

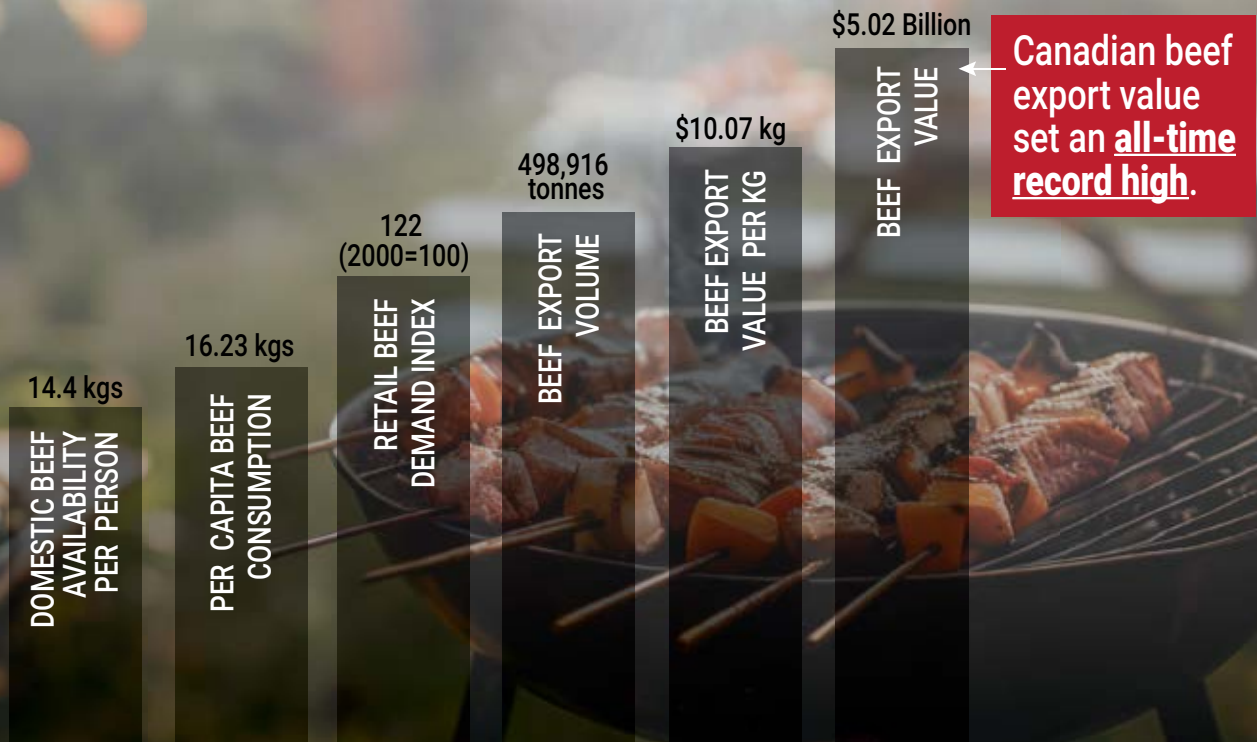


PREMIUM
QUALITY
GRAIN-FED
CANADIAN BEEF

CANADA BEEF

A YEAR IN REVIEW

2023 was another **STRONG YEAR**
for Canadian beef



[2 0 2 3 4]

ANNUAL REPORT 2023 - 2024

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

The Marketing Committee is responsible for the oversight of Canada Beef.



Jack Chaffe
Marketing Finance Chair,
Beef Farmers of Ontario



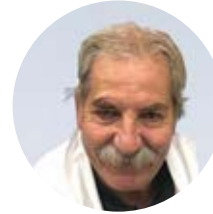
Stephen Christie*
Marketing Vice-Chair,
Retail/Foodservice



Jim Clark
Member at Large,
Ontario Cattle Feeders Association



Jeff Cline
Canadian Meat Council



John Curtis
Canadian Meat Council



Cam Daniels
Member at Large,
Harmony Beef



Andre Forget
Canadian Meat Council



Mike Guest
Member at Large,
Western Prime Meat Processors



Jennifer Haley
Veal Farmers of Ontario



Clay Holmes
Member at Large,
Intercity Packers



Russ Mallard
Marketing Chair,
Canadian Meat Council



Coral Manastersky
I.E. Canada



Julie Mortenson
Observer Seat,
Youth Member



Chad Ross
Saskatchewan Cattlemen's
Association

* Denis Burelle is the temporary substitute member representing the retail and foodservice sector, who was called upon to replace Stephen Christie, who resigned his position on February 29, 2024. We would like to thank Stephen for his time on the Marketing Committee.

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.

For more information about Canada Beef programs and services:

T: 403-275-5890 E: info@canadabeef.ca www: canadabeef.ca / cdnbeefperforms.ca

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.



Russ Mallard
Chair, Market Development
and Promotion Committee

A MESSAGE FROM THE CHAIR

Anticipating and managing change was a priority for the Market Development and Promotion Committee (Marketing Committee) this fiscal year.

The committee remained focused and flexible as it navigated challenges and opportunities for the Canadian beef industry and worked to ensure a successful leadership transition in advance of Canada Beef President Michael Young's retirement in March 2024.

The Marketing Committee was pleased to welcome Eric Bienvenue as Canada Beef's incoming president in October following a rigorous four-month review process by the search committee that considered several highly qualified candidates.

The planned transition period ahead of Michael's retirement allowed Eric the benefit of training and mentorship by Michael during the onboarding period. Additionally, Eric – an experienced leader in Canada's animal protein sector with a background in pork and poultry – visited beef farms and feedlots and participated in routine chores to deepen his understanding of beef cattle production. He also got to know the excellent team at Canada Beef and how the organization works collaboratively with operational oversight provided by the Marketing Committee, to ensure a seamless transition process to president.



On behalf of the Marketing Committee, I would like to thank Michael for his significant contributions to the industry over the past five years.

Canada Beef's ability to respond to operational challenges ushered in by the pandemic and adapt for the long haul was remarkable, and it led to a period of unparalleled innovation, a path that the organization continues to forge ahead with today. His tenure included consecutive periods of record-setting export volume and values for the Canadian beef industry. It was a pleasure to work with Michael and we wish him well in his retirement.

As the operational oversight for 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 planning and establishing Canada Beef's strategic, business and operational goals and objectives and for the overall management and operation of the business. The committee provides oversight of the Canada Beef investment plan and budget and works with the President to ensure the business strategy is correct, oversees its implementation, and evaluates its results.

The Marketing Committee consists of a broad range of representatives from all aspects of the beef and veal industry. The business insight, expertise and perspectives of our committee members results in effective dialogue and collaboration within the committee.

At the Agency's annual general meeting in August, the Marketing Committee elected their Executive Committee including myself (Chair), Stephen Christie as Vice-Chair and Jack Chaffe as Finance Chair. The committee also elected two new Members-at-Large for 2023-2024: Mike Guest of Saskatchewan, and Jim Clark of Ontario. Julie Mortenson of Saskatchewan, the Agency's Youth Member, returned as an ex-officio member.



Canada Beef's funding agreement with the Canadian Agricultural Partnership (CAP) concluded March 31, 2023. A funding application to its replacement, the Sustainable Canadian Agricultural Partnership (Sustainable CAP), a new 5-year agreement effective April 1, 2023, to March 31, 2028, was successful. Canada Beef will utilize \$5.9 million in eligible funds from the AgriMarketing Program under the Sustainable CAP to promote Canadian beef and veal exports globally through initiatives that will increase awareness of the value proposition created by farmers and other participants within the beef and cattle supply chain.

The Sustainable CAP contribution will fund the development and deployment of global resources and activities to support market development programs for Canadian beef in international markets.

The Canadian Beef Information Gateway (Gateway), which uses quick response (QR) codes and universal product codes (UPC) to drive the purchase and enjoyment of Canadian beef, is one of the many initiatives executed on to drive sales and awareness of the Canadian Beef Advantage (CBA) and build loyalty and commitment to Canadian beef and veal in domestic and international markets.

Four Provincial Marketing Alliance (PMA) programs were established with participating provincial cattle associations Alberta Beef Producers, Saskatchewan Cattlemen's Association, Manitoba Beef Producers and Beef Farmers of Ontario. The intent of the PMA is to align the collective expertise and resources of participating associations through shared strategic goals, objectives, and initiatives. The program supports co-funded projects between Canada Beef and the participating organizations through regional initiatives important to regional marketing strategies.

The Canadian Beef Centre of Excellence developed a recipe testing facility within its space. The new Test Kitchen and Innovation Lab made it possible to test and develop recipes to support Canada Beef's new Culinary Planners, a project managed by Global Marketing.

Canada Beef finished the year with a clean audit. All budgeted objectives were achieved. Actual revenues were 113% vs. budget and expenses were 98% vs. budget.

Continued efforts to improve efficiencies while reducing operational costs led to a change of IT service provider during the year. This resulted in cost reductions that can be redirected to programming or other needs as identified, or both.

The Canada Beef team 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.

A handwritten signature in black ink, appearing to read 'Russ Mallard'.

Russ Mallard
Chair, Market Development and Promotion Committee



Eric Bienvenue
President, Canada Beef

A MESSAGE FROM THE PRESIDENT

On behalf of the Market Development and Promotion Committee and the Canada Beef team, it is my pleasure to present the Canada Beef Annual Report 2023-2024.

When I joined Canada Beef as incoming president in October 2023, I welcomed the opportunity to be mentored by outgoing president Michael Young in the months leading up to his retirement in March 2024. Having come from the pork and poultry side of the Canadian animal protein sector, I genuinely appreciated Canada Beef's commitment to my success and thoroughly enjoyed learning about the Canadian beef industry.

It was an honour to work with Michael during my industry immersion and later, when I officially became Canada Beef President, to lead a staff of consummate professionals focused on delivering value for producer dollars and import levy investment.

It's been an amazing experience, and I am confident that the Canada Beef team is well equipped to manage challenges and opportunities moving forward together, and collaboratively, with industry partners.

Inflation, currency fluctuations, extreme weather and cattle cycle dynamics in 2023-2024 were all factors impacting the beef sector this fiscal year.

rose 14.4% to 17.4 kg, while per capita poultry consumption was steady at 41.3 kg. Total meat consumption was steady at the long-term average of 75 kg.



Total beef consumption fell 4.45% to 924,283 tonnes (carcass weight) in 2023. Domestically produced beef achieved 76.89% market share, down 4.71 % from 2022.

The 2023 Canadian retail beef demand index declined slightly from 2022 but remains historically high at 122 (2000=100). Beef accounted for 25.3% of market share by volume (vs. 27.6% in 2022).

According to Canfax, the U.S. retail beef demand index in 2023 declined for the second year but is still the third highest on record going back to 1990, at 118 (2000=100). The international beef demand index, at 146 (2000=100), surpassed the previous high set in 2022.

Canadian beef export value topped \$5.02 billion in 2023, the largest year ever for value, on lower export volumes. Canada Beef is proud to work with our partners who have achieved this record-breaking result.

Retail beef prices reached an all-time high of \$22.54/kg in August 2023.

Statistics Canada's 2023 data shows per capita beef consumption fell 7.2% to 16.23 kg /person. Per capita consumption for pork

Beef exports in 2023 were \$10.07 / kg, up 10% from 2022, indicating there was strong demand for the product that was available (Canfax).

Canada Beef's Emerging Market Development program provided cost-shared support for Canadian beef exporters and their clients to participate in 12 separate trade shows in a variety of markets including Hong Kong, Japan, Mexico as well as the European, Southeast Asia and Middle East regions.

Additionally, 13 Export Market Adaptation incoming missions, three Export Market Investigation outgoing missions and 14 Promotion and Marketing Initiatives were supported under the program this fiscal year.

Of these 42 projects approved, 26 different companies received support targeting seven different export markets.

Canada Beef's work in export markets creates opportunities for the Canadian beef industry to realize greater value for the carcass than could be realized in the domestic market alone. Canfax estimates that beef exports provide an additional \$1,295 per head/carcass value (5-year 2019-2023 average) to the packer that determines value throughout the supply chain.

As consumers, foodservice and restaurant operators everywhere continued to manage the impacts of inflation on their household budgets and businesses, Canada Beef delivered on its commitment to provide innovative programs, services and resources that will position Canada's beef and veal industry for continued success.

The Canadian Beef Information Gateway (Gateway) expanded its offering. Three new programs, World Cuisine, Recipe Collections and Diet & Wellness, were introduced on the consumer-facing Gateway, and Gateway editions for meat professionals were launched. The team released a new, innovative scanning feature that allows consumers to scan the barcode on beef packages at over 30 different retailers, encompassing most of the country's major grocery stores, to access the Gateway. Additional Gateway initiatives supported by the team can be found throughout this annual report.

The second annual Burger It Forward campaign produced remarkable results. The month-long giveback campaign delivered a 77% increase in participating restaurants (199) and more than doubled the number of burgers sold (59,794), to raise \$67,406 for food bank efforts across the country.

Canada Beef worked on four policy files of importance to the beef side of the industry. The team continued to support the industry's submission on the Pan-Canadian School Food Policy, and finalized an industry training and implementation tool for the Front-of-Package nutrition symbol labelling program that will become mandatory in Canada as of January 2026.

Health Canada announced intentions to revise their infant feeding guidelines, a guidance document in which beef is featured prominently. To prepare for the eventual consultation on this topic, a study on Canadian parents' understanding of iron and infant feeding was conducted. The results of the Leger study, which demonstrated critical gaps in parents' knowledge, were featured in communications to registered dietitians, doctors and nurses at conferences, a nutrition webinar and trade articles.

The results for the 2024 Canada Beef Global Stakeholder Satisfaction Survey are on page 44 of this annual report. Significant improvement in ratings related to staff knowledge, responsiveness and overall contribution, and sustained high levels of satisfaction, were reported this year. Stakeholder participation in the survey helps to track awareness of and engagement with Canada Beef's programs, services and initiatives. This feedback informs our efforts to make meaningful improvements as we strive to increase satisfaction levels for all stakeholders.



Eric Bienvenue
President, Canada Beef



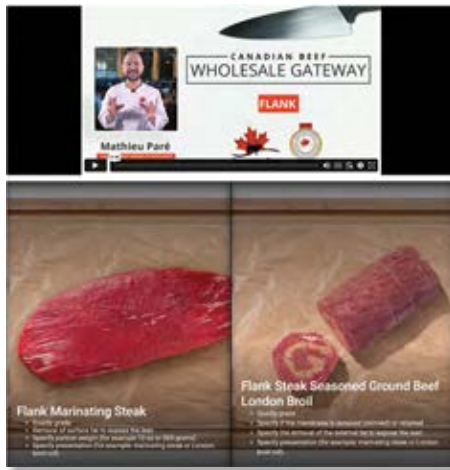
Mark Klassen,
Executive Vice President

[GLOBAL MARKETING]

GLOBAL CANADIAN BEEF INFORMATION GATEWAY PLATFORM ARCHITECTURE

Two new Wholesale Gateways editions were created to support meat professionals.

The Retail Wholesale edition (ret.cdnbeef.ca) features Canadian beef subprimals, portion cuts along with variety meats, trim and grinds. Information provided includes purchasing specifications, photos, 360 view video as well as merchandising videos. Links to recipes and other content from the Consumer Retail Edition were also included for all portion cuts. An accompanying Canadian Beef Retail Merchandising poster and branded Gateway online content was created in partnership with beef processors producing approximately 90% of Canadian beef.

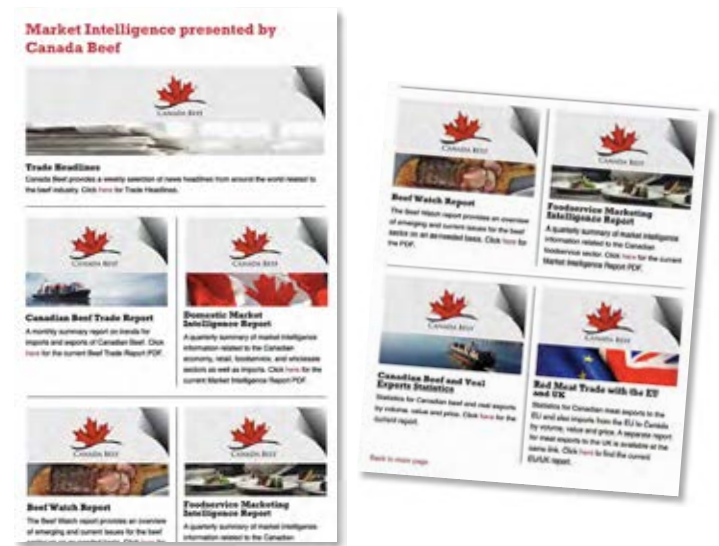


The Foodservice Wholesale edition (fs.cdnbeef.ca) includes subprimals, portion cuts, variety meat and grinds. Information provided includes purchasing specifications, photos, 360 view video as well as merchandising videos. An accompanying Canadian Beef Foodservice Merchandising poster and template video approaches for culinary, purchasing and guest service were developed to support restaurant staff.

