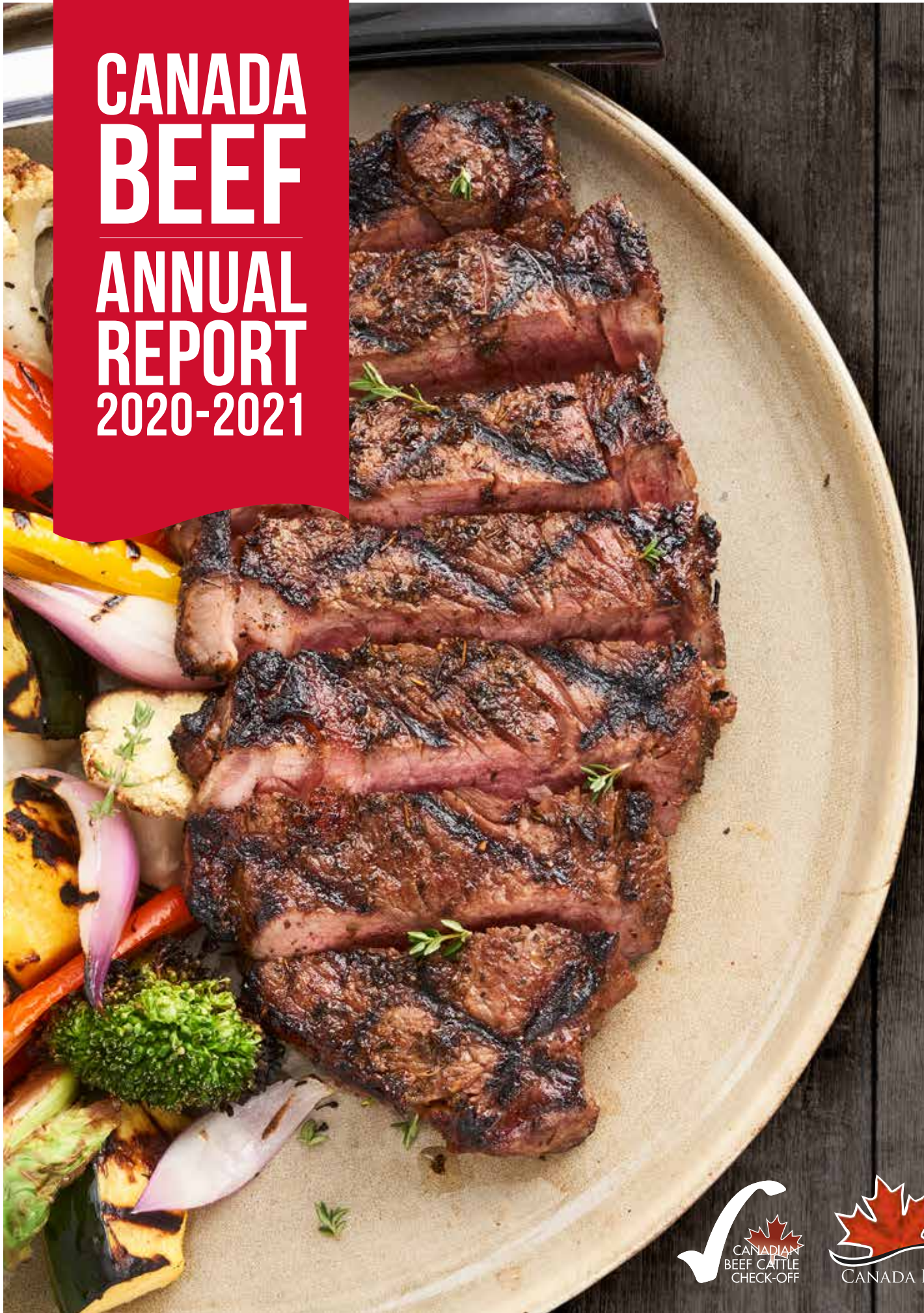


CANADA BEEF

ANNUAL REPORT 2020-2021





Canada Beef provides market development and promotion services to the Canadian beef and veal industry. A division of the Canadian Beef Cattle Research, Market Development and Promotion Agency, Canada Beef is funded by cattle producer check-off, import levy and Federal and Provincial Government industry development funds. Canada Beef is responsible for the delivery of domestic and international market development and promotion programs through offices in Canada, Mexico, Japan, China and Taiwan.



The image shows a top-down view of a dining table with a wooden surface. In the foreground, a person wearing a blue long-sleeved shirt is eating a meal on a white plate. The meal consists of a large portion of beef in a brown sauce, a slice of bread, and a side of green beans and carrots. To the left of the plate is a glass of water with lemon slices. In the background, another person is eating a similar meal of beef, potatoes, carrots, and green beans. The table is set with a blue napkin, a glass of milk, a pepper grinder, and a bowl of salad.



MISSION: A dynamic, profitable and competitive Canadian beef and veal industry.

VISION: Canadian high-quality beef and veal products recognized as the most outstanding by Canadian and world customers.

MANDATE: Invest in a strong future for Canada's beef and veal industry.



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Market Development and Promotion Committee

The Canadian Beef Check-Off Agency (Agency) is governed by a board of 16 Agency members.

The board is composed of 10 primary cattle producers nominated by the provincial cattle associations, four members named by the Canadian Meat Council, one representative of importers nominated by I.E. Canada, and another member from the retail and foodservice sector nominated by the delegates at the annual general meeting.

The board works both as a whole and through focused advisory and operational committees to achieve their mandate. The Governance Committee and Finance Committee are advisory committees, and are

made up of Agency members only. The one operational committee, the Market Development and Promotion Committee (Marketing Committee) is made up through an appointment of Agency members, and an election of producers and members-at-large.

The Marketing Committee is responsible for the oversight of Canada Beef, the organization tasked with investing check-off dollars into market development and promotion. The members of this committee are appointed and elected from the best of the best in beef and marketing, ensuring that the Canadian beef industry receives strong value from their marketing investment through check-off.



MARKET DEVELOPMENT AND PROMOTION COMMITTEE

For more information about Canada Beef programs and services:

T | 403-275-5890
info@canadabeef.ca
cdnbeefperforms.ca

Becky Bevacqua,
Member at Large

Jack Chaffe,
Beef Farmers of Ontario

Stephen Christie,
Retail/Foodservice

John Curtis,
Canadian Meat Council

Andre Forget,
Canadian Meat Council

David Francis,
PEI Cattle Producers

Mike Guest,
Member at Large

Coral Manastersky,
Marketing Vice Chair,
I.E. Canada

Mike Kennedy,
Chair,
Canadian Meat Council

Helen Langford,
Member at Large

Hubert Lau,
Member at Large

Russ Mallard,
Marketing Finance Chair,
Canadian Meat Council

Jennifer Haley,*
Veal Farmers of Ontario

** VFO seat is Observer
Only at this time*



Mike Kennedy
Chair, Market Development and Promotion Committee

A Message from the Chair

It has been my pleasure to chair the Market Development and Promotion Committee (Marketing Committee) for the 2020-2021 fiscal year.

As the operational oversight over Canada Beef under the Canadian Beef Cattle Research, Market Development and Promotion Agency (Agency), the committee ensures that producer dollars are allocated in the most effective way, ensuring maximum return on investment.

The committee is responsible for the oversight of the Canada Beef business plan and budget, working with the president to ensure the business strategy is correct, overseeing its implementation, and evaluating its results.

The impact of COVID-19 ran through nearly all aspects of business this past year. The Agency held its first virtual annual general meeting in 2020, which included virtual committee meetings. The Marketing Committee re-elected two members-at-large, and re-elected Coral Manastersky as Vice-Chair and Russ Mallard as Finance Chair. The committee consists of a broad range of representatives from all aspects of industry including processors, packers, producers, foodservice operators, manufacturers and importers. The business insight and expertise that each of our committee members brings to the table is unique, resulting in effective dialogue and collaboration within the committee.

This past year required Canada Beef to adapt to the effects of the pandemic and the associated global business conditions, and pivot accordingly while still maintaining focus on the long-term plan in place.

The Canada Beef team responded accordingly to mitigate the impact of COVID-19 and identified opportunity gaps that fit Canadian supply partners and delivered solutions to the marketplace. They remained nimble and responsive, and decisively reallocated funding from initiatives stalled by the pandemic to strategies that drive sales and awareness of the Canadian Beef Advantage and build loyalty and commitment to Canadian beef and veal. This involved deploying targeted initiatives to positively influence consumer preference for Canadian beef over other proteins and advance the sustainability of the Canadian beef industry.

The Canadian Beef Centre of Excellence was a strong example of adapting to the market conditions. The Centre was transitioned into a multimedia studio space to produce trade and consumer videos, and introduced a Canadian Beef Advantage online learning and webinar training service to its export market stakeholders. This was a creative and effective way to ensure value was being created during these times.

These efforts, and an ability to anticipate and plan for the post-pandemic world, played a central role in promoting Canadian beef through consumer marketing and business development activities.

In terms of consumer behaviour in regards to beef consumption, some positive trends have emerged through the pandemic. Canadians made a choice in 2020 to maintain their beef consumption in spite of near record high prices, disruption in production and supply plus tight food budgets in the home. This was evident in increased consumption of traditional items such as ground beef and grilling cuts, but even more encouraging was the emergence

Canada Beef responded accordingly to mitigate the impact of COVID-19 and identified opportunity gaps that fit Canadian supply partners and delivered solutions to the marketplace. They remained nimble and responsive, and decisively reallocated funding from initiatives stalled by the pandemic to strategies that drive sales and awareness of the Canadian Beef Advantage and build loyalty and commitment to Canadian beef and veal.

of retail promotion of alternative cuts, which provided consumers with new innovative ways to enjoy beef.

Statistics Canada food consumption data for 2020 showed that while all red meat and poultry consumption went down, beef consumption held its ground with a marginal gain. Per capita beef consumption was up 0.3% at 18 kg retail weight, and total beef consumption was up 1.5%. Retail beef demand was up 5.5% in 2020, the third highest surge in recent history.

In terms of exports, Canada's 2020 beef exports were the second highest reported in the last decade. The positive news continues, with export volumes in the first quarter of 2021 showing increases in volume and value in excess of 11% each. There continues to be headwinds with market access and trade barriers within markets, and the Canada Beef team is working diligently with all appropriate stakeholders to ensure the right strategy and focus is applied to striving for appropriate access to key markets.

As we can all appreciate, the pandemic restrictions on travel and impact to business tempered the ambitious goals envisioned at the outset of Canada Beef's 2020-2021 business plan. At fiscal year end, Canada Beef was unable to utilize a forecasted CAD\$960,000 in approved funding due to the pandemic restrictions. The team is developing a comprehensive COVID-19 recovery and growth plan that fully utilizes the reserves to help the Canadian beef and veal industry move forward from the global pandemic.

What has not changed is Canada Beef President Michael Young's commitment to increase the clarity and transparency of the CAD\$12.3 million plan for industry stakeholders. Michael recently completed his second year as the leader of Canada Beef and his strong leadership, extensive knowledge and passion is evident within the industry. The strategy that Michael and the team are deploying will position Canada Beef for sustainable success.

Overall, Canada Beef will continue to collaborate with the beef value chain to ensure the correct markets and products are identified and prioritized in the strategic planning process. This ensures industry alignment and most importantly ensures producer investment is being maximized.

I thank Canada Beef and the industry for the opportunity to chair the committee and I look forward to continued success for Canadian beef in both domestic and international markets.



Mike Kennedy

Chair, Market Development and Promotion Committee



Michael Young
President, Canada Beef

A Message from the President

On behalf of the Market Development and Promotion Committee and the Canada Beef team, it is my pleasure to present the Canada Beef 2020-2021 Annual Report.

The 2020-2021 fiscal year proved incredibly difficult as COVID-19 continued to impact people and disrupt business for supply partners, end-user clients, and consumers worldwide. The pandemic severely tested the infrastructure of our sector. Heightened safety protocols helped safeguard the essential workers that enable Canada's food supply systems to operate and lockdown orders and restrictions adversely affected the foodservice industry at home and abroad. Cattle and beef sector groups worked with industry, government and stakeholder partners collaboratively, both as an industry and as a global society, to find a way forward during these challenging times.

Of course, one can never truly close the book on 2020; our thoughts are with those who have lost family and friends to COVID-19, had their business close, lost jobs, or suffered from the many consequences of this pandemic.

Canada Beef remained responsive by pivoting and repositioning our efforts this past year. We adapted our Mission and Vision to parallel the National Beef Strategy, and adjusted our global strategy as our focus shifted to proactive solutions to the pandemic challenges in the 2020-2021 business cycle.

When the pandemic saw in-store sampling for retailers suspended in many key export markets, Canada Beef responded by supporting

virtual and online marketing and promotional initiatives due to changing consumer purchasing, searching and decision-making behavior. We also expanded distribution of point of sale materials (labels, beef grading stickers and signage) to supermarkets and other retailers that sell Canadian beef.

To safeguard the beef supply in international markets, Canada Beef developed videos and animated presentations to explain Canada's programs and systems. A video on COVID-19 and the Canadian Food Industry made for international export partners featured an Agriculture and Agri-Food Canada Senior Scientist to provide important information about COVID and the food supply. The video is in English with subtitles for the local language. Local versions of the videos are now available for seven of our important export market destinations.

The Canadian Beef Centre of Excellence was retrofitted to become a multimedia production studio, producing over 300 videos to support trade and consumer marketing resources.

In Canada, consumer marketing initiatives shifted focus to meet the needs of consumers cooking at home. The canadabeef.ca English website saw a 21% increase in new users in 2020-2021 and a 30% increase in unique page views compared with the previous year, totalling 1.5 million page views. The most viewed pages were Oven Roast Know-How (333,494), and Recipes (129,388). Two national campaigns launched in the first quarter of 2020 positioned Canadian beef as nutritious, sustainably raised, and delicious to counter the negative stories in the plant-based and meat alternatives space.

The fiscal year ended as cautious optimism of a post-pandemic world intensified with the ongoing distribution of COVID-19 vaccines. Retail and foodservice operators responded by experimenting and innovating to remain competitive. All vendors are reimagining sales strategies, positioning and communication with clients, customers and consumers. This business environment is presenting opportunities for Canada Beef to be a trusted trade partner that can bring marketing solutions to the table.

The One & Only Beef campaign, which operates under the ThinkBeef.ca marketing platform, would later earn top marketing awards.

Providing exceptional programs, services and resources is our top priority and we are continuing to use feedback from our annual stakeholder satisfaction survey to refine our approaches and to serve producer and stakeholder clients better.

The results for the first annual Canada Beef Global Stakeholder Satisfaction Survey are on page 34 of this annual report. A big thank you to those who completed the survey; this is your opportunity to provide input into the programs, services and resources Canada Beef develops to serve the Canadian cattle and beef sector.

