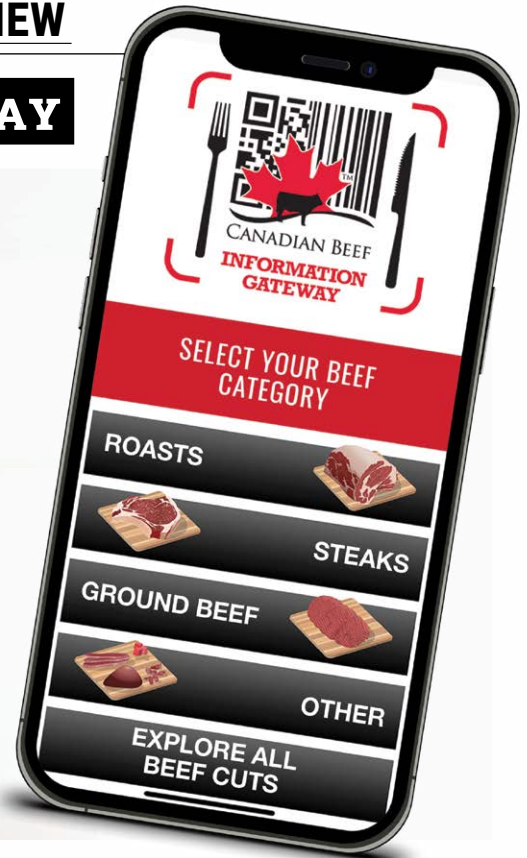




ANNUAL REPORT 2021/22

CANADA BEEF | A YEAR IN REVIEW

CANADA BEEF LAUNCHES GATEWAY



“RECORD EXPORT VOLUMES

Strong global demand, driven by international consumers outbidding domestic consumers for Canadian beef, contributed to a record year of exports on a volume and value basis.

This increased beef demand also played a role in the decline in total beef consumption and per capita beef consumption reported in Statistics Canada's 2021 consumption data.

Retail beef prices... continued on page 7

CHALLENGES OF THE PANDEMIC CONTINUE...

Canada Beef continued to adjust tactics in the 2021-2022 fiscal year in response to the ongoing global pandemic and the emergence of the highly contagious Omicron variant that further challenged industry recovery. At the same time, chronic issues in the domestic market around labour, infrastructure, transportation and inflation further

pressured rising input costs while extreme weather limited...

continued on page 7

“
**We will continue
to bring strategies
and solutions
forward to keep
beef on the table.**

CANADA BEEF

ANNUAL REPORT

2021 - 2022

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.

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.

INVEST IN A STRONG
FUTURE FOR CANADA’S
BEEF AND VEAL INDUSTRY.



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MARKET DEVELOPMENT AND PROMOTION COMMITTEE

MARKET DEVELOPMENT AND PROMOTION COMMITTEE

MARKET DEVELOPMENT AND PROMOTION COMMITTEE

Becky Bevacqua,
Member at Large

Cameron Blake,
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

Jennifer Haley,
Veal Farmers of Ontario

Mike Kennedy,
Chair,
Canadian Meat Council

Hubert Lau,
Member at Large

Russ Mallard,
Marketing Finance Chair,
Canadian Meat Council

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

For more information about
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The Canadian Beef Check-Off 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 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.



MESSAGE FROM THE CHAIR: Mike Kennedy Chair, Market Development and Promotion Committee



MESSAGE FROM THE CHAIR

It has been my pleasure to chair the Market Development and Promotion Committee (Marketing Committee) for the 2021-2022 fiscal year.

As the operational oversight over Canada Beef under the Canadian Beef Cattle Research, Market Development and Promotion Agency (Agency), the Marketing Committee ensures that producer dollars and other investments are allocated strategically with the overall goal of increasing demand for Canadian beef globally.

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

The Marketing Committee consists of a broad range of representatives from all aspects of the beef and veal industry. Coral Manastersky was re-elected as Vice-Chair and Russ Mallard as Finance Chair at the Agency's annual general meeting. As well, the Marketing Committee elected one new member-at-large and one returning member-at-large for 2021-2022. 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.



The alignment of beef and veal marketing programs, services and investment was a major focus of the Marketing Committee this fiscal year.

In addition to ensuring an effective strategic plan was in place, the alignment of beef and veal marketing programs, services and investment was a major focus of the Marketing Committee this fiscal year. The committee established a Provincial Marketing Alliance (PMA) to support the idea that marketing programs and services executed at the international, national, and provincial level should be complementary in nature and should align and focus on a common vision, goals and objectives that serve Canadian beef cattle and veal producers.

Under the PMA, professional marketing specialists from participating provincial cattle or veal producer associations work with the Canada Beef staff team to achieve the common goals and objectives as outlined in Canada's National Beef Strategy, Canada Beef's annual Investment Plan, or as identified by the Marketing Committee.

In addition to maximizing return on investment for funding partners, the initiative optimizes the impact of marketing programs in the marketplace for all stakeholders and clients - increasingly important objectives as industry moves forward.

March 11, 2022 marked the second anniversary of the World Health Organization declaration of the global pandemic. COVID-19 continued to affect the foodservice sector, supply partners, end-user clients, and consumers worldwide while the emergence of the Omicron variant in late 2021 delayed recovery.

Canada Beef remained responsive to stakeholder needs by pivoting and repositioning marketing efforts and bringing strategic solutions to the table. With beef pricing hitting record highs over the past year, the Canada Beef team focused on deploying new programs that drive interest in value cuts of beef at lower price points. This is and continues to be a key strategy in keeping beef as a protein of choice for consumers, even in inflationary times.

MESSAGE FROM THE CHAIR

“**Headwinds included significant freight increases, reduced vessel allocation space in the Canada-Asia corridor and supply chain disruptions.**



In addition, the Canadian Beef Information Gateway (Gateway) is a timely initiative to ensure beef remains a family favorite as higher costs for food, fuel and power weigh on household budgets. The Gateway educates and inspires consumers to choose beef for all occasions, and does this in a digital format that aligns with current consumer behaviour and preferences for information.

Canada’s 2021 beef exports were up 20% in volume and up 37% in value from last year. This is the second highest year for export volumes on record (with 2002 being the highest). By value, 2021 was a record year, Canfax reported.

As exports of Canadian beef soared, Statistics Canada 2021 data showed declines in both total beef consumption and per capita beef consumption.

The Canadian retail demand index was 120 (2000=100) in 2021, 3% lower than the 124 reported in 2020.

The decline in per capita consumption, combined with a 2.1% increase in deflated prices, resulted in the lower retail beef demand index. Still, demand for beef has remained strong since 2014 and is comparable to the demand seen in the 1980s, Canfax reported.

Headwinds included significant freight increases, reduced vessel allocation space in the Canada-Asia corridor and supply chain disruptions. Indirect impacts related to Russia’s invasion of Ukraine are possible and could increase costs for energy, fertilizer and feed. While China remained closed to imports of Canadian beef at fiscal year end, a reopening of that market to the traditional mainstay beef products would place an additional strain on beef prices here at home.

Canada Beef has done a tremendous job of navigating another turbulent year on behalf of Canada’s beef producers.

The drive to use producer funding efficiently extended to operational space. Canada Beef initiated a plan to reduce its operational footprint in the Calgary and Mississauga offices to remain fit for purpose through the pandemic. The move will result in a significant cost savings that can be redirected to programming or other needs as identified. This is a good example how the Canada Beef leadership team is focused on ensuring the maximum value for producer dollars.

Additional renovations to the Canadian Beef Centre of Excellence studio will ensure the facility continues to play a key role in communicating the Canadian Beef Advantage across digital platforms to consumers, students and meat professionals worldwide.

Canada Beef will continue to collaborate with the beef value chain to ensure markets and products are prioritized appropriately 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 Marketing Committee and I look forward to continued success for Canadian beef in domestic and international markets.



Mike Kennedy,
Chair, Market Development and Promotion Committee

MESSAGE FROM THE PRESIDENT: Michael Young *President, Canada Beef*



“**Canada Beef’s emphasis on the versatility of value-cuts of beef and enhanced consumer awareness about proper preparation methods was insightful and timely. The team developed recipes and merchandizing solutions for retailers and we will continue to bring strategies and solutions forward to keep beef on the table.**

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 Annual Report 2021-2022.

Canada Beef continued to adjust tactics in the 2021-2022 fiscal year in response to the ongoing global pandemic and the emergence of the highly contagious Omicron variant that further challenged industry recovery. At the same time, chronic issues in the domestic market around labour, infrastructure, transportation and inflation further pressured rising input costs while extreme weather limited feed availability.

Additional uncertainty arrived in December when despite Canada’s Negligible Risk status, a handful of international markets temporarily suspended imports of Canadian beef following the detection of a case of atypical bovine spongiform encephalopathy (BSE). While the majority of this market access resumed in January, progress in China remained stalled at fiscal year end. Despite the loss of access to China, beef exports from January to March 2022 were up 10% in volume and 40% in value from last year, indicating that other markets had more than made up for the decline in the wake of 2021’s record setting exports.

Few could have predicted that the world would face a threat more ominous than the pandemic. The war in Ukraine raised legitimate concerns about global food insecurity and the impact to vulnerable populations. Russia and Ukraine account for about 30% of global wheat exports, and are major producers of other grains and oilseeds. Global grain shortages will lead to supply disruptions for food and feed grains, and rising prices will affect populations most vulnerable to food insecurity.

Here at home, escalating inflationary pressures added to existing challenges that, along with strong international demand for beef, kept prices for animal protein aloft for the fiscal year. In March, Canada’s inflation rate hit a 31-year high of 6.7%. Canada’s Consumer Price index for March 2022 confirmed prices for food from stores increased by 8.7% over the same period last year, consumer packaged goods increased by 9.2%, and meat increased by 10%.

Strong global demand, driven by international consumers outbidding domestic consumers for Canadian beef, contributed to a record year of exports on a volume and value basis. This increased beef demand also played a role in the decline in total beef consumption and per capita beef consumption reported in Statistics Canada’s 2021 consumption data. Retail beef

MESSAGE FROM THE PRESIDENT



prices, already pushed higher due to supply chain pressures and food inflation, faced additional pressures as robust exports and lower imports together resulted in less beef available for purchase in the domestic market.

Canada Beef’s emphasis on the versatility of value-cuts of beef and enhanced consumer awareness about proper preparation methods was insightful and timely. The team developed recipes and merchandizing solutions for retailers and we will continue to bring strategies and solutions forward to keep beef on the table.

Canada Beef launched the first phase of the Canadian Beef Information Gateway (Gateway) to small or independent retailers in January 2022. This initial Canadian Beef branded version of the Gateway gained traction with early adapters and drove demand for our innovative point of purchase (POP) toolkits that support implementation. Uptake of the toolkits has been steady and we look forward to the continued growth of this innovative resource.

Work continued on future phases of the Gateway, which will feature co-branded partnerships with national retail banners that incorporate customizable content. You can read more about the Gateway’s progress page 11 of this report.

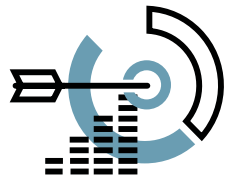
Other firsts delivered this fiscal include the initial Canadian Beef Means Business webinar for meat industry professionals. Launched in October, the hour-long live webinar provided an insightful look at the Canadian beef retail landscape, and presented the latest information, analysis and innovation in the Canadian beef industry.

Canada Beef introduced The Retail Market Intelligence Report (RMIR) for grocery retailers currently subscribed to NielsenIQ. The RMIR’s monthly and quarterly reports provide value-added information to support the development and growth of the domestic beef category.

The first Canada Beef Nutrition Expert Advisory Committee was established. The committee consists of six core committee members who are supported by six subject matter experts. Each expert represents an area of expertise relevant to specific Health and Nutrition portfolio project areas.



MESSAGE FROM THE PRESIDENT



55 PROJECTS
SUPPORTING 27 COMPANIES

Canada Beef adjusted programs and services to meet the evolving needs of the international marketplace. In total, 55 Export Market Development partner projects supporting 27 different companies targeting nine different export markets were completed during the fiscal year.

The global marketing team developed digital resources to support an understanding of the Canadian beef supply chain and the value proposition amongst buyers in global markets. Research was completed to acquire a fresh perspective about buyer and consumer trends. This intelligence ensures Canadian cattle and beef industry competitiveness, and a strong return on investment from Canada Beef.

Canada Beef adjusted programs and services to meet the evolving needs of the international marketplace. In total, 55 Export Market Development partner projects supporting 27 different companies targeting nine different export markets were completed during the fiscal year.

Consumer and digital marketing delivered outreach initiatives on sustainable production and the health and nutritional aspects of beef to key audiences over numerous platforms. Marketing initiatives shifted focus to meet the needs of consumers cooking at home.

Canada Beef developed and curated a robust library of YouTube videos with topics ranging from how to cook a steak, to beef’s nutritional benefits, to guest lectures on beef’s sustainability story.

The Canadian Beef Centre of Excellence (CBCE) met its target of 500 videos this year, which works out to two videos per working day. This is another demonstration of the efficient and effective use of the CBCE as a productive space.

The results for the 2022 Canada Beef Global Stakeholder Satisfaction Survey are on page 38 of this annual report. We appreciated the stakeholder participation in the survey again this year.

While the global pandemic continued to challenge our ability to fully implement and deliver programs and services, the

feedback from survey respondents ensures meaningful improvements will be made to Canada Beef’s programs, services and activities as we strive to increase satisfaction levels for all stakeholders.


The March 2022 independent analysis of the economic benefits from the Canadian beef cattle check-off delivers transparency and accountability back to producers.

The study reported that on a five-year average from 2015-21, domestic marketing (including the import levy) resulted in a benefit cost ratio (BCR) of \$15.4. The study also found export market promotion expenditures across all categories of marketing have had far greater benefits than costs.

Canada’s beef cattle check-off BCR is \$13 for every dollar invested in marketing, research and promotion (13:1). Had there been no Canadian check-off funded domestic marketing activities, domestic beef demand would have been 9.1% lower than it actually was, the study found.

Canada Beef’s commitment to the responsible use of check-off funds will continue in the 2022-2023 Investment Plan.

The goal for Canada Beef is to address the challenges of the pandemic and find or create the market opportunities that can come from change that will set it apart from its competitors and provide the maximum benefit for Canadian cattle producers and other stakeholders.


Michael Young,
President, Canada Beef

GLOBAL MARKETING

Canada Beef’s strategic priorities for Global Marketing include the development of marketing and technical resources to establish a platform for communicating the Canadian Beef Advantage and to support differentiation from competitors, to enable industry partners to grow their volume and/or increase value.

