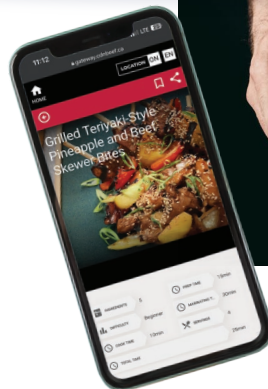
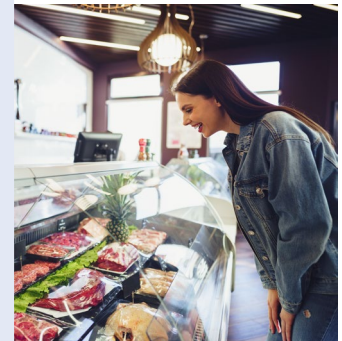


INVESTMENT PLAN

2026–2027



Presence, Awareness
and Influence Boosting
Opportunities for Canada's
Beef and Veal Industry.



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[PRESENCE, AWARENESS AND INFLUENCE]

Boosting Opportunities for Canada's Beef and Veal Industry

The 2026-2027 investment plan represents a recalibration of strategies to drive value for Canadian beef and veal and protect market share during a challenging period encompassing a shifting global protein landscape, ongoing market volatility, and trade tensions. A continuation of the tight supply – high demand scenario throughout this period will place sustained upward pressure on retail beef pricing. Prolonged exposure to increasingly expensive beef may test consumers' resilience.

While the high price of beef can be a deterrent in consumer purchasing decisions, consumer research indicates health and convenience are becoming top purchasing trends. Canada Beef will invest in initiatives at the intersection of these differing purchase drivers to strengthen consumer confidence, connection and knowledge. Positioning Canadian beef as the protein of choice for a healthy and active life will anchor all programs.

DYK?
29%
of Canadian women ages 19-50 years are iron deficient.

Canadian beef: nutrient-packed and calorie-smart
A 100g serving of cooked Canadian beef, about the size of your palm, has just 350 calories and provides a whopping 35g of protein and so much more!

Protein 35g
Choline 13%
Magnesium 6%
ZINC 77%
Vitamin B₁₂ 100%
Riboflavin 23%
Thiamin 4%
Selenium 53%
Niacin 78%
Vitamin B₆ 100%
IRON 19%
Pantothenate 26%
Potassium 9%
Copper 10%

Beef provides nutrients that are:
✓ Especially vital during key life stages such as pregnancy and lactation, childhood, adolescence, and older age.
✓ Hard to get or absent from plant foods, including complete protein, vitamin B₁₂, and highly absorbable iron and zinc.
✓ Commonly lacking in diets around the world, such as iron, zinc, and vitamin B₁₂.

BEEF HAS NOTHING ADDED – no fillers, binders, colours, preservatives, or water.

Source: data from Health Canada, Canadian Nutrient File, 2010. Food Guide 2012.

Increased emphasis will be placed on enhancing Canada Beef's credible nutrition and health narrative about beef as a health-supporting food. In Canada, iron deficiency is an issue for one in four women aged 14 to 50. Owning that space with resources that communicate current research and data on beef's role in fighting iron deficiency - and having doctors and health professionals distribute said resources to their patients through Sample Cupboard - is essential.

Uptake of Canada Beef resources through this program is remarkable and demonstrates the effectiveness of science-backed messaging about how animal protein nourishes human health while supporting our goal to be recognized as a credible, expert voice in a crucially important subject area. Collaborative efforts to further drive awareness regarding beef's role in fighting iron deficiency will continue through digital campaigns and World Iron Awareness Week participation.



Implementing new and meaningful ways for consumers to connect with Canadian beef and deepen brand affinity is a priority this year. Digital engagement will be enhanced and resources optimized to increase mindshare with consumers. This will be achieved through strategic engagement with target segments driven by compelling visual storytelling and authentic sentiments that consumers can embrace, while also being at the forefront of the latest culinary and consumption trends and research. This strategy will boost traffic and engagement across Canada Beef's social platforms and websites.

Strategies to showcase the versatility of beef value cuts and beef products to satisfy a range of preferences, tastes and household budgets, will cultivate brand awareness among immigrant and new Canadian communities. Campaigns like Pick the Beef with the Leaf and Five Reasons to Buy Canadian Beef along with the Canadian Beef Advantage (CBA) positioning will communicate both the positive attributes that differentiate Canadian beef from its competitors and provoke an affinity for and emotional connection to Canadian beef.



The Canadian Beef Centre of Excellence's test kitchen will showcase contemporary approaches to beef utilization for application in foodservice and for meat professionals to increase user knowledge, demand, and loyalty for Canadian beef.

Digital initiatives will establish Canada Beef's reputation as a video destination channel for culinary excellence, butchery skills, nutrition, and educational resources to enhance our reach globally, while in-coming missions will benefit from beef cut utilization and CBA awareness provided by the CBCE to showcase the Canadian beef industry. CBCE chefs will be on the road working directly with culinary and butchery partners across the country.



Artificial intelligence (AI) approaches which leverage the Beef Information Database will continue with a focus on the development of generative chat bot (virtual assistant) tools which can be used by Canada Beef as well as industry partners. These awareness building efforts will also boost public engagement with important consumer initiatives like the Canadian Beef Information Gateway.

Collaboration with industry will increase to improve marketing efficiency. Networking initiatives to generate leads and relationship-building with marketing-qualified clients and new partners will be intensified.

Canada Beef will continue to work with provincial beef organizations to strategize collaborative and cost-shared consumer marketing opportunities at a regional level through the Provincial Marketing Alliance program.

This innovative cost-shared initiative (50-50 projects) is open to industry partners that meet the program requirements for collaboration on projects with Canada Beef to promote Canadian beef.

Internationally, Canada Beef delivers marketing initiatives in more than 20 countries, working with Canadian beef suppliers, importers, distributors, retailers, foodservice operators, and government partners. Marketing programs are tailored to each region with messaging focusing on attributes most important in each market. These efforts ensure Canadian beef maintains and grows its presence and market share in highly competitive markets, getting the right cut to the right market to maximize carcass cut-out values. Export markets contribute more than \$1,421 in revenue (on average) for each animal harvested in Canadian processing plants.



Efforts to communicate the CBA, increase Canadian beef brand awareness and promote premium quality grades will be intensified to support new sales growth in high-value markets and help us build a larger presence in Asia, particularly the Philippines, Vietnam and Indonesia.

Canada Beef Export Market Development (EMD) programs will provide cost-shared funding support for eligible Canadian Beef and Veal representative company-initiated projects and activities in five broad based categories essential for achieving diversification through export market growth.

Uncertainty in all areas - from animal health challenges in Mexico impacting the U.S. beef supply, tight North American cattle inventory, and the upcoming Canada-U.S.-Mexico Agreement or CUSMA - will challenge market stability and cross-border trade flows.



The potential of the United States implementing Country-of-Origin Labelling may introduce additional compliance costs and pricing impacts for Canadian exporters, without affecting overall beef supplies. Shifting consumer price resiliency, and potential non-tariff and new regulatory barriers, will influence competitiveness and demand dynamics.

Managing the convergence of these factors during uncertainty requires strategic agility, risk-diversified marketing initiatives, and proactive monitoring to support business continuity and sustain long-term resilience in the Canadian beef industry.

With heightened uncertainties ahead for the Canadian and global beef industries, Canada Beef's investment strategy for fiscal 2026-2027 will be grounded in adaptability.

Canada Beef's proven ability to innovate will be more important than ever. The world is undergoing a structural shift in how food is produced, traded, consumed, and valued. The team will remain flexible to manage periods of market uncertainty efficiently and effectively and rely on proven contingencies to adjust business plans when and where required.

The strategies in the fiscal 2026-2027 investment plan support Canada Beef's mission to create value for producers and the entire beef value chain through impactful and innovative marketing solutions to enhance demand, experience, and awareness.



[MISSION]

To create value for producers and the entire beef value chain through impactful and innovative marketing solutions to enhance demand, experience, and awareness.

[VISION]

Position Canadian beef as the protein of choice, appreciated worldwide, to maximize the return on investment for producers, partners, and customers.

[VALUES]

Authentic, Accountable,
Collaborative, Knowledgeable,
Respectful.



[GLOBAL MARKETING HIGHLIGHTS AND OUTLOOK]

Global consumers are being pressured by food price inflation. Global beef prices in June 2025 made a new record high, overtaking previous highs set in March 2021. While general food inflation is impacting purchasing power, there is also impressive consumer demand domestically and internationally that is supporting prices. The question for the last several years has been 'how long can consumer demand last?' While risk of demand erosion is high, the protein trend in the U.S. and elsewhere has been remarkably strong.

Supply constraints from major beef exporters (U.S., Canada, Australia, and Brazil) in 2026, will be price supportive for high-quality grain-fed beef. Lower feed grain prices usually result in pork and poultry responding faster with larger production, compared to beef, due to their shorter life cycles.

- **Canadian** (domestic and live slaughter exports) beef production is projected to be 5.3% lower in 2025. Looking forward to 2026, a 3% increase in the calf crop offsets a smaller yearling run and increased heifer retention.

The real uncertainty comes from net feeder trade from July 2025 through June 2026. With the potential for total beef production to be anywhere from -4% to -0.6% with the most likely scenario 1%. Feedlot placements through to spring 2026, when bred heifers go to grass, will be key.

- **U.S.** beef production for 2025 is projected to be down 4%. Year-to-date, steer carcass weights remain well above a year ago and are poised to be record heavy in 2025.

Beef production for 2026 is forecast to be down another 1%. The closure of the southern border to live cattle imports from Mexico continue to impact domestic production. A swing to more current carcass weights could impact total pounds available in 2026 as cattle are pulled forward. The border is anticipated to remain closed until at least the end of 2026.

- **Australian** beef production is projected to be up 8.7% in 2025 but down 2.5% in 2026. The latest expansion from 2021-23 has allowed Australia to take advantage of strong beef demand.

Demand has been met by increasing female slaughter rates, though this is not sustainable long-term. Beef exports are projected to be up 11% in 2025 but down 3.8% in 2026.

- **Brazilian** beef production is projected to be steady in 2025 and down 3.4% in 2026. Brazil is anticipated to account for approximately 25% of global beef exports in 2025.

Due to tariffs of 76.4% on out of quota shipments of Brazilian beef into the U.S., Brazil believes that it can divert most of the product that was originally earmarked for the U.S. to other trading partners. Brazil is anticipated to begin retaining cattle in the second half of 2025, reducing exports by 7.7% and supporting global prices in 2026.

Downside price shocks to the market could come from changes in tariffs that shift trade flows further. If U.S. tariffs on Brazil were dropped, it could result in a short-term price correction. But overall, there is fundamental price support for beef through 2027.

Looking further out, over the next ten years, beef imports are forecast to be steady or higher to most major importers, except for the U.S., which is forecast to decline once domestic supplies start to increase.



[MARKET ANALYSIS AND INVESTMENT STRATEGY]

THE OPERATING ENVIRONMENT¹

The Canadian beef industry operates in a variety of dynamic and changing marketing conditions offering both challenges and opportunities.

CONSUMER TRENDS

1. Global Growth:

Global Gross Domestic Product (GDP) is closely correlated with global beef consumption. Global GDP growth is forecast at 3.1% in 2026.