The fiscal year ended as cautious optimism of a post-pandemic world intensified with the ongoing distribution of COVID-19 vaccines. Retail and foodservice operators responded by experimenting and innovating to remain competitive. Foodservice clients are trying new ways to take advantage of how consumers browse, shop, and buy food. E-commerce, for example, continues to make inroads in the foodservice industry. Canada Beef will launch a study to identify e-commerce opportunities for Canadian beef in the coming year.

All vendors are reimagining sales strategies, positioning and communication with clients, customers and consumers. This business environment is presenting opportunities for Canada Beef to be a trusted trade partner that can bring marketing solutions to the table.

The Global Canadian Beef Information Gateway (Gateway) is one such opportunity. This innovative initiative optimizes the intersection of food and technology by using quick response (QR) codes and barcodes to drive the purchase and enjoyment of beef.

The project uses scannable codes to improve customer experience through the selection, purchase, preparation and enjoyment of consuming Canadian beef.

Each cut will have a digital profile accessible via smart phone or tablet. Each profile will feature essential information including recommended cooking methods, food safety and storage information, written recipes, hands-in-pans recipe videos, nutritional information and shopping lists. The information presented and the visual appearance of the gateway program can be customized for retail partners. The Gateway project is featured on page 12 of this report.

The Canada Beef team is looking forward to more innovative ideas, partnership opportunities, and inspiring projects to bring value to Canada's beef and veal producers.



Michael Young
President, Canada Beef



COVID-19 Impact and Response

The COVID-19 pandemic continued to significantly affect Canada Beef programs as virtually all domestic and international activities were impacted by social distancing protocols on cattle processing, retail and foodservice operations and the ability to export products to markets.

Canada Beef worked collaboratively with allies from the national associations representing beef, veal and pork. Resources were developed for Canadian consumers and for meat professionals in domestic and international markets. The focus was to provide reassurance around the safety of the meat and our ability to maintain a stable supply by safeguarding the health of Canadians working in the sector.

INDUSTRY RESOURCES

Fact sheets and an animated video to communicate Canada's COVID-19 safeguards were developed for domestic and international markets. The materials were used as part of a global webinar series with support from Canadian Embassy personnel. As well, a COVID-19 training program for supply chain employees was developed and translated into seven languages. Both projects were reviewed by the Public Health Agency of Canada and endorsed by the Canadian beef and pork sector associations.

A mobile app was created for beef and cattle sector employees to report COVID-19 symptoms and vaccination status. The app was tested in partnership with Harmony Beef (see photo above).

CONSUMER OUTREACH

Canadians continued to cook at home and the Canada Beef website was integral to communicating with consumers as web

traffic experienced a jump of 107% versus the previous year with over 112,000 users. A website redesign was completed this fiscal year with a new-look home page featuring targeted categories and icon graphics to simplify navigation.

Two scheduled consumer marketing campaigns shifted focus to meet changing consumer needs due to the pandemic. The One & Only Beef campaign focused on the benefits of beef over other substitutes including plant protein and utilized television, digital/on-line, social media and influencer outreach to generate 56.8 million consumer impressions. The #MyCanadianBeef campaign focused on local Canadian beef and the farmers and ranchers who raise it. The campaign utilized targeted advertising, social outreach, influencer outreach, web-posting and leverage, and several public relations tactics/digital media investments to secure over 46 million consumer impressions.

RETAILER SUPPORT

Given the increased interest in meal preparation at home and the use of quick response (QR) codes due the pandemic, Canada Beef moved forward on an ambitious project titled the Global Canadian Beef Information Gateway. The essence of the program is the scanning of QR codes and potentially bar codes on beef packaging and point of sale signage to access information. Featuring a wide range of digital content created by Canada Beef to support beef purchases and preparation, the program is now ready for launch in Canada and will be made available later in global markets. Initial exploration for linkages to e-commerce were also explored with further work to be done in fiscal 2021-22.



YOUTUBE CHANNEL

Through the 2020-21 year, Canada Beef created and uploaded 91 videos to the LoveCDNBeef YouTube channel. The team created content to promote the #MyCanadianBeef campaign featuring Olympian Sage Watson. The team created the Let's Make Lunch video and Facebook Live cooking series to help parents keep kids busy and active during the summer months.

VIRTUAL TRADESHOWS

Given the restrictions around travel and social distancing this year, the grocery and foodservice industries took a virtual approach to their annual tradeshows. The Grocery Innovations Show took place in November 2020 and the Restaurants Canada show occurred February 29 – March 3, 2021.

CREATING VIDEOS TO DELIVER CANADIAN BEEF ADVANTAGE MESSAGING

Embracing the current need for digital training resources and increased distance learning opportunities, the Canadian Beef Centre of Excellence (CBCE) developed a sophisticated repertoire of video

and photography capabilities to continue to deliver Canadian Beef Advantage messaging to industry and consumer audiences outside the four walls of the CBCE.

INTERNATIONAL OFFICES

Canada Beef's international offices pivoted to move most promotional activities online. CBII teams focused on live-streaming cooking demonstrations, posting regularly to social media platforms and working with social media influencers to highlight Canadian beef. The teams also developed innovative partnerships with restaurants offering Canadian beef takeout options and worked with web-based grocery retailers to make Canadian beef available to consumers shopping online.

The Canada Beef team in Mexico created a virtual boutique on Canadian cuts through a 3D platform providing a full walk-in and browsing experience. The focus was on Canada's high-quality beef grades and standards with a kitchen area with cooking method and steak preparation tips and marketing downloads.

Canadians continued to cook at home and interest in buying and preparing Canadian beef hit a record high. Canadabeef.ca was integral to communicating with consumers as web traffic surged 107% in April 2020 compared with April 2019.



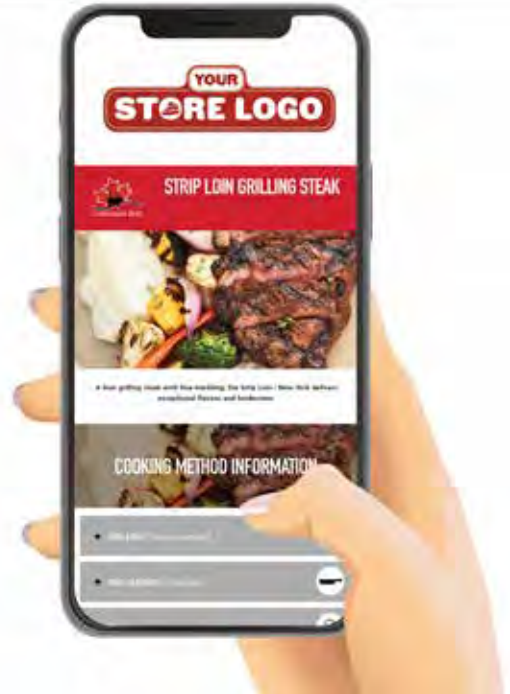
GLOBAL CANADIAN BEEF INFORMATION GATEWAY

The Global Canadian Beef Information Gateway (Gateway) pairs QR codes or barcodes on retail beef packaging, signage and in grocery store print or e-flyers to enable a digital gateway to all things beef. The scannable codes provide consumers with the information they need when meal planning, at the point of purchase, and with recipes when preparing beef at home.

Each cut of beef will have a digital profile accessible via smart phone or tablet. Each profile will feature essential information including recommended cooking methods, food safety and storage information, written recipes, hands-in-pans recipe videos, nutritional information and shopping lists.

The information presented and the visual appearance of the Gateway program can be customized for retail partners to incorporate their own brand identity while leveraging digital assets created for the industry as a whole by Canada Beef. Resources to showcase the capabilities of the Gateway have been developed to share with retail partners including approaches for print and digital advertising to create awareness with Canadian consumers.

The Gateway project is made possible by the collaborative effort of Canada Beef staff all across the organization including Global, Consumer, and Digital marketing divisions, Channel Development, Health and Nutrition, and the Canadian Beef Centre of Excellence. The design and implementation of the program has also been supported by third party research that consulted more than 6,000 Canadian consumers on aspects ranging from visual interface design to information presentation formats. While the initial focus of the Gateway is on retail, the program will be expanded to include multiple sectors and also export markets to create a truly global initiative dedicated to the promotion of Canadian beef.



The Gateway is designed to support consumers during three key time periods.

1. Meal Planning Prior to shopping



QR codes on ads, flyers or social media.

2. Point of Purchase During shopping



QR codes and/or barcodes on price tags, shelf talkers, danglers, etc.

3. Meal Preparation in Home Kitchen after purchase



QR codes and/or barcodes on package to access recipes and videos.

Global Marketing

MARKET INTELLIGENCE

Canada Beef participated in the virtual annual general meeting of GIRA to gain insight in the world meat trade and impacts of COVID-19.

Canada Beef in tandem with Global Agri-Trends provided a daily e-newsletter to key industry partners. The Canada Beef Market Intelligence Program expanded in scope and audience in 2020-21 with increased reporting capacity.

There was a 19% annual increase in individuals who received market reporting intelligence in the 2020-21 fiscal year. Market access and statistical summaries were derived in partnership with the Department of Foreign Affairs, Trade and Development and Agriculture and Agri-Food Canada.

A new website to support communication of Canada's beef programs and services to global market professionals was created at cdnbeefperforms.ca.

RESEARCH

The Global 2021 Beef Quality Perceptions Audit was expanded to include meat professionals and consumers from Canada, Mexico, the U.S., Japan, South Korea, Italy, Great Britain, Vietnam, and China.

Major insights were obtained on Canada's competitive market position, alongside information about COVID-19's impact on purchasing preferences.

Canada Beef worked with the Canadian Cattlemen's Association and the Canadian Meat Council to complete a submission to the European Food Safety Authority for the use of Peroxyacetic Acid as a food safety intervention for carcasses.

With funding from the Beef Cattle Research Council, Canada Beef worked with the Canadian industry and researchers at Texas A&M University on a computer model to determine ways that the risk of airborne microbes in meat processing plants could be reduced. Findings were presented in a webinar and presentation for U.S. and Canadian industry and government stakeholders.

A mobile app was created for beef and cattle sector employees to report COVID-19 symptoms and vaccination status. The app was tested in partnership with Harmony Beef.

In 2021, 100 Canadian restaurants were surveyed to determine current trends for beef inclusion on menus and to support COVID-19 recovery initiatives.

The first round of Canadian Beef quality benchmarking from results of consumer tasting sessions was completed with product from Canada, Australia and the U.S.

RESOURCES

Canada Beef produced seven Good Retail Practices posters with an accompanying manual in partnership with Nanjing Agricultural University in China.

Fact sheets and an animated feature on Canada's COVID-19 industry safeguards were endorsed by the Canadian beef and pork sectors for a global webinar series.

Canada Beef revamped its global marketing communication approach with a focus on four pillars (animal health, food safety, grading standards, and beef quality). An animation was created for global markets featuring key measures that supported each pillar as well as an additional animation highlighting Canada's quality assurance system from the farm to the delivery of finished product.

Canada Beef designed and implemented a new visual design for trade show booths to support the four pillars approach while also highlighting the farm-to-plate quality assurance system.

An animated feature was developed to educate the EU marketplace on the Canadian Program for Certifying Freedom from Growth Enhancing Products (GEPs) on the farm and at beef processing establishments.

An animation was created to educate consumers on Canada's beef grading system.

GLOBAL CANADIAN BEEF INFORMATION GATEWAY

The Global Canadian Beef Information Gateway (Gateway) program was designed to optimize the intersection of food and technology by using quick response (QR) codes and barcodes to drive the purchase and enjoyment of beef.

The Gateway uses scannable codes to provide consumers with the information they need when meal planning, at the point of purchase, and with recipes when preparing beef at home.

A wide range of digital content has been created by Canada Beef to support beef purchases and preparation.

The digital resources that support this initiative includes hundreds of videos and recipes with more being created on a continuous basis by Canada beef staff.

The Gateway supports the recent increase in at-home meal preparation and seeks to maximize the growing trend of e-commerce, which made significant inroads in the foodservice industry and retail this year.

The information presented and the visual appearance of the Gateway program can be customized for retail partners.

The Gateway program is now ready for launch in Canada and will be made available later in global markets.

Further work to evaluate potential linkages of the Gateway and other Canada Beef initiatives to e-commerce will take place in 2021-22.

Japan & South Korea

JAPAN RETAIL AND FOODSERVICE PROMOTIONS

Canadian veal was promoted at two premium supermarket chains.

Canadian Beef International Institute (CBII) Japan partnered with Canadian beef distributor Global Vision.

The Canada Beef Fair showcased Canadian beef at Satoh Co., a CBII strategic partner.

CBII teamed with the dinner cruise ship Symphony to celebrate the 10th anniversary of the Canada Beef Fair. Over 20,000 people took part.

Canada Beef held a retail campaign at 210 grocery stores and two online stores. The Social Networking Service (SNS) reach exceeded 300,000.

CBII Korea teamed with strategic partner Sunwoo Fresh in the Canada Beef Online Promotion at FoodJang as part of the Sunwoo Fresh expansion to their e-commerce store FoodJang. Over 35 MT of Canadian beef were sold, and over 1.4 million consumers visited the website or SNS campaign page during the campaign period.

The Canada Beef Festival took place at four meat shop locations of CBII's retail partner Cattle House.

In Korea, following the success of the Canada Beef promotion at FoodJang, CBII strategic partner KMeat ran a Canada Beef promotion at their two stores and online platform. Six MT of Canadian beef were sold and 3,000 consumers visited on- and off-line during the campaign period.

TRADE SHOWS AND SPECIAL EVENTS

Canadian beef was featured at the Canada Beef Fair event at the MIA Ski Resort. Canadian beef was also presented at the Oio Sangyuu and other private tradeshow. Canadian beef and CBII resources were on display at the Supermarket Tradeshow 2021.

CBII participated in FOODEX Japan 2021, partnering with other premium food and beverage producers under the Canada banner. An estimated CAD\$10 million in new sales are anticipated as a result of CBII's participation in the FOODEX and Supermarket trade shows.

ADVERTISING AND SOCIAL MEDIA

CBII messaging was featured in the Japan Meat Journal, a trade-specific journal read by 12,000 distributors, processors, and retail outlets.

CBII reached over 18,000 readers via its advertising in the Japan Daily Meat Livestock and Food Industry News, read by a range of foodservice professionals including importers and chefs.

CBII developed the Canada Beef Global Menu Advertisement, an international market-specific resource of programs and services. The advertisement was placed in local trade publications.

CBII paired with Professional Cooking, a magazine targeting foodservice professionals with over 100,000 combined print and online subscribers, on Canadian beef takeaway menus.

CBII takeaway projects were detailed in an interview article with the CBII director in Foodservice News newspaper, reaching 20,000 subscribers.

CBII created the Canada Beef Takeout Menu video featuring eight takeout menus developed by professional chefs to support CBII's foodservice customers during the hard-hitting pandemic period.

CBII promoted Canadian beef through a minute-long video encouraging consumers to buy Canadian beef as more Japanese people cooked at home during the pandemic.