CANADIAN BEEF INFORMATION GATEWAY

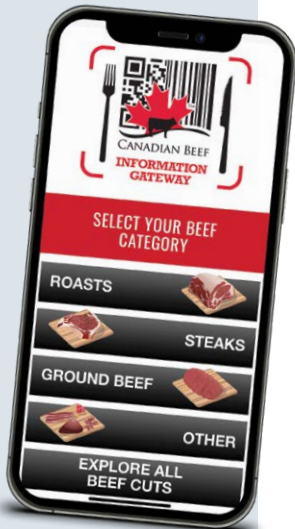
A new database driven platform for the Canadian Beef Information Gateway (Gateway) provides enhanced capabilities that include automation of content creation to reduce manual labour; automatic translation; a system to enable partners to manage their own Gateway editions; and incorporation of capabilities to support electronic coupons and promotions.

An estimated 400 recipes were prepared for inclusion in the Gateway. Nutritional information from laboratory testing and nutrient databases was compiled for all recipes and 75 beef cuts. Studio photography and videography was commissioned for raw cuts and finished dishes in recipes. Gateway content related to cooking methods, storage and handling, beef quality and grading was developed.

The first phase, Canadian Beef edition of the Gateway was created for smaller retailers and those looking for easy to implement solutions.

Partner editions of the Gateway were developed for major retailer banners in preparation for pilot launches. Pilot content included materials for a major producer-owned beef brand as well as retailer beef brands.

Presentation and customized animations were created for national retail banners to help communicate Gateway partnership opportunities.



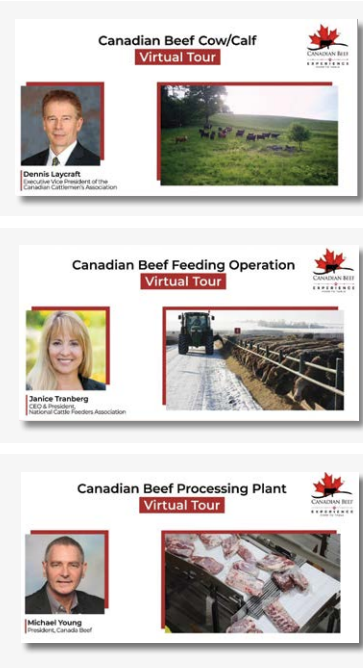
CANADIAN BEEF ADVANTAGE RESOURCES

CANADIAN BEEF AND CATTLE PRODUCTION VIRTUAL TOUR (GLOBAL TEMPLATE)

English language editions of the Canadian Beef Experience virtual tours for cow-calf, feeding operations as well as beef processing plants were developed.

The tours included animated content along with photos, video and audio contributed by industry partners as well as senior management of national industry associations. Scripts of the tours were translated for use in Japan, Mexico, Taiwan, China/Hong Kong, Vietnam and South Korea. Incorporation of translated scripts and public release of the virtual tours will occur in 2022-2023.

The virtual tours were also utilized to create courses related to each of the three featured sectors on the Canadian Beef Centre of Excellence learning solutions platform. As well, a customized virtual packing plant tour was created with a packing plant partner, who distributed the virtual tour to their customers.



CANADIAN BEEF QUALITY ASSURANCE RESOURCES

Approximately 25 Canadian Beef Advantage animated vignettes were created in English to highlight key aspects of the supply chain, attributes of Canadian beef as well as industry and government organizations that provide regulatory oversight.



GLOBAL WEBINAR SERIES CONTENT

The global template for Canadian Beef Advantage webinars was updated with new graphical content.

CANADIAN BEEF GLOBAL MARKETING MATERIALS

English templates for case dividers, glass clings, danglers, and tent cards were created for use in retail stores. Point of purchase (POP) resources featured QR codes to provide a linkage to the Gateway. Development of the translated POP will occur as the Gateway editions are created in key markets for Canadian beef next fiscal year.

RESEARCH

CANADA BEEF GLOBAL BRAND VISUAL IDENTITY AND POSITIONING

A study of brand messaging utilized by Canadian beef’s major competitors in common key export markets helped to inform global brand position development for Canadian beef.

A new tagline approach to communicate more clearly the value proposition for Canadian beef was developed and validated through research with consumers in key export markets for Canadian beef. Brand guidelines for visual reproduction were developed.

COVID-19 RESPONSE

A survey research study examined approaches to support the foodservice industry and its recovery from COVID-19 relative to beef sales. In total 300 operators of restaurants were surveyed. The research will help to inform a recovery strategy for the foodservice sector in the next fiscal year.

A study of 100 Canadian restaurants was commissioned to determine the current merchandising of beef at foodservice and to support future COVID-19 recovery initiatives.

CANADA BEEF RETAIL MERCHANDISING STUDY

When COVID-19 prevented on-site visits for this study, retail scan data purchased from NielsenIQ provided beef sales information from major retail banners. Confidential reports

were produced which examined trends and opportunities in the primary beef categories (steaks, roasts, grinds, other) and were provided to participating retailers.

CANADIAN BEEF RESEARCH

Two attitudinal tracking studies surveyed more than 1K Canadian consumers to benchmark perceptions of Canadian beef quality and safety as well as measures related to future and historical purchases.

To explore opportunities to enhance the value of middle meats, a survey of 2K Canadian consumers used attitudinal measures as well as scoring of beef product images with varying levels of marbling and fat cover. The results indicated that further education on the contribution of marbling and fat cover to eating quality would be beneficial.

GLOBAL MARKETING ECOMMERCE STUDY

Research to examine trends and opportunities in ecommerce trade in meat products involved surveying 5K consumers from the U.S., Canada, Japan, China, and Mexico; in-depth interviews with ecommerce experts, and a market scan of ecommerce platforms relevant to beef sales.

MARKET INTELLIGENCE

The Market Intelligence Program expanded to include a new monthly Retail Market Intelligence Report as well as regular columns for the website of the Canadian Cattlemen industry magazine. Regular reporting continued via the Quarterly Domestic Intelligence Report, Monthly Global Market Intelligence Report, Monthly Canada Beef Trade Report and weekly Trade Headlines.

There was a 15% annual increase in individuals who received market intelligence reporting from Canada Beef. Readers of the online industry magazine generated approximately 333 unique page views per month.

JAPAN

Canada Beef’s objective for Japan is to create and deliver cost effective retail and foodservice promotions that will drive sales, increase brand awareness and expand product assortments in Japan.

RETAIL AND FOODSERVICE PROMOTIONS

IN-STORE

Canada Beef supported nearly 60 in-store sampling events for retailers from June to December 2021 to increase Canadian beef sales. All told, 20 sampling demonstrations took place with Belx in Tokyo, Saitama and Chiba, and another 36 with Kanehide in Okinawa.

Canada Beef participated in Costco Japan’s Canada Fair 2022 in FQ4, where Canadian beef was featured for the first time alongside other premium Canadian food and beverage products showcased at the event.

ONLINE

Canada Beef worked with distributors to run an online summer promotional campaign during the Tokyo Olympics in FQ2 that generated 800K social media views.

Canada Beef and Rakuten, the largest ecommerce company in Japan, ran a Canada Beef promotion in FQ4. Canada Beef investment in advertisements on the Rakuten main page and landing page optimization generated 330K views.

OTHER

In partnership with dinner cruise ship, Symphony, a Canada Beef fair ran from October 2021 to March 2022 to increase sales and brand awareness. More than 35K people participated on the cruise during the promotion.

TRADE SHOWS AND SPECIAL EVENTS

Canada Beef participated in the Japan Foodservice Association (JFA) Buyers Meeting in FQ3. This was the first time Canada Beef participated in the invite-only tradeshow. JFA is the largest foodservice association in Japan, with 800 member companies. More than 1.8K buyers visited the private tradeshow.

Canada Beef displayed Canadian beef products and distributed samples from a large booth at the Supermarket Trade Show in Markuhari Messe. The show received 43K visitors over the three days in FQ4. Canada Beef became a member of the National Supermarket Association of Japan (NSAJ), which organized the trade show.

At the Foodex Japan tradeshow, also in Markuhari Messe, Canada Beef hosted a large booth to display Canadian beef products and distribute samples. Canadian beef exporters participating at the booth included Ontario Corn Fed Beef (St. Helens and Cargill), JBS, and Montpak. The show received 34K food and beverage buyers over the four days in FQ4.

These same exporters joined Canada Beef at the Foodex Kansai regional tradeshow in FQ2 in Kansai targeting the west Japan market. The show received 11K food and beverage buyers over the four days.

At the Yakiniku Business Fair in Osaka, Canada Beef participated in the show for barbecue restaurant buyers that promoted barbecue cuts. Canadian beef exporters participating in the booth included Ontario Corn Fed Beef (St. Helens and Cargill) and Montpak. The show received 15K food and beverage buyers over the two days in FQ4.

The Foodservice Business Week tradeshow in Tokyo received 20K foodservice buyers, hotel chefs and restaurant owners over the two days in FQ3. Canada Beef and Canadian beef exporters participated at the booth.

Canada Beef partnered with regional distributor Oie Sangyou to present Canadian beef products at their online/offline private tradeshow in Kyoto, Osaka, and Tokyo. The January 2022 tradeshow attracted approximately 15K visitors.

CANADIAN BEEF EXPORT HIGHLIGHTS

Japan was Canada’s second largest beef export market by volume in 2021 at 11.5% market share. Beef exports at 58,149 tonnes and \$438 million in 2021 were up 29% in volume and up 44% in value from 2020.

MARKETING MATERIALS

Canada Beef developed and produced brand marketing and promotional materials to leverage the Canadian beef brand, and also distributed them to business/industry partners and aligned with end-user customers. Products included 500 Canadian Beef Advantage posters, 2.5M Canada AAA labels, 50K Canada Veal labels, 5K Canada Veal shelf talkers, 500 Canada Veal posters, 800 Canada Beef Course booklets, and 1K Canada Beef facemasks.

A monthly Canada Beef email newsletter launched in June 2021 reached 1.5K in-market customers and stakeholders.

ADVERTISING AND SOCIAL MEDIA

Canada Beef advertised in the Japan Meat Journal June 2021 issue, which included an interview with Canada Beef’s Senior Director about the organization’s programs. The publication reached 12K trade professionals and subscribers from meat importers and distributors, meat processing companies, meat stores, and department stores.

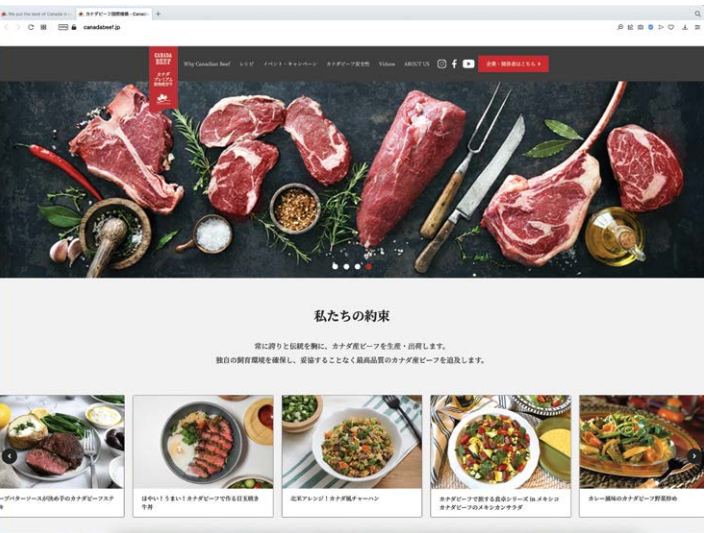
Canada Beef advertised in the leading meat industry newspaper and food magazine, Japan Daily Meat Livestock & Food Industry News, in July 2021. The issue included an interview with Canada Beef’s Senior Director introducing the organization’s programs. The publication reached 18.2K subscribers representing importers/ distributors, retail/ foodservice companies, and hotel chefs.

Canada Beef advertised with a popular lifestyle magazine, Mart, in November 2021 to promote the new Canadian beef offering of the Yakiniku beef pack at Costco reaching 140K readers.

Canada Beef partnered with leading industry publications, Meat Journal and Daily Meat & Livestock, in February 2022 to promote the Canadian beef grading system. Circulation of the Meat Journal was 12K and Daily Meat & Livestock was 18.2K.

Canada Beef posted 224 comments on the Japan Facebook, Instagram, and YouTube page this fiscal year. Total reach was 582K consumers. Retail campaigns and Canada Beef news were advertised on Facebook while Instagram focused on increasing consumer demand for Canadian beef.

Well-known cooking expert Misato Sugao was appointed a Canada Beef Ambassador. The ambassador developed and posted a recipe on her popular social media accounts every two weeks and generated a reach of 30K viewers.



The Canadian beef Japan website was upgraded to better meet the needs of trade partners and consumers. New users reached 19K and page views reached 66K during the fiscal period.

TRAINING AND EDUCATION

Canada Beef developed a video in December 2021 to support Canadian beef education for trade customers and stakeholders. The video includes lectures and demonstrations and will be distributed at demand building events and through distributor education programs.

More than 40 media and influencers participated in the two-hour Canada Beef Seminar at Nadia in FQ3. The seminar included an overview of the Canadian beef industry and marketing services available to end-user customers, followed by a cooking demonstration and tasting presented by a well-know cooking expert.

In FQ4 Canada Beef conducted 10, two-hour Canadian beef webinars/seminars for more than 100 end-user customers. Approximately 3.5K viewers watched the recordings. Canada Beef along with the Federal Meat Academy (FMA) provided Canadian beef courses to culinary college students in FQ3. Twelve classes were conducted across the three culinary colleges and more than 500 students attended. Each three-hour class began with a presentation by Canada Beef, followed by a Canadian beef cutting demonstration and tasting presented by FMA.

SOUTH KOREA

Canada Beef’s objectives for South Korea are to further the development of retail and foodservice channels, support marketing opportunities and education programs for Canadian beef and work with supply partners to maximize market development opportunities for Canada’s quality beef grades.

RETAIL AND FOODSERVICE PROMOTIONS

IN-STORE

A unique restaurant and retail shop called LONG WEEKND opened in January 2022. Canada Beef held a joint promotion at LONG WEEKND, the only Canada-themed restaurant and retailer in Korea. In total, 500 Canada Beef giveaways were distributed to customers who purchased Canadian beef.

Seleojung Steak Houses restaurants promoted Canadian beef at seven locations in December 2021. The promotion included 2K Canada Beef mini flags and 2K table covers, and 100 Canada Beef giveaways distributed to customers who ordered Canadian beef.

ONLINE

Cattle Farm, a strategic partner of Canada Beef, expanded its product distribution to end-user consumers through their online space. More than 25K Canada Beef labels and 500 Canada Beef giveaways were distributed to customers who purchased Canadian beef during the campaign in FQ4.

Two Serial Gourmet restaurants extensively advertised Canadian beef on their social media for a month in March 2022. Approximately 100 Canada Beef giveaways were distributed to customers who ordered Canadian beef.