2. Global Beef Production:

Global beef production is projected to be down 0.2% in 2025 at 61.6 mmt, and up 1% in 2026. Major exporters are down; with the U.S. forecast to be -4%, Australia 3.8% and Brazil 7.7%.

3. Global Beef Consumption:

Global beef consumption is projected to be up 0.3% in 2025 to 60.3 mmt, and up 0.9% in 2026.

4. Protein Consumption:

Total global beef and veal consumption is forecast to grow 11% (+8,009 kt cwe) over the next 10 years, with pork consumption forecast to grow 4% (+4,530 kt cwe), and poultry consumption forecast to grow 15% (+22,015 kt cwe).

5. Consumer Outlook:

Since April 2025, consumer confidence has increased for most of the U.S.' major trading partners. Consumer confidence in the U.S. has been declining since July.

6. Canadian Wages:

On average, in July 2025, 3.06 pounds of beef could be purchased for every hour worked, the smallest since the data series began. Wage inflation has not kept up with retail beef prices in 2025, pressuring consumer purchasing power.

COMPETITORS

1. Domestic:

Chicken and pork remain the two main competitors. Reduced beef supplies and steady to larger pork and chicken supplies have increased relative price ratios to record wide levels year-to-date in 2025. Protecting market share is a priority as the beef cycle heads into tighter supplies.

2. International Production Projections:

Poultry production is projected to be up 2% in 2025, with pork production up 0.2%. In 2026, poultry production is forecast to be up 1.7%, with pork production up 0.5%.

3. International Consumption Projections:

Poultry consumption is projected to be up 1.8% in 2025, with pork consumption up 0.5%. In 2026, poultry consumption is forecast to be up 1.7%, with pork consumption up 0.4%.

4. Australia:

Beef production in 2025 is projected to be the largest on record. In 2026, it is forecast to be down 2.5%, with 2027 down another 2%. Exports in 2025, 2026, and 2027 are all projected to be above 1.4 million tonnes (product weight).

5. U.S.:

Beef production in 2025 is projected to be down 4% from 2024 and down another 1% in 2026.

MARKET ACCESS & TRADE

1. Major Markets:

The U.S., Japan, and Mexico remain Canada's top three beef trading partners by volume in 2025. These three countries account for 90% of Canadian beef exports.

2. Canadian Beef Export Values:

Values are projected to be record high in 2025, crossing \$5 billion for only the second time on record.

3. Currency:

The Canadian dollar was just under US\$0.70 in the first quarter of 2025 but moved above the US\$0.7225 mark in the second quarter. The dollar has slowly declined since July to near US\$0.7150 by October.

4. Grains:

As of October 2025, Lethbridge barley was below its 10-year average and is at a competitive disadvantage to both Ontario corn and Omaha corn. The 2025-26 U.S. corn crop is projected to be record large.

5. China:

Canadian beef remains shut out of China following an atypical case of BSE in January 2022.

6. U.K.:

Canadian beef remains off the U.K. market due to differences in acceptable animal management practices (i.e. the use of growth hormones).

¹The U.S. government shutdown prevents some 2026 projections from being obtained from USDA FAS. OECD-FAO forecasts for 2026 will be used. [https://data-explorer.oecd.org/vis?lc=en&df\[ds\]=dsDisseminateFinalDMZ&df\[id\]=DSD_AGR%40DF_OUTLOOK_2025_2034&df\[ag\]=OECD.TAD.ATM&dq=OECD.A.CPC_0111...&pd=2010%2C2034&to\[TIME_PERIOD\]=false](https://data-explorer.oecd.org/vis?lc=en&df[ds]=dsDisseminateFinalDMZ&df[id]=DSD_AGR%40DF_OUTLOOK_2025_2034&df[ag]=OECD.TAD.ATM&dq=OECD.A.CPC_0111...&pd=2010%2C2034&to[TIME_PERIOD]=false)

DRIVERS AFFECTING CANADA BEEF'S OPERATING ENVIRONMENT

SWOT ANALYSIS OF THE OPERATING ENVIRONMENT

STRENGTHS

Population Growth:

On July 1, 2025, Canada's population was 41.7 million, up 0.9% from last year and up 9% since 2021. Population growth continues drive beef demand.

Segmentation:

Continue to target segments of the population that are willing and able to pay for AAA or Prime Canadian beef.

Eating Quality:

The Canadian beef grading system continues to deliver high-quality, nutritious beef to the world's table. Prime and AAA grades support domestic and export consumer demand and provide higher cash returns throughout the distribution channels. The proportion of Canadian AAA and Prime grades (77.0% of all 'A' grades YTD 2025) is only slightly below last year and up 4.7 percentage points from the five-year average.

Trade:

CUSMA in its current form has insulated a large portion of the Canadian economy from the impacts of tariffs that have been imposed on other U.S. trading partners.

Industry:

The North American beef industry has responded to market signals. Heavier U.S. carcasses, which produce more beef for every animal harvested, has supported beef production of youthful animals for steaks and roasts.

U.S. Demand:

U.S. consumers remain resilient in the face of higher prices. Around 50% of beef consumed in the U.S. is ground beef.

WEAKNESSES

Competing Meats:

Retail price ratios continue to widen, impacted by declines in projected domestic beef production and steady to larger pork and poultry production.

Weather:

Weather continues to be the number one limiting factor to herd expansion. Timely rains early in the grazing season may have encouraged heifer retention. The effects of country-wide late-summer dryness remains to be seen.

Canadian Workforce:

The Canadian unemployment rate has been trending higher since the first half of 2023. Omitting 2020 and 2021 due to Covid shocks, Canada's unemployment rate is the highest since April 2016. A larger unemployed population will limit purchasing power.

Core Inflation:

At 2.8% in September 2025, core inflation, the Bank of Canada's preferred method of measuring inflation accelerated at one of its highest rates since at least 2016.

U.S. Cattle Cycle:

USDA did not release a July cattle inventory report in 2024 due to budget constraints. The U.S. cattle herd is down 1.3% from 2023 with the beef cow herd down 1.2%, suggesting the U.S. is still looking for a bottom to this cattle cycle. Weather will be the greatest factor in determining when and how aggressively rebuilding occurs.

U.S. Government Shutdown:

Some USDA reports not being released during the current shutdown.

OPPORTUNITIES

Market Access:

In late-July, Canadian beef gained access to the Australian market for the first time since 2003. However, given premium prices in North America compared to the rest of the world, it is unlikely that a large amount of product will flow to Australia in the near future.

Protein Competitors:

A consistently positive eating experience has supported beef demand in recent years.

Beef Trade Balance:

In 2025, Canadian beef export volumes are projected to be down 4%, with values up 8% at over C\$5 billion. Beef import volumes are projected to be up 23% in 2025, with values up 27%. Larger imports are helping keep beef on the plate.

U.S. Consumption:

Per capita beef consumption in the world's largest economy is projected at 58.5 lbs/person in 2025, down 0.6 lbs/person (-1%) from 2024. Per capita consumption in 2026 is forecast to be down 3%.

Carcass Grading:

Year-to-date, Canadian carcass grading is steady with last year. In the U.S. carcass grading is slightly above a year ago.

Interest Rates:

The Bank of Canada has lowered its benchmark interest rate by 200 basis points since September 2024.

THREATS

Trade:

The CUSMA agreement is up for renewal in 2026. Canada, the U.S., and Mexico have all begun their own formal consultations.

U.S. Politics:

'Liberation Day' tariffs that were originally set to come into effect in April under the International Emergency Economic Powers Act, are now in force. The U.S. Supreme Court is set to hear arguments on the legality of those tariffs this fall. Other options are available to the Trump administration if the Supreme Court does not rule in favour of maintaining tariffs.

Global Tariff Impacts:

The Organization for Economic Cooperation and Development (OECD) has indicated in their June 2025 Economic Outlook that the full impacts of U.S. tariffs on its global partners are still unfolding. The OECD suggests that businesses have so far been absorbing most of the tariff shock through narrower margins.

Market Access:

The Chinese and U.K. markets remain elusive to Canadian beef.

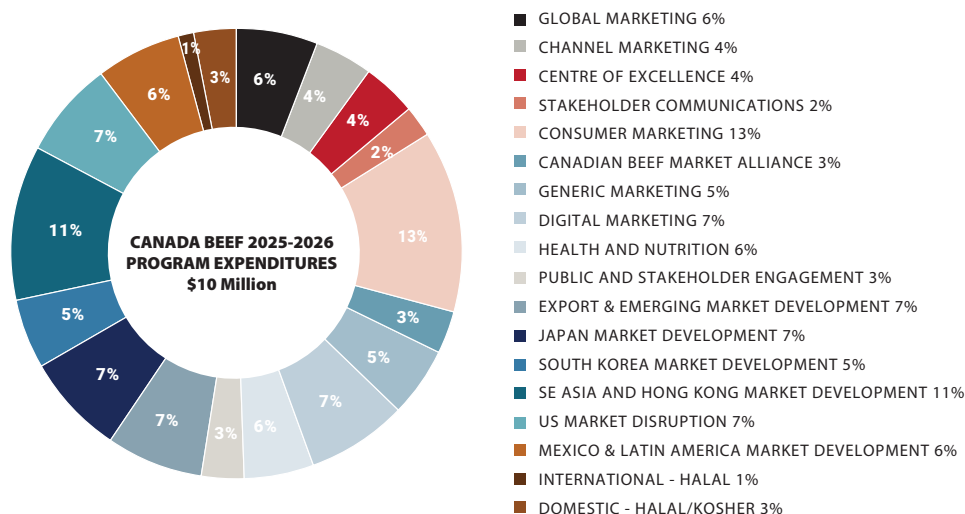
U.S. Market Access:

U.S. beef import registrations, which were set to be renewed in March have lapsed, locking U.S. beef out of the Chinese market.

