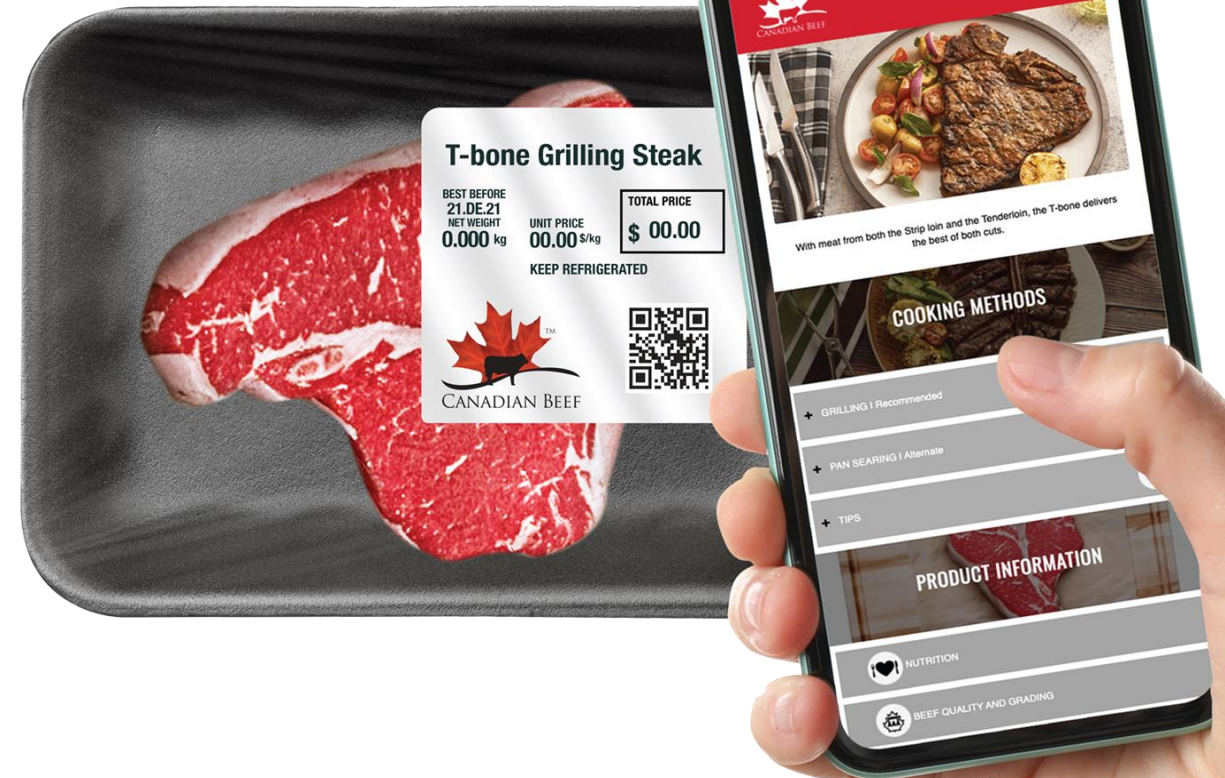


Canadian Beef Centre of Excellence 2015

- A teaching/training demonstration theatre featuring a fabrication room, commercial kitchen, and boardroom.
- Canada Beef can offer enhanced education solutions for packers, processors, end-user clients and educators.



Canadian Beef Information Gateway 2021



Canadian Beef Information Gateway 2022

- REAL CANADIAN SUPERSTORE (128 stores).
- Other gateway projects in negotiations across Canada.





2022 Digital Resource Content Creation

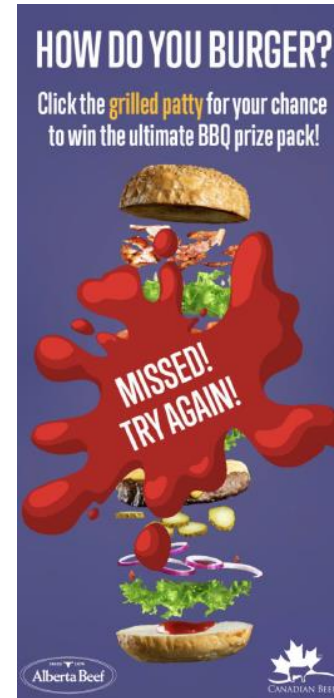
- Extensive renovation at the CBCE completed.
- 3 new state of the art digital production studios created and now online.
- Upgraded conference room.
- Upgraded facilities include ceiling architecture to position 20 cameras, 6 screens, 12 lighting units and microphones throughout the facility to maximize quality output and broadcast capabilities.



Provincial Marketing Alliance

Alberta Beef Partnership 2022-2023

- ✓ PMA launched in 2021
- ✓ Consumer Campaign How do you Burger ?
- ✓ Influencer Campaign
- ✓ Alberta Beef Producers Gateway
- ✓ Ronald McDonald House
- ✓ Home for Dinner hosted X2 events



Thank You For Your Support

Michael Young
President
Canada Beef
T 403.275.5890 x 205
C 250.216.5332
myoung@canadabeef.ca
canadabeef.ca



Scan for recipes, video's and more

For more information about
Canada Beef Programs and
Services visit
cdnbeefperforms.ca

Want to learn more about what
Canada Beef is up to?
Join the Canada Beef Performs
monthly e-newsletter.

HR Update, SCAP Funding Update and Key Dates for 2023

Ron Glaser, Vice President, Corporate Affairs
MDP Committee Meeting
April 19, 2023

Channel Marketing Team



Shelby VanSickle

Senior Director, Channel Marketing

Mississauga Office

Years of Service: 5 months



Todd Van Eyk

Merchandising Manager, Channel Marketing

Mississauga Office

Years of Service: 3 months

SCAP Funding Application

- Our SCAP application has been deemed 'complete' and is now under review. If successful, new agreement would start April 13th.
- Requested annual maximum of \$2 million in match funding per year.
- SCAP allows for a general match of 1:1 - however certain priority markets of interest (existing FTA markets or certain Indo-Pacific markets) may qualify for a superior match based solely on AAFC discretion.
- Government's stated service standard for decision making is 100 days, but they have routinely exceeded that timeframe in the past.
- We have been assigned the same Program Officer we have worked with for the last few years of our CAP agreement.

Key Dates for 2023

- MDP Video Conference Meeting, June 14/22
- Canadian Beef Industry Conference, August 15-17/23, Calgary:
 - Check-off Agency AGM, August 15/23
 - Canada Beef 50th Anniversary Luncheon, August 15/23
 - MDP Committee photos, August 15/23
 - MDP Meeting – Executive Elections, August 15/23
- MDP in-person meeting, Date TBD (late October, early November 2023), location TBD





CANADIAN BEEF



PREMIUM QUALITY
GRAIN-FED
CANADIAN BEEF

Canada Beef Domestic Team Market Development Update

*MDP Committee Meeting
April 19, 2023*



Presentations

Burger it Forward

School Food Policy

CBCE Studios

CBCE Training Solutions



Joyce Parslow
Executive Director, Consumer Marketing



Karine Rekunyk
Director, Health & Nutrition



Cameron Pappel
Director, CBCE Studios



Mathieu Paré
Executive Director, Canadian Beef Centre of



Shelby VanSickle
Senior Director, Channel Marketing



Michele McAdoo
Executive Director, Digital Marketing



Kelly Hyde
Director, Canadian Beef Information Gateway

Independent Operators

Social Media

Retail Gateway

Presentation Format

- Five minute overview of key achievement(s) for each portfolio
- Also include vPUSA update and Global Stakeholder Satisfaction Survey Results
- Please hold questions until the end



Global Marketing

Mark Klassen
Executive Vice President

Beef Quality Reference Tool



600 MARBLING SCORE

600 Marbling Score

GRADE	MARBLING SCORE
Canada AAA	600 (Moderate)
	500 (Modest)
	400 (Small)

Compare marbling on meat to image below.

A close-up photograph of a beef steak, showing a rich red color and moderate marbling (white fat streaks) throughout the muscle.

- Fat colour, meat colour and marbling “reference” photographs
- Tool to enhance understanding of grading in industry
- QR code enabled for meat texture and virtual grading system tour




Official photographic standards are utilized to ensure consistent and

Canadian Beef Environmental Virtual Tour

cdnbeefperforms.ca/virtual-tours/

Canadian Beef Environmental Practices
Virtual Tour



Anne Wasieleski
Past Chair, 11:19

Environmental Practices

The Environmental tour highlights the significant contributions of all sectors along the Canadian beef supply chain. Through a wide variety of measures including land management, water recycling and energy conservation the industry is working to preserve Canada's natural environment for future generations.



Environmental Practices

The Environmental tour highlights the significant contributions of all sectors along the Canadian beef supply chain. Through a wide variety of measures including land management, water recycling and energy conservation the industry is working to preserve Canada's natural environment for future generations.

Environmental contributions made at cow-calf, feeding and processing operations with an emphasis on the on-farm aspects that are widely implemented.

CBA Brochure (Global Template)

Organizations



Canadian Food Inspection Agency
enforces federal laws relating to animal health and the safety of Canadian beef.



Canadian Beef Grading Agency
provides grading services for beef in accordance with Canada's national standards.



Programs & Attributes



Animal Welfare Standards protect cattle and are a shared responsibility of the government and the Canadian industry.



Canadian Livestock Tracking System uses RFID ear tags and a national database to enable rapid and accurate animal identification.



Ante-mortem Inspection is performed to monitor the health of live cattle prior to slaughter.



Removal of Specified Risk Materials (SRMs) are designed to analyze and control potential hazards related to cattle feed.



Post-mortem Inspection is performed to verify animal health and food safety standards.



National Chemical Residue Monitoring Program tests beef for residues of chemicals to protect human health.



HACCP Beef Safety System must be fully implemented at all Canadian processing plants exporting beef.



Carcass Food Safety Treatments include carcass pasteurization and organic acids as part of the food safety system.



Cut/Trim Food Safety Treatments include sprays of organic acids to enhance food safety and shelf life.



Beef Yield Grade is a classification system related to the amount of lean or muscle in the carcass.



Export Certification by the Canadian Food Inspection Agency assures that all export requirements are satisfied.



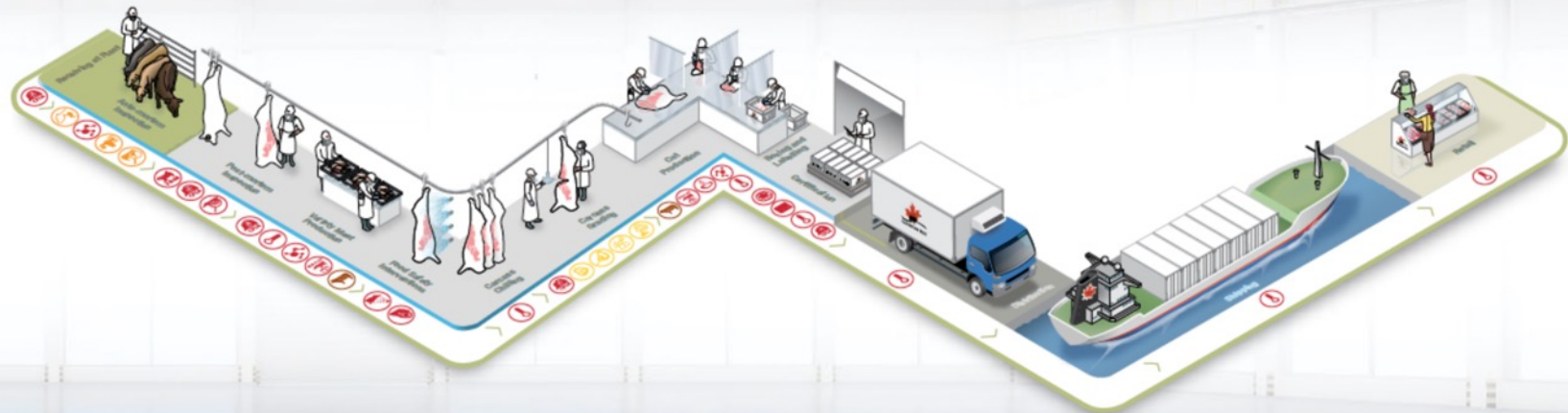
Temperature Monitoring is conducted throughout the beef production process as required by the HACCP food safety system.



Box Label Information contains product weight and specification along with food safety and traceability information.



Canadian Beef Processing System Standards



LEGEND



Animal Health



Food Safety



Grading Standards



Beef Quality



Canadian Beef Grading Agency



Canadian Food Inspection Agency



RFID Ear Tags



HACCP Food Safety System

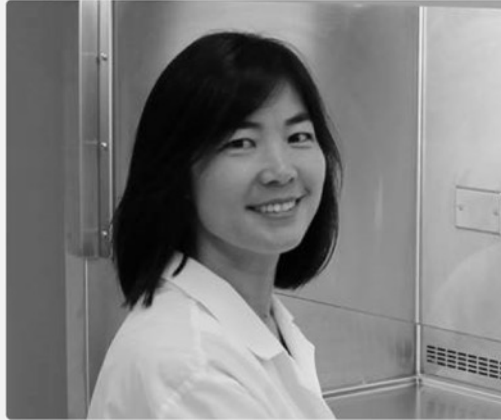


Expert Advisory Committee on Beef Quality



Dr. Manuel Juárez

Agriculture and Agri-Food Canada



Dr. Yang

Agriculture and Agri-Food Canada



Dr. Ngapo

Agriculture and Agri-Food Canada



Dr. López-Campos

Agriculture and Agri-Food Canada



Dr. Aalhus

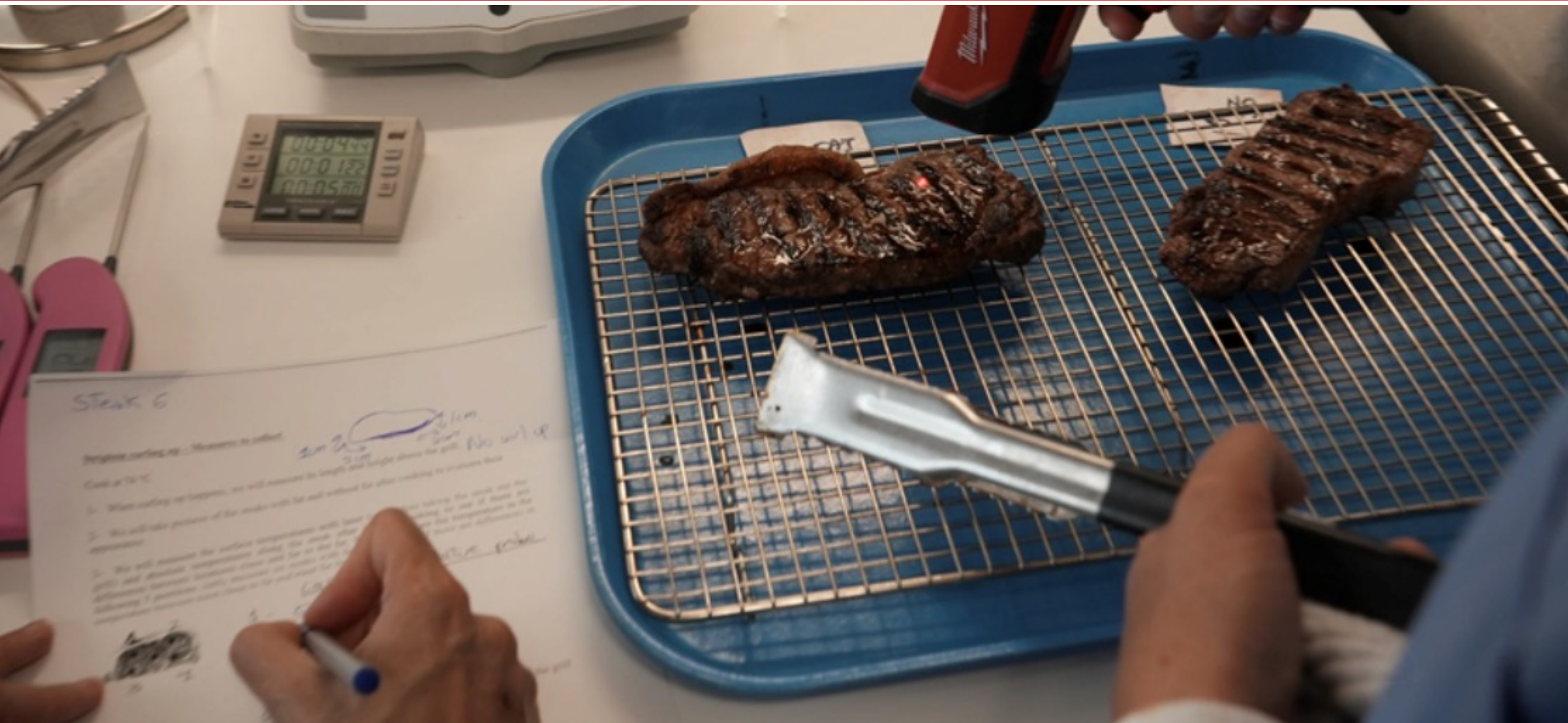
Scientist



Dr. Prieto

Agriculture and Agri-Food Canada

Canadian Beef Applied Research (Preparation Methods)





DISCOVER



RECIPES



NUTRITION



COOKING KNOW HOW



STAKEHOLDER



WHY CANADIAN BEEF?



THE GATEWAY



BEEF PROFESSIONALS



WORKING WITH BEEF
EXPERTS

CANADA BEEF'S
CULINARY KITCHEN &
STUDIO

CULINARY RESEARCH

LEARN MORE

Canadian Beef Survey Research (Labelling/Attitudes)





Burger it Forward

Joyce Parslow
Executive Director, Consumer Marketing

BURGER IT FORWARD February 2023 NATIONAL CAMPAIGN OVERVIEW



Campaign overview



This was our **first-ever** giveback campaign with funds raised to support the cause of food security for Canadians in need nationally.