Canada Beef and ecommerce partner SongchuGamaGol ran a Canadian beef promotion in March 2022. Canada Beef invested in advertising on its main page and landing page optimization, with 100 Canada Beef giveaways distributed to customers who purchased Canadian beef.

CANADIAN BEEF EXPORT HIGHLIGHTS

South Korea was Canada’s sixth largest beef export market by volume in 2021 with 2.5% market share. Beef exports at 12,888 tonnes and \$117 million in 2021 were up 90% in volume and up 160% in value from 2020.

TRADE SHOWS AND SPECIAL EVENTS

Canada Beef secured a booth at Seoul Food & Hotel in July 2021, the largest food and beverage trade show in South Korea. In addition to a display of Canadian beef products at the booth, Canada Beef distributed marketing materials to attendees. Approximately 13K buyers visited the show over four days.

ADVERTISING AND SOCIAL MEDIA

Canada Beef advertised in the autumn edition (September 2021) of Meat Journal - a meat industry magazine with 8.5K subscribers. The advertorial included information on Canada Beef marketing programs and services, export market development (EMD) program, and updated supplier directory.

An advertisement also appeared in the autumn edition (September 2021) of Hotel & Restaurant - a leading foodservice magazine with 25K subscribers. The advertisement included information on Canada Beef marketing programs and services, EMD program, and a newly launched Instagram.

Canada Beef engaged with a leading online food industry publication, Newsprime, reaching 15K readers in FQ3. This advertisement included an interview article with the Canada Beef leadership introducing EMD programs. An article introducing Canada Beef marketing programs and services was published in both FQ3 and FQ4.

Canada Beef partnered with Foodicon, a leading food industry publication, to advertise the Canada Beef grading system along with articles introducing Canada Beef marketing programs and services in FQ4.

TRAINING AND EDUCATION

Canada Beef partnered with culinary facility Chungbuk Provincial College in FQ3 to provide Canadian beef merchandising and education classes for students. Six classes were organized and 15 students participated in each class. Each three-hour session at the college included a presentation explaining the Canadian Beef Advantage and Canada Beef merchandising/ cooking demonstrations.

CHINA & HONG KONG

Canada Beef’s objective for China and Hong Kong is to develop business relationships with retail and foodservice operators best suited for Canadian supply partner execution and ability.

RETAIL AND FOODSERVICE PROMOTIONS

IN-STORE

Canada Beef supported a Canadian Chilled Beef Promotion with Marae Supermarkets in Hong Kong in FQ1. Four of Marae’s high-end supermarkets featured six Canadian beef cuts supported by marketing materials, online communications, in-store butcher cutting demonstrations and cooking and tasting events. Sales of Canadian beef increased 324%.

A foodservice promotion with Moorigins at 20 different locations in China achieved positive feedback from the business partner. More than 130K pieces of Canadian beef steak sold, which represented a 40% increase in sales for the promotional period.

A second Canadian beef promotion with Moorigins in Lanzhou in FQ4 supported the grand opening of a new location in the northwest part of China. A media campaign that included point of sale materials (POSM), social media posts and influencer video posts achieved over 1.9M views. Moorigins sold nearly three tonnes of Canadian beef from this new location during the promotion.

A Canadian Beef Fair in select YATA Supermarket stores in Hong Kong promoted Canadian chilled beef. The retail promotion involved eight YATA stores supported via in-store POSM and online media. Sales of Canadian beef grew by 458% during the promotional period.

CANADIAN BEEF EXPORT HIGHLIGHTS

Mainland China was Canada’s fourth largest beef export market by volume in 2021 with 4% market share. Beef exports at 20,045 tonnes and \$193 million in 2021 were up 92% in volume and up 90% in value from 2020.

Hong Kong and Macau together were Canada’s seventh largest beef export markets by volume in 2021 with 1.6% market share. Beef exports at 8,111 tonnes and \$75 million in 2021 were down 43% in volume and down 31% in value from 2020.

A second promotion with YATA Supermarkets in FQ4, at select stores in Hong Kong, featured chilled beef supported by in-store POSM and online marketing. Online posts reached about 460K consumers and sales increased 59%.

A Canadian chilled beef promotion with select City Super stores in Hong Kong featured four different cuts of beef. The promotion increased sales of Canadian beef by 75% compared with the non-promotional period.

In-store cooking demonstrations and product sampling contributed to a successful retail promotion with Wushang Supermarkets, one of the largest local chain supermarkets in Hubei province. More than 700 packs of Canadian beef sold during the promotion held at three locations in Wuhan in FQ3.

ONLINE

Canada Beef supported two online promotions with leading ecommerce platform Dingdong Fresh. Canada Beef produced a promotional beef label particularly for Chinese customers to support the Canadian beef launch in Shanghai and nearby cities. As result, two Canadian beef products became the top two sellers in the meat category and went on to be available to buy in 29 cities within one month of the FQ3 promotion.

For the second online promotion with Dingdong Fresh, Canada Beef provide retail-label packaging materials, which helped sales soar in 32 cities across China. Canadian beef sales reached C\$1.36M, with a sales volume increase of over 30%, due to the FQ4 promotion.

Canada Beef conducted a promotion with importer Million Far East and HKTV Mall, the largest online shopping mall and the most commonly used ecommerce platform in Hong Kong for food and beverage. The live broadcast showcased Canadian Prime and AAA cuts with cooking demonstrations. Nearly two tonnes of beef sold during the show in the FQ4, while online advertisements and social media posts reached over 500K consumers.

CANADA BEEF INTERNATIONAL : China & Hong Kong

CANADA BEEF INTERNATIONAL : China & Hong Kong



TRADE SHOWS AND SPECIAL EVENTS

Canadian beef products were part of a cooking demonstration and product sampling/tasting activities at the SIAL Food Show in Shanghai in FQ1, which attracted over 146K attendees. Local representatives of the five main importers of Canadian beef participated at the Canada Beef booth, which generated more than 80 new business leads and 100 business meetings.

Canada Beef shared a booth with Canada Pork at the 19th China International Meat Industry Exhibition (CIMIE), organized by the China Meat Association and International Meat Secretariat. CIMIE Qingdao 2021 attracted more than 54K visitors, 38% from meat production and processing companies, and 31% from retail, foodservice and trading companies.

Canadian beef products were on display at FHC China 2021, with a cooking demonstration and product samples offered. Five Canadian beef suppliers had their local representatives participate in the booth. The show attracted over 87K attendees and more than 100 client meetings took place at the booth during FQ3.

Canada Beef and FAN Culinary Education hosted an online culinary workshop featuring Canadian beef applications for foodservice. The 3.5- hour live-streaming event attracted over 1.5K participants and viewers, and received excellent feedback from Canadian beef local partners, foodservice professionals and meat purchasers.

MARKETING MATERIALS

Canada Beef developed point of sale display signage for Hong Kong retail partners that featured images of premium Canadian beef cuts, as well as cattle and scenic/environmental images. Signage was also created to identify brand license partners and end users like retail stores and foodservice to enhance the Canadian beef brand exposure among the industry, retail and foodservice sectors in the Mainland China and Hong Kong markets.

Promotional materials for the China and Hong Kong markets were made available in both traditional and simplified Chinese. These resources included: Canadian Beef Advantage booklets (2K); Canadian Beef Supplier Directory (2K); Canadian Beef pull up banners and foam boards (116); brand logo stand (60); Canadian beef stickers (970K); and posters (500).

ADVERTISING AND SOCIAL MEDIA

A Canadian beef grading advertisement released in China and Hong Kong markets in FQ4 aimed to enhance the knowledge of top Canadian beef grades among traders and end users of both markets. In China, the advertising was shared via Meat International Group's official WeChat account as tailor-made content. In Hong Kong, the advertising was e-blasted in an electronic direct mail format via Informa Markets to their client base, which is based on the HOFEX tradeshow. The advertising reached more than 100K trade professionals in both markets.

Canada Beef continued to update the content on its official social media accounts on WeChat and Weibo. At fiscal year end, 88 posts on WeChat and 170 tweets on Weibo had been created. Views reached more than 250K people. WeChat followers reached nearly 15K, and Weibo followers reached almost 20K people. Social media is one of the important communication channels and it helps to support, maintain and enhance Canadian beef awareness and presence in the market.

Canada Beef launched a social media campaign in Hong Kong to communicate the Canadian Beef Advantage and promote Canadian beef via social media key opinion leaders or influencers. Three influencers promoted selected Canadian beef products via Facebook and Instagram posts that reached more than 20K users and received 1.8K likes.

TRAINING AND EDUCATION

In partnership with EFUN Culinary School, Canada Beef hosted a two-day Canadian beef professional class program in Shanghai, that provided beef cutting and cooking training for professional chefs. A total of 36 professional chefs and two meat traders attended the sessions. Canadian beef traders believed the training gave them a deeper understanding of Canadian beef and assisted them in introducing the products to foodservice customers.

Canada Beef held a culinary workshop for the Jiumaojiu (JMJ) Group, one of the largest food service groups in China and owner of six well-known catering brands with more than 400 stores in China. The workshop introduced Canadian beef attributes and advantages and demonstrated recipes developed for restaurant brands under JMJ Group; 15 senior participants attended the workshop.

Canada Beef delivered a culinary training session for the Marriott Group hotel chefs in Hangzhou. A total of 45 executive chefs and executives from Marriott Group hotels participated. Canada Beef presented the Canadian Beef Advantage and a professional chef demonstrated the versatility of three beef cuts. This training opportunity established a connection with Marriott's chefs, group operations team, and food and beverage management team, to introduce Canadian beef into the company's menu.

TAIWAN & SOUTHEAST ASIA

Canada Beef’s objectives for Taiwan and Southeast Asia include retail and foodservice channel development, support marketing opportunities to promote Canadian beef quality grades, and maximize market development opportunities with supply partners that contribute to volume and value growth.

RETAIL AND FOODSERVICE PROMOTIONS

IN-STORE AND ONLINE

Canada Beef worked with a Canadian beef supplier to launch a wholesale concept with the retail chain Landers. Canada Beef held two promotions; a summer campaign in FQ2 produced a sales increase of 44% in-store, and 33% online, while a winter campaign in FQ3 saw sales increase 61% in-store and 5% online. Posts on SNS platforms reached over 140K readers and collaboration with social influencers reached over 200K viewers.

PHILIPPINES

Along with the luxury hotel Sofitel Hotel Philippines, Canada Beef organized a month long Canadian Beef promotion in March 2022. Menu offerings featured Canadian beef and seafood and targeted the premium niche market audience. The campaign aimed to increase awareness of Canadian beef’s advantages as a high quality food product. Canadian beef cuts featured in the promotion included AAA Ribeye, Short plate, and Tenderloin. Estimated sales were 2.7K kgs and sales increased 12% compared to the non-promotion period. SNS posts reached over 40K viewers.

VIETNAM

Canada Beef worked with TD Food to promote Canadian beef in key retail stores VinMart and AEON in Vietnam from FQ2 to FQ4. The campaign featured in-store sampling, point of sale materials as well as strategic newspaper advertisements in select Vietnamese e-news platforms to generate over 400K views. TD Food also placed Google advertisements to encourage visits to their online store.

In conjunction with the Canadian Embassy, Canada Beef partnered with specialty meat shop HomeFarm to host a two week retail promotion at 50 HomeFarm outlets throughout Vietnam in December 2021. Featured products included AA chuck top blade and short plate.

Canada Beef collaborated with leading food service company Golden Gate Corporation to promote Canadian beef at two of their barbecue restaurant banners: SUMO BBQ and Kpop. Canada Beef targeted 16 outlets in Hanoi in March 2022. Advertisements were placed on SNS platforms, two video clips were created to

boost the promotion, flyers and SMS were sent to households and over 200K registered foodservice members. Total SNS posts reached over 16M viewers. Sales increased 14% compared to non-promotional periods.

TAIWAN

Canada Beef partnered with western style restaurant The Diner in Taiwan to launch a Canadian beef burger menu in four restaurant locations and sell Canadian beef burger patties in their online store from August to October 2021. Besides posting on SNS platforms, the campaign also partnered with key opinion leaders to further reach potential audiences. SNS reached over 400K viewers. Sales increased 30% compared to non-promotional months.

Canada Beef aligned with retail partner City’Super to conduct a two-month long promotion to launch a new store in FQ4. City’Super Taiwan brings in chilled Prime and AAA grades of Canadian beef products such as Ribeye, Tenderloin, Striploin, Short Ribs, Chuck Top Blade, and Short Plate to satisfy their affluent shoppers. In total, 11 in-store samplings were conducted with very positive feedback.

Canada Beef partnered with luxury hotel Marriott Hotel Kaohsiung City to host a Canadian food event from February 20 to March 20, 2022. Ten dishes were made with select Canadian beef cuts and served in the Marriott hotel buffet restaurant while Canadian AAA Ribeye and Striploin were featured at their Steakhouse/Teppanyaki restaurant. A press launch was held with coverage from 12 mainstream TV media, and 12 newspaper/digital media. The hotel also hired two social media influencers to feature their dining experience at the buffet restaurant and steakhouse. Podcasts were also used to promote the event on four platforms. In-house point of sale materials as well as electronic direct messaging were distributed in the hotel.

TRADESHOWS AND SPECIAL EVENTS

The Taipei Food Show, postponed to December 22-25, 2021 and subject to pandemic travel restrictions that prevented foreign visitors from attending the show, still attracted 30K local Taiwanese visitors. Canada Beef brought new brand image and marketing resources to the trade show in Taipei. Over the four-day show, approximately 120 visitors came to the Canada Beef booth.

CANADIAN BEEF EXPORT HIGHLIGHTS

Southeast Asia (including Taiwan) was Canada's fifth largest beef export market by volume in 2021 with 3.5% market share. Beef exports at 17,888 tonnes and \$111 million in 2021 were up 70% in volume and up 73% in value from 2020. Canadian beef exports to Taiwan at 1,339 tonnes and \$14 million in 2021 were down 40% in volume and down 25% in value from 2020.



Three new frozen beef business opportunities were created to further drive high value Canadian beef to the Taiwan market.

Canada Beef developed and produced brand marketing and promotional materials to leverage the Canadian beef brand, and distributed the materials to business/industry partners aligned with end-user customers.

MARKETING MATERIALS

Canadian Beef Handbooks were translated and produced in Mandarin and Vietnamese in March 2022. This book is highly requested by buyers and distributors as it contains full information about Canadian beef and important information such as shipping and logistics.

The website Canadabeef.tw has a brand-new look and is now packed with many more functions and information for Taiwanese consumers and partners. The new look is an extension of Canada Beef main website (canadabeef.ca) and Canadian Beef Performs site (cdnbeefperforms.ca). New information sections include Health and Nutrition, and Cooking Know-how, where visitors can have access to nutrition fact sheets, beef cooking techniques, storage tips, and recipes as well as an exclusive section for Canadian beef business partners.