[INVESTMENT STRATEGY]

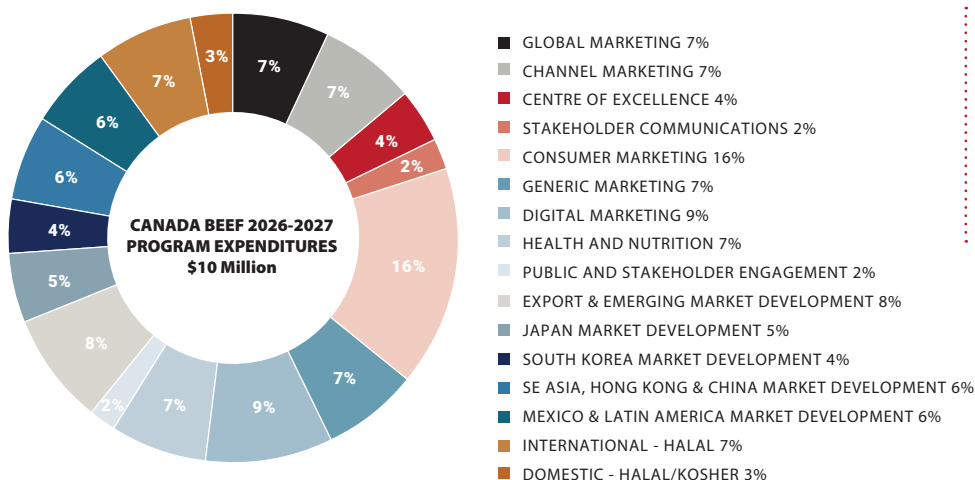
Canada Beef Program Expenditures: Current / Proposed / Variance

Current Expenditures - 2025-2026



- Total Canada Beef program expenditures for 2025/26 are budgeted at \$10 million
- About half our expenditures are focused on domestic marketing, about a third on export markets and the balance supports all markets

Proposed Expenditures - 2026-2027



- Total Canada Beef program expenditures for 2026/27 are budgeted at \$10 million
- About half our expenditures are focused on domestic marketing, about a third on export markets and the balance supports all markets

Variance - Budget 2026-2027

	2025-26 (Approved)	2026-27 (Proposed)	Variance \$ (+/- change)	Variance % (+/- change)
BUSINESS UNIT (2026-2027 MARKETING PROGRAMS)				
Global Marketing	\$554,100	\$665,500	+\$111,400	+20%
Export Market Development	\$3,226,000	\$2,976,199	-\$249,801	-8%
International - Halal	\$140,700	\$721,373	+\$580,673	+413%
Domestic - Halal/Kosher	\$290,000	\$290,000	\$0	0%
Canadian Beef Centre of Excellence	\$365,000	\$360,000	-\$5,000	-1%
Channel Marketing	\$421,500	\$662,000	+\$240,500	+57%
Consumer Marketing (Generic)	\$535,406	\$725,040	+\$189,634	+35%
Consumer Marketing (Branded)	\$1,287,000	\$1,668,583	+\$381,583	+30%
Canadian Beef Market Alliance	\$321,771	\$0	-\$321,771	-100%
Digital Marketing	\$702,750	\$910,000	+\$207,250	+29%
Nutrition, Health, Wellness	\$584,207	\$684,207	+\$100,000	+17%
Public Stakeholder Engagement	\$209,594	\$169,350	-\$40,244	-19%
Stakeholder Communication	\$275,000	\$234,383	-\$40,617	-15%
U.S. Market Disruption	\$1,128,571	\$0	-\$1,128,571	-100%
TOTAL	\$10,041,599	\$10,066,635	+\$25,036	+0.25%

- Revenue (all sources): \$12,866,937
- Marketing Total: \$10,066,635
- Operating Total: \$4,865,328
- Total Investment: \$14,931,963
- Deficit Funded from Unrestricted Reserves: \$2,065,026
- Available Unrestricted Accumulated Reserves (contingency only): \$834,000
- 2027-28 and beyond – balanced budgets only



[BUSINESS UNIT WORK PLANS 2026 - 2027]



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WORK PLAN # 2

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Global Marketing

WORK PLAN # 1 [2026 – 2027]



Team Lead and Budget Holder		Executive Vice President	
Total Budget:	\$665,500 total	Source: Beef Check Off, SCAP Leveraged	

Tactics	Budget	Deliverables	Key Performance Indicators
1. Global Market Intelligence Services Production of Canada Beef market intelligence resources for distribution to Canadian industry and government stakeholders. Includes purchase of statistical and market intelligence information and support services	\$103,000 1. Market Intelligence Subscriptions: \$15,000. 2. Canfax: \$83,000 3. Consulting Services & Design: \$10,000. 4. Technical and regulatory support: \$5,000	Q1-Q4: 1. Monthly Global Market Intelligence Report. 2. Quarterly Domestic Market Intelligence Report. 3. Monthly Canada Beef Trade Report. 4. Weekly Trade Headline Emails. 6. Monthly Statistical Reporting. 7. Cdnbeefperforms.ca market intelligence updates 8. Monthly Beef Watch 9. Quarterly Carcass Value Report	1. Market Intelligence satisfaction score on Stakeholder Survey (+5%) 2. Delivery of market intelligence materials to senior government and industry personnel (+5% distribution)
2. Artificial Intelligence and Beef Information Database (BID) Architecture Coding and design of software to support the Beef Information Database (BID) and front-end applications including all consumer and industry focused Gateway platforms. Development of AI approaches which leverage the BID with a focus on development of generative chat bot tools which can be used by Canada Beef as well as industry partners.	\$300,000 1. Software Coding: \$250,000. 2. Design and contract support services as well as subscriptions and licenses: \$50,000.	Q1-Q4: 1. Beef Information Database Architecture 2. Retail Consumer, Retail Wholesale, Foodservice Wholesale and Restaurant front end development 3. AI Generative Chat Bot for consumer queries related to beef product selection and preparation.	1. 99.9% Uptime and availability for all Gateway Platforms. 2. Gateway Satisfaction Index (increase by 2%) 3. Integration of Generative Chat bot by Canada Beef and two industry partners. Note: Utilization metrics will be reported by Channel and Consumer Marketing.
3. Membership in the International Meat Secretariat Canada Beef will participate in relevant areas of IMS activities including the Human Nutrition and Health Committee and the Marketing Committee. Includes travel expenses for staff attending meetings.	\$10,000 (shared tactic with CCA)	Q1-Q4: IMS Meeting Participation	Attendance at (1) IMS Nutrition and (1) IMS Marketing meeting

Tactics	Budget	Deliverables	Key Performance Indicators
4. Global Canadian Beef Advantage Marketing and Merchandising Resources Development, updating and/or printing of global marketing and beef merchandising resources to support sales of Canadian beef by communicating key attributes of the supply chain and Canadian beef products. Development of Global CBA Marketing Tool kit for use by global industry partners including video clips of the supply chain, raw/cooked beef products, icons, word art, animation for use on social, web, TV and print applications. Includes translation and customization for partners as well as adaption of domestic content for international markets	\$150,000 1. Global Canadian Beef Merchandising Resources:\$50,000. 2. Global CBA Marketing Resources: \$50,000. 3. Global CBA marketing tool kit. \$50,000	Q1-Q4: 1. Global CBA Marketing Resources. 2. Global Merchandising Resources. 3. Global CBA Marketing Tool Kit	1. Merchandising and CBA materials satisfaction score on stakeholder survey (+5%) 2. Development, updates and/or printing of (1) CBA and (1) merchandising resource Note: Utilization metrics will be reported by Domestic and International Market Development teams.
5. Global Canada Beef Stakeholder Satisfaction Survey Conduct satisfaction survey in Canada and key markets (Japan, S. Korea, Hong Kong, Taiwan, Mexico, and Vietnam). Analyze results and prepare summary reports for promotion committee, NCO, funding partners and stakeholders.	\$5,000 Survey administration and reporting costs	\$5,000 Survey administration and reporting costs	Combined Global Satisfaction Survey Index across all surveys and markets Target: +2% point increase
6. Canadian Beef Research Commissioned research on key issues and opportunities for the Canadian beef industry including consumer attitudinal benchmarking with additional awareness attributes, laboratory testing and quality benchmarking in global markets.	\$97,500 1. Survey Research: \$50,000. 2. Product research Including laboratory testing and quality benchmarking: \$47,500	Q1-Q4: 1. Attitudinal and awareness Benchmarking 2. Applied product research based on needs identified by industry	1. Develop and implement attitudinal awareness benchmarking (Annual survey of 1,000 Canadians) 2. Complete (1) applied product research project



Export Market Development

WORK PLAN # 2 [2026 – 2027]



Team Lead and Budget Holder	Vice President, Export Market Development	
Total Budget:	\$2,976,199	Source: Beef Check Off, SCAP Leveraged, ABEMD

Tactics	Budget	Deliverables	Key Performance Indicators
1. Retail and Foodservice Promotions Working in conjunction with local Canadian beef importers and distributors, Canada Beef will support new and existing retail and foodservice sector clients to grow sales volume and value as well as brand awareness for Canadian beef. Canada Beef will invest in promotions that drive consumers to where Canadian beef can be purchased, that build customer loyalty and that position our beef products as premium quality.	\$200,000	Japan 1. Ten retail promotions 2. Three food service promotions 3. One online promotion	# of in store sampling days: 550 # of client outlets participating: 200 # of online reach: 300,000
	\$104,500	South Korea 1. Four retail promotions 2. Three foodservice promotions 3. One online promotion 4. Maintenance & promo of BIG	# of in store sampling days: 160 # of client outlets participating: 40 # of online reach: 1,500,000
	\$100,000	Hong Kong & China 1. Four retail promotions 2. Maintenance & promo of BIG	# of in store sampling days: 300 # of client outlets participating: 25
	\$215,000	Taiwan & Southeast Asia 1. Twelve retail and food service promotions including in-store sampling demos - Taiwan, Philippines, Vietnam, Indonesia, Singapore.	# of in store sampling days: 220 # of client outlets participating: 180
	\$97,000	Mexico 1. Three retail promos in Mexico 2. Mexico staff travel expenses to support missions to Canada through EMD programs LATAM 3. Canadian beef branding in collaboration with food service sector in Colombia 4. Branding and promotional collaborations in Guatemala 5. Collaboration with suppliers to promote Canadian beef brand in Peru 6. Collaboration with suppliers to promote Canadian beef brand in Brazil	# of in store sampling days: 124 # of client outlets participating: 62 # of online reach: 800,000
	\$20,000	Emerging Markets 1. One retail promotion 2. One foodservice promotion	# of in store sampling days: 50 # of client outlets participating: 20 # of online reach: 80,000

Tactics	Budget	Deliverables	Key Performance Indicators
2. Trade Shows Canada Beef will partner with Canadian beef suppliers and their distributor clients to participate in international food shows to promote the Canadian beef advantage, raise the awareness of the Canadian beef brand and to provide our partners with a platform to connect and network with new customers of Canadian beef at high traffic industry events.	\$70,000	Japan 1. Supermarket Trade Show 2. Two distributor's shows	# New client buyers or leads: 80
	\$35,000	South Korea 1. Meat Expo 2026	# New client buyers or leads: 30
	\$55,000	Taiwan & Southeast Asia 1. Food & Hotel Asia (walk the show not exhibiting) 2. Food & Hotel Indonesia 3. WOFEX Food Show Philippines 4. Food & Hotel Vietnam	# New client buyers or leads: 100
	\$175,000	Mexico & LATAM 1. ANTAD Retail show Mexico 2026 2. ABASTUR Food service show Mexico 2026. Support Canadian beef distributor's exhibiting at the show with CB chef & staff. 3. ALIMENTEC Colombia 2026	# New client buyers or leads: 25
	\$35,000	Emerging Markets 1. Gulfood 2027	# New client buyers or leads: 30
3. Trade Advertising Support advertising campaigns and media interviews in major food and meat industry trade publications that promote the Canadian beef advantage, build Canadian beef brand awareness and to support Canadian beef suppliers and distributors selling to targeted export markets.	\$35,000	Japan 1. Advertisement in two meat industry publications 2. One media mission to Canada	Advertising reach, circulation or readership: 100,000
	\$30,000	South Korea 1. One media mission to Canada 2. Advertisement in one meat industry publication	Advertising reach, circulation or readership: 36,000
	\$2,000	LATAM 1. Trade advertisement in digital magazine	Advertising reach, circulation, or readership: 30,000
4. Marketing Materials Create and adapt new or existing marketing resources and materials to communicate the Canadian beef advantage (CBA), increase Canadian beef brand awareness and to promote our premium quality grades to help support new sales growth. Resources will include Beef Grading Labels, CBA Brochures, BIG resources and other POSMs.	\$70,000	Japan 1. Beef Grading Labels 2. Point of Sale Materials	# generic marketing resources developed and distributed: 5,000,000
	\$2,000	South Korea 1. Beef Grading Labels	# generic marketing resources developed and distributed: 150,000
	\$4,500	Hong Kong & China 1. Beef Grading Labels 2. CBA Brochures 3 Point of Sale Materials	# generic marketing resources developed and distributed: 250,000