CBII embarked on a product promotion through the Canada Beef Japan Facebook and Instagram, reaching 41,000 consumers.

The Canada Beef Ambassadors, two well-known chefs appointed by CBII Japan, showcased 28 new Canada beef recipes in a social media marketing campaign.

CBII partnered with leading food marketing agency Nadia Co. on Canadian beef recipe content, with eight selected recipes chosen for publication on both the Nadia and Canada Beef websites.

The CBII Korea local-language website launched from the CBII homepage promoted Canadian beef through the timely placement of information to thousands of interested clients and end-use customers.

TRAINING AND EDUCATION

Sensory testing was done with 50 panellists to compare the taste attributes of Canadian AAA beef compared to American and Australian product. Results will be provided to CBII's partners.

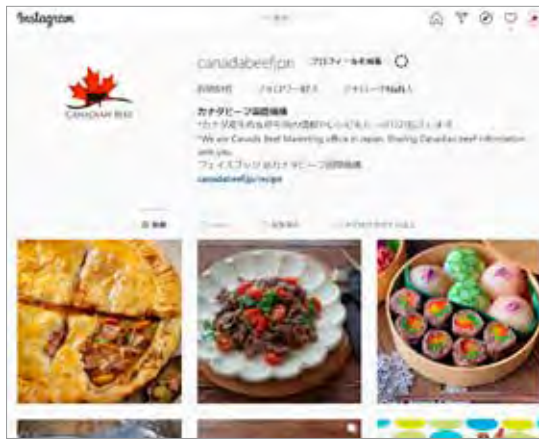
CBII responded quickly to communication challenges posed by COVID-19 by pivoting to Canada Beef webinars. Featured webinars included Japanese beef sales representatives engaging with a leading meat producer; training Canada Beef Ambassadors on how to present cooking seminars; and an overview of promotion and marketing services to distributors.

CBII participated in the Safeguarding the Canadian Meat Supply webinar to discuss COVID-19-related measures. Canada Pork, Agriculture and Agri-Food Canada and the Embassy of Canada in Japan also participated.

Canadian beef cuts were featured in a Japanese merchandizing style video Shoot 1 with CBII in partnership with the Federal Meat Academy in Japan for distribution to Canadian beef customers worldwide. Twenty videos were produced with the endpoint being how Canada beef products will be presented to Japanese retail and foodservice consumers. The Shoot 2 video was a customized video of Canada beef exporters and their brands.

CANADIAN BEEF EXPORT HIGHLIGHTS

- ✦ Japan is Canada's second largest export market by volume. Japan saw an 8.5% decrease from 2019 with 45,147 MT exported in 2020 and a 14% decrease in value at \$304.5 million.
 - ✦ South Korea is Canada's seventh largest export market by volume. South Korea saw a 20% increase from 2019 with 6,784 MT exported in 2020 and a 5.3% increase in value at \$45 million.
-



DIGITAL MARKETING

During the pandemic, one of the best ways to reach consumers was through websites, live stream events and social media. Canada Beef International Institute (CBII) Japan created a digital marketing strategy designed to achieve program goals by using a number of online platforms and resources. The objective is to increase awareness of the Canadian Beef Advantage and build sales of Canadian beef by providing recipes, nutritional information, and Canada Beef promotional activities on social media platforms.

SOCIAL MEDIA – POSTING RECIPES TO FACEBOOK AND INSTAGRAM

With home-cooking becoming a bigger trend in Japanese households, CBII engaged in a consumer promotion of Canadian beef through the creation of original Canadian beef Japanese recipes, then posting to social media platforms Facebook and Instagram.

Recipes were created by local cooking experts and include recipes by Mako's Creative Kitchen and Shinjiro Terado. These recipes have garnered 13,650 views.

USING SOCIAL MEDIA TO SELL CANADIAN BEEF ONLINE

A social media marketing initiative directed consumers to a Canada Beef promotional page, developed in collaboration with CBII's

strategic partner Global Vision. Global Vision expanded its product distribution (previously available only to foodservice and retail) to consumers through their e-commerce store offering the same quality brands previously destined for foodservice.

Items listed included AAA strip loin, flat iron, veal T-bone and other value-added products. In this repositioning opportunity, CBII Japan and Global Vision coordinated cross-marketing activities during the weekend launch and released the news on different Instagram and Facebook stories and posts from each organization's account. There were 9,200 visits to the promotion page during the promotional period. Sales volume during the promotion (May–October) was 5,500+ meat packs in total.

RECIPE DEVELOPMENT – CANADIAN BEEF AMBASSADORS

CBII recruited two highly respected Japanese food influencers, Kaori Yanagawa (84,000 Instagram followers) and Chiori, (209,000 Instagram followers) to be Canada Beef's new ambassadors. The two women, both mothers, are well-known for their social media content featuring recipes, food styling and family-friendly content. In their new ambassador roles, these influencers will promote the Canadian Beef Advantage through weekly recipe postings; the target consumer audience is women in the 20-50 age group.

Kaori Yanagawa posts received 16,800 likes and 120 comments. Chiori's posts received 40,100 likes and 310 comments.





SHOPPING ONLINE FOR CANADIAN BEEF

Consumer shopping behaviour has changed because of the pandemic and many people are now shopping for groceries online. This trend has been especially popular in China and Canada Beef International Institute (CBII) China has put more focus on developing online opportunities that allow consumers to purchase Canadian beef along with their groceries. Working with new and existing partners, CBII conducted two online Canadian beef promotions with online grocery retailers.

CANADIAN BEEF PROMOTION ON JD.COM – OCTOBER 12-17, 2020

CBII collaborated with a local Canadian beef brand partner to participate in the JD.com Fresh Food Festival.

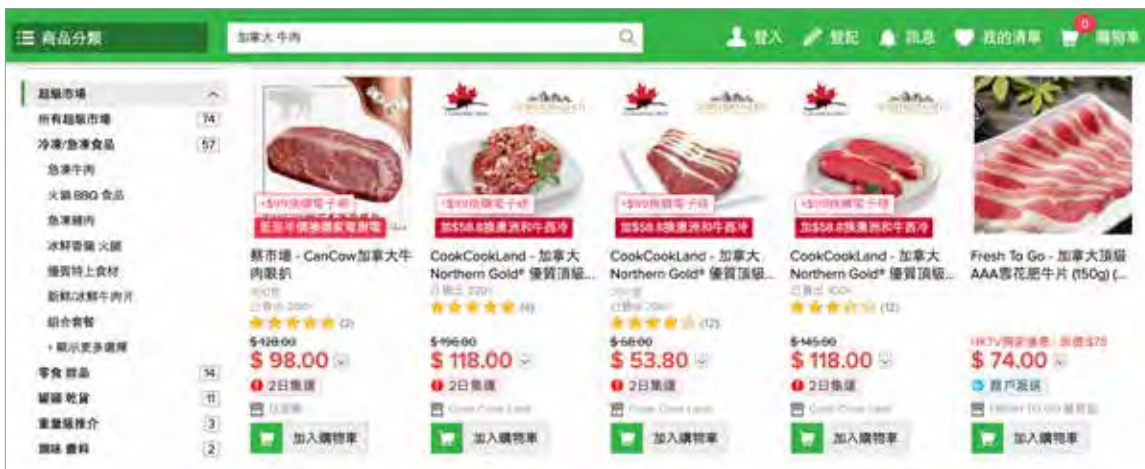
The Chun He Qiu Mu Canadian beef AAA gift pack (which included two top blade steaks, two chuck tender steaks and two chuck roll steaks) was promoted online in key positions on the JD.com website and mobile apps. The Canadian beef promotion on JD.com achieved sales of CAD\$486,250. This was an increase of 44.3% compared with September.

CANADIAN BEEF PROMOTION ON HKTVmall.COM, DECEMBER 1-14, 2020, HONG KONG

HKTVMall is the largest Hong Kong-based e-commerce platform and the most commonly used e-commerce platform for food and beverage (40% share). Partnering with the Consulate General of Canada in Hong Kong and Macao, CBII launched the Canadian beef promotion on HKTVMall. Canadian beef AAA short plate slice, Canadian beef AAA striploin were the two main items featured while other cuts like Canadian AAA short rib, Canadian AAA short rib boneless, Canadian AAA ribeye were also on promotion.

Canadian beef featured items and messaging were communicated through homepage website banners, direct messaging, and Facebook posts to drive traffic and increase sales volume. During the 14-day promotion, total sales for 15 items increased 189% compared to the previous non-promotion

Online promotion is impactful because of the impressive volume growth and the exposure of the Canadian beef brand and products online.



China & Hong Kong

RETAIL PROMOTIONS

A retail Canadian Beef Festival in eight Yata supermarkets resulted in a 128% increase in sales over the non-promotional period.

Canadian beef AAA gift pack was promoted on JD.com.

Canadian beef was featured at the Canadian Food Promotion at Bester Food GZ's flagship store.

Canadian beef became available in a new Southwest China retail channel via participation in the Canadian Food Promotion in Wushang Supermarket, organized by the Consulate General of Canada in Shanghai.

Canada Beef International Institute (CBII) China launched the Canadian Beef promotion on HKTV Mall (the largest Hong Kong-based e-commerce platform) in partnership with the Consulate General of Canada in Hong Kong and Macao. Total sales for the two-week promotion total increased by 189%.

TRADE SHOWS AND SPECIAL EVENTS

Participated at Food & Hotel China (FHC 2020). The Canada Beef booth featured cooking and tasting demos with five industry partners; the show attracted over 127,000 participants.

CBII participated in the China Restaurants Expo via marketing resource support for the Niu Mansion Food booth.

CBII showcased Canadian beef in the CanCham 13th Annual Canadian Maple Leaf Ball, reaching over 30,000 potential buyers.

Canadian beef was showcased by CBII at two Chef Table events hosted by Annu Food China. One was held for over 100 foodservice professionals in Guangzhou and a second event was held in Xiamen for more than 80 foodservice professionals. Both events featured Canadian beef as the main cooking demo item.

CBII took part in the Japanese Cuisine Food Table Event hosted by Tech Gastronomy and the Japanese Cuisine Committee of the Shanghai Cuisine Association. The event reached over 24,000 livestream viewers and another 53,000 viewers and showcased Canadian beef to chefs and purchasing managers from high-end Japanese restaurants in Shanghai.

CBII partnered with Hotelex Shanghai on an exclusive beef sponsorship of the 2021 China Innovation and Traditional Chinese Cuisine Challenge.

ADVERTISING AND SOCIAL MEDIA

Canada Beef launched a Chinese version of the CB Global menu advertisement through grocery trade magazines in Hong Kong and the WeChat social media account of the Meat International Group.

Social media engagement was robust with over 120,000 views on WeChat and 214,000 on Weibo.

RESOURCES

Canada Beef launched retail labels in both simplified and traditional Chinese language versions for widespread distribution to sales outlets.

A Chinese-language Export Market Development program brochure was produced to facilitate industry partner communication.

Canadian beef branding was enhanced with the production of Chinese display boards and retail labels, retail shelf dividers, and chef demo coats and aprons.

Merchandising guides and beef recipe books were produced.

TRAINING AND EDUCATION

Canadian beef training was provided to operators of four Compass foodservice outlets under the Tencent Group banner in Shenzhen.

CBII provided technical training to representatives of the Shanghai Donghu luxury hotel group in Shanghai, resulting in the purchase of boneless short rib as a new menu offering.

CBII introduced Canadian beef to Fengmao Barbecue Shanghai, a leading barbecue brand chain with 58 stores, via a Canadian beef engineering workshop.

CBII partnered with EFUN Culinary School on a two-day Canadian beef professional program in Shanghai, providing cutting and cooking training to chefs and opening up opportunities for the presentation of Canadian beef to new customers.

CBII held a Christmas cooking class partnered with Wow-beef with a targeted audience at the YCIS Shanghai campus. The event had a reach of 3,000-plus in the YCIS Puxi campus.

CBII sponsored a culinary skills competition for culinary school teachers in Guangxi Gullin, featuring items highlighting Canadian beef.

CANADIAN BEEF EXPORT HIGHLIGHTS

- ✦ Mainland China is Canada's sixth largest export market by volume. Mainland China saw a 13% decrease from 2019 with 10,504 MT exported in 2020 and a 1.6% decrease in value at \$102.5 million.
 - ✦ Hong Kong and Macau is Canada's fourth largest export market by volume. Hong Kong and Macau saw a 16% decrease from 2019 with 14,198 MT exported in 2020 and a 30% decrease in value at \$109.5 million.
-

Taiwan & Southeast Asia

RETAIL AND FOODSERVICE PROMOTIONS

Canada Beef allied with retail partner City'Super for a year-long Canadian beef promotion event at seven outlets. Annual sales of Canadian beef products reached USD\$1.8 million.

In the Philippines, Canada Beef partnered with supplier Hightower on a Christmas retail promotion that included two press launches with 40 key food influencers and business representatives. In-store sampling featuring Canadian beef was held at seven select outlets.

Canadian beef labels were produced for the Taiwan retail market.

Canada Beef worked with The Bistro Group, a large Philippine franchise, for a restaurant promotion with a steak pop-up menu and press launch with key influencers and business representatives. Media coverage reached over 100,000 consumers.

Canada Beef was featured via collaboration with leading foodservice company Golden Gate Corporation at barbecue restaurants Sumo BBQ and Kpop, and enhanced by promotion on social media and videos and household flyers. Sales of Canadian beef were up 20% from pre-COVID numbers.

Canada Beef partnered with the Taiwan trade commissioner on an online shopping promotion with MOMO.com and a month-long Canada food festival at the Shangri-La Hotel in Taipei.

TRADESHOWS AND SPECIAL EVENTS

Canada Beef partnered with Philippines supplier Alternative Foods Co. on digital enhancement of Canadian beef's presence on the supplier's online platform during the pandemic.

Canada Beef together with the Philippines trade commissioner developed a webinar for the World Food Expo Philippines featuring two respected chefs and four influencers who participated in the Canada Beef Recipe Challenge.

Canadian beef was showcased at the Taipei Food Show despite reduced participation due to COVID-19 restrictions. Two new chilled beef business opportunities resulted.

ADVERTISING AND SOCIAL MEDIA

The Canada Beef Taiwan website had almost 33,000 visitors. New content uploaded bi-monthly includes featured recipes and promotions.

The Canada Beef Global Menu reached out to 300,000 consumers in Taiwan and the Philippines.

Canada Beef in tandem with Vietnam's trade commissioner held an online beef promotion featuring four influencers selected to create a recipe showcasing Canadian beef.

CANADIAN BEEF EXPORT HIGHLIGHTS

- ✦ Taiwan is Canada's ninth largest export market by volume. Taiwan saw a 20% decrease from 2019 with 2,224 MT exported in 2020 and a 16% decrease in value at \$18 million.
 - ✦ SE Asia is Canada's fifth largest export market by volume. SE Asia saw a 76% increase from 2019 with 10,519 MT exported in 2020 and a 75% increase in value at \$64 million.
-

Canadian beef was showcased at the Taipei Food Show despite reduced participation due to pandemic restrictions, resulting in two new chilled beef business opportunities. A collaboration with Golden Gate Corp. increased sales of Canadian beef by 20%.