Business Goals:

- Food service recovery at the local/community level
- Support/promotion of local beef supply
- Good news focus on ground beef

Fundraising partners in 8 provinces



Dairy Farmers
of New Brunswick

Dairy Farmers
of Nova Scotia

8 beef associations

1 beef processor

2 dairy associations

Food security partners



112 participating restaurants across 8 provinces

112 Participating Restaurant Locations

29,261 Burgers sold
(REPORTED + ESTIMATE)

174 = the average
of burgers sold per location



Funds raised to support food security

\$53,064

for 16 food bank efforts across the country



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CANADIAN BEEF

Breakdown of fund contributions

DONATION OVERVIEW

BEEF GROUP
CONTRIBUTION:

\$43,000

DAIRY FARMERS
CONTRIBUTION:

\$3,288

Nova Scotia Dairy Farmers
New Brunswick Dairy Farmers

RESTAURANT
DONATIONS:

\$6,276
REPORTED

TOP INDEPENDENT RESTAURANT DONATION:

100 MILE GRILLE Guelph, ON: \$1,037

IRVING
BIG STOP
FRANCHISEES
DONATED A
TOTAL OF:

\$3,515



Beef industry + restaurant benefits: media coverage



36,332,793

Total impressions from both traditional and social media

advertising equivalent of more than

\$300,000

Bridges to Hope (Food Bank Newfoundland): 'Ground beef is one of the most commonly requested items by our food bank clients, but it is also an item we rarely have the resources to offer.'

Beef industry + restaurant benefits: beef leverage + increased traffic + bridges built

Burger Sales Lift:

- **24%** average
- Range of **0 to 100%**

Relationships Built

- Producer groups (including Dairy)
- Restaurants
- Media
- Consumers
- Community/Provincial food banks



Thank you for your support for
Burger It Forward 2023
www.burgeritforward.ca



vPUSA Labelling

Mark Klassen
Executive Vice President

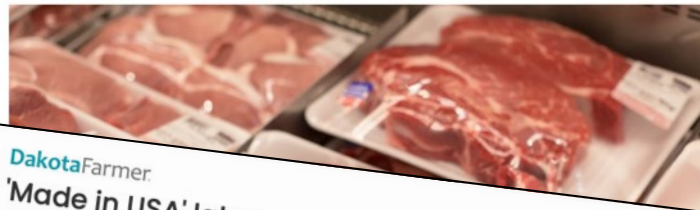
A Brief History of vPUSA Labelling

NEWS

Beef Labeled 'Product of USA' May Actually Come from Other Countries – Do American Shoppers Know That?

The USDA is conducting a survey to find out.

By **Jelisa Castrodale** | Published on February 24, 2022



DakotaFarmer.
'Made in USA' label rips off U.S. cattle producers
 Imported beef can be stamped with a 'Made in the USA' label if it was packaged in the U.S.

Lon Tonneson
 July 13, 2020

3 Min Read



ABEL LIES: A "Product of the USA" is displayed prominently on a steak. Such labels...
 the meat was packaged and processed, but not where it was raised.



February 2022
 Consumer Study
 Announcement



November 2022
 Consumer Study
 Completed



March 2023
 Proposed vPUSA
 Rule Published

Petitions from AGA/OCM (2018) and USCA (2020)



USDA Study Findings (Understanding and WTP)

- About **16%** identified the correct definition for the “Product of USA” claim (i.e., the product must be processed in the United States; the animals can be born, raised, and slaughtered in another country), **63%** provided an incorrect response and 21% DNK

Table 4.1. Results for the WTP Analysis for the “Product of USA” Labeling Claim^a

Product	“Product of USA” claim vs. no claim (no definition provided for the claim)		All production steps (born, raised, slaughtered, processed) take place in the United States vs. only processed in the United States	
	Increased WTP (\$)	Percentage Increase over Mean Price ^b	Increased WTP (\$)	Percentage Increase over Mean Price ^b
1-lb ground beef	\$1.69	35%	\$1.15	24%
1-lb NY strip steak	\$3.21	32%	\$3.67	37%
1-lb pork tenderloin	\$1.71	43%	\$1.65	41%

Proposed Rule: Voluntary Labelling of FSIS Regulated Products with US Origin Claims

- **Authorized Claims:** “Product of USA” and “Made in the USA” would be approved for use on single ingredient products derived from animals born, raised, slaughtered, and processed in the United States. Multiple ingredient product would also be eligible with an exception for spices and flavourings.
- **Qualified Claims:** These qualified claims would need to include a description on the package of all preparation and processing steps (including slaughter) that occurred in the United States upon which the claim is made.
- **No claim is required** but the existing usage of product made from animals born, raised, and slaughtered in another country with processing in the United States can no longer be labeled as “Product of USA.”



Actions taken by Canada Beef

March 2023


CANADA BEEF

BEEF WATCH

THIS BEEF WATCH EDITION SUMMARIZES INFORMATION ON THE VOLUNTARY PRODUCT OF THE USA (V-PUSA) LABELING

VOLUNTARY PRODUCT OF USA (V-PUSA) LABELING

- In March 2020, the USDA's Food Safety and Inspection Service (FSIS) states that: "Product of USA" (PUSA) labels may be misleading consumers about where their meat comes from. This was in response to a petition filed by the United States Cattlemen's Association in regards to labeling.⁽¹⁾
- A plan by USDA to review the label receives the support of organizations such as the National Farmers Union (NFU) and the Consumer Federation of America (CFA).⁽²⁾
- In July 2021, the USDA launches a review of the label after the Federal Trade Commission's (FTC) vote to strengthen its enforcement of the "Made in USA" standard. In response to that announcement, the USDA says that "we will be considering all ideas suggested by the whole range of stakeholders, including our trading partners with whom we will engage to ensure that this labeling initiative is implemented in a way that fulfills our commitment to working cooperatively with our trade partners and meeting our international trade obligations."⁽³⁾
- In August 2021, bills at the House of Representatives and the Senate propose that the "PUSA" labeling claims must be limited to beef products derived from cattle born, raised, and slaughtered in the United States. In Feb 2022, FSIS announces its intention to "collect information using a web-based survey/experiment to help gauge consumer awareness and understanding of current "Product of USA" labeling claims on meat (beef and pork) products and consumer willingness to pay (WTP) for meat products labeled as "Product of USA" using the current and potentially revised definitions of the claim."⁽⁴⁾
- In November 2022, FSIS publishes the results of the web-based survey commissioned to RTI International to analyze US consumers' understanding of the labeling claim. According to the report, eligible consumers were willing to pay more for meat products bearing the "Product of USA" claim versus products without this claim (when no definition was provided). The "average marginal Willingness-To-Pay (WTP) price was US \$1.69 for one pound of ground beef, US \$3.21 for one pound of NY strip steak, and US \$1.71 for one pound of pork tenderloin."⁽⁵⁾ The USDA later states that "consumer WTP estimates, such as those obtained by the RTI survey, rely on stated preferences and may not reflect actual purchasing references in real life situations as the survey respondents do not have their own money on the line."⁽⁶⁾

On March 13, 2023, the USDA announced a new rule to "clarify" meat, poultry, and seafood products, the product of origin. The proposed rule is found in the Federal Register. These "clarifications" are the package of labeling rules that the USDA is implementing. The rule is effective on March 13, 2023.

Summary of the Proposed Rule for Voluntary Labelling with United States Origin Claims

Authorized and Qualified US Origin Claims

FSIS is proposing to allow two authorized voluntary label claims to indicate that the FSIS regulated product is of US origin: "Product of USA" and "Made in the USA". Single ingredient products must come from animals born, raised, slaughtered and processed in the United States. For multi-ingredient products, the FSIS will allow the use of a label and claim of US origin if:

- (1) all the components of the product come from animals born, raised, slaughtered and processed in the USA;
- (2) all additional ingredients of the product, except the spices and flavorings, are from domestic origin; and
- (3) all the preparation and processing steps happen in the USA.¹

Label claims other than "Product of USA" or "Made in the USA" that indicate that a preparation and processing component of a FSIS-regulated product is of U.S. origin would be allowed ("qualified" label claims). The FSIS has requested comments on what criteria should the regulation establish for the use of the qualified claims that are indicating a reference to preparation and processing steps in the USA.¹

Record Keeping Requirements

The following documentation types can be used to support a claim that the product, or a component of the product, is of U.S. origin:¹

A) For labels that bear the voluntary authorized claims "Product of USA" or "Made in the USA":

- A written description of the controls used in the birthing, raising, slaughter, and processing of the source animals, and for multi-ingredient products the preparation and processing of all additional ingredients other than spices and flavorings, to ensure that each step complies with the proposed regulatory criteria;
- A written description of the controls used to trace and segregate, from the time of birth or processing through packaging and wholesale or retail distribution, source animals, all additional ingredients other

than spices and flavorings, and resulting products that comply with the proposed regulatory criteria from those that do not comply; or

- A signed and dated document describing how the product is prepared and processed to support that the claim is not false or misleading

B) For labels that bear voluntary, qualified U.S.-origin claims:¹

- A written description of the controls used in each applicable preparation and processing step of source animals, all additional ingredients other than spices and flavorings, and resulting products to ensure that the U.S.-origin claim complies with the proposed regulatory criteria. The described controls may include those used to trace and segregate, during each applicable preparation or processing step, source animals, all additional ingredients other than spices and flavorings, and resulting products that comply with the U.S.-origin claim from those that do not comply; or
- A signed and dated document describing how the qualified U.S.-origin claim regarding the source of the preparation and processing component is not false or misleading.

The proposed rule does not specify the types of documentation that must be maintained to demonstrate compliance with the proposed regulatory criteria (e.g., bills of lading, shipping manifests, load sheets, grower records). FSIS has requested comments on whether the Agency should require, or provide guidance on, specific types of documentation that companies using a voluntary label claim of U.S. origin would need to maintain. FSIS is also requesting comments on whether the Agency should allow or require third party certification for the use of authorized and qualified voluntary U.S.-origin label claims.¹

Comment Period

Comments about the proposed rule must be received by USDA within 60 days after the publication date of March 13, 2023.¹

(1) Federal Register "Public Inspection: Voluntary Labeling of Regulated Products with United States-Origin Claims"



- Stakeholder Education
- Reviewing public comments on proposed USDA FSIS rule to aid our response.
- Commissioning expert review of USDA FSIS attitudinal study
- Surveying 2,000 US consumers around willingness to pay for authorized and qualified (multi-origin) claims.

Expected Impacts of Canada Beef Research

- Share with Canadian industry and GoC to support comments on proposed vPUSA rule due on June 11, 2023.
- Inform US customers of Canadian beef to help ensure they do not overestimate the financial benefits of a Product of USA claim.
- Support a CB strategy to deal with potential excess supply domestically, retain US customers and/or increase other exports.
- The market will likely find its way in the longer term but there is potential risk of damage to Canadian cattle producers and processors in the shorter to medium term after the rule might be finalized.

(491,063 fed and 196,846 feeders exported in 2022)



GoC School Food Policy

Karine Rekunyk
Director, Health and Nutrition

Synopsis

- Canada is currently the only G7 country without a National School Food policy. But that will soon change.
- This past winter, GoC launched a consultation on the development of a “pan-Canadian school food policy” - and has begun work towards it’s development.
- Currently, school food programs exist in some form across the country.
 - However, these only reach ~20% of children
 - The government wants to significantly increase this



Foundation Document

- Canada Beef has been working on a comprehensive review to support industry's efforts
 - to ensure beef's value on school menus is fully appreciated

Review on Pan-Canadian School Food Policy Development
2023

Table of Contents

1. Executive Summary and Key Findings
2. Introduction and Background
3. Impact Statement
4. Poverty and Food Insecurity in Canada
5. Nutrition Among Children in Canada
6. International and Canadian Context
7. Shared Objectives for National School Food Policy
 - A. Improve access to school food and mitigate financial barriers
 - B. Prevent Stigma
 - C. Enhance nutrition and promote lifelong healthy practices
 - D. Ensure a flexible approach that leaves room for local adaptation
 - E. Offer culturally appropriate programming that is mindful of dietary requirements
 - F. Ensure accountability and governance
 - G. Supporting local food systems and economies
8. Logistical Challenges - Insights from Existing Canadian Programs
9. Responses to Common Objections Related to Red Meat and Beef
10. Conclusion
11. Appendix
 - 11.1 Links to Key References and Documents
 - 11.2 Summary Table of Policy and Programs in Canada
 - 11.3 Summary Table of International Policy and Programs
 - 11.4 Case Studies for Beef on School Food Program Menus
 - 11.5 Other Statistics



CANADIAN BEEF

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QUALITY
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CANADIAN BEEF

A National School Food Policy Matters to the Beef Industry

- > 5.6 million school aged children
 - with families who are influenced in turn
- This policy has far-reaching implications
 - impact attitudes toward beef; positive or negative
 - beef purchases
- The impact won't be at just one point in time
 - each year a new cohort of children enrolled into school
 - so once in place, the impact of this policy will continue to grow

CANADA BEEF – BACKGROUNDER ON THE PAN-CANADIAN SCHOOL FOOD POLICY

The federal government is developing a national school food policy to help guide the expansion of school food programs for children in Canada. Currently, Canada is the only G7 country without a national school food policy. Countries around the world employ school food programs as a strategy to improve children's nutrition, health, and education and support economic growth. A pan-Canadian school food policy has the potential for our elementary and high schools for years to come.

Government Mandate:

Agriculture and Agri-Food Canada, and Employment and Social Development Canada, in partnership with provinces, territories, municipalities, Indigenous partners, and the private sector, are working toward a national school food program.

Children's Nutrition Matters:

Nutrition adequacy during childhood and adolescence is vital for future health outcomes. In Canada, a significant number of children are not meeting recommended dietary intake levels.

School Food Programs Aim to:

- make a meaningful contribution to dietary intake
- instill knowledge, skills and habits needed for lifelong healthy eating
- increase access to nutritious, local, and sustainable food
- strengthen the connections between schools and the food system

The Case for Beef on School Menus:

- Children in Canada eat too many highly processed foods
- Canada's Food Guide recommends beef as a choice for protein
- Beef contains 15 nutrients children need for normal growth and development
- Iron, zinc, and vitamin B₁₂ remain shortfall nutrients
- 92% of Canadians eat beef, and beef is a popular protein source
- School food programs can give children access to nutritious food

What Canada Beef is Doing:

There are many ways the beef sector can align with the government's goal of helping to achieve the intended outcomes. Can gathering information and insight to support industry's effort to develop food menus are fully understood. As part of this comprehensive effort, the beef sector is:

- Collecting research related to children's nutrient intake
- Exploring existing school food policies and programs
- Identifying opportunities to align with the government's goals
- Interviewing school food program suppliers to understand their challenges
- Identifying factors that impede getting beef on school menus
- Exploring how school food programs can link to local food systems

SCHOOL FOOD QUICK FACTS

A National School Food Policy:

- Aims to achieve the government's vision where ALL children have access to nutritious food at school.
- Over 5.6 million children are enrolled in elementary and high schools in Canada.

Food Insecurity in Canada:

- Canada ranks 37th of 41 OECD countries for children's food security and nutrition.
- Up to 1 in 5 young people in Canada go to school or bed hungry at least sometimes.

School Food Programs in Canada:

- Currently exist in all 10 provinces, 3 territories and many Indigenous communities.
- The current patchwork of programs reaches only about 21% of school age children.
- In 2020, governments in the provinces and territories contributed over \$93 million.

International Context:

- Globally, more than 330 million children receive food through school food programs.
- Collectively, the annual budget for these programs exceeds \$35 billion US Dollars.
- 125 countries have school food programs - 80% have a national school food policy.

Childhood Nutrition in Canada:

- ~50% of calories school age children consume come from highly processed foods.
- Children need nutrient-dense foods – yet the majority of teens eat less vegetables and fruit, milk and alternatives, and meat and alternatives than recommended.
- National data shows teenage girls 14 to 18 have inadequate intakes of *most nutrients* – including zinc (19.6%), vitamin B₁₂ (15.8%), and iron (11.9%) among others.

Why Beef Belongs on School Menus:

Beef contains key nutrients children and teenagers need – and often don't get enough of – to support normal growth and development. Beef is a familiar and well-loved food choice for many Canadian children and can contribute to meals that are appealing, filling, nutritious and substantial. Homegrown in every province in Canada, Canadian beef is truly a local food choice that makes a significant economic contribution to the country. Canadian beef farmers and ranchers are important stewards of the land, protecting Canada's fragile grasslands and providing habitats for many wildlife species.

March 2023



Thank You!



CBCE Studio Update

Cameron Pappel
Director, CBCE Studios

Overview – CBCE Studios

- Multi-Media Production and Virtual Engagement Centre
- x3 new Studio Spaces and upgraded Boardroom
- Considering renovations, CBCE still hit production targets for 2022/2023
- Ramping up production to meet 2023/2024 production targets

Consumer Culinary



Commercial Culinary



Meat Cutting



Boardroom



2022-2023 Metrics

Aim was x600 total videos, this is what we achieved...