Tactics	Budget	Deliverables	Key Performance Indicators
4. Marketing Materials - continued	\$22,000	Taiwan & Southeast Asia 1. Point of sales materials as needed for supporting retail & food service promotions 2. Canadian beef labels, guides and marketing materials 3 Storage rental for marketing materials – Vietnam & Philippines	# generic marketing resources developed and distributed: 1,000,000
	\$28,000	Mexico & LATAM 1. POP resources (merchandising guides with QR codes, toothpicks, tent cards, branded aprons, CBA brochures). 2. Insertion of new pages to the butchery manual, featuring a new section with beef cuts names in different LATAM countries. Design and printing cost.	# generic marketing resources developed and distributed: 3,500
	\$5,000	Emerging Markets 1. Beef Grading Labels 2. CBA Brochures 3 Point of Sale Materials	# generic marketing resources developed and distributed: 30,000
5. Consumer Marketing Canada Beef will invest in initiatives and content that help increase Canadian beef brand awareness, knowledge, trust and confidence among consumers and that help influence consumer purchasing decisions. Distribution of content created and reporting on initiatives will be delivered via social media platforms and other media channels.	\$2,000	Japan One consumer culinary event	# attendees: 30 # consumer initiatives completed: 1
	\$24,000	South Korea 1. Recipe development	# new recipes created: 40
	\$42,000	Mexico 1. Distribution of consumer educational resources LATAM 2. Canadian outdoor cooking -culinary activity with cooking personalities from different LATAM markets (in Canada). 1 episode, 4 days, 4 locations/ or LATAM Media Trip to Canada	# attendees: 50 # consumer initiatives completed: 2 Online reach: 60,000

Tactics	Budget	Deliverables	Key Performance Indicators
6. Digital Marketing Amplify communication of our Canadian beef brand messaging, story and awareness in export markets through social media posts & campaigns as well as market specific Canada Beef websites. Distribution of digital newsletters to further communicate our marketing initiatives, programs and market intelligence with our in-market partners.	\$80,000	Japan 2 Social media posts & campaigns 2 Website management & updates 3 Monthly newsletter distribution	Total reach: 4,000,000 % increase in followers: 30%
	\$55,000	South Korea 1. Social media posts & campaigns 2. Website management & updates 3. Monthly newsletter distribution	Total reach: 700,000 % increase in followers: 20%
	\$10,000	Hong Kong & China 1. Social media posts & campaigns	Total reach: 100,000 % increase in followers: 20%
	\$92,000	Taiwan & Southeast Asia 1. Social media posts & campaigns 2. Website management & updates 3. Quarterly newsletter distribution	Total reach: 1,000,000 % increase in followers: 25%
	\$97,000	Mexico & LATAM 1. Website management including: Service, domain, hosting, website fees, placement, design/content updates, monthly analytics, maintenance, translation, and metrics service. 2. Monthly newsletters for the domestic market. 3. YouTube, Instagram and FB Channels- focused social media campaigns to increase user traffic.	Total reach: 1,000,000 % increase in followers: 15%
	\$5,000	Emerging Markets 1. Social media posts & campaigns in conjunction with Taste of Canada	Total reach: 50,000
7. Demand Building Events Canada Beef will organize and execute demand-building seminars in targeted export markets to promote the Canadian beef advantage, educate buyers, introduce our marketing programs and services and to support our Canadian beef suppliers and their in-market distributors. Targeted attendees include importers, distributors, retailers, foodservice operators, chefs and other local food industry decision makers & influencers.	\$30,000	Japan 1. One demand building seminar	# attendees: 100
	\$40,000	South Korea 1. One demand-building seminar	# attendees: 10
	\$30,000	Taiwan & Southeast Asia 1. Four demand-building seminars	# attendees: 300
	\$75,000	Mexico 1. CB biennial reception held in the framework of ANTAD show, (Highlight on innovation of beef dishes and quality). For FS-retail customers of suppliers. LATAM 2. 2 Butchery demo/master classes for the FS sector in collaboration with Butchery Team Canada and local distributors.	# attendees: 200
	\$16,000	Emerging Markets 1. One demand-building seminar	# attendees: 8

Tactics	Budget	Deliverables	Key Performance Indicators
8. Distributor Education Canadian Beef educational seminars targeting Canadian beef distributor's staff and their local clients that promote & raise awareness of the Canadian beef advantage and that help support the growth of Canadian beef sales volumes and values. We will partner with local butchery and culinary talent to deliver Canadian beef cutting, culinary and tasting demos that include the promotion and maximization of underutilized and undervalued beef cuts. In certain markets this will be combined with Demand Building events.	\$20,000	Japan 1. Two distributor education seminars	# attendees: 60
	\$10,000	South Korea 1. Cutting demo by Japan Federal Meat Academy instructor with local distributor	# attendees: 20
	\$30,000	Taiwan & Southeast Asia 1. Four distributor education seminars	# attendees: 300
	\$40,000	Mexico 1. Educational trainings/workshops (20) for distributors' customers (10 pp per class.) Focus on Cdn beef grading system. LATAM 2. Beef workshops (4) in 3 different LATAM markets. Focus on Cdn beef grading system.	# attendees: 300
	\$12,000	Emerging Markets 1. Two distributor education seminars	# attendees: 100
9. Government Trade Commissioner Canada Beef will collaborate with the Canadian trade commissioner service to support eligible Canadian food and beverage promotional events and initiatives in select markets. Projects supported will align with Canada Beef's objectives that help raise awareness of the Canadian beef brand, the Canadian beef advantage and from where to purchase.	\$1,000	Japan 1. Support for one promotional event	# Government events supported: 1
	\$6,000	South Korea 1. Support for two promotional events	# Government events supported: 2
	\$1,500	Hong Kong & China 1. Support Canada Day event	# Government events supported: 1
	\$3,000	Taiwan & Southeast Asia 1. Support for three promotional events	# Government events supported: 3
	\$16,000	Mexico & LATAM 1. Canada Day celebrations at Canadian Embassies-Chambers in Mex/LATAM. 2. Comecarne seminars sponsorship in collaboration with Canadian Government. 3. Cdn beef/wine pairing guide in collab w/"Sabores de Canada" (Cdn Govnmt)	# Government events completed: 4
	\$10,199	Emerging Markets 1. Support for four promotional events and initiatives	# Government events completed: 4

Tactics	Budget	Deliverables	Key Performance Indicators
10. Event Marketing Canada Beef will support eligible event marketing opportunities to expand good relationships with major organizations and their member companies, promoting the Canadian beef advantage and that help support our supplier clients and their distributors.	\$2,000	Japan 1. Membership fee for local industry association 2. Support one event for local industry associations	# events supported: 1
	\$5,000	South Korea 1. Support one events for local meat industry publication	# events supported: 1
	\$10,000	Mexico 1. Sponsorship of Grape Harvest annual festival	# events supported: 1
11. Marketing Manager Canada Beef will partner with independent contractors to develop and execute market development initiatives, maintain strong communication and relationships with in-market partners, and collect and share important market intelligence, trends, and competitor activities.	\$106,500	South Korea 1. Execute trade and channel marketing initiatives 2. Communication with existing in-market partners and provide support 3. Develop contact with new potential importers, distributors, retailers and food service establishments	Successful achievement of 2026-2027 work plan
	\$50,000	Vietnam (Taiwan & Southeast Asia) 1. Execute trade and channel marketing initiatives 2. Communication with existing in-market partners and provide support 3. Develop contact with new potential importers, distributors, retailers and food service establishments	Successful achievement of 2026-2027 work plan
	\$50,000	Philippines & Indonesia (Taiwan & Southeast Asia) 1. Execute trade and channel marketing initiatives 2. Communication with existing in-market partners and provide support 3. Develop contact with new potential importers, distributors, retailers and food service establishments	Successful achievement of 2026-2027 work plan

Tactics	Budget	Deliverables	Key Performance Indicators
12. Export Market Development Partner Program Provide cost-shared funding support for eligible Canadian beef representative company-initiated marketing projects and activities to help grow and expand sales of Canadian beef brands in the export marketplace.	\$30,000	Export Market Investigation EMI Outgoing Missions to undertake market development missions to targeted markets outside of Canada.	# of outgoing missions: 3
	\$280,000	Export Market Adaptation (EMA) Incoming Missions to visit Canada from targeted markets outside of Canada.	# of incoming missions: 26
	\$180,000	Export Market Diversification (MDP) Attendance at trade shows, seminars or promotional events in the export marketplace.	# of events participated: 10
	\$200,000	Promotion and Marketing (PMP) Production and distribution of eligible branded or co-branded marketing materials, sales and promotions programs, advertising, social media campaigns, tasting programs, consumer marketing activities and more.	# of projects completed: 20
	\$10,000	Competitive Benchmarking (CBP) In-market benchmarking activities to evaluate meat quality, specifications, packaging, sensory and shelf-life testing as well as yield & financial performance metrics.	# of projects completed: 2



Export Halal Market Development

WORK PLAN #3 [2026 – 2027]

حلال
HALAL



Team Lead and Budget Holder	Vice President, Export Market Development	
Total Budget:	\$721,373	Source: Beef Check Off, Halal Govt. Leveraged

Tactics	Budget	Deliverables	Key Performance Indicators
1. Retail and Foodservice Promotions Working in conjunction with local Canadian beef importers and distributors, Canada Beef will support new and existing retail and foodservice sector clients to grow sales volume and value as well as brand awareness for Canadian beef. Canada Beef will invest in promotions that drive consumers to where Canadian beef can be purchased, that build customer loyalty and that position our beef products as premium quality.	\$55,000	Indonesia Three retail promotions Two food service promotions	# of in store sampling days: 150 # of client outlets participating: 32
	\$30,000	United Arab Emirates Two food service promotions	# of client outlets participating: 2
	\$30,000	Saudi Arabia One retail promotion One food service promotion	# of in store sampling days: 50 # of client outlets participating: 11
2. Trade Shows Canada Beef will partner with Canadian beef suppliers and their distributor clients to participate in international food shows to promote the Canadian beef advantage, raise the awareness of the Canadian beef brand and to provide our partners with a platform to connect and network with new customers of Canadian beef at high traffic industry events.	\$50,000	Indonesia Food and Hotel Indonesia tradeshow.	# New client buyers or leads: 50
	\$50,000	United Arab Emirates Gulfood tradeshow.	# New client buyers or leads: 50
	\$35,000	Saudi Arabia Saudi Food Show	# New client buyers or leads: 50
3. Marketing Materials Create and adapt new or existing marketing resources and materials to communicate the Canadian beef advantage (CBA), increase Canadian beef brand awareness and to promote our premium quality grades to help support new sales growth. Resources will include Beef Grading Labels, CBA Brochures, BIG resources and other POSMs.	\$15,000	Indonesia Materials will be developed such as: beef grading labels, CBA brochures, point-of-sale materials, etc.	# generic marketing resources developed and distributed: 200,000
	\$15,000	United Arab Emirates Materials will be developed such as: beef grading labels, CBA brochures, point-of-sale materials, etc.	# generic marketing resources developed and distributed: 200,000
	\$15,000	Saudi Arabia Materials will be developed such as: beef grading labels, CBA brochures, point-of-sale materials, etc.	# generic marketing resources developed and distributed: 200,000
	\$5,000	Qatar Materials will be developed such as: beef grading labels, CBA brochures, point-of-sale materials, etc.	# generic marketing resources developed and distributed: 50,000
	\$5,000	Kuwait Materials will be developed such as: beef grading labels, CBA brochures, point-of-sale materials, etc.	# generic marketing resources developed and distributed: 50,000