CANADIAN BEEF SAMPLING INCREASES SALES

Retail promotion is an essential strategy in supporting Canada Beef's end-user partners. In-store sampling is a key activity for Canada Beef because it provides face-to-face communication with the consumer. This enables Canada Beef to deliver the Canada Beef brand messages and attributes directly to consumers. In-store sampling is also a powerful marketing tool to build brand loyalty and consumer confidence in Canadian beef; it also provides direct support to CBII partners to generate sales which foster these relationships and inspire loyalty with existing retail partners.

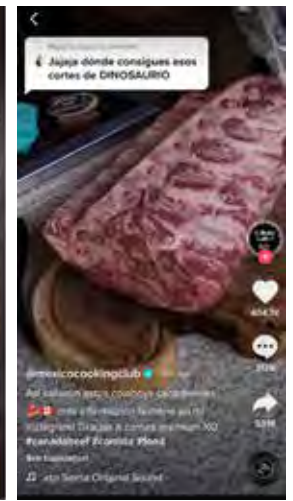
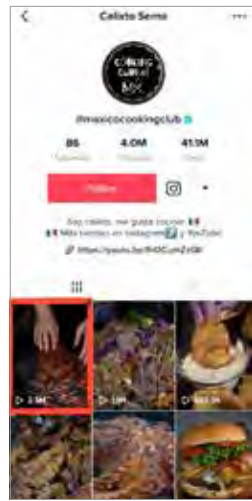
Although in-store sampling was not allowed during pandemic restrictions, this important tool was allowed at retail in Taiwan late last year. To increase awareness of the Canadian beef brand, achieve strong sales performance, and foster brand loyalty, CBII Taiwan

collaborated with the high-end retail supermarket City'Super Taiwan to hold in-store sampling promotions at their stores.

City'Super has seven outlets throughout Taiwan with Canadian beef sampling events held at their four largest stores. A total of 54 demos took place from August to October 2020 and 110 demos from December to March 2021. December to February are peak grocery-shopping season because of the Christmas and Lunar New Year holidays.

Trained sales staff introduced customers to the Canadian Beef Advantage and offered tasting samples to raise awareness and encourage sales. Due to pandemic rules, sampling staff wore masks and food samples were served on individual paper plates instead of being offered from a tray.

City'Super is a great supporter of Canadian beef. With more people eating at home, retail sales volume has increased significantly. Sales of Canadian beef at City'Super grew 29% in the first three quarters of 2020 compared with the year earlier period.



REACHING OUT THROUGH LIVE-STREAMING: #EATLIKEAGOURMET WITH CANADIAN BEEF

The rise in the popularity of live cooking shows and webinars is a gamechanger in the way that consumer and foodservice engagement and targeted product promotions are evolving to respond to changing customer preferences. For the Canadian beef industry, these formats offer effective promotional opportunities that allow consumers to learn about new or underutilized beef cuts in fun and novel ways and engage interactively.

Following this trend, the CBII chose to showcase Canadian beef cuts in four free live demos; the cuts chosen were specific to partner distributor Carnes Premium XO and available on their e-commerce site. Featured cuts included the export rib, flap meat, rib eye and short ribs ranging from Canada AAA to Canada Prime grades.

Audiences watched the culinary magic happen by live stream in an informal setting featuring amateurs, foodies, chefs and other cooking experts. Access was supported by email, Whatsapp, and other social media platforms.

Two brand ambassadors along with three guests per session hosted the webinars, which were held every 15 days. Guests included a MasterChef TV Show finalist, a TikTok influencer, entrepreneurs, and other influencers within the food industry. The campaign was promoted through the accounts of all the participating cooks to boost brand awareness and consumer interest. More than 2,200 people registered with 170 on average viewing each live session.

The audience response numbers demonstrated the effectiveness and impact of this initiative—there was a 20% increase in the distributor's store traffic after the first session, 32% after the second session, and 45% after the third session resulting in significant sales growth, increased social media engagement and number of followers; new business leads for Canadian beef; and the opportunity to create a second virtual season with a new theme, #cooklikeamaster, focusing on specific aging and intermediate cooking techniques.

More than 600 visitors signed up to follow the distributor's account and the Canada Beef account gained an additional 1,000 followers. Over 3,000 people voted for the person who would be cooking with the chefs and just one of the videos posted by an influencer participating in one of the episodes reached 2.4 million views and 415,000 likes on the day it was posted. Over 6 million people viewed or interacted with these posts.



Mexico & Latin America

RETAIL AND FOODSERVICE PROMOTIONS

Canada Beef International Institute (CBII) Mexico and Latin America developed four e-commerce Canadian beef sections on distributor websites and established two specialized Canadian beef butcher stores.

Animation promotions focused on the differentiation of Canadian AAA cuts linked to retail drove a 25% to 30% increase in the Sigma Foodservice, Carnes XO and Susazon e-commerce sites. Approximately 620,000 customers were reached through promotional events in restaurants in three states featuring short ribs, flat iron and rib eye.

TRADESHOWS AND SPECIAL EVENTS

The Canada Day Digital Celebration 2020 garnered 894 registrants participating in multiple activities such as the Cooking Together by Canada Beef activity, alongside mentions of Canada Beef's sponsorship participation by Ambassador Graeme Clark. The event had a social media reach of over 500,000 views and 30,000 interactions.

The Comecarne Interactive Border Seminars with the Canadian Government provided content on training industry segments and chain value leaders/players to a total of 880 attendees.

Other events included promotional aprons and marketing boxes through Sigma distributorship; a grilling campaign with Milenio Multimedia in newspaper and social media platforms; and foodservice reactivations at locations including Tulum and Merida.

RESOURCES

Production and distribution of CBII marketing materials included 3,000 cookbooks as purchase incentives in select retail promotions.

ADVERTISING AND SOCIAL MEDIA

A total of 190,000 subscribers of print and digital media engaged with CBII promotional and information materials. Chic Magazine increased awareness of Canadian beef grades with key messaging to 650,000 consumers.

CBII promotional materials on buses throughout major transit routes garnered an estimated 8 million views.

The Gourmet Burger and Tacos livestreams featuring Canadian beef culinary influencers and distributors reached 2.75 million consumers.

CBII promotional and informational materials reached over 11 million users via insertion in the Forbes Food and Wine digital magazine throughout Mexico and Latin America.

Global menu advertising in retail, business and foodservice channels reached 300,000 visitors.

Promotion of Canadian-origin brand and beef quality grading attributes resulted in 1 million downloads and visits.

Website optimization was robust with access to new content; downloadable materials and resources; livestreaming of popular platforms YouTube, Facebook, Instagram, and Twitter. YouTube alone showed a 35% increase in followers with more than 15 million video and post views. The success of social media platforms increased consumer awareness and education and became the main linking source to the web page. Engagement across all social media platforms increased 54%.

The #EatLikeaGourmet compilation featuring 26 recipes from 13 chefs attracted 20% more profile visitors, with 800,000 impressions in one month.

CBII created a Canadian beef promotional video with 15 short plate recipes for viewing at 36 retail stores

Canada Beef was showcased in a virtual boutique on Canadian cuts through a 3D platform providing a full walk-in and browsing experience. The focus was on Canada's high-quality beef grades and standards, with a kitchen area with cooking method and steak preparation tips and marketing downloads.

Other CBII promotional initiatives included 27 cooking webinars/livestreams, the Canada Beef social media channels, influencer posts, and 25 radio broadcasts across Latin America.

CANADIAN BEEF EXPORT HIGHLIGHTS

- ✦ Mexico is Canada's third largest export market by volume. Mexico saw an 9% decrease from 2019 with 15,155 MT exported in 2020 and a 17% decrease in value at \$106 million.
 - ✦ Latin America saw a 25% decrease from 2019 with 3,652 MT with a 32% decrease in value at \$6.3 million.
-

CBII Mexico promotional and informational materials reached 11 million users via insertion in the Forbes Food and Wine digital magazine. The #EatLikeaGourmet compilation attracted 20% more profile visitors, with 800,000 impressions in one month.

Emerging Markets

Emerging markets include Europe, the Middle East and other countries not covered by Canada Beef International offices.

Six separate Canadian beef marketing initiatives were undertaken by the Emerging Markets strategy.

Canada Beef supported a virtual training session for Canadian Trade Commissioner staff and Canadian Embassy chefs in Europe on Canadian beef attributes. Working with the same group Canada Beef also collaborated in a Taste of Canada online promotion in Germany that highlighted the attributes of Canadian beef and retail locations where it can be purchased.

A Canadian beef retail promotion at Costco Spain ran over two months (see photo below, left). An advertising campaign targeting European beef buyers ran in Euromeat News for six months.

A Safeguarding the Canadian Meat Supply Webinar targeting EU and UK meat buyers was presented.

A virtual training program for the sales staff of a major Middle East-based food distributor importing Canadian beef included two webinar sessions and the completion of eight interactive courses available through Connect, an online learning centre operated by Canada Beef and the Canadian Beef Centre of Excellence.



Export Market Development Program

The Export Market Development (EMD) program provides partner funding in five key areas for eligible activities to promote and grow premium quality Canadian beef brands in the export marketplace.

A total of 30 separate project applications were received and 27 projects completed, with three still ongoing as of March 31, 2021. Of the 30 projects approved through the EMD program, 25 different companies received or will be receiving support. This included two Canadian beef promotion events targeting restaurant owners and executive chefs organized by a Canadian beef importer/distributor in China (see photos above, right).

All told, support was provided for 27 projects targeting eight different export markets as well as three projects that covered multiple export

markets. Specific export markets targeted include Dubai, China, Italy, Japan, Mexico, Vietnam, Taiwan and the Philippines.

MEASURES OF SUCCESS (REPORTED BY PROGRAM USERS) AND FOR PROJECTS COMPLETED

- ☛ 25 new buyer introductions or leads
- ☛ 5.36 million individuals reached
- ☛ 15 million website or social media views achieved
- ☛ 442 new corporate marketing resources developed
- ☛ 1.37 million branded or co-branded resources created
- ☛ 29 trade and consumer advertisements completed
- ☛ 29 marketing and sales promotions completed
- ☛ 49 beef sampling days initiatives completed
- ☛ 1,851 MT in estimated new sales volume
- ☛ CAD\$6.9 million in estimated new sales value

Public & Stakeholder Engagement

ADVERTISING AND PARTNERSHIP

A print ad featuring Ontario beef producer Sandra Voss, reinforcing positive messaging about the environmental benefits of the beef industry, was produced by Canada Beef for insertion in Costco Connection Magazine (May/June issue), reaching over 3.5 million subscribers. Voss is the recipient of the provincial 2018 The Environmental Stewardship Award.

Canada Beef produced a full-page ad reinforcing beef production's positive environmental impacts for the sustainability-themed winter issue of Canadian Grocer Magazine, reaching over 17,000 key trade contacts.

Canada Beef has maintained membership in the Canadian Roundtable for Sustainable Beef (CRSB), an organization that works with beef value chain producers. Canada Beef partnered with CRSB to create a Gratitude video, featuring farmers and ranchers, with Chop Steakhouse on the launch of their sustainably sourced Canadian beef offerings.

Canada Beef partnered with Ontario Farm and Food Care as a sponsor to develop the Real Dirt on Farming consumer resource booklet highlighting beef production and nutrition messaging.

Canada Beef partnered with Canada's lead chef/foodie association Taste Canada to promote Canadian beef culinary and sustainability messaging, including sponsoring the Taste of Canada Cookbook Awards in October.

Healthy Plates/Inspiring Meals is a consumer resource on the Canada Beef website featuring healthy beef, pork and veal recipes. This resource was a joint effort between Canada Beef, the Canadian Meat Council, Canada Pork and the Canadian Veal Association.

SPONSORSHIPS

Canada Beef's sponsorship of the Farm and Food Care Saskatchewan Cultivating Trust Conference 2020 enabled speaker Dr. Frank Mitloehner's positive messaging on cattle and greenhouse gases (GHGs) to be picked up by Canada Beef's consumer resources and social media.

Canada Beef's article on sustainability reached 2.5 million readers in the Liquor Control Board of Ontario's Food and Drink magazine.

Canada Beef sponsored the Royal Winter Fair Virtual Food and Nutrition Forum 2020, providing content and resources to reinforce positive sustainability messages for the Toronto region.

Canada Beef, the Canadian Cattlemen's Association and CRSB partnered with the Star Metroland family of newspapers on the online Cooking by Degrees campaign, which featured recipes by university and college chefs showcasing their favourite Canadian beef cut. Six Canada Beef digital ads enhanced the articles and enticed readers to click on links for more information.

Advertising Feature

Two Canadian CLASSICS



Bill Sheard (above) raising, with his son William, left, and his wife, Sheila.



Canadian beef and Canadian whisky have more than great flavour in common — they are part of a collaboration that enhances sustainability for both.

"Using distillers grain reduced the environmental impact of us growing feed for our cattle." — Bill Sheard, Sunnymead Farms farmer

50 truck loads a week. Then he made a business of it, selling it to small dairy farmers, with 30-to-50 cow herds, while also feeding four or five loads a week of it "to his own cattle."

Sheard explains that it's very palatable to cattle as feed, and more importantly, "It's a good use of resources. Instead of treating this as waste, this by-product has value as cattle feed, and we reduce environmental impact of both the distiller and the farm." Mixed with silage and hay, it can make up as much as a quarter of the daily feed ration, saving the water, energy and resources that would have been needed to grow the equivalent amount of grain for feed. Even today, Sunnymead Farms works with large ethanol producers to use their spent corn from distilling as part of its cattle feed. "We're using good farming practices and good science to lessen the environmental impact and gain efficiency," Sheard says.

Historic proof of the longstanding partnership lies on a glass shelf in a case at his home: a bottle of McGuinness Whisky presented to his father in 1973, the first year a million cases were sold from the distillery that was their partner in sustainability for a quarter-century. "I've never opened it," Sheard says. However, he agrees it would probably taste great stirred into a Canadian whisky Old Fashioned or Manhattan, served next to a juicy Canadian beef steak.

PICTURE A SMALL FARM being walked through the area that is now Toronto Pearson International Airport, and even crossing over Eglinton Avenue. It would be impossible today, but in the 1940s William Sheard Senior rode his bicycle ahead of the family's cattle to take them to market at the Toronto stockyards.

Today his son, third-generation farmer Bill Sheard, carries on the family tradition of beef farming, including an ingenious sustainability initiative his father started in the 1960s. He started using distillers grain in his cattle feed: a corn mash by-product from the production of Canadian whisky and other spirit-based products. It's a way of recycling what would otherwise be food waste.