ADVERTISING AND SOCIAL MEDIA

Three Canadian beef grading advertisements were placed in selected platforms in Taiwan (Import and Export Magazine), Philippines (F&B magazine) and Vietnam (Food & Hotel Vietnam) to potentially reach new buyers, end users and raise interest in Canadian beef. The advertisements ran in FQ4 and are estimated to have reached over 30K viewers.

The Canadian beef SNS platform for Taiwan and Southeast Asia has new content added weekly with beef news, recipes and where to buy information to direct sales to our partners. Follower rate has increase 20% from the previous year. In May 2021, Canada



Beef also launched Canadabeefasia Instagram for Southeast Asia viewers. The follower rate in Taiwan is 709 and Southeast Asia 341, with a total reach of over 300K viewers.

Canada Beef partnered with Vietnamese influencer chefs to leverage their followers and to promote high quality Canadian beef in late December 2021. Camping has become very popular in Asian markets during the pandemic, so much so that cooking outdoors is one of the top trending outdoor activities. Canada Beef worked with two different style chef influencers to target outdoor cooking – which included a western style steak and festive outdoor menus for Christmas season. Total views of three Facebook videos reached 14.8K views, gained 276 likes, and received over 100 comments discussing Canadian beef.

In conjunction with the Embassy of Canada, a Canadian beef promotion was hosted at specialty meat store HomeFarm. The Facebook livestream audience was connected to the retailer, and encouraged to try the recipes they were viewing online at home - by purchasing Canadian beef from the HomeFarm retail store.

TRAINING AND EDUCATION

Canada Beef partnered with the World Food Expo (WOFEX) team in the Philippines to host a Canadian beef webinar in FQ3, which targeted industry buyers, distributors, end users as well as general consumers. Webinar content focused on introducing Canadian beef quality and its attributes. Filipino-Canadian chef Sandy Daza co-hosted the webinar. Canada Beef also worked with social influencer Chef Raggie to create a Cook with Canadian beef video featuring four Canadian beef recipes. The videos were also aired on both the Canadian Embassy and WOFEX social platforms, as well as Canada Beef’s Southeast Asia Instagram to further expand the audience reach. The webinar attracted over 700 people participating and watching online; while the four cooking with Canada Beef videos reached 60K viewers on SNS platforms.

MEXICO & LATIN AMERICA

Canada Beef’s objective for Mexico and Latin America is to grow value and sales volume, support current sales and foster beneficial working relationships with Canadian beef supply partners in Mexico.

RETAIL AND FOODSERVICE PROMOTIONS

IN-STORE

Canada Beef partnered with a number of retailers to deliver co-branded, in-store weekend product sampling promotions. The promotions took place in FQ1, FQ2 and FQ4, respectively, as follows:

- El Florido: 10 outlets in Ensenada and Mexicali yielded a 50% year-over-year (YOY) volume increase.
- Chef’s Choice: two outlets in Garza Garcia Nuevo Leon resulted in 10% incremental sales growth.
- Carnes Premium XO: A grand opening at a new store in Monterrey resulted in brand awareness and incremental sales growth.
- HEB Supermarket: five outlets in Monterrey resulted in brand awareness and incremental sales growth.

Canada Beef partnered on a number of retail promotions that featured on-site educational classes, Canadian beef signage, display case point of sale marketing, cutting demonstrations, digital billboard advertising, in-store videos, marketing materials, beef grading materials, and training. The retail promotions ran in FQ2 and FQ3, respectively, as follows:

- HEB Supermarket: seven outlets in Monterrey, Saltillo and Queretaro achieved increased awareness in grading equivalences.
- Carnes Premium XO: one outlet achieved a 30% YOY volume increase.

Canada Beef partnered on a number of food service campaigns that supported nationwide on-site promotions conducted by influencer chefs; and the local hotel, restaurant and institutional (HRI) foodservice sector through events in local venues, menu collaboration, and recipe development. Examples include:

- #KitchenTakeOver with Sigma Foodservice and Master Chef Carlos Leal: five events with different restaurants in Guadalajara, Oaxaca, Guanajuato, Puerto Escondido and Mexico City from FQ1 to FQ4 resulted in a 25% YOY

- volume increase (June 2021 to February 2022).
- A Celebrity Chef’s new restaurant in Monterrey resulted in incremental beef sales.
- A Restaurantes Azul reactivation event in Xalapa resulted in increased brand awareness.
- A Carnes Premium XO beef-cutting demonstration in Saltillo for 30 customers in FQ4 resulted in a 30% YOY volume increase.
- Sigma Foodservice Cancun held a grilling event for 100 people and sales staff training in FQ4, which resulted in increased brand awareness and a 25% YOY volume increase.

ONLINE

Canada Beef participated in a number of online campaigns to promote distributor apps, ecommerce platforms, restaurants with Canadian beef in their menu offerings, and displays featuring Canadian beef cuts with suggested preparations and recipes. The campaigns deployed between FQ1 and FQ4 as follows:

- #SheCooks with Carnes Premium XO: four nationwide livestreams reached 1.47M people.
- Chef CecyGon held three live streaming events focused on underutilized beef cuts, achieving 461K views.
- Twelve Radio broadcasts in Monterrey and podcasts with different distributors, chefs and influencers reached 1.08M listeners through radio and podcasts.
- Butcher’s Lab restaurant: nine videos with beef cutting demonstrations reached more than 535K views.



CANADIAN BEEF EXPORT HIGHLIGHTS

Mexico was Canada’s third largest beef export market by volume in 2021 at 4.6% market share. Beef exports at 23,396 tonnes and \$192 million in 2021 were up 54% in volume and up 81% in value from 2020. Canadian beef exports to Latin America and the Caribbean (excluding Mexico) at 2,938 tonnes and \$6 million in 2021 were down 20% in volume and 7% in value from 2020.

TRADE SHOWS AND SPECIAL EVENTS

Trade Show participation was not possible in 2021 due to ongoing pandemic restrictions.

The Canada Beef virtual boutique is a 3D platform that offers visitors information on Canadian cuts and provides a full walk-in and browsing experience. It is a highly effective tool for generating traffic to distributors’ ecommerce stores. The mobile interface delivered 18.8K interactions.

Canada Beef and distributor CAFISON participated in Vallarta Nayarit Gastronomica, one of the top culinary festivals in Latin America. Michelin Star Chefs Diego Gallegos from SOLLO restaurant in Spain, and Carlos Gaytan from Tzucu Restaurant in Chicago prepared two Canadian beef cuts during the event in FQ3. Approximately 12K attendees generated international brand awareness across different distribution channels through domestic and international media, private TV show through Gastrolab, Food and Travel Magazine publications, press conferences and a seminar/beef cutting workshop.

ADVERTISING AND SOCIAL MEDIA

An insertion about Canada’s beef grading system was placed in Foodservice Magazine’s February 2022 issue, with a circulation of 80K printed copies, and 150K email copies.

A two page insertion that featured Canada Beef’s services and distributor contact information appeared in specialized trade newspaper Pura Carne in El Norte (April 2021) with a circulation of 165K copies plus digital distribution.

Social media saw significant growth across all platforms. Outcomes included more than 10M video and post views, plus 12M accounts reached. Strategic partnerships helped share and promote co-sponsored initiatives. Social platforms became one of the main sources for referral to the webpage.

158.5K FOLLOWERS,
25% YOY INCREASE

5.6K FOLLOWERS,
123% YOY INCREASE

42K FOLLOWERS,
47% YOY INCREASE
8M ACCOUNTS
REACHED
165K ACCOUNTS
ENGAGED

1.7K FOLLOWERS
4,263 LIKES

1.6K FOLLOWERS

TRAINING AND EDUCATION

Canada Beef developed cooking videos designed to educate end-consumers about Canada’s high quality beef grades and standards. The #SheGrills campaign generated 10 videos that resulted in over 240K views.

Canada Beef along with the Canadian Government delivered virtual Comecarne Interactive Border Seminars. The seminars focused on training industry segments and value chain leaders/ players in Mexico about Canadian beef. There were approximately 1.7K virtual registrations.

Canada Beef provided a beef-cutting demonstration and seminar for CANACINTRA in Saltillo with 60 guests in attendance.

Training events such as a beef cutting and demand/Canadian Beef Advantage seminar were held with a number of distributor clients. Approximately 150 Beef & Veal Handbooks were distributed to various sales staff in the fiscal year.



EMERGING MARKETS

Canada Beef supports emerging market development opportunities as needed in the export marketplace.

EMERGING MARKETS

Emerging Markets include countries in Europe and the Middle East as well as other countries not covered by Canada Beef’s international offices. Seven separate Canadian beef marketing initiatives were undertaken by the Emerging Markets strategy in the 2021-22 fiscal year.



Canadian AAA beef promotions were held at all four Costco locations in Spain.

GOVERNMENT TRADE COMMISSION PARTNER PROGRAMS

In collaboration with the Canadian Trade Commissioner Service in Germany, Canada Beef continued to support the Taste of Canada online promotion. The initiative targeted consumers in Germany and highlighted the key attributes of Canadian beef and retail locations in the country where it can be purchased.

As part of this same initiative, Canada Beef also supported a Press and Blogger Box campaign where samples of Canadian beef along with other Canadian food products were sent to key media contacts in Germany. The select

group of food journalists and bloggers were invited to comment and share their experiences with the Canadian food products via their own social media channels, food publications and blogs.

In collaboration with the Canadian Trade Commissioner Service in the United Arab Emirates and the Emirates Culinary Guild, Canada Beef supported a young chefs competition that promoted the utilization of Canadian food ingredients. The event helped to raise the profile of Canadian beef to key chefs and foodservice industry purchasing managers in the Middle East region.

TRADE SHOWS

Canada Beef in partnership with Canada Pork and Canadian Bison exhibited at the ANUGA International food industry show in Cologne, Germany in October. Two Canadian beef supply partners and one European-based Canadian beef importer exhibited with Canada Beef at the show. Approximately 70K trade visitors from 169 countries attended the five-day show.

TRADE ADVERTISEMENTS

Canada Beef undertook an advertising campaign with the Caterer Middle East publication targeting food and beverage industry professionals in the region. The focus of the four-month campaign was to promote the key attributes of Canadian beef, programs and services offered by Canada Beef and information about where Canadian beef can be purchased. The campaign included a combination of advertisements, advertorials, digital banners, recipe inserts and social media posts.

An advertising campaign aimed at European beef buyers ran for a period of six months and included digital banners and advertising placed on the Euomeat News website and daily newsletters as well as the inclusion of news articles about the Canadian beef industry.

RETAIL AND FOODSERVICE PROMOTIONS

Canada Beef supported a major Canadian beef retail promotion with Costco over the span of 10 months that included both consumer advertising and in-store promotions and sampling at all four of their locations in Spain.

EXPORT MARKET DEVELOPMENT PROGRAM

SPECIFIC EXPORT MARKETS TARGETED INCLUDE THE EUROPEAN UNION AND THE MIDDLE EAST REGIONS AS WELL AS UNITED KINGDOM, SOUTH KOREA, JAPAN, CHINA, UNITED ARAB EMIRATES, PHILIPPINES AND HONG KONG.

Canada Beef’s objectives for the Export Market Development Program are to create and deliver a seamless funding program that supports industry needs to expand, explore and innovate to improve competitive position.



EMD program supported Canadian beef distributor in China to exhibit at a major food show in Southern China.



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

In 2021-2022, the second full year of the program, program uptake continued to grow and a total of 55 project applications were received and completed. Of these 55 projects approved through the EMD program, 27 different companies received support, targeting nine different export markets as well as three projects that covered multiple export markets. Specific export markets targeted include the European Union and the Middle East regions as well as United Kingdom, South Korea, Japan, China, United Arab Emirates, Philippines and Hong Kong.

Measures of Success (Reported by Program Users) for Projects Completed:

- 10 new market segments or channels entered
- 13 new international markets entered
- 699 new buyer introductions or leads
- 9.18M individuals reached
- 4.85M website or social media views achieved
- 9.3K new corporate marketing resources developed
- 184,374M branded or co-branded resources created
- 25 new products or specifications developed
- 23 trade and consumer advertisements completed
- 6 marketing and sales promotions completed
- 81 beef sampling tasting events completed
- 32 competitive benchmarking activities completed
- 1,142 MT in estimated new sales volume
- \$18.07M in estimated new sales value

PUBLIC & STAKEHOLDER ENGAGEMENT

Canada Beef’s objective for the Public and Stakeholder Engagement (PSE) program is to communicate with the public, consumers and meat trade to address concerns and build trust and confidence in how beef and veal is produced in Canada.

DIRECT TO CONSUMER MESSAGING

Canada Beef placed a double-page spread in the May 5, 2021, National Post newspaper and three articles on the website’s campaign landing page that debunked common misconceptions about beef consumption and showcased sustainable production practices. The feature reached 694K readers through the National Post. The campaign was distributed digitally through Innovatingcanada.ca, which received 45.3K page views/month. There were 7.5K targeted page views that included targeted digital ads along with 50K targeted video views.



Full-page advertorials placed in major Toronto and Vancouver newspapers in February and March to highlight the cattle industry’s commitment to sustainability achieved a total reach of 2.9M readers. The Ontario advertorial focused on the Manning family – recipients of the national The Environmental Stewardship Award 2021. The feature ran in the Toronto Star, regional National Post and Globe & Mail editions on February 10-11, and reached more than 1.8M readers.

The B.C. advertorial focused on the use of cattle grazing in forested areas that surround communities at risk for wildfires. This item appeared in the Vancouver Sun, Vancouver Province, and regional National Post and Globe & Mail editions, between March 18-20, and reached more than 1.1M readers. The articles included a call to action to visit www.raisingcdnbeef.ca to learn more about the beef industry’s commitment to stewardship.

Canada Beef partnered with Ontario’s Muskoka Brewery for a full page advertorial in the spring edition of LCBO Food & Drink Magazine. The advertorial focused on how farmers and ranchers partner with local breweries to produce great beef and beer while reducing food waste. The advertorial included a call to action to visit the Canadian beef website to learn more about the beef industry’s commitment to stewardship and to access beef and beer recipe pairings. Food & Drink is a high-end foodie magazine reaching over 2.1M Ontario consumers.

CONSUMER MESSAGING THROUGH INDUSTRY PARTNERS

Canada Beef is a sponsoring partner of the Cows on the Planet podcast hosted by University of Lethbridge Research Associate, Dr. Kim Stanford, and Agriculture and Agri-Food Canada Lethbridge principal scientist Dr. Tim McAllister. Podcast episodes present complex science in an engaging manner to help Canadians understand the beef industry in an objective way. Cows on the Planet podcasts were downloaded approximately 4.9K times. About 70% of the downloads were from Canadians and 20% from listeners in the United States.

