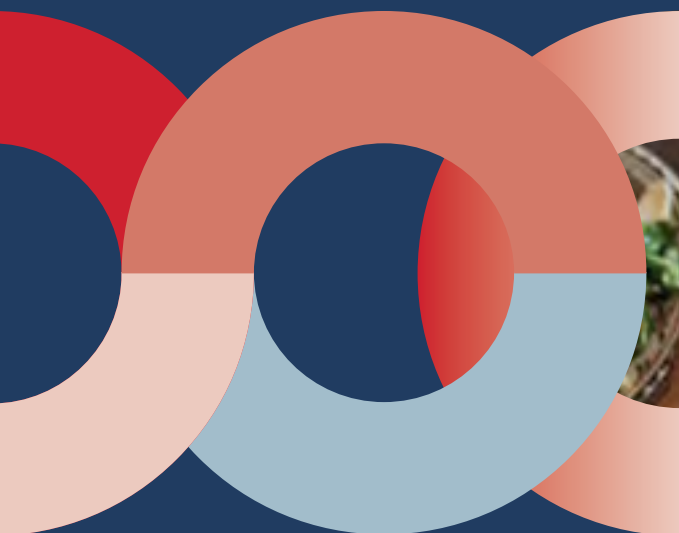




PREMIUM
QUALITY
GRAIN-FED
CANADIAN BEEF



Delivering meaningful impact and a stronger future while navigating uncertainty.

MEETING THE MOMENT

25/26

CANADA BEEF | YEAR IN REVIEW





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 and Taiwan, and representation in Vietnam, Philippines, South Korea, and United Arab Emirates.

MISSION

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

VISION

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

VALUES

Accountable, Authentic, Collaborative, Knowledgeable, Respectful.



PER CAPITA BEEF CONSUMPTION
16 kg of beef (retail weight) per person
up 3.4% from 2024

DOMESTIC BEEF AVAILABILITY PER PERSON
increased 3.5% to 22.92 kgs per person

RETAIL BEEF DEMAND INDEX
159 (2000=100)
up 10%, the strongest level since 1982

BEEF EXPORT VALUE
\$5.3 Billion, up 8%
from 2024 [vs. \$4.9 Billion 2024]

BEEF EXPORT VOLUME
486,600 tonnes [-2% YOY 2024]

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Market Development and Promotion Committee 2025-2026

The Canadian Beef Check-Off Agency is governed by a board of 16 Agency Members.

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

The Board works both as a whole and through focused advisory and operational committees to achieve their mandate. The Governance Committee and Finance Committee are advisory committees and are made up of Agency Members only. The one operational committee, the Marketing Committee, is made up through an appointment of Agency Members, and an election of producers and members at large.

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



Jeff Cline
Marketing Committee
Chair,
Canadian Meat Council



Russ Mallard
Marketing Committee
Finance Chair,
Canadian Meat Council



Denis Burelle
Marketing Committee
Vice-Chair,
Buckhead Meat Canada



Chad Ross
Saskatchewan Cattle
Association



Michelle Ball
Alberta Beef Producers



Andre Forget
Canadian Meat Council



Leslie Gold
Canadian Meat Council



Coral Manastersky
I.E. Canada



Jennifer Haley
Veal Farmers of Ontario



Cam Daniels
Member at Large,
Harmony Beef



Jim Clark
Member at Large,
Ontario Cattle
Feeders Association



Clay Holmes
Member at Large,
Intercity Packers



Mark Hoimyr
Member at Large

For more information about Canada Beef programs and services:
E: info@canadabeef.ca | canadabeef.ca / cdnbeefperforms.ca



Message from the Chair Jeff Cline



**Jeff Cline, Chair, Market Development
and Promotion Committee**

Managing beef's changing customer base was a priority for the Market Development and Promotion Committee this fiscal year.

Fiscal 2025-2026 proved to be an active period for the Market Development and Promotion Committee (Marketing Committee) as Canada Beef adjusted its operations and market diversification and development strategies to remain responsive during fluid and complex market conditions.

As Chair of the Marketing Committee, I appreciated the ability to hear first-hand perspectives from all segments of the beef and veal value chain represented by committee members. Hats-off to the collective expertise of Marketing Committee members which once again proved invaluable in providing operational oversight to Canada Beef.

Not unlike navigating an obstacle course at times, Canada Beef expertly managed course corrections and embraced bold approaches and alignments to strengthen demand and maintain consumer loyalty.

Prudent management of resources continued alongside efforts to reduce operating costs, with a refined focus on value and return on investment for beef producer's dollars.

I am pleased to report that Canada Beef President Eric Bienvenue and the team successfully executed against a planned deficit spending plan, to work down the accumulated surplus from the previous few years which resulted from reduced marketing activities during the COVID-19 period. Canada Beef ended fiscal 2025-2026 with an appropriate net asset position that includes dollars set aside for contingencies. Canada Beef finished fiscal 2025-2026 with a clean audit.

The Marketing Committee is the lone operational committee of the Canadian Beef Cattle Research, Market Development and Promotion Agency (Agency). The Committee's core responsibilities include planning and establishing Canada Beef's strategic, business, and operational goals and objectives, and the overall management and operation of the business and affairs. The Committee collaborates with Canada Beef's President to ensure the business strategy is correct, oversees its implementation, and evaluates its results.

My duties as Chair included participation in performance monitoring, quarterly progress reviews, and contributing to the year-end reporting process.

This included co-leading the final assessment of strategic outcomes and ensuring transparency and accountability in the presentation of results to industry stakeholders and funding partners.

In terms of housekeeping, at the Agency's Annual General Meeting (AGM) in August 2025, I was returned as Marketing Committee Chair along with fellow appointees, Denis Burelle (Vice-Chair) and Russ Mallard (Finance Chair).

Burelle replaced Chad Ross, who remained a member of the committee. Saskatchewan beef producer Mark Hoimyr joined as a new member at large. Hoimyr replaced Mike Guest, whose tenure on the committee started in 2019. Hoimyr's experience as a beef producer who raises and markets grassfed beef ensures the farmgate perspective continues to be well represented on the committee. The full list of 2025-2026 committee members is on page 4 of this annual report.





Canada Beef's funding agreement with Agriculture and Agri-Food Canada AgriMarketing, under the Sustainable Canadian Agricultural Partnership (Sustainable CAP), provided \$6.8 million over three-years (2023-2026) 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 funded the development and deployment of global resources and activities to support market development programs for Canadian beef in international markets. Canada Beef undertook and funded 231 distinct generic marketing projects targeting 15 different countries during 2025-2026 including Japan, South Korea, Taiwan, Hong Kong, Philippines, Vietnam, Indonesia, Mexico, Colombia, Peru, Chile, United Arab Emirates (UAE), Saudi Arabia, Germany, and Spain.

Canada Beef staff representation was expanded to include Philippines and Indonesia and UAE. Successful market development programs and services in the export marketplace will affirm Canada's position as a global leader in the sustainable production of safe, high quality Canadian beef.

Canadian beef exports achieved a record-high \$5.3 billion in 2025, an increase of 8% and the second time in three years that export values topped \$5 billion. Beef exports were valued at \$10.92/kg, up 9.6% from 2024. Volume was down 2% to 486,600 tonnes.

The Canadian Beef Centre of Excellence (CBCE) played an active role in domestic and international market development efforts and supported a total of 40 inbound missions, stakeholder engagements, and culinary activations, 18 of which were Canadian beef buyer missions.

The CBCE team continued to expand its national education and training efforts. Training sessions delivered across culinary schools and professional networks reinforced key messaging around the Canadian Beef Advantage (CBA) and provided practical, skills-based learning opportunities.

A substantial volume of digital assets was developed to support training, retail, and marketing initiatives. This included multilingual training videos, bilingual consumer resources, and customized materials for key partners across retail and foodservice sectors.

Canada Beef continued its work in various aspects of artificial intelligence in the domestic market. A Canadian Beef virtual assistant (AI chatbot) was created to respond to consumer questions, powered by the Canadian Beef Information Database (BID).

Artificial intelligence was used to develop the Canadian Beef Street Teams app which obtains product name, pricing, weight, grade, and other key attributes by analyzing images.

Under the Provincial Marketing Alliance, Canada Beef partnered with four provincial cattle organizations to support grassroots consumer marketing through major events including the Pacific National Exhibition (B.C. Cattlemen's Association), Farm Fair International and Calgary Stampede (Alberta Beef Producers), and Canadian Western Agribition (Saskatchewan Cattle Association). Activities featured cooking demonstrations, barbecue masterclasses, and educational presentations that highlighted Canadian beef. Additional initiatives supported Manitoba Beef Producers' events and Alberta Beef Producers' Every Cut Makes the Cut campaign.

Retail beef demand remained resilient in 2025, with Statistics Canada food consumption data reporting increases across the board.

According to Canfax, per capita beef consumption rose to 16 kg of beef (retail weight) per person, up 3.4% from 2024. Total beef consumption rose 4.5% to 954,815 tonnes (carcass weight).

Spending per person increased for all meat in 2025, led by beef (17%), pork (5%) and chicken (5%).

The retail beef demand index — a measure of consumers' willingness to pay for beef — achieved its strongest level since 1982. Demand rose 10% to 159 in 2025 (2000=100), from 144 in 2024.

The Marketing Committee and Canada Beef will continue to ensure markets and products are prioritized in the strategic planning process. This ensures industry alignment and thus assurances that producer investment is being maximized.



Jeff Cline
Chair, Market Development and Promotion Committee



Message from the President

Eric Bienvenue



Eric Bienvenue
President, Canada Beef

On behalf of the Market Development and Promotion Committee and the Canada Beef team, it is my honour to present Canada Beef's Annual Report 2025-2026.



Canada Beef met the challenges of 2025-2026 with purpose and drive, from the deliberate pursuit of high value market diversification opportunities for Canadian beef to crafting data-driven marketing approaches to fortify beef demand in the domestic market. Consumer loyalty and the need to protect market share were top of mind as economic uncertainty, the upward march of retail meat prices and competition from imports tested consumer loyalty.

Internationally, Canadian beef exports achieved a record \$5.3 billion in 2025, an increase of 8% and the second time in three years that export values have topped \$5 billion. Beef export volume slipped 2% to 486,600 tonnes.

Domestically, and in a notably marked departure from recent cattle cycles, the oft-anticipated consumer price cliff for beef did not materialize in 2025 despite higher prices at the meat case.

Canfax data shows nominal retail beef prices in 2025 were 13% higher than in 2024 and 27% higher than the five-year average. Yet the retail beef demand index — a measure of consumers' willingness to pay for beef — reported the strongest level since 1982; up 10% to 159 in 2025 (2000=100) from 144 in 2024.

Canadian consumers did not abandon beef for less expensive competing proteins; they chose to continue to enjoy beef in whatever way made sense for them. Many continued to purchase their preferred cuts of beef while others traded down to, or continued to buy ground beef and/or try underutilized or lesser known cuts of beef, noted Canfax.

Equally noteworthy, per capita beef consumption in 2025 rose 3.4% to 16 kg of beef (retail weight) per person compared to 2024. Total beef consumption increased 4.5% to 954,815 tonnes (carcass weight), with higher beef consumption supported by larger imports.

Spending per person increased for all meat in 2025, led by beef (17%), pork (5%), and chicken (5%). Beef commanded the largest share of protein spending (43.5%) and moved ahead of chicken (41.3%) for the first time in several years, noted Canfax. Pork accounted for 15.2% of spending.

According to Canfax, higher spending was driven by a mix of stronger retail prices and increased beef and poultry consumption. Since 2020, expenditures on meat per person have increased 22%.

The data shows that beef specifically - and animal protein in general - was having a moment in 2025-2026 - a moment that went beyond supply and demand dynamics. The increased use of GLP-1 medications for weight loss, which sees users of these medications benefit from increased consumption of protein-dense animal-sourced foods, was a trend identified by the team early on as providing an opportunity for beef.

Halal and Kosher market development strategies were activated, with representation secured to expand our presence in the Middle East and North Africa region, as well as promotions in the Canadian market to grow awareness among Muslim and Jewish consumers.

When Canadian beef regained market access into China in late January 2026, Canada Beef travelled overseas twice in as many months to secure a foothold in this important market. First quarter 2026 beef exports totaled 1,250 tonnes (mostly reported in March). On a per unit basis, China was the top market, at C\$14.72/kg.

Canada Beef, as responsive and agile as ever, did what it is built to do: seize opportunities to meet the moment with impactful yet cost-effective marketing solutions and collaborations to position Canadian beef as the protein of choice, appreciated worldwide, to maximize the return on investment for producers, partners, and customers.

The quality and volume of work undertaken by the team this year was simply amazing. In the domestic market, the team deployed strategies to address a myriad of factors led by growing uncertainty about the trading relationship with the United States (U.S.) as the Canada-U.S.-Mexico Agreement (CUSMA) deadline loomed. The U.S. claimed 75% market share of Canadian beef exports in 2025, followed by Japan (9%) and Mexico (7%). Together, these three countries accounted for 90% of Canadian beef export volumes (Canfax).



The Canadian Beef Stability Initiative deployed TV advertising to support domestic demand in the face of tariff uncertainty. The Canadian Beef Marketing Alliance program supported collaboration with industry to reinforce a buy local approach in regional flyers and at retail grocery stores. This included placement of more than 20 million labels on Loblaws products and producer profiles in Walmart Flyers.

Canada Beef focused on generic consumer marketing initiatives as competition from imports increased; with 2025 beef imports up 12% in volume and up 19% in value from 2024. The Around the World with Beef campaign brought a sense of fun and discovery of cultural recipes to consumers by celebrating global flavours and connections through beef. The goal was to introduce and encourage Canadians to explore new recipes, cooking techniques, and cuisines at home.

ThinkBeef.ca launched one of its largest-ever back-to-school campaigns to raise awareness about nutritional deficiencies in school-aged children and position beef as a practical nutrition solution for families. The multi-platform campaign generated a total reach of more than 2.9 million people.

The 2025 World Iron Awareness Week campaign raised awareness about the importance of iron nutrition to human health and specifically the increased iron needs of teen girls. Canada Beef developed educational resources and consumer brochures available through ThinkBeef.ca. The campaign reached approximately 1.4 million people across Canada.



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 \$1,422 per head/ carcass value (5-year average) to the packer that determines value throughout the supply chain.

Canada Beef supported 231 separate international market development projects in 15 export markets in 2025-2026, which included 54 projects related to the development and printing of marketing materials for the various promotions undertaken and supported. Within these initiatives the Canada Beef team participated in 10 international trade shows in nine different countries reaching many new potential clients for Canadian beef. Over 4,500 meat industry professionals in nine countries received Canadian beef training through 28 demand building and educational initiatives.

The team supported 84 promotional and marketing initiatives that highlighted Canadian beef sold at 1,132 retail and foodservice clients outlets in eight countries. Furthermore, Canada Beef partnered with the Canadian Trade Commissioner Service on 14 separate promotional events featuring Canadian beef in nine different countries.



Digital marketing, trade advertising, recipe development, social media campaigns and the creation and distribution of marketing and point-of-sale materials were among other tactics utilized to promote Canadian beef in international markets.

Canada Beef’s Export Market Development (EMD) partner program successfully completed 64 projects in 2025-2026. These included 30 incoming buyer missions, 15 projects that supported participation in various international trade shows, 16 marketing and promotional campaigns and three outgoing market development missions.