Topics like sustainability and climate change are so often in the news today you'd think the 21st century invented them, but, "It's been going on forever," says Sheard, who raises more than 3,000 beef cattle a year on Sunnymead Farms near Calabon. Sheard explains that after a distiller mashes, ferments and extracts the alcohol from the corn, the so-called spent grains are still full of energy, protein, vitamins and minerals.

"It's a good feed," Sheard says, recalling what his father knew when he bid on the opportunity to take spent grains away from the McGuinness and Gibbey's distilleries operating in west Toronto and the late-1940s. "He got the contract for

WATCH BILL'S HERITAGE STORY



WHO CARES ABOUT THE ENVIRONMENT? THOSE WHO CALL IT HOME.

Meet Sandra Voss - a first generation beef farmer who earned her Masters in Nursing before starting to beef farm near Paris, Ontario. Sandra cares for her land, her community and the cattle she raises for Canadians.

As stewards of a large portion of the Canadian landscape, Canadian beef farmers and ranchers like Sandra play a significant role in protecting the environment. This includes maintaining grasslands and pastures which increases wildlife habitat and carbon capture.

Working together, farmers and ranchers have reduced the Canadian beef environmental footprint. Through increased efficiency, it now takes 17% less water, 24% less land, while producing 15% less greenhouse gases to produce 1 kg of Canadian beef than it did in 1981.

To learn more about how beef producers like Sandra are protecting the environment for future generations, visit canadabeef.ca/WhyCanadianBeef



CANADIAN GROUND BEEF & VEAL MERCHANDISING GUIDE

COOKING METHODS OVEN ROASTING BROILING GRILLING SIMMERING SAUTE / PAN-FRY

SOURCE GRINDS

Drive sales through premium steak and primal cut trimmings.

<p>EXTRA LEAN GROUND BEEF SIRLOIN (90% LEAN) Premium quality, lean and tender. Ideal for burgers and meatballs.</p>	<p>LEAN GROUND BEEF BRISKET (85% LEAN) Lean, rich and flavorful. Perfect for burgers and meatballs.</p>
<p>LEAN GROUND BEEF CHUCK (85% LEAN) Rich, tender and flavorful. Perfect for burgers and meatballs.</p>	<p>LEAN GROUND BEEF RIB (85% LEAN) The rich, tender beef flavor, tender texture and a juicy, succulent finish. Perfect for burgers and meatballs.</p>

ROASTS, LOAVES & STUFFED SPECIALTIES

Re-imagine meat loaf with exciting shapes, exotic flavour profiles and convenient portion sizes.

<p>LEAN GROUND BEEF OR VEAL STUFFED SPECIALTIES (85% LEAN, SEASONED) Quick, easy and delicious. A perfect portion size for lunch, dinner, or a snack.</p>	<p>LEAN GROUND BEEF OR VEAL MEAT LOAF (85% LEAN, SEASONED) Quick, easy and delicious. A perfect portion size for lunch, dinner, or a snack.</p>
<p>LEAN GROUND BEEF OR VEAL ROAST (85% LEAN, SEASONED) Tender, juicy meat loaf. Fully cooked in the pan for easy serving.</p>	<p>LEAN GROUND BEEF OR VEAL STUFFED MEAT WHEEL (85% LEAN, SEASONED) Quick, easy and delicious. Perfect portion size for lunch, dinner, or a snack.</p>

CHOP STEAK, BLENDS & PATTIES

Creative compositions, chunky textures, bold flavours.

<p>LEAN GROUND BEEF & VEAL (85% LEAN, MEDIUM OR COARSE GRIND) Medium to coarse grind is best for use in a variety of applications. Ideal for burgers, meatballs, and meatloaf. Perfect for use in a variety of applications.</p>	<p>LEAN GROUND BEEF (85% LEAN, FINE, MEDIUM AND COARSE GRIND) Cooked meat portions. Ideal for use in a variety of applications.</p>
<p>LEAN GROUND BEEF OR VEAL (85% LEAN, BLENDED GRINDS, COMBO BLENDS) Tender and juicy with a chunky texture. Perfect for use in a variety of applications.</p>	<p>LEAN GROUND BEEF OR VEAL (85% LEAN, SMALL BURGERS) Ideal for use in a variety of applications.</p>

GRILL STICKS, MEATBALLS & STUFFED SPECIALTIES

Explore the exciting world of textures and flavours for intimate dinners, family gatherings and occasional appetizers.

<p>LEAN GROUND BEEF OR VEAL GRILL STICKS (85% LEAN, SEASONED) Quick, easy and delicious. Perfect for use in a variety of applications.</p>	<p>LEAN GROUND BEEF OR VEAL BLENDED MEATBALLS (85% LEAN, SEASONED) Quick, easy and delicious. Perfect for use in a variety of applications.</p>
<p>LEAN GROUND BEEF OR VEAL STUFFED SPECIALTIES (85% LEAN, SEASONED) Quick, easy and delicious. Perfect for use in a variety of applications.</p>	<p>LEAN GROUND BEEF OR VEAL BLENDED PATTIES (85% LEAN, SEASONED) Quick, easy and delicious. Perfect for use in a variety of applications.</p>

CANADIAN BEEF AND VEAL GROUND MEAT INSPIRATION GUIDE

Canada Beef continues to develop solutions to increase category growth and profitability. Plant-based protein companies are creating new product lines and investing in marketing outreach targeting the high traffic ground meat section. The Canadian Beef and Veal Ground Meat Inspiration Guide highlights value-added solutions for the ground meat category that can be incorporated within retail full service, self-serve or home meal replacement (HMR) offerings as well as foodservice operations.

Ground beef and veal specialties offer a variety of competitively priced items meeting consumer demands for flavourful meal options. These options (highlighted in the Inspiration Guide) can be manufactured in-store or produced by a case-ready further processor or foodservice meat purveyor.

In addition to the Inspiration Guide, consumer marketing support includes on-pack labels. The How to Cook Ground Beef or Veal labels provide simple and easy to follow cooking instructions. Clear-view labels are transparent and designed to let the ground meat colour shine through. In addition, Canada Beef will provide scale file resources and funding support to update existing scale label details to include How To Cook information for your customers.

Ground Beef
Cook thoroughly in nonstick skillet, over medium-high heat for 8 to 10 minutes, breaking into chunks with wooden spoon while cooking, until 160°F (71°C) throughout. Drain; season to use in tacos, pasta sauce, etc.
Patties: Season and lightly mix. Shape into ¾ inch-thick patties. Grill, broil or pan-fry using medium-high heat for 10 to 14 minutes; turn over at least twice during cooking until digital thermometer inserted sideways into centre of each patty reads at least 160°F (71°C).
canadabeef.ca

Ground Veal
Cook thoroughly in nonstick skillet, over medium-high heat for 8 to 10 minutes, breaking into chunks with wooden spoon while cooking, until 160°F (71°C) throughout. Drain; season to use in meatballs, pasta sauce, etc.
Patties: Season and lightly mix. Shape into ¾ inch-thick patties. Grill, broil or pan-fry using medium-high heat for 10 to 14 minutes; turn over at least twice during cooking until digital thermometer inserted sideways into centre of each patty reads at least 160°F (71°C).
canadabeef.ca

Ground Beef
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Patties: Season and lightly mix. Shape into ¾ inch-thick patties. Grill, broil or pan-fry using medium-high heat for 10 to 14 minutes; turn over at least twice during cooking until digital thermometer inserted sideways into centre of each patty reads at least 160°F (71°C).
canadabeef.ca

EXTRA TOTAL PRICE \$9.21
UNIT PRICE \$18.72/kg
NET WEIGHT 0.4932 kg
BEST BEFORE 2020.11

Channel Marketing

BRAND LICENSING AGREEMENTS

Canada Beef has a total of 67 domestic license agreements in place. Over the past year, 27 updated agreements were signed along with seven new client license agreements.

RETAIL AND FOODSERVICE PROMOTIONS

Giant Tiger Stores Ltd. (Canadian retailer with 250 locations nationally, 180 of which sell fresh meat) launched a Canadian beef program which was prominently featured in their flyer.

There were two national TV advertising campaigns for the Tim Hortons' new Tim's Craveables roast beef sandwich made from 100% Canadian beef. The Canada Beef logo was featured on the ad.

PARTNER PROGRAMS

Canada Beef partnered with Colemans (a regional retailer) to produce a co-branded consumer booklet with information on cooking Perfect Roast Beef.

Canada Beef worked with Atlantic Beef Products Inc. to create a series of three consumer booklets based on three beef cut categories — one for three types of beef steaks (Grilling, Marinating, Simmering), one for beef roasts (Oven, Pot Roasts, Rotisserie) and one for ground beef.

DISTRIBUTOR EDUCATION PROGRAMS

Sysco Virtual Kitchen showcased Canada Beef in a one-hour program for foodservice operators. The weekly Live Streaming Show broadcasts on Sysco Canada's social channels.

TRADE SHOWS

Canada Beef highlighted multiple programs, including Channel Marketing and Canadian Beef Centre of Excellence resources, at a virtual booth presented at the Grocery Innovations Canada virtual tradeshow held November 24-26.

Canada Beef's title sponsorship at the Restaurants Canada virtual trade show included six virtual educational sessions hosted by Sysco@Live.

TRADE ADVERTISING

Canada Beef participated in 10 foodservice and retail trade advertising initiatives in print, online and e-blast formats.

This included the creation of the beef grading advertising campaign Does Your Beef Program Make The Grade?

DEMAND BUILDING RESOURCES

Two marketing resources targeting retail category growth and foodservice catering challenges were featured in trade marketing and retail communications platforms.

The Canadian Beef and Veal Ground Meat Inspiration Guide highlighted value-added solutions for the ground meat category.

Canada Beef in collaboration with Food Supplies launched the Value Cut Grilling Steak Program for retailers and consumers, targeting tenderization end cuts.

Over 25,000 on-pack Slice & Save labels were distributed to 12 industry clients.

A total of 150 Independent Retail Operators Program (IROP) kits were printed and shipped to date.

The Canadian Beef & Veal Handbook was reprinted in response to demand, and was distributed to primary packers, distributors, retailers and provincial beef associations.

Creation of a retail resource quick reference tool for all independent, franchise and multi-unit retailers, focusing on enhanced consumer confidence in Canadian Beef products.

Production of How to Cook clear view on-pack labels with easy-to-follow cooking instructions.

NEW TRADE WEBSITE

Canada Beef launched the new website cdnbeefperforms.ca, targeting meat professions in the retail, foodservice and processing sectors. Content includes the Canadian Beef Advantage four pillars; market and statistical information, an instructional video library, and merchandising resources, as well as a supplier directory and subscription management tools.

EVENT SPONSORSHIP

April 15 was National #TAKEOUTDAY followed by every Wednesday after that. Canada Beef participated each week across a number of social media platforms.

Canada Beef sponsored virtual retail and foodservice trade events highlighting Canada Beef programs and services.

Branded Consumer Marketing

MARKETING MATERIALS, RESOURCES AND ADVERTISING

Canada Beef's Let's Make Lunch Summer Camp school promotion resource campaign (15 cook-along videos with recipe/shopping list) reached an estimated 675 participants. This initiative was a Facebook live event and ran for eight weeks. Overall estimated reach was 76,000 people.

The How to Cook on-pack label program gave retailers labels for customer on-pack cooking support. To date 90% of inventory has been distributed.

The Canadian Beef Channel team rolled out Loyalty campaign logos and sell-sheets for regional retailers.

Canada Beef reached out to over 500,000 consumers with print, video and web culinary resources for website and partner distribution on a range of topics including Beef Storage, Perfect Steak for All Seasons, Beef Lover Calendar, and more. This initiative will be moved forward into the next fiscal year.

Canada Beef rolled out a five-segment Joy Video series featuring five family-themed lifestyle videos showcasing ways beef can be incorporated into winter-based family occasions.

The #MyCanadianBeef digital campaign used multimedia approaches for key messaging. Targets reached millions of consumers particularly in social media, hyper-display, and search engine platforms. Advertorial initiatives reached over 4.18 million readers.

The Canadian Grading Campaign, a national English-only digital ad campaign, was developed. Over 1 million copies of the ad with an estimated readership of 17.7 million were distributed via leading print publications and online platforms.

Canada Beef partner programs enabled wide distribution of positive Canadian beef messages. Key successes were Healthy Plates Inspiring Meals media release; Royal Winter Fair Cooking Stage with culinary videos; and Harvey's Cross Country Gratitude Tour, a 35-stop tour delivered to front-line grocery and other essential workers who have served Canada's needs through the pandemic. Over 3,000 sampling opportunities rolled out for the Harvey's Canadian Angus Burger via social media and press release.

Key beef nutrition messaging rolled out via the #AgDayCanada TV Dietitian Broadcast outreach, with 11 dietitians/home economists presenting on English broadcast segments. A total of over 1.45 million TV and 82,000 social media impressions were achieved.

Canada Beef with Farm and Food Care Saskatchewan initiated the year-long Canadian Food Focus outreach campaign promoting Canadian beef through multiple social media channels.

The Beef Pride eStore is ready to launch in next fiscal, with over 20 resources developed to support grassroots pride and promotion.

RESEARCH

Canada Beef's Loyalty to Canadian Beef Ipsos survey of 1,000 Canadian consumers found that one half (a majority) indicated they were willing to pay more for Canadian beef.

Canada Beef's consumer ad campaign assessment by Kantar Research assessed reaction to two Canada Beef campaigns. Results showed above industry standards for likability and building affinity for Canadian beef, and affirmed confidence in a rollover of the campaign for the next fiscal year.

Canada Beef reached out to 500,000 plus consumers with print, video and web culinary resources for website and partner distribution on topics including Beef Storage, Perfect Steak for All Seasons, Beef Lover Calendar, and more.

ASK FOR THE GOOD STUFF

Look for Canadian beef that makes the grade for you.



canadabeef.ca

Grade Expectations

When you bite into a juicy steak or roast, you want to enjoy the highest quality beef. Canadian beef grades help ensure that your beef has been meticulously chosen to deliver a delicious experience every time. Here's how to choose from Canada's best – and some of the world's finest – beef to inspire your letter chef and tantalize your taste buds.



CANADA AA GRADE

A great value choice offering lower levels of marbling and typically lower ribeye than Canada AAA and Prime Grades. Canada AA beef can be tender and flavorful and performs well with all popular cooking methods.



CANADA AAA GRADE

A great choice for high-quality beef. Canada AAA offers higher levels of marbling than Canada AA and is well suited for all popular cooking methods. Canada AAA will become a national highly desirable when grade, breed, seasonality is related to perfection.



CANADA AAA GRADE (TOP TIER)

Canadian beef grades that include only the most treasured. The Top beef within the Canada AAA grade are an excellent choice for exceptional quality beef. These brands of beef with the very best marbling, flavor and juiciness since the AAA grade.