1. **Video** - x681 total videos CBCE has produced or assisted in producing for 2022/2023 fiscal year
 1. Retail Gateway – x546 videos spanning Phase 4, Side Dish, Sous Vide and Variants
 2. Wholesale Gateway – x121 360° videos
 3. CDN Beef TV – Pilot Episode
 4. Foodservice Recovery – x3 videos, a pilot for each of three series. X25 more to come
 5. Partner Sample Videos – x10 partner-branded sample videos to demonstrate personalization capabilities and increase partner interest
2. **Photography** – x440 total photos CBCE has produced or assisted in producing for 2022/2023 fiscal year
 1. 90° Shots – Wholesale Gateway – x378 (counting backgrounds = x134)
 2. Retail Simulation – x4 photos, being used on Retail BIG
 3. Consumer Studio Activation with Culinary Influencer – x15 photos Steak Doneness – x5 photos, for MQS survey
 4. Retail BIG – x38 raw product photos, overhead/angle for Gateway and Grouping Animations
 5. Steak Doneness – x5 photos for MQS surveys and

Consumer Culinary Studio

Retail Gateway Culinary Videos

- Consumer Culinary Studio has produced over x400 original titles for the Retail Gateway
- Recently Completed (2022/2023)
 - Phase 4
 - Side Dish
 - Sous Vide
 - Phase 2-3 Variants
- Current Video
 - Phase 5 continued



Consumer Culinary Studio

CDN Beef TV

- Consumer culinary program that leverages scientific research to develop best practices for consumers to achieve success with Canadian Beef
- Leverage equipment and expertise for Test-Kitchen and Innovation Lab Strategies



Commercial Culinary Studio



Cameron Pappel
Director, CBCE Studios
Canadian Beef Centre of Excellence

Foodservice Recovery

- Captured or repurposing content for x28 videos
- Focus has been on three series:
 - Innovative Portions
 - Trim Utilization
 - Opportunity Cuts

Meat Cutting Studio

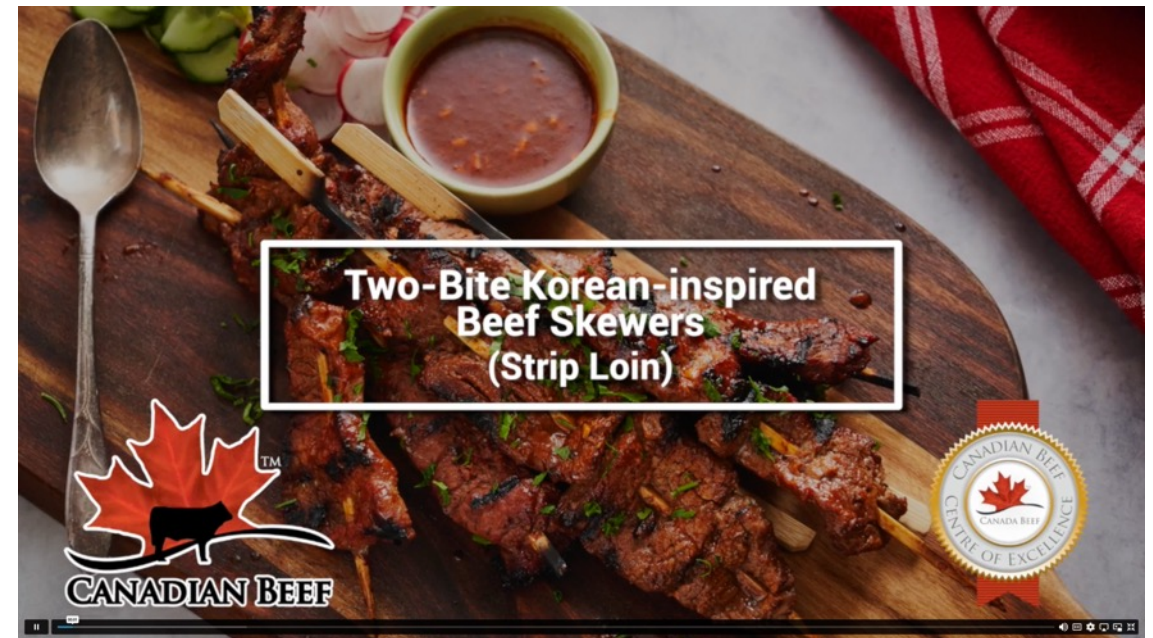
Wholesale Gateway

- Catalogue of over x80 products is currently being developed
- Captured content for 16 products to date
- x13 of these were identified by industry partners as priority
- Targeting retail audience first and then will adapt videos for foodservice audiences later



Into the Future

- Continued activation of all three Studios and Boardroom with increased frequency to hit target goals
- Includes management of new facility equipment and content
- Aim to produce x525 original title videos in 2023/2024 fiscal
 - Associated photographs
 - Additional videos adapted partner-branded
 - x4 new CDN Beef TV Episodes





CBCE Training Solutions

Mathieu Paré
Executive Director, CBCE

CBCE Learning Solutions for Trade

- Industry Familiarization
 - Product Knowledge
 - Butchery and Culinary Trades Courses
- 650+ courses delivered in 2022-23**



CBCE ▾ Canadian

Increasing product knowledge builds the bottom line

Industry agrees that the beef category is complex requiring additional skill and technical knowledge to position successfully with the protein customer. The protein-based industry employee's are viewed by customers as the meat expert, but with so many different cuts and varying specifications it is a daunting task to clearly, confidently and accurately transfer value-added knowledge to aid with their customer's beef purchase decisions.

New Training Site

www.cdnbeefperforms.ca/training

Direct to
Learner



CBCE Learning Solutions for Consumers

Consumer #1 FAQ

“How to Roast Beef?”

- In collaboration with consumer marketing
- Reviewed by over 160 expert advisors
- <https://canadabeef.ca/cooking-know-how/>
- 450 + Views to date, across Canada, US + international
- Next Steps - Integrations for 2023-24
 - Canadian Beef Information Gateway

More New Courses!

➤ **Pot Roasting**

➤ **Grilling**



CBCE Learning Solutions Vocational Training

“Menu size has gone down by 30% since pre-pandemic. The main issue is labour.”

Executive Chef

Canada Beef Awards for Excellence

- Merit awards for professional meat cutting and cooking program students
- 13 vocational training institution partnerships across Canada
- Opportunity to engage and train next generation of butchers, chefs and hospitality professionals
 - Beef positivity messaging, CBA
 - Carcass knowledge, opportunity cuts
 - Cutting techniques and recipes
 - Understanding product attributes
 - Awareness for CBCE videos and courses
 - Strengthen relationships with colleges, instructors and future industry leaders

73%

“I have open positions right now that I’m trying to fill at this location” Statements on Labour, Technomics





Independent Operator Programs

Shelby VanSickle
Senior Director, Channel Marketing

Independent Operators Resource Catalogue

Canada Beef Treasure Map
A Canadian Beef initiative to help you increase your beef profitability.

Routine Retail
You Are Here
Scan QR codes along the way to learn more about each sales tool.

Butcher's Bay
Beef Merchandising Poster
26" x 36" Wall Chart
Illustrates all beef cuts

Beef Demand Planners
8.5" x 11" Pamphlets
Innovation & value cut ideas

Beef Merchandising Fold Out
8.5" x 11" Pamphlet
Hand-held version of the poster

Point of Purchase Paradise
Canadian Grade Labels - 3 Types
500 Labels x 2", Transparent
View information on beef grades with a QR code

Canadian Beef Information Gateway Kit
POS with scannable codes
1 Wall & 3 Shelf Dividers
2 Shelf Dangles x 4.5"
4 Transparent Window Clings - 2 horizontal & 2 vertical
1 Tilt Card with Takeaway Card Holder for Counter-top
1000 Labels x 2.5"
750 Takeaway Cards (Replenishable)

Marinating Program*
25-gram Spice Sachet
Tenderize value cuts
- Increase carcass utilization

Ar-Home Haven
Learn how to cook this beef to perfection
Scan QR code to get started

Cooking Instruction QR Code Label
500 Labels x 1.5", Transparent
View standard beef cooking instructions with a QR code

Gateway Gallows

Keep your eye out for these other online treasures along the way.

- Canadian Beef & Veal Handbook
- Canadian Beef Virtual Tours
- Supplier Contacts
- Canadian Beef Advantage Vignettes
- Ground Beef Toolkit

Partner with us.

- Canada Beef License Brand Agreement
- Canada Beef Cost Share Program

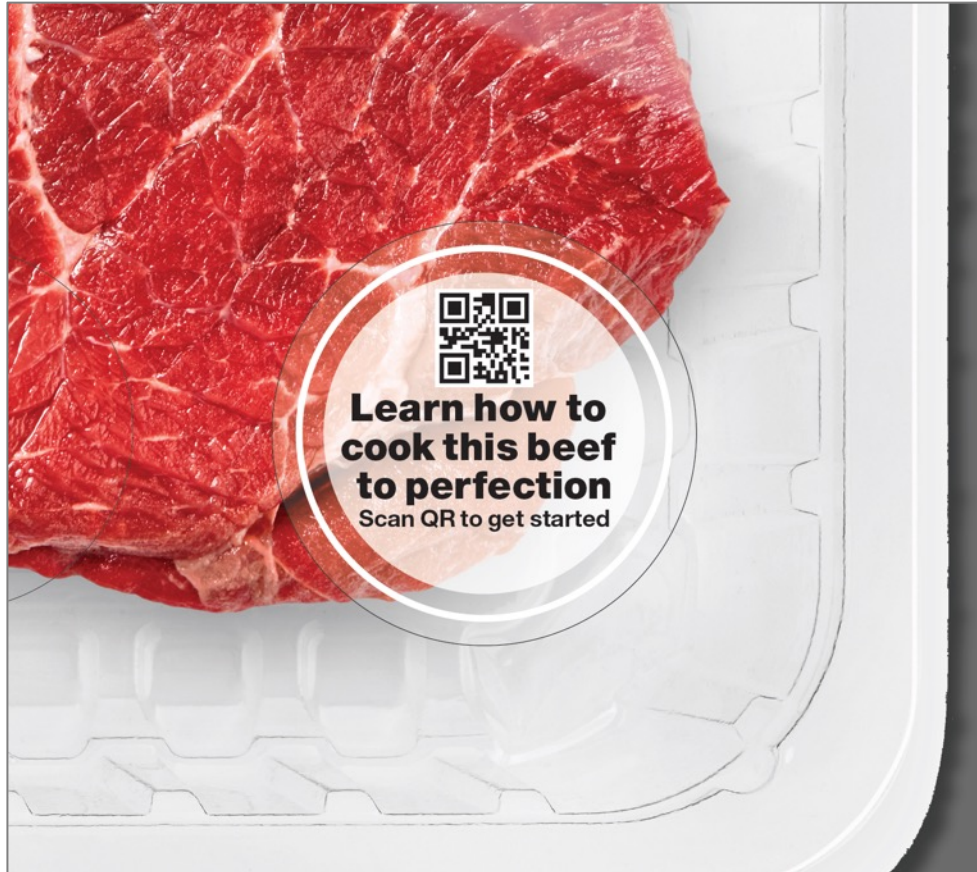
Scan QR code to order these beef assets today and be on your way to greater profitability!

Visit www.cdnbeefperforms.ca/resourcekit to get started.

*All Canada Beef Treasure Map resources are free-of-charge, except for the Marinating Program sachets (cost to purchase)

- 11" x 25.5" poster when unfolded
- Foldable, for ease of mailing
- 500 kits assembled, of which mailout began for the first ~400 in early April 2023

QR Code Enabled Retail Labels



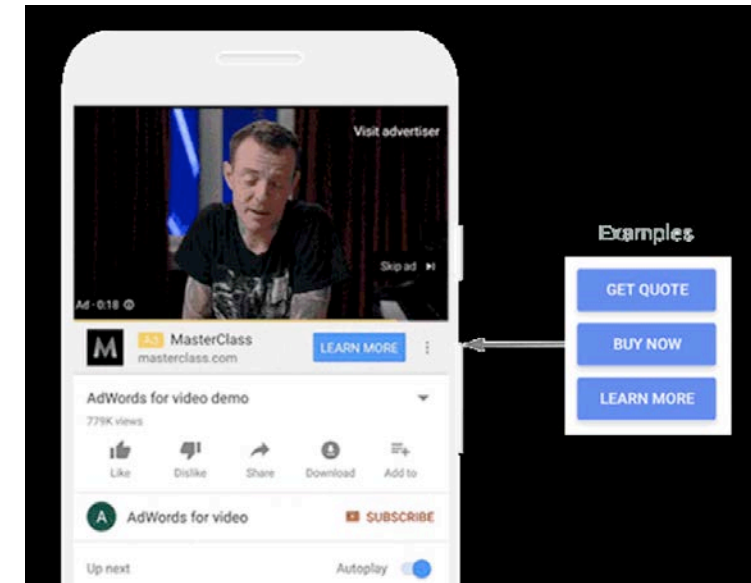


YouTube Subscriber Campaign

Michele McAdoo
Executive Director, Digital Marketing

YouTube Subscribers Campaign - What we did

- We identified the need for recipes for 1 to 2 people. We created a theme called 'Weeknight Dinner for Two' and developed 12 new recipes with step it out images.
- Based on YouTube and TikTok trends the team created easy to follow, fast paced, energetic hands only videos for each of the recipes.
- These new videos were used as part of a subscribers campaign to entice a new audience to Canada Beef's YouTube channel.
- The campaign leveraged 'YouTube for Action' - by showing our creative before a YouTube video to an audience most likely to take action, we maximized the potential by driving people to visit our YouTube homepage and ultimately, subscribe.
- Creation of 6 (16 second) teaser videos were used in the YouTube for Action area.
- The profile image on the channel page was updated to reflect the campaign title. A playlist was created to house all 12 videos at the top of the page. Content was added in two waves.






YouTube Subscribers Campaign - Why does this matter.

Results of this campaign –

- We had over 9,599 new subscribers join our channel for a total of 11,400 subscribers.
- Received 9.3 million impressions
- Learned this content resonated with the audiences we targeted.
- The top 3 videos by subscriber growth
 - Beef Stroganoff Open-Faced Sandwiches, Personal Taco Pizzas and Korean-Style Pan-Fried Steak Strips
- Both good content and audience are equally important. Building a subscriber base allows for the content we create be seen by more people.
- As we add new video content to the channel subscribers receive updates and notifications in their newsfeeds.
- The main goal of YouTube subscribers is to increase upload reach and engagement.



		
Beef Stroganoff Open-Faced Sandwiches	Personal Taco Pizzas	Korean-Style Pan-Fried Steak Strips
Impressions: 2,075,726 Subscribers: 2,819	Impressions: 1,819,820 Subscribers: 2,145	Impressions: 1,300,623 Subscribers: 1,529

Canada Beef E-Commerce

- Developing understanding of the on-line retail space for beef products in the Canadian market.
 - Conduct in-depth analysis of Canadian retailers on-line beef product mix.
 - Understand the on-line product mix compares to in-store.
- Developing resources to support retailers on-line beef sales.
 - Investigating the ability to add a toolkit using library resources – (artwork, photos, graphs, videos)
 - Provide content and information for retailer on-line beef pages
- Identify key audience to present Technomic research.
- Purchased access to Nielsen IQ Ecommerce data to assist with developing strategy and content.



Retail Gateway Implementation

Kelly Hyde

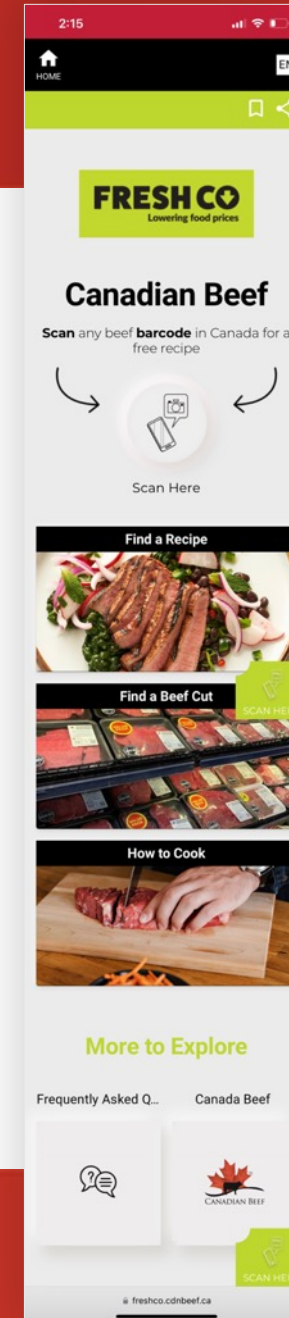
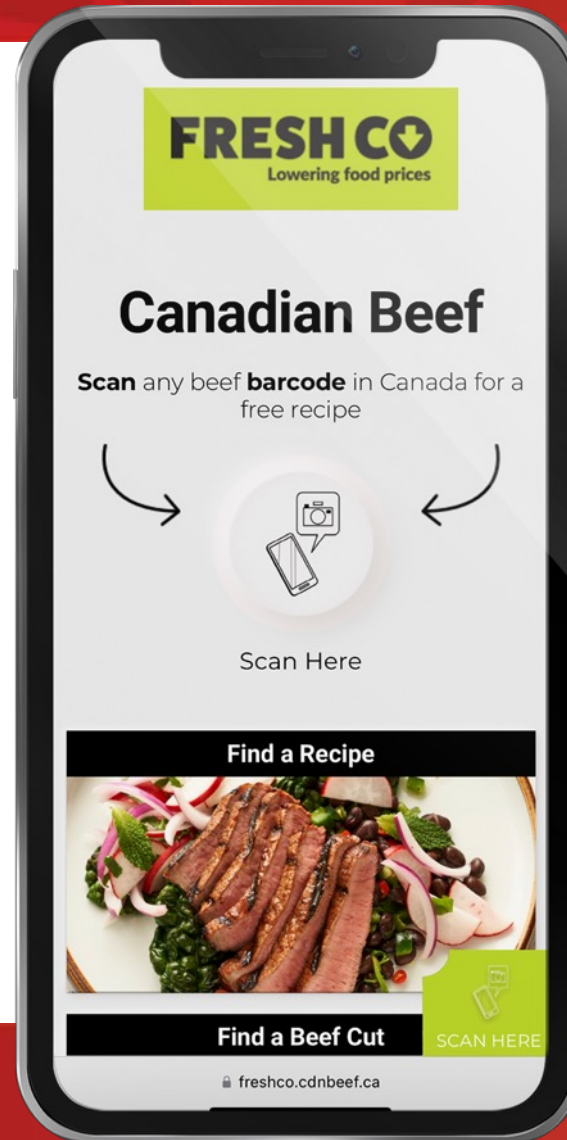
Director, Canadian Beef Information Gateway

Launching FreshCo's Gateway

Canada Beef is proud to be launching our FreshCo Gateway soon.

FreshCo is a major retailer in the east & is growing in the west.

FreshCo is under Sobeys which operates 12 major retail banners!



FreshCo's 140 Plus Store Locations



Store numbers are approximate

FreshCo Gateway Features



Working with Cargill on Labels and Barcodes



New Gateway Features Coming Soon!