The EMD partner program supported activities in 10 distinct export markets, benefiting nine Canadian beef packers through financial support provided either directly to exporters or their importer/distributor clients.

The coordinated, multi-market approach deployed by Canada Beef ensured marketing efforts remained responsive and aligned with broader industry goals while staying focused on building brand loyalty and reinforcing Canada’s reputation for high-quality beef.

The results of the 2026 Canada Beef Global Stakeholder Satisfaction Survey start on page 50 of this annual report.



The 2026 survey produced an overall global satisfaction score of 84%, an improvement from the prior year’s survey results of 82%. Respondents completed the survey online, and 348 responses were received during the survey period.

On behalf of Canada Beef, I appreciate the candid feedback received as it helps inform our efforts to deliver long-term value for producers, exporters, and all stakeholders in the beef supply chain.



I would like to thank Canadian beef producers and ranchers for entrusting Canada Beef with their check-off investment, and we look forward to continuing to deliver value as signs of herd rebuilding take root. As of January 1, 2026, total cattle and calves were up 2.5 per cent from 2025 with increases noted in all categories. (Canfax)

I would also like to acknowledge the great work of the entire Canada Beef team this fiscal, whose efforts to enhance mindshare, foster consumer loyalty and protect market share were outstanding.

It is my privilege to work with industry professionals of this calibre and I know that together, we will handle the geopolitical, economic and trade uncertainties that are bound to define the upcoming 2026-2027 fiscal period, and any other headwinds that may arise.

The team and I are ready to act on your behalf.

Eric Bienvenue
President, Canada Beef



Global Marketing



Mark Klassen
Executive Vice President



Mauricio Arcila
Director, Technical Services

Canada Beef's strategic priorities for Global Marketing include the development and production of online and print marketing resources, Canadian Beef Information Gateway, and market intelligence to support sales of Canadian beef in global markets.

MARKET INTELLIGENCE SERVICES

Market intelligence reporting was shared with 550 stakeholders. Reports included the quarterly Domestic Intelligence Report (DMIR), monthly Global Market Intelligence Report (GMIR) and Canadian Beef Trade Report (CBTR), Weekly Trade Headlines, and Beef Watch as required.

A new Quarterly Carcass Value Report was created which communicated the financial contribution of carcass primals in key markets for Canadian beef. Reports on export statistics were generated monthly. Canada Beef also purchased market and statistical data including: Canfax membership for database access and monthly reports; Global Agri-Trends subscription for U.S. market analysis; and Trading Economics for global economic indicator data.

ARTIFICIAL INTELLIGENCE, AUGMENTED REALITY AND GATEWAY DATABASE ARCHITECTURE

A Canadian Beef virtual assistant (AI chatbot) was created to respond to consumer questions, powered by the Canadian Beef Information Database. Topics for which the chatbot was trained included recommending recipes, cut selection and cooking method support as well as nutritional information. The chatbot was tested using a panel (180+ individuals) from the Make it Beef Advisory Panel and 89% indicated the level of information provided was "just right." The chatbot will be launched in the upcoming fiscal year following a national consumer survey to select the name and visual appearance.

Artificial intelligence was used to develop the Canadian Beef Street Teams app which obtains product name, pricing, weight, grade, and other key attributes by analyzing images. Images which can be used by the AI algorithms include retailer flyers from more than 20 major banners across Canada, Canadian Beef Information Gateway scans as well as photographs taken in-store.

An automated approach to develop co-branded merchandising posters for industry partners was created. The approach permits partners to customize the content so that only the products they produce and/or sell are included in the poster.

Gateway platforms were further developed and included six new Canadian Beef Information Gateways for industry and national association partners as well as four new Gateways to support South Asian, Chinese, Nigerian, and Filipino product information for wholesale buyers. The Gateway platform was enhanced to support contests on the Restaurant Gateway edition. The 99.9% uptime target for reliable operation of the Gateway was achieved.

MEMBERSHIP IN THE INTERNATIONAL MEAT SECRETARIAT

Canada Beef participated in the International Meat Secretariat (IMS) Human Nutrition and Health meeting and sponsored the presentation, The Role of Protein Quality in Human Health, presented by protein expert Dr. Rajavel Elango of the University of British Columbia and committee member of the Canadian Nutrition Society. The presentation examined nutrient shortfalls of plant-based diets and identified new research of value to Canada Beef including several references related to GLP-1 medication use.



GLOBAL CANADIAN BEEF ADVANTAGE MARKETING AND MERCHANDISING RESOURCES

Materials developed for production and distribution by Canada Beef's domestic and international market teams this fiscal included:

- Canadian Beef Advantage (CBA) Pillars poster and tent cards with key points of differentiation for Canadian beef. The global resource in English was translated for use in Japan, South Korea, Mexico, Vietnam, the Philippines, Taiwan, and Indonesia.
- Export Merchandising Sell Sheet provides specification and 3D imaging (accessible by QR code) for five to seven of the most popular Canadian beef products for use in Japan, South Korea, Mexico, Vietnam, the Philippines, Taiwan, and Indonesia.
- A shortened version of the CBA Video for use in seminars and other marketing events in international markets as well as social media.
- Made with Canadian Beef logo development and trademarking as well as usage guide.
- Pocket Doneness Guide for Canadian Beef Steaks which also promotes the Certified Canadian Beef Training Program and Story on Steak video series on the reverse side.
- CBA Marketing Tool Kit including wordmarks to promote attributes of Canadian beef as well as photography and video of products and the supply chain.



GLOBAL STAKEHOLDER SATISFACTION SURVEY

The 2026 Global Stakeholder Satisfaction Survey was conducted online with two surveys in Canada for exporters and domestic stakeholders, along with Mexico, Japan, Korea, Taiwan, Hong Kong, Vietnam, the Philippines, and Indonesia. A total of 348 clients provided feedback across all the surveys combined.

The combined Global Satisfaction Survey Index was 84% which met the target of increasing by +2% versus the previous year. Find the full results of the 2026 survey on pages 50 and 51.



CANADIAN BEEF RESEARCH

A comparative analysis of U.S. and Canadian grading systems was commissioned with the intent to identify points of differentiation and areas where the Canadian system could be enhanced. One notable finding was the relatively limited amount of information that is publicly available on grading procedures in Canada as well as the more restricted usage of grading symbols in Canada vs. the United States.

Research conducted at the Agriculture and Agri-Food Canada Lacombe Research and Development Centre to assess the feasibility of assessing marbling in mature cattle was shared with the Canadian Beef Grading Agency and the Canadian Meat Council Annual General Meeting in 2026.

An attitudinal benchmarking study was conducted with 1K Canadian consumers to examine perceptions related to Canadian beef products and the supply chain as well as consumption trends.

ETHNIC MERCHANDISING RESOURCES DEVELOPMENT

Merchandising guides for meat professionals were created for the Southeast Asian and Nigerian populations in Canada. Items designated as popular choices were supported by translated text and video on a dedicated Gateway accessible from QR codes on the posters.



Global Marketing

Canadian Beef Stability Initiative



Mark Klassen
Executive Vice President

Canada Beef's strategic priorities for the Canadian Beef Stability Initiative include the creation and development of marketing efforts to build brand loyalty and gain mindshare for Canadian beef products in the domestic market during periods of uncertainty in key trading partner relationships.



NATIONAL MARKET PRICING AND VOLUME DATA

Three national online omnibus surveys were conducted with 1K Canadians to support the creation and execution of TV advertising as described under the national Consumer Marketing Tactic. To evaluate the effectiveness of this form of advertising, surveys were performed to gauge attitudinal impacts relative to Canadian beef products or the supply chain. Recall of the advertising was also assessed. The findings will help inform initiatives going forward.

An attitudinal benchmark study was conducted in September to compare against previous tracking work. Nearly half of Canadians (46%) indicated they would be willing to pay more for beef made from cattle born, raised, and processed in Canada vs. beef from the United States. Compared to the most recent previous study (August 2024), fewer would be willing to pay 5% to 10% more for Canadian beef, while more would be willing to pay up to 2.5% more. When asked about their understanding of what a 'prepared in Canada' label on a beef product means, fewer than four in 10 (38%) knew that it means the product came from another country and was cut and packaged in Canada. Further education is required to ensure consumers understand labelling terms defined in federal government regulations.

RETAIL LABELLING

Funds were used to provide partial support for placement of labels promote the Five Reasons to Buy Canadian Beef on an estimated 20M packages of beef at Loblaws stores across Canada. An estimated 590K views were obtained for the campaign home page which was promoted by a QR code on the labels and on social media.

NATIONAL CONSUMER MARKETING

A TV campaign was conducted from October to November 2025 (eight weeks) to promote Canadian beef. A total of 626 spots of 15 or 30 seconds were purchased from the CTV News Channel, CBC News Network, City TV National and CTV National networks. The campaign included an advertisement to thank Canadians for their support and highlighted the contribution of Canadian beef purchases to the economy. The campaign was estimated to have achieved 40M impressions with an estimated Cost per Mille (CPM) * of \$6.64.

Partnerships with professional athletes were obtained through contracts with the national bobsleigh team and two professional female hockey players. The athletes were utilized in social media as well as TV advertising. A four-week national television campaign was conducted during the Winter Olympic period with a focus on protein from Canadian beef and its contribution to building muscle.

TV time was purchased on the CTV News Channel, CBC News Network, City TV National and CTV National networks with 409 spots of 15 or 30 seconds in duration. The Fueling our Dreams commercial featured footage obtained within the Canadian Beef Centre of Excellence as well as athletic training facilities in Alberta and British Columbia. Canadian Beef branding for the training sled as well as jackets worn by the athletes was created for the TV commercial. The commercial was estimated to have achieved 26M impressions over the four-week period with a CPM of \$5.89. The TV commercial featuring the professional hockey players will be aired in 2026-2027. For more information, see page 38.



* Cost per Mille (CPM) also known as cost per thousand is a performance standard for advertising which measures the cost of achieving 1K impressions or views on media such as TV, social media, websites, or print advertising. A lower CPM is preferred as it permits broader reach within a given budget.



Global Marketing

Canada Halal and Kosher Market Development Program



Mark Klassen
Executive Vice President



Michele McAdoo
Executive Director, Consumer Marketing

Canada Beef's strategic priorities for the Canada Halal and Kosher Market Development Program include the development and production of online and print marketing resources, and market intelligence to support sales of Canadian beef in the domestic market.

HALAL AND KOSHER MARKET INTELLIGENCE

A survey of 1K+ Muslims in Canada was conducted using an online survey methodology. The questions were developed in collaboration with Canadian retailers, packers, and the foodservice sector. A focus group of 20 Canadian Muslims was used to explore some of the findings from the quantitative survey in more detail. Both elements of the research explored preferences for Halal product as well as current opportunities and barriers to grow sales of Halal beef products.

Two additional surveys were conducted, each with 1K+ Canadian consumers representative of the general population. This work was done to determine how consumers that were not seeking (for religious reasons) to purchase Kosher or Halal foods felt about these products. An international online study was conducted with 500 consumers in Indonesia to explore their preferences for Canadian beef certified as Halal.

HALAL AND KOSHER MARKETING RESOURCES

Work to develop representative recipes for Muslim and Jewish Canadians was commissioned using expert contractors. These recipes, along with photographs of the finished dishes, will be provided to industry partners to support marketing for Halal or Kosher certified Canadian Beef. The recipes may also be used by Canada Beef in a dedicated section within the Canadian Beef Information Gateway. The development of recipes will be completed in fiscal 2026-2027.

Photography and video of Muslims consuming and preparing Canadian beef was captured in the Canadian Beef Centre of Excellence. These resources are intended for use by industry partners in social media, websites and advertising. The content featured retail, restaurant, kitchen preparation and home dining scenes. A booklet featuring Halal beef recipes along with information on the Canadian Beef Advantage (Five Reasons to Buy Canadian Beef) was produced. The booklet is designed to serve as a template for use by industry partners in collaboration with the 2026 Halal Mosque Tour or for other purposes.

A collection of wordmarks to promote Halal and Kosher Canadian beef products was designed for use by industry partners for the web, social media and on signage. The wordmarks will be made available on the Canadian Beef Marketing Library along with a usage guide in 2026-2027.



HALAL AND KOSHER ADVERTISING AND PROMOTION

Industry partners were identified to undertake a tour of 20 mosques in British Columbia and/or Alberta as well as 50 in Ontario. Logistics and mosque coordination are underway along with design of advertising on the sides of a food truck. Canadian beef will be served as provided by Canadian industry partners at each mosque next fiscal (summer 2026).



Emerging Markets



Albert Eringfeld
Vice President,
Export Market Development



Muhammad Talha
Marketing Manager, Middle East

Canada Beef's strategic priorities for Emerging Markets are to support market development opportunities for Canadian beef in the European Union (EU), Middle East and North Africa (MENA), and other emerging markets to grow Canadian beef volume, value, and market share.

RETAIL AND FOODSERVICE PROMOTIONS

Three Canadian beef cuts were featured for 19 in-store sampling days at one Costco Spain location for two weeks during the Christmas period. Although the project was scaled back due to lack of volume from the supplier, the goal of promoting Canadian beef to Costco members through sampling/tasting demos was achieved.

TRADE SHOWS

Canada Beef along with meat industry partners, Canadian Bison Association and Canada Pork, exhibited in a joint industry pavilion at the Anuga 2025 international food show in Cologne, Germany. Beef buyers, meat industry influencers, and experts from throughout the world attended the show. Many visited the Canadian beef booth and met with two Canadian beef exporters that exhibited with Canada Beef at the show. In addition to meetings with existing clients, 64 new and quality sales leads for the Canadian beef exporters were achieved. Anuga 2025 attracted 8K+ exhibitors from 110 countries and 145K+ trade visitors from over 190 nations.



Canada Beef exhibited and supported Canadian beef suppliers and their local distributors to participate in the Gulfood 2026 show in Dubai, United Arab Emirates (UAE) in January 2026. Meetings were held with beef buyers from all over the world including the UAE, Saudi Arabia, Oman, Bahrain, Qatar, Kuwait, Jordan, Egypt, China, Philippines, Vietnam, South Korea, EU, U.S., and Mexico.

In total, 89 new client buyer leads were generated as a direct result of Canada Beef's participation. Canada Beef also coordinated a Canadian Beef Experience event where 105 guests including Canadian beef suppliers and brand owners, importers, government officials, distributors, retailers, chefs, and foodservice industry representatives joined together in an evening celebrating the exceptional culinary qualities and taste of premium quality Canadian grain fed beef.

DEMAND BUILDING EVENTS

In partnership with a local importer/distributor, Canada Beef hosted a demand building and educational event in Riyadh, Saudi Arabia in October, targeted at 40 local chefs and restaurant owners. The objectives of this project were to raise the profile of Canadian beef among the foodservice sector in Saudi Arabia and to ultimately increase sales of Canadian beef with the target audience. The event included demand building presentations and the creation of a specially designed menu featuring Canadian beef for the guests attending.



CANADA BEEF EXPORT HIGHLIGHTS

Emerging markets include the EU and the Middle East and North Africa. Exports to the EU bloc totalled 1,100 tonnes valued at \$15 million (\$14.40/kg). **Exports were up 42% in volume and up 3% in value.** Exports to MENA totaled 2,400 tonnes valued at \$20 million (\$8.41/kg).