RESOURCE AND CONTENT DEVELOPMENT

New, fresh imagery and content that represent current environmental and animal welfare best practices is required regularly for the production of consumer and trade industry resources. Canada Beef acquired new photography for PSE, consumer and trade marketing that consisted of livestock and landscape photography from two locations in southern Ontario (feedlot and cow-calf) for the electronic marketing library resource.

KEY INFLUENCER OUTREACH

A new, updated Health and Nutrition Fact Sheet is available on the Canada Beef website. The fact sheet is a foundational document that contains current key information in one easy reference piece for consumers, health professionals, media and other industry partners. The fact sheet was previously updated in 2016.

Canada Beef organized a speaker series for the Ontario Home Economics Association. Beef industry representatives discussed sustainability issues with this important influencer group in the foodie and culinary community. Over 75 home economists from several provinces participated.

CRSB MEMBERSHIP AND PARTICIPATION

Canada Beef maintained a membership in the Canadian Roundtable for Sustainable Beef (CRSB) this fiscal. The CRSB works with beef value chain partners in the area of sustainability, which is a key focus of the PSE program. Canada Beef’s membership in CRSB allows it to work closely with key industry partners to develop messaging and resources to safeguard consumer confidence and support for Canadian beef.

Canada Beef became a member of the Canadian Centre for Food Integrity (CCFI). CCFI members include over 40 agricultural, retail, foodservice, processors, non-government agencies and university groups that work to address consumer curiosity and skepticism about food production.

MEDIA AND SPOKESPERSON TRAINING

Canada Beef conducted media training for 12 key staff across various disciplines to improve knowledge about the role of media and Canada Beef’s corporate procedures, as well as interview strategies and skills to ensure the best outcomes possible when dealing with the media.



CHANNEL MARKETING

Canada Beef’s objective for channel marketing is to support retail and foodservice sale promotions, and develop retail and foodservice demand building and marketing programs that support volume and value growth, improved carcass utilization, and drive sales and awareness of the Canadian Beef Advantage in Canada within the retail and foodservice trade space.

RETAIL AND FOODSERVICE PROMOTIONS

Channel marketing supported three retail, foodservice promotions including two national TV promotions of the Tim Hortons new Artisan Beef sandwich and Steak & Egg Biscuit featuring 100% Canadian Beef in FQ3. The consumer marketing campaign’s impressions exceeded forecast by 151% on the beef sandwich and 8% on the steak and egg biscuit. One national in-store promotion for the Steak & Egg Biscuit in February 2022 resulted in increased sustained levels and overall strong contribution to the breakfast category performance at Tims.

Canada Beef worked with provincial producer associations to recruit two Canadian beef producers to participate in Tim Hortons’ commercials that featured a Canadian producer and the new Steak & Egg Biscuit launch in FQ3.



Channel Marketing also supported the development of an additional 250 Canadian Beef Information (Gateway) kits, 1K label rolls and 119K takeaway cards for the replenishment kits for the Canadian Beef branded Gateway launch in FQ4. The launch resulted in the distribution of 268 starter kits, 99 replenishment label kits, and 25 takeaway card kits to approximately 89 retailers/independent operators representing 189 stores.

RETAIL AND FOODSERVICE PARTNER PROGRAMS

Canada Beef invested in a number of Domestic Market Partner Programs that included harvesting, processor, and foodservice partners and highlighted beef and value added items direct to consumer. One co-branded program partnered with Derma Meats in the production of seven value-added beef item point of sale (POS) collateral for Freshco with sales estimated at \$500K. In addition, Canada Beef partnered with Beretta Farms in development of social media advertising components, which resulted in a 52% increase in new customer leads, a \$42K sales increase, and 227% increase in traffic to their website.

DEMAND BUILDING PROGAM RESOURCES

Two demand-building programs were developed and launched. The Fresh Canadian Beef Grilling and Barbecue guides were developed to provide business-to-business creative solution options for year round grilling and smoking. Themes included grill pro specialties; rotisserie inspirations; pit boss superstars; skewers; kebabs; traditional; steakhouse; underdeveloped; and East meets West. Canada Beef conducted a photo shoot for 158 beef cuts for the Canadian marketing library and future Demand Building programs.

TRADE SHOWS

The Grocery Innovations Canada virtual tradeshow was held October 26-28, 2021. Canada Beef hosted a virtual booth that highlighted Canada Beef resources such as Channel Marketing programs and services as well as Consumer Culinary resources and the technical and culinary resources available from the Canadian Beef Centre of Excellence. The show had a virtual attendance of over 1.1K unique attendees, which resulted in 179 booth connections, 308 resource requests, 21 virtual discussions, and several follow-up meetings booked.

TRADE ADVERTISING

Canada Beef developed six foodservice and retail trade advertorials that included print, online and e-blasts for



executives, managers and independent owners. The advertorials highlighted Canada Beef programs, services and resources. Ad themes included grading, value cut steak marinades, and the Gateway. Total circulation for all trade advertising was approximately 100K trade professionals.

INDEPENDENT OPERATORS PROGRAM – RETAIL/FOODSERVICE

A French version of the Independent Retail Operators Program (IROP) kit was created to provide point of purchase materials that clearly communicate commitment in providing 100% local product in the Quebec market. An initial production of 50 IROP French kits were printed for distribution in 2021-2022 specifically to the Quebec market with approximately 24 kits shipped to date.

GLOBAL MARKETING RESOURCES

Due to strong demand, a reprint of 250 Canadian Beef & Veal Handbooks was completed. This resource provides users with a quick reference to the Canadian Beef Advantage and the different product specifications available. The channel marketing team distributed handbooks to trade customers targeting primary packers, distributors, retailers, provincial beef associations and vocational institutions for retail meat cutting intakes.

An additional 710 rolls of ‘How to Cook’ clear view on pack labels were developed to provide simple and easy-to-follow cooking instructions. Clear on pack grading labels were produced for retailer support and promotion of Canadian beef grades to their consumers.

An additional 120 Ground Beef Toolkit books were printed to support Canada Beef’s vocational sponsorship with six institutional retail meat-cutting programs.



MEMBERSHIPS AND SPONSORSHIP EVENTS

Canada Beef sponsored the Grocery Innovations Canada Show to highlight Canada Beef programs and services. Canada Beef maintained memberships with nine national and regional industry associations and representative groups.

Canada Beef hosted the first-ever Canadian Beef Means Business Webinar for the beef industry on Oct 21, 2021. The webinar featured speakers from NielsenIQ and 210 Analytics and drew attendance of about 55 trade stakeholders.

CANADIAN BEEF AND VEAL VOCATIONAL SPONSORSHIP INITIATIVE

Canada Beef partnered with six accredited schools in Canada that teach retail meat cutting and butchery programs. Working with the Canadian Professional Meat Cutters Association (CPMCA), Canada Beef has created an award in support of students enrolled in these programs. One award is offered per program, and the recipient is chosen by program faculty members. The award focuses on exemplary students who have demonstrated commitment and passion for these trades. Academic merit is also taken into consideration. Canada Beef and CPMCA are working in partnership with the following schools on the award program: Northern Alberta Institute of Technology; Southern Alberta Institute of Technology; Thompson Rivers University; Saskatchewan Polytechnic; Fanshawe College; and Assiniboine Community College.

BRANDED CONSUMER MARKETING

Canada Beef’s objective for Branded Consumer Marketing is to utilize various media to extend the reach and awareness of messaging it develops to support consumption, nutritional benefits, sustainability and convenience of Canadian beef in the consumer marketing space.

DEMAND BUILDING CONSUMER ADVERTISING CAMPAIGN

TRUST CAMPAIGN

The Trust Campaign included digital media and public relations outreach efforts to build consumer trust and fortify beef protein’s market share from new plant-based protein options by maintaining and growing a loyal beef consumer base. Goals of the campaign are to grow loyal beef fans and increase the value proposition that Canadian beef and veal brands bring to the table.

The Trust campaign’s digital advertising achieved a 12% increase of ad views year-over-year during the course of the campaign, with 69.3M ad views and 24M impressions, resulting in 600K clicks to canadabeef.ca via Google, Bing, Facebook, and Instagram. The click-through rate generated from the advertising was 1.26%, up from 1.01% the previous year. The campaign advertising drove 33.6% of Canada Beef website traffic.

Public relations efforts resulted in 16 sponsored editorial stories across five digital magazines reaching 4.18M readers.

Canada Beef’s consumer campaign 2021-2022 delivered 24M impressions, with over 300K click- throughs.

The campaign included seven new social media advocates to create content and reach new audiences through their followers. Topics of food, beef culinary tips, environmental stewardship, and beef ranching and farming life were the focus of video and social media story telling.

CONSUMER AND CULINARY RESEARCH

Three beef culinary/cooking quantitative studies conducted by the Leger research group polled 1.5K beef-eating consumers nationally in FQ4. As well, six qualitative research sessions conducted with Canadian English speaking beef-eating consumers explored the topics of nutrition, food skills and prototypes.

The results from both studies informed a research delivery plan (shared with stakeholders/media). The data will inform Canada Beef consumer advertising and communication strategies. Canada Beef shared pertinent data with the Canadian Cattlemen’s Association (CCA) for their government relations efforts.

PRINT ADVERTISING PARTNERSHIPS

Costco Connections magazine advertising supported the Cut-it-Yourself Guide to Savings, a Canada Beef and Costco collaborative resource with links to Canada Beef instructional videos. Outreach was 4.1M Canadians, in French and English. Within the first 30 days of release, the QR code included in the ad resulted in 9.8K scans from 6.9K users. Calgary was the most active city for scans of the QR code, followed by Toronto.



An aggressive Canadian Beef Information Gateway (Gateway) magazine campaign undertaken in FQ3 and FQ4 included the insertion of full-page advertisements to promote engagement with the newly launched first-phase of the Gateway. Advertisements with a QR code placed in 16 national and regional publications reached over 20.3M readers. The QR codes tracked consumer engagement and resulted in 36K interactions leading to a variety of pages in the Gateway.

An advertising investment with Canadian Living undertaken as part of Canada Beef’s collaborative in-store and advertising campaign with Furlani Foods Corp. produced a one page advertisement, two page advertorial and web placement. Print advertising reached 1.2M readers. The digital advertisement achieved 10K page views over a three-month period, a result well above the Canadian Living average of 1.4K. Time spent engaged with the ad was over six minutes. A Facebook post through Canadian Living garnered 530K impressions.

CULINARY CONTENT, RECIPE DEVELOPMENT, CHANNEL MARKETING RESOURCES SUPPORT

To ensure beef use extends to modern kitchen appliance trends, over 20 beef recipes were developed for preparation in a sous vide, electric pressure cooker, multi-cooker, air-fryer, and dehydrator.

The Canada Beef Recipe Style Guide was revised to accommodate a new recipe writing style, consumer research insights and to include standard cooking instructions for offal and other unique cuts. This Guide will provide standardization for Canada Beef recipe development.

A set of 16 Canadian Beef Classic Recipes developed to round out Canada Beef’s recipe database also helped to fill gaps. These classics were featured in the Make it Beef Club e-newsletter sent to 40K subscribers. As well, three new nutrition-based 15-second videos featuring beef’s champion nutrients (vitamin B12, zinc and iron) were developed for use in Spotify advertising.

CONSUMER RESOURCE FRENCH TRANSLATION

To support the development of a French language version of the Gateway platform, 400 recipes were translated specific to French-Canadian consumers.

MAKE IT BEEF EMAIL PROGRAM

Twelve issues of the Make it Beef e-newsletter were completed, reaching over 48K members. Through strategies of revised story development, special member features and optimized release dates, open rates grew to a consistent 20% to 24%, up from 17% the previous year. The Make it Beef Advisory Panel was re-launched with over 600 members to act as consumer advisors to Canada Beef on select consumer marketing projects. Three panel surveys were released that investigated reactions to proposed

advertising, nutrition communication and the Gateway. Two Make it Beef subscriber recruitment initiatives resulted in an increase of 4.8K subscribers and surpassed the goal of a 10% increase.

PARTNER PROGRAMS

CANADA DAY CAMPAIGN

A Canada Day video blitz campaign resulted in five Eat Like a Canadian videos released through a combination of digital and social marketing efforts, as well as a Canada Day takeover with the Food Network website. Total video views achieved over the one-week blitz was 122.5K. The Food Network placement resulted in 886K impressions, 12K of the video views, and 266 clicks through to the Canada Beef consumer site.

TASTE CANADA PARTNERSHIP

Canada Beef’s partnership with Taste Canada resulted in the establishment of an Education Hub for culinary schools on the Taste Canada website. The hub leveraged five Canada Beef/ Canadian beef related resources with instructors and students (Cows on the Planet Podcast, Guardians of the Grasslands film, Birds Canada lecture, Beef Belongs Food Guide lecture, Ground Beef Toolkit). In the first four months of launch, the page had 53K views with over 50 clicks through to Canadian beef resources.

PROVINCIAL MARKETING ALLIANCE

Alberta Beef Producers investment under the Provincial Marketing Alliance (PMA) resulted in a regional co-branded advertising campaign. The awareness campaign included a billboard, digital ads and seven-second spots for Global TV. The co-investment campaign reached 10.4M consumers over a three-month period.

CHIME MEDIA PARTNERSHIP

Canada Beef partnered with CHIME Media to drive views to a collection of 16 Healthy Plates videos as a series in two separate waves of promotion. The two campaigns resulted in a viewership of 532K views, with a completion rate average of 12%. Over 4M impressions were achieved.

FARM & FOOD CARE SASKATCHEWAN

In partnership with Farm & Food Care Saskatchewan, seven beef specific cook-along videos were added to their Canadian Food Focus website.

BEEF PRIDE E-STORE

The pandemic greatly effected Canada Beef’s ability to promote the Beef Pride E-store through trade-focused in-person events and at industry/stakeholder conferences and annual meetings. As a print advertisement campaign to producers did not yield the anticipated orders, efforts to find new ways to reach producers will be explored for next fiscal. The E-Store does prove to be a very nimble and effective way to support consumer and trade marketing efforts with easy access to beef-related promotional items.

GENERIC CONSUMER MARKETING

GENERIC CONSUMER MARKETING

Canada Beef’s objectives for generic consumer marketing include promoting the positive attributes about beef in the diet by reaching consumers, health professionals, nutritionists, teachers, doctors, and fitness and wellness trainers.

NATIONAL DEMAND BUILDING CAMPAIGN

Canada Beef continued The One & Only Beef – Crave consumer marketing campaigns with a call to action to visit the Thinkbeef.ca website. The campaign was the biggest driver to ThinkBeef.ca.