Provincial Gateway Information Pages



Cuts by Colour Poster



World Cuisine



Recipe Collections



Diet & Wellness



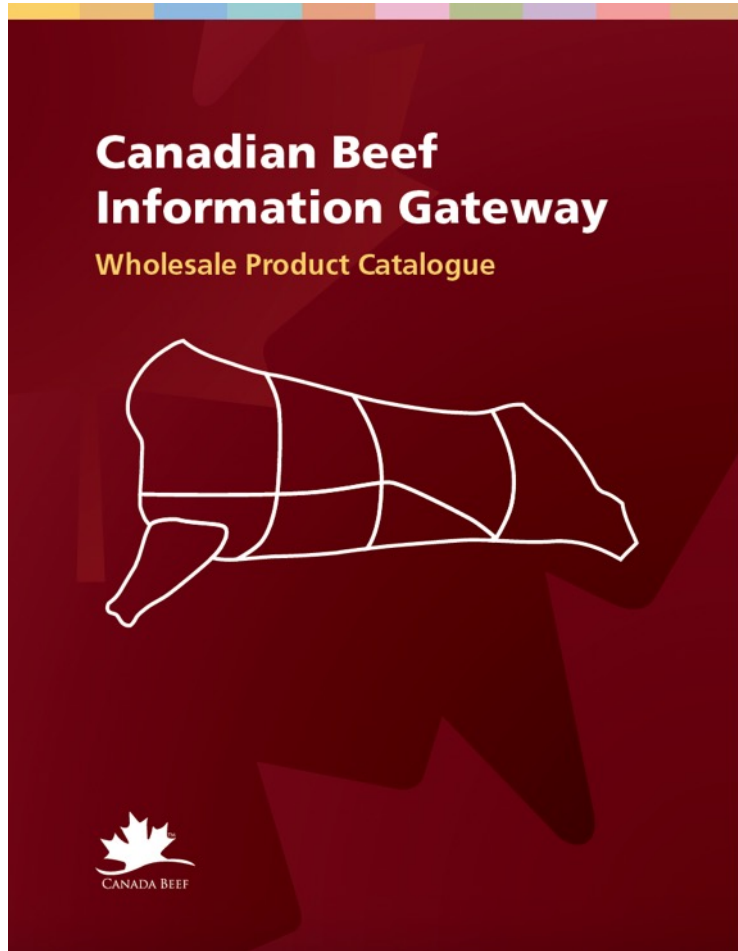
Wholesale Gateway/Roadmap

Mark Klassen
Executive Vice President

Canadian Beef Information Gateway Platforms

Platform	Target Audience	Primary Intent	Access Route
Retail	Consumers	Provide recipes, preparation tips and product information	QR & Bar Codes on Retail Packages (trays), POS and Flyers/Advertising
Wholesale	Industry Personnel	Provide training on merchandising/knife skills while referencing culinary applications	QR & Bar Codes on Wholesale Packaging (boxes) as well as Merchandising Materials from CB and Industry

Wholesale Gateway Product Mix



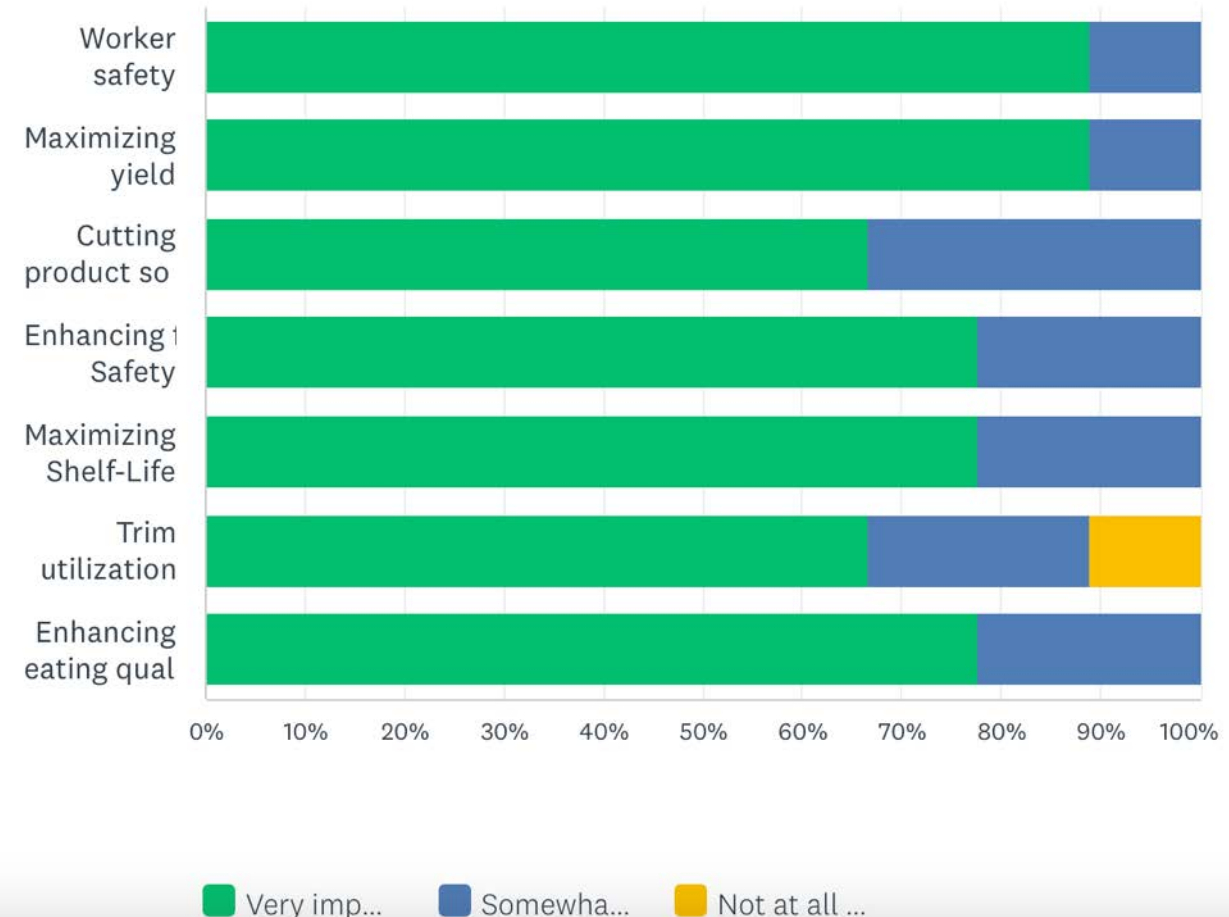
- Phase I priority products developed in consultation with packers.
 - 60 sub-primals (13 opportunity cuts)
 - 16 variety meats
 - 4 trimmings (50,65,85 & 90)
- Content will be coming to the cdnbeefperforms.ca website in the form of a product catalogue
- 360 degree product photography and video

Wholesale Gateway Training Videos Attributes (Retail Merchandising)

- Consulted with packers, retailers, educational institutions, distributors on Wholesale Gateway video content for retail sector
- Customization & branding requirements
- Usage case scenarios
- Desired length
- Target audience skill level

How important are the following topics in beef cutting training videos for your organization?

Answered: 9 Skipped: 0



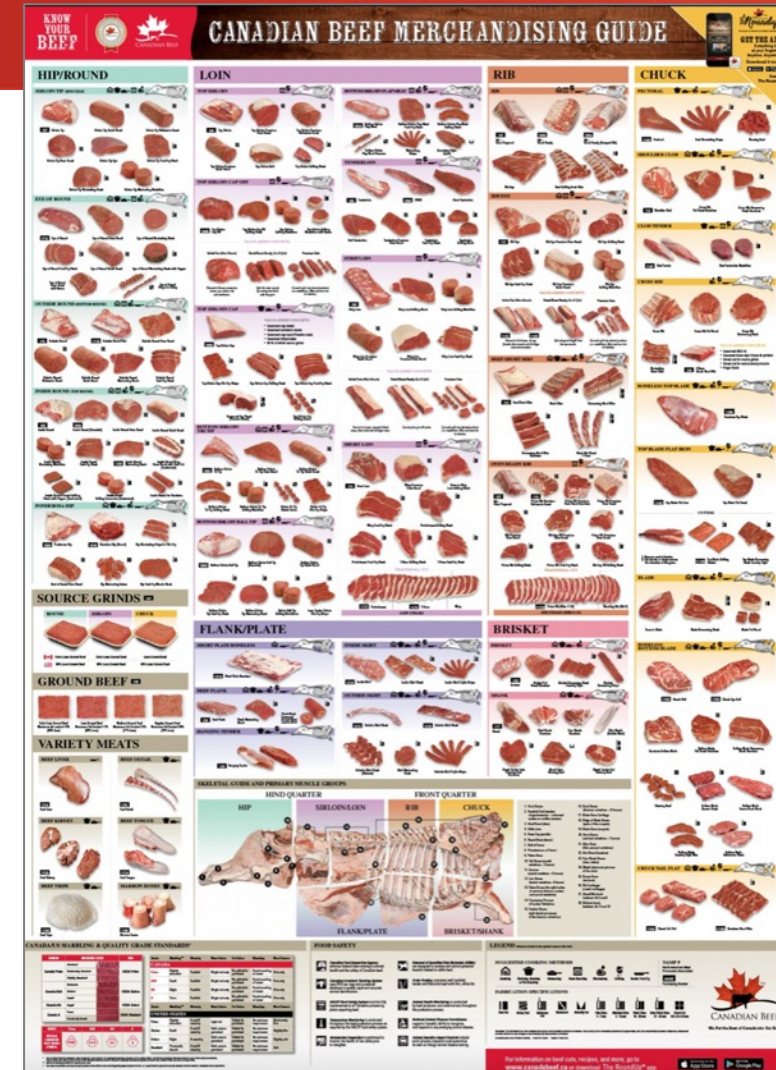
Wholesale Gateway Implementation (Retail Merchandising)

- Video capture underway and has been completed for 13 opportunity cuts
- Aim to finish videos for 60 cuts by May and launch Wholesale Gateway platform in **July 2023**
- Information will be accessed by scanning the existing packer bar code on boxes



Additional Content in Development

- 3D scanning of all 60 subprimal to illustrate attributes requiring specification
- QR code integration for all Canada Beef merchandising resources
- Foodservice merchandising content will also be developed recognizing this sectors requirements are unique.



Gateway Roadmap



scan.cdnbeef.ca

- National Gateway gains ability to read bar codes from any major retailer across Canada
- Meal planning wizard
- Consumer cooking courses
- Canadian Beef Advantage information
- Canadian beef brand showcase
- New technology (augmented reality & AI)



Stakeholder Satisfaction Study

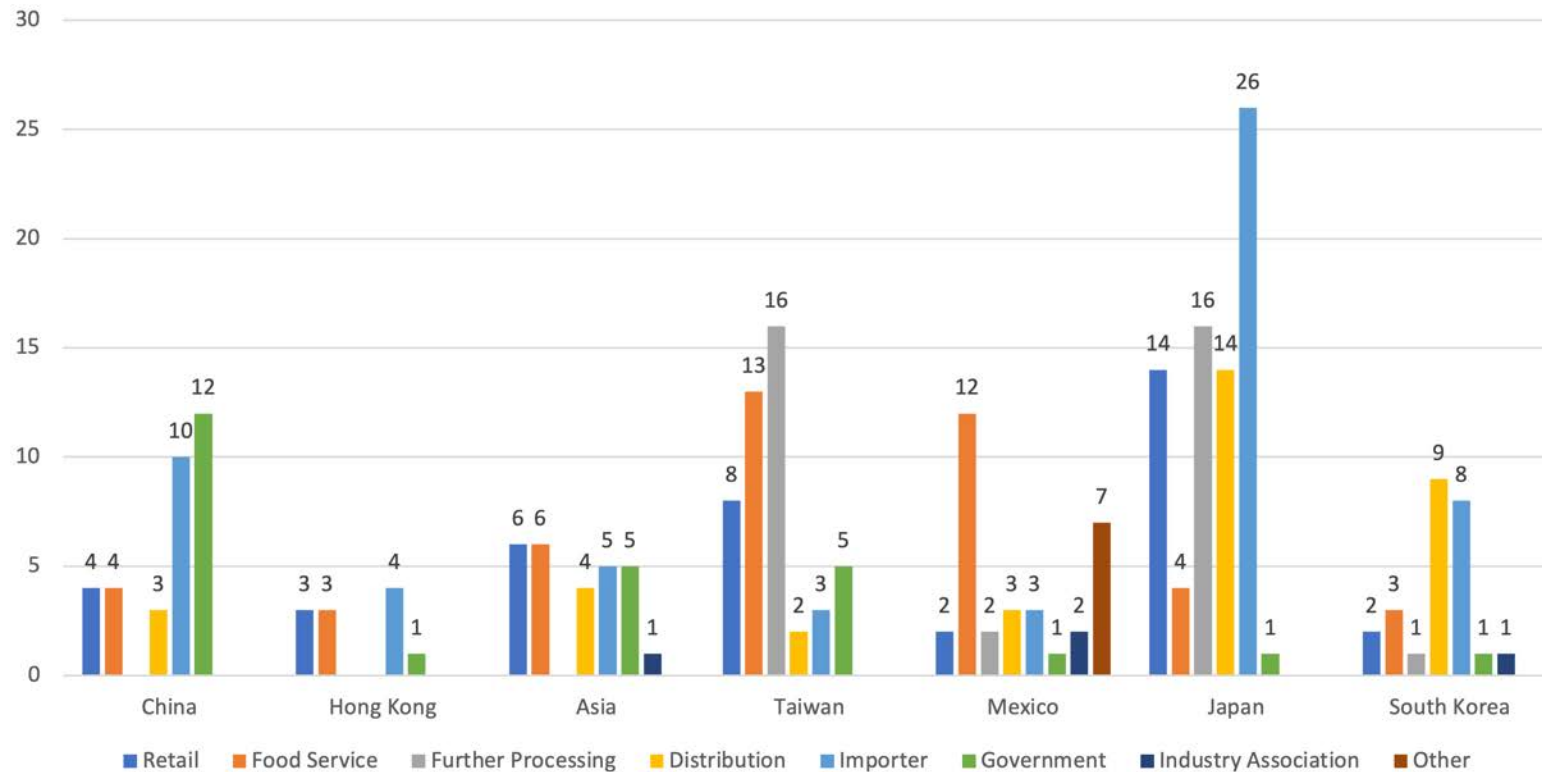
Mark Klassen
Executive Vice President

2022/23 Global Stakeholder Satisfaction Study

- Survey invitations were sent by email to Canadian stakeholders that were obtained from Canada Beef staff contact lists.
- Sectors represented by survey respondents were Retail, Food Service, Harvest/Fabrication, Further Processing, Canadian Beef or Veal Brand Owner, Trader, Distributor, Importer, National/Provincial Cattle Association, and Government.
- Surveys were completed online by respondents in each market using a English or translated questionnaire

250 Survey Respondents by Sector (International)

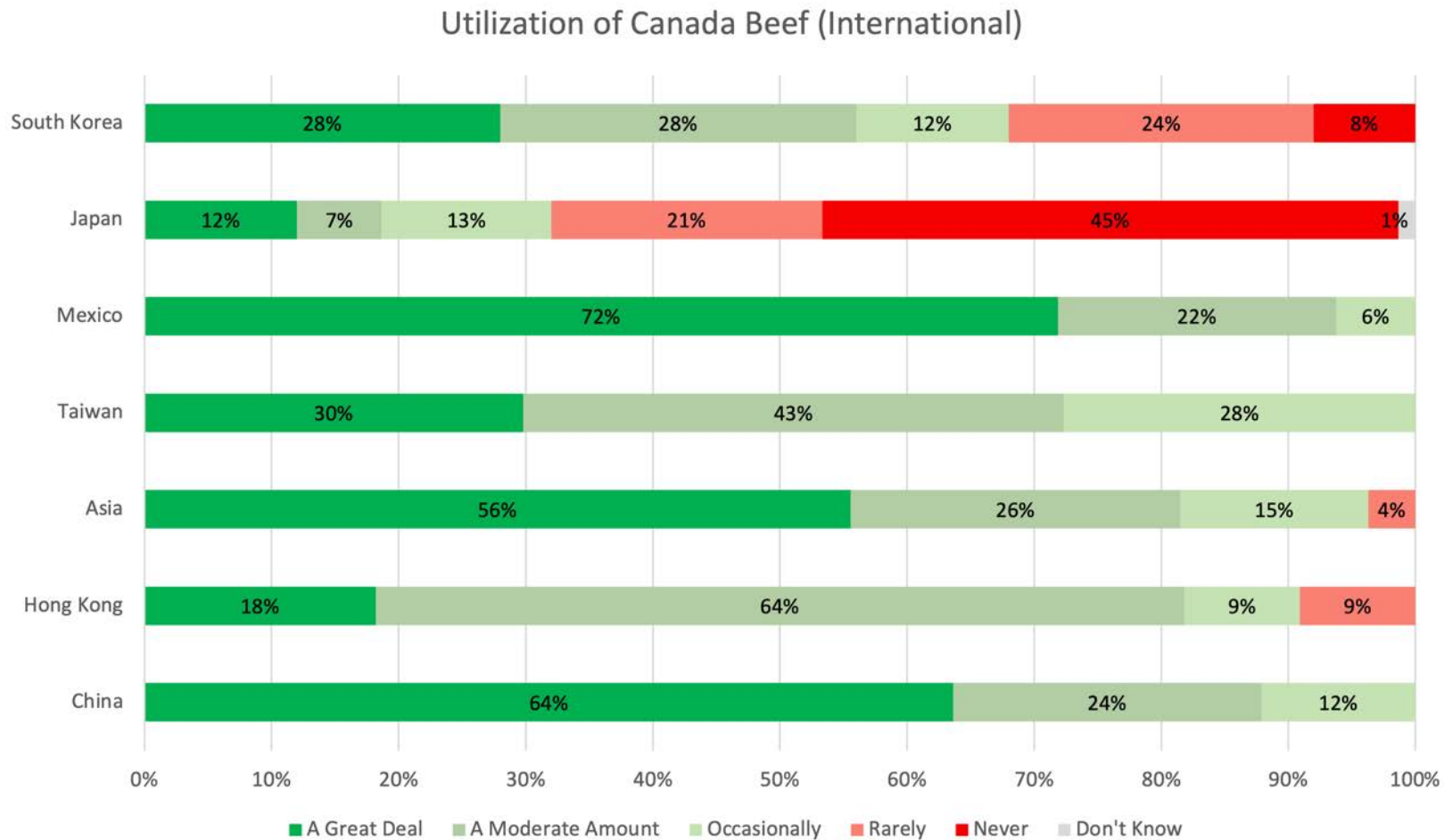
Survey Respondents by Sector
(China, Hong Kong, Asia, Taiwan, Mexico, Japan, South Korea)



- The sectors include; Retail, Food Service, Further Processing, Distribution, Importer, Government, Industry Association and Other.
- Japan and Taiwan had the largest number of respondents, at **75** and **47**. Hong Kong had the lowest number of respondents at **11**.
- Importer and Food Service are the largest sectors with **59** and **45** respondents.