Tactics	Budget	Deliverables	Key Performance Indicators
4. Digital Marketing Amplify communication of our Canadian beef brand messaging, story and awareness in export markets through social media posts, video creation and digital advertising campaigns in local online media.	\$25,000	Indonesia Social media posts and campaigns. Digital advertising campaigns	Total reach: 250,000
	\$25,000	United Arab Emirates Social media posts and campaigns. Digital advertising campaigns	Total reach: 250,000
	\$21,372	Saudi Arabia Social media posts and campaigns. Digital advertising campaigns	Total reach: 200,000
	\$10,000	Qatar Digital advertising campaigns	Total reach: 50,000
	\$10,000	Kuwait Digital advertising campaigns	Total reach: 50,000
5. Demand Building Events Canada Beef will organize and execute demand-building seminars in targeted export markets to promote the Canadian beef advantage, educate buyers, introduce our marketing programs and services and to support our Canadian beef suppliers and their in-market distributors. Targeted attendees include importers, distributors, retailers, foodservice operators, chefs and other local food industry decision makers and influencers.	\$40,000	Indonesia One demand building seminar	# attendees: 100
	\$35,000	United Arab Emirates One demand-building seminar	# attendees: 80
	\$35,000	Saudi Arabia One demand-building seminar	# attendees: 80
	\$30,000	Qatar One demand building seminar	# attendees: 50
	\$30,000	Kuwait One demand building seminar	# attendees: 50
6. Distributor Education Canadian Beef educational seminars targeting Canadian beef distributor's staff and their local clients that promote and raise awareness of the Canadian beef advantage and that help support the growth of Canadian beef sales volumes and values. We will partner with local butchery and culinary talent to deliver Canadian beef cutting, culinary and tasting demos that include the promotion and maximization of underutilized and undervalued beef cuts. In certain markets this will be combined with Demand Building events.	\$25,000	Indonesia Two distributor education seminars	# attendees: 60
	\$15,000	Saudi Arabia One distributor education seminar	# attendees: 30
	\$10,000	Qatar One distributor education seminar	# attendees: 20
	\$10,000	Kuwait One distributor education seminar.	# attendees: 20

Tactics	Budget	Deliverables	Key Performance Indicators
7. Government Trade Commissioner Canada Beef will collaborate with the Canadian trade commissioner service to support eligible Canadian food and beverage promotional events and initiatives in select markets. Projects supported will align with Canada Beef 's objectives that help raise awareness of the Canadian beef brand, the Canadian beef advantage and from where to purchase.	\$10,000	Indonesia Support for two promotional events	# Government events supported: 2
	\$10,000	United Arab Emirates Support for two promotional events	# Government events supported: 2
	\$10,000	Saudi Arabia Support for two promotional events	# Government events supported: 2
	\$5,000	Qatar Support for one promotional event	# Government events supported: 1
	\$5,000	Kuwait Support for one promotional event	# Government events supported: 1
8. Marketing Manager Canada Beef will partner with independent contractors to develop and execute market development initiatives, maintain strong communication and relationships with in-market partners, and collect and share important market intelligence, trends, and competitor activities.	\$55,000	United Arab Emirates/Gulf region 1. Execute trade and channel marketing initiatives 2. Communication with existing in-market partners and provide support 3. Develop contact with new potential importers, distributors, retailers and foodservice establishments	Successful achievement of 2026-2027 work plan



Domestic Halal and Kosher Marketing

WORK PLAN #4 [2026 – 2027]



Team Lead and Budget Holder	Executive Vice President	
Total Budget:	\$290,000	Source: Beef Check Off, Halal Govt. Leveraged

Tactics	Budget	Deliverables	Key Performance Indicators
1. Halal and Kosher Market Intelligence Collect market intelligence for beef derived from ritual slaughter. Initiatives would be focused on up to five priority regions in Canada; a) Attendance at Halal and/or Kosher consumer or industry trade shows. b) Surveys of Halal and Kosher beef merchandising in retail stores and in restaurants. c) Surveys of Canadian industry and/or consumers to assess their awareness and understanding of Canadian beef product and supply chain attributes as well as demand drivers for beef derived from ritual slaughter. d) Purchases of market intelligence resources and services which provide information related trends and innovations within Halal and Kosher beef products. This could include membership in related associations or groups. e) Review of current Canadian Halal and Kosher certifying bodies and development of summary information relating to applicable requirements for certification, costs and service capabilities.	\$50,000	a) Halal and/or Kosher tradeshow attendance b) Survey of Halal and Kosher beef merchandising in retail stores and in restaurants. c) Surveys of Canadian industry and/or consumers d) Market intelligence resources and services e) Review of current Canadian Halal and Kosher certifying bodies. NOTE: As the funding in 2025/2026 is only available in the last quarter not all deliverables will be possible. Deliverables are dependent on industry partner participation/ interest.	Market Intelligence satisfaction score on Stakeholder Survey (+5%) Halal/Kosher Market Development satisfaction score (80% for participating industry partners) Attendance at one trade show for Halal and Kosher products. Completion of one retail and one restaurant survey research project. Halal and Kosher directory with major certifying bodies for Halal and Kosher current.

Tactics	Budget	Deliverables	Key Performance Indicators
2. Halal and Kosher Marketing Resources Working in collaboration with industry clients from processing, retail and foodservice, the following resources would be undertaken in English and other languages as required. a) Development of point-of-sale materials for use by industry to promote Halal and/or Kosher beef products including rail strips, labels, danglers, price tag holders, dividers and signage. b) Incorporation within the on-line Canadian Beef Showcase information on products available from listed restaurants and retailers produced from ritual slaughter. c) Development of web and social media content which could be utilized by industry clients to promote Halal and Kosher beef products.	\$40,000	a) Point-of-sale materials to promote Halal and/or Kosher beef products including rail strips, labels, danglers, price tag holders, dividers and signage. b) Updated Canadian Beef Retail and Restaurant Showcase c) Web and social media content. NOTE: As the funding in 2025/2026 is only available in the last quarter not all deliverables will be possible. Deliverables are dependent on industry partner participation/ interest.	Halal/Kosher Market Development satisfaction score (80% for participating industry partners) Canadian Beef Showcase Updated Halal and/or Kosher web/ social media content developed POS material developed for one retail and one restaurant partner
3. Halal and Kosher Advertising and Promotion In collaboration with industry clients, advertising and promotion initiatives including; a) Advertising which communicates attributes of the Canadian Beef Advantage to consumers who are interested in beef products produced from ritual slaughter including TV, radio, print, outdoor or online platforms. b) Sponsorship including consumer events or industry tradeshows with a focus on Halal and/or Kosher food products. This may include purchase of booth space for selected high priority events. c) Sampling of Halal Canadian beef products in collaboration with retail and restaurant clients.	\$190,000	a) Advertising b) Sponsorship including consumer events or industry tradeshows. c) Sampling of Halal Canadian beef products in collaboration with retail and restaurant clients. NOTE: As the funding in 2025/2026 is only available in the last quarter not all deliverables will be possible. Deliverables are dependent on industry partner participation/ interest.	Halal/Kosher Market Development satisfaction score (80% for participating industry partners) Two Halal or Kosher advertising campaigns completed. Two Halal or Kosher sampling event completed One Halal or Kosher industry sponsorship completed
4. Halal and Kosher Certification To provide some limited funding support for organizations which produce and/or sell Canadian Beef to gain their initial certification with a recognized Halal or Kosher certifying body to support sales within Canada.	\$10,000	Canadian suppliers, organizations certified for Kosher or Halal production NOTE: As the funding in 2025/2026 is only available in the last quarter not all deliverables will be possible. Deliverables are dependent on industry partner participation/ interest.	Halal or Kosher Audit(s) completed by certifying organization



Canadian Beef Centre of Excellence

WORK PLAN #5 [2026 – 2027]



Team Lead and Budget Holder	Executive Director, Canadian Beef Centre of Excellence	
Total Budget:	\$360,000	Source: Beef Check Off, SCAP Leveraged

Tactics	Budget	Deliverables	Key Performance Indicators
1. Training and Education The CBCE will enhance the understanding of Canadian Beef among consumers, students and industry professionals by completing the following initiatives: 1. Produce courses for consumers, students, and industry professionals. 2. Undertake online webinars and workshops for consumers, students or industry professionals to promote educational resources and further support Canadian Beef product understanding and utilization. 3. Offer Canada Beef financial awards to students who demonstrate leadership and superior technical skills in Canadian culinary arts and butchery programs. 4. Conduct onsite demonstrations at culinary and butchery training institutions and at the CBCE to support student engagement in the culinary arts and meat cutting trades. 5. Participate in and support culinary and butchery competitions in collaboration with professional associations and vocational institutions.	\$285,000 1. Online Courses 140K 2. Online Webinars and Workshops 55K 3. Awards (1-2K/student = 25K 4. Demonstrations Culinary Schools 15K Meat Cutting Schools 5K 5. Competitions 20K	Q1 -Q4 1. Educational and training courses and content for users and consumers. 2. Workshops and webinars 3. Canada Beef Awards for Excellence in Culinary and Butchery Arts 4. Demonstrations at butchery and culinary educational institutions and in partnership with professional associations. 5. Support Canadian beef butchery and culinary skills development and industry uptake through competitions at vocational training institutions and/or in partnership with professional associations.	1. Training courses and tools Target: 2 courses for consumers, 2 for industry and 2 for students 2. Online workshops and webinars Target: 6 3. Canada Beef Awards Target: 15 students in culinary and butcher programs 4. Onsite Demonstrations Target: 13 culinary schools and 6 Meat cutting schools 5. Culinary and Butchery Competitions Target: 2 culinary and 2 butchery competitions

Tactics	Budget	Deliverables	Key Performance Indicators
2. Canadian Beef Stakeholder Engagements at the CBCE and at offsite events. The CBCE will deliver programming support for Canadian Beef stakeholders and clients including presentations of the Canadian Beef Advantage, cutting demonstrations, product tasting and tours of farms and/or processing facilities.	\$20,000	Q1 -Q4 1.Stakeholder engagements (presentations, trainings demonstrations, tastings and tours)	1. Stakeholder and client meetings and engagements Target: 20 engagements 2. Stakeholder satisfaction survey Target: "above average" score on all parameters
3. Canadian Beef Test Kitchen Testing and development of culinary approaches for Canadian Beef including: 1. Review of current foodservice and retail ready-made Canadian Beef products in domestic and export markets. Recommend, when possible, enhanced practises to optimize eating satisfaction and/or industry profitability. 2. Beef as topping – review existing offerings in retail and foodservice. Explore opportunities for development of new products.	\$15,000 Enhanced practices & Product Development 15K	Q1 -Q4 1. Review of ready-made beef offerings and culinary approaches for trending Canadian Beef cuts in domestic and export markets. 2. Explore new opportunities for beef as topping. Develop recommendations for enhanced practices when possible.	1. Trending domestic and export market Ready-Made products reviewed. Target: 6 products 2. Beef as Topping opportunities reviewed. Product utilization innovation and/or new product developed. Target: 1 innovative product utilization and/or 1 new product. Associated recommendations for enhanced practices when possible.
4, CBCE Education via Institutional Engagement Collaboration with Culinary Federation (CF), Canadian Professional Meat Cutters Assoc. (CPMCA) and schools 1.CCBTP Gold Star Chef/Cooks Training *Gold Star – completion of the core + in-person version of the cooking and prepping modules of CCBTP Cooking and prepping module offered in-person by CBCE - Calgary/Edmonton TBD - Toronto TBD - Winnipeg TBD - 10 to 20 participants per event 2. CCBTP authorized training partner/executive training program sessions - 10 to 20 participants per event	\$40,000 4 Training Events 20K 4 Training Events 20K	Q1 -Q4 Buyer mission engagement (presentations, demonstrations, tastings and tours)	1. Number of sessions delivered. Target: 4 sessions 1a.Number of participants trained. Target: 40 cooks 2. Number of sessions delivered. Target: 4 sessions 2a.Number of participants trained. Target: 40 industry personnel