Architecture to support the ability to manage contests was created for the Consumer Retail Gateway Edition. This capability was used to support a national Gateway promotion involving 30 major Canadian retail banners who sell the majority of Canadian beef in the domestic market.

GLOBAL MARKET INTELLIGENCE PROGRAM

The Market Intelligence Program was expanded to include the quarterly Foodservice Market Intelligence Report, Retail Market Intelligence Report and Beef Watch featuring information related to regulatory or policy related issues. In addition, continued reporting was produced for the Market Intelligence suite of weekly, monthly and quarterly publications. The total monthly circulation of individuals who received one or more market intelligence reports was 1K+. Reporting was also further distributed by national associations and the Canadian Cattlemen magazine.



INTERNATIONAL MEAT SECRETARIAT MEMBERSHIP

Canada Beef was an active participant in the International Meat Secretariat (IMS) with staff attending a IMS marketing workshop and the Human Nutrition and Health Committee in October 2023. A non-profit organization, IMS brings together livestock producer associations, national and regional meat associations, meat exporter associations, meat processing companies, government, and corporate partners from around the world representing over 75% of the global production of cattle, pig, and sheep meat.

GLOBAL CANADIAN BEEF ADVANTAGE MARKETING RESOURCES

Merchandising wall posters for the retail and foodservice sectors were created with QR code links to online content in the respective Wholesale Gateways. Branded versions of the posters were utilized by processors producing approximately 80% of Canadian beef.



Mauricio Arcila,
Director of Technical Services

Eight Culinary Planner brochures with QR code links to supporting online commercial recipe content were developed for chefs. Culinary Planners included 150 recipes categorized as: Kids Menu, Senior Living, Burgers, Entree Salads, Sandwiches, Flatbreads and Wraps, Beef Bowls, Appetizers and Soups and Entrees. Additional recipes will be added before printing in 2024-25.

The Quality Assurance System virtual tour was translated for use in Japan, Mexico, Taiwan, China/Hong Kong, Vietnam and South Korea.

A Beef Carcass virtual tour and an Animal Health Product Approvals vignette was created in English and translated into six additional languages.

STAKEHOLDER SATISFACTION SURVEY

A survey of stakeholders from multiple segments of the supply chain as well as relevant government officials was undertaken. In total 280 responses were received. Surveys were conducted using an online methodology with respondents taken from Canada Beef contact lists.

The Domestic Survey results showed significant improvements versus the previous year in ratings related to staff knowledge, responsiveness and overall contribution. The other surveys showed sustained high levels of satisfaction. Satisfaction with Canada Beef’s overall contribution was 98% in the international survey and 80% in the domestic survey.

GLOBAL SATISFACTION SURVEY	STAKEHOLDER TYPE*			
	DOMESTIC	EXPORT	INTERNATIONAL	GLOBAL
RESPONDENT ATTRIBUTES				
Stakeholder Location	Canada		International	Global
Stakeholders Responding	104	15	161	280
Global Satisfaction Score Weighting	60%	20%	20%	100%
ORGANIZATIONAL SATISFACTION MEASURES (% SATISFIED)				
Staff Knowledge and Skills	87%	100%	99%	92%
Staff Responsiveness	83%	93%	98%	88%
Overall Contribution	80%	93%	98%	86%
INITIATIVE SATISFACTION MEASURES (% SATISFIED)				
Programs and Services	61%	71%	90%	69%
Resources and Materials	70%	85%	89%	77%
Social Media, Web and Apps	59%	NA	88%	71%
OVERALL SATISFACTION (AVERAGE)	73%	89%	94%	80%



CANADIAN BEEF RESEARCH

Two online attitudinal tracking studies were performed using a national representative respondent sample to benchmark perceptions of Canadian beef quality and safety as well as purchase intent.

An online survey was commissioned of 1K immigrants with 200 individuals from five ethnic groups to help guide Canada Beef’s strategy to market beef to new Canadians. Results were compared to a reference sample of 500 individuals from the base Canadian population.

An online study of older Canadians was conducted to determine attitudes and behaviours related to beef consumption. More than 2.1K+ Canadians 18 years of age or older were surveyed. Oversamples of those 65 to 84 years of age were obtained with 200 individuals in each five-year age range.

Survey research was performed to determine Canadians’ preference for purchase of Canadian beef versus imported product at retail and foodservice.

TECHNICAL AND REGULATORY SERVICES

U.S. consumer survey research was commissioned to address marketing aspects of the proposed voluntary Product of USA (vPUSA) rule. Market research and a statistician were retained to provide expert analysis. Analysis was also conducted in relation to the published vPUSA final rule and shared with Canadian industry and government stakeholders.

CANADA BEEF'S STRATEGIC PRIORITIES FOR JAPAN ARE TO PROMOTE THE CANADIAN BEEF ADVANTAGE AND SUPPORT CANADIAN BEEF SUPPLIERS AND THEIR END-USER CLIENTS IN THE RETAIL AND FOODSERVICE SEGMENTS TO INCREASE CANADIAN BEEF VOLUME, VALUE, AND MARKET SHARE IN JAPAN.



Ichiro Kiyotomi
Senior Director, Market
Development,
Japan/South Korea

JAPAN

CANADA BEEF INTERNATIONAL

RETAIL AND FOODSERVICE PROMOTIONS

INSTORE SAMPLING DEMONSTRATIONS

In-store sampling is one of the simplest but most impactful methods of reaching our target audience. Canada Beef supported 603 in-store sampling events for retailers across Japan between August 2023 and March 2024 that generated year-over-year (YOY) growth.

- Costco: 336 demos across Japan (YOY volumes up 162 metric tons (mt))
- Inageya: 180 demos in the Greater Tokyo Area (YOY volumes up 35mt)
- PPIH: 29 demos in Aichi Prefecture (YOY volumes up 40mt)
- Kanehide: 36 demos in Okinawa (YOY volumes up 50mt)
- Feel: 17 demos in Aichi Prefecture (YOY volumes up 5mt)
- Tobu Store: 5 demos in the Greater Tokyo Area (YOY volumes up 5mt)

A co-promotion with Crazy Salt company, a leading spice supplier in Japan, and a cross-tactics project with the Canadian Beef Information Gateway (Gateway) saw 130K original spices and Gateway labels delivered to 400 outlets during a month-long campaign. As a result of the July campaign, YOY volumes were up 50%.



Canada Beef partnered with Rakuten, the largest ecommerce company in Japan, to run two Canada Beef promotions. As a result of the June and December campaigns, YOY volumes increased 80%. An investment in advertisement on Rakuten's main page and landing page helped to optimize sales. During the promotion 180K individuals visited the page.

Canada Beef partnered with a dinner cruise ship "Symphony" to run a Canada Beef fair. The promotion resulted in a 50% increase in volumes YOY. Symphony also produced 48K copies of special 28-page brochures for Christmas/New Year and featured Canada Beef and its logos on three pages.

TRADE SHOWS

Canada Beef participated in seven trade shows this fiscal, including:

- The Food Style Tokyo show in September, to target foodservice buyers to reach out to hotel chefs and restaurant owners. Over 36K buyers visited the show for the two days generating 30 sales leads.





Yuko Onizawa
Associate Director,
Japan



Takako Toyama
Senior Manager,
Operations

- The Food Style Kyushu regional trade show in November, to reach out to buyers in southwest Japan. The show attracted 16.5K visitors for the two days, generating 30 sales leads.
- Japan Foodservice Association (JFA) is the largest foodservice association with 800 member companies. The one-day private tradeshow hosted by JFA in November attracted 1.9K buyers and generated 10 sales leads.
- Supermarket Trade Show, the largest trade show targeting supermarket buyers, collected 76K visitors for the three days. Held in February, the show was well-attended, with many visitors to the Canada Beef Japan booth, where Canadian beef demonstrations and sampling took place, and 80 sales leads were generated.
- The Canada Pavilion of Foodex Japan is the largest food trade show in Japan. Over 76K Food & Beverage buyers visited the March 2024 show for the four days. Aligning with other premium Canadian food and beverage products under the Canada banner, Canada Beef showcased premium quality grain-fed Canadian beef with a visually appealing display in the booth. Fifty sales leads were generated.



DIGITAL MARKETING

Canada Beef partnered with a Japanese marketing agency to develop and execute a Canada Beef digital marketing strategy. A total of 160 topics were posted on Canada Beef Japan Facebook, Instagram, and YouTube pages, resulting in 2.6M impressions. The number of followers increased by 230 and engagement was 19.3K+.

DEMAND BUILDING EVENTS

A Canada Meat Seminar and Reception was organized in collaboration with Canada Pork at the Canadian Embassy in Tokyo. The September event was well received, with 300+ meat industry representatives attending. Canada Beef leadership and Market Development and Promotion Committee Chairperson joined the event.

Canada Beef held a Canadian beef-demand building seminar in Osaka with representatives from supply partners who delivered presentations. Osaka is the second largest city in Japan, with many potential customers. The event was well attended by 80 industry representatives.



TRADE ADVERTISING

Canada Beef advertised in the summer edition of two different meat industry publications with a combined 48.2K subscribers. The features included an interview article with Canada Beef Senior Director, Japan introducing Canada Beef programs.

A monthly Canada Beef Japan e-newsletter was distributed to more than 1.5K stakeholders. The content included Canadian beef industry information and local Canada Beef marketing activities.



CANADIAN BEEF EXPORT HIGHLIGHTS

Japan remained Canada's second largest beef export market by volume in 2023 with 9.1% market share. Beef exports totalled 45,400 tonnes valued at \$351.8 million (\$7.75/kg). Exports were down 33.1% in volume and down 32.1% in value from 2022.

DISTRIBUTOR EDUCATION

Canada Beef partnered with the Federal Meat Academy (FMA) to provide Canadian beef courses to culinary college students in December. Three classes were conducted, and 100 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.

Another partnership with FMA provided a Canadian beef education program for Inageya Supermarket in Tokyo in October. Inageya, a Canada Beef retail partner with 133 locations in the Greater Tokyo Area, had 20 new employees attend this program to learn about the Canadian Beef Advantage, production, cutting and merchandising of Canadian beef.



Representatives from the Embassy of Canada welcomed guests to a networking reception and Canadian beef tasting session. The event was well attended by approximately 80 industry representatives and a number of important leads and business opportunities were identified. According to feedback from attendees, they were so impressed, they suggested it become an annual event.



OUTGOING MISSIONS

The JFSA buyers group travelled to Canada to visit Canadian beef packers and explore product specifications and future strategies. They visited the Canadian Beef Centre of Excellence for cutting demonstrations, product tasting, and a presentation delivered by Canada Beef. They also visited a farm to learn about how cattle are raised.



Ichiro Kiyotomi
Senior Director,
Market Development,
Japan/South Korea

[SOUTH KOREA]

CANADA BEEF INTERNATIONAL

RETAIL AND FOODSERVICE PROMOTIONS

IN-STORE SAMPLING DEMONSTRATIONS

Canada Beef supported in-store sampling for retailers to increase sales.

- Sunwoo Fresh: 21 demos across South Korea in May resulted in new sales volume of 6 metric tons (mt).
- Homeplus: 30 demos in August and 40 demos in March across South Korea resulted in total new sales volume of 102.4mt.
- Emart: 40 demos in August across South Korea resulted in new sales volume of 30mt.

ONLINE PROMOTION

Canada Beef partnered with two online shopping malls to hold Canadian beef promotions to increase sales and brand awareness. A total of 4.5M people visited the websites during the promotional periods in May and November.

- Kakao Makers: 500K visitors (New sales volume 4mt).
- Emart SSG.com: 4M visitors (New sales volume 10mt).

FOODSERVICE CHANNEL PROMOTION

In January, Canada Beef partnered with Hyundai Green Food to run a Canadian beef promotion in their 30 restaurants across South Korea. The campaign to increase sales resulted in new sales volume of 20mt.

TRADE SHOWS

SEOUL FOOD & HOTEL

Canada Beef secured four booths (36 square meters) to display Canadian beef products and hold tasting events. The June show attracted 42K importers, distributors, and retail and foodservice buyers over four days, and generated 80 sales leads.

MEAT EXPO IN SEOUL

Canada Beef participated in the meat industry exhibition in Seoul in June to showcase Canadian beef products and hold tasting events. Approximately 10K importers, distributors, foodservice buyers, and general consumers visited the show over three days generating 30 sales leads.



COEX FOOD WEEK

Canada Beef participated in the food show to display Canadian beef products and hold tasting events. Held over four-days in November, the show attracted 50.6K importers, distributors, and retail and foodservice buyers and generated 55 sales leads.

MEAT EXPO IN BUSAN

Held in Busan, Korea's second-largest city, the meat industry exhibition enabled Canada Beef to reach out to the regional foodservice market. The three-day event held in March attracted 7.6K importers, distributors, foodservice buyers, and general consumers and generated 21 sales leads.



NEWSLETTER AND TRADE ADVERTISING

MEAT JOURNAL

Canada Beef arranged an interview article with the incoming Canada Beef President and introduced Canada Beef programs and plans in the March 2024 edition of Meat Journal, the leading meat industry monthly magazine with 8.5K subscribers.

MONTHLY TRADE NEWSLETTER RELEASE

Canada Beef distributed a monthly Canada Beef Korea e-newsletter to around 380 stakeholders. The content included Canadian beef industry information, statistics, and local Canada Beef marketing activities.



YG Shin
Manager,
Market Development,
South Korea

CANADIAN BEEF EXPORT HIGHLIGHTS

South Korea was Canada's fifth largest export market by volume in 2023 with 2.9% market share. Beef exports totalled 14,200 tonnes valued at \$121.8 million (\$8.57/kg). Exports were down 25% in volume and down 36.7% in value.

GOVERNMENT TRADE COMMISSION

Canada Beef supported the Canadian Trade Commissioners in holding an e-commerce Canadian food promotion with SSG.com, the leading e-commerce platform in South Korea, for seven days in July. Beef, pork, seafood, and food and beverage products were showcased. Canadian short rib and ox tail were featured.

CANADIAN BEEF INFORMATION GATEWAY

A culinary instructor was hired to create 15 Canadian beef recipes tailored to the tastes of Korean consumers. The recipes were developed to upload to the Korean-language Canada Beef Information Gateway landing page, website, and Instagram page. The recipes feature short rib, short plate, and flat iron dishes, and attracted a lot of attention from Korean consumers.



DIGITAL MARKETING AND SOCIAL MEDIA

WEBSITE RENOVATION AND UPDATES

The Korean website was renovated and updated to fit the needs of trade stakeholders and consumers. For the fiscal period of April 2023 to March 2024, the number of page views was 166K and unique users was 28K.

SOCIAL MEDIA MARKETING

A total of 69 posts were made on the Canada Beef Korea Facebook and Instagram pages this fiscal year, resulting in an increased number of followers to 2.15K+ from 1.33K+. Retail campaigns and Canada Beef news and recipes were posted to increase consumer awareness and demand for Canadian beef.

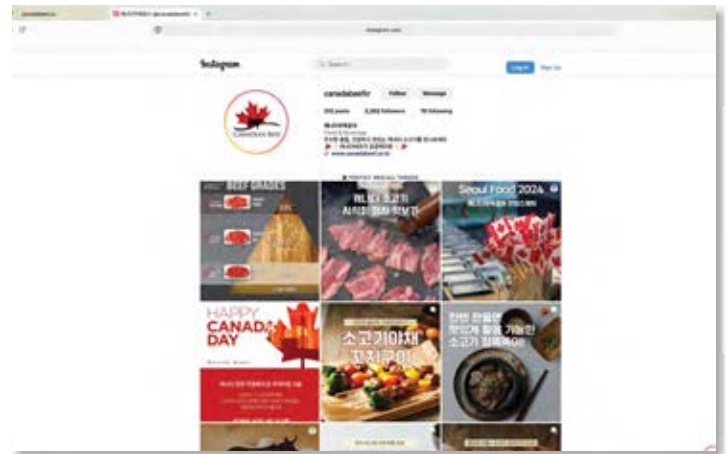
DEMAND BUILDING EVENTS

CANADA BEEF DEMAND BUILDING

With the Canada Beef President and Vice President of Export Market Development visiting Korea in September, Canada Beef took the opportunity to hold a Canada beef seminar and networking reception, jointly with Canada Pork, with 105 invited customers. Apart from the event, the Canada Beef team visited seven in-market partners to discuss current promotions and future opportunities for Canada Beef support.

CANADA BEEF DEMAND BUILDING AND MARKET INTELLIGENCE

The Canada Beef President, Incoming President, and Vice President of Export Market Development visited Korea in February 2024 to create demand for Canadian beef and collect new market intelligence from seven Canadian beef clients and partners in the Korean market.