■ Retail ■ Food Service ■ Further Processing ■ Distribution ■ Importer ■ Government ■ Industry Association ■ Other

Utilization of Canada Beef (International)

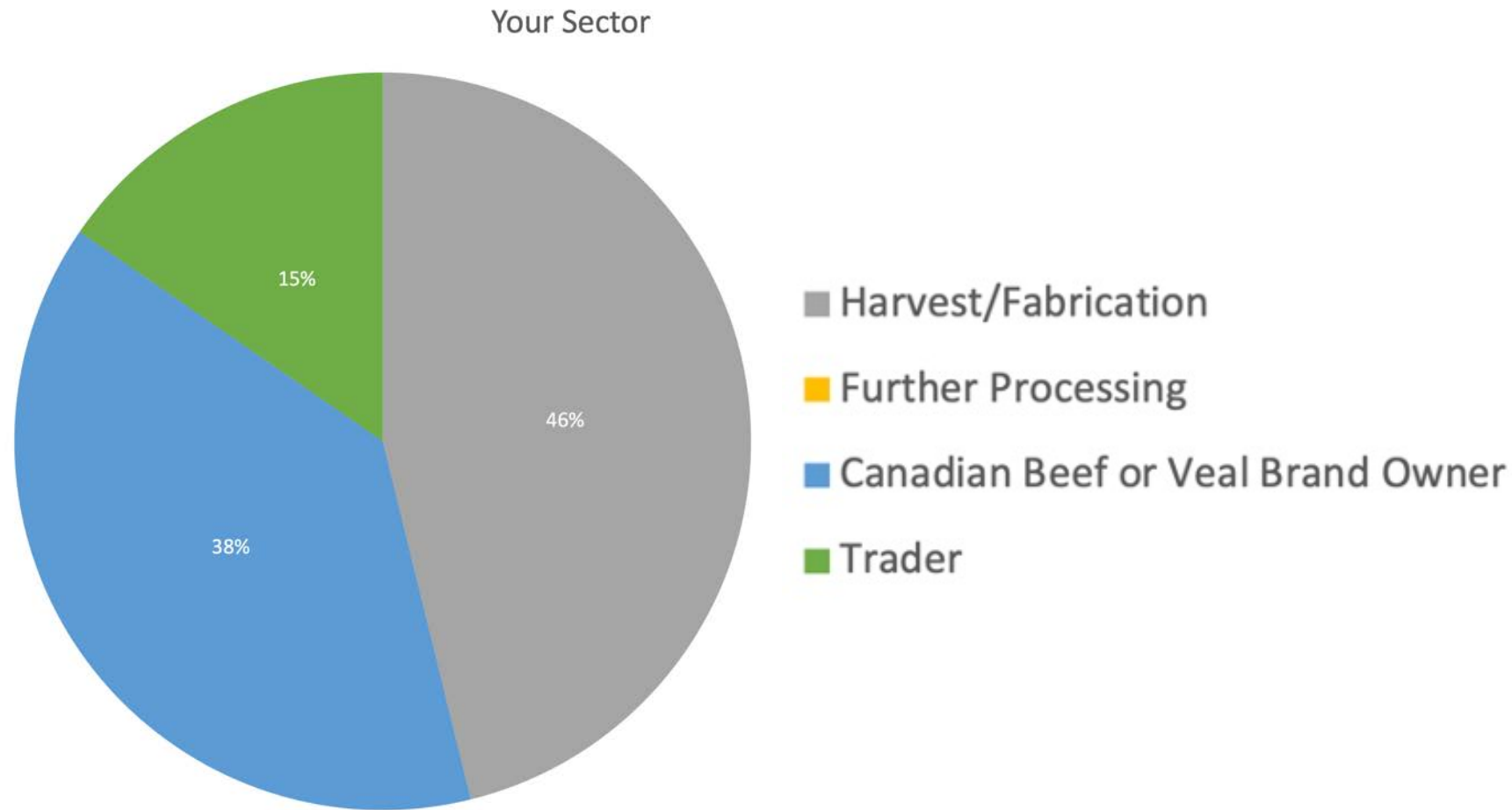


- **71%** of respondent had utilized the services of Canada Beef *a great deal* or *a moderate amount*.
- **45%** of respondents from Japan reported that they *never* utilized Canada Beef

In the past year how much has your organization utilized Canada Beef?

■ A Great Deal ■ A Moderate Amount ■ Occasionally ■ Rarely ■ Never ■ Don't Know

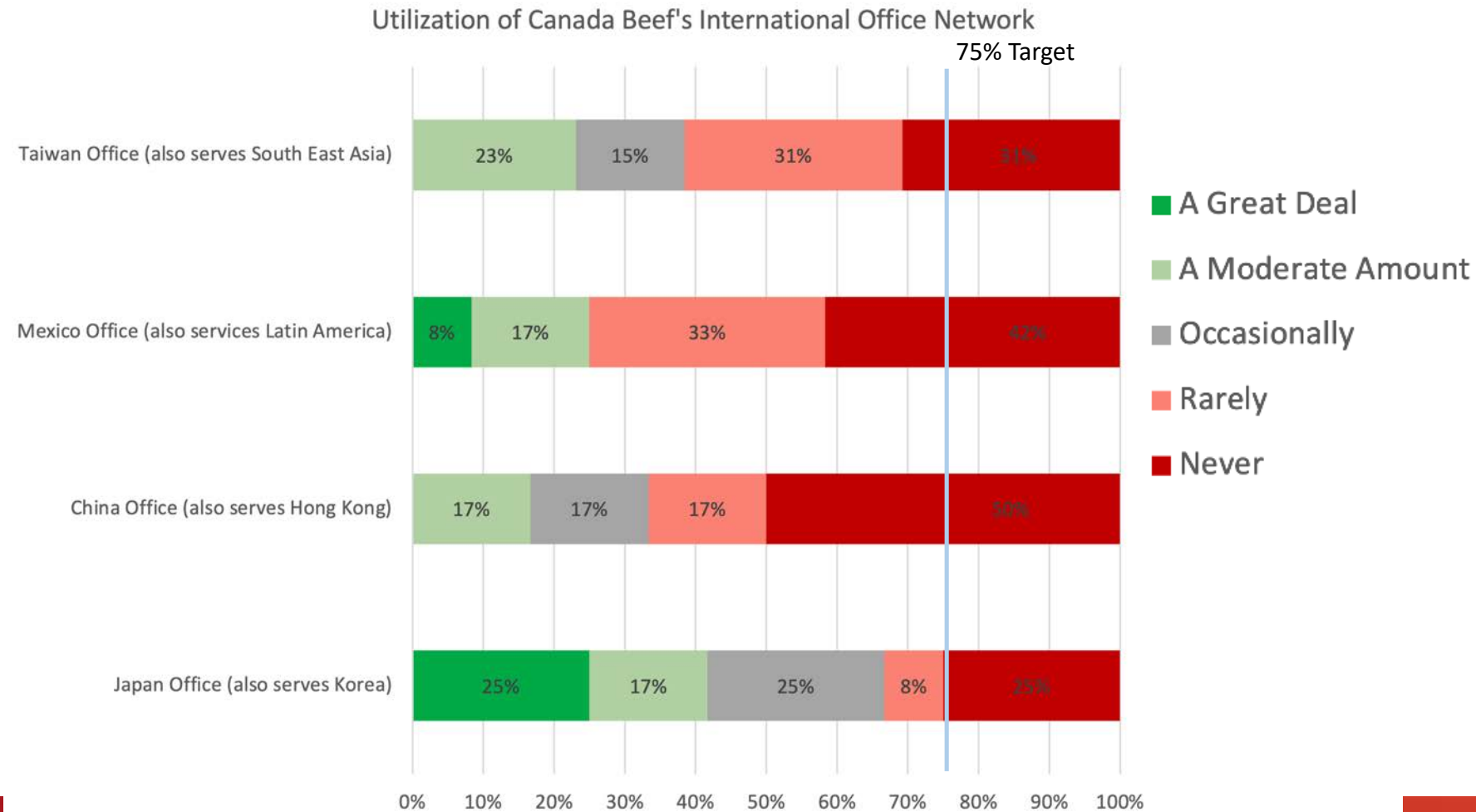
Export Survey Respondents by Sector



- **13** surveys were collected.
- Harvest/Fabrication, Brand Owners and Trader are the majority of respondents.

Your Sector?

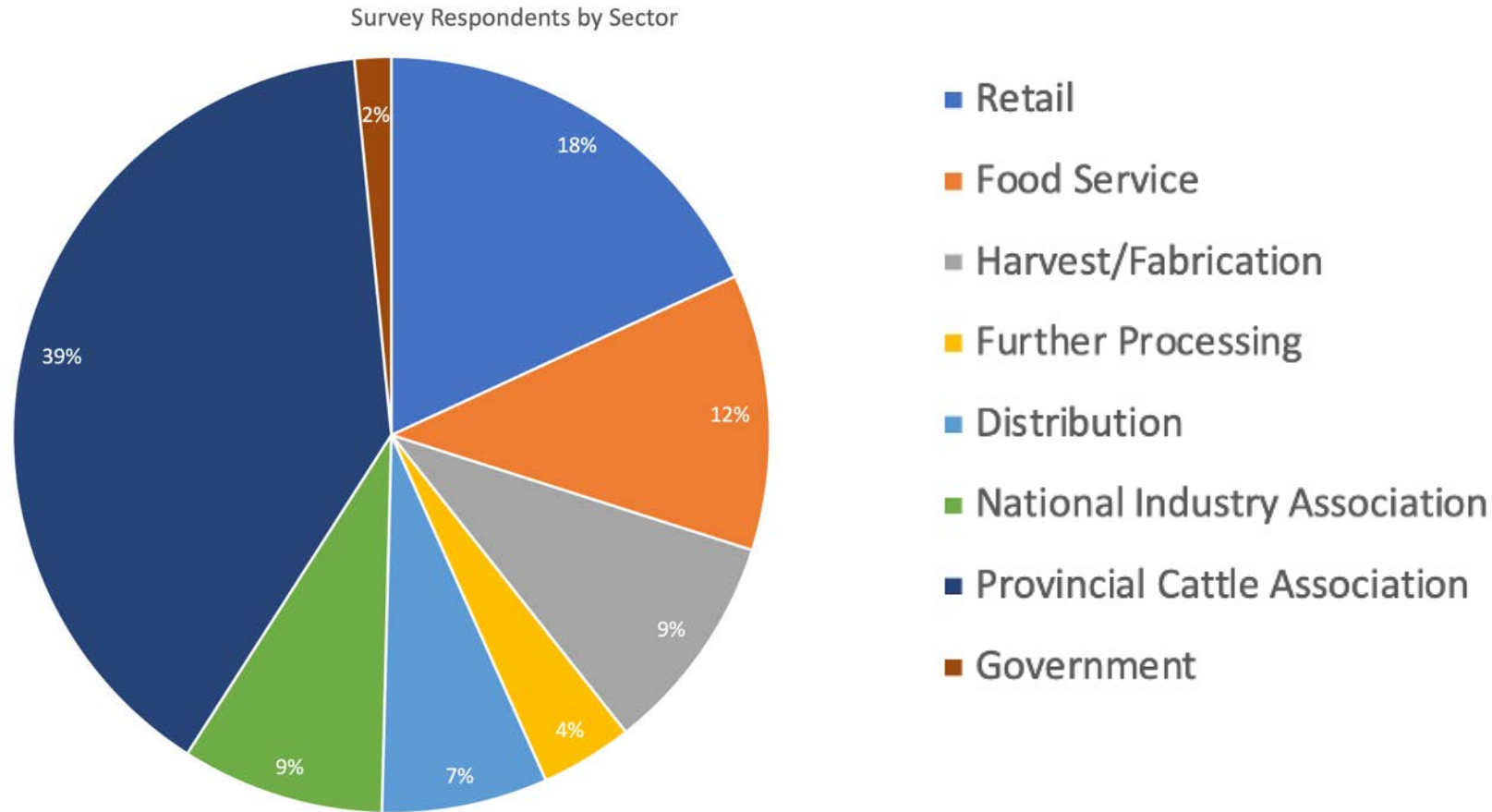
Utilization of Canada Beef's International Office Network



- **27%** of respondent organizations had utilized the services of CB's International Office Network *a great deal or a moderate amount* in the past year.
- *Rarely, or never* accounted for **59%** of responses.

In the past year how much has your organization utilized Canada Beef?

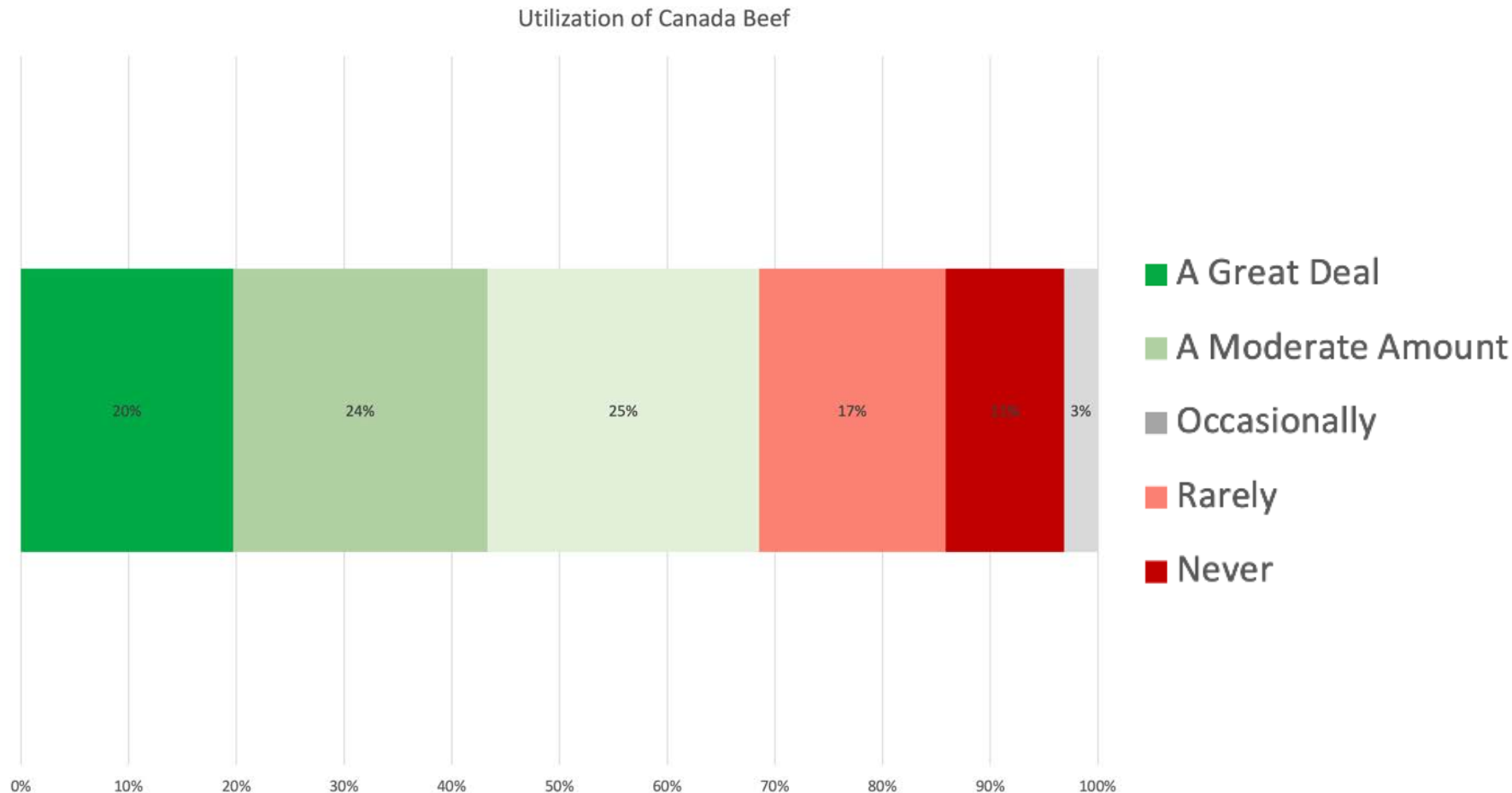
Domestic Survey Respondents by Sector



- **127** surveys were collected.
- **50** respondents were from the Provincial Cattle Association and **23** were from Retail sector.
- Provincial Cattle Association, Retail, Food Service, are the majority of responses.

Your Sector?

Domestic Utilization of Canada Beef



- **44%** of respondent organizations had utilized the services of Canada Beef *a great deal or moderately* in the past year.
- *Rarely, never or don't know* accounted for **31%** of responses.

In the past year how much has your organization utilized Canada Beef?

GLOBAL SATISFACTION SURVEY	STAKEHOLDER TYPE			
	DOMESTIC	EXPORTERS	INTERNATIONAL	GLOBAL
RESPONDENT ATTRIBUTES				
Stakeholder Location	Canada		International	
Stakeholders responding	127	13	250	390
Global Satisfaction Score Weighting	60%	20%	20%	100%
ORGANIZATIONAL SATISFACTION MEASURES (% SATISFIED)				
Staff Knowledge/Skills	77%	69%	96%	79%
Staff Responsiveness	70%	69%	97%	75%
Overall Contribution	71%	92%	97%	80%
INITIATIVE SATISFACTION MEASURES (% SATISFIED)				
Programs & Services	59%	77%	88%	68%
Resources & Materials	65%	86%	91%	74%
Social Media, Web & Apps	54%	NA	92%	69%
Overall Satisfaction (Average)	66%	79%	94%	74%

Very low levels of dissatisfaction but still significant % unsure

Follow-up Actions

- Created an internal working group on Stakeholder Satisfaction
- We will be following up with a significant number of stakeholders and reviewing their responses with them to get more information
 - Recommendations will be made on specific areas
- Reviewing survey methodology including whether it would be useful to designate specific individuals (25-50) would be consulted each year for consistent tracking over time. These individuals would be asked for more detailed information than regular survey respondents.