MARKETING MATERIALS

Point of Sale (POS) materials were strategically placed throughout stores to capture shoppers' attention, encourage impulse purchases, and create a memorable in-store experience. As an integral part of Canada Beef's retail marketing strategy, these materials helped enhance product visibility and strengthen brand awareness. A total of 100K Canadian beef grading stickers and 320 generic Canadian beef marketing items were produced and distributed to retail and foodservice partners in Europe for utilization in various Canadian beef promotions.



DIGITAL MARKETING

Driving viewers to Canada Beef's local German subpage on the Taste of Canada website and the creation of social media posts that included contests were part of Canada Beef's marketing strategy to build awareness for consumers in Germany and Austria about the qualities of Canadian beef and promoting where they can purchase Canadian beef.

A total of 288 total posts and stories delivered 480K impressions, 7.2K engagement and 3.85K website visitors.

GOVERNMENT TRADE COMMISSIONER EVENT SUPPORT EUROPE

Canada Beef collaborated on two separate projects with the Canadian Government Trade Commissioner service in Europe. The annual Taste of Canada online initiative with the Canadian Consulate in Dusseldorf promoted Canadian food and beverage products to German speaking consumers and included a Canadian beef subpage. Collaboration and sponsorship support was provided for a business networking event on the sidelines of the Anuga 2025 show in Cologne attended by 120 persons where Canadian beef was one of the main Canadian food ingredients featured.

GOVERNMENT TRADE COMMISSIONER EVENT SUPPORT UAE AND SAUDI ARABIA

In collaboration with the Canadian Trade Commissioner Service in the UAE, Canada Beef helped to support a Chef's training session and Canadian foodservice promotion in Dubai in October. The objective of this initiative was to offer local chefs an opportunity to experience - and provide training on - the advantages of Canadian beef and other premium ingredients and their innovative applications. The training session was followed by the launch of a Canadian menu featuring Canadian beef and other Canadian food ingredients at the partner hotel, Fairmont the Palm Dubai. The event attracted 50+ attendees.

The Embassy of Canada and Canadian Trade Commissioner Service in Saudi Arabia held a Taste of Canada even in Jeddah in November which Canada Beef supported with a sponsorship. Jeddah is the second largest city in Saudi Arabia and has a growing food and hospitality industry.

The objective of the event was to promote and highlight Canadian food ingredients available in the market including beef to local importers, distributors, and chefs. The event attracted 53 attendees.

Canadian International Trade Minister Maninder Sidhu conducted a trade mission to Saudi Arabia and the United Arab Emirates from January 11 to 15, 2026. Included in the trade mission to each country was a high-profile reception where senior executives from select sectors including agri-food and senior government officials from both countries were invited to attend.

Each event saw up to 150 participants. To help further raise the profile and awareness of Canadian beef among senior level officials and buyers in both markets, Canada Beef sponsored the cost of the beef served at the event in Dubai on January 13.



Export Market Development Program



Albert Eringfeld
Vice President, Export Market Development

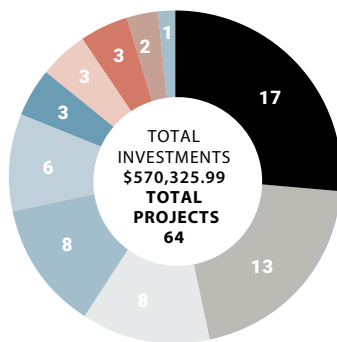
The Export Market Development Partner Program provides cost-shared funding support to help facilitate export market growth for Canadian beef representative company-initiated projects and activities.

EXPORT MARKET DEVELOPMENT PARTNER PROGRAM SUMMARY 2025-2026

Canada Beef's Export Market Development (EMD) partner program successfully completed 64 projects for the fiscal year April 1, 2025, to March 31, 2026.

These included 30 incoming buyer missions, 15 projects that supported participation in various international trade shows, 16 marketing and promotional campaigns and three outgoing market development missions.

EXPORT MARKET DEVELOPMENT PARTNER PROGRAM INVESTMENT BY MARKET



■ Japan: 17 Projects (\$121,683.30)
■ Vietnam: 13 Projects (\$136,058.13)
■ Mexico: 8 Projects (\$64,898.96)
■ EU: 8 Projects (\$61,419.10)
■ Middle East: 6 Projects (\$69,562.89)
■ Philippines: 3 Projects (\$17,024.67)
■ Korea: 3 Projects (\$19,428.42)
■ Taiwan: 3 Projects (\$45,932.26)
■ Singapore: 2 Projects (\$24,081.17)
■ Hong Kong: 1 Projects (\$10,237.09)

The program supported activities in 10 distinct export markets, benefiting nine Canadian beef packers through financial support provided either directly to exporters or their importer/distributor clients. The following is a summary of projects completed during this period:

- Canadian beef suppliers and distributors showcased their brands at eight international trade shows including Anuga, GULFOOD, Vietnam Expo, HOFEX Hong Kong, Taipei Food Show, Propack Vietnam, ABASTUR Mexico and the Korea Import Fair, as well as one distributor in-house trade fair.
- 30 incoming client missions were supported including, Japan (15), Korea (2), Mexico (5), Philippines (1), Vietnam (2), Middle East (1), Taiwan (2), Singapore (1) and the EU (1).
- Distributors in Vietnam, Japan, the Philippines, the Middle East, the EU and Singapore organized 14 distinct promotional campaigns and events to promote their Canadian beef brands and to highlight Canadian origin.
- Two Canadian beef suppliers received support to undertake three separate market development missions to three distinct markets.

Canada Beef's EMD program provides cost-shared funding support to help facilitate export market growth for Canadian beef representative company-initiated projects and activities.

MEASURES OF SUCCESS (REPORTED BY PROGRAM USERS)

- 69 New Market segments or channels entered
- 17 New international markets entered
- 1.42K New buyer introductions or leads
- 129 New products or specifications developed
- 153 Individuals receiving training
- 2.99M Individuals reached (advertising, digital marketing and media)
- 5M+ Social Media Reach
- 4.1K+ Branded or co-branded resources created
- 204 Beef sampling demonstration days completed
- \$103M+ Estimated new sales value
- 12mt in estimated new sales volume.



Japan



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

RETAIL AND FOODSERVICE PROMOTIONS

In-store sampling remains one of the most impactful methods of reaching the target audience. Canada Beef supported 690 in-store sampling activities for retailers in 330 client outlets across Japan.

- Inageya: 210 demos at 50 stores in the Greater Tokyo Area (YOY volumes = up 70mt)
- Universe: 188 demos at 78 stores in the Tohoku area (YOY volumes = new 88mt)
- York Benimaru: 120 demos at 120 stores in the Tohoku area (YOY volumes = new 30mt)
- Costco: 49 demos at seven locations across Japan (YOY volumes = new 240mt)
- Kanehide: 59 demos at 51 stores in Okinawa (YOY volumes = up 40mt)
- Hokuyu Lucky: 48 demos at 14 stores in Hokkaido (YOY volumes = new 20mt)
- ARKS Western: 12 demos at six stores in Hokkaido (YOY volumes = new 6mt)
- Food D: four demos at four stores in Hokkaido (YOY volumes = new 3mt).



Takako Toyama
Senior Manager, Operations, Japan

Rakuten, Japan's largest e-commerce company, ran a Canada Beef online promotion from October 2025 to January 2026. Canada Beef supported the campaign through Rakuten main page advertising and landing page optimization, resulting in 191K+ page visits. (YOY volumes = up 15mt).



Canada Beef partnered with the dinner cruise ship, Symphony, to hold a Canada Beef Fair. During the promotion period (Oct. 2025-March 2026), 158K passengers boarded the cruise. Canada Beef also conducted a Canadian Beef Advantage (CBA) Pillars Mini Poster Promotion onboard to further engage passengers.

TRADE SHOWS

The CGC Tradeshow held in April is hosted by Japan Co-operative Grocer Chain (CGC Japan), a nationwide supermarket cooperative consisting mainly of small- and medium-sized retailers. As CGC has expanded sales of Canadian beef, the event provided a valuable opportunity to promote Canadian beef products and strengthen relationships with buyers. The two-day show attracted more than 9K visitors and generated 20 sales leads.

Canada Beef participated in the Supermarket Trade Show 2026, Japan's largest trade show targeting supermarket buyers, in Tokyo in February. Canadian beef demonstrations and sampling were



EXPORT MARKET HIGHLIGHTS

Japan was Canada's **second largest beef export market by volume in 2025** with **8.4% market share**. Beef exports totaled **40,900 tonnes valued at \$378 million** (\$9.25/kg). Exports were down 5% in volume but **up 5%** in value.

conducted at the Canada Beef booth, while supply partners showcased their products. Canada Pork also exhibited alongside the Canada Beef booth to further strengthen the presence of Canadian food brands. The three-day show attracted more than 81K visitors and generated 80 sales leads.

TRADE ADVERTISING

Canada Beef advertised in the summer editions (July) of meat industry newspapers, Meat Journal and Daily Meat & Livestock, with a combined circulation of 48.2K. The advertisements included an interview article with Canada Beef Japan's Senior Director, Market Development, Ichiro Kiyotomi, who introduced Canadian beef programs.

Following the media tour to Canada in June 2025, industry newspapers, Meat Journal and Daily Meat & Livestock, published feature articles in their August issues.

An interview article featuring Canada Beef Japan's Kiyotomi, was published in the 75th anniversary issue of Daily Meat & Livestock, a leading Japanese meat industry publication that reaches 18.2K subscribers. The March 2026 article highlighted achievements over the past five years, industry challenges, future sustainable growth, and the future vision for Canada Beef Japan.

MARKETING MATERIALS

Point of Sale (POS) materials were strategically placed throughout stores to capture shoppers' attention, encourage impulse purchases, and create a memorable in-store experience. As an integral part of Canada Beef's retail marketing strategy, these materials helped enhance product visibility and strengthen brand awareness. A total of 11.6M generic marketing resources were developed and distributed.

CONSUMER MARKETING

Canada Beef was promoted at a pop-up Canadian beef barbecue stand operated by J:COM, Japan's largest cable television company, at Shonan Beach House, during the peak week in August.



The Canada Beef Beach House promotion provided an opportunity to physically reach 1.2K consumers through on-site branding and promotional activities.

Food education (Shokuiku) is a Japanese concept that promotes healthy eating habits and awareness of the importance of food. Canada Beef partnered with All Japan Chefs Association (AJCA), one of Japan's main professional chef organizations, to hold a Canadian Beef Shokuiku event in March 2026. The event included 12 parent-child teams (24 participants), invited in collaboration with the Meguro City office, a local municipal government in Tokyo.

DIGITAL MARKETING

A total of 446 social media posts were published on Canada Beef Japan Facebook, Instagram, and YouTube channels to strengthen online brand awareness and consumer engagement. These social media activities generated 3.9M impressions.

Canada Beef hosted three comment-to-enter giveaway campaigns on the Canada Beef Japan Instagram page: Canada Beef Beach House Campaign, Autumn Campaign, and CBA Pillars Mini Poster Promotion. The campaigns generated strong consumer engagement and together contributed to a 30% increase in followers, significantly exceeding the original KPI targets.

Canada Beef Japan's website was updated with new information, targeted keywords, and a refreshed design to improve visibility and user engagement. The updated content aimed to better communicate the value and brand message of Canada Beef to Japanese consumers and industry stakeholders. The website recorded 27.9K unique users.

A monthly Canada Beef Japan e-newsletter was distributed to more than 1.7K industry stakeholders. The newsletter featured updates on the Canadian beef industry, market trends, and Canada Beef's marketing and promotional activities, to strengthen communication and engagement with trade partners across Japan.

A well-known cooking expert developed 24 recipes for the Canada Beef Japan website aimed at mothers and family-oriented consumers. The content highlighted how the cooking expert balances parenting with everyday meal preparation while naturally incorporating Canadian beef into a relatable lifestyle context.

DEMAND BUILDING EVENTS

Canada Beef held a Canada Beef Seminar and Networking Reception at Expo 2025 Osaka. Held in the Canada Pavilion, the event featured presentations from Canada Beef, the Canadian Cattle Association, and supply partners including Cargill, JBS, Alberta Government Japan Office, and Ontario Corn Fed Beef, followed by a networking reception. The event was attended by 60 industry stakeholders and provided an excellent opportunity to showcase a strong Team Canada presence to the Japanese industry.

Canada Beef Japan's Kiyotomi travelled to Vietnam and the Philippines to support Canada Beef seminars, Key Opinion Leaders (KOL) cooking experiences, and butcher and cooking demonstrations at the Canada Beef booth during Food & Hospitality Vietnam. Held in March 2026, the Canada Beef Roadshow also saw Kiyotomi conduct cutting and cooking demonstrations, contributing to the promotion of Canadian beef and helping stimulate demand across the Asian region.

DISTRIBUTOR EDUCATION

Canada Beef partnered with the Federal Meat Academy, Japan's only advanced butchery education school, and Chef Nakamine of the five-star InterContinental Tokyo Bay to host the comprehensive Canada Beef Master Chef Class in Japan in January 2026. With support from the AJCA, Chef Nakamine developed 15 menus using seven Canadian beef cuts for 60 professional chefs. The class provided participants with in-depth knowledge of Canadian beef cutting, merchandising, and menu applications, while showcasing the quality and versatility of Canadian beef through chef-developed tasting menus.



GOVERNMENT TRADE COMMISSIONER

Alberta Premier Danielle Smith and her delegation visited Japan in April 2025, and the Canadian Embassy in Japan hosted a networking event for 150 senior executives and members of the Premier's delegation. Canada Beef supported the event by providing Alberta beef as an in-kind contribution to celebrate the strong relationship between Alberta and Japan.

The Consulate of Canada in Fukuoka supported a Canada Day consumer event held in June attended by 300 participants. Canada Beef provided Canadian beef POS materials to promote the Canadian beef brand, and the Japan office's Kiyotomi travelled to Fukuoka to participate in the event and strengthen relationships with industry partners in the Kyushu region.

The Trade Commissioner Service hosted the Canada Brand Promotion at the Canadian Embassy in Japan in February that was attended by 40 foodservice industry guests. Canada Beef Japan's Kiyotomi delivered a presentation on the advantages of Canadian beef and CBA brochures and swatches were distributed to attendees. Canadian beef for the roast beef tasting was also provided as an in-kind contribution for the event.





South Korea



YG Shin
Marketing Manager, South Korea

Canada Beef's strategic priorities for South Korea are to promote the Canadian Beef Advantage and support Canadian beef supply, retail, and foodservice clients to grow Canadian beef volume, value, and market share in South Korea.

RETAIL AND FOODSERVICE PROMOTIONS

In-store sampling is one of the most impactful methods of reaching the target audience. Canada Beef supported 13 retail promotions and assisted at 606 in-store samplings for retailers at 147 outlets across Korea.

- Angus Park: 96 demos at 12 stores across Korea (YOY volumes = new 12mt)
- Emart: 90 demos at 30 stores across Korea (YOY volumes = new 52mt)
- Emart Everyday: 90 demos at 30 stores across Korea (YOY volumes = new 32mt)
- Homeplus: 100 demos at 25 stores across Korea (YOY volumes = new 127mt)
- Lotte Mart: 180 demos at 45 stores across Korea (YOY volumes = new 95.5mt)
- New World Mart: 50 demos at five stores in Jeju Island, Korea (YOY volumes = new 5mt).