Rachel Zhang,
Manager, Operations
China and Hong Kong

[CHINA AND HONG KONG]

CANADA BEEF INTERNATIONAL

RETAIL AND FOODSERVICE PROMOTIONS

Canada Beef partnered with MARAE supermarket in Hong Kong to promote Canadian chilled beef during the Easter holiday in April. A total of 14 stores participated in the promotion, with 196 in-store samplings conducted. The result was a 70% increase in total sales.

Along with YATA, a modern retail chain in Hong Kong, a Canada Beef promotion was launched in August to boost sales and enhance brand awareness. Canada Beef extended its support to nine YATA stores and organized 63 in-store samplings. Additionally, online advertisements on YATA's e-commerce platform garnered an impressive 1.2K+ views, resulting in a 52% increase in sales.

In partnership with MARAE supermarket in Hong Kong, Canada Beef promoted Canadian chilled beef during the October Thanksgiving holiday. A total of 14 stores participated in the promotion, with 140 in-store samplings conducted. The result was a 127% increase in total sales.

Canadian beef was promoted in another partnership with the YATA retail chain in Hong Kong in February. Five YATA stores participated in the promotion, organizing 70 in-store samplings. Additionally, online advertisements on YATA's e-commerce platform garnered 1K views. Furthermore, five recipes were created by partnered social influencers, and one cooking demonstration was conducted. These efforts resulted in a 330% increase in sales.



DEMAND BUILDING EVENTS

The President of Canada Beef, the Incoming President, the Vice President of Export Market Development, and the Director of Market Development for Taiwan and Southeast Asia visited Hong Kong in February to capitalize on the opportunity to stimulate demand for Canadian beef and gather new market intelligence from clients and partners in the Hong Kong market.



CANADIAN BEEF EXPORT HIGHLIGHTS

Hong Kong and Macau were Canada's sixth largest beef export market by volume in 2023 with 1% market share to 5,600 tonnes valued at \$60.8 million (\$10.80/kg). Exports were up 18.1% in volume and up 18.9% in value. There were no exports to China in 2023.



GOVERNMENT TRADE COMMISSION

Canada Beef partnered with the Canadian Embassy in Hong Kong in July to celebrate Canada Day. Canada Beef major importer partners were invited to celebrate the birthday of Canada at the event to strengthen the relationship with Canada and Canadian beef. Canada Beef provided beef for the carving station and buffet. Overall feedback was positive.



CANADIAN BEEF INFORMATION GATEWAY

Canada Beef designed and built the Hong Kong version of the Beef Information Gateway. The program was launched in FQ3, offering access to information on 12 Canadian beef cuts via a QR code. The Gateway was officially launched in partnership with YATA supermarket in February 2024.



CANADA BEEF'S STRATEGIC PRIORITIES FOR TAIWAN AND SOUTHEAST ASIA INCLUDE RETAIL AND FOODSERVICE CHANNEL DEVELOPMENT, VOLUME AND VALUE GROWTH, SUPPORT CANADA BEEF MARKETING OPPORTUNITIES IN THE MARKETPLACE, AND WORK WITH CANADIAN BEEF SUPPLY PARTNERS TO MAXIMIZE MARKET DEVELOPMENT OPPORTUNITIES.



Deana Kao,
Director,
Market Development,
Taiwan/ Hong Kong/
Southeast Asia

TAIWAN AND SOUTHEAST ASIA

CANADA BEEF INTERNATIONAL

RETAIL AND FOODSERVICE PROMOTIONS

TAIWAN

Canada Beef partnered with five major beef importers in Taiwan to launch a joint Canadian beef celebration promotion both online and offline in June. The online advertisements garnered an impressive 12K views, resulting in a significant increase of 1.2K website visitors and 5K social media views, along with 30 new social media followers. Additionally, 10 branded marketing resources were created, and 10 in-store samplings were conducted. As a result, sales saw a remarkable increase of 150%.

Canada Beef partnered with City'Super, a Japanese style retail chain in Taiwan, to promote chilled Canadian beef. Seven City'Super stores participated in the fall promotion, organizing 25 in-store samplings. The result was an 11% increase in total sales.

The Palas de Chine Hotel promotion was conducted in conjunction with the Trade Commissioner Service and the Canadian Lobster Council. The hotel transformed their western steakhouse restaurant, 'La Rotisserie,' into a Canadian Bistro during the promotion, offering nine Canadian beef and lobster dishes on the menu. The same menu was also available for in-room dining. A press launch held with 50 mainstream media representatives generated 200K digital views, a media value of NT\$2M. As a result of the November campaign, sales increased by 15%.

PHILIPPINES

Canada Beef partnered with Wildfour Restaurant's burger chain Pink's to launch an online promotion through GrabFood and Facebook advertisements. Held in July, the campaign garnered a total of 800K online views in the Philippines.

Canada Beef and The Marketplace, a premium retail chain in the Philippines operated by Robinsons Rustan, partnered to promote Canadian beef. In total 35 Rustan stores participated in the October promotion, with one cooking demonstration conducted. The result was a 20% increase in total sales.

VIETNAM

Canada Beef partnered with a hybrid concept Korean-style modern retail (Vina Fresh) and restaurant (Plan K) to promote Canadian beef. Two stores participated in the fall promotion, with seven cooking demonstrations conducted and two co-branded resources created. The campaign generated 193K social media views. As a result of the campaign, there was a 9% increase in total sales.

Along with local importer TTC, Canada Beef conducted a retail promotion with five major retail chains in Vietnam (Aeon, Winmart, Big C, Lotte, Mega Market) to promote Canadian beef to Vietnamese consumers. A total of 15 stores participated, resulting in 995 in-store samplings from August to March. The promotion led to a 20% increase in total sales, with new Canadian beef sales volume increasing by 300 metric tons (mt).

TRADE SHOWS

TAIWAN



The Taipei Food Show saw 46K visitors for the four-day show in June. Canada Beef secured three booths (27 m2) to display Canadian beef products and distribute samples. Taiwan representatives from Cargill and JBS joined the Canada Beef booth. Ten sales leads were generated.





Pham Nhu (Katie)
Marketing Manager,
Vietnam

CANADIAN BEEF EXPORT HIGHLIGHTS

Southeast Asia (including Taiwan) was Canada's fourth largest beef export market by volume in 2023 with 3% market share. Beef exports totalled 15,119 tonnes valued at \$96.6 million (\$6.39/kg). Exports were down 23.8% in volume and 38.6% in value in 2023.

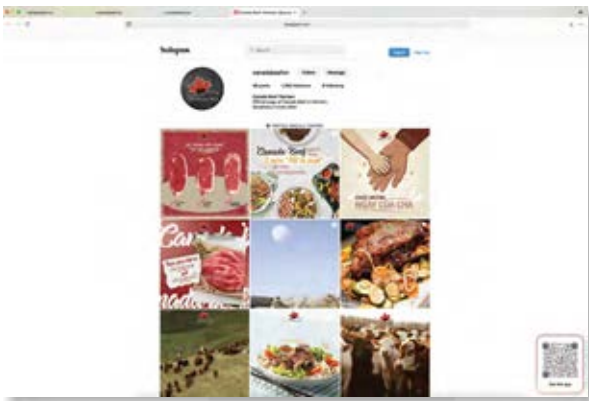
Canadian beef exports to Taiwan totalled 1,031 tonnes valued at \$10.2 million (\$9.89/kg). Exports were down 13% in volume and down 26.9% in value.

PHILIPPINES

For the WOFEX Philippine Show in August, four booths, totaling 36 m2, were secured to display Canadian beef products and distribute samples. The four-day show attracted 45K visitors. Additionally, two local companies, JBS and Cargill, joined the Canada Beef booth. Canada Beef also partnered with the Chef Association to conduct a Young Chef competition, involving seven local Philippine culinary schools. Fifteen sales leads were generated.

VIETNAM

The Food & Hotel Vietnam show saw 15K visitors for the three-day show in March. Canada Beef secured four booths (36 m2) to display Canadian beef products and distribute samples. Vietnam representatives from Cargill and Ontario Corn Fed Beef as well as two local importer companies joined the Canada Beef booth. Three sales leads were generated.



DIGITAL MARKETING

CANADA BEEF TAIWAN WEBSITE (CANADABEEF.TW)

Canada Beef continues to create new and interesting web content for Taiwanese clients and consumers. This includes posting one new Canadian beef or general beef-related content per month. Our writing incorporates Google SEO principles to boost content and website visibility on Google platforms, making it easier for potential visitors and viewers to find us. These and other efforts helped generate 900K+ views to the website, with an increase in website visitors by 70K per year.

Further to the Southeast Asia Instagram account (@canadabeefasia), an Instagram account specifically for Vietnam (@canadabeefvn), was launched. Eight posts and five stories are posted each month, targeting Vietnamese consumers. This effort has resulted in 1.9K followers and reached 170K users.

DEMAND BUILDING EVENTS

The President of Canada Beef, the Incoming President, the Vice President of Export Market Development, and the Director of Market Development for Taiwan and Southeast Asia visited Vietnam in February to capitalize on the opportunity to stimulate demand for Canadian beef and gather new market intelligence from clients and partners in the Vietnam market.

Canada Beef provided a five-hour seminar in Ho Chi Minh City, Vietnam, in September. The seminar included a Canadian Beef Advantage presentation, a butchery class, and a culinary demonstration. A total of 55 guests attended the seminar. Additionally, a TV interview was arranged with Vietnam HTV to provide an overview of Canadian beef background and industry, which generated 82K views. A reception was also held afterward, providing guests the chance to taste the flavour of Canadian beef. The seminar generated seven new sales leads.

GOVERNMENT TRADE COMMISSION

CANADA VIETNAM 50TH YEAR ANNIVERSARY RECEPTION

The Trade Commissioner Service hosted two business-to-business sessions in Ho Chi Minh City and Hanoi in August, providing an opportunity to meet with new potential buyers. Networking receptions were also held in both cities, with a total of 1K guests in attendance. These sections generated five new business leads.

CANADIAN BEEF INFORMATION GATEWAY QR CODE TAIWAN

The Gateway program launched in early FQ2, offering access to information on six Canadian beef cuts via a QR code. The Gateway officially launched in partnership with City'Super supermarket in September 2023, with 50K Gateway labels for Taiwan produced.





Claudia Herrera-Blanc
Director, Market Development, Mexico and Latin America

MEXICO AND LATIN AMERICA

CANADA BEEF INTERNATIONAL

RETAIL AND FOODSERVICE PROMOTIONS

Canada Beef conducted retail and foodservice promotions at 20+ locations in 17+ cities in Mexico this fiscal year. Overall reach of combined digital and social media reach for featured events was 7.4M+ impressions/views/hits. Events included:

- a promotion with El Florido at 16 retail outlets in four cities in June and July 2023. The eight-week campaign featured an in-store sampling campaign for Clod cuts and generated a 20% increase in sales volume year-over-year (YOY). The campaign was featured in a distribution of 5K flyers.
- a promotion with Grill House by Sigma in seven cities. The campaign featured mailouts to subscribed customers and a social media outreach generated 362K impressions. Cutting boards (150) were offered as a purchase incentive. The campaign raised awareness of the Canadian beef brand and saw incremental sales growth.
- a campaign with Wildfork stores in Mexico City in June featured on-site samplings at three locations, and digital newspaper advertisements for Father's Day (300K weekly ads in main sections). Traffic to Wildfork's e-commerce site for Canadian beef saw 405.5K+ hits.



- partnered with Sigma on a retail store opening and masterclasses in Guadalajara in May. Brand awareness was created through banners, local newspaper articles, in-store branding/promotional material, sampling demos with Canadian cuts and interactions with brand ambassadors. Two Masterclasses were held with CAFISON distributor at the Culinary Institute. Media reach totalled 100K digital views and print run of 55K copies.
- a two-month billboard campaign in Queretaro to promote Canadian beef cuts at Grill House was held in August and September. In-store samplings over eight Saturdays for three hours per day reached 40 new clients and 30K viewers.

- in partnership with La Mansion, a beef festival was held at 15 restaurants in four cities during October and November generating 2.35K kgs of Canadian beef consumed. The promotion included POP materials support, social media posts, video campaign, live broadcasts, digital channels, and a WhatsApp messaging campaign. The initiative saw reach/hits of 6.52M views, 3.36M printed reach/radio audience and a 35% sales volume increase YOY.



- worked with Butcher's Steak Joint on a one-month promotion that featured the creation of five reels promoted on-site, use of the Canadian beef landmark and a short story in restaurant menus to promote Canadian cuts at restaurant. The campaign generated 65.1K+ plays for the shared reel and 75 new customers.

TRADE SHOWS

Canada Beef participated in the ExpoANTAD show. Held March 12-14, 2024, in Guadalajara, the show attracted 47K visitors. Six local distributors and three Canadian packers participated in the booth. Product demos and samplings of eight different cuts were featured. Social media reached 422.8K accounts, 125.4K+ hits, 292.5K+ views, with an increase of 100 organic followers. Ten sales leads were generated.



The Exphotel 2023 show held June 13-15, 2023, at the Cancun Convention Center drew 10K visitors. A local distributor participated in the booth. Daily presentations and samplings were hosted by a Canadian beef brand ambassador. In total, 64K marketing brochures were circulated, 108.6K+ accounts were reached, and 50 new social media followers were added. The show generated 10 sales leads.

Canada Beef attended the ABASTUR 2023 show in Mexico City. Held August 30 - September 1, the show attracted 15K visitors. Two Canadian packers and six local distributors participated in the Canada Beef booth. Canada Beef supported two local distributors' booths (samplings by brand ambassadors). Daily presentations and beef cutting demonstrations featured eight different cuts. Social media outreach generated a reach of 135.5K, 232.4K+ impressions, 510.2K hits and an increase of 120 followers. Fifteen sales leads were generated.



CONSUMER MARKETING

A Canadian beef branded food truck promotion held in Monterrey, in June attracted 7K visitors. The event featured Canadian beef samplings, branded banners and marketing resources. An influencer

CANADIAN BEEF EXPORT HIGHLIGHTS

Mexico was Canada's third largest beef export market by volume in 2023 with [6.5% market share](#). Beef exports totalled [32,300 tonnes](#) valued at [\\$283.8 million \(\\$8.78/kg\)](#). Exports were up 21.8% in volume and up 32.2% in value.

Canadian beef exports to Latin America (excluding Mexico) totalled [4,237 tonnes](#) in 2023 valued at [\\$15.9 million \(\\$3.75/kg\)](#). Volumes were up 67.2% with values up 135.8%. Volumes to Chile were almost five times higher than in 2022, while volumes to Panama were 2.5 times higher.

was engaged to promote and prepare Canadian beef cuts. As a result, 1.34M+ accounts were reached, and social media followers increased by 120. A newspaper covering the event reached 18K.

The Beef Tamale Season campaign was designed to celebrate the tradition of tamale preparation in Mexico with unique recipes that incorporate traditional Mexican ingredients such as corn, with various Canadian beef cuts.

To bring this idea to life, a series of 10 engaging videos were produced to be both educational and visually appealing, capturing the essence of tamale-making while inspiring viewers to try these new recipes at home. The strategic partnerships helped in amplifying the campaign's reach and credibility. As a result, the campaign achieved a reach of 1.15M accounts, with 532.7K hits on ads directed to the YouTube channel related to the campaign.

DIGITAL MARKETING

DIGITAL MARKETING ACTIVITIES

The Canada Beef Mexico website saw 50K unique website visitors this fiscal, up 10% YOY. Social media reached 19.6M+ overall impressions and 257.5K followers, also up 10% YOY. Newsletters achieved a 20% YOY increase in readership with 1.5K+ subscribers and 590 downloads.

DEMAND BUILDING EVENTS

Canada Beef participated in the Festival Parrillero with the Quintana Roo Chefs' Association in Puerto Morelos in July. The event generated 275K views, 65.8K+ clicks/views and printed media coverage of 6K.

Three workshops were held with Emberwood & Master Grillers in Guadalajara in September. Canada Beef worked with three influencers and three distributors. The events had 150 people in attendance highlighting six beef cuts. Social media outreach generated 1.57M views, and 651.8K+ ad clicks.

Canada Beef hosted an Open-Fire gourmet experience for retail and foodservice customers in Guadalajara in March 2024. The event was attended by 90 people from 25 different companies. Eight beef cuts provided by two Canadian packers were featured. The event reached 1.82M, with 38.7K+ ad clicks in social media channels.



DISTRIBUTOR EDUCATION

Canada Beef held five workshops in five cities for Carnes Premium XO's customers. Canadian beef ambassadors' presentations and cutting demos focused on educating end-customers about Canada's high quality beef grades and standards. A total of 180 beef customers attended the events.

Additionally, 120 butchery guides were delivered to customers, and 436K+ views were generated through social media.