Canada Beef/Alberta Beef Export Market Development Partner Program Summary 2019 – 2023

Prepared for
Marketing Development & Promotion Committee
April 19, 2023



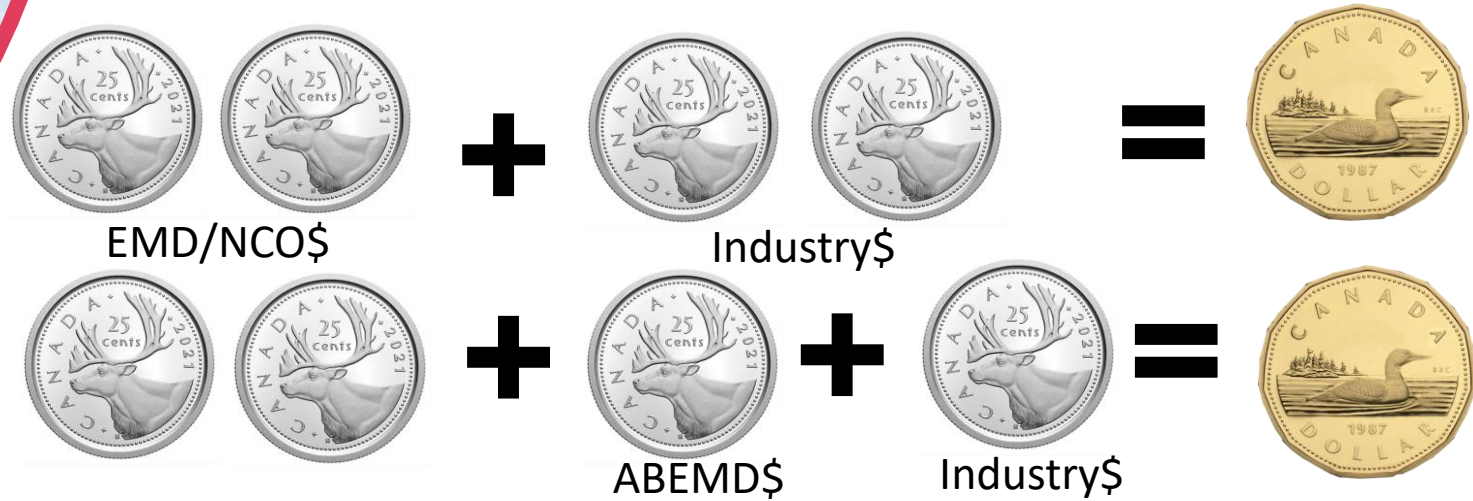
Export Market Development (EMD) Partner Programs

Cost-shared funding support for eligible branded projects vs cost-covered generic initiatives supported under CAP.

1. Canada Beef EMD program created in 2019, provides 50/50% cost shared support for all Canadian packer projects.
 2. Alberta Beef Export Market Development (ABEMD) program created in 2019, provides an additional 25% cost-shared support for Alberta based branded projects when stacked on EMD (75/25%).
- ABEMD 25% provided through a grant from Alberta Agriculture and Irrigation.

Alberta Beef Promotion BELX
Supermarket Tokyo Japan 2022

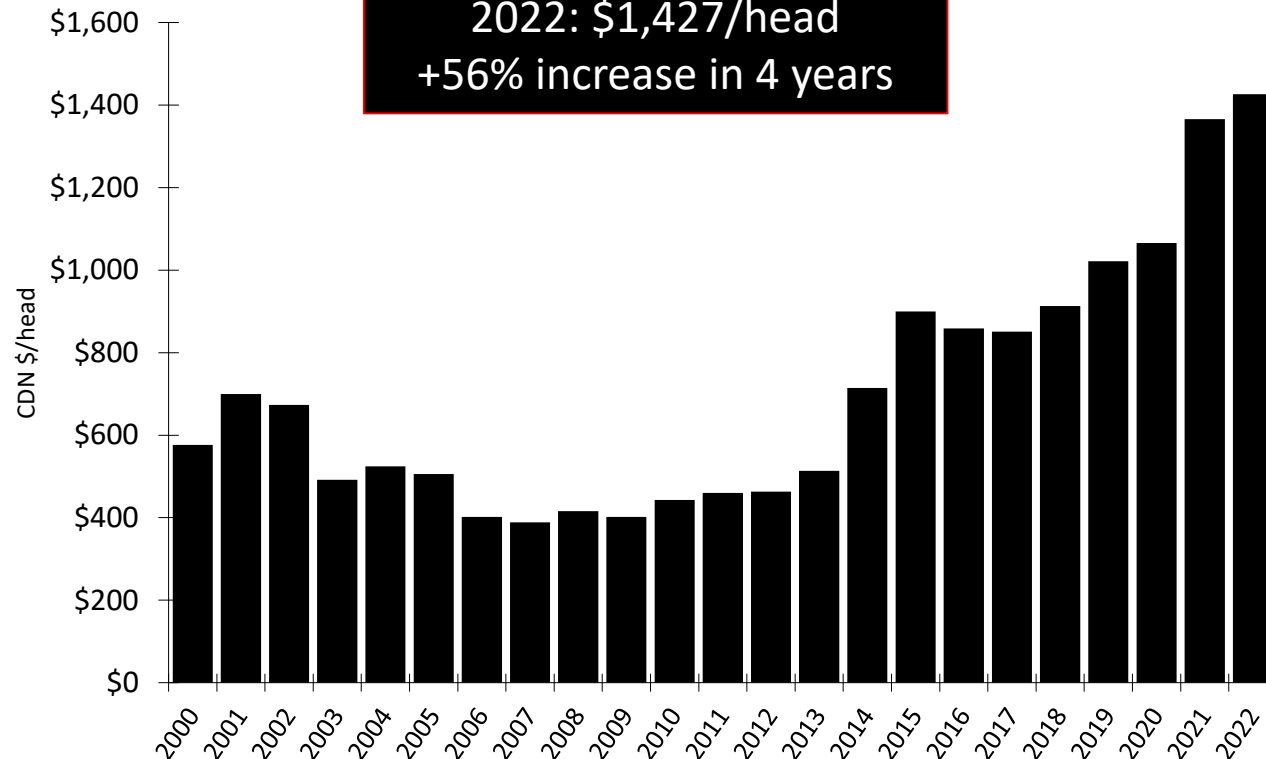
Export Market Development Partnership Proposition



Market Investigation (EMI)	Market Adaptation (EMA)	Market Diversification (MDP)	Promotion and Marketing (PMP)	Competitive Benchmarking (CBP)
Outgoing Missions New Customers, New Markets, Training, Innovation	Incoming Missions New Customers, New Markets, Training, Innovation	Trade Show, Events and Seminar Participation	Marketing Material Development, Production and Tasting Programs	In-market Yield Testing, Financial Performance and Meat Quality Sensory Analysis

Canadian Beef Export Sales Contribution Per Head 2000 - 2022

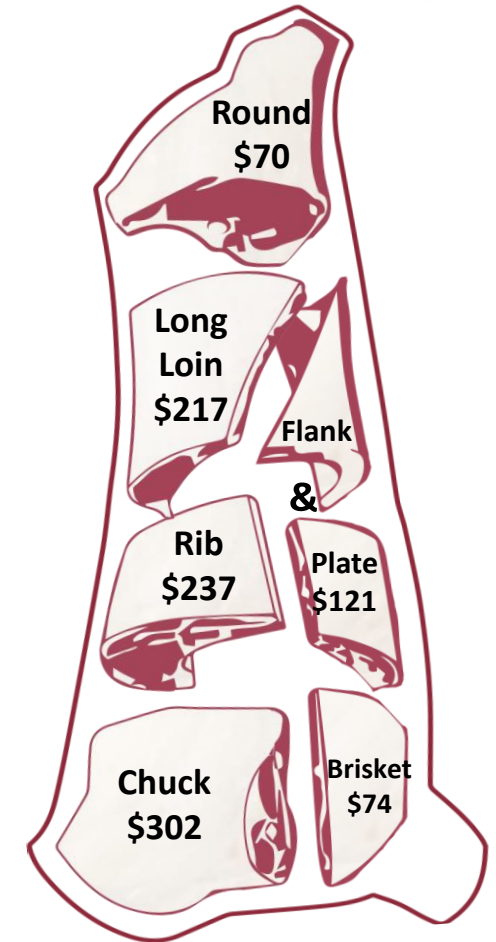
2018: \$913/head
2022: \$1,427/head
+56% increase in 4 years



Source: Source: Statistics Canada, CBGA, Canfax Research Services

Export Sales Contribution 2022 \$1,427/head

- Beef exports account for over 45% of total beef sales in 2022.
- \$1,021/head from primal cuts.
- \$406/head from carcasses, offal, processed and other.

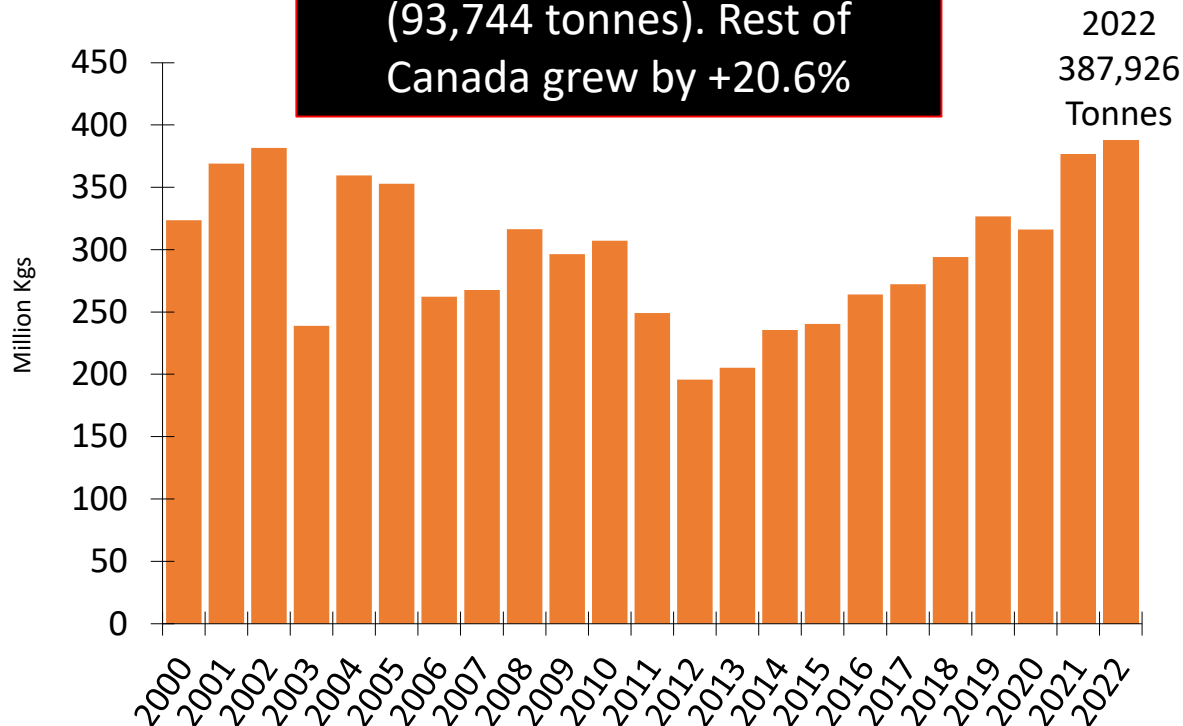


Export primal cut values are calculated based on the total export value of each primal (reported by Statistics Canada) divided by the total cattle slaughter.

Alberta Beef Export Volume and Value 2000 - 2022

Alberta Beef Export Volume Performance

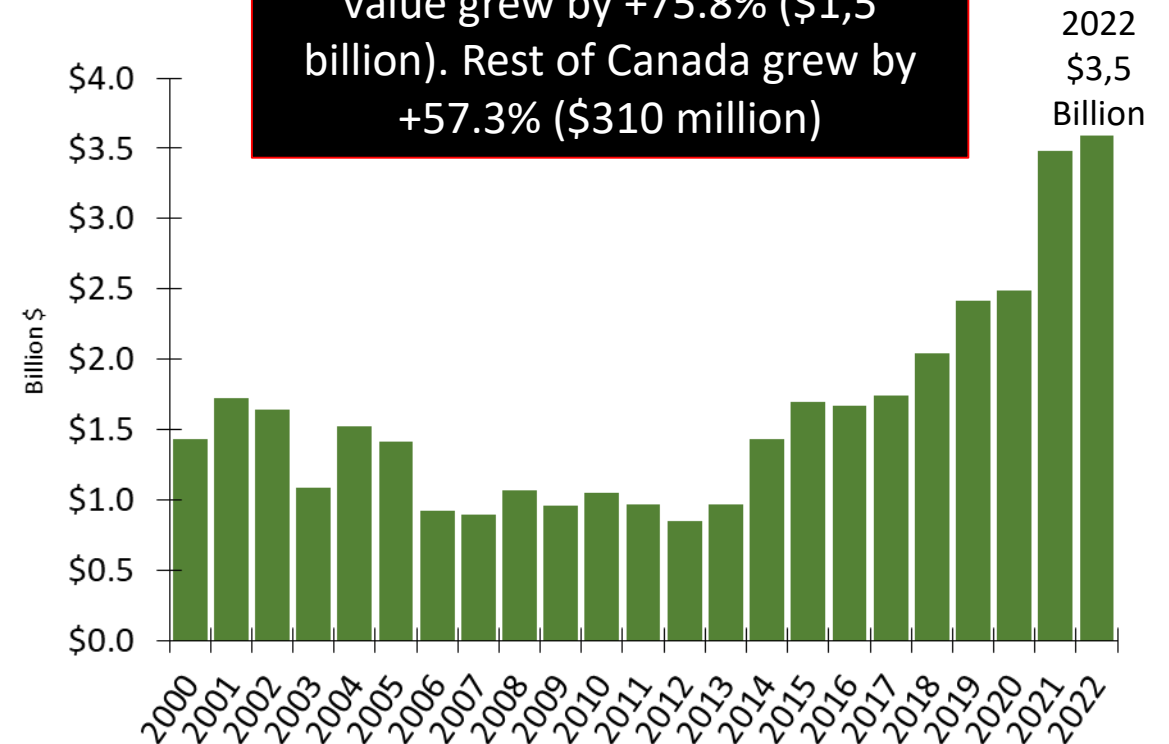
2018 – 2022 Alberta Beef export volume grew by +31.8% (93,744 tonnes). Rest of Canada grew by +20.6%



Source: Statistics Canada, AAFC

Alberta Beef Export Value Performance

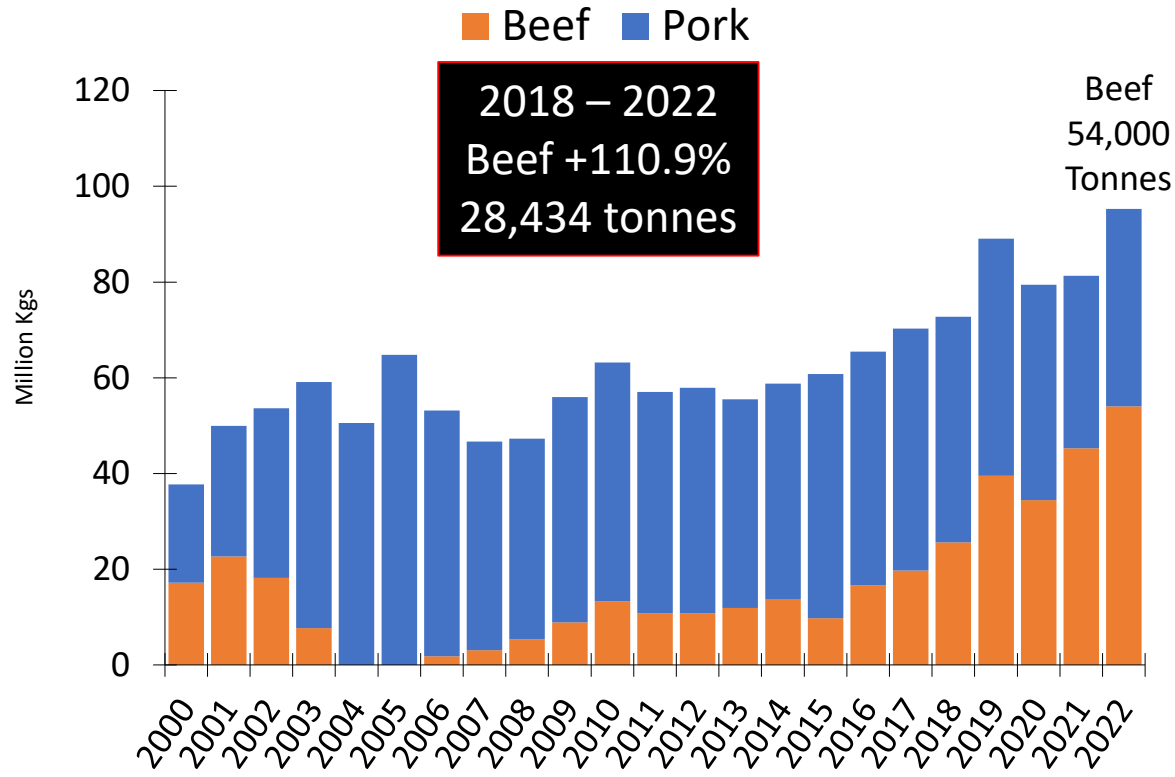
2018 – 2022 Alberta Beef export value grew by +75.8% (\$1,5 billion). Rest of Canada grew by +57.3% (\$310 million)