Canada Beef partnered with the FoodJang.com online shopping mall to run two Canadian beef promotions (July 2025 and Feb/Mar 2026), selling chilled flat iron, chuck eye roll, bone-in short rib, and thick-cut short rib. Canada Beef supported banner advertisements on the FoodJang.com main page to boost sales during the promotions. As a result, a total online reach of 3.215M was achieved (1.57M and 1.64M, respectively). (YOY volume = new 16mt).

Canada Beef supported five promotions at one restaurant chain, one catering company and three hotels, at 66 client outlets.

- Mayfield Hotel: 1 restaurant x 2 months (YOY volume = new 3mt)
- Ambassador Hotel: 2 restaurants x 2 months (YOY volume = new 12mt)
- Lotte Hotel in Busan: 2 restaurants x 53 days (YOY volume = new 12mt)
- Hyundai Green Food: 53 restaurants x 2 months (YOY volume = new 30mt)
- Sariwon Restaurant Chain: 8 restaurants x 3 days (YOY volume = new 20mt).

TRADE SHOWS

Canada Beef participated in the Canada Pavilion at Seoul Food & Hotel, the largest food trade show in Korea. Held in June, the four day event attracted 54K food and beverage buyers. Aligned with other



EXPORT MARKET HIGHLIGHTS

South Korea was Canada's **fifth largest export market by volume in 2025**, with **2.6% market share**. Beef exports totaled **12,900 tonnes valued at \$136 million** (\$10.54/kg). Exports were **down 13% in volume** and **down 10% in value**.

premium Canadian food and beverage products under the Canada banner, Canada Beef, with Canadian supply partners including Cargill, JBS and Bouvry, showcased premium quality grain-fed Canadian beef and conducted product sampling. The show generated 41 sales leads.

TRADE ADVERTISING

Following a media tour to Canada in June, Hotel & Restaurant, with a circulation of 10K subscribers, ran feature articles in its September and October issues. Its target audience includes hotel and resort industry professionals, upscale restaurant and food and beverage business owners, and suppliers and service providers, including distributors of food ingredients.

Following a media tour to Canada in June, Meat Journal, which has 8.5K subscribers, published a feature article in its August issue. The publication's target audience includes meat importers, distributors, wholesalers, retailers, foodservice, and manufacturers.

Canada Beef advertised in the July edition of the leading foodservice industry magazine with 15K subscribers. It included an interview article with Albert Eringfeld, Canada Beef Vice President, Export Market Development, Dennis Laycraft, Executive Vice President of Canadian Cattle Association (CCA), and Jennifer Babcock, CCA's Chief Government and International Affairs Officer.

MARKETING MATERIALS

More than 126.4K marketing resources were developed and distributed. Used across exhibitions, events, in-store sampling activities, and foodservice promotions, Point of Sale (POS) materials were strategically placed throughout retail environments to capture shoppers' attention, encourage impulse purchases, and create a memorable in-store experience. As a key component of Canada Beef retail marketing, POS materials played an important role in increasing product visibility and strengthening brand awareness.

CONSUMER MARKETING

Canada Beef partnered with a well-known cooking instructor to develop a total of 40 easy and friendly recipes tailored to the tastes of Korean consumers to attract more attention. The recipes were posted to the Korean-language website and Instagram page in May 2025 to March 2026. Canada Beef Korea Instagram followers increased by 1.7K+.



DIGITAL MARKETING

Canada Beef's Korea website was updated to meet the needs of trade and consumer audiences. The website reported 65.1K+ pageviews and 43.7K+ unique users.

Canada Beef partnered with a Korean marketing agency to develop and execute a Canadian beef digital marketing strategy.

The 182 posts created for and posted to Canada Beef's Korea Facebook and Instagram pages resulted in 862.2K impressions. Followers increased by 1.7K+ (up 48%) to 5.31K+ from 3.58K+.

A monthly Canada Beef Korea e-newsletter was distributed to more than 590 stakeholders. The content included Canadian beef industry information and Canada Beef marketing activities.

DEMAND BUILDING EVENTS

Canada Beef South Korea Marketing Manager YG Shin travelled to Vietnam and the Philippines to join two Canada Beef Seminars, Key Opinion Leader (KOL) Cooking Experiences, and a Butcher and Cooking demonstration at the Canada Beef booth at Food & Hospitality Vietnam.

GOVERNMENT TRADE COMMISSIONER

Canada Beef supported the Alberta Government Korea Office and provided Canadian beef for an event held during Alberta Premier Danielle Smith's Trade Mission to Korea in April 2025. The event was a good opportunity to promote Canadian beef to 45 VIPs, including Korean beef importers.

Canada Beef partnered with the SSG.com online shopping mall to run a Canadian beef promotion for two weeks, selling maple syrup seasoned short plate, flat iron, rib finger, and chilled chuck eye roll and flat iron. Canada Beef supported online advertisements on the SSG main page to boost sales during the promotion. As a result, 700K impressions were recorded, and 15mt of new beef sales were achieved.

Canada Beef supported the Alberta Government Korea Office and delivered a presentation on the Canadian Beef Advantage to an audience of 135 food industry VIPs, including Canadian beef supply partners such as JBS, and beef import partners, Sunwoo Fresh, OK Meat, and Lotte Mart. Canadian beef menus were showcased, using short rib bone-in, short cut clod, rib finger meat and outside skirt.



China and Hong Kong



Deana Kao
Senior Director, Market Development,
Taiwan, Southeast Asia, Hong Kong and
Macau

Canada Beef's strategic priorities for China and Hong Kong are to promote the Canadian Beef Advantage: support Canadian beef supply, retail, and foodservice clients to expand Canadian beef volume, value, and market share in Hong Kong and Macau; and maintain minimized market representation in mainland China in anticipation of restored market access.

RETAIL AND FOODSERVICE PROMOTIONS

Canada Beef partnered with existing client APITA Hong Kong to promote Canadian chilled beef cuts to consumers in Hong Kong. Three separate APITA Canada Beef Fair promotions, with participation from four stores at each event, digital campaign support and in-store signage, achieved a total sales value of HKD729,818.

- Four Canadian beef cuts were promoted in 84 in-store samplings in July. Social media posts (3) generated a reach of 5K with 10K digital online impressions and an email/newsletter circulation of 500. Total sales value of HKD407,818 was achieved.
- Twelve Canadian beef cuts were promoted in one in-store sampling in October. Social media posts (4) reached 7K with digital online impressions of 15K and an email/newsletter circulation of 500. Total sales value reached HKD190,000.
- Four Canadian beef cuts were promoted in four in-store samplings in December. Social media posts (2) reached 100K with digital online impressions of 15.6K and an email/newsletter circulation of 500. Total sales value reached HKD132,000.



Canada Beef existing client MARAE Supermarket in Hong Kong conducted two MARAE Canada Beef Fairs to promote Canadian chilled beef to customers. Ten stores participated in each promotion with digital support.

- The June promotion featured 13 Canadian beef cuts and 150 in-store samplings. Three social media posts reached 15K customers. The result was a 176% increase in total sales.
- In December, 12 Canadian beef cuts were featured with 70 in-store samplings. Four social media posts reached 15K. The result was an 188% increase in total sales.

Canada Beef client YATA, a modern retail chain in Hong Kong, launched two YATA Canada Beef Fair Canadian beef promotions to boost sales and enhance brand awareness. Canada Beef extended its support to 10 YATA stores involved in each event.

- Six Canadian beef cuts were featured with 70 in-store samplings in the June promotion. Additionally, online advertisements on YATA's e-commerce platform garnered 350K views and a click-through rate of 40%, resulting in a 36% increase in sales compared with the pre-promotion period.
- Eight Canadian beef cuts were featured with 70 in-store samplings in the September promotion. Additionally, online advertisements on YATA's e-commerce platform garnered 70K views and a click-through rate of 20%, resulting in a 42% increase in sales compared with the pre-promotion period.



EXPORT MARKET HIGHLIGHTS

Hong Kong and Macau and the Middle East and North Africa region (MENA) tied for **sixth place by market share**, with each accounting for **0.5% of total export volumes**.

BEEF INFORMATION GATEWAY MAINTENANCE HONG KONG

The Hong Kong version of the Beef Information Gateway (Gateway) was launched in the fiscal fourth quarter of 2023, offering access to information on 12 Canadian beef cuts via a QR code. Currently retailers are using this resource in their promotions.

MARKETING MATERIALS

Point of Sale (POS) materials were strategically placed throughout stores to capture shoppers' attention, encourage impulse purchases, and create a memorable in-store experience.



As an integral part of Canada Beef's retail marketing strategy, these materials helped to enhance product visibility and strengthen brand awareness.

- 450K pcs/450 rolls of Canadian beef Gateway and BEEF stickers
- Production of one Market Intelligence Video
- 1K Canadian beef Canadian Beef Advantage brochures for China
- 300 Canadian beef Mini Poster for China
- 5 Canadian beef Pull up Banner for China.

DIGITAL MARKETING

Canada Beef manages and maintains an Instagram page @canadabeef.hk for Hong Kong consumers. Weekly updates are provided for Canadian beef content, such as recipes, cooking knowledge, articles, and beef facts, etc.



In total, 120 posts (60 posts + 60 stories) were posted to the channel, along with one Influencer collaboration and two mini games. Total traffic generated 930K views, and followers increased to 1.37K+.

GOVERNMENT TRADE COMMISSIONER

Canada Beef sponsored the Canadian Embassy in Hong Kong's Canada Day celebration. Five major importer partners of Canada Beef were invited to join the event to strengthen relationships between Canada and the local beef trade.

Canada Beef provided 60 kgs of beef for the carving station and buffet. Overall feedback was positive, with approximately 400 attendees at the event.



Exports to Hong Kong and Macau totalled **2,600 tonnes valued at \$34 million** (\$13.22/kg). Exports were **down 24% in volume** and **down 17% in value**. There were no exports to China in 2025.





Taiwan and Southeast Asia



Deana Kao
Senior Director, Market Development,
Taiwan, Southeast Asia, Hong Kong and
Macau



Pham Nu (Katie)
Marketing Manager, Vietnam

Canada Beef's strategic priorities for Taiwan and Southeast Asia include retail and foodservice channel development; recover volume and value growth; support Canadian beef marketing opportunities in the marketplace; and work with Canada Beef supply partners to maximize market development opportunities.

RETAIL AND FOODSERVICE PROMOTIONS

Canadian beef importer Qualifoods Vietnam expanded into retail with 17 Fuji Mart stores in Hanoi. The three-month promotion featured seven cuts (short plate, rib eye, etc.) through sampling, Key Opinion Leaders (KOL), and digital ads. A total of 26 in-store samplings were conducted along with online promotions (3) and social media posts (8), which generated 198K impression/reach with engagement of 58.7K. Total sales increased by 116%.

New Canada Beef client New Viet Dairy hosted retail activations across two E-mart stores in Ho Chi Minh City to boost Canadian beef sales. The campaign conducted 40 in-store cooking demos by professional chefs and sales promotions that featured top blade and short plate cuts. A total of 1.2K people attended the chef cooking demos. Total sales increased by 60%.

Canada Beef client E-DA Royal Hotel (Kaohsiung) conducted a Canadian beef and cuisine showcase. The buffet featured six beef hot dishes, supported by a press conference with 45 media and bloggers in attendance. Social media posts (105) and a media newsletter generated 200K impressions/reach, and engagement of 100K. Non-digital reached 1M. Total sales increased by 78%.

New Canada Beef client Thien Vuong ACE Foods, a Hanoi-based importer, expanded Canadian beef's retail presence into provincial areas via five Lan Chi Mart stores. The campaign conducted in-store samplings (16), and social media posts (2) generated 500K impressions/reach. Approximately 1.5K attended sampling sessions. Total sales increased by 146%.

New Canada Beef client Discovery Primea launched the Fire & Flavor culinary program at Flame restaurant to elevate Canadian beef visibility in the Philippines. A high-profile media event had 64 KOLs, food media, and VIPs in attendance. Social media posts (30) generated 72K+ impressions/reach, and engagement of 1.85K+. Non-digital media reached 4.39M. Total sales increased by 30%.

New Canada Beef client BRG Group promoted Canadian beef at Thuy Ta Legend, Hanoi. The three-month campaign featured a Vietnamese cuisine menu using five cuts (top blade, strip loin, etc.). Social media posts (15) generated 412.5K impressions/reach, and engagement of 2.1K. About 300 guests attended the media launch event. Total sales increased by 187%.

Canada Beef client TTC Vietnam conducted weekly nationwide retail sampling across Big C, Lotte, and Aeon retail stores to promote Canadian beef to local consumers. A total of 14 stores participated, resulting in 101 in-store kick-off events and samplings. The promotion led to a 25% increase in total sales, with a new Canadian beef sales volume increase of 449mt.

Canada Beef client The Marketplace by Robinsons Retail Holding hosted a luncheon called Savor Canada. The event targeted 30 VIPs and influencers to kick-off 18 samplings across three flagship The Marketplace stores. The campaign drove sales at The Marketplace, Shopwise, and Robinson's. Social media posts (11) generated 183.3K+ impressions/reach, and engagement of 4.2K+. Total sales increased by 13%.

EXPORT MARKET HIGHLIGHTS

Southeast Asia (including Taiwan) was Canada's **fourth largest beef export market by volume in 2025**, with **4% market share**. Beef exports totaled **19,400 tonnes valued at \$164 million** (\$8.45/kg). Exports were **up 18% in volume** and **rose 8% in value**. Vietnam, the Philippines, and Taiwan accounted for 73%, 17%, and 9% of market share to that region respectively in 2025. Export volumes to Vietnam were up 9%, to the Philippines (+82%) and to Taiwan (+27%).



Samantha Mutuc
Marketing Manager,
Philippines and Indonesia



Canada Beef client, Ikomai, a Japanese-style restaurant in the Philippines, positioned Canadian beef as a premium choice for the holiday season. The program featured Rib Eye Roast Beef Kits (4kg) and a 'four-hand' (collaborative dinner with two chefs) press launch dinner with 35 attendees. Social media posts (6) generated 440K+ impressions/reach, and engagement of 422. Instagram followers increased by 10. Total sales increased by 5%.

New Canada Beef partner Wowprime, Taiwan's largest restaurant group, launched a Canadian Beef Hotpot Season campaign during the peak winter season. Two hot-pot brands of Wowprime joined with 61 outlets: Giguo (39 stores) featured Canadian brisket/short plate, and ChinHuaJiao (22 stores) highlighted a Canadian beef platter. Social media posts (20) generated 1M impressions/reach, and engagement of 800K. Non-digital media reached 60K, and digital newsletter reached 200K. Total sales increased by 60%.

Canada Beef collaborated with new client Ranch Market Indonesia to promote Canadian beef. Four Ranch Market outlets participated the three-month campaign that featured two Canadian beef cuts (rib eye, strip loin) via in-store samplings (16) and social media posts (4). The social media posts generated 543K impressions/reach, and 16.5K engagements. Non-digital reach was 650. Total beef sales increased by 189%.

New Canada Beef client Coach Café (Indonesia) launched Prime Rib Sundays, a premium promotion that featured 14-day dry-aged Canadian prime rib with tableside carving service. The program executed an integrated engagement strategy featuring 22 KOL visits and an exclusive tasting event to drive organic content. The 16 social media posts generated 8M+ impressions/reach, and 12.3K engagements. Non-digital reach was 3.46K. Total beef sales increased by 44%.