GOVERNMENT TRADE COMMISSION

CANADA DAY ACTIVITIES

Canada Beef was part of Canada Day promotions with the Canadian Embassy and Consulates in Mexico City, Guadalajara and Monterrey (June 27-July 1). Canada Beef delivered marketing resources at the three events and Canadian packers sponsored certain beef cuts for the Mexico City and Monterrey receptions.

The Monterrey reception included speeches by Canada Beef representatives and special demos and samplings of two primals for the 150 guests in attendance. Social media digital views reached 29.5K+.

COMECARNE BORDER SEMINARS

Border seminars focused on training industry segments and value chain leaders in Mexico. This edition gathered 3K online registrations for three virtual seminars which included participation from the Canadian Government (export processes to Mexico) and the Canadian beef industry. The sessions were held June to September.

SPONSORSHIPS AND EVENT MARKETING

Canada Beef participated as a sponsor at Inferno Fest in partnership with Sigma Foodservice, one of Mexico's largest national beef importers and a commercial partner of Canada Beef. The festival, which gathered chefs from the Baja, California, area, was held at the Solaz Resort in Los Cabos in November.

A festival highlight was an exclusive dinner for more than 400 attendees where all the beef served was Canadian. The festival included 10+ dishes with Canadian cuts, 101 chefs, 52K YouTube views, and reached 3.6M+ social media accounts.

CANADIAN BEEF INFORMATION GATEWAY

The Canada Beef Mexico website added Gateway landing pages for four beef cuts. Labels and table tents for CAFISON distributor were developed and displayed at five outlets, with 4K labels and two displays with beef grading information per store.

EMERGING MARKETS INCLUDE INITIATIVES UNDERTAKEN IN THE MIDDLE EAST AND EUROPEAN REGIONS. SEVEN COUNTRIES IN THE MIDDLE EAST AND NORTH AFRICA (MENA) REGION IMPORTED 2,901 MT OF CANADIAN BEEF WITH A VALUE OF \$23.35 MILLION CAD IN 2023, BOTH DOWN FROM 2022 LEVELS. THE EU-27 REGION IMPORTED 1,528 MT OF CANADIAN BEEF IN 2023 WITH A VALUE OF \$27.1 MILLION CAD, UP 14% IN VOLUME AND 10% IN VALUE VS 2022.



Albert Eringfeld
Vice President,
Export Market Development

EMERGING MARKETS

RETAIL AND FOODSERVICE PROMOTIONS

Canada Beef partnered with Kreutzers, a major German online retailer, to support a week-long online Canadian beef promotion in March 2024. The campaign consisted of a Canadian beef banner on Kreutzers' main page leading to a Canadian beef cut section, digital newsletters including recipes and information about Canadian beef and integration with Kreutzers' food influencer network on social media. Incremental Canadian beef sales for the campaign period was 78% vs. baseline.

Canada Beef supported a Canadian beef retail promotion with Grandiose Supermarkets, a major premium retailer in the United Arab Emirates (UAE). Sampling took place at three locations over a six-day period and POS materials and social media coverage was also included in the campaign. This was the first time a promotion supporting Canadian beef sales at retail stores in the UAE took place. A total of 12 sampling days and 6K social media impressions were achieved.

TRADE SHOWS

Canada Beef exhibited at the ANUGA 2023 trade show in October and provided a business-building environment for three participating Canadian beef supply partners that exhibited at the show and two others that attended the show.



Canada Beef coordinated a combined Canadian meat industry pavilion along with Canada Pork and the Canadian Bison Association. According to organizers, 140K attendees attended the five-day show.

TRADE ADVERTISING

Canada Beef undertook an advertising campaign with both Caterer Middle East (January edition and special Gulfood edition in February) and Hotelier Middle East (special food suppliers edition in March). Both publications target food and beverage professionals based in the Gulf Cooperation Council (GCC) countries of Saudi Arabia, Kuwait, the UAE, Iraq, Qatar, Bahrain, and Oman. Total circulation combined of each of the publications was 22K and total impressions of the digital banner included in the digital versions was 50K+.



CANADIAN BEEF EXPORT HIGHLIGHTS

Emerging Markets include those in the Middle East and North Africa and the European Union.

Exports to the Gulf region, the Middle East, and North Africa totalled 2,900 tonnes valued at \$23.3 million (\$8.05/kg).

This was down 25.5% in volume and 54.3% in value from 2022.

MARKETING MATERIALS

Generic Canadian beef labels (200K) were printed and distributed to Canadian beef importers and distributors in both Europe and the Middle East for application to packaging at their retail client locations selling Canadian beef.

The labels raise awareness amongst consumers about the source and quality attributes of Canadian beef.

GOVERNMENT TRADE COMMISSION PARTNERSHIP

Canada Beef partnered with the Canadian Trade Commissioner Service on four separate projects: three in Germany and one in the UAE. In Germany Canada Beef partnered with the Canadian Trade Commissioner Service on the Taste of Canada campaign to inform German speaking consumers about Canadian cuisine and foods and direct them to where Canadian beef can be purchased locally.

This year the campaign was expanded to also target German speaking consumers in Austria and Switzerland. As part of the campaign Canada Beef supported the creation and distribution of a Taste of Canada product catalogue (digital and print version) that will be distributed to retailers including a listing of local distributors and wholesalers selling Canadian beef.

Under the same umbrella Canada Beef supported an initiative known as the Press & Blogger Box 2.0 where 63 boxes containing Canadian beef were sent to key food industry media journalists and food bloggers in Germany and Austria. The bloggers were asked to comment and share their experience with the product via their own social media network, food publications and blogs.

Finally, Canada Beef supported a Canadian food and beverage promotional event in Dubai that included Canadian beef.

Over 500 attendees from the public, chefs, hotel and restaurant buyers, retailers as well as food industry influencers and bloggers attended. A social media campaign was also executed to promote the event and to direct visitors to restaurants and supermarkets selling the featured products throughout the UAE.



Albert Eringfeld
Vice President,
Export Market Development

EXPORT MARKET DEVELOPMENT PROGRAM

EXPORT MARKET DEVELOPMENT PROGRAM SUMMARY 2023-24

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

Specific export markets targeted include Japan, Mexico, South Korea, Vietnam, Hong Kong and the European Union and Middle East regions.

The Market Development Program (MDP) category of the EMD Program provides cost-shared support for Canadian beef representative companies to participate or attend trade shows and seminars in the export marketplace.

Canada Beef's EMD program provided cost-shared support for Canadian beef exporters and their clients to participate in 12 separate trade shows in a variety of different markets including Hong Kong, Japan, Mexico as well as the European, Southeast Asia and Middle East regions.

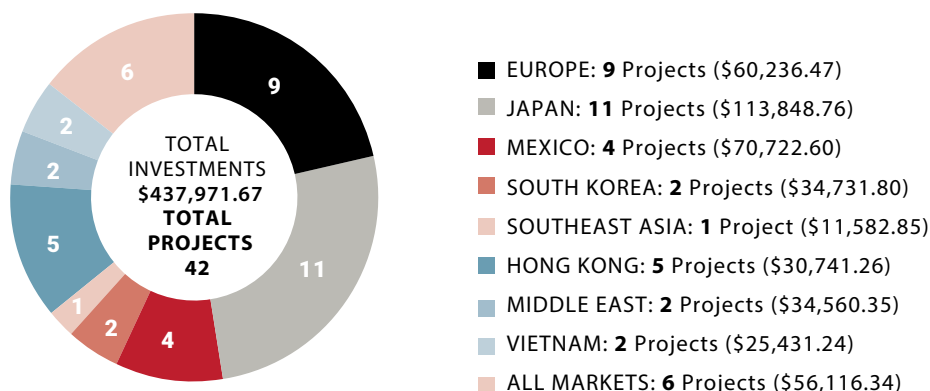
Additionally, 13 Export Market Adaptation incoming missions, three Export Market Investigation outgoing missions and 14 Promotion and Marketing Initiatives were supported under the program for the fiscal year April 2023 to March 2024.

Of these 42 projects approved, 26 different companies received support targeting seven different export markets.

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

- 44 new market segments or channels entered
- 15 new international markets entered
- 679 new buyer introductions or leads
- 39 new products or specifications developed
- 5,199 participants received training
- 177,498 individuals reached
- 2.28 million website or social media views
- 389,523 branded or co-branded resources created
- 4 trade and consumer advertisements completed
- 7 marketing and sales promotions completed
- 24 beef sampling demonstration days completed
- 6,702 MT in estimated new sales volume
- \$52.88 million in estimated new sales value

EMD PROGRAM INVESTMENT BY MARKET - 2023-24



CANADA BEEF'S OBJECTIVES FOR THE PUBLIC AND STAKEHOLDER ENGAGEMENT (PSE) PROGRAM ARE TO COMMUNICATE WITH THE PUBLIC, CONSUMERS AND MEAT TRADE TO ADDRESS CONCERNS AND BUILD TRUST AND CONFIDENCE IN HOW BEEF IS PRODUCED IN CANADA.



Ron Glaser
Vice President,
Corporate Affairs

[PUBLIC AND STAKEHOLDER ENGAGEMENT]

CANADIAN BEEF SUSTAINABILITY CAMPAIGN

Canada Beef completed a sustainability campaign in FQ1 that began in FQ4 of the previous fiscal year, targeting consumers and trade clients. The campaign featured three sets of print and digital advertisements in Canadian Living magazine and website, and Canadian Grocer magazine and website. The ads highlighted the beef industry's beneficial impacts like improved biodiversity, ecosystem health, and carbon sequestration. The campaign netted a circulation of 735K+ (print ads), a combined readership of 16.7M+ (print + digital), and 480K impressions (digital ads).

DIRECT TO CONSUMER MESSAGING

Canada Beef placed full-page advertorials in several Greater Toronto Area (GTA) and Vancouver newspapers to highlight the cattle industry's commitment to sustainability. The advertorials focused on Environmental Stewardship Award winning producers the Leavitt Family of Belleville, ON and Werner and Jody Stump, Crystal Lake Ranch, Malakwa, B.C. Ontario placements in the Toronto Star, regional National Post and Globe & Mail editions in July reached 1.8M+ readers. B.C. placements in the Vancouver Sun, Vancouver Province, and regional National Post and Globe & Mail editions in September reached more than 1.1M+readers.

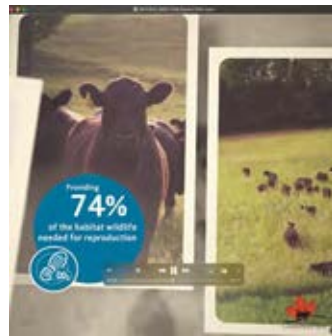


In March and April 2024, a social media campaign was conducted to promote the beef industry's positive environmental stewardship message and drive awareness and viewership of Canada Beef's 'Why Canadian Beef' website.

The campaign targeted viewers 20 to 40 years of age interested in food, cooking and sustainability topics in the Vancouver, Edmonton, Calgary, Toronto, Ottawa and Montreal markets.



The campaign used two 15-second online video ads in English and French highlighting the positive results from the Canadian Roundtable for Sustainable Beef (CRSB) National Beef Sustainability Assessment (NBSA). The campaign was expected to reach 4-5M consumers.



A full-page advertorial was placed in the National Post to promote the positive results from the NBSA.

The advertorial highlighted the beef industry's beneficial impacts like improving biodiversity, ecosystem health, and carbon sequestration and directed the reader to industry resources for more in-depth information if desired. The campaign reached approximately 500K readers.

CONSUMER MESSAGING THROUGH STAKEHOLDER PARTNERS

Canada Beef was pleased to partner with the Canadian Cattle Association in a campaign that received a Best of Canadian Agri-food Marketers Alliance award for Best Exhibit in 2023. Canada Beef co-funded the development of the Guardians of the Grasslands Game, a grazing simulation game that connects players with the ecological benefits of raising beef cattle on grass.



Canada Beef worked with Farm & Food Care Ontario (FFCO) on the sixth edition of The Real Dirt on Farming. The 62-page magazine answers consumer questions about food grown in Canada, where it comes from, and what farmers are doing to produce food that is sustainable, healthy, and safe. Canada Beef supported the project with funding and a technical review of the material.

A digest edition of The Real Dirt on Farming was distributed through a national campaign with Post Media and included a full-page ad in each newspaper promoting the booklet insert (and a national contest for readers) as well as a copy of the digest version of the booklet in each paper. More than 212K copies were distributed through Post-affiliated newspapers, including the Vancouver Province, Calgary Sun, Edmonton Sun, Times and Transcript (NB), Saskatoon Star Phoenix, Saskatoon Bridges, Regina Leader Post, Winnipeg Sun and the National Post in Toronto and Montreal.

The FFCO distributed The Real Dirt on Farming to more than 2.3K registered dietitians across Canada. Canada Beef uses this educational publication for consumer and health professional outreach.

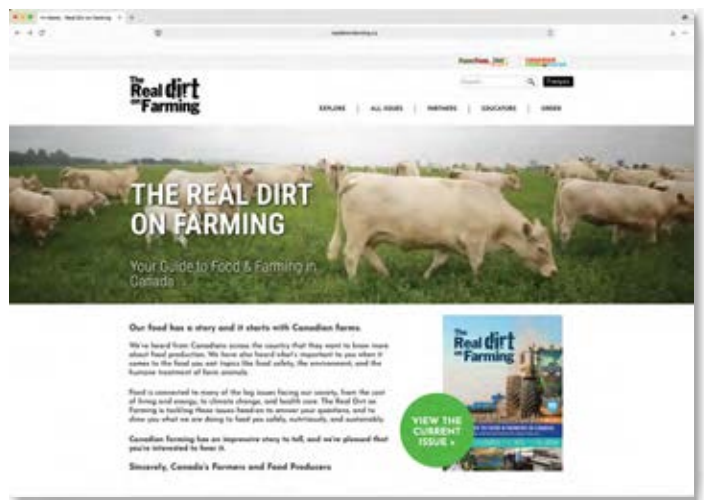
KEY INFLUENCER OUTREACH

Canada Beef organized a series of beef industry speakers to discuss sustainability issues targeted at the Ontario Home Economics Association, an important influencer group in the foodie and culinary community. Over 75 home economists participated.

In September, 23 students from the University of Saskatchewan's College of Pharmacy and Nutrition learned how modern farms produce food in Saskatchewan. The tour included showing future dietitians how cattle are fed in a large-scale feedlot, as well as the technology on a mid-sized grain and egg farm. The students felt that the tour was valuable and increased their knowledge. Their perception of what they knew about farming went from 26% well or very well informed about farming practices, to 85% after the tour was completed. As well, their perception of farming and food production shifted, with 95% indicating their view of farming was somewhat or very positive.

INDUSTRY MEMBERSHIP AND PARTICIPATION

Memberships in the CRSB and the Canadian Centre for Food Integrity enable Canada Beef to work closely with likeminded groups to develop messaging and resources to safeguard consumer confidence and support for Canadian beef, and to address consumer curiosity and skepticism about food production.



CANADA BEEF'S OBJECTIVES FOR CHANNEL MARKETING ARE TO DEVELOP, IMPLEMENT, AND SUPPORT RETAIL AND FOODSERVICE CHANNEL SALES PROMOTIONS AND MARKET DEVELOPMENT INITIATIVES THAT DRIVE SALES, MARKET SHARE AND COMPETITIVE POSITION FOR CANADIAN BEEF IN THE MARKETPLACE, AND CREATE AND IMPLEMENT RETAIL AND FOODSERVICE DEMAND BUILDING PROGRAMS TO INCREASE PRODUCT ASSORTMENT AND MARKETING PROGRAMS THAT INCREASE THE AWARENESS OF THE CANADIAN BEEF ADVANTAGE IN CANADA.



Shelby VanSickle
Senior Director,
Channel Marketing

[CHANNEL MARKETING]

RETAIL AND FOODSERVICE PROMOTIONS

Channel supported the execution of a national campaign aimed at building consumer and retailer awareness of the Canadian Beef Information Gateway (Gateway). Funds were leveraged to place signage in stores across 30 major retail banners in Canada during a contest period.

A dozen brand license agreements, including new and updates versions, were signed with stakeholders in retail, foodservice, packing/processing, and production, bringing the total number of brand license holders to 82.



TRADE SHOWS

The Channel team exhibited at the Grocery Innovation Canada (GIC) Show in October 2023 to promote the Wholesale Gateway to retailers and distribute a newly updated Merchandising Guide poster.

Several retail and foodservice stakeholders were visited in FQ4. These awareness building meetings focused on sharing Canada Beef resources and understanding current challenges in the sector.

Preparations were made for participation in the Restaurants Canada (RC) tradeshow in April 2024, which targeted foodservice stakeholders.

Barcode scanner devices rented at the GIC Show (and later the RC Show) ensured that leads were tracked efficiently.