Source: Statistics Canada, AAFC

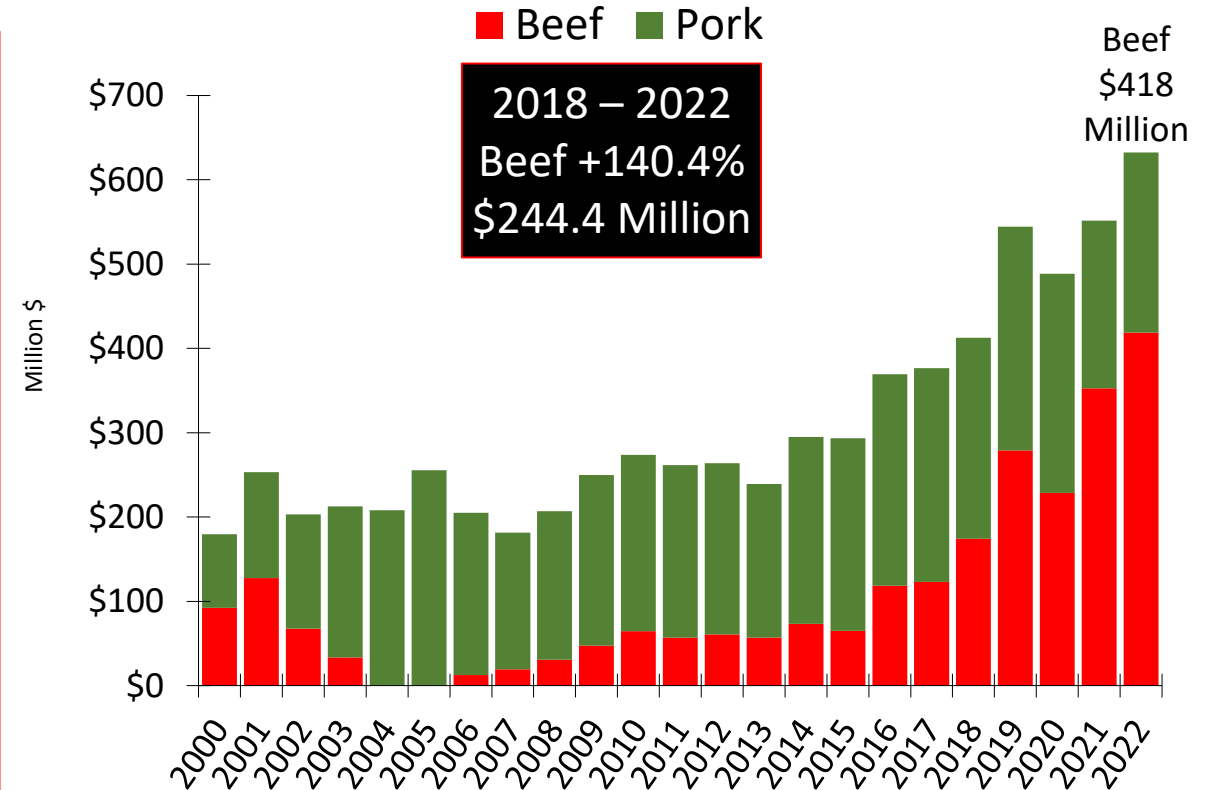
Alberta Beef and Pork Exports Made for Japan 2000 - 2022

Alberta Beef and Pork Export Volume to Japan



Source: Statistics Canada, AAFC

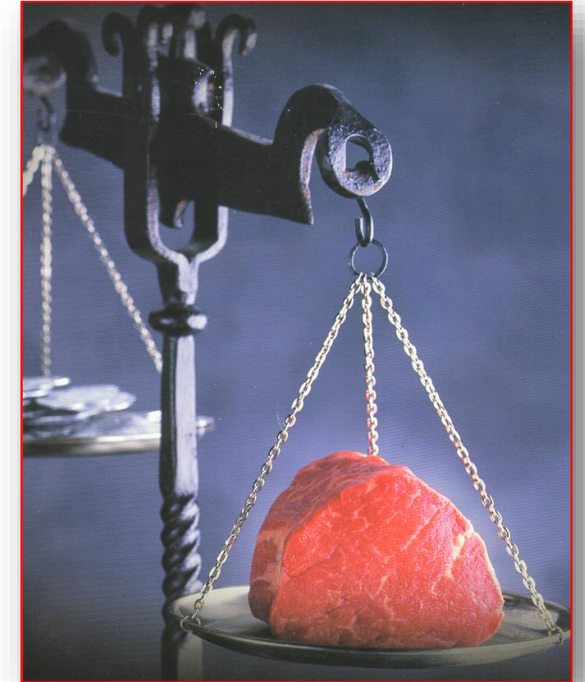
Alberta Beef and Pork Export Value to Japan



Source: Statistics Canada, AAFC

EMD Partner Program Performance 2019 - 2023

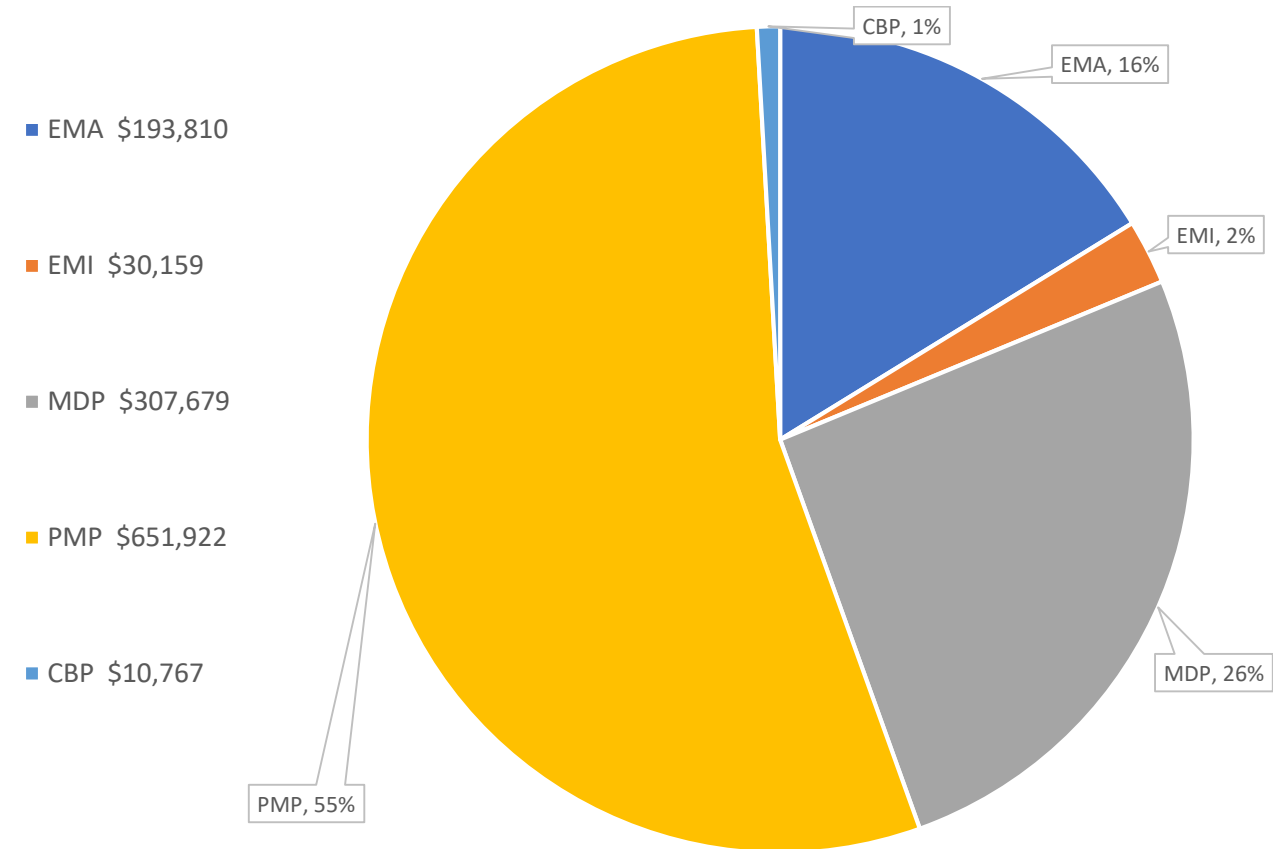
- 147 EMD and ABEMD projects completed.
- 132 projects supporting all 5 Alberta packers.
- 13 projects supporting 2 Ontario packers.
- 2 projects supporting packers in BC and Manitoba.
- Total EMD and ABEMD investment **\$1,194,337** million (\$694,337 EMD/NCO\$, \$500,000 ABEMD).
- Total Industry investment **\$448,375.**
- Total sales increase reported by all EMD program users **\$88.6 million**



EMD Partner Programs 2019 - 2023

Investment by Strategic Category

1. Promotion and Marketing Programs: 81, projects, \$651,911.
2. Market Diversification Programs (trade shows and seminars): 34 projects, \$307,679.
3. Export Market Adaptation (incoming missions): 23 projects, \$193,810
4. Export Market Investment (outgoing missions: 5 projects, \$30,159
5. Competitive Benchmarking Programs: 4 projects, \$10,767



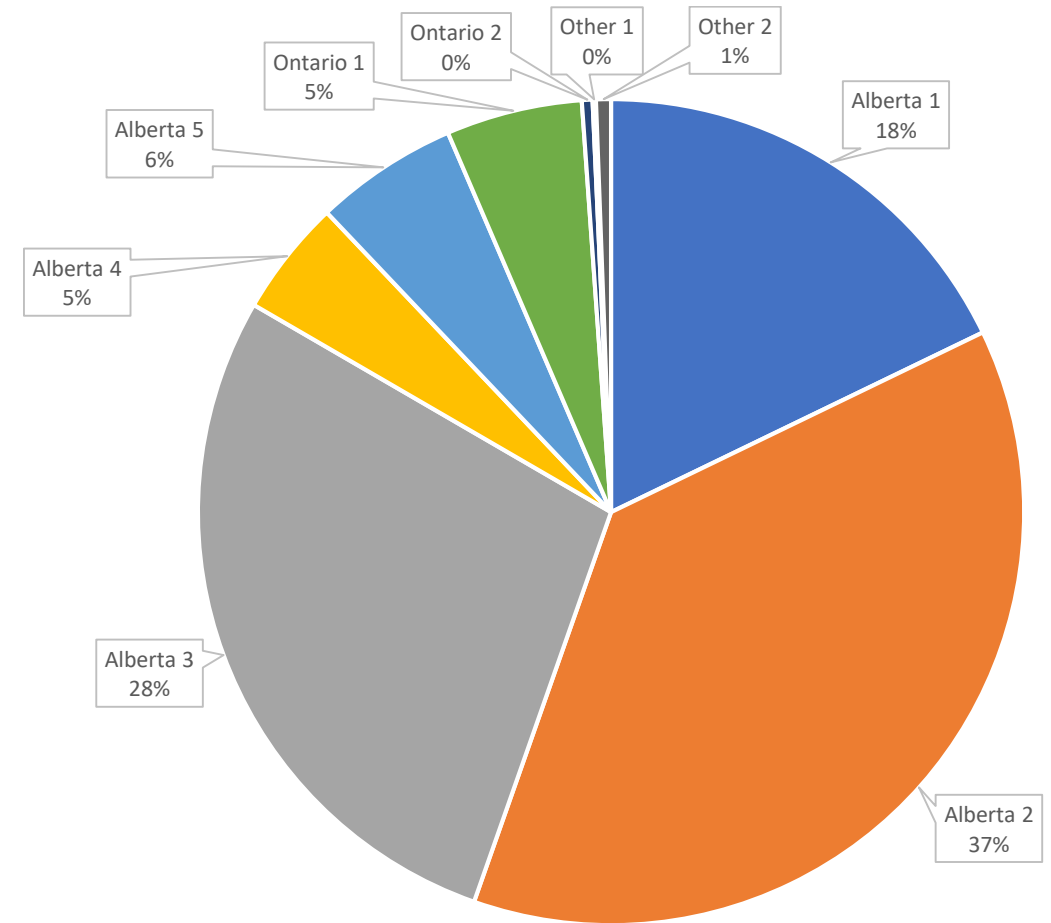
Source: EMD, ABEMD, Industry 2019-2023

EMD Partner Program 2019 – 2023

Investment by Packer and Eligible Clients

- EMD partner program usernames and project details are confidential.
- All large EMD partner program users received a detailed YTD business review presentation in February 2023.

■ Alberta 1
■ Alberta 2
■ Alberta 3
■ Alberta 4
■ Alberta 5
■ Ontario 1
■ Ontario 2
■ Other 1
■ Other 2

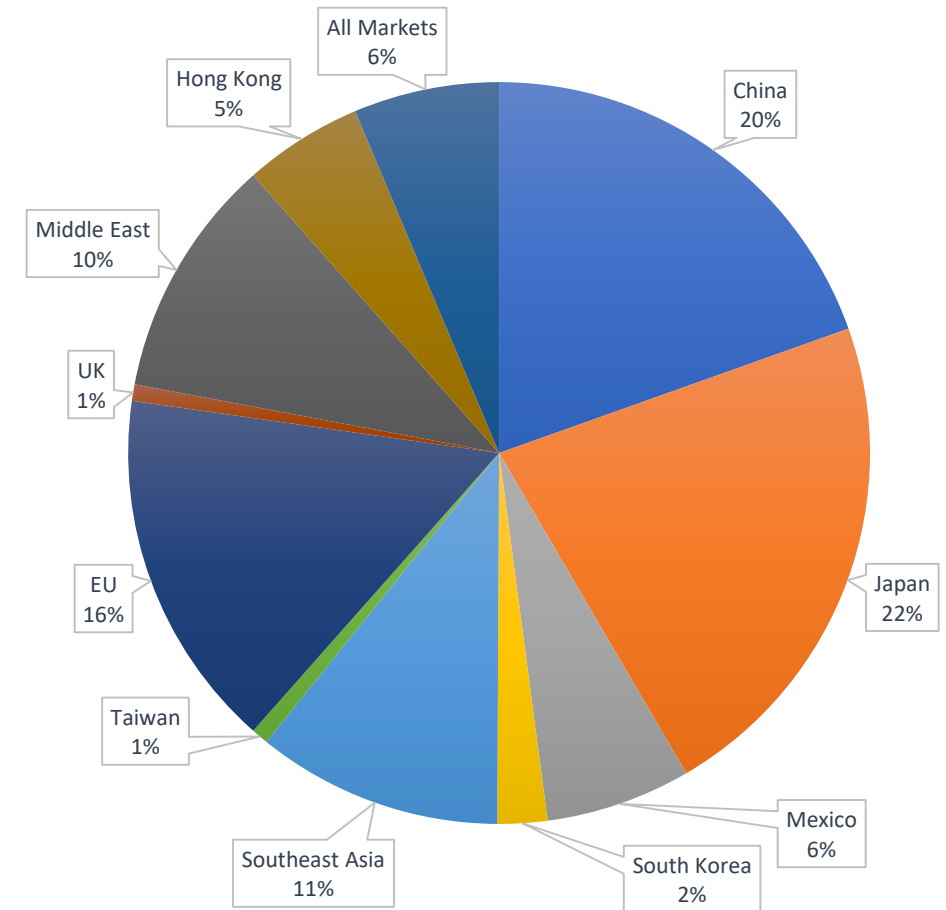


Source: EMD, ABEMD, Industry 2019-2023

EMD Partner Program 2019 - 2023

Investments by Market Destination

Projects targeting “All Markets” refers to resources or tactics that will be used in multiple markets of interest to the client.



Source: EMD, ABEMD, Industry 2019-2023

EMD Partner Programs 2023 and beyond

- National EMD program 50/50% has been updated, approved and ready to roll.
- Canada Beef and Alberta Beef team met with the Alberta Agriculture and Irrigation team in February to review program performance and request another \$500,000 grant for the next 3 years.
- Canada Beef has confirmed another meeting with Alberta Agriculture and Irrigation on April 21 to confirm.
- The Canada Beef team has and will continue to offer the EMD partner program value proposition (75/25%) to rest of Canada in the coming year.



Sterling Silver Canadian beef promotion at MARAE supermarkets Hong Kong 2022

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For more information about
Canada Beef Programs and
Services visit
cdnbeefperforms.ca

Want to learn more about what
Canada Beef is up to?
Join the Canada Beef Performs
monthly e-newsletter.