New Canada Beef client Jaddi Group (AWkitchen, Vin+, and Sake+) successfully strengthened brand visibility in Indonesia's premium segments. The campaign generated 4.2M+ impressions across 32 social media posts with a high engagement rate of 12.43%. Integrated branding was maintained through comprehensive point of sale marketing. Total beef sales increased by 47%.

TRADE SHOWS

Canada Beef showcased Canadian beef through four dedicated booths with local suppliers (Alternative Foods and HighTower) at the WOFEX Philippines tradeshow. The program included daily sampling, a Young Chef Competition and chef cooking demonstrations in partnership with the Chef Association, and a Trade Commissioner Service (TCS)-hosted seminar and reception for key stakeholders. As a result of the show, 40 business leads were generated. A total 40K visitors attended the trade show. New Canadian beef sales reached 200mt.

Canada Beef participated in Food & Hotel Indonesia in conjunction with the Embassy of Canada under the Canadian Pavilion, to target trade partners across Indonesia. The booth featured a local supplier that showcased select Canadian beef products through daily sampling sessions. In total, 30 business leads were gained and 41.3K visitors attended the trade show.

Canada Beef participated in Food & Hotel Vietnam (FHV) at the Saigon Exhibition & Convention Center in Ho Chi Minh City, to target trade partners across Vietnam. The booth featured four local suppliers showcasing select Canadian beef products through daily sampling sessions, two chef cooking shows and a TCS-hosted seminar and a reception for key stakeholders. As a result of the show, seven business leads were generated, social media impressions/reach was 11.8K+, and social media engagement reached 105.9K. The trade show attracted 15K visitors.

MARKETING MATERIALS

More than 17K printed items were produced and distributed (12.6K+) / 702 rolls of stickers, and three Market Intelligence videos (Taiwan, Vietnam, Philippine markets) to support importers, distributors, seminars and trade shows, and retail, foodservice promotions.

DIGITAL MARKETING

Canada Beef manages and maintains an Instagram page @canadabeef.tw and canadabeef.tw for Taiwan consumers and @canadabeef.vn and canadabeef.vn for Vietnam consumers. Weekly updates on Canadian beef content includes recipes, cooking knowledge, articles, beef facts, etc. Activities included 187 posts, three cooking videos, hosted two interactive activities (mini games), and 12 months of advertisement boosting. Total traffic generated was 1.05M, and an increase (1K) in followers. Website visitors reached 193.5K, with 70K unique visitors.

An Instagram page @canadabeef.asia for English speaking Southeast Asia consumers is managed with a focus on Philippine consumers. Weekly updates on Canadian beef content includes recipes, cooking knowledge, articles, beef facts, etc. A total of 55 posts and six months (Sept. 2025 – March 2026) of advertisement boosting generated total traffic of 3.37M, an increase in followers of 300, and digital advertising impressions of 8M+

DEMAND BUILDING ACTIVITIES

Canada Beef hosted a professional chef training session at Huong Nghiep A Au Vocational Institute in Ho Chi Minh City to strengthen HORECA (Hotels, Restaurants, and Catering) connections. A total of 26 professional chefs attended the program that included Canadian beef education, butchery and cooking demonstrations, and tasting sessions.

In conjunction with the Alberta Agriculture and Irrigation Minister RJ Sigurdson mission, Canada Beef hosted a Canadian beef social dinner with key importers, supermarket clients and foodservice clients; with 100 guests attending the event.

Canada Beef integrated the Canadian beef program into the Global Academy’s Professional Culinary Arts curriculum. A total of 150 students received and completed Canadian Beef Advantage lessons and online training. Partnering with the professor team and local distributors, the module features seven cuts and 20 recipes created to showcase Canadian beef’s grading, safety, and beef quality. This year-long initiative aims to educate future culinary leaders and strengthen ties with the Philippine chef community.

Canada Beef expanded its reach to Cebu through its first official activation at the Cebu Food & Wine Festival. Over 400 guests attended the opening night, and Canadian beef cooking classes drew 275 participants. Digital engagement included five social media posts (17.6K reach) and ads reaching 82K+ impressions. This initiative successfully built local relationships and laid the groundwork for future trade and restaurant promotions in the region.

Canada Beef hosted the Philippine Ambassador Chef Carlo Miguel for an industry immersion during the Calgary Stampede. The mission focused on in-depth industry training to equip Chef Miguel with advanced knowledge of the Canadian beef value chain. This initiative aims to cultivate a high-level brand advocate to lead future promotional collaborations and strengthen long-term brand awareness and professional partnership in the Philippines.



Canada Beef hosted an intensive training for 44 staff members (sales, butchery, and marketing) from Rare Global in the Philippines. The program focused on Canadian chuck eye roll and rib eye, and covered grading and Canadian beef attributes through hands-on butchery demonstrations and tastings.

This seminar successfully enhanced the team’s product knowledge and confidence and equipped them to effectively promote Canadian beef to their business-to-business and retail customers.

Two separate roadshow strategic market development initiatives produced a total of two programs, one seminar and 201 guests. These initiatives effectively combined trade engagement with online reach, strengthened brand visibility and reinforced Canadian beef’s premium positioning in the Philippines and in the Vietnam market.



The Canada Beef Philippines Roadshow generated two key programs with 110 guests. The 90 social media posts produced achieved 471.8K+ impressions/reach and a 78-follower increase on Instagram.

The Canada Beef Vietnam Roadshow featured a demand-building seminar with 91 guests. The program generated 13 social media posts, which achieved 135.4K+ impressions/reach.

GOVERNMENT TRADE COMMISSIONER

Led by the Indo-Pacific Agriculture and Agri-Food Office (IPAAO) and Canada Beef, the 2025 Calgary Stampede Buyers Mission brought four key importers from the Philippines, Vietnam and Singapore (MeatCo, Ace Food, Indoguna, Hightower) to Alberta for a high-value business engagement. The two-day beef program featured packing plant, feedlot, and ranch tours, alongside brand education at the Canadian Beef Centre of Excellence. The mission strengthened ties with industry leaders while showcasing Canada’s world-class beef sector and heritage.

EVENT MARKETING

Canada Beef hosted an interactive cooking experience with 13 selected Filipino KOLs to amplify brand presence. Led by celebrity Chef JP, the event aimed to generate high-impact social media exposure and drive engagement for @canadabeefasia. The initiative focused on building long-term advocacy and market penetration in the Philippines through content-driven influencer experiences. Social media posts (27), generated impression/reach of 518.3K, engagement 12K+, and increased social media followers by 138. Non-digital advertisement reached 3.5K.

Canada Beef partnered with Condé Nast/GQ for high-profile brand exposure aimed at premium lifestyle consumers. Collaboration with local Sheep & Pony restaurant introduced exclusive festival dishes that featured Canadian bone-in short rib and chuck top blade. Promotion included digital ads, GQ social media posts, on-site logo placement, and a feature in GQ magazine. Social media posts (6), generated impression/reach 5.8M; engagement 180K , and digital/online advertisement impression of 3M. Non-digital advertisement reached 50K. The event attracted 20K attendees.





Mexico and Latin America



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

Canada Beef's strategic priorities for Mexico and Latin America are to develop and implement innovative market development strategies in the retail and foodservice segments; support Canadian beef volume and value growth with existing supply partners; follow-up on alliances with Canadian beef importers in Latin America markets; and communicate Canadian/U.S. beef grading equivalence.

RETAIL AND FOODSERVICE PROMOTIONS

The Premium Canadian Beef Made Easy at Home campaign ran across 32 Wild Fork stores, and combined social media content and in-store activation to promote Canadian beef. The campaign featured five cuts: tomahawk, rib eye, New York strip, culotte, and top sirloin, promoted to consumers through monthly recipe content. Recipe videos (2) reached 500K consumers, with additional engagement in-store. Sales of featured cuts increased by an estimated 8–10% during promotional periods.

Prime and AAA grading labels were distributed to 42 Costco stores in Mexico with a goal to increase visibility and sales of Canadian beef. In total, 640K Prime and AAA labels placed in-store generated an estimated reach of 1.6-to-2.1M impressions through store traffic and supported social media activity. The campaign delivered a 5–10% increase in sales volume of Prime and AAA Canadian beef cuts during the July to March period.

AAA grading labels (240K) were distributed to 80 Grupo La Comer stores in Mexico (City Market, Fresko, and La Comer) to support the introduction of Canadian beef cuts through in-store branding and consumer education. Featured cuts included tenderloin, rib eye, strip loin, short rib, sirloin. The initiative included 80 grading charts that explain U.S.–Canada beef equivalence, and 15 social media posts that generated a 200-follower increase. The campaign delivered a 15% incremental sales increase for Canadian beef products during the September to March period.



A multi-platform campaign increased awareness of the availability of Canadian beef among Costco shoppers in Mexico. The advertising and promotional collaboration generated approximately 17M total impressions across Costco's owned and digital channels, comprised of Facebook (2.2M), newsletter (7M), app (2.3M), Instagram (1M), website (23K), and other channels (4.47M). Three influencer activations reached 200K users each and generated approximately 1K interactions per activity. To reinforce in-store execution, 100 retail merchandising guides were distributed to butchery teams and corporate offices.

A Grading label campaign supported the rollout of Canadian beef cuts, including teres major, round cuts, and short rib, at 64 HEB stores. The distribution of 64K AAA-grade labels across all participating stores helped to improve product identification and in-store communication. The initiative delivered a 20% increase in beef sales during the activation period.

Canadian beef was launched at dinner at the InterContinental Hotel in Mexico City to introduce new menu items featuring premium Canadian protein. The event hosted approximately 30 attendees, including chefs and senior executives, and showcased a curated menu to highlight product quality, flavour, and versatility, supported by educational materials. The activation was amplified through 10 social media posts which reached an estimated 50K users and generated 150 new followers, along with four recipes developed as supporting content. The initiative resulted in five new clients and strengthened engagement within the hospitality sector.

A fine dining promotion conducted at El Cielo Restaurant, in Medellín, Colombia, introduced Canadian beef into a high-end gastronomy setting. Premium cuts such as brisket, rib eye, and tri-tip, were presented through a curated tasting menu for approximately 100 attendees, including chefs and industry stakeholders.

EXPORT MARKET HIGHLIGHTS



Mexico was Canada's **third largest beef export market by volume in 2025** with **6.8% market share**. Beef exports totaled **32,800 tonnes valued at \$335 million** (\$10.22/kg). Exports were **up 14% in volume** and **up 29% in value**. Canadian beef exports to Latin America (excluding Mexico) totalled **7,290 tonnes in 2025 valued at \$30.4 million** (\$4.17/kg).



The event was supported by social media videos (10), recipes (2) and marketing resources (5). The videos reached an estimated 100K users and generated around 1K new followers. The initiative resulted in 10 new clients in the premium foodservice channel.

TRADE SHOWS

Canada Beef participated in the Espacio Foodservice Chile retail trade show. The activation included a cooking demonstration and meetings with 20 potential clients that generated 35 qualified leads. The event attracted 35K visitors.

Canada Beef supported distributor and partner booths at ABASTUR in Mexico City with live cooking demonstrations, tastings, and master classes alongside Cavimex and Irinox. The show generated 10 client leads and 15 social media stories, and included 1K media cards, 3K merchandising guides, and 1K branded food picks. Approximately 20K visitors attended the show.

MARKETING MATERIALS

More than 33K point-of-sale materials were strategically placed throughout stores to capture shoppers' attention, encourage impulse purchases, and create a memorable in-store experience. These materials helped enhance product visibility and strengthen brand awareness.

DIGITAL MARKETING

Social media campaigns generated an estimated 2.5 to 3M total reach across social media platforms. Instagram delivered the strongest growth (+31.4%), followed by TikTok (+24.3%) and Threads (+11.3%). Total followers across platforms increased +16.2%, driven mainly by high-performing short-form and visual content channels.

The website showed strong year-over-year growth in performance and engagement. Total event counts increased to 230K, a +44.7% increase in user activity from the prior year (159K).

The platform achieved an engagement rate of 97.92%. Users generated an average of 5.4% events per active user, reflecting repeated engagement and strong content interaction across the site.

Newsletter distribution reported 18K+ form views and 17.9K unique visitors, indicating a very high completion and engagement rate among users accessing the content.

Volumes were up 15%, while **value was up 1%**. By market share, Colombia and Peru accounted for 70% of Latin American exports in 2025. Exports to Colombia were down 4% from 2024 to 3,200 tonnes. Exports to Peru were up 43% to just over 2,000 tonnes.



DEMAND BUILDING EVENTS

A training session with Chef F. Lopez and Londres Culinary Institute in Mexico City trained 150 culinary students and instructors through beef cutting and technique workshops using Canadian cuts (chuck, brisket, outside round). The event was supported by 15 social media posts (which resulted in 20+ new followers) and three recipes, to further strengthen awareness and technical understanding of Canadian beef among future culinary professionals.

Canada Beef sponsored two live cooking masterclasses with Chef Cecilia Gonzales (ChefCecyGon) at ExpoCocina como Chef, a culinary trade show at Cintermex in Monterrey. The sessions featured two rib eye primals and one outside skirt. The sessions netted approximately 100 attendees and generated 10 social media videos, which reached 35K, 5K engagements, and 50+ followers. The initiative also resulted in two recipes and five new buyers.

Canadian beef was promoted to the hospitality sector as part of an event with Butchery Team Canada in Los Cabos. The project included two technical demonstrations, hands-on butchery training, a competition, and a tasting session led by Butchery Team Canada and a Canadian beef ambassador chef. The initiative reached approximately 150 culinary professionals across two events.



As part of the Canadian Beef Global Series Collaboration, the Latin America (LATAM) office supported seminars and culinary demonstrations in the Philippines and Vietnam in collaboration with Canada Beef's international teams.



The activities showcased Canadian beef cuts in world-class culinary applications, and highlighted quality, versatility, and suitability for diverse markets. The initiative, led by Canada Beef's local representatives in these markets with participation from LATAM leadership and a brand ambassador, strengthened global coordination, reinforced technical education, and promoted Canadian beef across key international foodservice markets.



DISTRIBUTOR EDUCATION

Canada Beef trade professional education events included:

- 11 Canadian beef training seminars/cutting demos with C.Premium XO - 100 attendees
- Training session for Sigma's regional Chefs & sales force - 20 attendees
- Canadian Beef Advantage (CBA) seminar and cutting demo for HEB - 150 attendees
- 10 masterclasses for Sigma Foodservice customers in Monterrey - 250 attendees
- Training seminars with Meico Colombia, Sigma Peru -100 attendees
- Masterclasses for Susazon Foodservice customers - 20 attendees
- CBA training for Grupo La Comer - 25 attendees
- CBA training in Cartagena, Barranquilla and Bogota - 150 attendees
- Foodservice technical guide for Canadian primal beef cuts (book design).



GOVERNMENT TRADE COMMISSIONER

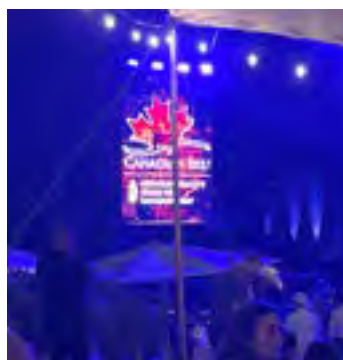
A Canada Day networking reception organized by Canada Beef, the Canadian Chamber of Commerce, and the Canadian Consulate was held in Monterrey. Approximately 120 business, community, and government representatives attended the July 1 event, which featured Canadian beef tastings and partner presentations. The initiative to strengthen relationships and reinforce the visibility of Canadian beef was supported by social media posts (10), marketing resources (250) and recipes (6). The social posts generated 1K impressions, 300 engagements, and 50+ new followers, and the event resulted in five new clients.