TRADE ADVERTISING

Trade advertising efforts in key national publications targeted readers in the foodservice and retail channels.

To reach foodservice stakeholders, three double-page spreads were published in MENU Magazine (Restaurants Canada's publication) throughout the year. An estimated 30K print copies are mailed out to their members, along with further digital reach. The advertisements promoted new Canada Beef resources (e.g., Foodservice Recovery Strategy video series, Foodservice Wholesale Gateway and its adjacent poster, Culinary Planners), as well as research data pertaining to Canadians' intentions to order Canadian beef in restaurant settings.

For retail, three double-page spreads and one single-page advertisement were published in Canadian Grocer magazine, with an estimated reach of 219K+ via print and digital ads. Ads were focused on promoting new and upcoming Canada Beef resources (e.g., Wholesale Gateway and adjacent poster, the Certified Canadian Beef Training Program, as well as research data illustrating Canadians' preference to purchase Canadian beef at retail. The latter was also promoted via eBlast.

MARKETING MATERIALS

The updated Retail Merchandising Guide Poster, with integrated QR codes steering users to the Wholesale Gateway, was printed twice. The Foodservice Merchandising Guide Poster with similar QR code integration had its first print run of 1K posters.

Existing Canada Beef resources (e.g., foldable Retail Merchandising Guide, Grading Labels [AA, AAA, and Prime], as well as How To Cook labels) were reprinted to meet demand.

This tactic also accounted for distribution costs of the resources; 217 orders were sent to stakeholders across the retail and foodservice channels. This included French language resources, with 1.5K copies of the foldable Retail Merchandising Guide shared with Boeuf Québec.





DEMAND BUILDING PROGRAMS

All six retail merchandising demand planners were revamped to include overall design improvements and Gateway QR codes on the front covers. The redesigned planners were subsequently printed.

Eight new Culinary Planners were promoted within MENU Magazine for the trade. They are presently available digitally.

Research was conducted to understand the current menu landscape for beef within a sample of nearly 50 Canadian restaurants, thus providing context as to how to further build demand within the segment.

Exploratory research and consulting surrounding the establishment of the framework of the retail version of the Certified Canadian Beef Training Program was conducted.

The Channel team undertook its first retail tour and visited multiple retailers with the goal of driving interest in the Wholesale Gateway.

PARTNER PROGRAMS

Eight partner programs were completed with five different stakeholders. Projects included a retail promotion in partnership with a packer as well as support in creative design for digital usage.

Most notable was a project to co-brand Retail Merchandising Guide posters, which would guide end-users to branded Wholesale Gateway materials for four major packers. The end users will include stakeholders across Canada who purchase their Canadian beef from these packers, which represent a majority of the domestic market share.

INDEPENDENT RETAIL OPERATORS PROGRAM

A second wave of printed materials for the Independent Retail Operators Catalogue were mailed out.

A digital eBlast was developed to further advertise Canada Beef assets available to independents and was deployed in FQ4.

A resource webpage to view the Culinary Planners and order the Foodservice Merchandising Guide Poster was developed to facilitate the access of these materials for independent foodservice operators.



CANADA BEEF'S STRATEGIC PRIORITIES FOR CONSUMER MARKETING ARE TO MAINTAIN, INCREASE, AND EXPAND CANADIAN BEEF DISAPPEARANCE/CONSUMPTION IN CANADA, EXPAND AND IMPROVE CONSUMER ACCESS TO PREPARATION METHODS, RECIPES, AND NUTRITIONAL INFORMATION TO IMPROVE THE ENJOYMENT OF CONSUMING CANADIAN BEEF, AND EDUCATE CONSUMERS ABOUT THE CANADIAN BEEF GRADING SYSTEM.



Joyce Parslow
Executive Director,
Consumer Marketing

BRANDED CONSUMER MARKETING

NATIONAL CANADIAN BEEF BRANDED ADVERTISING/DEMAND BUILDING CAMPAIGN

The 12-month national consumer marketing campaign aimed to expand the fan base of Canadian beef and instill a sense of pride for Canadian beef. The overarching call-to-action, Pick the beef with the (maple) leaf, helped drive traffic to and encourage active engagement with the Canadian Beef Information Gateway (Gateway). The campaign involved the consistent release of digital advertising campaigns throughout the year and three campaign bursts:

1. "Grill-her" theme focused on the barbecue season.
2. Promotion of the existing World Cuisine advocate content on the Gateway.
3. "Beef Value" theme used messages from and promoted the new beef value resource: Make the Most of (Canadian) Beef.

Over the course of the campaign (April 2023 to March 2024), the digital ads saw 17M+ impressions, resulting in 190.6K+ clicks to the website, 67K+ conversions and a conversion rate of 1.21%.

The Grill-her portion of the campaign aimed at empowering Canadians (women in particular) to "master the grill." Partnering with grill masters Maddie & Kiki Longo, a series of tactics were executed to encourage gas or charcoal grilling, or both. This tactic included recipe creation, social media content, press release, two media on-farm events, (one in Calgary and one in Ontario) Daily Hive digital magazine advertorial placement and contest, CTV Calgary and BTV Toronto broadcast segments, and a Stampede cook-off, working with Alberta Beef Producers (ABP).

The Daily Hive contest and article reached 38K+ with 3K+ reads of the article. The press release and social media outreach for the tactic resulted in nearly 6K engagements with content.

NATIONAL CANADIAN BEEF ADVERTISING/DEMAND BUILDING CAMPAIGN

As part of the Canadian Beef Advantage (CBA) marketing efforts for consumers, the Graded for Greatness campaign was developed in FQ3 and executed in FQ4 to enable consumer interest in, understanding of, and appreciation for the value of Canadian beef quality grades. This campaign focused on the quality benefits portion of the CBA message, highlighting the opportunities and benefits of Canada AA, Canada AAA and Canada Prime grades of Canadian beef.

The tactic had several media executions and a consumer experiential marketing event as well, all with calls to action to visit

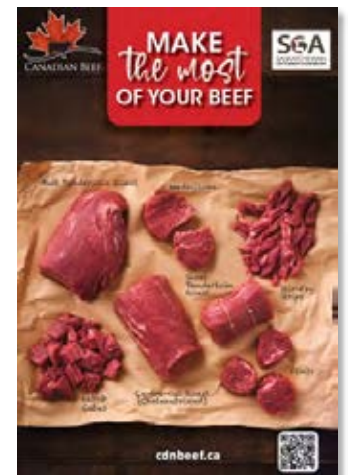
the Graded for Greatness web page at canadabeef.ca to learn more. Assets developed to support the campaign included videos, infographic videos and print and web content.



Make the Most of Beef (MMB) was a new resource developed in fall 2023, with digital flipbook and print versions.

The resource builds awareness of the value of Canadian beef with strategies for cutting larger cuts at home to make steaks, roasts and more. The resource has multiple links to the Gateway for how to cook information and recipes for the 10 featured beef cuts.

Four versions were developed: Canadian Beef branded, plus three co-branded versions: ABP, Saskatchewan Cattlemen's Association (SCA) and Beef Farmers of Ontario (BFO). Distribution was driven through Canada Beef social media and consumer advertising to the order centre at canadabeef.ca, as well as through consumer events hosted by the three co-branding partners. To date 9K+ copies have been printed and distributed.



The resource was promoted as part of a Gateway ad in the February issue of House & Home magazine, with a QR code to link to the canadabeef.ca order centre. Distribution through House & Home reached 2.9M readers (print and digital), and 202 QR code scans came through from the ad placement.

NATIONAL CONSUMER ACTIVATION CAMPAIGN TO SUPPORT AND PROMOTE CANADIAN BEEF AT THE FOODSERVICES SECTOR

Burger It Forward was launched for the second year in February 2024 as a month-long giveback campaign to support local independent foodservice restaurants committed to Canadian beef supply while raising funds to support food security efforts nationally across nine provinces. This tactic involved partnership with provincial beef associations and participating beef processors/distributors. Restaurants across the country in every province outside of Quebec, were invited to join the campaign, designating a 100% Canadian beef burger for the promotion. For every campaign-featured burger purchased, Canada Beef donated the equivalent of one meal to Food Banks Canada (up to a maximum of \$10K).



Provincial beef organizations and beef processors/distributors made either cash or ground beef donations to their regional food bank organizations and participating restaurants were encouraged to donate to their local food banks as part of the effort. Restaurants and beef supply benefited from the campaign promotion efforts that encouraged the public to get out to the participating restaurants and enjoy a campaign burger.

There was a 77% increase in participating restaurants over last year, with 199 restaurants participating. An estimated 59.7K+ burgers were sold, more than doubling the number sold in the previous year, and \$67.4K was raised for food bank efforts across the country.

The campaign generated excellent media coverage, including 2.4M+ impressions from traditional and social media, 88 unique earned media hits, and national PR outreach to more than 500 media and influencers. The campaign earned the advertising equivalent of \$24.5K+. Full reporting is available at www.burgeritforward.ca.

MAKE IT BEEF NEWSLETTER CLUB

Membership in the monthly subscriber-based consumer outreach tool grew to 60K from 43K through two recruitment efforts: a year-long loyalty contest with Make it Beef members, and the Gateway Cook With cndbeef.ca contest. Make it Beef open rates hit 27.3% on average, above the marketing email average (20%), and achieved above average engagement with the content (4.6% clicks on average).

CANADIAN BEEF INFORMATION GATEWAY

Multiple tactics were undertaken in an effort to encourage engagement with the Gateway, including promotions to specific sections like World Cuisine, and Diet & Wellness, working with culinary school educators and students as influencers, and consumer contesting and digital advertising. More than 130 recipes were developed, edited to our style-standard and supported by nutrient analysis data.



PROVINCIAL MARKETING ALLIANCE

Canada Beef initiated the Provincial Marketing Alliance (PMA) program in an effort to align the collective expertise and resources of provincial cattle organizations through shared goals, objectives, and consumer marketing initiatives. Projects that meet shared consumer marketing goals were eligible for a 50/50 investment match between Canada Beef and the PMA partner. All campaigns share joint logo placement of Canadian Beef and the PMA partner association.

There were four PMA programs established with the four provincial groups: ABP (year-long consumer campaign, distribution of 1.6K co-branded MMB resource), SCA (culinary stage activation at Agribition, distribution of 200 co-branded MMB) Manitoba Beef Producers (printed 1K youth-focussed education resource, Where Does My Beef Come From?) and BFO (printed and distributed 2K copies of co-branded MMB).



Joyce Parslow
Executive Director,
Consumer Marketing

GENERIC CONSUMER MARKETING

Generic programming was organized into two parts: **Beef Week**, a consumer engagement/experiential marketing initiative and an advertising and promotion campaign.

Beef Week involved five post-secondary school campuses. The campaign launched in October and returned for a second week in the new semester term in January 2024. Participating schools included the University of Guelph, Algonquin College, the University of Saskatchewan, Trent University, and Western University.

Canada Beef partnered with the Canadian College and University Food Service Association to develop recipes and how-to videos for a 20-page recipe booklet that was distributed to students as part of Beef Week.

Other outreach initiatives included social media, student contesting, and beef meal features, as well as on-campus media sites focused on positive beef messaging around beef nutrition and beef cattle environmental benefits/perspectives.

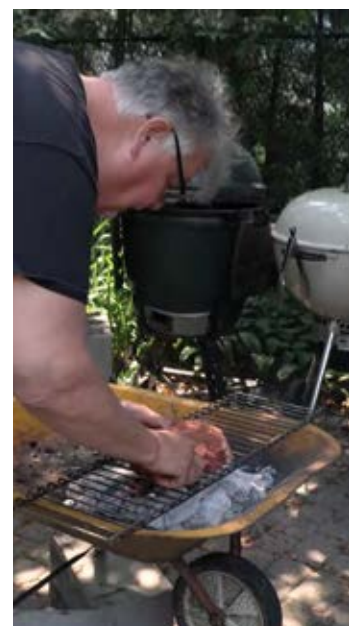
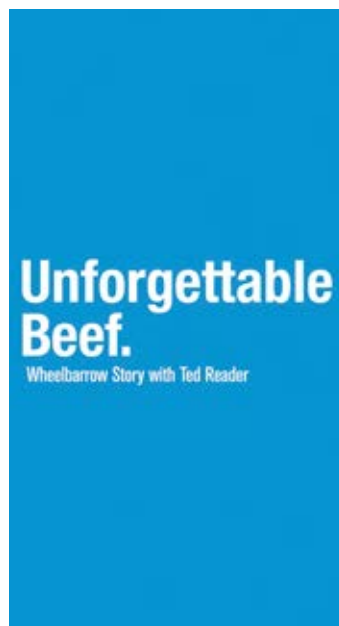
Beef Week helped reach a young audience of 'next generation' beef consumers and counter negative beef information in an engaging way.



The campaign helped to leverage the 11.3K+ beef meals sold and resulted in almost 3.1K campus ballot student entries. Social media results by school included 13.27K+ impressions, 1.29K engagements and 18.13K+ video views. The public-facing Instagram contests netted 2K+ entries.



Unforgettable Beef targeted affluent consumers 25 to 54 years of age who cook at home, with the tagline Memories live on with beef. Initiated in FQ4 with promotions continuing into FQ1 2024-2025, the campaign involved promotion/advertising via social media, influencer outreach and content, and digital advertising. The FQ4 investment saw seven influencers provide a recipe with recipe story videos, and campaign webpage development. Digital advertising launched mid-January (YouTube, Instagram, Facebook, Display Ads, Google), and earned 45K video views on YouTube and 24K+ clicks/engagements.



Baby at the Table is the Thinkbeef.ca education campaign that helps parents recognize the importance of iron-rich foods like beef for their children and provides the tools to make iron-rich meals for the whole family, including baby/toddlers.

Content (four articles and six recipes) developed in partnership with Healthy Happy Eaters (two dietitians on social media who specialize in pediatric dietetics) and distributed via Parents Canada outreach (a web-hub at ParentsCanada.ca, member newsletter and Annual Guide print and digital magazine with distribution through Toys-R-U's Baby Registry) netted 10.2K+ pageviews on the web-hub and 660 clicks to Thinkbeef.ca through logo and web ad placement. Iron for Pregnancy topped the article views at 2K+ views. The content was distributed in nine newsletter blasts and reached 400K+ readers, tracked 88K opens and generated 284 clicks to Thinkbeef.ca content.

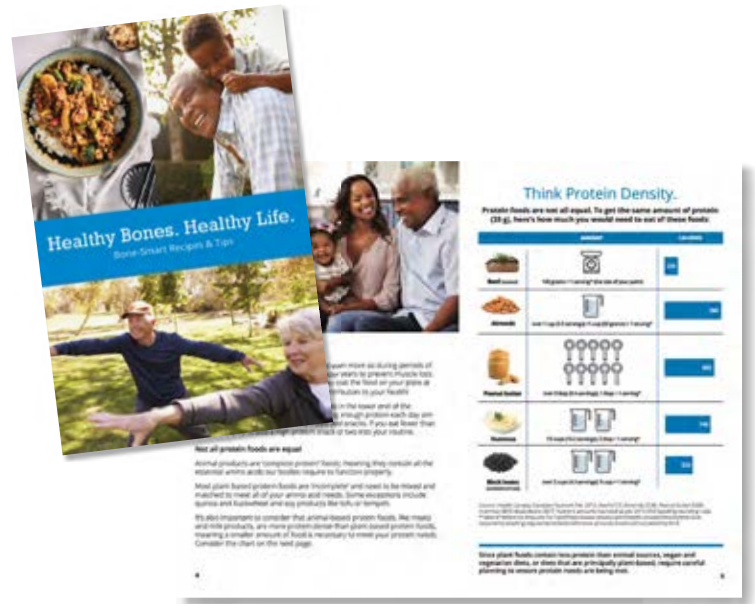
The Annual Guide (60K printed copies and 222K digital copies) contained the Thinkbeef.ca recipe booklet and two articles. Google and Facebook ad extension generated 9.65K+ clicks to Thinkbeef.ca.



Partnering with Osteoporosis Canada (OC), Thinkbeef.ca created educational content and programming about the importance of protein, and beef's role in that, for good health. Five recipes were created for posting on the OC and Thinkbeef.ca sites and to use in a revised OC/Thinkbeef.ca recipe resource booklet, Healthy Bones. Healthy Life.

The recipes on the OC site (French + English) garnered close to 8K page views in 12 months. The partnership included four cook-along demonstrations online plus one participatory cook-along for a total of 858 registered participants with the content posted online at OC website so views continue to grow.

A health education webinar, Nutrition Mental and Bone Health, released in September 2023 had 425 attendees registered with 458 viewers who watched the posted content on the OC website after the presentation.



Dine In With Veal, a digital campaign to inspire beef consumers to consider cooking with veal as a seasonal holiday entertaining option, reached 376.2K individuals to generate 22.5K+ engagements with the content (clicks).