CANADA PRIME GRADE

All top-quality choice for delicious steakhouses, hotels and serious home chefs. Canada Prime is selected for superior marbling, flavor and juiciness in limited supply.

*Marbling is the most desirable attribute of a carcass measured by the USDA. The amount of marbling influences beef tenderness, flavor and juiciness.

DOES YOUR BEEF PROGRAM MAKE THE GRADE?

Canadians are looking for the good stuff.



Grade Expectations

When your customers bite into a juicy steak or roast, they want to enjoy high-quality beef produced in Canada. The Canadian beef grading system helps ensure the beef chosen will meet expectations every time. Here's how to choose a beef program with the right combination of quality and value your customers are looking for.

Promotion and Marketing Support

To learn more about the Canadian beef grading system and for more information about the programs and services available from the Canada Beef team to promote and expand your Canadian beef category across Red Knap, Executive Director, Quality Marketing rdm@canadabeef.ca.



CANADA AA GRADE

A good value choice offering lower levels of marbling and typically lower ribeye than Canada AAA and Prime Grades. Canada AA beef can be tender and flavorful and performs well with all popular cooking methods.



CANADA AAA GRADE

A great choice for high-quality beef. Canada AAA offers higher levels of marbling than Canada AA and is well suited for all popular cooking methods. Canada AAA will become a delicious family favourite when grade, breed, seasonality is related to perfection.



CANADA AAA GRADE (TOP TIER)

Canadian beef brands that include only the most treasured (Top Tier) beef within the Canada AAA grade are an excellent choice for exceptional quality beef. These brands offer beef with the very best marbling, flavor and juiciness within the AAA grade.



CANADA PRIME GRADE

An extraordinary choice for exclusive steakhouses, hotels and serious home chefs. Canada Prime is selected for maximum marbling, flavor and juiciness and only available in limited supply.

*Canada and the U.S. use the same grading procedures to define high-quality beef grades. The above illustrations are actual representations of U.S. USDA (2024) Marketing Specifications provided for the U.S. Department of Agriculture by and submitted from the American Meat Packers Association.

canadabeef.ca | cdnbeefperforma.ca

ASK FOR THE GOOD STUFF: EDUCATING CONSUMERS ABOUT CANADIAN BEEF GRADES

Canada Beef launched an advertising campaign to promote the Canadian beef grading system. The campaign is designed to educate consumers and trade professionals about the quality and value offered within Canada's top three beef grades—Prime, AAA and AA.

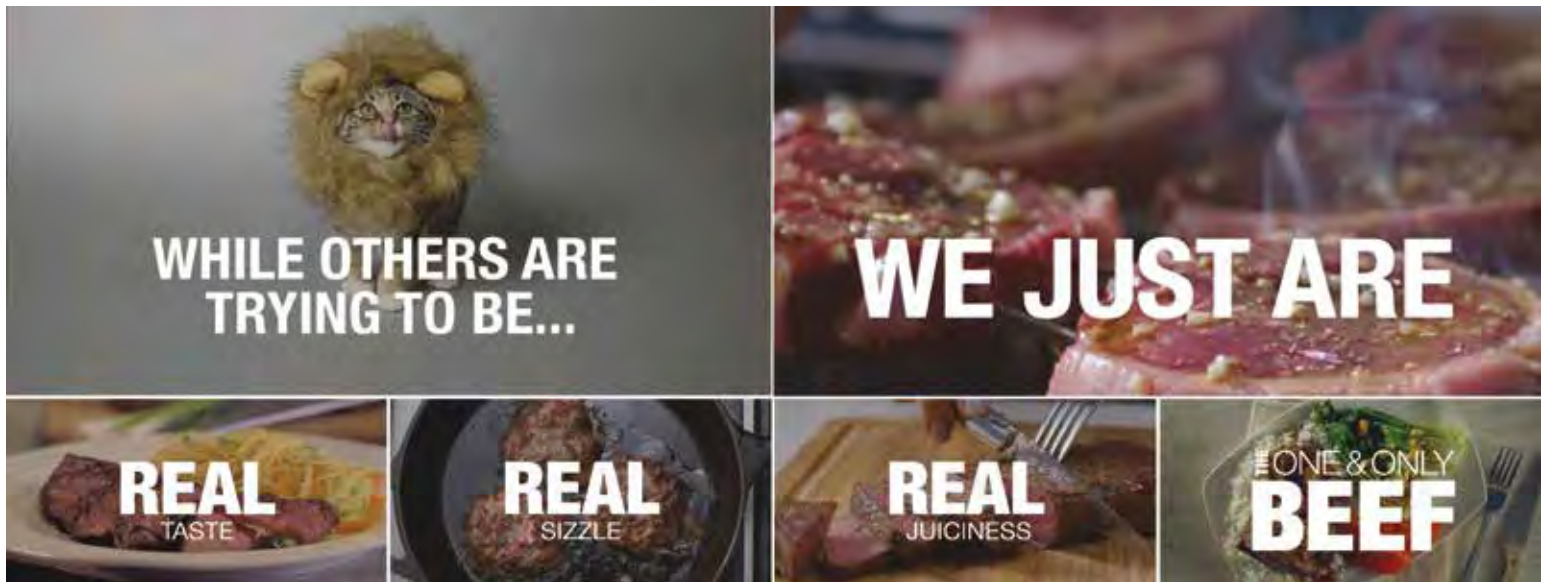
Canada Beef's team determined that now is the perfect time to promote the Canadian beef grading system in light of increased imports, higher retail prices and strong competition from lower-valued imported beef and the other protein choices available in today's marketplace.

The three grades highlighted represent approximately 97% of commercially graded beef production in Canada. The theme of the campaign, Ask for the Good Stuff, encourages consumers to look for the grade when buying Canadian beef. Understanding what beef grades represent will help consumers choose the product that is right for them and improve overall consumer satisfaction.

The ad includes a Grade Expectations section which features a description of the attributes of each grade. This is the first time that the Canada AAA (top tier) grade selected specifically for premium quality brands is being highlighted.

This first phase of the campaign is directed at consumers and the full-page ads were featured in the spring issue of popular Canadian publications including Readers Digest, Chatelaine, Canadian Living, Maclean's magazine, House and Home, Style at Home, Savour Calgary, Western Living, East Coast Living, and Foodism magazine. A digital campaign ran at the same time on the Narcity and Daily Hive websites.

Phase two of the campaign targeted meat and culinary trade professionals. In addition to the grading information, this ad will also highlight the marketing resources available to promote Canadian graded beef programs to their customers. The ads ran in grocery trade publications.



THE CRAVE CONSUMER CAMPAIGN – THE ONE & ONLY BEEF

Nicknamed ‘Campaign Crave’, The One & Only Beef campaign is a celebration of the unique attributes that beef has to offer: real taste, real sizzle and real juiciness. Developed in response to the new plant-based competitive products, the fundamental idea is that beef is irreplaceable (the one and only), and the goal was to remind people why they love beef, using affirmative messaging that beef belongs on their plate. The campaign used light-hearted humour with statements that staked the claim that Beef is the new Beef suggesting that what you’ve always loved about beef is still relevant and worthy of crave-appeal.

Canada Beef marketing agency, BTI Brand Innovations, helped develop the campaign and prepared the award submissions on behalf of Canada Beef.

Part of the campaign included spoof videos with amusing images (including kids, cats and toupees) and drool-worthy food photography set against a backdrop of catchy pop music.

To support the campaign, seven social media influencers developed a set of recipes that they posted on their platforms and linked back to the thinkbeef.ca website.

The One & Only Beef campaign used digital, print and video content paired with an integrated media buy that was heavy on engagement with food affinity audiences. The campaign was executed using print media, television, digital ads, owned media and social media in addition to contesting, and point of purchase marketing.

The One & Only Beef campaign resonated with judges and Canadians alike. The campaign generated over 56 million impressions, with most metrics achieving above-standard benchmarks. The Instagram contest saw hundreds of entrants each month. Traffic to the target website increased by over 600% with 75% of that attributed to the campaign landing page. Post-campaign research results showed the humorous video ads scored above average benchmarks.

Canada Beef also won several prestigious awards for the marketing campaign. Canada Beef brought home two Hermes awards - a Platinum award in the Integrated Marketing Campaign category and a Gold award in the Interactive Capabilities category. In addition, The One & Only Beef campaign netted the Grand Winner award from NYX Marcom Awards.

To view the materials and the videos, please visit thinkbeef.ca/real.



Generic Consumer Marketing

Canada Beef developed eight nutrition and health-tracker journal reports on the role of beef in healthy eating. Topics such as the role beef plays in controlling iron deficiency and maintaining bone health, with a review from Osteoporosis Canada, were included, informing 1.2 million readers.

Canada Beef mined nutrition reports and data to support the ongoing messaging on the role of beef in nutrient and health education content. The three initiatives entailed The Baby at the Table infant feeding advertorial (with Jane Media Parents Canada); recipe distribution; and direct mail to 3,000 select day care centres along with an email blast to 70,000 consumers.

Canada Beef joined with CanFit Pro for article development reaching 820,000 fitness instructors.

The Ground Beef Tool Kit was distributed via two e-newsletters to the Dietitians of Canada.

Traffic to ThinkBeef.ca increased by 600% this fiscal largely due to consumer ad campaigns. Osteoporosis Canada partnered on recipes and webinar cook-alongs to highlight the role of beef in bone density health, with over 108,000 e-blasts sent.

Canada Beef's collaboration with Ashfield Physicians On-Line Program distributed four consumer education segments to health care specialists emphasizing the importance of beef in an array of subjects including teen girls, women's health, and cholesterol management.

Canada Beef sponsored the Team Homan women's curling team in a women's video outreach initiative focusing on infant health. Robust results show engagement of over 23,000 for all videos across a range of platforms including Facebook and TikTok.

Canada Beef responded to COVID-19 school food program shutdowns with a seven-lesson online cooking program geared to kids and promoted by Lime and Lemon Media. Efforts will roll into the next fiscal.

AD CAMPAIGNS

The Crave consumer campaign The One & Only Beef was very successful (see featured information opposite). Canada Beef's metrics reporting show campaign efforts yielded 75% of the web traffic at ThinkBeef.ca; and 56.8 million impressions were amassed.

Traffic to ThinkBeef.ca increased by 600% this fiscal year largely due to consumer ad campaigns. Osteoporosis Canada partnered on recipes and webinars to highlight the role of beef in bone density health, with 108,000 e-blasts sent.

Communications

STAKEHOLDER COMMUNICATION

Canada Beef Performs (CBP) is a free monthly e-newsletter for stakeholders highlighting domestic and international market updates, events and projects, Canadian Beef Centre of Excellence activities, and marketing updates and information.

CBP subscriptions increased 24%, with an average open rate of CBP e-newsletters at 37.8%, performing better than the overall industry average of 32%.

An e-newsletter signup campaign ran for 12 weeks via digital and print ads in trade magazines, websites and e-blasts. The campaign gained 126 new subscribers, or an increase of 12%.

ANNUAL REPORT

Canada Beef team project updates, events, results and outcomes for 2019-20 fiscal was presented in a 32-page digital and print annual report in English and French versions. The report is available online on Canadabeef.ca under the Corporate and Stakeholder sections.

Canada Beef conducted an online survey of stakeholders and end-user partners to gauge awareness of and level satisfaction with Canada Beef programs and services. Survey respondents included members of retail, foodservice, processing, government, and other sectors. Overall satisfaction with Canada Beef was rated at 78%, a 12% increase from 2019.

CANADIAN BEEF INDUSTRY CONFERENCE

Canada Beef organized three conference sessions at the 2020 Canadian Beef Industry Conference, themed Rising to the Challenge, which was hosted virtually.

ASSOCIATION UPDATES

Canada Beef provided mid-year and year-end reports for national and provincial annual general meeting packages. Written contributions were provided to Beef in BC, a magazine of the B.C. Cattlemen's Association, and Ontario Beef, a quarterly magazine of the Beef Farmers of Ontario, with a combined readership of 87,000. Satisfaction survey results for Canada Beef's contributions from national and provincial cattle associations were 92% and 90% respectively.

SOCIAL MEDIA

Canada Beef's social media team pivoted rapidly to respond to increased consumer demand for beef recipes and related information at the start of the pandemic. A significant engagement uptick on all Canada Beef social media platforms, including a 51.4% increase

in Impressions from last year, took place at the start of COVID-19. Strong performers were consumer-producer relationship posts (e.g., #farmingfriday), as well as contests, Instagram takeovers, and video posts. Stakeholder survey results showed 67% endorsed they were satisfied or very satisfied with the social and digital platforms.

CANADA BEEF WEBSITES

The Canada Beef English 2020-21 website saw a 21% increase in website users (850K) compared to 2019-20. Unique page views were up +30% from previous year for a total of 1.5 million page views. This essential consumer and industry communication platform helps to grow and sustain consumer loyalty and support for Canada Beef by providing fact sheets, resources, updates, and crucial information like food safety essentials to over 850,000 users a year. The largest demographic is the tech-savvy 25-34 year old age group.

A website redesign was completed this year with enhanced navigation features and graphics. A stakeholder survey found 67% of respondents were satisfied or very satisfied with the social and digital programs, up 21% from last year.

MARKETING LIBRARY

The Canada Beef Marketing Library was upgraded with improvements across multiple areas including search criteria and custom reporting, and the addition of over 500 new resources. Usage was high with over 11,000 downloads. The library is a FREE resource available to all beef partners to source images and content.

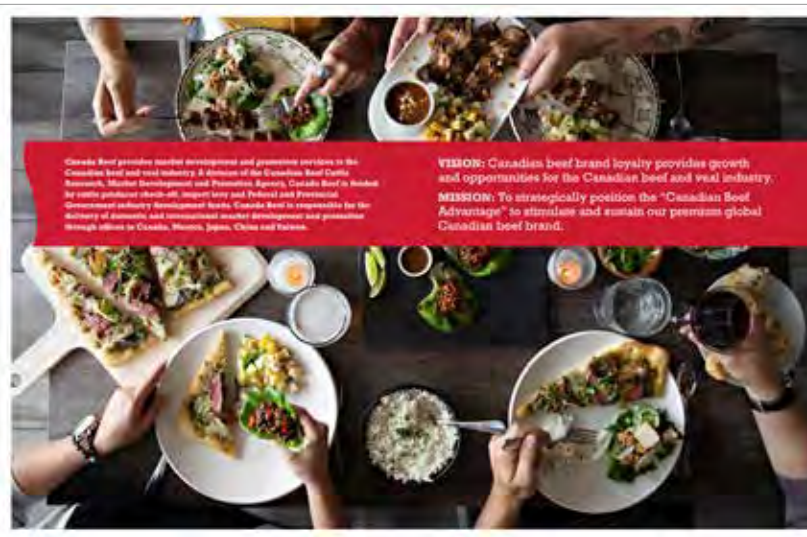
THE ROUNDUP™ APP

Canada Beef rolled out a modernised refreshed user interface for the Roundup App, allowing Canada Beef to connect with users via notification. As well, the recipe section now links to the Canada Beef website so users can access all content. The Roundup App is available in English, French and Spanish.