Canada Beef

Statement Board of Directors Expenses (Marketing Committee, costs not covered by the Check-off Agency)

for the 11 Months Ended

February 28, 2023

	Actual YTD (Previous Month)	Actual YTD (Current Month)	Annual Budget	Actual as % of Budget	Actual YTD (Prior Year)
Board					
Travel	15,186	15,186	40,000	38%	0
Meeting Per Diem	22,325	22,325	20,000	112%	3,950
Meetings Expense	1,299	1,299	5,000	26%	0
TOTAL BOARD EXPENSES	38,810	38,810	65,000	60%	3,950

Canada Beef

Statement of Expenses (International Operations)

for the 11 Months Ended

February 28, 2023

	Actual YTD (Previous Month)	Actual YTD (Current Month)	Annual Budget	Actual as % of Budget
Japan				
OPERATIONS - Tokyo, Japan				
Staff Salaries & Fees	244,970	270,508	364,613	74%
Government Benefits (Pension, Insurance, etc.)	32,886	35,937	51,116	70%
Office Rent	60,037	66,376	95,174	70%
Telephone, Facsimile, Internet	2,053	2,283	4,000	57%
Cell Phones	2,586	2,882	5,500	52%
Office Expenses and Supplies	868	908	5,860	15%
Courier and Postage	2,515	2,768	3,656	76%
Computer Maintenance & Supplies	3,427	3,852	3,428	112%
Office Equipment - Lease Payments	3,072	3,393	4,779	71%
Travel Expenses	852	935	1,508	62%
Staff Entertainment & Incentives	136	136	0	0%
Hosting Expenses	2,468	3,185	6,096	52%
Dues, Fees, and Subscriptions	3,480	3,538	3,701	96%
Audit Fees	3,504	3,504	7,352	48%
Bank Service Charges	1,510	1,632	3,017	54%
Consumption Tax Refund (JAPAN ONLY)	(32,754)	(32,754)	(60,000)	55%
Capital Purchases	0	0	2,500	0%
Capital Purchases - Capitalization	0	0	(2,500)	0%
Foreign Exchange Loss (Gain)	(405)	97	0	0%
	331,207	369,183	499,800	74%
MARKET DEVELOPMENT AND PROMOTION				
Retail/Foodservice Promotions	50,220	92,539	179,603	52%
Trade Shows	221,071	224,454	306,063	73%
Trade Advertising	9,455	9,455	9,455	100%
Marketing Materials	27,741	38,816	79,438	49%
Consumer Marketing	112,656	118,407	151,848	78%
Digital Marketing	47,416	52,854	73,710	72%
Demand Building Events	37,709	37,877	37,709	100%
Distributor Education	6,687	9,720	8,775	111%
Sponsorship and Event Marketing	2,398	2,398	2,398	100%
Canadian Beef Information Gateway	0	0	10,201	0%
	515,354	586,520	859,200	68%
TOTAL - JAPAN	846,561	955,703	1,359,000	70%

Canada Beef

Statement of Expenses (International Operations)

for the 11 Months Ended

February 28, 2023

	Actual YTD (Previous Month)	Actual YTD (Current Month)	Annual Budget	Actual as % of Budget
Latin America				
OPERATIONS - Monterrey, Mexico				
Staff Salaries & Fees	62,511	68,891	69,953	98%
Government Benefits (Pension, Insurance, etc.)	10,188	11,181	9,656	116%
Office Rent	26,729	29,726	30,273	98%
Office Insurance	914	914	914	100%
Utilities	1,793	1,974	3,384	58%
Janitorial Services	6,232	7,085	6,074	117%
Telephone, Facsimile, Internet	1,413	1,793	2,256	79%
Cell Phones	564	644	668	96%
Office Expenses and Supplies	2,517	2,700	3,581	75%
Office Equipment Repairs and Supplies	41	41	0	0%
Office Repairs and maintenance (Common Area Costs)	4,386	4,914	6,618	74%
Courier and Postage	1,110	1,326	1,660	80%
Computer Maintenance & Supplies	1,913	2,055	5,000	41%
Office Equipment - Lease Payments	2,106	2,483	2,531	98%
Travel Expenses	1,239	1,239	2,392	52%
Meeting Expenses	1,024	1,298	1,424	91%
Staff Entertainment & Incentives	9	9	0	0%
Dues, Fees, and Subscriptions	4,083	4,123	3,500	118%
Consulting and Legal Fees	1,023	1,023	1,567	65%
Audit Fees	12,008	13,317	15,041	89%
Bank Service Charges	623	659	1,000	66%
	160,712	177,674	189,500	94%
MARKET DEVELOPMENT AND PROMOTION				
Retail/Foodservice Promotions	147,773	182,100	154,172	118%
Trade Shows	166,380	203,890	254,254	80%
Trade Advertisements	8,668	8,668	8,541	101%
Marketing Materials	13,522	13,646	12,060	113%
Canadian Beef Information Gateway	0	1,533	3,695	41%
Consumer Marketing	40,805	50,839	48,525	105%
Digital Marketing	71,071	77,528	93,112	83%
Demand Building Events	2,989	2,989	2,989	100%
Distributor Education	23,753	25,261	28,379	89%
Government Trade Commission Partnership	16,756	16,756	16,700	100%
Sponsorships and Event Marketing	48,681	49,071	46,573	105%
	540,398	632,282	669,000	95%
TOTAL - LATIN AMERICA	701,110	809,956	858,500	94%

Canada Beef

Statement of Expenses (International Operations)

for the 11 Months Ended

February 28, 2023

	Actual YTD (Previous Month)	Actual YTD (Current Month)	Annual Budget	Actual as % of Budget
China				
OPERATIONS - Shanghai, Guangzhou, China				
Salaries & Benefits	129,643	137,971	139,056	99%
Accounting Services	36,202	39,104	55,078	71%
Rent	28,180	30,462	41,738	73%
Utilities	176	176	816	22%
Janitorial Services	3,180	3,180	7,244	44%
Telephone, Fax & Internet, cell phone	2,106	2,201	3,834	57%
Office Expenses and Supplies	4,900	4,955	3,208	154%
Courier & Postage	1,018	1,110	2,333	48%
Computer Maintenance & Supplies	2,995	3,334	6,096	55%
Office Equipment - Lease Payments	688	924	956	97%
Travel	594	705	1,983	36%
Professional Development	0	0	1,944	0%
Photocopier	56	56	700	8%
Hosting	190	190	296	64%
Dues, Fees and Subscriptions	2,156	2,963	5,399	55%
Consulting and Legal Fees	10,781	11,922	12,085	99%
Audit	0	1,783	1,762	101%
Bank Service Charges	275	295	572	52%
Capital Purchases	0	0	1,944	0%
Capital Purchases - Capitalization	0	0	(1,944)	0%
Foreign Exchange Loss (Gain)	1,039	1,288	0	0%
	224,179	242,619	285,100	85%
MARKET DEVELOPMENT AND PROMOTION				
Retail and Foodservice Promotions	59,722	59,722	108,000	55%
Trade Shows	42,071	42,071	30,000	140%
Trade Advertising	6,487	6,487	8,100	80%
Marketing Materials	50,967	56,292	62,000	91%
Canadian Beef Information Gateway	0	0	10,000	0%
Digital Marketing	26,266	29,216	48,000	61%
Government Trade Commission Partnership	19,988	19,988	22,100	90%
	205,501	213,777	288,200	74%
TOTAL - CHINA	429,680	456,396	573,300	80%

Canada Beef

Statement of Expenses (International Operations)

for the 11 Months Ended

February 28, 2023

	Actual YTD (Previous Month)	Actual YTD (Current Month)	Annual Budget	Actual as % of Budget
South East Asia				
OPERATIONS - Taipei, Taiwan				
Staff Salaries & Fees	46,635	51,423	56,303	91%
Government Benefits (Pension, Insurance, etc.)	5,624	6,210	7,248	86%
Contract Services	2,856	3,150	0	0%
Office Rent	17,435	19,329	23,233	83%
Utilities	158	158	1,366	12%
Janitorial Services	1,213	1,337	1,640	82%
Telephone, Facsimile, Internet	611	670	1,912	35%
Cell Phones	1,234	1,357	1,912	71%
Office Expenses and Supplies	800	831	1,912	43%
Courier and Postage	603	670	1,093	61%
Computer Maintenance & Supplies	1,054	1,151	3,278	35%
Office Equipment - Lease Payments	1,731	1,731	2,185	79%
Travel Expenses	185	185	2,185	8%
Training and Professional Development	0	0	1,912	0%
Meeting Expenses	0	0	273	0%
Staff Entertainment & Incentives	0	0	273	0%
Hosting Expenses	54	54	0	0%
Dues, Fees, and Subscriptions	576	625	220	284%
Consulting and Legal Fees	0	0	546	0%
Bank Service Charges	96	105	109	96%
Foreign Exchange Loss/(Gain)	51	157	0	0%
	80,917	89,143	107,600	83%
MARKET DEVELOPMENT AND PROMOTION				
Retail and Foodservice Promotions	83,091	83,091	96,584	86%
Trade Shows	170,434	170,434	170,417	100%
Marketing Materials	0	0	20,000	0%
Canadian Beef Information Gateway	3,155	3,155	15,000	21%
Digital Marketing	8,661	9,550	20,000	48%
Sponsorship and Event Marketing	1,292	1,292	1,299	100%
	266,633	267,522	323,300	83%
TOTAL - SOUTH EAST ASIA	347,550	356,665	430,900	83%

Canada Beef

Statement of Expenses (International Operations)

for the 11 Months Ended

February 28, 2023

	Actual YTD (Previous Month)	Actual YTD (Current Month)	Annual Budget	Actual as % of Budget
South Korea				
OPERATIONS - Seoul, South Korea				
Consulting and Legal Fees	25,000	27,667	32,000	86%
	25,000	27,667	32,000	86%
MARKET DEVELOPMENT AND PROMOTION				
Retail and Foodservice Promotions	55,000	89,000	114,625	78%
Trade Shows	86,046	86,046	86,000	100%
Trade Advertising	8,233	12,241	12,386	99%
Canadian Beef Information Gateway	0	0	15,000	0%
Digital Marketing	37,590	37,590	50,000	75%
Demand Building Events	31,166	31,166	34,675	90%
Distributor Education	0	0	7,614	0%
Government Trade Commission Partnership	0	0	5,000	0%
Ad hoc Programs	11,000	12,333	17,200	72%
	229,036	268,377	342,500	78%
TOTAL - SOUTH KOREA	254,036	296,044	374,500	79%

Canada Beef

Statement of Financial Position (Unaudited)

as at

February 28, 2023

	Current Year (Previous Month)	Current Year (Current Month)	Prior Year
Assets			
Cash and Cash Equivalents	7,360,257	7,334,287	10,614,986
Accounts Receivable	2,425,391	2,621,663	1,573,943
Prepaid Expenses	20,447	33,103	78,824
Interco - Canadian Beef Check-Off Agency (CBCOA)	34,800	43,215	64,790
Interco - Canada Beef International Institute	1,047,043	1,121,260	620,111
Current Assets	10,887,937	11,153,527	12,952,654
Restricted Cash Reserve - CBCOA	3,000,000	3,000,000	3,000,000
Fixed Assets	521,862	540,906	576,449
Total Assets	14,409,799	14,694,433	16,529,103
Liabilities			
Accounts Payable and Accrued Liabilities	143,332	405,163	361,347
GST Payable/(Receivable)	0	0	(1,945)
Interco - Canada Beef International Institute Inc	1,294,081	1,304,997	878,181
Total Current Liabilities	1,437,412	1,710,161	1,237,584
Deferred Revenues	390,680	372,762	653,009
Total Long Term Liabilities	390,680	372,762	653,009
Total Liabilities	1,828,092	2,082,923	1,890,592
Net Assets			
Restricted	4,000,000	4,000,000	4,000,000
Unrestricted	9,155,002	9,155,002	8,578,648
Current Year	(573,295)	(543,491)	2,059,863
Total Net Assets	12,581,706	12,611,511	14,638,511
Total Shareholder's Equity and Liabilities	14,409,799	14,694,433	16,529,103

Canada Beef

Statement of Operations (Unaudited) for the 11 Months Ended February 28, 2022

	Actual YTD (Previous Month)	Actual YTD (Current Month)	Annual Budget	Actual (Current Month) as % of Budget
Revenues (A)				
Check Off - Marketing	7,818,662	8,915,230	8,935,000	100%
Check Off - Public & Stakeholder Engagement	196,451	223,173	225,000	99%
Import Levy	836,632	914,590	950,000	96%
Govt of Canada - CAP** (SEE NOTE BELOW)	1,388,277	1,517,566	1,800,000	84%
Western Econ - Deferred Revenue Recog.	0	0	106,000	0%
Alberta Agriculture and Industry - EMDP	64,701	73,357	225,000	33%
EMDP Adminsitration Fee	11,902	13,130	25,000	53%
Interest	26,856	29,328	50,000	59%
Miscellaneous Revenue	12,236	12,932	0	0%
Total Revenues (A)	10,355,717	11,699,307	12,316,000	95%
Expenses (B)				
Board of Directors (Marketing Committee, costs not covered by the Check-off Agency)	3,950	3,950	65,000	6%
Marketing and Promotion (Schedule 1)	8,457,226	9,635,493	13,814,910	70%
Total Expenses (B)	8,461,176	9,639,443	13,879,910	69%
Surplus/(Deficit) - (A) minus (B)	1,894,540	2,059,863	(1,563,910)	(132%)

**CAP application approved for \$3.6m over two years.

Canada Beef

Statement of Operations (Unaudited)
for the 11 Months Ended
February 28, 2022

	Actual YTD (Previous Month)	Actual YTD (Current Month)	Annual Budget	Actual (Current Month) as % of Budget
Schedule 1 - Market Development and Promotion				
Domestic - Generic Beef	582,232	657,037	1,007,000	65%
Public & Stakeholder Engagement	212,237	242,302	227,000	107%
Global Marketing	916,677	1,078,827	1,060,000	102%
Domestic - Channel Marketing	233,045	313,433	819,000	38%
Domestic - Consumer Marketing	734,891	984,935	1,445,000	68%
Digital Marketing	336,441	362,874	510,000	71%
Communications	75,014	94,219	150,000	63%
Export Market Development	244,492	270,458	460,878	59%
Japan	411,680	458,576	811,500	57%
Latin America	289,039	299,088	375,000	80%
China/Hong Kong	369,877	401,855	639,000	63%
Taiwan/South East Asia	93,406	100,405	200,000	50%
South Korea	85,220	95,670	166,000	58%
Emerging Markets	141,442	187,472	199,622	94%
Centre of Excellence (CBCE)	297,261	314,678	952,990	33%
Prior Year Projects (Accrual Adjustments)	20,485	23,491	0	
	5,043,439	5,885,320	9,022,990	65%
Staff and Office Costs (Schedule 2)	3,413,788	3,750,173	4,791,920	
Total Marketing and Promotion Expenses	8,457,226	9,635,493	13,814,910	70%
Schedule 2: Staff and Office Costs				
Domestic - Generic Beef	98,502	108,277	77,400	140%
Public & Stakeholder Engagement	28,788	31,555	35,920	88%
Global	919,269	998,898	1,019,900	98%
Channel Marketing	232,067	256,570	409,200	63%
Domestic - Consumer Marketing	112,609	124,129	77,400	160%
Digital Marketing	155,119	169,919	185,200	92%
Communications	91,353	101,214	0	0%
Export Market Development	131,800	144,641	154,400	94%
Japan	363,962	403,282	504,000	80%
Latin America (Mexico)	136,052	151,313	161,000	94%
China/Hong Kong	218,452	243,894	283,000	86%
Taiwan/South East Asia	79,498	87,232	132,000	66%
South Korea	28,706	36,706	48,000	76%
Emerging Markets	0	0	0	0%
Canadian Beef Centre of Excellence (CBCE)	347,905	381,048	673,400	57%
Calgary & Mississauga	469,704	511,495	1,031,100	50%
Total Staff and Office Costs	3,413,788	3,750,173	4,791,920	78%

Canada Beef

Statement of Operations (Unaudited) for the 11 Months Ended February 28, 2023

	Actual YTD (Previous Month)	Actual YTD (Current Month)	Annual Budget	Actual (Current Month) as % of Budget
Revenues (A)				
Check Off - Marketing	7,273,021	8,193,542	8,870,000	92%
Check Off - Public & Stakeholder Engagement	189,715	212,806	233,000	91%
Import Levy	929,044	1,024,296	1,045,000	98%
Govt of Canada - CAP** (SEE NOTE BELOW)	1,393,522	1,470,356	1,900,000	77%
Western Econ - Deferred Revenue Recog.	0	0	106,000	0%
Alberta Agriculture and Industry - EMDP	108,398	126,316	225,000	56%
EMDP Adminsitration Fee	12,312	15,804	25,000	63%
Interest	101,846	113,211	50,000	226%
Miscellaneous Revenue	5,585	5,740	0	0%
Total Revenues (A)	10,013,443	11,162,072	12,454,000	90%
Expenses (B)				
Board of Directors (Marketing Committee, costs not covered by the Check-off Agency)	38,810	38,810	65,000	60%
Marketing and Promotion (Schedule 1)	10,547,928	11,666,752	14,947,640	78%
Total Expenses (B)	10,586,739	11,705,563	15,012,640	78%
Surplus/(Deficit) - (A) minus (B)	(573,295)	(543,491)	(2,558,640)	21%

**CAP application approved for \$3.6m over two years.

Canada Beef

Statement of Operations (Unaudited)

for the 11 Months Ended

February 28, 2023

	Actual YTD (Previous Month)	Actual YTD (Current Month)	Annual Budget	Actual (Current Month) as % of Budget
Schedule 1 - Market Development and Promotion				
Domestic - Generic Beef	506,735	583,297	860,000	68%
Domestic - Generic Veal	600	600	30,000	2%
Public and Stakeholder Engagement	214,758	214,758	300,000	72%
Global	730,132	897,086	1,221,000	73%
Domestic - Channel Marketing	280,133	338,700	419,418	81%
Domestic - Consumer Marketing	857,346	922,926	1,214,000	76%
Digital Marketing	205,948	248,671	465,000	44%
Digital Marketing - Generic Veal	63	63	2,740	2%
Health and Nutrition	216,949	238,254	285,000	84%
Health and Nutrition - Generic Beef	199,419	224,735	275,000	82%
Communications	164,278	170,491	210,000	81%
Canadian Beef Centre of Excellence	1,390,900	1,421,844	1,571,582	90%
Export Market Development	340,529	400,518	450,000	89%
Emerging Markets	161,355	162,697	173,900	94%
Japan	515,354	586,520	859,200	68%
South Korea	229,036	268,377	342,500	78%
China	205,501	213,777	288,200	74%
South East Asia (Including Taiwan)	266,633	267,522	323,300	83%
Latin America (Including Mexico)	540,398	632,282	669,000	95%
Prior Year Projects(Accrual Adjustments)	(382)	(382)	0	
	7,025,684	7,792,736	9,959,840	78%
Staff and Office Costs (Schedule 2)	3,522,244	3,874,016	4,987,800	
Total Marketing and Promotion Expenses	10,547,928	11,666,752	14,947,640	78%
Schedule 2: Staff and Office Costs				
Domestic - Generic Beef	111,591	122,963	226,400	54%
Public and Stakeholder Engagement	37,662	40,896	73,200	56%
Global	961,215	1,055,059	1,108,300	95%
Domestic - Channel Marketing	184,168	217,253	457,000	48%
Domestic - Consumer Marketing	74,671	81,392	79,800	102%
Digital Marketing	239,921	266,736	189,900	140%
Health and Nutrition	46,237	50,887	55,650	91%
Communications	107,142	117,483	125,950	93%
Canadian Beef Centre of Excellence	293,737	320,018	571,150	56%
Export Market Development	140,331	154,047	162,400	95%
Japan	331,207	369,183	499,800	74%
South Korea	25,000	27,667	32,000	86%
China	224,179	242,619	285,100	85%
South East Asia (Including Taiwan)	80,917	89,143	107,600	83%
Latin America (Including Mexico)	157,341	172,991	189,500	91%
Calgary and Mississauga	506,924	545,680	824,050	66%
Total Staff and Office Costs	3,522,244	3,874,016	4,987,800	78%