During the four-week campaign (November/December 2023), Thinkbeef.ca/Thinkveal-ca/ experienced 16.64K page views, and 15K+ sessions by 12K+ users.



Michele McAdoo
Executive Director,
Digital Marketing

DIGITAL MARKETING

CANADA BEEF WEBSITES

Canada Beef's two websites (canadabeef.ca and cdnbeefperforms.ca) provide information, services, and resources for two different audiences. The websites are integral to supporting key programs and campaigns. All campaign traffic is driven to the websites as a part of a call to action.

Canadabeef.ca is updated regularly to ensure it remains fresh and new content is highlighted.

The My Canadian Beef and Why Canadian Beef sections of the website were revamped with new layouts, recipes, images and articles, and were then highlighted in social media. New recipes, images, articles and videos were added to the website.

Canada Beef worked with a Google experts agency to update the Google Analytics universal system to the new GA4 program. How the website tracks and reports has been changed to an event-based data model. The statistics below have been generated by two different systems.

For FQ1 Canada Beef's English website saw 93K+ users with 165K page views, and the French website had over 99K users. On a 28-day average this accounted for 26K users.

From FQ2 to FQ4 the Canada Beef website is a combination of English and French statistics using the updated GA4 analytics. The website saw 913K+ users with the highest amount coming from Organic search. The second largest at 88K was from direct followed by paid search. The paid search, 68K, is part of the social campaigns that directed users to specific recipes and articles.

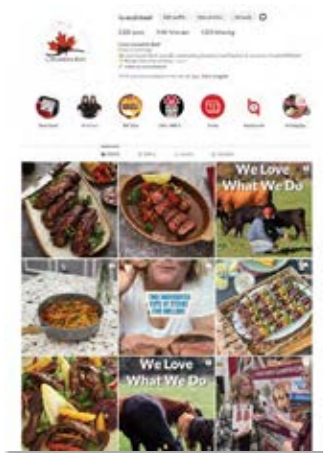
Facebook and Pinterest drive the most direct traffic to canadabeef.ca.

The top content pages viewed and searched were Roasting Know How and Recipes. The Why Canadian Beef page received 16K+ page views due to a public and stakeholder engagement sustainability campaign. Social media with animated videos drove consumers to the main landing page.

SOCIAL MEDIA

Canada Beef's social platforms also support marketing efforts by building brand loyalty and creating consumer awareness about beef production. Combined results for 2023-2024 totalled more than 32M consumer impressions, 465K engagements and 177K post link clicks.

New followers across all social platforms increased 10.5% for a total combined fan base of 81K+ followers. Consumer Facebook saw an increase of 3.8K+ new followers.



Instagram giveaways were successful, supporting a 7% engagement rate, well above the industry average of 2%. Canada Beef created and executed 2.1K+ posts.

VIDEO STREAMING

A total of 28 new videos were developed and added to the LoveCDNBeef YouTube channel. The videos covered topics such as, cooking know-how, #mycanadianbeef campaign, the One & Only Beef campaign and butchery and sustainability/educational videos. All of this new content is shared via YouTube advertising, social media and website.

The LoveCDNBeef channel had 597K video views, 6.1K+ hours of viewing with a total of 1.4M impressions.

Viewers find our video content through various channels, but the top two ways are YouTube advertising (47%), External (27%) and YouTube Search (21%).

Based on the popularity of the Dinner for Two campaign #1, the team conducted a second campaign using six new videos and six existing videos to go with these recipes and created the Dinner for Two video subscription campaign. The campaign ran from January 5 to February 12, 2024, which saw 9.1K+ new subscribers to the channel bringing the total to 18.4K subscribers.



The top three videos by subscriber growth (new subscribers) were Beef Stroganoff Open-Faced Sandwiches (2.8K+), Beef & Spinach Soup (1.2K+) and Steak, Strawberries, Blue Cheese Salad (1.0K).

Building a subscriber base allows for the content Canada Beef creates to be seen by more people. As we add new video content to the channel, subscribers receive updates and notifications in their newsfeeds.

DIGITAL SUPPORT OF CANADIAN BEEF INFORMATION GATEWAY PROGRAMS

Canada Beef added four retailer partners and six foodservice and packer partners to the Gateway and worked with the web design team to build the various features for each of the pages – videos, merchandising videos, and static pages.

Canada Beef executed and managed the first contest on the Gateway Platform. Canada Beef ran its Cooking with Canadian Beef Contest, from January 25 to March 10, 2024. In total, 55K+ individuals entered this contest. During this time, 17K new Make It Beef Club Members signed up to learn more about Canada Beef.

A variety of tactics and platforms were used to promote the Gateway and the supporting contest. The campaign received 2.8M+ impressions from organic social media, paid digital ads and from Chatelaine and Curiosity campaigns.

Organic Social media (Canada Beef platforms) received:

- Total Reach: 146K+
- Total Impressions: 248K+
- Total Engagement: 12.9K+
- Web Visits: 9.8K+

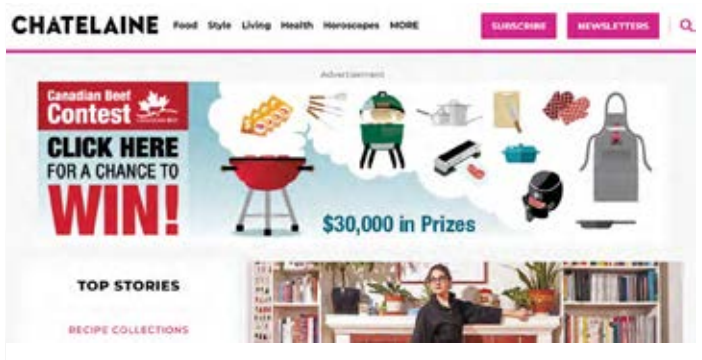
Social ads ran in six regions. Each province was broken down by region and had geo-targeted ads that encouraged audiences to visit the Gateway website to enter the contest. Overall, these ads drove more than 35K people to the Gateway and at an average cost per click well below the \$1 industry benchmark.

CANADIAN BEEF MARKETING LIBRARY

The Canadian Beef Marketing Library stores and monitors the resources (images, documents, artwork and videos) created by Canada Beef.

The library allows Canada Beef the ability to share with groups such as provincial and national organizations, vendors, creative agencies and international team members.

More than 825 new resources were uploaded to the library. Several resources had multiple items added to each resource; 23K+ searches occurred on the library led by third party searches



(62%) requesting access to content and ability to use the library, followed by 14% general users and 13% administrator searches.

The value of the website is to ability to use the various resources multiple times across many different applications.

A total of 8,611 resources (majority photos) were downloaded by Canada Beef employees and general users.



CANADA BEEF'S OBJECTIVES FOR CANADIAN BEEF INFORMATION GATEWAY ARE TO WORK COLLABORATIVELY WITH THE CANADA BEEF CONTENT DEVELOPMENT TEAM, STAKEHOLDERS, AND CLIENTS TO CREATE AND LAUNCH GATEWAY PROJECTS ACROSS ALL SECTORS TO EXPAND REACH, EDUCATION, AND KNOWLEDGE ABOUT CANADIAN BEEF IN THE MARKETPLACE.



Kelly Hyde
Director, Canadian Beef Information Gateway

CANADIAN BEEF INFORMATION GATEWAY

CANADIAN BEEF INFORMATION GATEWAY

The Canadian Beef Information Gateway (Gateway) optimizes the intersection of food and technology by using quick response (QR) codes and universal product codes (UPC) to drive the purchase and enjoyment of Canadian beef. Canada Beef worked collaboratively to create, develop and execute consumer, retail and foodservice projects that support uptake and awareness of the Gateway. Results for those projects can be found throughout this annual report.

CANADIAN BEEF INFORMATION GATEWAY CONTENT

Canada Beef launched three new programs on the Canadian Beef Information Gateway (Gateway), World Cuisine, Recipe Collections and Diet & Wellness.

World Cuisine features recipes from around the globe. There are 10 different categories such as Jewish, Thai, Chinese and Italian with 40 recipes to choose from. Newcomers are an important target audience for Canada Beef.

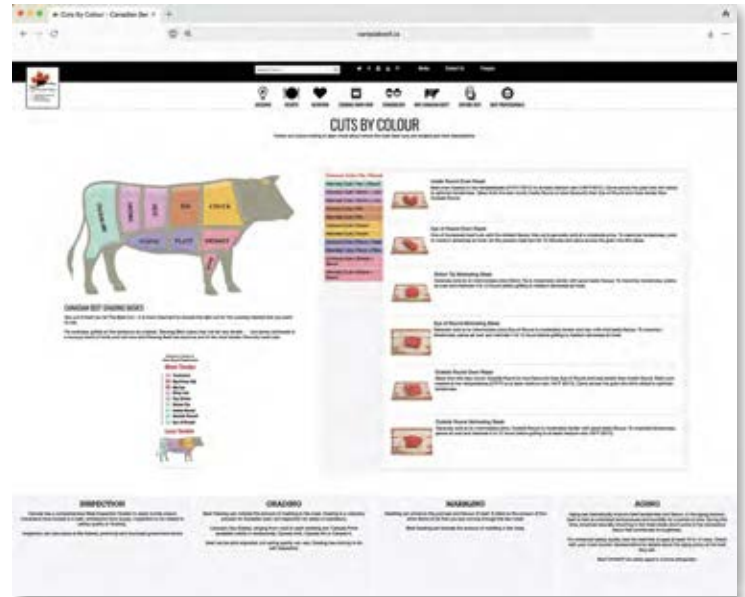
Recipe Collections helps with meal planning and preparation as customers can search the database for recipes that work for two or that can be made ahead.

Diet & Wellness offers a variety of diet categories such as Diabetes-friendly, gluten-free, sodium smart and no sugar added. This new program, developed by nutrition experts, provides beef recipes for various healthy lifestyles.

GATEWAY SCANNING FUNCTIONALITY

A new, innovative scanning feature allows consumers to scan the barcode on beef packages at over 30 different retailers, encompassing most of the country's major grocery stores. This scan immediately directs consumers to an information page on the Gateway.

Canada Beef developed the scanning functionality and also needed to ensure most barcodes from fresh beef packages in major grocery retailers were collected. This was accomplished by sorting extensive data obtained from Nielsen and from having contractors visit several retailers in six provinces and collect thousands of barcodes. Once collected, the barcodes were entered into our database and verified.



CUTS BY COLOUR GUIDE

A new resource, the Cuts by Colour Guide, powered by the Gateway, launched in June to help cattle producers who sell beef directly to consumers, as well as small butchers and abattoirs to clearly explain to their customers what retail cuts they can create when purchasing larger portions of the carcass.

The Guide is in a poster format and has colour coding and clear visuals to show where the various cuts originate, descriptions of the cuts, cooking methods, tips, and more.

The Guide has a holder for Gateway takeaway cards that feature QR codes that can be scanned with a smart phone, to access the wealth of information in the Guide anytime.

An online version of the Cuts by Colour Guide is also available. These tools were developed in French and English, and the resource is distributed at industry events, tradeshow, and local producer meetings.



PROVINCIAL INFORMATION GATEWAY PAGES

Canada Beef collaborated with nine provincial cattle associations to develop a Provincial Information Gateway Page for each participating province. Each province’s Gateway Page was targeted toward consumers and tailored with videos, photos and content that reflected aspects of the province’s beef, landscape, and industry.



Each page highlights three main topics: Our Farmers & Ranchers (details the farm to table journey), Our Beef (speaks to the product itself and its attributes, marbling and nutrition) and Our Contribution (the economic benefits the cattle industry provides in each region).

CANADIAN BEEF INFORMATION GATEWAY POP RESOURCES

FreshCo, with 145 stores across Canada, under the Sobeys banner, launched its FreshCo Beef Information Gateway. Canada Beef worked with Cargill to develop new labels for FreshCo that now includes a QR code that directs their customers to their FreshCo Gateway. These labels are on most packages of FreshCo’s fresh beef products.

Calgary Co-op, a retail co-operative in Alberta, launched its Gateway. The content developed for their Gateway branding is aligned with its commitment to support local farmers and ranchers.

The co-operative sources, promotes, and exclusively offers the brand Only Alberta Black Angus Beef at 24 locations in the Calgary area. Calgary Co-op incorporated QR codes on most packages of its fresh Alberta beef.



These codes provide direct access to the Gateway. Calgary Co-op is also helping to promote its Gateway on Instagram, in their flyer and through direct emails to all their members.

Work is underway with Ontario grocery retailer, Farm Boy, to develop and implement their Farm Boy Beef Information Gateway. Farm Boy will have a QR code on most fresh beef packages, that will take shoppers to their Gateway.

CANADIAN BEEF INFORMATION RESTAURANT GATEWAY PILOT

The work to lay the foundation for the Canadian Beef Information Restaurant Gateway is well underway. The Restaurant Gateway will support small independents to large national chains and will pave the way for Canada Beef to engage participating establishments on a culinary journey, elevate the dining experience for consumers, and celebrate all that Canadian Beef has to offer.



CANADA BEEF'S OBJECTIVES FOR HEALTH AND NUTRITION ARE TO IDENTIFY AND DEVELOP EVIDENCE-BASED PROOF POINTS AND MESSAGING THAT HIGHLIGHT BEEF'S COMPETITIVE NUTRITIONAL ATTRIBUTES AND THE UNIQUE BENEFICIAL ROLE BEEF PLAYS IN THE DIET. THROUGH STRATEGIC PARTNERSHIPS, REACH HEALTH PROFESSIONALS, CONSUMERS AND STAKEHOLDERS TO DISSEMINATE THESE FACTS ABOUT BEEF'S PLACE IN A HEALTHY DIET.



Karine Rekunyk
Director, Health
and Nutrition

HEALTH AND NUTRITION

NUTRITION RESEARCH & REGULATORY INTELLIGENCE

The Health and Nutrition portfolio worked on four policy files this fiscal year. Two of the files, the Pan-Canadian School Food Policy and Front-of-Package (FOP), were a continuation from the previous fiscal year.

Work to support the industry's submission on the Pan-Canadian School Food Policy continued. Canada Beef helped to support the writing of the letter that went to the Agriculture and Agri-Food Canada (AAFC) and Employment and Social Development Canada (ESDC) ministers' offices in July, which included our research backgrounder on the topic, and then followed up in January with a presentation to AAFC and ESDC on our key findings from the backgrounder, including the compelling case that beef belongs in Canadian school food programs. A second version of the school food policy backgrounder was also developed to reflect new nutrition research and update the environmental section based on the findings from the recently published National Beef Sustainability Assessment.

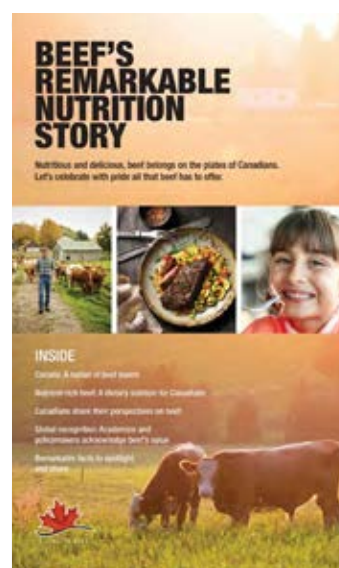


Canada Beef finalized an industry training and implementation tool for the FOP nutrition symbol labelling program that will become mandatory in Canada as of January 2026. The training tool is available to industry stakeholders at cdnbeefperforms.ca/independent-retail-operators-resources/ and outlines the regulations and considerations for those required to implement the program on packaged beef products at retail.

This fiscal, the team supported the industry groups response to Health Canada's Protein Quality Assessment consultation. Canada Beef responded to Health Canada's proposed regulations amendment to how protein content claims are assessed in Canada by pointing to the benefits of a newer protein quality assessment method that produces more reliable results than the method currently under consideration.

Health Canada also announced that they plan to revise their infant feeding guidelines, a guidance document of great importance to Canada Beef as beef features prominently in the current guidelines. To prepare for the eventual consultation on this topic, work was started by conducting a knowledge and attitudes study on Canadian parents' understanding of iron and infant feeding. The results of this Leger study, which demonstrated critical gaps in parents' knowledge, were featured in communications to registered dietitians, doctors and nurses throughout the year via conferences, a nutrition webinar and trade articles. Additionally, the team hosted a special webinar featuring recently published World Health Organization (WHO) guidelines that strongly support beef's place as a first food for infants. This webinar attracted more than 750 registered dietitians nationally and delivered clear and specific guidance about beef benefits for infants.

NUTRITION MESSAGING AND CONTENT DEVELOPMENT



The Beef's Remarkable Nutrition Story user-friendly resource features nutrition information, research highlights on the important role beef plays in a healthy diet and positive content about how much Canadians love their beef. Canada Beef created the resource with an aim to help producers prepare a few talking points that they can share with pride. The development of this resource was also the feature of two media stories (Canadian Cattlemen magazine and Meatingplace).