Channel Marketing

WORK PLAN #6 [2026 – 2027]



Team Lead and Budget Holder	Senior Director, Channel Marketing	
Total Budget:	\$662,000	Source: Beef Check-Off

Tactics	Budget	Deliverables	Key Performance Indicators
1. Industry Engagement Engage with key industry clients, focusing on approximately 90 retail banners and foodservice chains that sell the majority of Canadian beef, as well as packers and major distributors (15). Initiatives to be undertaken are: 1. Undertake a bi-annual national tour to provide presentations to key industry clients that highlight Canada Beef resources and programming. 2. Channel staff to conduct virtual or onsite Certified Canadian Beef Training Program workshops. 3. Undertake digital outreach campaigns (including independent operators in foodservice and retail) to promote ordering and utilization of Canada Beef resources and programs. 4. Essential collaboration with the value chain (packers, distributors, and end users) to promote underutilized/undervalued cuts at retail and foodservice. Channel will also collaborate with Consumer and Global Marketing to focus on educating consumers and the industry about these cuts. 5. Engage with relevant retail and foodservice operators, as well as distributors, who target ethnic populations to promote the utilization of Canadian beef.	\$80,000	1. National tours of key retail and foodservice clients. 2. Certified Canadian Beef Training Program (CCBTP) Workshops for National and Executive Program 3. National digital outreach campaigns. 4. Collaborations with the value chain on underutilized/undervalued cuts. 5. Promotion of ethnically targeted merchandising materials (e.g., posters and sell sheets).	1. National tour of key clients Target: Engage with 105 key contacts and develop an annual engagement report using the CRM. 2. Certified Canadian Beef Training Program Workshops Target: Delivery of the National and/or Executive Program for six industry clients in the retail, foodservice, and/or distribution segments. 3. National Digital Outreach Campaigns Target: Two digital outreach campaigns to reach 1,000 operators in retail and foodservice. CPM TBD. 4. Underutilized/Undervalued Cuts Collaborations Target: Collaborate with two supply chain partners to enhance the utilization of cuts 5. Ethnic Engagement

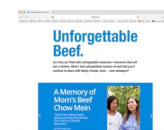
Tactics	Budget	Deliverables	Key Performance Indicators
2. Domestic Industry Advertising Promotion of Canada Beef trade-facing resources within industry publications to reach retail, foodservice, and packer/distributor partners. Digital advertising targeting retail, foodservice, and processing within the appropriate mediums to reach key audiences in each sector. Select print advertising opportunities amongst the same target groups.	\$40,000	Digital advertising targeting retail, foodservice, and processing Print advertising targeting retail, foodservice, and processing	Retail Sector Reach ~168,912 retail professionals for Canadian Grocer (across platforms) Impressions: ~605K for total annual campaign. CPM: \$33.00 Foodservice Sector Reach~1.4M foodservice professionals for Restaurants Canada (across platforms) Impressions ~711K impressions across the prospective total annual campaign. CPM: \$28.00
3. Trade Resource Implementation Encouraging the use of Retail and Foodservice Wholesale Gateways and Certified Canadian Beef Training Programs (CCBTP), including new variations slated for development (e.g., executive program, case-ready program, ethnic marketing module). Print and distribute (physical and digital) resources for meat professionals across channels, including merchandising, foodservice tips (including portion sizes, doneness levels, etc.), CBA, culinary, meat quality, and food safety resources. Ensure that any updated/new POS materials focus on the brand mark and/or maple leaf as much as possible. Promotion of national editions as well as customization for industry partners of the CCBTP and Wholesale Gateway (e.g., branding on videos, customized posters, etc.). Quarterly Retail Market Intelligence and Foodservice Market Intelligence reports for the industry. Purchase or creation of market research data, including pricing and volume for Canadian beef sales.	\$190,000	CCBTP Executive Program CCBTP Case-Ready Program (Retail) CCBTP Ethnic Marketing Module (Retail and Foodservice) Distributed Canada Beef trade resources New Gateway Partners Industry Partners Adoption CCBTP RMIR and FSIR Reports, including Pricing and Volume Market Intelligence for the Domestic Market	Maintain/increase satisfaction score as follows: Beef Cut Merchandising Information – Target: 84% (maintain score) Canadian Beef Advantage (CBA) Resources – Trade – Target: 75% (+5%) Distribution of Canada Beef resources to 100% of our key prospective retail Target: 105 organizations Wholesale Gateway usage Target: 4 new industry partners (e.g., associations, retailers, foodservice, distributors, and packers). Adoption of CCBTP, including new programs and module Target: 4 new industry partners (e.g., associations, retailers, foodservice, distributors, and packers). RMIR and FSIR Development Target: 4 Issues

Tactics	Budget	Deliverables	Key Performance Indicators
4. Marketing Alliance Program (MAP) The MAP is dedicated to maintaining and growing mindshare for Canadian Beef by expanding the reach of messaging targeting Canadian consumers, related to priority areas outlined below: • Marketing of underutilized cuts • Ethnic marketing to new Canadians • Adoption and promotion of the Canadian Beef Information Gateway at retail and foodservice • Maintaining market share through communication of supply chain and product attributes for Canadian beef • Promoting visibility of and understanding of Canadian beef grades MAP content will be developed for partners by Canada Beef specialists in Channel Marketing and across departments, including Consumer Marketing, Digital Marketing, the Canadian Beef Centre of Excellence, and Global Marketing.	\$327,000 50% funding Canada beef/50% in-kind of cash by partner. Note: Budget allocation may be adjusted on applications received. Unspent funds will be assessed each quarter and may be reassigned to other program areas.	Foodservice, Retail, Distributor and/or Processing MAP initiatives Note: Resources created in all initiatives will be for the exclusive use of the partner for an agreed-upon time after which they will be eligible for use by Canada Beef in national promotion initiatives.	1. All initiatives will be assessed on the criteria below: a) Level of matching investment by partner Target: 50% or more b) Expanded reach of messaging achieved through partner participation Target: Established for each initiative including metrics applicable to websites, social media, point-of-sale materials, or other formats. c) 2 MAP initiatives Target: 4
5. Partner Programs and Beef Promotions To encourage participation within the Partner Program and adoption of the Canadian Beef Logo License Agreement.	\$5,000	Canadian Beef Logo License Agreements	Domestic Canadian Beef Brand Mark Program Satisfaction Score Target: 80% (+2%) Canadian Beef Brand Mark Target: Expand current valid Logo License Agreement holders by 50% (+12)
6. Customer Relationship Management (CRM) Software	\$20,000	Development and production of industry reporting.	Produce industry engagement reporting four times per year.



Generic Beef and Veal – Consumer Marketing

WORK PLAN #7 [2026 – 2027]



Team Lead and Budget Holder		Director, Culinary Initiatives	
Total Budget:		\$683,095 beef \$41,945 veal \$725,040 total	Source: Import Levy, Veal Import Levy
Tactics	Budget	Deliverables	Key Performance Indicators
1. National Consumer Marketing Campaign Production and execution of an English language campaign that inspires, educates and enables the purchase and preparation of beef with Canadians and similar audiences.	\$147,000	1. Content and resource development. (Emphasis on economical cuts, discounted items and bulk purchases.) 2. Advertising and outreach through consumer digital channels 3. Metrics evaluation and reporting.	1. Increase audience awareness (combined digital and traditional) and aim for CPM of \$140 and more than 2M impressions 2. By improving visibility with key stakeholders, increase the Stakeholder Satisfaction score for culinary information: Target: 85%
2. Culinary Education Resources and Outreach to Support Nutrition Messaging Promote beef's nutrition advantage and provide the tools to enable and optimize the use of beef at home for the family. Distribution through third-party program opportunities where possible.	\$368,000	1. Adapt existing recipe resources and create recipe/ education resources and partnerships that align with nutrition priorities. 2. Disseminate resources to showcase the versatility of beef in the home with easy and few ingredients. Some focuses could be fibre and protein, iron, healthy aging and vitality with protein. 3. Support family and children outreach for healthy foods in homes, gyms, schools and childcare systems. 4. Reach fitness professionals (fitness clubs) to bring nutrition education and recipes to consumers 5. Taste Canada-Provide title sponsorship for the Cooks the Books Junior Chef Competition through Thinkbeef and Generic Beef	1. Influencer audience + media outreach: 2M (combined digital and traditional) aiming for CPM of \$40 as we would like to hit 5M impressions 2. Distribute (print and digital) recipe booklets increasing 3.5% 3. By improving visibility with key stakeholders, increase the Stakeholder Satisfaction score for culinary information: Target: 85%
3. ThinkBeef.ca Digital Programs + Resource Centre Maintain a resource hub for nutrition and food skills resources to support campaign and outreach initiatives with consumers and health professionals and educators.	\$118,095	1. Management of the website with updates as required. Review website for update requirements. (which could include jump links and image optimization and review/ update brand guide). 2. Management of the Resource Centre and fulfillment of orders 3. Generate and evaluate a Google Analytic metrics to assess web execution. Develop Google ads to build awareness and visitors to website. 4. Create 2 new social platforms for Thinkbeef (Facebook and Instagram) which will focus on nutrition and cooking knowledge information.	1. Improve Thinkbeef.ca visibility with key stakeholders to increase satisfaction score on Stakeholder Survey: Target: 68% 2. Increase visibility of e-book reads (optimization throughout website) 3. Web page views: increase 3% (200,000)

Tactics	Budget	Deliverables	Key Performance Indicators
4. Thinkveal.ca Content and Promotion Provide consumer culinary and education resources that compliment other Canadian veal sector promotion efforts.	\$41,945	1. Expand cooking resources for veal cooking know-how for everyday resources for families 2. Launch and distribute the cooking resources through digital and traditional media outreach	1. Increase audience awareness and aim for CPM of less than \$9 and more than 3M impressions 2. Improve visibility with key stakeholders, increase Recipe development + cooking resource satisfaction score on Stakeholder Survey. Target: 85%
5. Support Levy Presentation (June 2026)	\$50,000	Help plan and support Levy presentation to stakeholders with speakers and demonstrations about Thinkbeef programming and campaigns	



Consumer Marketing

WORK PLAN #8 [2026 – 2027]