EVENT MARKETING

Canada Beef participated in the Chef Meets México by Ferrari 2025, a high-end culinary event at Hotel Safi Metropolitan in Monterrey. Canada Beef sponsored premium cuts supplied for gala dinners and integration into menus alongside Michelin-level chefs and CANIRAC NL. The activation reached approximately 600 attendees and generated 75 social media posts, 500K impressions, 150K engagements, 2K new followers, and 100 website visits. The initiative resulted in 10 new clients and strengthened premium brand visibility within the luxury gastronomy and hospitality sector.

Canada Beef sponsored the Parvada Festival in Parras, Coahuila, a large-scale gastronomy and entertainment event. Canada Beef supported the festival's culinary offering with 400 kg of top sirloin and 200 kg of inside skirt. The activation was reinforced with on-site branding elements. The campaign generated 50 social media posts, 100K impressions, 10K engagements, and more than 500 followers, alongside the development of 23K marketing resources. Approximately 4K people attended the event.

As part of Canada Week, Canada Beef collaborated with the University of Monterrey to deliver a Canadian Beef Masterclass for 20 culinary arts students that featured a CBA seminar focused on Canadian beef quality attributes and industry insights. The initiative generated 10 social media posts, 200 impressions, and 10 new followers. In addition, the masterclass strengthened connections with future culinary professional and promoted Canadian beef to the academic community.



Mathieu Paré
Executive Director, CBCE



Cameron Pappel
Director, CBCE Studios

Canada Beef's objectives for the Canadian Beef Centre of Excellence (CBCE) are to develop and create resources to support all business units, stakeholder partners and trade-based clients in the domestic and export marketplace; and engage with education and training partners to drive innovation and human resource development in the butchery and culinary trades.

Canadian Beef Centre of Excellence

TRAINING AND EDUCATION

The Canadian Beef Centre of Excellence (CBCE) continued to expand its national education and training efforts through a coordinated mix of virtual delivery, in-person outreach, and industry engagement. Training sessions delivered across culinary schools and professional networks reinforced key messaging around the Canadian Beef Advantage (CBA) and provided practical, skills-based learning opportunities.

Ongoing collaboration with key professional associations, particularly the Canadian Culinary Federation and the Canadian Professional Meat Cutters Association, has evolved into active program delivery channels, where CBCE-developed resources are embedded within association platforms and directly accessed by members, to ensure consistent exposure to standardized, high-quality training materials while supporting professional development.

Significant progress was made in expanding the CBCE's educational content and curriculum offering. New consumer-facing courses were introduced to support cost-conscious cooking, while additional modules were added to the Certified Canadian Beef Training Program to enhance applied foodservice learning.

The development of a new in-person training curriculum, aligned with core cooking methods and tied to certification recognition, represented an important step in connecting digital learning with practical application, and reinforced program credibility.

The CBCE continued its educational partnership with 10 vocational training institutions across Canada and provided 19 merit awards to outstanding students in participating culinary and butchery training programs. Hands-on events, such as competitions that integrate butchery and culinary disciplines, provided meaningful opportunities for students to demonstrate skill development in applied, real-world scenarios and to better understand career pathways within the industry.

The CBCE created 32 new recipes for commercial users and expanded the Menu Planners foodservice recipes, 12 of which could be considered classic, and 20 additional recipes categorized as globally inspired ethnic recipes.





CBCE STUDIO MEDIA AND CONTENT DEVELOPMENT

The CBCE team continued to scale the facility's role as a central content producer and developed a substantial volume of digital assets to support training, retail, and marketing initiatives. This included multilingual training videos, bilingual consumer resources, and customized materials for key partners across retail and foodservice sectors.

CANADIAN BEEF BUYER MISSION ENGAGEMENT

The CBCE played an active role in domestic and international market development efforts. The team supported a total of 40 inbound missions, stakeholder engagements, and culinary activations, 18 of which were Canadian beef buyer missions.

These initiatives combined technical training, product demonstrations, and collaborative content creation to promote Canadian beef in domestic and global markets. A key highlight was the South Korea inbound mission, which brought together chefs, media, and influencers to create high-impact content tied to a major international promotional campaign, which significantly extended reach and visibility.

CANADIAN BEEF TEST KITCHEN

The CBCE Test Kitchen continues to play a pivotal role in advancing product knowledge and culinary application through applied research and technical validation. For example, six opportunity cuts were evaluated using traditional methods and alternative techniques to assess tenderness, flavour, texture, and overall performance across menu applications.

These comparative insights help identify methods that maximize eating quality while expanding the versatility of underutilized cuts. Findings will be shared with foodservice professionals to support purchasing decisions, improve utilization, and inspire menu innovation.

This effort resulted in an additional 20 new globally inspired commercial recipe resources created to support Canadian beef product utilization beyond the traditional tender middle meats favoured by foodservice operators.



Channel Marketing



Shelby VanSickle
Senior Director, Channel Marketing



Sandesh Rodrigo
Foodservice Manager, Channel Marketing

Canada Beef's strategic priorities for Channel Marketing are to increase volume, value, and market share growth; improve carcass utilization and value optimization; and foster Canada Beef brand growth, distribution, education, and promotion of the Canadian Beef Advantage.



INDUSTRY ENGAGEMENT

Channel Marketing engaged with 78 clients through email this fiscal year (some represented multiple banners). Canada Beef met with 52 clients through 92 meetings over the course of the year, 30 of which were in person. An in-person visit to Québec in November 2025 was a first for the Channel Marketing team.

A workshop was held with Calgary Co-op, which has partially adopted the Certified Canadian Beef Training Program (CCBTP). An estimated 175 organizations had employees that had completed one or more modules within the CCBTP, with approximately 500 modules completed this year.



Canada Beef delivered a national digital outreach campaign for independent retailers through the Canadian Federation of Independent Grocers. A suitable platform to reach independent foodservice operations will be investigated further next fiscal.

A survey was conducted among Canadian packers supplying the domestic market to understand their priority cuts within retail and foodservice that are currently underutilized.

Canada Beef identified approximately 250 Filipino retailers and 220 Chinese retailers to whom Merchandising Guide posters in Tagalog and Simplified Chinese are being deployed respectively. Foodservice opportunities will be further explored in 2026-2027.

Canada Beef conducted a market survey to understand current labelling practices for Halal products in the retail marketplace. Canada Beef conducted a Kosher audit at seven stores to identify which cuts are being offered to this customer base.

DOMESTIC INDUSTRY ADVERTISING

Trade advertising was undertaken in partnership with Canadian Grocer Magazine for retail, Restaurants Canada and Foodservice and Hospitality Magazine for foodservice. Some ad hoc opportunities were also explored to promote the CCBTP. A mix of print and digital opportunities was harnessed to reach the desired trade audiences for each channel. Retail reach is projected to have exceeded 150K and was supported by the Canadian Grocer campaign. Foodservice reach is projected to have been 1M+ due to the Restaurants Canada campaign.

TRADE RESOURCE IMPLEMENTATION

A total of 178 orders consisting of 3K printed documents were shipped with 100% distribution across all trade channels. Items shipped included Gateway kits for Country Grocer locations, Retail Merchandising Guide wall posters for all Federated Co-op, Longos, and Metro locations in Ontario, as well as a variety of other assets for larger retail partners (e.g., Costco, Cargill, etc.) and for independent retailers. Many materials (e.g., CBA brochures, fold-out posters) were distributed during in-person meetings.

Alongside retailers who took posters for their full store network, six more stakeholders were provided with their own customized Wholesale Gateway platforms. C&C Packing adopted the CCBTP, and further interest in co-branding was expressed by at least one other distributor.

PARTNER FUNDING PROGRAMS AND BEEF BRAND LICENSING

Two partner programs were administered to new market entrants.

The number of valid Logo License Agreement holders increased by 100% (+20).

CUSTOMER RELATIONSHIP MANAGEMENT

The Customer Relationship Management platform now contains partner information for Canada Beef's key prospective retail, restaurant, packer, and distribution partners. The reporting template was produced, and work commenced to address technical issues with the software with an external third party.



Canadian Beef Marketing Alliance



Mark Klassen
Executive Vice President

The Marketing Alliance Program is dedicated to maintaining and growing mindshare for Canadian beef by expanding the reach of messaging targeting Canadian consumers related to priority areas including ethnic marketing to new Canadians, marketing underutilized cuts, and promoting visibility and understanding of Canadian beef grades.



CANADIAN BEEF MARKETING ALLIANCE PROGRAM ENGAGEMENT

Engagement to plan and execute Marketing Alliance Program (MAP) projects was undertaken with six retail banners, four distributors and three restaurant chains. In addition, resources were created for future MAP partners in the form of customization tools for the Certified Canadian Beef Training Program (CCBTP) platform. Presentations were created to provide an overview of the MAP for potential partners and were delivered as part of the national retail and foodservice tours conducted by Channel Marketing.

CANADIAN BEEF MARKET ALLIANCE PROGRAM INITIATIVES

MAP's were primarily focused on educating consumers on attributes of Canadian beef products and the supply chain. Projects included:

- Photography of Canadian beef products as well as slice and save cutting videos for inclusion on a national retailer's consumer website.
- Production of beef product labels that promoted the Five Reasons for Buying Canadian Beef for a national retailer.
- Survey research to identify aspects of Canadian beef quality, preparation and product selection requiring consumer education for two national retailers to use on their websites and social media.
- Development of beef product labels to promote the Canadian Beef Information Gateway and Prime grade beef for a major regional retailer.
- Design of concepts to feature Canadian beef producers from across Canada for three editions of a retailer's national flyer.
- Production of a video for education of retail meat cutters in partnership with Alberta Beef Producers.
- Printing of Canadian Beef Foodservice Merchandising Guides and Canadian Beef Doneness Guides provided to restaurant clients by three distributors.
- Development of advertising and social media video concepts for a national restaurant chain.



- Production of videos for franchise owners and staff to provide education on Canadian beef product featured in a national promotion by a restaurant chain. Canada AAA grade beef was promoted on social media, print and TV advertising.
- Development and production of pins, plaques and social media templates to promote Prime grade Canadian beef for a restaurant chain.
- Capture of video and photography of beef products and scenic landscapes for a national retailer.

All non-branded resources produced in these projects will be available for use by other potential market alliance partners in fiscal 2026-2027 once any agreed upon exclusivity period has been fulfilled.



Generic Beef and Veal - Consumer Marketing

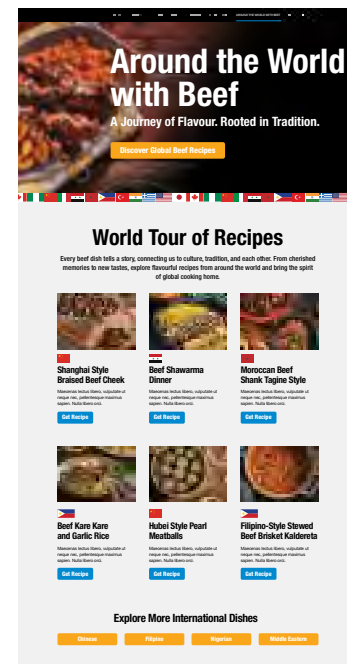


Emily Richards
Director, Culinary Initiatives

Canada Beef's Strategic Priorities for Generic Consumer Marketing are to communicate and promote the positive benefits and attributes of consuming beef and veal to Canadian consumers.

NATIONAL CONSUMER MARKETING CAMPAIGN

The Around the World with Beef campaign celebrated global flavours to encourage Canadians to explore new recipes, cooking techniques and cuisines at home. The campaign brought cultural recipes to consumers and showcased beef as a versatile and exciting ingredient at the heart of dishes around the globe.



Recipes (34) and video content on ThinkBeef.ca, as well as micro-influencers, played a key role in bringing the campaign to life. Creators shared culturally inspired recipes from four distinct cultures: Chinese, West African, Filipino and Middle Eastern.

The most popular recipes, Nigerian beef suya, Filipino kaldereta, and Middle Eastern shawarma, generated strong engagement across platforms with 52K+ video views and 1.1K+ interactions from one creator's content alone. The campaign achieved 6.1M+ impressions and 65K clicks, driving a 198% year over year increase in ThinkBeef.ca website sessions.

Meta delivered a Cost Per Mille (CPM)* of \$7.50, outperforming benchmarks. Pinterest generated 10.8M+ impressions and 61K+ clicks, and reinforced strong consumer interest in the meal ideas. Overall, the campaign successfully positioned beef as being culturally rich, with versatility to connect with global flavours.

A recipe booklet using four of the popular recipes was also produced. Around the World with Beef-Explore the World through Flavour, can be downloaded or printed through ThinkBeef.ca.

* Cost per Mille (CPM) also known as cost per thousand is a performance standard for advertising which measures the cost of achieving 1K impressions or views on media such as TV, social media, websites, or print advertising. A lower CPM is preferred as it permits broader reach within a given budget.

Print media helped support the campaign. Elle Gourmet featured a recipe from the Around the World with Beef Collection, along with an article about the versatility of using the chuck flap cut in cooking, in their Winter 2025 issue to 50K subscribers. Digital distribution on the Elle Gourmet website and Apple News had a reach of 2.5M in Canada and 33M worldwide.

House & Home magazine featured a recipe with a double page spread about travelling the globe from your kitchen for the Around the World with Beef campaign. The feature drew attention to another Filipino recipe, Beef Short Ribs Sinigang, which appeared in the October 2025 and January/February 2026 issues of the magazine, and received 6M impressions.



The Aging Well initiative on ThinkBeef.ca has a strong focus on nutrition education, healthy aging, and easy meal ideas for older adults. The campaign highlighted how simple daily habits such as eating whole foods, getting enough protein, staying active, and maintaining a healthy weight can help older adults remain strong, independent, and active. Carol Harrison and Emily Richards shared recipes, nutrition information, and ThinkBeef.ca educational resources during television appearances on CH Morning Live and CTV Kitchener News. Additional digital and social media promotion helped the campaign achieve 4M impressions across platforms.

ThinkBeef.ca collaborated with Spark Nutrition Communication to connect with 4K+ dietitians through the Food and Nutrition newsletter. The campaign's dedicated email achieved a 68% open rate, and more than half of recipients visited the ThinkBeef.ca Order Centre and Just the Facts resources to learn more about protein and healthy aging.

ThinkBeef.ca launched one of its largest-ever back-to-school campaigns in September to raise awareness about nutritional deficiencies in school-aged children and position beef as a practical nutrition solution for families. The campaign focused on supporting parents with easy, practical resources.

THEMED EDUCATION RESOURCES AND OUTREACH

Canada Beef, in partnership with ParentsCanada, created a digital hub, Protein Power for Kids, using ThinkBeef.ca content on protein and iron.

Topics like school lunch ideas, iron for teen girls, picky eating and meal inspiration were supported by three custom articles, a video series, recipes, and curated ThinkBeef.ca resources.

The hub received 7.7K pageviews and the recipes produced an additional 1.16K+ pageviews. The three-part video series included a custom created bonus video to educate and connect with parents at multiple touchpoints. The videos, distributed through the ParentsCanada newsletter, organic social channels and a targeted paid amplification program across Meta and You Tube, received 9K+ views.