Brain Health and Iron for Pregnancy were new topics this year that required messaging and content development. This content was used in a variety of communication pieces and for the development of a web page on each of these subjects.

New videos on the topics of protein and bones were also produced. This content will be used on webpages, social campaigns and shared with partners (e.g., Osteoporosis Canada).



DIRECT TO HEALTH PROFESSIONAL COMMUNICATIONS

Canada Beef communicated directly to health professionals through attendance at conferences and by developing custom content delivered through three webinars, one training program and an online campaign.

For health professional conferences, the team attended/ exhibited at the following:

- Pri-Med
- Osteoporosis Canada
- Family Medicine Forum
- Canadian Nutrition Society
- Canadian College and University Food Service Association

These conferences allowed us to speak one-on-one with 1K+ health professionals, primarily physicians, nurse practitioners, registered dietitians and academics. Key topics addressed included new Health Canada research on the iron status of Canadians (almost one in three women are iron deficient), infant feeding, latest bone health guidelines (which now include protein), diet quality of Canadians and myth busting using the 20 Reasons engagement package.

Three webinars were developed and delivered via Spark Nutrition Communication.

The first was on the topic of Nutrition and Brain Health – which garnered so much interest that a follow-up webinar was run two months later. Combined, the two webinars achieved 2.5K views. Additionally, the webinar information was featured in a segment on Global News, with a reach of 145K.

McGill University also requested a copy of the Brain Health webinars, which they have made part of their undergraduate nutrition program.

Osteoporosis Canada asked to host the same webinar for their members, which ThinkBeef sponsored a few months later.

The third webinar developed and sponsored was on the topic of Infant Feeding, featuring the newly released WHO infant feeding guidelines which strongly promote beef as a first food for babies.

Over 750 health professionals registered for this event, all received a key message document along with 'how to' tips on incorporating beef into baby meals. Feedback was exceptionally positive, with 77% saying it was better or much better than other webinars they had recently attended.

EDUCATIONAL - OUTREACH

Canada Beef has been in partnership with Ashfield Engage for the last several years giving us direct access to health care professionals, including primary care physicians, specialists, and allied health professionals such as Nurse Practitioners, as well as indirect access to patients through the distribution of educational materials that are ordered by the doctors' offices via "Sample Cupboard."

This year, through the Sample Cupboard, 403K health brochures (iron, cholesterol, bone health) were distributed to primary care offices across Canada. A new Iron for Pregnancy brochure was developed and added to the Sample Cupboard catalogue in FQ4, with more than 30K orders placed for this resource in the three months it was available.

Osteoporosis Canada published new clinical guidelines in which they added protein as a nutrient required for bone health. To spread the word, we sponsored two podcasts on key nutrition and bone health topics which, combined, have been streamed almost 5.5K times to date. Separately, we also sponsored a webinar for Osteoporosis Canada's membership base on the role of nutrition (including animal-sourced foods) for good brain health which achieved almost 1K views.

Canada Beef partnered with Canadian Food Focus to develop a series of articles and social media reels (Instagram, Facebook, YouTube and TikTok) on key topics for beef. Altogether there were seven articles and three supporting Instagram Reels, developed by a variety of registered dietitian experts. Topics included nutrition for school-aged kids, iron deficiency, and aging. To date, there have been over 5.5K page views of these articles, and almost 20K reel views.

The team also developed and created content for Canfit Pro, the Occupational Nurses Association and ParentsCanada.

Through four articles in Canfit Pro's online magazine and two social media campaigns on their Instagram channel, messaging reached over 300K health and fitness professionals and influencers, with one of the articles making the front cover and two qualifying for a continuing education credit.

Articles addressed iron for pregnancy, sarcopenia and nutrients needed for brain health, among others.

CANADA BEEF'S OBJECTIVES FOR STAKEHOLDER COMMUNICATIONS ARE TO CREATE AND DELIVER TIMELY AND COST-EFFECTIVE COMMUNICATION OF THE CANADA BEEF STORY AND TEAM ACTIVITIES BACK TO FUNDING PARTNERS AND STAKEHOLDERS USING A RANGE OF COMMUNICATIONS VEHICLES, ENSURE ORGANIZATIONAL PREPAREDNESS FOR ISSUES AND CRISIS MANAGEMENT AND PROVIDE INTERNAL AND ORGANIZATIONAL SUPPORT DURING ACTIVE PERIODS.



Gina Teel
Director, Stakeholder
Communications

STAKEHOLDER COMMUNICATIONS

ANNUAL REPORTING

Canada Beef's annual report captures key program achievements, performance metrics and audited financial statements. The 2022-2023 annual report featured a special section highlighting the 50th anniversary of continuous beef marketing activities in Canada.

The annual report English version was available in print (English, 350 copies), and online flipbook format.



Downloadable PDFs were available in English and French for Canada Beef's English and French websites.

The PDF version of the annual report was provided to the Canadian Beef Check-Off Agency and Marketing Committee. The printed version was mailed to the same group as well as provincial and national beef cattle producer and feeder groups for redistribution to their boards and members.

CANADA BEEF PERFORMS MONTHLY E-NEWSLETTER

Canada Beef produced 12 monthly issues of the Canada Beef Performs (CBP) e-newsletter in English and French for digital distribution to subscribers.

New this year was a subscriber contest in place of the usual print and digital promotional advertising campaign. The producer-facing contest ran over three weeks and was promoted across digital platforms of Canada Beef, producer associations, industry publications. The contest attracted more than 1.3K entries/subscribers and produced a final list of 956 eligible entries.

As of March 16, 2024 (FYE), CBP reported 2.4K+ active subscribers, a net increase of 920 new subscribers; 862 of which resulted from the contest promotion.

APRIL 1, 2023 – MARCH 16, 2024 (12 MONTHLY NEWSLETTERS)

- 62% increase in subscribers compared with prior FYE
- Open rate (52.4%) and click rate (6.3%) outperformed industry averages
- Delivery rate 98.5%.

Due to the additional costs of contest management and prizing we are monitoring subscriber retention as part of ROI.

STAKEHOLDER OUTREACH

Outreach initiatives included providing content for stakeholder newsletters, annual reports and annual general meetings, news releases, producer advertorials, participation in national and regional meetings and sponsorships.

In total nine Canada Beef business reports were prepared for inclusion in producer association annual and semi-annual reports, and 10 update columns were provided to provincial producer association publications, and three each of industry updates and news releases were deployed this year.

The increased focus on stakeholder engagement required replenishment of marketing and promotional materials for distribution at stakeholder events and/or acknowledgement of service items.

A sponsorship opportunity at the 2024 Alberta Beef Industry Conference allowed Canada Beef to share information about the Canadian Beef Advantage with another important stakeholder group.

STAKEHOLDER RESOURCES

A project was launched to create a series of infographics consisting of nutrition facts (seven), sustainability (two), and environmental measures (eight), with the latter two categories based on the findings of the new National Beef Sustainability Assessment (NBSA).

The completion of the infographic project was delayed in part by the revised release date of the NBSA, and the need to assemble that updated information to replace existing information in Canada Beef materials, and subsequent approval processes. As such approximately 50% of the cost of the infographic project was allotted to the 2023-2024 fiscal, and 50% assigned to the 2024-2025 fiscal year.



COMMUNICATIONS SUPPORT

Stakeholder Communications supported the development, design (two) and production (three) of pull up banners and costs for printing and shipping of promotional materials (Cooking with Canadian Beef promo cards) for distribution at three stakeholder events.

Support was provided to Global Marketing for the annual stakeholder satisfaction survey (domestic) in terms of producer outreach. More than 100 producers received personalized invitations to participate in the survey, consisting of primarily producer/feeder association leadership and their respective board members.

ISSUES AND CRISIS PREPAREDNESS

Canada Beef’s crisis plan is an evergreen document. Regular and routine updates to the plan were completed. To ensure the new plan was operationally sound, it underwent an objective third party review.

The Centre for Crisis & Risk Communications audited the updated crisis plan for Canada Beef. Their recommendation to separate operational and communications tasks was accepted and implemented.

A tabletop simulation test of the revised Canada Beef Organizational Preparedness and Crisis Communications plan was postponed allowing time for facilitated staff training and familiarization with the new plan in fiscal 2024-2025.



CANADIAN BEEF INDUSTRY CONFERENCE

Canada Beef is one of the five national beef industry partners who facilitate the Canadian Beef Industry Conference (CBIC). The CBIC 2023 was held in Calgary in August. The special celebratory luncheon in honour of the 50th anniversary of continuous beef marketing activities in Canada and abroad took place during the CBIC. The CBIC executive director reported 450+ conference participants attended the milestone-marking event.

The anniversary luncheon cost was included in Canada Beef’s overall sponsorship of CBIC which also covered all costs including registration, travel, hotel, and trade show participation and booth, rentals of a meat case, supplies to create mock representations of beef, as well as purchasing real cuts of beef, etc.



CANADA BEEF'S OBJECTIVES FOR THE CANADIAN BEEF CENTRE OF EXCELLENCE ARE TO DEVELOP AND CREATE RESOURCES TO SUPPORT ALL BUSINESS UNITS, STAKEHOLDER PARTNERS AND TRADE-BASED CLIENTS IN THE DOMESTIC AND EXPORT MARKETPLACES.



Mathieu Paré
Executive Director,
CBCE

CANADIAN BEEF CENTRE OF EXCELLENCE

EDUCATIONAL RESOURCE DEVELOPMENT

The Canadian Beef Centre of Excellence (CBCE) team developed two new online learning resources for trade users. The Understanding Canadian Beef: Environmental Practices online course educates users on the positive environmental impacts of beef that is raised in Canada and Canadian beef producer and processor efforts to ensure sustainability.

The Understanding Canadian Beef: Quality Assurance course provides an overview of the quality assurance system that places Canadian beef carcasses into uniform groups of similar quality, yield and value in accordance with national standards. This professional user education provides knowledge of the Canadian beef grading system, a key component of the Canadian Beef Advantage (CBA).

Two new online courses for consumers were also developed. Understanding Canadian Beef: Grilling Steaks explores the importance of Canadian beef's high-quality attributes and their contribution towards an excellent grilled steak eating experience, and the importance of selecting the right cut of beef for this popular cooking method.



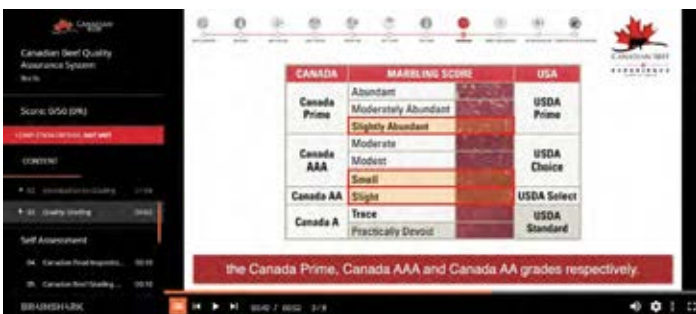
CANADA BEEF VOCATIONAL TRADES PROGRAM

The Canada Beef Award for Excellence recognizes standout students from across Canada. This fiscal, the award program expanded to include Fanshawe College's Two-Year Culinary Management Program. The CBCE also partnered with the Canadian Professional Meat Cutters association to expand the CBCE's vocational awards portfolio.

In all, the CBCE now administers 18 student merit awards at eight training centres across Canada.

Participating institutions include Centennial and Holland Colleges, Thompson Rivers University, Southern Alberta and Northern Alberta Institutes of Technology, Saskatchewan Polytechnic, and Red River Polytechnic and Assiniboine Colleges.

As a result of these partnerships and engagement with schools, the CBCE delivered CBA presentations and Canadian beef production familiarizations at SAIT and to students from Fanshawe, Centennial, Humber and Top Toques culinary schools. The CBCE team also promoted new videos and online training resources available on the Canadian Beef Information Gateway(s) and at cdnbeefperforms.ca.



The How to Cook Beef Stew consumer course supports the home user's understanding of versatile, economical and richly flavorful Canadian beef stewing cuts.

The starter course covers the stewing cooking method, common and alternate cuts of Canadian beef and other information for outstanding stews cooked at home.





Cameron Pappel
Director,
CBCE Studios

VIDEOS FOR TRADE USERS

The CBCE team continued production and editing of Canadian beef merchandising videos during 2023-2024. In total, 125 new instructional video resources were launched this fiscal. Professional users can access the videos through the wholesale Canadian Beef Information Gateway (Gateway) for retailers or by scanning QR codes available on Canada Beef’s marketing materials such as the new merchandising cut charts.

MERCHANDISING VIDEOS FOR FOODSERVICE

New for 2023-2024 was the creation of an updated Canada Beef merchandising video series to support foodservice operators. This new collection of merchandising videos demonstrates the CBA and opportunities with Canadian beef from a foodservice operator’s perspective.

The CBCE completed 41 merchandising videos for foodservice; these instructional videos are available on the Gateway and accessible by scanning QR codes.



CANADIAN BEEF TV

A new episode of Canadian Beef TV was created and released in 2023. The second episode examines the effect on the eating experience and nutritional content of steaks grilled with exterior fat attached vs. fat removed. The CBCE team collaborated with Dr. Nuria Prieto at Agriculture and Agri-Food Canada’s Lacombe Research and Development Centre to explore which method provides the best result.

Canadian Beef TV is one example of consumer-focused programming underway at the CBCE’s Consumer Culinary Studio.



CONSUMER CULINARY VIDEOS FOR CANADIAN BEEF INFORMATION GATEWAY

The CBCE continues to support Canadian beef users leveraging the Canadian Beef Information Gateways with easy-to-follow recipe videos for consumers. By streamlining video production and editing processes and by leveraging the CBCE’s user-friendly AV systems, the Centre created 74 new videos from the CBCE’s consumer culinary studio.

CANADIAN BEEF TEST KITCHEN AND INNOVATION LAB

A recipe testing facility was developed within the CBCE. This new Test Kitchen and Innovation Lab made it possible to test and develop recipes to support Canada Beef’s new Culinary Planners, a project managed by Global Marketing. The CBCE developed 150 commercial recipes and the visual media assets for the buildout of the Culinary Planners.

CBCE DISTRIBUTOR EDUCATION PROGRAMS - WORKSHOPS

In September and October 2023, the Centre supported buyer missions from Japan and LATAM markets. During their visit to the CBCE, the participants learned about the CBA and were presented with new merchandising ideas for alternative and underutilized Canadian beef cuts.

Three more missions to the CBCE occurred in March 2024 to further support LATAM and Asian market development. The program included butchery demonstrations and highlighted the excellent taste and versatility of high quality, grain-fed Canadian beef.

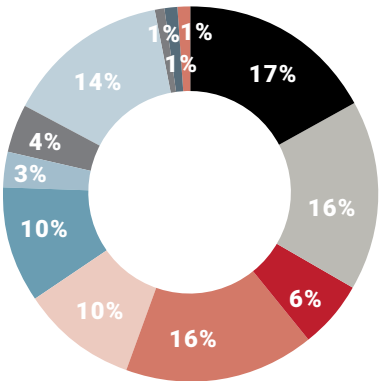
GLOBAL STAKEHOLDER SATISFACTION SURVEY

Canada Beef conducted its fourth annual Global Stakeholder Satisfaction Survey in February 2024. 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.

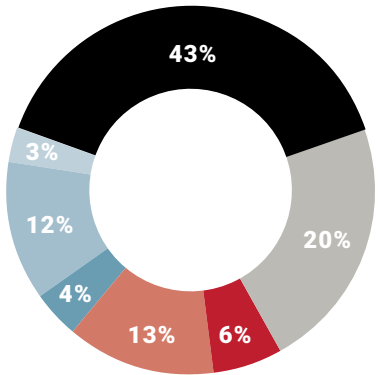
SURVEY RESPONDENTS BY SECTOR

Respondents completed the survey online, and 280 responses were received during the survey period.



- IMPORTER: 47 Respondents (17%)
- FOODSERVICE: 45 Respondents (16%)
- INDUSTRY ASSOCIATIONS: 16 Respondents (6%)
- RETAIL: 46 Respondents (16%)
- FURTHER PROCESSING: 28 Respondents (10%)
- DISTRIBUTION: 29 Respondents (10%)
- GOVERNMENT: 9 Respondents (3%)
- HARVEST/FABRICATION: 12 Respondents (4%)
- PROV. CATTLE ASSOCIATION: 38 Respondents (14%)
- EXPORTERS: 4 Respondents (1%)
- TRADER: 4 Respondents (1%)
- OTHER: 2 Respondents (1%)

RESPONDENTS BY COUNTRY



- CANADA: 119 Respondents (43%)
- JAPAN: 57 Respondents (20%)
- TAIWAN: 17 Respondents (6%)
- MEXICO: 35 Respondents (13%)
- ASIA: 10 Respondents (4%)
- SOUTH KOREA: 33 Respondents (12%)
- HONG KONG: 9 Respondents (3%)

PERFORMANCE MEASURES

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

The 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 2024 global satisfaction score of 80% was calculated. The score improved from the previous year's survey, which produced a result of 74%. 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 2023.