Team Lead and Budget Holder		Executive Director, Consumer Marketing	
Total Budget:		\$1,668,583	Source: Beef Check Off
Tactics	Budget	Deliverables	Key Performance Indicators
1. National Campaign Pick the Beef with the Leaf Campaign/5 Reasons Extend the Pick the Beef with the Leaf campaign to highlight and support the 5 reasons to choose Canadian beef. Building off last fiscal, continue to target sports enthusiasts through the PWHL existing content.	\$404,403 Includes 35K for PWHL player content licensing TV extension	Q1 to Q4 Social and website content and resources to inspire and enable buying and cooking with Canadian beef targeting sports, youth and cooking know. Monthly advertising, social media, PR engagement and Influencer outreach featuring the 5 reasons to choose Canadian beef.	By improving visibility with key stakeholders, increase the Stakeholder Satisfaction score for culinary information: Target: 85% (+8 %). Reach and Cost Targets (FY) Impressions - 155 million (social and web) and CPM TBD Engagement - 3.5% and CPM TBD Followers/Subscribers - 250,000
2. TV Commercials Create 2 new TV ads and promote ads over 16 weeks (4 months).	\$560,000	Q1 – Q3 Creation of 1 new TV Commercial Airing of 2 TV commercials – 16 weeks Tracking research	1. Stakeholder Satisfaction score for culinary information: Target: 85% (+8%). 2. Impressions - # and CPM – will use numbers from past TV stats. 3. Engagement - same as above
3. Provincial Marketing Alliance (PMA) Work with provinces to strategically collaborate and cost-share consumer marketing opportunities.	\$265,180 Note: PMA investment by Canada Beef is based on a formula that considers, size of market and dollars contributed to Canada Beef through Check Off.	Q1 to Q4 TBD - Deliverables will be determined by provincial partners and documented in MOU with each participating province	TBD - Calculate CPMs and reach for each province once the major tactics/ initiatives are confirmed (as appropriate).

Tactics	Budget	Deliverables	Key Performance Indicators
4. E-newsletter, and Grassroots Consumer Marketing and Events Produce and distribute monthly newsletter content that encourages loyalty, engagement and cooking know and education with Canadian beef (beef). Provide resources and tools to enable and support grassroots marketing efforts. Partner with 3rd party organizations for website promotion + recipe content and priority cuts.	\$144,000	1. Monthly Make it Beef newsletter release. 2. Grow stakeholder subscriber members by encouraging contribution to increase grassroot marketing opportunities. 4. Ongoing recruitment efforts to build and maintain subscriber list. 5. Quarterly Make it Beef Advisory Panel engagements 6. Beef Pride e-store mailings and inventory 7. Participate in Royal Winter Fair with booth activation; cook-along on cooking stage with 6 local chefs and taste challenge opportunity. 8. Calgary Stampede participate with a booth.	By improving visibility with key stakeholders, increase the Stakeholder Satisfaction score for culinary information: Target: 85% (+8 percentage points increase). Maintain a strong open and engagement rate: 27.3% on average, close to what hobbyist/special interest emails have for Open Rates, and above the marketing email average (at 20%) Click Rate 4.6% clicks on average. (Canadian industry average is 4%) New recipe content through Royal winter Fair collaboration Reach 3,000 + consumers with direct conversation and distribution of materials.
5. Cause Marketing Initiative: Burger It Forward Create and execute a collaborative beef-association fundraiser for food banks that supports restaurants and ground beef promotion simultaneously.	\$100,000 Note: A tabulation of burgers sold determines Canada Beef's maximum donation.	Q1 -Q4 1. Restaurant, food banks and stakeholder recruitment and complete associated reporting. 2. Burger It Forward website with regional burger trail maps 3. Online advertising, social media and PR efforts to gain media to promote the campaign.	1. Donations for food banks Target = \$65,000 (+5%) 2. Restaurant engagement with support/promotion Target = 270 locations (+5%) 3. Capture earned media Target = \$200,000 (+5%) Note: A tabulation of burgers sold determines Canada Beef's maximum donation.

Tactics	Budget	Deliverables	Key Performance Indicators
6. Consumer Gateways Promotion and Marketing Implement ongoing engagement strategies, advertising, and promotions to grow a regular user base for both the Retail and Restaurant Gateways. Develop and refresh content across the Gateway platforms, including: • Ethnic-focused content for new Canadians • National and partner-driven contests • Canadian Beef Advantage and beef grading information (Restaurant Gateway) • Support for scanning and Instacart functionality • Resources for provincial cattle producer associations • Expansion of the Restaurant Showcase • Integration of AI	\$195,000	Q1 -Q4 1. Contests on the National and Partner Gateway 2. Refresh Gateway Content including World Cuisine Ethnic information for both. 3. Advertising, POS and influencer developed resources 4. Refreshing explore more content pages with existing recipes and images.	1. Stakeholder Satisfaction score for culinary information: Target: 85% (+8 %). 2. Impressions – 300,000 and CPM \$500 3. Engagement - # 200K and CPM \$500 4. Users - # TBD



Digital Marketing

WORK PLAN #9 [2026 – 2027]



Team Lead and Budget Holder	Executive Director, Digital Marketing	
Total Budget:	\$910,000	Source: Beef Check-Off

Tactics	Budget	Deliverables	Key Performance Indicators
1. Canada Beef Websites Content refreshing, architecture and monitoring of both consumer, Gateway and trade websites. Collaborate with domestic (Canadian Beef Centre of Excellence (CBCE), Channel Marketing and Consumer Marketing), Global and international teams to build strategic content and resources for consumers. Execute consumer marketing campaigns on digital platforms to build brand awareness and loyalty.	\$245,000 Website architecture and software licensing (\$68K) Content management (100K)	<u>Architecture and licensing</u> Content for Domestic and International websites # of websites Collaborate on third-partner website projects	GA4 analytics – monitoring of key performance indicators for each website: Impressions - the total # of times our content was observed Reach and Cost Targets (FY) Impressions - 10 million (web) and CPM \$55.00 Engagement – 700K, CPM \$100
2. Canada Beef Social Media Programs Maintain a leadership position to promote Canadian beef consumer initiatives through social media. Create and build audiences through beef advocates and strategic content. Collaborate and support domestic (Canadian Beef Centre of Excellence (CBCE), Health & Wellness, Channel Marketing and Consumer Marketing) and Global projects and initiatives.	\$500,000	1. Create and execute story telling content focused on building awareness of Canadian beef, education, ethnic diversity and cooking inspiration. 2. Develop and produce creative to promote the Canadian beef advantage incorporating perspectives through Canadian beef producer influencers – highlighting 5 reasons.	Reach and Cost Targets (FY) Impressions - 5 million (social) and CPM \$8.00 Engagement – 400K and CPM \$160 New Followers/Subscribers - the #10K who actively seek our content target for fiscal year Research Omnibus – Hockey campaign social dark ads Monthly Tracking – using Meltwater social media monitoring tool

Tactics	Budget	Deliverables	Key Performance Indicators
3. Video Streaming Establish Canada Beef as a video destination channel for culinary excellence, butchery skills, nutrition, and educational resources. Create a campaign to highlight existing 5 reasons TV ads and PWHL ads for YouTube to drive awareness of ads, website pages and build YouTube audience.	\$150,000	1. Five reasons video campaign 2. PWHL campaign	Reach and Cost Targets (FY) Views – 1 M Impression and CPM - \$50 Engagement – 200K CPM \$200 Subscribers – 500 to 1,000 approx
4. Canadian Beef Marketing Library Maintain and support library management system to store key assets (images, artwork and documents) and share with partners and provincial associations.	\$15,000	Q1 – Q4 1. System updates and management of library services. 2. Creation and uploading of new assets and system updates.	Quarterly report of the library system # of library users, # of stored resources # of downloads



Nutrition, Health and Wellness

WORK PLAN #10 [2026 – 2027]



Team Lead and Budget Holder	Director, Health and Nutrition	
Total Budget:	\$684,207 total	Source: Import Levy, Veal Import Levy

Tactics	Budget	Deliverables	Key Performance Indicators
1. Nutrition Monitoring and Knowledge Mobilization Foundational investments required to guide and shape messaging and priorities in generic health and nutrition communications for the organization and its stakeholders.	\$105,000	1. Monitoring, researching and communicating emerging issues and opportunities relevant to beef nutrition. 2. Translation of relevant nutrition science into key messages and content for use in resources, outreach programs, educational campaigns and to support industry efforts. 3. Nutrition analysis and determination of allowable claims. 5. Participation in external expert networking groups and collaborations with other commodity groups and academia. 6. Engagement with Canada Beef's Nutrition Expert Advisory Committee.	1. Just the Facts nutrition research summaries. 2. Topic briefings including Nutrition Reports, White Papers, Factsheets and Beef Watch. 3. New or updated education resources. 4. Government consultation responses (as needed). 5. Engagements with external networking groups and EA.
2. Direct to Health Professional Communications Education for current and future health professionals about beef's nutritional competitive advantages through educational events, sponsorships and conferences.	\$110,000	1. Reach health professionals for one-on-one interactions by participation at key conferences. 2. Disseminate beef nutrition messaging via strategic sponsorships, educational events, training, and partnered webinars targeted to health professionals and students.	1. Health professionals reached with one-on-one interactions. 2. Educational events reach.
3. Educational Outreach Through Partner Programs Working through 3rd-party health partners, reach consumers with beef-related health & wellness resources, education and messages.	\$400,000	1. Distribution of beef health resources to relevant consumers through Health Partners: e.g., Inzio, Spark Nutrition, etc. 2. Provide education to health-concerned consumers about beef's contribution towards health and wellness goals.	1. Distribute 500k+ brochures to consumers via health partners. 2. Reach 300+ students and/or educators with beef training and education.
4. Health Professional Digital Engagement Disseminate beef education and health messages through digital campaigns and Thinkbeef.ca.	\$69,207	1. Collaborate with the consumer marketing team to deliver strategic digital campaigns on key beef and health topics to students, health professionals, and other influencers in video, on-line articles and via social media. 2. Development of nutrition content for Thinkbeef.ca and other generic beef digital communication channels	1. Digital campaign reach. 2. Visits to Thinkbeef.ca nutrition content. CPM: 3.5% engagement rate



Public and Stakeholder Engagement

WORK PLAN #11 [2026 – 2027]



Team Lead and Budget Holder		Vice President, Corporate Affairs	
Total Budget:	\$169,350	Source: PSE Check Off	
Tactics	Budget	Deliverables	Key Performance Indicators
1. Direct to Consumer Messaging Consumer-focused public relations and social media campaigns featuring positive beef industry messaging. Campaigns will feature impactful story telling content relevant to issues of concern. Canada Beef will seek and pursue opportunities to further leverage this investment in partnership with allied organizations.	\$60,000	Q2-Q4: Two direct-to-consumer public relations campaigns focused on trust and confidence issues.	Campaigns will achieve 5 million consumer impressions.
2. Key Influencer Outreach Consumer-focused public relations and social media campaigns featuring positive beef industry messaging delivered to key influencer audiences (trade, food writers, dietitians, home economists, media, NGOs). Campaigns will feature impactful story telling content relevant to issues of concern.	\$64,350	Q2-Q4: Two initiatives designed to ensure key influencers (trade, food writers, dietitians, home economists, media, NGOs) maintain confidence and support for beef and veal production.	Campaigns will achieve 100,000 key stakeholder impressions.
3. Media Monitoring Contract Service Contract service to provide timely monitoring of media messaging to identify trends and opportunities.	\$35,000	Q1-4: Contract Service.	Track 100 issues/stories. Provide information / support for other tactics.
4. Resource and Content Development Design and production of new PSE content and resources. Update existing digital and print resources to reflect the updated content.	\$5,000	Q2-Q4: Design and translation of content. Production of factsheets, backgrounders, photography, research, and resources.	Create/update 2 PSE resources.
5. Industry Membership and Participation Membership and participation costs to align with key allied organizations on PSE issues.	\$5,000	Q2: Alignment and cooperation between organizations such as CRSB, CCFI, etc.	Purchase memberships and participate in select meetings and projects.