YOUTUBE CHANNEL

A six-week industry and subscriber video campaign showcased Celebrating the Joy of Food to raise awareness of, and increased subscribership for the Canada Beef YouTube channel. Highest viewership was for the World Localities, Family & Parenting, and Health & Nutrition categories; overall viewership was strong, with 499,000 views and over 50 new subscribers added.

This fiscal period the LoveCDNBeef channel had over 1 million views, with a total of 1,430 subscribers.



KEEPING PRODUCERS INFORMED

Canada Beef delivers many programs and activities annually across a diverse audience. Canada Beef works with consumers and producers, the retail grocery, processing and distribution sectors, and partners around the world. One of Canada Beef's goals is to keep beef producers informed about the work being carried out and how producer check-off dollars are being used.

In 2019, Canada Beef Performs (CBP) was developed and launched as a way to stay in touch with producers. CBP is a monthly e-newsletter for stakeholders highlighting domestic and international market updates, events and projects, Canadian Beef Centre of Excellence activities, and marketing updates and information. The newsletter is free but requires a subscription (found a canadabeef.ca/sign-up-canada-beef-performs) to receive it.

This past fiscal, CBP subscriptions increased 24%, with an average open rate of 37.8%. This exceeds the overall industry average of 32%.

An e-newsletter signup campaign ran for 12 weeks via digital and print ads in trade magazines, websites and e-blasts. The campaign gained 126 new subscribers or an increase of 12%.

ANNUAL REPORT

Another way Canada Beef keeps producers informed is through the Annual Report. This year the 40-page report features an overview of export market activities, the Canadian Beef Centre of Excellence, consumer and channel marketing in Canada. It also features a COVID-19 update and highlights research results from the stakeholder survey, market performance indicators and a financial report.

The Annual Report is available in print and online at canadabeef.ca/stakeholder.





MENU MAXIMIZE VIDEOS

This has been a challenging time for the foodservice industry. The Canadian Beef Centre of Excellence (CBCE) created a series of videos to help chefs adapt to uncertain customer traffic, unpredictable demand, product accessibility and volatile pricing brought on by the pandemic by developing a series of videos called Menu Maximize.

The video series is a subset of the Pro Chef Collection of CBCE educational videos for industry professionals found at the new trade website cdnbeefperforms.ca. With many restaurants focused on takeout and delivery business during the pandemic, foodservice operators were looking for ways to maintain interesting menu options while managing inventory and costs.

This video series teaches chefs how to transform a single cut into multiple menu offerings and helps to keep Canadian beef on their menus without limiting the number of creative options available. It can also help if less-familiar cuts become available at an attractive price—chefs can then confidently take advantage of these opportunities by introducing feature items with promotional pricing to build business.

The videos are for restaurant chefs, and foodservice operations involved in catering, hospital and care facilities, schools, casinos and work camps will find the information beneficial as well. Menu Maximize videos aim to deliver a variety of options and solutions to chefs working in all types of operations so they can achieve success with Canadian beef under any circumstance.

The format for the Menu Maximize videos is to introduce a new Canadian beef product, typically as a large format or sub-primal cut, identify basic muscle orientation, carcass location and grain direction and then teach foundational butchery skills including how to navigate various muscle complexes, connective tissue and bones.

The videos then present a variety of cutting options for different menu applications including (for example) oven and pot roasts, all types of steaks, stew cubes, stir-fry, yakiniku and fast-fry.

The videos are not voiced—instructions are demonstrated with accompanying titles, making them useful for other markets around the world.

To view the videos visit cdnbeefperforms.ca/videos.



Canadian Beef Centre of Excellence

TECHNICAL RESOURCES AND CONTENT

The Canadian Beef Centre of Excellence (CBCE) pivoted to become a producer of multimedia resources aimed at supporting trade and consumer users during the pandemic. They did this by transforming the CBCE culinary theatre and meat fabrication facility into a multimedia studio space, producing approximately 300 trade and consumer videos since May 2020. A selection of 85 of these videos can be found at cdnbeefperforms.ca.

CBCE ONLINE PRESENTATIONS

Web-based platforms enabled the CBCE to continue engagement with partners and stakeholders for technical demonstrations and events. Both the Restaurants Canada Feeding the Recovery – Managing the Supply Chain presentation and Best of Butchery training and CBCE resource showcase had over 200 participants. Other engagements included 4-H Alberta and Grocery Innovations Canada.

The CBCE launched a foodservice distributor marketing initiative in partnership with Sysco Canada, with three virtual sessions for over 5,000 viewers highlighting opportunities for undervalued cuts especially well suited for pandemic dining restrictions.

INTERNATIONAL CANADIAN BEEF EDUCATION

The CBCE provided Canadian Beef Advantage (CBA) online learning and webinar training service to its export market stakeholders with participants from the Philippines Chef Professionals Canada Day Celebration and the Arabian Food Corporation KSA.

CANADIAN BEEF ADVANTAGE ONLINE LEARNING PROGRAM—CONNECT

The CBA training system Connect saw a significant increase in foodservice operator usership with partner companies including Harmony Beef, Prepak Meats, Sysco, Gordon Food Service, and Intercity Packers

Over 800 courses were delivered to target sectors this fiscal year, an increase of 150 over last year.

A new COVID-19 Safety Training course was developed in seven languages. The course focused on how the industry was safeguarding Canada's meat supply and ensuring worker safety. The course was delivered through cdnbeefperforms.ca and through the online learning platform Connect.

The CBCE is updating course content, structure, delivery and distribution for 2021-22, with digital learning tools and infographics to support technical content.

TRADE ADVERTISING

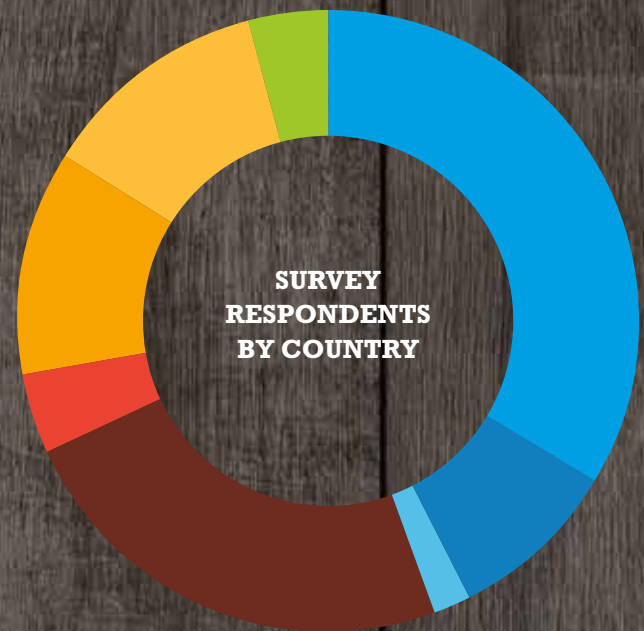
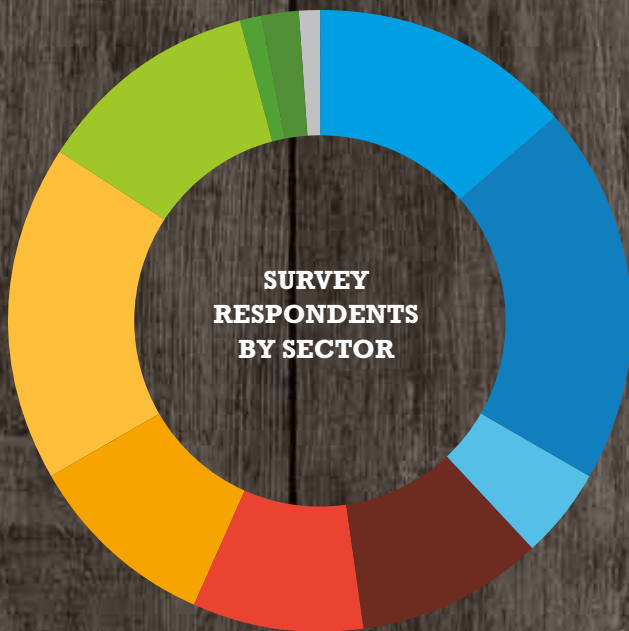
The CBCE focused on targeted advertising and leveraged media relationships to benefit Canadian beef producers and stakeholders. The CBCE/Canada Beef was the featured cover story in Western Food Processor Magazine Summer 2020. Canadian beef for pandemic-based patio and takeaway options was featured in the Restaurant and Food Service News Spring 2021 issue.

The virtual training system Connect saw a significant increase in foodservice operator usership with partner companies including Harmony Beef, Prepak Meats, Sysco, Gordon Food Service, and Intercity Packers. Over 800 courses were delivered to target sectors.

Global Stakeholder Satisfaction Survey

Canada Beef conducted its first annual Global Stakeholder Satisfaction Survey in May 2021. While previous surveys have focused on domestic initiatives, the global survey was conducted to determine awareness and satisfaction levels among domestic respondents, Canadian exporters and also international clients.

Survey invitations were sent by email to stakeholders sourced from Canada Beef staff contact lists. Three separate questionnaires were developed in relation to initiatives for the domestic market, Canadian exporters and international clients respectively. Responses for key metrics were then combined across all three target populations to achieve a global measure of satisfaction with Canada Beef. Sectors represented by survey respondents were retail, foodservice, import, trading, processing, distribution, Canadian beef and veal brand owners, government, national industry and provincial producer associations. The survey was completed online by the respondent and 382 responses were received during the survey period of May 2021.



- Retail | 14%
- Foodservice | 20%
- Harvest/Fab | 5%
- Further Processing | 10%
- Distribution | 9%
- Government | 10%
- Importer | 18%
- Industry Association | 12%
- Trader | 1%
- Canadian Beef or Veal Exports | 2%
- Other | 1%

- Canada | 34%
- Mainland China | 9%
- Hong Kong | 2%
- Japan | 24%
- Asia | 4%
- Taiwan | 12%
- Mexico | 12%
- South Korea | 4%

“Stakeholder input is key to driving continual improvements and efficiencies. Canada Beef’s first annual global survey captured crucial stakeholder perspective about our programs, services, and activities and identified areas to prioritize going forward.”

— Michael Young, President, Canada Beef.

Performance Measures

Respondents were asked to rate their satisfaction with Canada Beef as an organization including staff knowledge and skills, responsiveness and overall contribution. In addition, participants were requested to rate their satisfaction with Canada Beef's initiatives. The results are shown in the table below.

The global satisfaction score was calculated by weighting the responses from the domestic, export and international client questionnaires. Feedback for domestic initiatives was assigned a weighting of 60% while Canadian exporters and international respondents were assigned the remaining 40% in equal proportions. This allocation considers that approximately 60% of Canadian beef is consumed domestically. Using this approach an overall global satisfaction score of 72% was calculated. Typically less than 5% of stakeholders indicated that they were dissatisfied with any of the attributes surveyed. A significant minority noted they were unable to comment which reduced satisfaction scores. Canada Beef will prioritize stakeholder communication initiatives to increase awareness and the expected removal of pandemic restrictions will greatly assist in this regard.

GLOBAL SATISFACTION SURVEY	STAKEHOLDER TYPE*			
	DOMESTIC	EXPORT	INTERNATIONAL	GLOBAL
RESPONDENT ATTRIBUTES				
Stakeholder Location	Canada		International	Global
Stakeholders Responding	112	16	254	382
Global Satisfaction Score Weighting	60%	20%	20%	100%
ORGANIZATIONAL SATISFACTION MEASURES (% SATISFIED)				
Staff Knowledge and Skills	79%	56%	91%	77%
Staff Responsiveness	77%	61%	95%	77%
Overall Contribution	77%	81%	89%	80%
INITIATIVE SATISFACTION MEASURES (% SATISFIED)				
Programs and Services	56%	65%	73%	61%
Resources and Materials	67%	84%	81%	73%
Social Media, Web and Apps	55%	NA	81%	65%
OVERALL SATISFACTION SCORE				
Global Stakeholder Satisfaction Score				72%

*International clients were located in Japan, South Korea, Mexico, China, Taiwan, Hong Kong, and SE Asia. Domestic stakeholders and Canadian exporters were contacted in Canada.

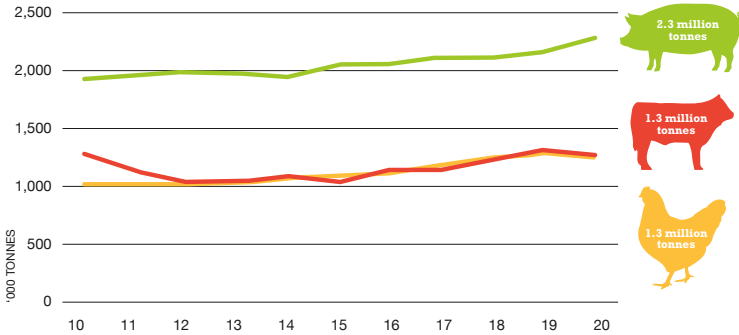
ORGANIZATIONAL SATISFACTION MEASURE

International stakeholders reported the highest level of satisfaction across this category. Staff responsiveness (95%) ranked highest, followed by staff knowledge and skills (91%) and overall contribution (89%). Domestic stakeholders rated staff knowledge and skills at 79%, and 77% each to the remaining categories. Export stakeholders rated overall contribution (81%), and staff responsiveness (61%) and staff knowledge (56%).

INITIATIVE SATISFACTION MEASURE

Canadian exporters rated satisfaction with resources and material the highest (84%). International stakeholders had the highest satisfaction with Canada Beef initiatives across the overall category with resources as well as social media, web and apps at 81% and programs and services at 73%. Domestic stakeholders had satisfaction levels of 67% for resources and materials, programs and services (56%) and social media, web and apps (55%). Export stakeholders rated programs and services at 65%.