The campaign utilized targeted digital advertising to reach ideal audiences such as those with cooking affinities, an appreciation for quick recipes, steak or dinner recipes or cooking information. Consumer reach/impressions achieved included:

- Google Display:**
 - 55.7K click-throughs (actions),
 - 13.9M impressions
- Facebook and Instagram:**
 - 31.5K click-throughs,
 - 4M impressions
- Pinterest:**
 - 15K click-throughs,
 - 2M impressions
- Spotify:**
 - 600 click-throughs with 95% completion (watched an entire video),
 - 197K impressions
- Magazine Print ads:**
 - Two ads in LCBO Food & Drink,
 - Two ads in House & Home:
 - 9.2M readers, 2.4K scans
 - (0.03% click-through rate)
- Food Network:**
 - Two ad insertions – metrics pending
- Influencer: Ted Reader, Godfather of the Grill**
 - Total Outreach: > 1M, including:
 - Breakfast TV national broadcast and website (976K)
 - Social (33K reach, 7.6K engaged actions)

ADVERTISING – HEALTH PROFESSIONALS MEDIA

Six nutrition advertisements ran in the Dietitians of Canada newsletter for four weeks each from July through December to achieve total impressions of 416K registered dietitians. Topics featured in the campaign included the Ground Beef Toolkit, ParentsCanada Encyclopedia, and Baby at the Table resources, among others. In addition to the advertisements, visitors to the Dietitians of Canada website viewed a beef nutrition video upon their next visit to the website under a retargeting campaign. The videos featured beef’s star nutrients of iron, B12 and zinc and achieved 355K impressions.

Over 100K health professionals were exposed to Canada Beef content through five articles distributed via Canfitpro, an Occupational Health Nurses newsletter, four registered dietitian culinary demonstrations, a full page advertisement in Canfitpro’s print magazine, and recipe brochure distribution to Canfitpro subscribers. A social media campaign supported each activation.



Traffic to the nutrition pages on Thinkbeef.ca increased 270% over the year earlier period.

GENERIC CONSUMER MARKETING

NUTRITION INTELLIGENCE/INSIGHTS RESEARCH

Canada Beef developed eight Journal Tracker articles to inform a number of tactics. The articles, entitled the Just the Facts, were utilized on a revised landing page at Thinkbeef.ca/ Nutrition as content for print and media tours, and as support for the Canadian Cattlemen’s Association (CCA) Food Policy committee’s front-of-package labelling work with government.

The articles also informed direct-to-physician communication via the Ashfield Healthcare outreach program; advertising in the Dietitians of Canada and Occupational Health Nurses newsletters; content for Canfitpro; seven nutrition webinars; and an e-blast to ParentsCanada subscribers.

A Nutrition Expert Advisory Committee was established. The committee consists of six core committee members supported by six subject matter experts. Each of the latter represented an area of expertise relevant to specific project areas at Canada Beef.

WEBSITE AND PLATFORMS

THINKBEEF.CA

Monthly updates and quarterly content refreshers were regularly undertaken at ThinkBeef.Ca this fiscal.

For the fiscal year, ThinkBeef.ca experienced:

- 177.6K visits, 240K page views
- The One & Only Beef campaign was the biggest traffic driver, with the campaign page the No. 1 page. Google Ads was the top campaign driver
- The Resource Centre distributed 3.8K resources and 271 orders, plus 9.7K e-books were read
- Traffic to the nutrition pages on Thinkbeef.ca increased to 4.8K visits from 1.3K visits.

RESOURCE DEVELOPMENT AND ADAPTATION

Osteoporosis assets developed included recipes, photography and nutrition assets for inclusion in the Osteoporosis Canada activations (joint recipe booklet; cooking demonstrations; cook-along; online flip book; and Dietitians of Canada newsletter advertisements that featured the Osteoporosis Canada partnership and protein-bone messaging).

Also included in this tactic was the development of the Iron Matters resource sheet (in distribution to primary care physicians

through Ashfield), a new Big Batch Beef booklet as well as new advertising artwork for Fuel up For Fun promotion.

Due to the Ashfield health professional outreach, there was a more than 100% increase in orders for nutrition education resources this year (to >1.2K/month from ~600 brochures/month).



WORLD IRON WEEK

Marketing efforts included sharing two new studies about the high incidence of iron deficiency in Canada. A media tour was used to disseminate messaging about the competitive advantage of beef’s type of iron (heme). Breakfast Television in Toronto was one of six TV spots on the importance of iron that reached a combined viewership of 2.3M consumers with more than 30 minutes of on-air time.

PARTNER PROGRAMS AND OUTREACH

Canada Beef developed and executed programs with five partners to disseminate beef and health messaging about how beef can help address shortfall nutrients, beef and infant feeding; and the key role of protein for bone health.

ASHFIELD HEALTHCARE

Over 9K nutrition education resources (iron & cholesterol brochures) were distributed to primary care physician offices across Canada. Approximately 1.2K health care professionals were reached (primarily registered nurses and medical doctors) via one-on-one calls in Alberta, B.C., Ontario and New Brunswick over a three month period (Jan to April 2022) to deliver the Iron Matters campaign, raising awareness about high iron deficiency rates and Canada Beef resources.

GENERIC CONSUMER MARKETING



PARENTSCANADA

Canada Beef contributed to the nutrition chapter in Baby & Childcare Encyclopedia (print circulation of 100K). The digital campaign included the Thinkbeef infant recipe booklet featured on the ParentsCanada website (>700K impressions). A sponsored email blast sent to 57K ParentsCanada subscribers achieved an open rate of 22%. Sponsored social posts for ParentsCanada channels achieved 26K impressions. This sponsorship gave Canada Beef the opportunity to review and edit the unsponsored nutrition chapter for content related to beef and iron messaging.

OSTEOPOROSIS CANADA

Canada Beef codeveloped the Healthy Bones, Healthy Life booklet that featured seven beef recipes supported by culinary tips and nutrition messages about the often forgotten protein/bone connection. The booklet was hosted on ThinkBeef.ca with a link from the Osteoporosis Canada partner page. Canada Beef sponsored three cooking demonstrations and one cook-along with celebrity chef Emily Richards that featured recipes developed for a joint health booklet as well as nutrition messaging on the benefits of protein for bone health (>500 participants). All survey respondents reported that the sessions met their expectations. Recipes in English and French were posted to the Osteoporosis Canada website (>1.7K views) and promoted via a social media campaign.

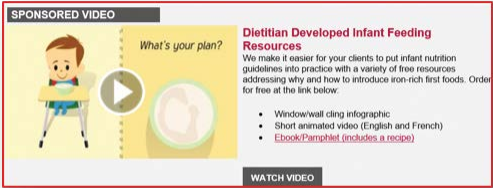
Osteoporosis Canada provided paid targeted posts on Facebook and Instagram (reach of 150K). Canada Beef sponsored an Osteoporosis Canada educational webinar called Protein and Bone Health copresented by a physician and a registered dietitian (>400 participants and follow-up social media campaign reached more than 11K). All recorded webinars appeared on the Osteoporosis Canada Replay website for public access. Canada Beef was selected for the Osteoporosis Canada Corporate Partner of the Year award in 2021, which was announced in their national newsletter (17K+ subscribers).

HEALTHY HAPPY EATERS

Canada Beef joined forces with Healthy Happy Eaters pediatric dietitians Jessica Penner and Nita Sharda to develop an educational blog about feeding beef to infants as well as five supportive YouTube Talking Nutrition videos with a coordinated social media campaign. The blog was received by 10K consumers and had an open rate of 61%, and the video campaign achieved a combined reach of more than 30K, over 1K pins and almost 800 shares, likes and saves.

GYM TV

Nutrition videos about Iron, Vitamin B12 and Zinc shown at nearly 400 gyms and fitness centres across Canada achieved a combined reach of 4.7M impressions. This campaign yielded a 70% total ad recall score.



COMMUNICATIONS

COMMUNICATIONS

Canada Beef's objectives for communications is to create and deliver seamless, timely and cost-effective communications about the Canada Beef story and team activities back to funding partners, stakeholders and social media streams.

STAKEHOLDER COMMUNICATIONS

With the addition of a manager, stakeholder communications at Canada Beef in FQ1, the communications work plan was divided into two categories: stakeholder communications and digital marketing. This report contains an accounting for both categories from their respective managers.

ANNUAL REPORT

The Canada Beef 2020-2021 annual report was developed and produced on time and within budget. At 40-pages in size, the 2020-2021 report delivered twice the information of the prior fiscal year's report.



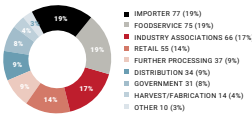
The English version was available in print, digital flipbook and downloadable PDF formats. A French PDF format was also available.

Copies of the English printed version were postage mailed to Agency staff and Market Development and Promotion Committee members, national and provincial cattle organizations and industry stakeholders. The digital and PDF versions were posted to Canada Beef's English and French websites, and promoted in the Canada Beef Performs e-newsletter and in other stakeholder communication channels.

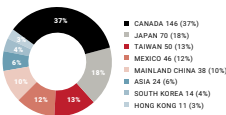
ANNUAL STAKEHOLDER SATISFACTION SURVEY

Stakeholder communications provided support to the producer segment of the annual stakeholder survey and ensured producer lists were current, pre-tested the surveys for functionality, and sent the producer survey to a curated list of industry association stakeholders. Survey results start on page 38 of this report.

SURVEY RESPONDENTS BY SECTOR



RESPONDENTS BY COUNTRY



CANADA BEEF PERFORMS NEWSLETTER

Canada Beef Performs is a monthly e-newsletter for beef industry stakeholders. Stakeholder communications added and refined content, suggested story ideas for department leads, produced content and collaborated with staff on writing and editing content. Oversight included preparation for a bilingual edition of Canada Beef Performs for the next fiscal year.

The average open rate for Canada Beef Performs is 39.9%, up 2.4% from last year. This is an excellent rate when compared with the overall average open rate for agriculture (27.3%), all industries (21.5%) and marketing and advertising (20.5%) newsletters.

Canada Beef Performs added 206 new subscribers during the fiscal year. A subscriber base of 1,093 at 04/01/2021 ended the year at 1,209 at 03/31/2022, and a net increase of 18.0% YOY.

A subscription sign up media campaign executed between February 1 and March 31, 2022 included advertisements in nine stakeholder print and digital publications as well as email blasts. Total reach was 85.9K, and total impressions were 97K. The campaign resulted in 88 new subscribers to the e-newsletter.

COMMUNICATIONS

STAKEHOLDER OUTREACH

Stakeholder communications provided written Canada Beef updates and reports for national and provincial producer association annual general and semi-annual business meetings, and contributed regular quarterly columns to Beef in BC and Ontario Beef magazines (five each in total) for a total circulation of more than 87K readers. The information shared highlighted key initiatives and projects for domestic and international markets. Stakeholder communications also wrote/provided articles for various provincial and national producer publications as required/requested.

Stakeholder communications collaborated with staff to create responses for consumer queries received via info@canadabeef.ca on topics such as imported beef, halal beef, and rising beef prices.

NEWS RELEASES

Two news releases were distributed and posted in fiscal 2021-2022, **Canadian Agricultural Partnership program funding to support global marketing of Canadian Beef and Veal** and **Canada Beef congratulates Sage Watson for 4-H Canada recognition**.

CANADIAN BEEF INFORMATION GATEWAY – PRODUCER OUTREACH

Stakeholder communications provided communications support and outreach for the producer launch of the Canadian Beef Information Gateway (Gateway). Gateway producer advertisements appeared in nine producer publications in FQ4 for a total print circulation of 114K.

COLLABORATION

Stakeholder communications helped represent Canada Beef on the quarterly national communications managers meeting, the Public and Stakeholder Engagement/Canadian Roundtable for Sustainable Beef /Canada Beef meeting, and participated in the Canadian Centre for Food Integrity webinars.

DIGITAL MARKETING

SOCIAL MEDIA CONTENT DEVELOPMENT AND OUTREACH

Canada Beef continued to develop and build social media content to support consumers’ needs for shopping, freezing and preparing beef recipes, as Canadians spent more time in their kitchens due to pandemic lockdown restrictions. The team focused on building and enhancing the content plans through the development of strategic stories, content and utilizing the targeting capabilities and unique applications of each digital platform. The social platforms have similar audience demographics; however, each platform has unique engagement levels and interactions with the posts.

Overall, the 2021-2022 results included:

IMPRESSIONS - 20M

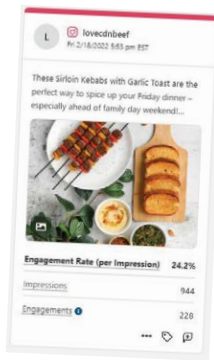
ENGAGEMENT - 461K

POST LINK CLICKS - 201K

Canada Beef *created and executed over 2.1K posts*. The number of *new followers across all social platforms grew 2.3%* for a total combined fan base of more than *70K followers*.

Instagram saw the largest audience growth, *up 12% to 9.2K followers*. *Engagement* rose to *10.97%*.

A campaign called 22 Reasons to Love CDNBeef launched at the start of 2022. The content focused on nutrition, sustainability, cooking information, educational tips and recipe content. This content saw some of the highest engagement and sharing. The two topics that received the most comments were nutrition and sustainability.



COMMUNICATIONS



and gained new followers. A combined TikTok and RoundUp app campaign ran in FQ4 to highlight the app through a top performing TikTok influencer. The app saw approximately 250 downloads from the influencer promoting one TikTok video reel on her platform.

CANADIAN BEEF INDUSTRY CONFERENCE

Canada Beef is one of five industry partners that organize and operate the annual Canadian Beef Industry Conference. The 2021 conference was a virtual event. Canada Beef organized and participated in three virtual sessions. Canada Beef President Michael Young presented on the Canadian Beef Information Gateway – Shifting the retail meat purchase experience. Staff Joyce Parslow and Michele McAdoo presented on the topic of lunchtime solutions, and demonstrated different dinner recipes and lunchtime solutions using leftover beef roasts and steaks. The Canadian Beef Centre of Excellence team provided a backstage pass to the making of butchery and culinary training videos that are part of the new Gateway program. All sessions were well attended and received by conference attendees.

WEBSITE CONTENT DEVELOPMENT AND MAINTENANCE

The Canada Beef website continued to be an integral platform to communicate with consumers as all digital platforms link back to the website. The website traffic had over 650K users.

About 38% of the website traffic comes from online searches, with Google being the top search engine used. In terms of demographics, the largest group of users are aged 25 to 34, and users are 58% women and 42% men. This tech-savvy audience is looking for responsive tools, easy-to-find content and engaging visuals.

The Canada Beef English 2020-2021 website saw more than 652K users with over 1.2M page views. Facebook and Pinterest drive the most direct traffic to the website. The top contest pages viewed and searched were Roasting Know How and Recipes.

The Canada Beef French website had more than 641K users, 6% fewer than previous year. Users came to the site through organic searches and social media. Just like the English users, the top page was for How to Cook a Roast followed by a beef stew recipe page.