Stakeholder Communications

WORK PLAN #12 [2026 – 2027]



Team Lead and Budget Holder	Director, Stakeholder Communications	
Total Budget:	\$234,383	Source: Beef Check Off

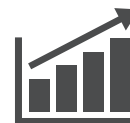
Tactics	Budget	Deliverables	Key Performance Indicators
1. Annual Reporting 1a. Canada Beef Investment Plan document (Internal) 1. Produce Canada Beef annual investment plan for next fiscal year. 2. English and French language PDF plan versions for internal distribution only. 3. Work plan tactics information used to develop content for Canada Beef annual report. 1b. Canada Beef Annual Report 1. Develop design and produce Canada Beef's annual report for distribution in Summer 2025. 2. English digital flipbook and PDF versions. 3. French version digital PDF. 4. 5-7 minute annual report overview video in English and French narration.	\$49,000	Q3-Q4: 1a. Content for front half of report to be edited and formatted, include final/approved work plans, finalize and print report. Target: 100% distribution to internal group e.g. MDPC Q1-Q3 1b. Compile information from each of the hubs and develop layout of report and video script. 2. English flipbook, E&F PDFs and videos completed and distributed in Aug 2025. 3. French PDF posted to website in Aug 2025. 4. Promotion of annual report and video versions in CBP, CB columns and producer social media.	1. Satisfaction Index survey. PDF report distribution 100% to Agency board, MDPC, provincial associations, industry, other stakeholders. 4. Report available metrics to date in mid-year investment plan results update video, and total results for FYE overview video.
2. Canada Beef Performs Monthly E-newsletter: 1. Develop and produce 12 monthly e-publications in English and French 2. Distributed digitally to all subscribers. 3. Expand readership through active engagement and promotion of the publication through French speaking stakeholders and contesting in English only.	\$70,000	Q1-Q4: 1. Work with all Canada Beef budget holders to assemble relevant and timely information, activities, and images each month. 2. Develop and execute annual media plan or contest to increase readership and promote the publication in English and French speaking Canada. Q1-Q2: 3. Create print ads and digital ads to support CBP for distribution in national and regional cattle industry/ association publications, email blasts, and across websites/social channels.	1. Satisfaction index survey. 2/3. Deploy one new marketing strategy across platforms and secure paid promotional ad placements with producer assoc. and industry publications for total target subscription increase: 345+ YOY

Tactics	Budget	Deliverables	Key Performance Indicators
3. Social Media Outreach – Producers Planning and content will be created to support outreach to producers on FB and Instagram, to build awareness of the value of CB initiatives to them and their investments, as well as contesting and push purchase to build engagement.	\$30,000	Q1-Q4: 1. Create and deliver Canada Beef updates for producer audience. 2. Build subscriber base producer social channels. 3. Enable engaged audience.	1. Satisfaction index survey. 1. Baseline delivery of 156 general posts via service provider & ad-hoc posts. 2. Cross-promote CBP and CB, review analytics to anticipate follower behaviour. Target: Increase Producer FB follower by 200+ Target: Increase Producer X followers by 130+, try to migrate 6.5K of followers to new producer Instagram TBD.
4. Canadian Beef Industry Conference Winnipeg, Manitoba 2026 Participation and planning support to deliver a successful CBIC. Includes program support or guest speaker fee, travel, and accommodation costs.	\$30,000	Q1-Q2: 1. Participate in planning and CBIC program development. 2. Develop two industry sessions to support trade and consumer trends. Q2: 3. Work with Canada Beef team to staff booth.	Facilitate a CB trade show display to draw 225 producers to visit the booth. Provide topical presentations on CB initiatives that 100 producers sign up for.
5. Stakeholder Resources Create corporate value proposition resources for producers to encourage continued support. Update and support Canada Beef fact sheets.	\$15,383	Q1-Q4: 1. Create a range of CB value proposition resources for deployment on multiple platforms. 2. Present information sessions at industry events or on online.	Create four new resources/tools.
6. Producer Association Meetings Participation and Support Canada Beef will participate in various Producer Association meetings to maintain positive relationships and increase awareness and support of Canada Beef activities and value they bring to the cattle industry. Activities may include participation costs for staff attendance, costs for hosting information booths/displays, and event/speaker/ meal sponsorships. These activities can be supplemental to and in support of Provincial Marketing Alliance activities.	\$20,000	Q1-Q4: Participate in all Producer Association meetings to maintain funder and stakeholder support and awareness of Canada Beef activities and value.	1. Satisfaction index survey. CB to attend 3 national industry conferences, 6 provincial producer assoc. conferences, 4 provincial joint producer assoc. conferences, 1 industry symposium and/or other meetings (fall, district) as requested.
7. Corporate Items for Stakeholder Distribution Procure corporate or product branded items to assist stakeholders with their various meeting/ conference needs, as prizes for contesting, for thank you gifts for exiting MDPC board members, replenishment of core / mainstay branded items.	\$20,000	Q1-Q4: Promotional items for activities or marketing initiatives.	Maintain inventory of corporate recognition items as needed.



Finance and Operations

WORK PLAN #13 [2026 – 2027]



Team Lead and Budget Holder	Vice President, Finance and Operations	
Total Budget:	\$752,293	Source: Beef Check Off. SCAP Leveraged

Programs and Services	Deliverables	Key Performance Indicators
1. Budgeting and Monthly Reporting Tools	1. Annual programs and operations budgeting for Investment Plan 2. Operating plan spreadsheets set-up on SharePoint 3. Budget performance report template set-up and budget loading on Sage 300	*Complete by Nov 30 *Set-up by March 1st *Set-up by March 1st
2. Business Unit Support	1. Answering questions about finance procedures 2. Payment of monthly international office operating funds 3. Reimbursement of Staff expense 4. Providing excellent customer service 5. Reviewing vendor agreements and office rental contracts with business units	*Responses within 2 business days *Operating funds wired to offices before 15th of month *Response within 15 days of receipt *Achieve 75% on Accounting Satisfaction Survey *Responses within 2 business days
3. Business Unit Monthly Reporting	1. Monthly budget reports for each work plan and office overhead	*Reports delivered within 15 days of month end
4. Payroll Processing	1. Management of ADP payroll system 2. Payment of salaries on time	*Payroll input data to ADP by Tuesday before payday *Bi-weekly, every second Friday
5. Vendor Management	1. Sage 300 Accounts Payable vendor system management 2. Tri-weekly local vendor payments 3. Tri-weekly set-up and payment of RBC express wires to international vendors 4. Manage paperless expense reporting system	*Vendor information up to date before payment dates *Less than 10 vendor complaints for fiscal year *Less than 10 wire returns for fiscal year *Ongoing
6. Agriculture and Agri-food Canada (AAFC) Claim Alberta Export Market Development Program	1. Preparing/Filing of quarterly AAFC claim 2. Responses to AAFC's requests for samples and other information 1. Process and pay EMDP partner reimbursements	*Claim delivered to AAFC within 90 days of the end of the quarter *Responses to AAFC within requested deadline *Achieve 95+% claim approval *EFT and Wire transfer payments tri-weekly

Programs and Services	Deliverables	Key Performance Indicators
7. Statutory Audit	1. Delivery of Trial balance and General Ledger report to auditors 2. Preparation of audit working papers 3. Working with auditors to complete the field work 4. Receive draft audited financial statements and audit findings report from the auditors and have a review with the finance committee 5. Meet with the Board of Directors to approve the draft audited financial statements	*Delivered a week before field work commencement – May 20th *Audit working papers delivered to auditors by 1st day of field work *Field work completed by June 7th *To be completed between June 15th – 22nd *Complete by June 30th
8. Government regulatory compliances (CRA, Statistics Canada, Alberta Finance)	1. Provide information to NCO for preparing/filing of GST/HST returns to CRA and payment of any taxes due 2. Preparing/filing of T4 summary to the CRA annually 3. Issue CRA form T2200 to staff 4. Annual not-for-profit (NPO) and T2 returns to the CRA 5. Complete Statistics Canada Surveys 6. Complete and file Alberta Finance pension annual information return	*By the 15th day following the end of relevant month *By end of February of the following calendar year *By end of February of the following calendar year *Complete by Sept 30th *Complete by the stipulated deadline *By June 30th
9. Learning and Growth	1. Strive for continuous improvement of finance and operations processes 2. Training and professional development	*Review and update finance and operations procedure manual once a year and re-circulate to business units in January. *Staff to attend at least 1 training event per year

[CANADA BEEF 2026 - 2027 BUDGET]

For the year ended March 31, 2027

Revenues		\$
1	Check Off - Marketing	8,400,000
2	Check Off - Public and Stakeholder Engagement	206,500
3	Import Levy - Beef	1,353,055
	Import Levy - Veal	41,945
4	Government of Canada - Sustainable Canadian Agricultural Partnership (SCAP)	1,870,523
	Government of Canada - (Halal / Kosher))*	692,914
5	Alberta Agriculture and Industry - EDMP*	200,000
6	Quebec Investment (Pilot)	52,000
6	Export Market Development Administration Fee	10,000
7	Interest	40,000
		\$ \$12,866,937

* no signed agreement yet

Expenses		
	Board of Directors - Marketing Committee	75,000
	Marketing	14,856,963
		\$ 14,931,963

(Deficit) to be funded out of unrestricted accumulated reserves **\$ (2,065,026)**

Marketing	Programs	2026-2027 Operating	Total
Global	665,500	1,415,700	2,081,200
Japan	510,000	237,995	747,995
South Korea	418,000	23,900	441,900
Hong Kong & China	116,000	-	116,000
Taiwan and South East Asia	547,000	86,700	633,700
Mexico and Latin America	582,000	285,500	867,500
Emerging Markets	103,199	-	103,199
Export Market Development	500,000	213,300	713,300
Export Market Development-ABEMDP	200,000	-	200,000
International - Halal/Kosher	721,373	-	721,373
Domestic - Halal/Kosher	290,000	-	290,000
Canadian Beef Centre of Excellence	360,000	507,850	867,850
Domestic - Channel Marketing	662,000	278,200	940,200
Domestic - Generic Beef	683,095	278,983	962,078
Domestic - Generic Veal	41,945	-	41,945
Domestic - Consumer Marketing	1,668,583	205,100	1,873,683
Digital Marketing	910,000	249,500	1,159,500
Health and Nutrition - Generic Beef	684,207	47,500	731,707
Public and Stakeholder Engagement	169,350	48,407	217,757
Stakeholder Communications	234,383	159,400	393,783
Calgary and Mississauga	-	752,293	752,293
		\$10,066,635	\$4,790,328
			\$14,856,963