The hub information, video series and recipes were shared with ParentsCanada's 75K subscribers and 52K followers. An added value piece included newsletter trivia and a contest, which 62.5% of respondents answered correctly.

ThinkBeef.ca showcased its Eat Well Age Well Education piece and recipe booklet Eat Well at Home in Grandparents Canada Magazine distributed to 60K.

A one-page advertisement was included in the Annual Guide for New Parents which focused on starting solids for babies and putting meat on the menu. This magazine was distributed to 60K new parents.

ThinkBeef.ca partnered with Diabetes Canada on their In The Kitchen program, a free, virtual cooking and nutrition program designed to help individuals build confidence in preparing healthy, diabetes-friendly meals. The team played a meaningful role as a recipe partner by contributing practical, appealing beef-focused content that resonated with participants.

A live webinar session that featured beef-forward recipes contributed to 3.8K+ total recipe views for the week. Recipes Korean Beef Bowl for Two (1.7K+ views) and Party Meatballs with Sweet and Sour Sauce (1.2K+ views) proved popular. This indicates strong audience demand for approachable, flavourful beef recipes that align with diabetes-friendly eating.

The initiative was amplified through local TV segments that featured health professionals, influencer social media content, and digital platforms, and generated a total reach of 2.9M+ people. Campaign results included 1.85M reached through TV, 140K through newsletters and published media, 284.8K through social media, and 28K views on ThinkBeef.ca. The initiative was further supported through a partnership with Canadian Grocer, reaching an additional audience of nearly 169K.

ThinkBeef.ca supported World Iron Awareness Week to raise awareness about the importance of iron nutrition to human health. The 2025 campaign focused on the increased iron needs of teen girls. Canada Beef developed educational resources, including an Iron Awareness Toolkit, research summaries for health professionals, and consumer brochures available through ThinkBeef.ca. The campaign generated 7.55K+ website visits and 2.5K+ brochure orders and downloads. Television segments with Registered Dietitians sharing recipes and nutrition information reached 1M+ viewers. Social media and influencer content provided a cumulative reach of 295K. The week-long campaign successfully reached approximately 1.4M people across Canada.



The Fuel Up For Fun (FUFF) meal planning resource offers ideas and recipes to help active families with sports-engaged kids eat well while engaging in busy community sports schedules. The Winter FUFF Promotion campaign successfully distributed nearly all remaining print resources through a nationwide outreach effort targeting hockey and swim organizations across Canada.

ThinkBeef.ca partnered with Osteoporosis Canada again this year and there was strong engagement across the cooking demonstration webinar (253 registrations, 88 replays), social media channels (304.6K+views, 168.9K impressions, reach 147.7K across Facebook, Instagram, and LinkedIn), and recipe content (78.8K+ page views), demonstrating meaningful consumer interest in learning how to prepare beef in approachable, nutritious ways.

Protein in snacks was featured through a ThinkBeef.ca blog post Snacks Reimagined: Where is the beef? encouraging consumers to rethink traditional snacks by incorporating convenient beef-based

choices such as jerky trail mix, koftas, meatballs, and snack rolls that provide important nutrients like protein, iron, zinc, and B vitamins.

The blog post also emphasized the growing interest in high-protein snacks and offered practical recipe inspiration to help families and individuals enjoy more nutritious snack options. From this inspirational post a new recipe brochure Power Up was created that can be downloaded or ordered through ThinkBeef.ca. A short campaign in March with two nutrition influencers brought this information to their social platforms and newsletters which raised the profile with 45K+ impressions.

THINKBEEF.CA RESOURCES + RESOURCE CENTRE

The ThinkBeef.ca website reported a 49% increase in users and 43% increase in page views compared with the previous year. The consumer campaign page, from ThinkVeal.ca's summer veal grilling campaign, was the most popular landing page, followed by the Around the World with Beef campaign, where Beef Shawarma and Beef Suya recipes were top landing pages.

E-book postings reached 15K views in total, almost doubling from last year. The top three were Let's Pack it with Protein, Dinner in Balance and Eat Well Age Well. Hard copy booklets (20.18K) were distributed through the ThinkBeef.ca order centre, led by Fuel Up For Fun, Dinner in Balance and Eat Well Age Well.

Six new booklets were created and printed for posting as e-books and booklets for order on ThinkBeef.ca to partner with new and updated nutrition brochures and support campaigns.

THINKVEAL.CA CONTENT AND PROMOTION

Veal was positioned as a summer-friendly option by focusing on grilling, a new technique featured on ThinkVeal.ca. A Think Veal Meta advertising campaign generated 3.27M impressions and 88.8K clicks, up 155% in impressions and up 293% in clicks compared with the prior year's campaign. A top performing video, Rolls Kebabs Chops generated 33.9K+ clicks and a 3.16% click-through rate. The campaign also drove strong website traffic. The summer veal landing page was the second most-viewed page since October 2023, with 61.9K views, and total page views climbing to 498.6K+ during the campaign period.





Consumer Marketing and Gateway



Michele McAdoo
Executive Director, Consumer Marketing



Kelly Hyde
Director, Consumer Promotions

Strategic priorities for Consumer Marketing are to maintain and increase Canadian beef consumption and strengthen the value proposition of beef raised in Canada through delivery of trust and confidence building initiatives that improve consumer experience and increase carcass utilization.

PICK THE BEEF WITH THE LEAF CAMPAIGN

The Pick the Beef with the Leaf campaign was devised to increase awareness of Canadian beef as a trusted, high-quality, local protein and drive meaningful consumer engagement with the Five Reasons to Buy Canadian Beef messaging. The campaign prioritized reaching key audiences, such as newcomers to Canada and younger consumers, and delivered over 12M impressions across all platforms with a 2.35% click-through rate. A total of 43K conversions were obtained reflecting a conversion rate of 15.35%.

Paid digital media across Meta (Facebook and Instagram), Google Search, and Hyper Display, drove users to key Canada Beef content and website destinations. Campaign advertisements in different formats (static and dynamic) and sizes were designed to engage all target and extended audiences. An average of 45-to-54 ads per month were shown during this part of the campaign.

The direction of the Pick the Beef with the Leaf campaign was adjusted to include two sports-based campaigns.

In August 2025, Canada Beef signed an agreement with two professional female hockey players Ella Shelton and Emerance Maschmeyer. Both women have agricultural connections. Canada Beef created unique creative and social media ads that highlighted the players' farming backgrounds, athleticism, hockey careers, and personal interests. The content focused on the Five Reasons to Buy Canadian Beef messaging with each reason reflected in social posts and dedicated dark ads. The hockey players participated in a photo/video session at the Canadian Beef Centre of Excellence (CBCE) to produce some of the content created for the campaign as well.

In March, Canada Beef created a new television commercial, Beef Up Your Game, featuring Maschmeyer and Shelton. The 30- and 15-second ads were scheduled to launch in April 2026 and will air for eight weeks on CBC News Network, CTV National and CTV News Channel and during the Professional Women's Hockey

Leagues playoffs. The campaign content will be used throughout the 2026-2027 fiscal year. Additional social content was created to build out a more in-depth campaign.

Canada Beef partnered with the national four-man bobsleigh team piloted by Taylor Austin. The Fueled by Canadian Beef campaign focused on nutrition and perspectives on the benefits of how beef supported team members in their winter season training. The campaign featured web and social content, as well as a TV ad that aired across Canada. The 30 – and 15- second ads (short reel format) ran for four weeks and attained 26.3M+impressions. See more information under the National Consumer Marketing section on page 12.

SUBSCRIBERS AND GRASSROOTS CONSUMER MARKETING

Canada Beef distributed 12 monthly Make it Beef (MIB) newsletters to 105K subscribers. Articles included recipes, cooking tips, and nutrition information and featured beef producers, sustainability stories, contests, and campaigns. The MIB Advisory Panel is a community of 580 individuals who share insights into how Canadians shop, cook, and enjoy Canadian beef. Surveys (4) of the MIB Panel conducted this year produced insights that shape strategic decision-making for Canada Beef.

PROVINCIAL MARKETING ALLIANCE

Canada Beef partnered with four provincial cattle organizations to support grassroots consumer marketing through major events including the Pacific National Exhibition (B.C. Cattlemen's Association), Farm Fair International and Calgary Stampede (Alberta Beef Producers), and Canadian

Western Agribition (Saskatchewan Cattle Association). Activities featured cooking demonstrations, barbecue masterclasses, and educational presentations that highlighted Canadian beef.

Additional initiatives supported Manitoba Beef Producers' events and Alberta Beef Producers' Every Cut Makes the Cut campaign.

Canada Beef and Alberta Beef Producers hosted a Canadian beef dinner at the Ronald McDonald House for families needing access to the Alberta Children's Hospital.

CULINARY HOW-TO EDUCATION ACTIVATIONS

Canada Beef's partnership with Taste Canada marked its fourth year of fostering growth and educational enrichment within Canada's culinary community. The Cooks the Books student cooking competition is central to this collaboration, with Canada Beef as the presenting sponsor. The partnership offers Canada Beef the opportunity to reach culinary educators and students, and Canadian culinary writers, with awareness-building information on the Canadian Beef Advantage (CBA) and the Canadian Beef Information Gateway (Gateway).

Themed Global Flavours Grow in Canada, the 2025 Cooks the Books competition challenged student chefs from eight culinary schools across Canada to explore global cuisines and cultural influences that have shaped their culinary journeys. Each team developed a unique recipe using a variety of Canadian ingredients, branded partner products, a cut of Canadian AAA beef, and the Gateway's web-based platform.

The team from the Manitoba-based Assiniboine Community College claimed the Gold medal, the title of Taste Canada's Best New Student Chefs, and prizes. The team from New Brunswick Community College secured the Silver medal. CBCE's Executive Director, Mathieu Paré, was one of four judges who participated in the evaluation of all the student team dishes.

Chef Paré presented an interactive webinar to introduce the Certified Canadian Beef Training Program to culinary students. This 60-minute session explored the CBA and guided students through a training module designed to build knowledge and confidence when working with beef on the menu.

Culinary students toured the Ontario Beef Research Centre located in Elora, Ont., at the University of Guelph. Dr. Katie Wood, a professor in the university's Department of Animal Biosciences, talked about beef cattle production and technology and toured the facility with the students. The tour showcased sustainable practices, advanced research, and the farm-to-fork journey, to equip future chefs with the knowledge to feature Canadian beef with confidence.

At the Royal Agricultural Winter Fair (RAWF), Canada Beef secured six celebrity chef-led, consumer participation cook-along sessions from their culinary stage as well as three Chef Table Dinners.

Each of the cook-along sessions and dinners was used to promote the Gateway, and the Five Reasons to Buy Canadian Beef. The cook-along sessions saw six original chef recipes developed and released for Canada Beef to use in its recipe database and Cooking for Two video content. Consumer participation at the events is estimated at 562, with promotional efforts online shared by the RAWF. Facebook and Instagram garnered 58K impressions.

The Taste Challenge, held during the three Chef Table Dinner events, assessed the acceptability of seven underutilized cuts by looking at the preference scores of each cut vs. strip loin as the standard.

Canada Beef continued the partnership with the Ontario Family Studies and Home Economics Educators Association to bring beef into food-skill education programs at participating schools through the dissemination of four co-branded cook-along recipe videos featuring a professional home economist as the instructor. Canada Beef covers the cost of the groceries for each cook-along video class. Programming commenced in the fiscal fourth quarter and will extend to the end of the school year in June 2026. To date, 11 classes have participated from eight schools, reaching 278 students and their teachers. Comments from teachers and students have been positive and the program enables the classes to fit beef into their class budget restrictions.

CONSUMER EVENTS/SHOWS

Canada Beef hosted a booth and promoted the Retail Gateway at the RAWF in November. More than 300K visitors attended the fair.

Canada Beef hosted a booth at the BMO Centre during the Calgary Stampede. Held in July, the annual event attracted more than 1.47M visitors.





CAUSE MARKETING INITIATIVE: BURGER IT FORWARD

The fourth annual Burger It Forward campaign united restaurants, industry partners, and communities across Canada to support food banks while promoting Canadian beef. In 2026, \$71K+ was raised across nine provinces. In total, 360 restaurants participated, and an estimated 111.5K+ burgers were sold.

Canada Beef donated the equivalent of up to 20K meals to Food Banks Canada, while participating restaurants contributed \$29K+ in donations. Industry partnerships added \$42K+.



The campaign reached 36.6M people, generated 134 earned media stories with an advertising value of \$338K+.

Nearly 20K website visitors and 43K page views were achieved.



CONSUMER GATEWAY(S) PROMOTION AND MARKETING

Contests used at the RAWF and the Calgary Stampede drove engagement with the Retail Gateway this fiscal year. The Great Canadian Steak Search contest had consumers explore cooking methods, the Win Free Beef for a Year contest generated more than 1.1K entries in two days, and the summer Fire Up the Flavour contest attracted 13.4K entries.

The Gateway's integration with Instacart made it easier for consumers to shop for Canadian beef and recipe ingredients.

Launched in March, the Restaurant Gateway featured a restaurants directory serving Canadian beef, chef and producer videos, and the year-long Best Canadian Beef Dishes Contest which received 1.3K nominations.

The contest promotion was a multi-channel strategy including media outreach which was picked up by 35+ outlets, resulting in an advertising value of \$44K. Its social media influencer campaigns resulted in 3M followers, 400K views and 10K+ people interacting with the content.

Marketing efforts included ads with over 1.4M reach and a four-week transit campaign in Toronto generating 3M+ impressions.

Social media content from Dished, Date Night and Canada Beef's channels reached 150K people with 250K video plays and 10K engagements.



Digital Marketing



Michele McAdoo
Executive Director, Consumer Marketing

Canada Beef's objectives for Digital Marketing are to create, deliver, maintain, and measure cost-effective and impactful content for all Canada Beef digital platforms to support the communication of the Canadian Beef Advantage.

CANADA BEEF WEBSITES

Canada Beef manages and maintains three websites for specific stakeholder audiences: canadabeef.ca for consumers; the cdnbeefperforms.ca trade website for meat professionals, and cdnbeef.ca for the Canadian Beef Information Gateway (Gateway).

Two sections on the consumer website, My Canadian Beef and Pick the Beef with the Leaf, were revamped with new layouts, icons, video content, recipes, images, and articles. This new content was highlighted through various resources such as social media, print ads and videos.



The consumer website reported 1.1M+ active users this fiscal year. Most of the audience (1M), engaged with the website through organic search and organic social media sources. The website also received users through direct, paid search and email as a result of various consumer campaigns and the Make it Beef monthly newsletter.

The three most searched topics on the website were: How to cook a roast (for both the English and French consumer websites), the Pick the Beef with the Leaf campaign landing page; and Five Reasons to Buy Canadian Beef, for 590K+ page views. Two Meta dark ads and a YouTube campaign helped drive traffic to the website.

Updates to the cdnbeefperforms.ca trade website included new pages, graphics, and layouts for the Canadian Beef Advantage (CBA) section. These pages are used by Canada Beef's Channel Marketing and Export Market Development teams when presenting information about Canadian beef.

The trade website attracted 19K users. The most viewed pages included Market Reports and Resources and the two new Certified Canadian Beef Training Program (CCBTP) Retail and Foodservice webpages.