MEDIA MONITORING AND SOCIAL LISTENING

Canada Beef uses a social listening and media monitoring service to track how often and in what context Canadian beef appears in the news media, as well as to follow the topic and top posts. This service allows Canada Beef to track the

Digital media also supported key consumer marketing campaigns, The One & Only Beef and #mycdnbeef through sharing of content (recipes, stories and educational tips). The team also shared third party partnerships such as Furlani. These posts received high engagement and sharing. Through this partnership, the team worked with new influencers



sentiment of key topics and initiatives. The Sprout Social is a social media management tool that allows Canada Beef to track and monitor all social platforms, manage conversations, and identify and monitor trending insights to drive content development and impact business decisions.

ROUNDUP APP

Canada Beef created a new RoundUp App user interface in 2021 that allowed Canada Beef to connect with users through notifications. The recipe section was linked to the Canada Beef website so that users could access a wider selection of the recipes. The updated app was launched with a six-week campaign, which resulted in over 2.9K downloads of the app. As of March 31, 2022, the app had been downloaded 5.3K times.

YOUTUBE CHANNEL

The Canada Beef LoveCDNBeef YouTube channel went through a significant overhaul in 2021. Analysis of views and traffic on the channel identified several trends on user interest.

Canada Beef developed and added 81 new videos to the LoveCDNBeef YouTube channel. The channel received more than 900K video views this fiscal year. There were over 10.4K hours of viewing with 814K impressions. Nearly 830 new subscribers joined the channel for a total of 2.3K subscribers.

Understanding that the “how-to-cook” videos are one of the top reasons for video views and channel subscriptions, the Canada Beef team created two six-week video campaigns to highlight 15 cooking know-how videos.

The targets established for this campaign were exceeded. The channel gained 550 new subscribers (35% increase). The top recipes that achieved over 100K views were international/ethnic flavours, demonstrating that viewers are interested in learning about different styles of cooking and experiencing new flavours. Smart phones and connected TV had the highest views and impressions.

CANADIAN BEEF CENTRE OF EXCELLENCE

Objectives for the Canadian Beef Centre of Excellence (CBCE) include the extension of programs and services beyond its headquarters in Calgary, Alberta. Outreach of CBCE programs and services will support beef value chain stakeholders, Canadian beef supply partners, end-user clients and international Canada Beef offices. CBCE will become the premier Canadian beef learning and merchandising solution centre in Canada.

CBCE VIDEO PRODUCTION SERVICES

The CBCE produced more than 500 professional training and consumer product experience/support videos during the fiscal year. The professional training videos are housed on the trade partner website, www.cdnbeefperforms.ca, and select video segments are incorporated into online learning resources. The consumer product experience video resources are available on the Canadian Beef Information Gateway (Gateway) platform as well as on retail partner websites.

Major retail partners such as Costco Canada highlighted the CBCE's consumer product experience videos to their clientele and during in-store promotions for Canadian beef.

Nearly 300 CBCE consumer education, product and recipe videos are now accessible via the Gateway. The Gateway is an information delivery platform accessible via an on-product QR code scanned with a smartphone. Canada Beef implemented a pilot project trial of the program with a Loblaw's location in Ontario in April 2022.

CBCE STUDIO (LIVE WEBINAR PRODUCTIONS)

The CBCE delivered two unique webinar events with a combined reach of approximately 170 participants. The first was a Canadian Beef Industry Conference (CBIC) seminar on beef videography and food styling delivered August 31, 2021. The second was a seminar presented to Harmony Beef and Chop (Northland Group) on January 24, 2022.

The CBCE Team presented a training seminar to industry as part of the CBIC 2021. Topics covered included beef cookery, and merchandising for food styling, in photo and video. An estimated 150 attendees took part in the session.

The CBCE presented to federally inspected packer Harmony Beef and their national food service account representatives from the Northland Group (Chop, Moxies, Sharkclub, plus various Canadian resort properties). The webinar topic covered specific beef products selected by Harmony to promote to the foodservice buyers and chefs. Beef cuts explored included Short Rib, Tri-tip and Brisket. The cooking demonstration shared innovative cutting and cooking processes and trending flavour profiles for menu item creation. Approximately 20 participants took part in the webinar and then gathered at a Calgary Chop restaurant location where sample product was delivered for the offsite tasting. Chop's Executive Chef reported to Harmony Beef and Canada Beef that the CBCE cooking methods, menu engineering and innovative preparations tested successfully in their trial menus and he anticipated integration into their core offerings.



CBCE LEARNING SOLUTIONS (INDUSTRY CONSULTATION AND PLATFORM REVIEW)

The CBCE remodeled the Canadian Beef e-learning experience in 2021-2022. This process involved expert review of current systems for quality of course writing, learner management and course distribution. A new content authoring platform and distribution tool was selected, following consultation with industry experts. The new system offered by Brainshark www.brainshark.com facilitates writing, updating courses and makes distribution easier at a reduced cost over learner management system (LMS). The CBCE will transition from LMS to Brainshark in 2022-2023.

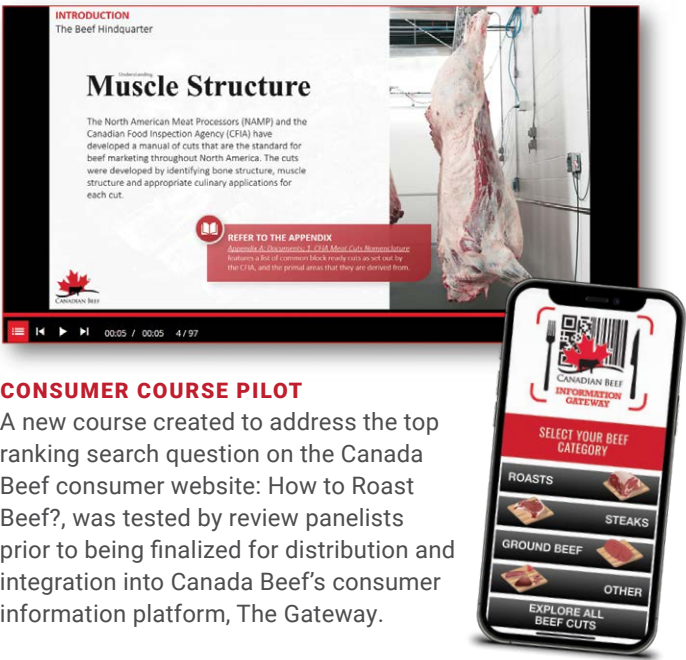
CBCE LEARNING SOLUTIONS

FOUNDATIONAL COURSES

The CBCE's learner management system (LMS) successfully delivered 1,184 Canadian Beef Advantage training courses to both foodservice and retail industry professionals in 2021-2022. The CBCE created nine new courses for 2021-2022 comprised of three Canadian cattle production courses; one course on beef quality; and courses on safety; purchasing specifications and nomenclature; and beef pricing and demand.

ADVANCED COURSES

The CBCE sourced expert contributors from foodservice and from retail meat cutting to create two new advanced courses in 2021-2022. The Canadian Beef Grilling course for professional cooks and chefs launched at the Restaurants Canada Show on May 9, 2022. The new Canadian Beef Retail Merchandising course will launch on the new Canadian Beef course distribution platform on Brainshark.



CONSUMER COURSE PILOT

A new course created to address the top ranking search question on the Canada Beef consumer website: How to Roast Beef?, was tested by review panelists prior to being finalized for distribution and integration into Canada Beef's consumer information platform, The Gateway.

CANADIAN BEEF EXPERIENCE INBOUND MISSIONS AND DOMESTIC EVENTS

The CBCE supported two inbound mission groups with visits to the Centre facilities in Calgary in 2021. The first mission was from China on August 6 and the second was a group from South Korea on November 1. Inbound trade missions were greatly reduced due to the COVID-19 pandemic and the Canada Beef offices and CBCE facility being closed to visitors for much of 2021-2022.

For 2022-2023, the CBCE's plans include a facility upgrade to augment communication capabilities with improvements to AV. The augmented AV and communications will support the enhanced delivery of technical training and Canadian Beef Advantage education.

INDUSTRY ENGAGEMENT

VIRTUAL EXPERIENCE WEB HOSTING PLATFORM

Using newly created Canada Beef global video animation tools to communicate Canadian beef production systems for cow-calf, feedlot and packer systems, the CBCE created three new online learning experiences. These new courses deliver Canadian Beef Advantage messaging to foodservice operators, retail operations and meat cutting professionals. These video-based courses will also serve in the delivery of Canadian beef and beef industry familiarization for post secondary faculty and students of hospitality and tourism, culinary arts and meat cutting trades.

CBCE CULINARY AND BUTCHERY SCHOLARSHIP PROGRAM

The CBCE established new awards partnerships with seven post secondary academic institutions in six provinces across Canada in 2021-2022. The Canada Beef Award for Culinary Excellence recognizes student achievement in beef butchery, cookery and leadership. The award also recognizes students who value and promote local sourcing and the importance of Canadian beef in hospitality and foodservice operations. Partnerships with these academic institutions has created opportunities for Canada Beef and the CBCE to engage with educators and students of culinary arts.



Kimberly Freeman,
Culinary Arts Student, NAIT,
2021-2022 award recipient

GLOBAL STAKEHOLDER SATISFACTION SURVEY

GLOBAL STAKEHOLDER SATISFACTION SURVEY

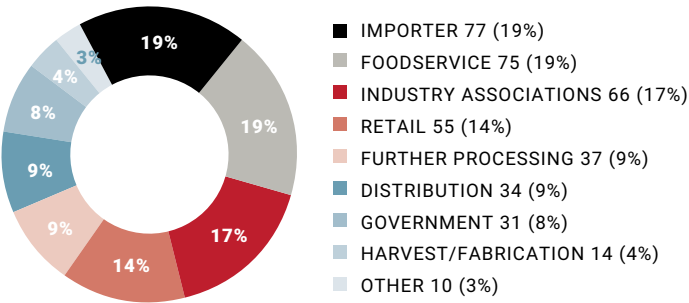
GLOBAL STAKEHOLDER SATISFACTION SURVEY

Canada Beef conducted its second annual Global Stakeholder Satisfaction Survey in February 2022. The survey is conducted to determine awareness and satisfaction levels among domestic respondents, Canadian exporters, and international clients. The results of the survey support the continued development of our initiatives to promote Canadian beef in global markets.

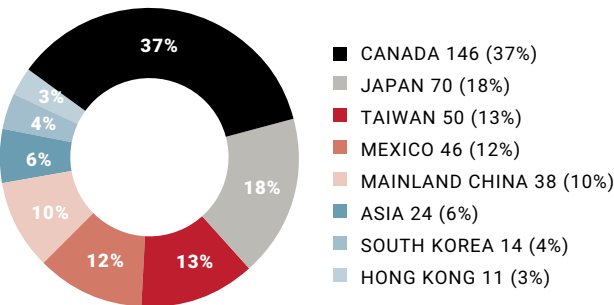
Survey invitations were sent by email to stakeholders sourced from staff contact lists. Three separate questionnaires were developed in relation to initiatives for the domestic market, Canadian exporters and international clients respectively. Responses for key metrics were then combined across all three 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. Respondents completed the survey online, and 399 responses were received during the survey period, a 4% improvement from the prior year’s survey.

SURVEY RESPONDENTS BY SECTOR



RESPONDENTS BY COUNTRY



“ We are pleased that Canada Beef’s efforts resulted in improved satisfaction levels across multiple categories this year as well as our overall result. The 2022 Global Stakeholder Satisfaction Survey also identified areas where we still have some work to do. While global pandemic conditions continue to affect our ability to deliver certain programs and services, the feedback received will guide future enhancements to Canada Beef’s initiatives as we strive to increase satisfaction levels for all stakeholders during these challenging times.

MICHAEL YOUNG, PRESIDENT, CANADA BEEF

PERFORMANCE MEASURES

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.

GLOBAL SATISFACTION SURVEY		STAKEHOLDER TYPE*		
	DOMESTIC	EXPORT	INTERNATIONAL	GLOBAL
RESPONDENT ATTRIBUTES				
Stakeholder Location	Canada		International	Global
Stakeholders Responding	133	13	253	399
Global Satisfaction Score Weighting	60%	20%	20%	100%
ORGANIZATIONAL SATISFACTION MEASURES (% SATISFIED)				
Staff Knowledge and Skills	83%	69%	93%	82%
Staff Responsiveness	79%	69%	97%	82%
Overall Contribution	79%	77%	93%	81%
INITIATIVE SATISFACTION MEASURES (% SATISFIED)				
Programs and Services	62%	62%	78%	65%
Resources and Materials	70%	74%	85%	65%
Social Media, Web and Apps	56%	NA	87%	68%
Overall Satisfaction Score				
Global Stakeholder Satisfaction Score				75%
* 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.				

LEGEND + 5% OR MORE - 5% OR MORE # +4% OR LESS # - 4% OR LESS

The Canada Beef Global Satisfaction score was calculated by weighting the responses from the domestic, export and international client questionnaires. Feedback for domestic initiatives was given a weighting of 60% while Canadian exporters and international respondents were assigned the remaining 40% in equal proportions. This allocation considers that in recent years an average of approximately 60% of Canadian beef was consumed in the domestic market. Using this approach an overall 2022 global satisfaction score of 75% was calculated. The score was improved over the previous year’s survey, which produced a result of 72%. 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 as in 2021.

ORGANIZATIONAL SATISFACTION MEASURE

International stakeholders reported the highest level of satisfaction across this category. Staff Responsiveness (97%) ranked highest, followed by Staff Knowledge and Skills (93%), and Overall Contribution (93%). Domestic stakeholders rated Staff Knowledge and Skills at (83%), followed by Staff Responsiveness (79%) and Overall Contribution (79%). Export stakeholders rated Overall Contribution highest (77%) and 69% to each of Staff Responsiveness and Staff Knowledge and Skills.

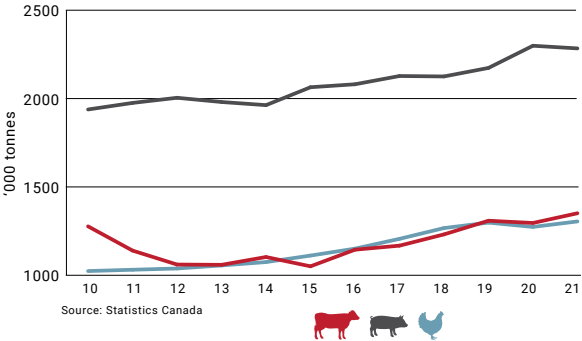
INITIATIVE SATISFACTION MEASURE

International stakeholders had the highest satisfaction with Canada Beef initiatives across this category, with Social Media, Web and Apps ranked highest (87%), followed by Resources and Materials (85%) and Programs and Services (78%). Domestic stakeholders rated Resources and Materials highest (70%) followed by Programs and Services (62%) and Social Media, Web and Apps (56%). Export stakeholders rated Resources and Materials at 74%, and Programs and Services at 62%.