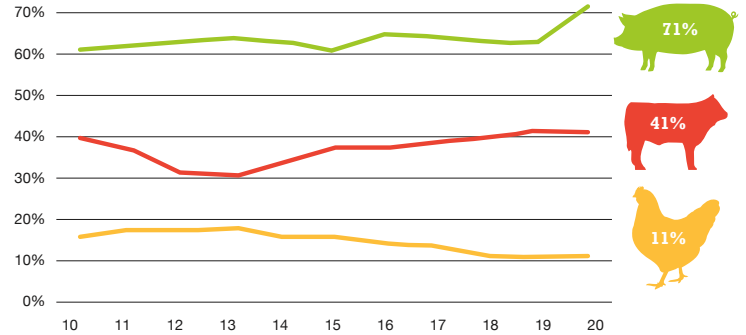
Market Performance Indicators



CANADIAN MEAT PRODUCTION 2010-2020
PORK | BEEF & VEAL | CHICKEN

Source: Statistics Canada

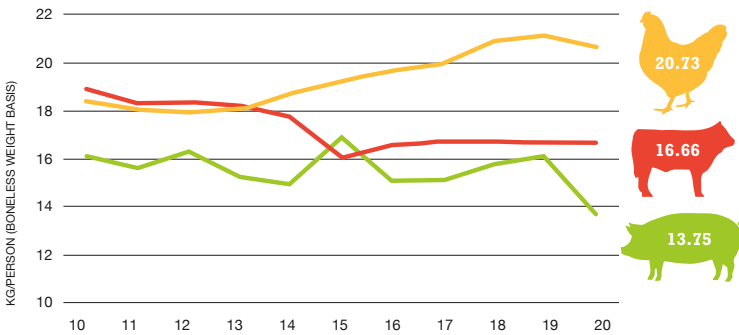
— Pork — Beef & Veal — Chicken



CANADIAN EXPORTS AS % OF PRODUCTION 2010-2020
PORK | BEEF & VEAL | CHICKEN

Source: Statistics Canada

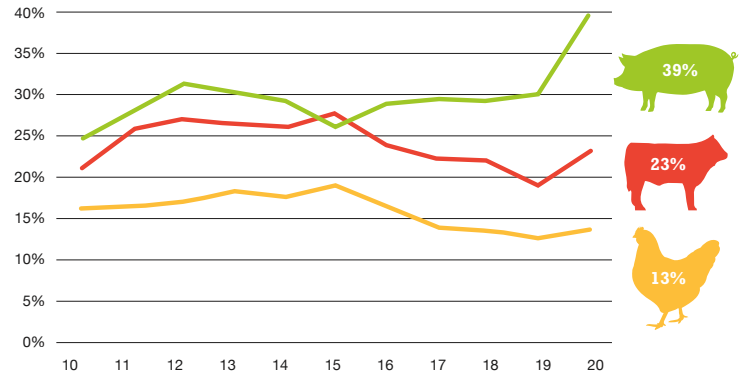
— Pork — Beef & Veal — Chicken



CANADIAN MEAT DISAPPEARANCE 2010-2020
CHICKEN | BEEF & VEAL | PORK

Source: Statistics Canada

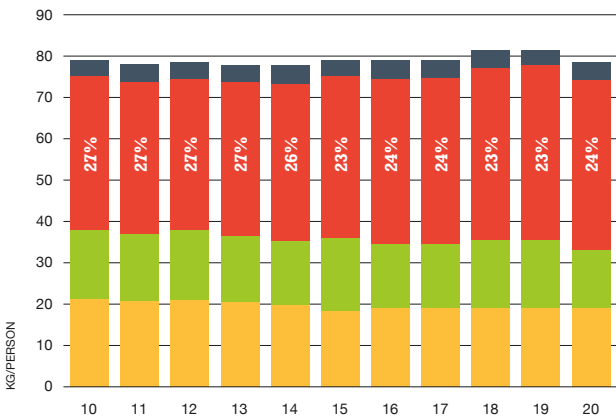
— Chicken — Beef & Veal — Pork



MEAT IMPORTS AS % OF DOMESTIC DISAPPEARANCE 2010-2020
PORK | BEEF & VEAL | CHICKEN

Source: Statistics Canada

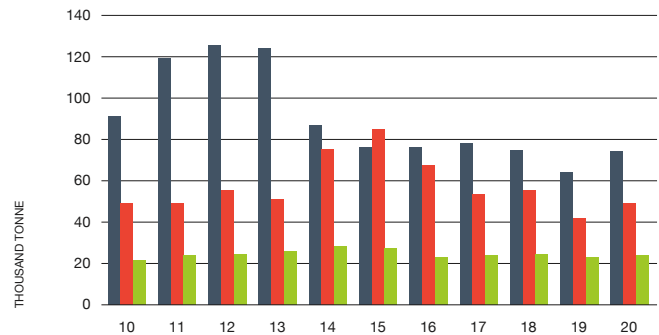
— Pork — Beef & Veal — Chicken



MEAT CONSUMPTION SHARE IN CANADA
POULTRY, PORK, BEEF & VEAL, FISH & SHELLFISH

Source: Statistics Canada

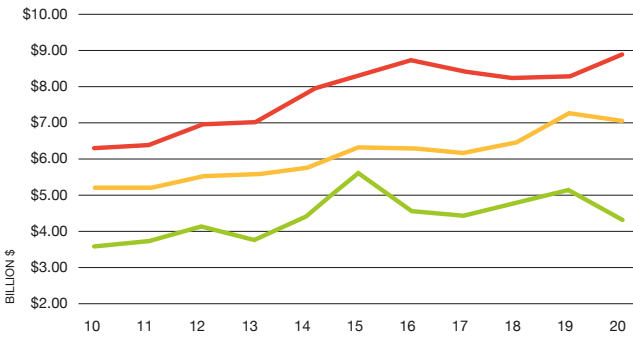
— Poultry — Pork — Beef & Veal — Fish & Shellfish



TOTAL BEEF & VEAL IMPORTS BY VOLUME: 2010-2020

Source: Statistics Canada, AAFC

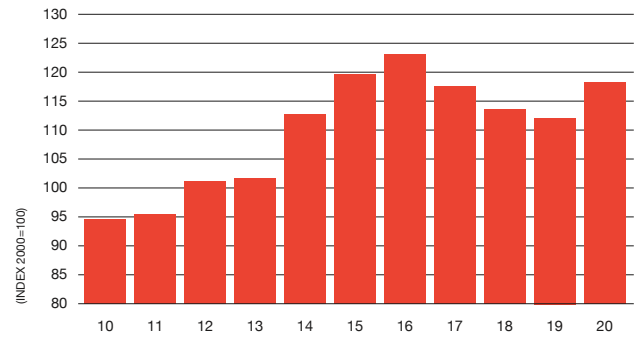
— Fresh/Chilled — Frozen — Processed



CANADIAN REAL MEAT EXPENDITURES 2010-2020
DEFLATED RETAIL PRICE X DOMESTIC DISAPPEARANCE

Source: Statistics Canada, CanFax

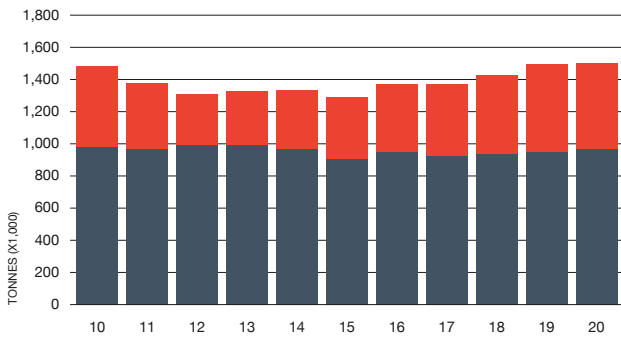
— Beef — Chicken — Pork



CANADIAN RETAIL BEEF DEMAND INDEX
2010-2020

Source: CanFax Research

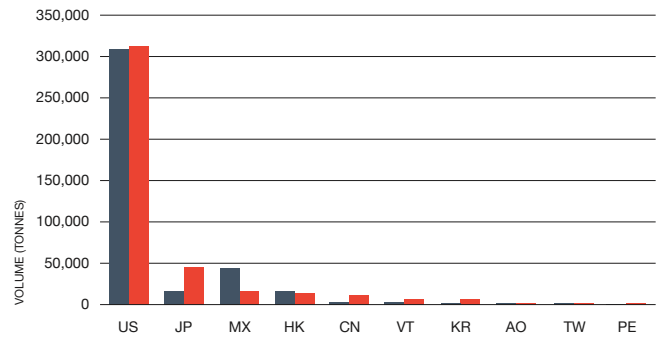
Export Performance Indicators



CANADIAN BEEF & VEAL DOMESTIC DISAPPEARANCE VS EXPORT 2010-2020

Source: Statistics Canada

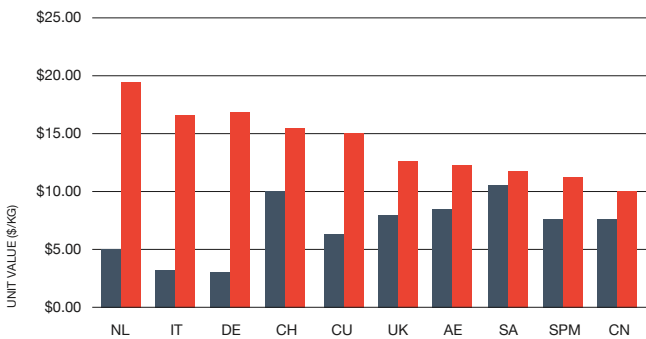
— Domestic Disappearance — Exports



CANADIAN BEEF & VEAL EXPORTS, TOP TEN MARKETS BY VOLUME 2010 VS 2020

Source: Statistics Canada | US United States / JP Japan / MX Mexico / HK Hong Kong / CN China / VT Vietnam / KR South Korea / AO Angola / TW Taiwan / PE Peru

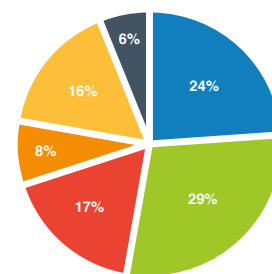
— 2010 — 2020



CANADIAN BEEF & VEAL EXPORTS, TOP TEN UNIT VALUE MARKETS 2010 VS 2020

Source: Statistics Canada | NL Netherlands / IT Italy / DE Germany / CH Switzerland / CU Cuba / UK United Kingdom / AE United Arab Emirates / SA Saudi Arabia / SPM Saint Pierre Miquelon / CN China

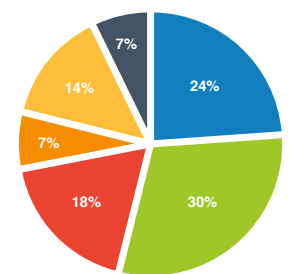
— 2010 — 2020



EXPORTS BY PRIMAL CUTS BASED ON VALUE, TOP 11 MARKETS 2019

Source: Statistics Canada, AAFC

— Chuck | 29% — Flank/Plate | 16%
 — Rib | 24% — Brisket | 8%
 — Loin | 17% — Hip | 6%

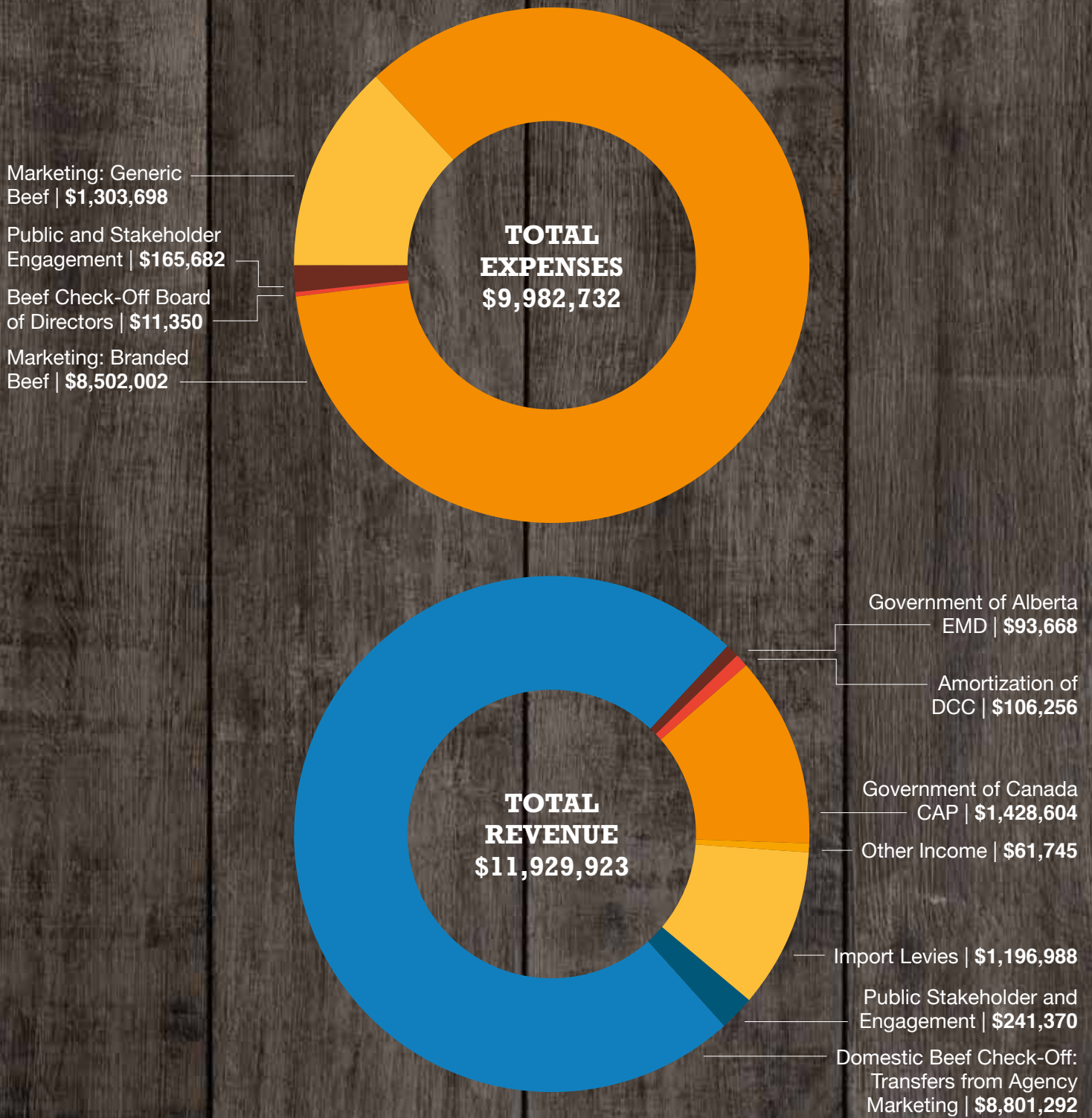


EXPORTS BY PRIMAL CUTS BASED ON VALUE, TOP 11 MARKETS 2020

Source: Statistics Canada, AAFC

— Chuck | 30% — Flank/Plate | 14%
 — Rib | 24% — Brisket | 7%
 — Loin | 18% — Hip | 7%

2020-2021 Financial Report



These charts represent information from the 2020/2021 audited financial statement of the Canadian Beef Cattle Research, Market Development and Promotion Agency.

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CDNBEEFPERFORMS.CA – TRADE WEBSITE

This website is dedicated to providing information for meat professionals in the retail, foodservice and processing sectors. Check out COVID-19 information, industry statistics, and cooking and cutting videos for home and pro chefs and butchers.



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For more information about
Canada Beef programs and services:
Suite 146, 6715 – 8th Street NE
Calgary, AB Canada T2E 7H7
Tel: (403) 275-5890
info@canadabeef.ca
canadabeef.ca / cdnbeefperforms.ca