GLOBAL SATISFACTION SURVEY	STAKEHOLDER TYPE*			
	DOMESTIC	EXPORT	INTERNATIONAL	GLOBAL
RESPONDENT ATTRIBUTES				
Stakeholder Location	Canada		International	Global
Stakeholders Responding	104	15	161	280
Global Satisfaction Score Weighting	60%	20%	20%	100%
ORGANIZATIONAL SATISFACTION MEASURES (% SATISFIED)				
Staff Knowledge and Skills	87%	100%	99%	92%
Staff Responsiveness	83%	93%	98%	88%
Overall Contribution	80%	93%	98%	86%
INITIATIVE SATISFACTION MEASURES (% SATISFIED)				
Programs and Services	61%	71%	90%	69%
Resources and Materials	70%	85%	89%	77%
Social Media, Web and Apps	59%	NA	88%	71%
OVERALL SATISFACTION (AVERAGE)	73%	89%	94%	80%

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

ORGANIZATIONAL SATISFACTION MEASURE

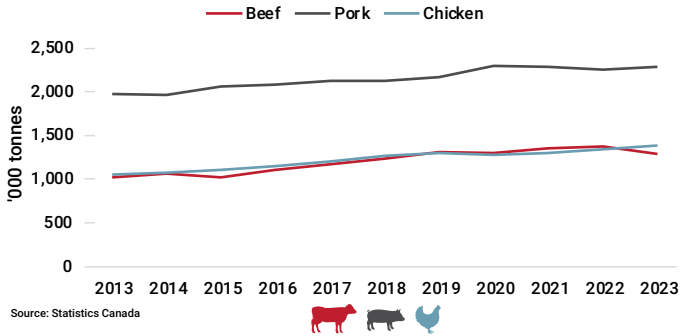
International stakeholders reported the highest level of satisfaction across this category. Staff Knowledge and Skills ranked highest (99%) and 98% each to Staff Responsiveness and Overall Contribution. Exporters reported the single highest satisfaction rate with Staff Knowledge and Skills (100%) and 93% each to Staff Responsiveness and Overall Contribution. Domestic stakeholders rated Staff Knowledge and Skills at 87% followed by Staff Responsiveness (83%) and Overall Contribution (80%).

INITIATIVE SATISFACTION MEASURE

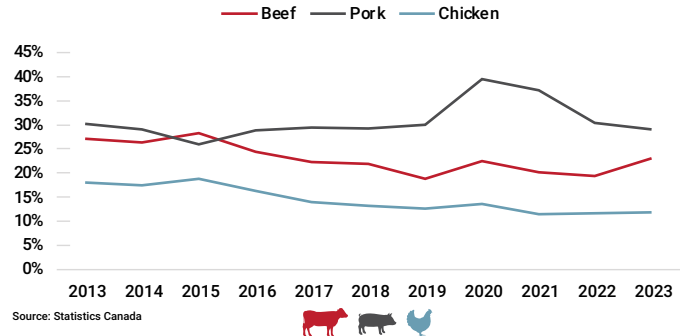
International stakeholders had the highest satisfaction with Canada Beef initiatives across this category, with Programs and Services ranked highest (90%), followed by Resources and Materials (89%) and Social Media, Web and Apps (88%). Domestic stakeholders rated Resources and Materials highest (70%) followed by Programs and Services (61%) and Social Media, Web and Apps (59%). Export stakeholders rated Resources and Materials at 85% and Programs and Services at 71%.

MARKET PERFORMANCE INDICATORS

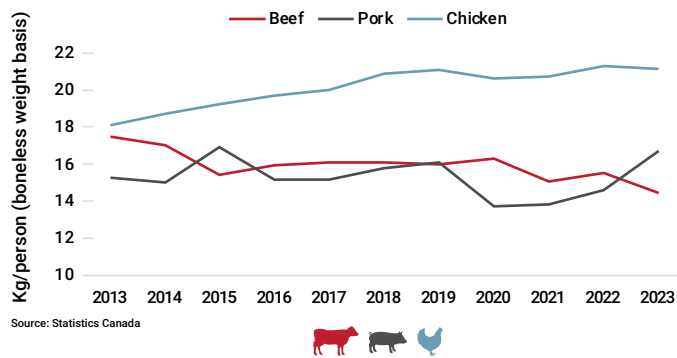
CANADIAN MEAT PRODUCTION



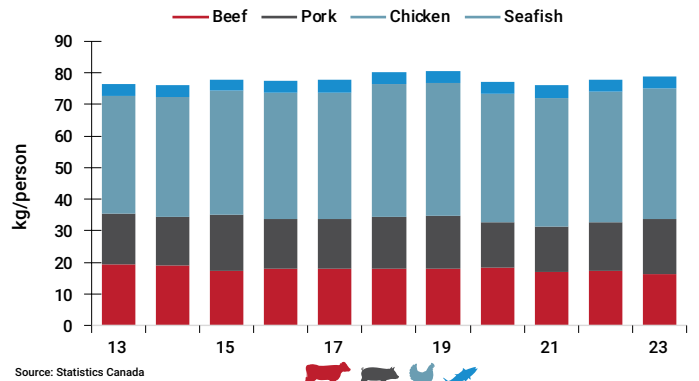
MEAT IMPORTS AS % OF DOMESTIC DISAPPEARANCE



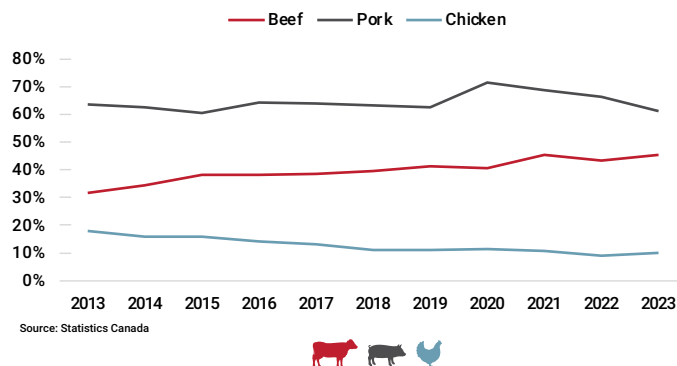
CANADIAN MEAT DISAPPEARANCE



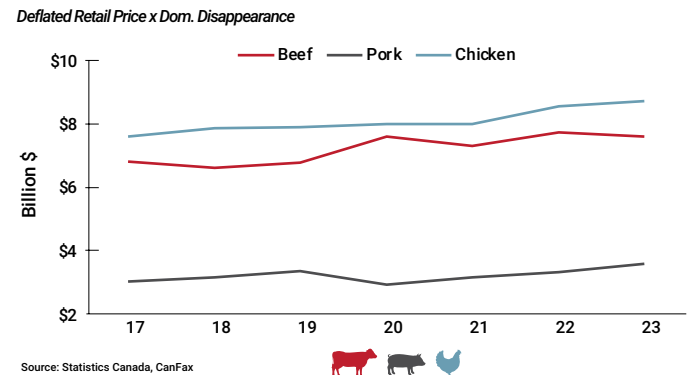
MEAT CONSUMPTION SHARE IN CANADA



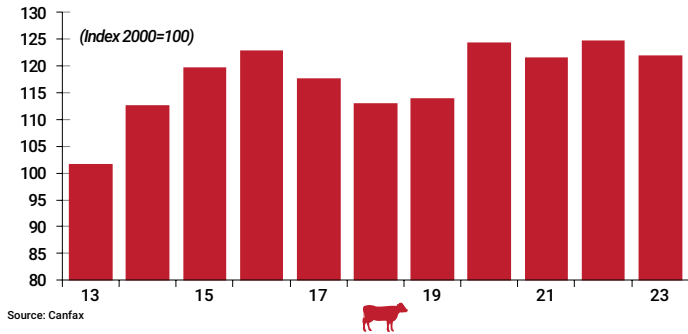
CANADIAN EXPORTS AS % OF PRODUCTION



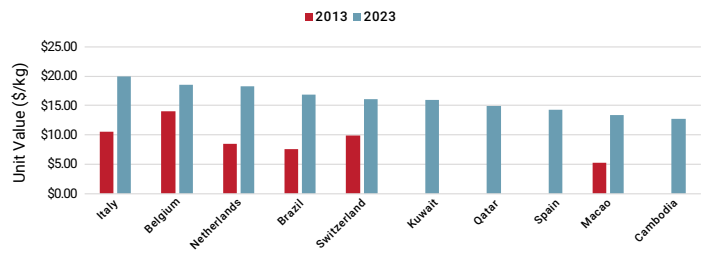
REAL CANADIAN MEAT EXPENDITURES



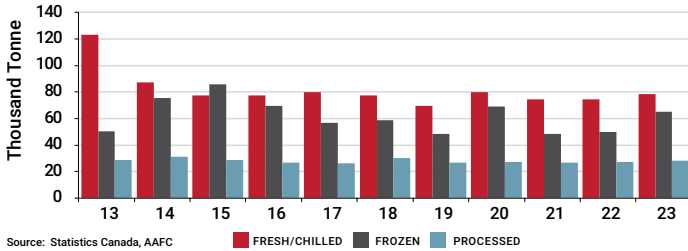
CANADIAN RETAIL BEEF DEMAND INDEX (INDEX 2000=100)



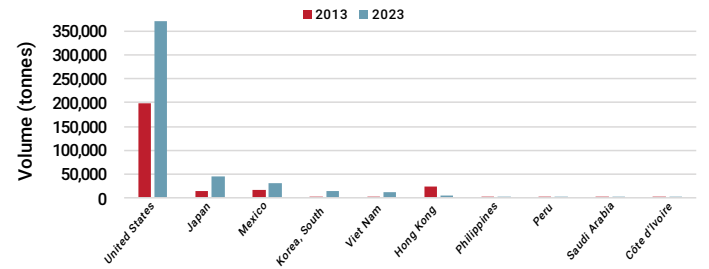
CANADIAN BEEF AND VEAL EXPORTS, TOP TEN UNIT VALUE MARKETS 2013 VS 2023



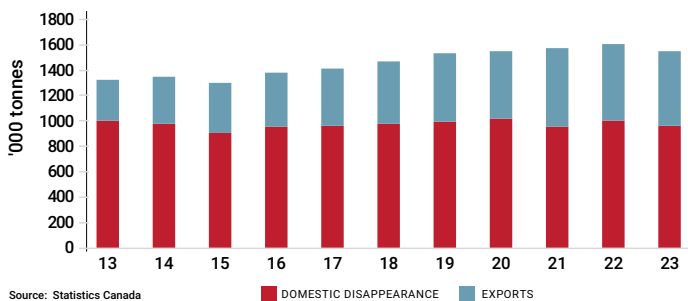
BEEF AND VEAL IMPORTS INTO CANADA BY VOLUME



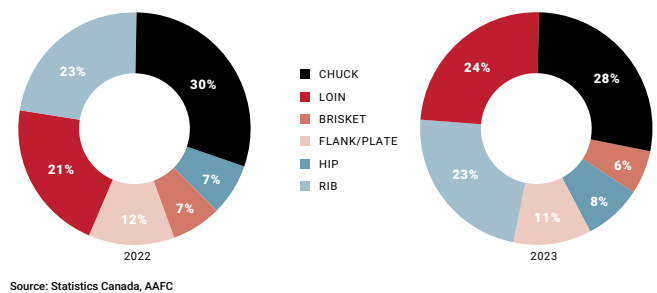
CANADIAN BEEF AND VEAL EXPORTS, TOP TEN MARKETS BY VOLUME 2013 VS 2023



CANADIAN BEEF AND VEAL DOMESTIC DISAPPEARANCE VS EXPORT



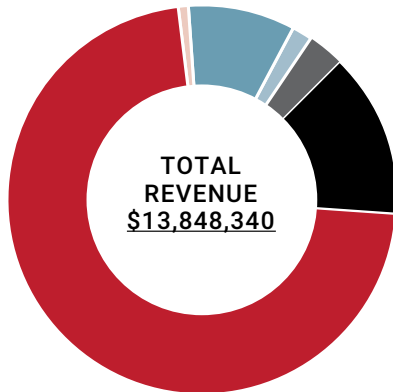
EXPORTS BY PRIMAL CUTS BASED ON VALUE, TOP 10 MARKETS 2022 VS 2023



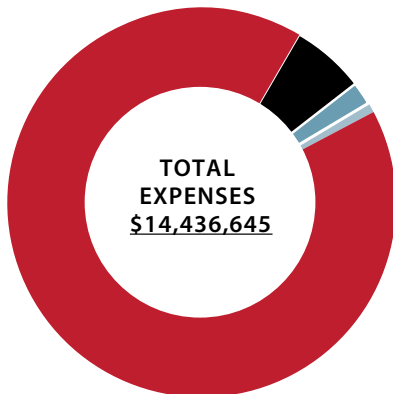


Michael Shittu,
Vice President, Finance
and Operations

[2023-2024 FINANCIAL REPORT]



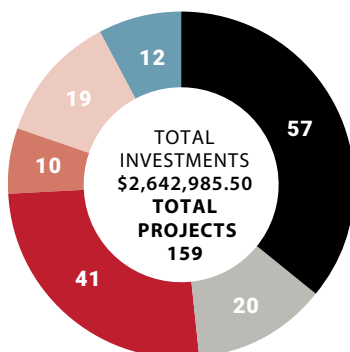
- TOTAL REVENUE \$13,848,340**
- GOVERNMENT OF CANADA SCAP \$1,906,887
 - DOMESTIC BEEF CHECK-OFF: TRANSFERS FROM AGENCY MARKETING \$9,976,230
 - GOVERNMENT OF ALBERTA EMD \$111,011
 - IMPORT LEVIES \$1,207,027
 - PUBLIC AND STAKEHOLDER ENGAGEMENT \$239,897
 - OTHER INCOME: \$407,288



- TOTAL EXPENSES \$14,436,645**
- MARKETING: GENERIC BEEF \$855,418
 - PUBLIC AND STAKEHOLDER ENGAGEMENT \$311,965
 - BEEF CHECK-OFF BOARD OF DIRECTORS (MARKETING COMMITTEE) \$83,981
 - MARKETING: BRANDED BEEF \$13,185,281
- NET INCOME: (588,305)

These charts represent information from the 2023-2024 audited financial statements of the Canadian Beef Cattle Research, Market Development and Promotion Agency.

[GENERIC EXPORT PROGRAM INVESTMENT BY MARKET]



- JAPAN **57** Projects (\$802,727.89)
- SOUTH KOREA **20** Projects (\$438,271.71)
- MEXICO & LATAM **41** Projects (\$628,010.00)
- CHINA & HONG KONG **10** Projects (\$232,386.57)
- TAIWAN & SOUTHEAST ASIA **19** Projects (\$383,202.14)
- EMERGING MARKETS **12** Projects (\$158,387.19)

STAY CONNECTED

STAY CONNECTED WITH CANADA BEEF

Canada Beef is committed to keeping producers and stakeholders informed about the domestic and international market development and promotion activities undertaken to increase demand for Canadian beef while ensuring the maximum value for producer dollars and import levy. Here are two ways to help you 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 tradeshows, 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
- Health and Nutrition team news and developments

Subscribe today at www.canadabeef.ca/canadabeefperforms

CANBEEFPERFORMS.CA

The Canadian Beef Performs website provides 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.

MAKE IT BEEF CLUB

Join the FREE Canadian Beef "Make it Beef Club" and be part of a community of over 40,000 subscribers.

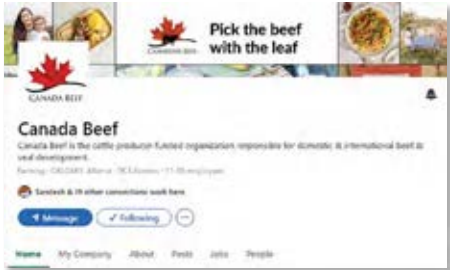
Each month you will get beefy recipes that will take your passion for food to the next level. Get amazing recipes, exclusive offers and exciting contest announcements.

Sign up today!



www.canadabeef.ca/makeitbeef-club

CANADA BEEF ON LINKEDIN



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



@lovecdnbeef



BRISKET IS POPULAR DURING BARBECUE SEASON AND A VERSATILE FLAVOUR FAVOURITE THAT CAN BE SERVED YEAR-ROUND.

BARBECUED DILL-MARINATED ROAST BEEF

Don't let anything go to waste with this unique recipe idea!
Make your marinade from the pickle juice and serve up these deli-style beef sandwiches with the crunchy pickles themselves.



TRY THIS RECIPE



Learn more about brisket and all your beefy favorites