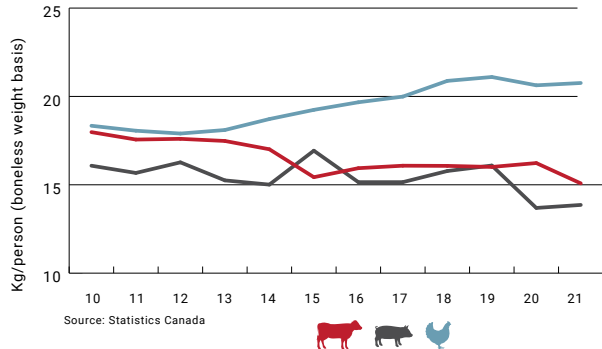
MARKET PERFORMANCE INDICATORS

MARKET PERFORMANCE INDICATORS

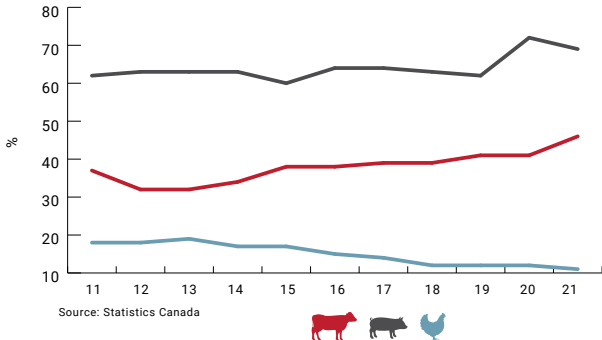
CANADIAN MEAT PRODUCTION



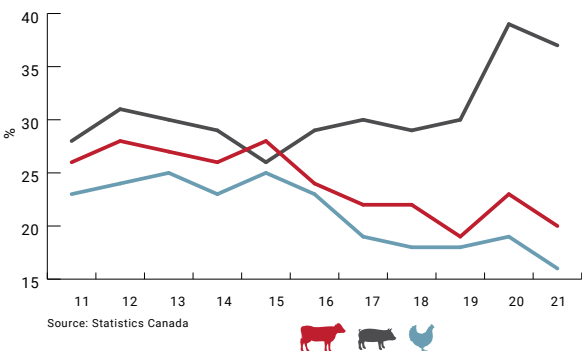
CANADIAN MEAT DISAPPEARANCE



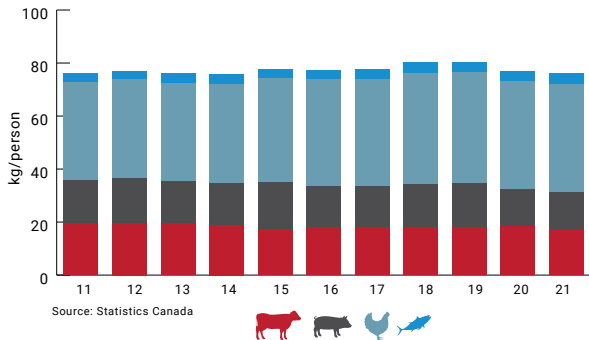
CANADIAN EXPORTS AS % OF PRODUCTION



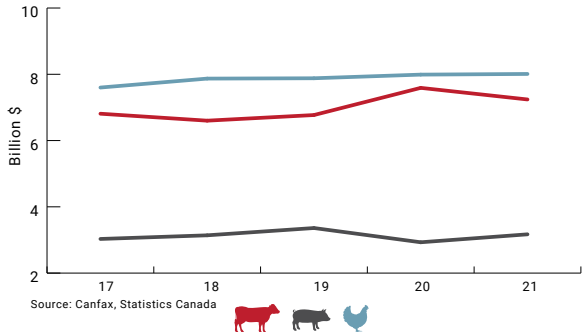
MEAT IMPORTS AS % OF DOMESTIC DISAPPEARANCE



MEAT CONSUMPTION SHARE IN CANADA

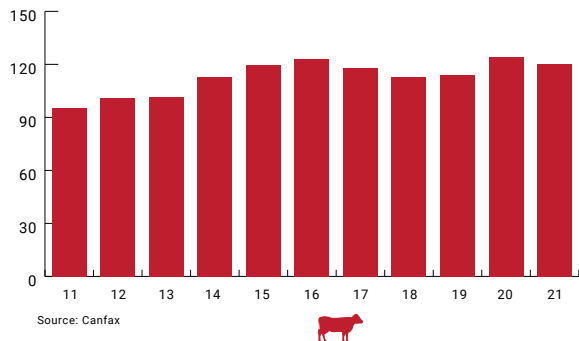


REAL CANADIAN MEAT EXPENDITURES

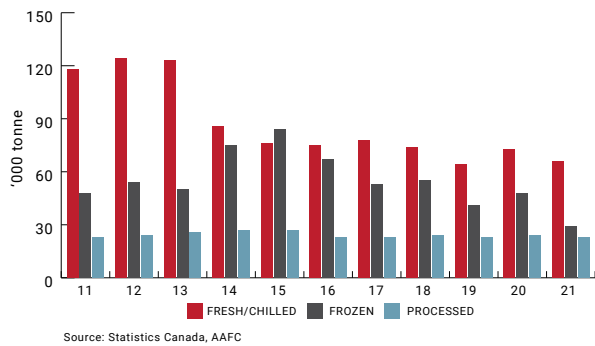


MARKET PERFORMANCE INDICATORS

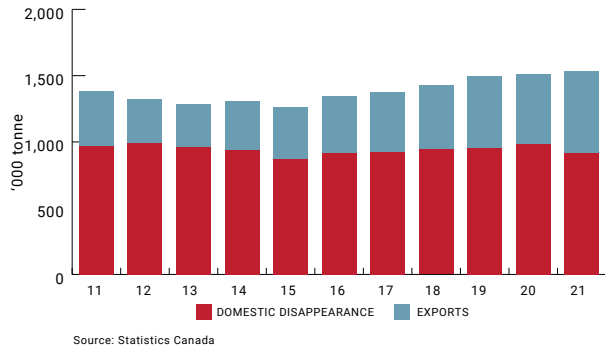
CANADIAN RETAIL BEEF DEMAND INDEX (INDEX 2000=100)



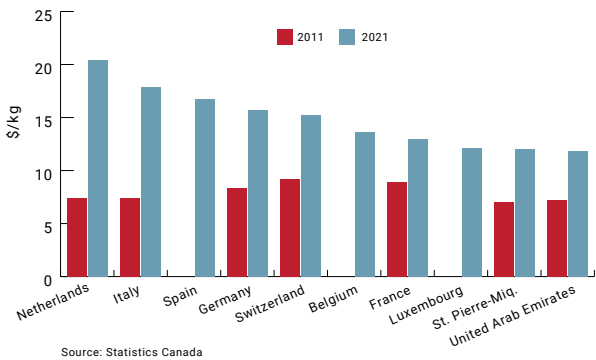
BEEF AND VEAL IMPORTS INTO CANADA BY VOLUME



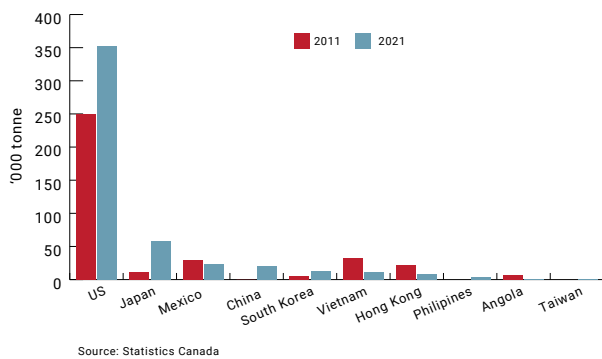
CANADIAN BEEF & VEAL DOMESTIC DISAPPEARANCE VS EXPORT



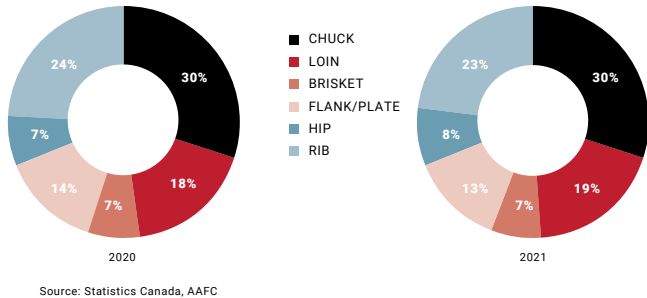
CANADIAN BEEF & VEAL EXPORTS, TOP TEN UNIT VALUE MARKETS 2011 VS 2021



CANADIAN BEEF & VEAL EXPORTS, TOP TEN MARKETS BY VOLUME 2011 VS 2021

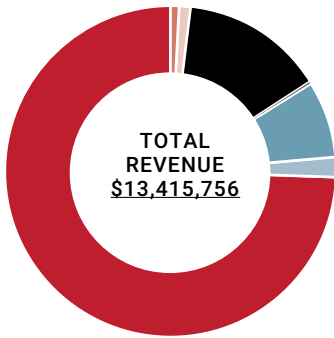


EXPORTS BY PRIMAL CUTS BASED ON VALUE, TOP 10 MARKETS 2020 VS 2021

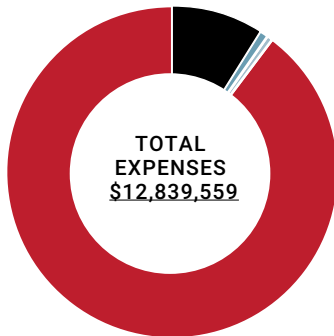


2021-22 FINANCIAL REPORT

2021-22 FINANCIAL REPORT



TOTAL REVENUE \$13,415,756	
■	GOVERNMENT OF CANADA CAP \$1,893,871
■	DOMESTIC BEEF CHECK OFF: TRANSFERS FROM AGENCY MARKETING \$9,965,696
■	AMORTIZATION OF DCC \$106,256
■	GOVERNMENT OF ALBERTA EMD \$120,875
■	IMPORT LEVIES \$1,014,744
■	PUBLIC AND STAKEHOLDER ENGAGEMENT \$249,025
■	OTHER INCOME \$65,289



TOTAL EXPENSES \$12,839,559	
■	MARKETING: GENERIC BEEF \$1,162,522
■	PUBLIC AND STAKEHOLDER ENGAGEMENT \$146,520
■	BEEF CHECK-OFF BOARD OF DIRECTORS (Marketing Committee) \$8,300
■	MARKETING: BRANDED BEEF \$11,522,217

These charts represent information from the 2021/2022 audited financial statement of the Canadian Beef Cattle Research, Market Development and Promotion Agency.

STAYING CONNECTED

STAY CONNECTED WITH CANADA BEEF

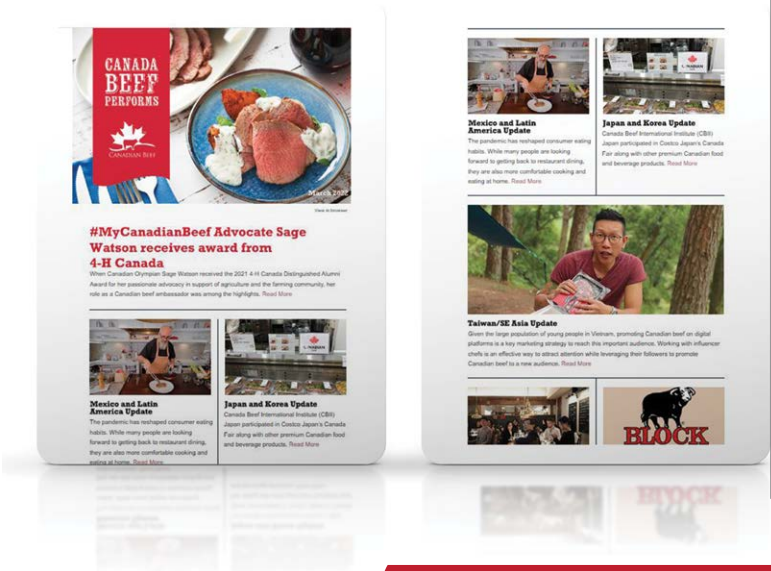
Canada Beef is committed to keeping producers and stakeholders informed. Check out the many ways you can stay connected.

CANADA BEEF PERFORMS

Subscribe to our free monthly e-newsletter delivered directly to your inbox. You'll learn about:

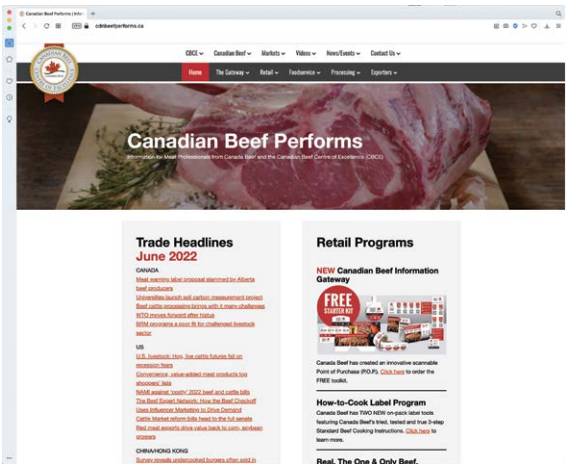
- International market statistics, and updates and information on tradeshow, promotions and events
- Domestic market updates including activities and resources
- Canadian Beef Centre of Excellence news and developments
- Digital and Consumer marketing team project updates and information

Subscribe today at www.canadabeef.ca/canadabeefperforms



CDNBEEFPERFORMS.CA

The Canadian Beef Performs website is dedicated to providing information for meat professionals in the retail, foodservice and processing sectors. Check out Canadian Beef Information Gateway updates, industry statistics, and cooking and cutting videos for home and professional chefs and butchers, courtesy of Canada Beef and the Canadian Beef Centre of Excellence.



STAY CONNECTED ON SOCIAL MEDIA

Be a Canadian Beef Socialite. Whatever your platform, we invite you to follow along and be part of the conversation.



Canadianbeef



LoveCDNBeef and CanadaBeefInc



@loveCDNBeef and @CanadianBeef



lovecdnbeef



Love Canadian Beef



Canada Beef

CANADA BEEF

ANNUAL REPORT
2021-2022



**NO. 1 RECIPE FOR
SITE SEARCHES ON
CANADABEEF.CA
IN FQ4;**

**THE TOP SIX SEARCH
TERMS ALL WERE
RELATED TO CUTS
OF BEEF.**

**INSIDE ROUND,
GROUND BEEF,
SIRLOIN TIP ROAST,
POT ROAST.**

This
recipe for
Cincinnati
Chilli
topped the
list at #1