In addition to CBA content, the trade website features resources, information, and partnership program content to meet the needs of its target audience of food retailers, foodservice operators, processors, importers, and exporters.

The Gateway or cdnbeef.ca website had 65K users. The top two ways users visited the site were through direct links and emails (43K+ users). The Find a Recipe and Find a Beef Cut main pages attracted the most clicks from users. The most popular recipe was a meatball appetizer with 4K views. Within the Find a Beef Cut pages, roasts and steaks combined were the top viewed pages with 10K+ views.

CANADA BEEF SOCIAL MEDIA PROGRAMS

Canada Beef's social platforms support all consumer marketing efforts by building brand loyalty, sharing beef facts and nutrition information, and building awareness about raising cattle and beef production.

A total of 787 posts were deployed across four consumer social channels. Total post impressions reached 5.49M, post engagement 541K (or a 5.43% engagement rate) and post link clicks of 18.1K. The net total number of followers reached 60K+, comprised of the core engaged and unique followers, with 8.19K new followers to the platforms, driven by Instagram and TikTok.

Social content supported two partnerships with professional athletes. The first campaign involved two athletes and highlighted their respective farming backgrounds, athletic skills, ice hockey careers, and personal interests. The campaign's social reels, posts and videos discussed the Five Reasons to Buy Canadian Beef messaging, with each 'reason' reflected in the social posts. The content featured the athletes learning about beef and cooking beef in the Canadian Beef Centre of Excellence (CBCE).



A social reel on the importance of grading and Canadian beef was featured in a six-week Meta dark ad campaign. The targeted ad achieved more than 10M impressions.

A Meta dark ad was also deployed in the second sport partnership (with a Canadian bobsleigh team), to support related TV advertising. The targeted advertisement received 25.1M impressions during the five-week run time and reached 7.18M accounts.

VIDEO STREAMING

Canada Beef’s YouTube channel, LoveCDNBeef, reported 897K video views and 1.8M impressions. The majority of video content was viewed from mobile devices. LoveCDNBeef reported an average monthly audience of 20K, and 18K+ channel subscribers, 66% of whom are males between 25 to 64 years of age. Short-form, vertical videos appeal to younger segments within this viewer demographic.

YouTube Search (51%) and External Sources (40%) were the top two ways that users accessed Canada Beef video content.

Video content was created to support the Pick the Beef with the Leaf campaign’s broader messaging. The videos highlighted the campaign’s theme, Canadian beef is your local beef. The team worked with an agency to amplify the reach of the videos, increase awareness of Canadian beef, and drive traffic to the campaign landing page and videos.



Canada Beef developed an eight-week campaign that featured the videos in targeted ads on Facebook and Instagram (Meta) and Performance Max (PMax), a new channel for Canada Beef. The video ads on Meta were aimed at consumers interested in steakhouses, those engaged with the Canada Beef website and the brand on social media, consumers looking for meat recipes, and audiences interested in healthy living topics.

The video ads on PMax appeared across Google Search, Display, Gmail, YouTube, and the Discover Feed and targeted four audience segments including parents searching for recipes, health and fitness enthusiasts, meat enthusiasts, and barbecue enthusiasts.

The campaign generated 7M+ impressions and 170K clicks to the landing page. Consumers clicked through to explore the Five Reasons to Buy Canadian Beef after watching the videos. Meta led in impressions and clicks. Within PMax, YouTube drove 2M impressions. Search generated the highest click volume with 192K+ clicks.



CANADIAN BEEF MARKETING LIBRARY

The Canadian Beef Marketing Library houses digital imagery and marketing and promotion creative and serves as a repository for stakeholder groups such as provincial and national beef cattle producer associations and third-party uses like vendors, and creative agencies. The new resources consisted of artwork files (46%) for booklets, pamphlets, digital ads, etc., photos (34%), documents (14%) such as research reports, and videos (5%).

The marketing library was searched 17K+ times, led by third party searches (62%) requesting access to content and/or the library, administrator-conducted searches (22%), and general searches (14%) by Canada Beef staff.

In total, 7.75K resources (led by photos) were downloaded from the marketing library this year.

CANADA BEEF E-COMMERCE STRATEGY

Canada Beef partnered with Flipp, a mobile app and website that hosts weekly flyers, coupons, and shopping deals, for a test campaign. The Canadian beef content the team provided to Flipp delivered 825K impressions and reached 607K unique users. Canadian beef saw 46K+ shopping list adds during the campaign period. Further testing will be conducted next fiscal to explore how shopping list advertisements relate to actual store visits for Canadian beef purchases.



Nutrition Health and Wellness

NUTRITION RESEARCH, REGULATORY MONITORING AND KNOWLEDGE TRANSLATION

The Nutrition, Health and Wellness portfolio responded to three different Health Canada consultations that involved red meat. Important facts about the nutritional value of beef for young children and the population in general were shared with and communicated to the Government of Canada in the following areas:

- A consultation related to proposed Codex Nutrient Reference Values for persons aged 6 to 36 months allowed Canada Beef to share key research and considerations that relate to vitamin B12 and iron needs for this age group.
- A consultation related to proposed updates to the Nutrition for Healthy Term Infants (0-6 months) Guidelines prompted Canada Beef to submit an extensive research review highlighting the need to specifically recommend red meat for babies to avoid putting infants at nutritional risk. The proposed guideline lacked clear guidance about red meat for babies and was not aligned with other key global health authorities.
- A consultation on Health Canada’s Evidence review supporting Canada’s food guide: 2025 summary allowed Canada Beef to challenge the conclusions about red meat and health and cited concerns that unprocessed red meat was inappropriately grouped with all processed meats, among other issues.

To further communicate key points outlined in the third consultation, a technical Nutrition Report was developed drawing attention to common methodological limitations of red meat research often seen in the scientific literature.

Canada Beef researched and published Nutrition Reports (5), Just the Facts research summaries (5), and updated existing factsheets (4) to reflect new research. Together, these resources were accessed 2.28K times this fiscal year.

... just the FACTS

Study summaries examining the latest science on beef's place in a healthy diet

A 1 TO 1 ANIMAL-TO-PLANT PROTEIN RATIO IS NUTRITIONALLY OPTIMAL FOR CHILDREN

OBJECTIVE: To examine the relationship between dietary patterns and iron status among teenage girls.

PARTICIPANTS: The Teen Thought Study included 475 female teenage high school students with an average age of 16.6 years, in 17 cities in Canada.

STUDY DESIGN: This cross-sectional study classified participants into groups based on their self-reported dietary patterns: omnivores, non-consumers of red meat, vegetarian/vegan/vegetarian and vegans. Diet samples were used to assess participants' iron status and the prevalence of iron deficiency and anemia across these groups.

METHODS: Information on dietary habits, iron supplementation, and demographic factors was collected using questionnaires. Blood samples were analyzed to determine iron status (hemoglobin, ferritin, and transferrin saturation).

RESULTS: Iron status and the prevalence of iron deficiency and anemia were compared across the four groups.

Key findings: Iron deficiency was more prevalent in the vegetarian/vegan/vegetarian and vegans groups compared to the omnivores and non-consumers of red meat groups.

CONCLUSION: A 1 to 1 animal-to-plant protein ratio is nutritionally optimal for children.

... just the FACTS

Study summaries examining the latest science on beef's place in a healthy diet

TEENAGE GIRLS WHO DON'T EAT MEAT ARE AT INCREASED RISK OF IRON DEFICIENCY

OBJECTIVE: To examine the relationship between dietary patterns and iron status among teenage girls.

PARTICIPANTS: The Teen Thought Study included 475 female teenage high school students with an average age of 16.6 years, in 17 cities in Canada.

STUDY DESIGN: This cross-sectional study classified participants into groups based on their self-reported dietary patterns: omnivores, non-consumers of red meat, vegetarian/vegan/vegetarian and vegans. Diet samples were used to assess participants' iron status and the prevalence of iron deficiency and anemia across these groups.

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RESULTS: Iron status and the prevalence of iron deficiency and anemia were compared across the four groups.

Key findings: Iron deficiency was more prevalent in the vegetarian/vegan/vegetarian and vegans groups compared to the omnivores and non-consumers of red meat groups.

CONCLUSION: Teenage girls who don't eat meat are at increased risk of iron deficiency.

... just the FACTS

Study summaries examining the latest science on beef's place in a healthy diet

META-ANALYSIS CONCLUDES UNPROCESSED RED MEAT IS NOT A RISK FACTOR FOR OBESITY

OBJECTIVE: To conduct a systematic review and meta-analysis of controlled dietary intervention trials examining the effect of unprocessed red meat intake on obesity-related outcomes in adults. The author's meta-analysis is the most comprehensive review of controlled trials to examine this.

STUDY DESIGN: Randomized controlled trials were used to report this systematic review and meta-analysis of controlled trials, including randomized controlled trials (RCTs) and non-randomized controlled trials (NRCTs).

METHODS: This meta-analysis calculated pooled effect sizes for each outcome and included risk of bias analysis, author analysis, sensitivity analysis, and publication bias analysis.

RESULTS: For transparency, the authors developed an interactive dashboard that allows readers to explore all of the data, calculations, and code used in this analysis.

CONCLUSION: Unprocessed red meat is not a risk factor for obesity.



The increased use of GLP-1 medications for weight loss was identified early in the fiscal year as a new and emerging trend with implications for beef consumption. Canada Beef researched and authored a white paper on the topic which clearly demonstrated a valuable opportunity for the beef industry as users of these medications benefit from increased consumption of protein-dense animal-sourced foods like beef. Findings were summarized into a Beef Watch report for industry, and work was started on development of a consumer education brochure for completion and inclusion in the Sample Cupboard distribution program next fiscal year.

Research was completed to develop a series of social media nutrition posts under the heading Full of Surprises. Topics covered included creatine, the potassium and magnesium content of beef, fat in beef vs. chicken, and tackling myths about red meat consumption and the Mediterranean diet. The Meta (Facebook and Instagram) campaign ran from July to September and earned a total reach of 20.7K+ and 34K views.



Ongoing work on the Canadian Community Health Survey file continued. A joint letter to the Government of Canada was finalized and the industry working group successfully broadened the list of signatories. The letter was on track to be submitted in early fiscal 2026-2027 pending a final review.

Regular meetings were held with Canada Beef's Expert Nutrition Advisory committee. This portfolio also supported work related to the Canadian Cattle Association's Food Policy Committee, the Canadian Beef Information Gateway, advertising campaigns, stakeholder communications, and other activities involving nutrition messaging.

DIRECT TO HEALTH PROFESSIONAL COMMUNICATIONS

Canada Beef continued to communicate directly to health professionals and students through attendance at several conferences and the development of custom content for health professionals delivered this year through webinars (2), trade articles (1), and academic symposium (1).

Canada Beef also exhibited at four conferences in three provinces, which enabled the team to speak one-on-one with 1K+ health professionals, including physicians, nurse practitioners, pharmacists, Registered Dietitians (RDs), diabetes educators, and students in related fields of study.

The conferences included Pri-Med and Diabetes Canada (Ontario), the Canadian Pediatric Society (Quebec), and the Family Medicine Forum (Manitoba).

Several new resources were featured, such as the Foods that Provide Iron infographic cling poster, Iron for Teen Girls education brochure, and Dinner in Balance, a new culinary/nutrition resource developed with input from Diabetes Canada. Key messages and myth busting using the 20 Reasons engagement package were used to encourage booth traffic and enable in-depth conversations.

An Iron Deficiency in Canada webinar organized by Canada Beef attracted 1.2K health professionals. This 75-minute session for RDs featured Health Canada iron research scientist Dr. Marcia Cooper and discussed the growing prevalence of iron deficiency in Canada and the value of red meat for its prevention/management. Attendees (97%) rated this webinar as very (50%) or extremely (47%) valuable, making it one of the most highly rated health professional webinars delivered to date.

In partnership with Dairy Farmers of Canada and Canada Pork, Canada Beef organized an academic symposium at the 2025 annual Canadian Nutrition Society meeting. The session, presented to about 100 nutrition scientists, featured research highlighting the superior value of animal sourced foods to meet protein needs, as well as reasons to suggest higher protein intakes are beneficial.

Canada Beef partnered with Osteoporosis Canada to deliver a webinar entitled The Role of Nutrient Dense Food in Health, featuring RD Laurie Barker. The presentation emphasized how consuming nutrient-dense foods, such as beef, is crucial for building and maintaining strong bones, preventing fractures, and supporting muscle health. The live event attracted 1K+ registrations, and 965+ replays.

Canada Beef worked with RD Carol Harrison to develop an article on the important fitness topic of creatinine for CanfitPro Magazine, a resource for fitness professionals distributed to 300K+ subscribers.

EDUCATIONAL OUTREACH THROUGH PARTNER PROGRAMS

Canada Beef continued its partnership with Inizio Engage (previously Ashfield), for the distribution of beef and health educational materials through the Sample Cupboard program.

Total distribution of brochures through Sample Cupboard set a new record for Canada Beef, with nearly 750K brochures distributed. Pharmacists, new to the Sample Cupboard program this year, ordered 26K+ brochures alone, led by the Iron for Pregnancy brochure.

This program provides direct access to healthcare professionals including MDs, specialists, and allied health professionals such as Nurse Practitioners, as well as indirect access to patients when they are offered our material during a clinic visit.

Updates to two brochures (Women's Health and Iron for Teen Girls) were undertaken to reflect new evidence and stronger messaging. A double-page ad featured in the print and digital catalogues disseminated Canada Beef's healthy aging messages about the benefits of increased protein intakes for seniors.

For the fifth year, Canada Beef offered nutrition intern training, an educational program delivered through Spark Nutrition Communications. The 90-minute sessions teach dietetic students how to deliver health and cooking information to consumers (a core competency needed to graduate). Instructors use a Canada Beef recipe to demonstrate how to make healthy meals while including key nutrition messages. In total, 13 universities across Canada participated in the program, and seven of the participating schools made the training mandatory this fiscal. Over 250 students participated, for a total of 1.1K+ participants since the program started.



Canada Beef built the Protein Power for Kids digital hub on ParentsCanada.com to house ThinkBeef.ca content in an easy-to-navigate destination focused on protein and iron. The hub hosted two articles (Iron for Teen Girls and Supporting Picky Eaters), which were also disseminated in a variety of supporting activities.

Links to the hub and articles were delivered to 75K newsletter subscribers and promoted via social media to 52K followers. On ParentsCanada.com, the hub and two articles achieved a combined total of nearly 5K pageviews.

A full-page ad in the Annual Guide for New Parents featured beef as a recommended first solid food for baby. Along with a digital version on the ParentsCanada website, a printed version of the guide was distributed to 60K+ parents.

Through regional RDs, Canada Beef also hosted two targeted seminars on the topic of iron, the first for Calgary Paediatricians, reaching 38 physicians, and the second, to 60 Early Childhood Educators in Prince Edward Island.

HEALTH PROFESSIONAL ONLINE ENGAGEMENT

Canada Beef executed four health-related campaigns, the most ever, that combined strong nutrition and culinary messages.

In the Back-to School campaign, dietitian influencers in three provinces conducted a variety of activities throughout the month of September and highlighted key messages such as the poor status of nutrition among most school-aged children in Canada, and the fact that many are not consuming adequate amounts of iron, zinc and vitamin B12.

Three assets were developed to support the messaging and ensure credible, current, and evidenced-based messaging was delivered.

This portfolio also provided content support for the development of a Canadian Grocer advertorial pointing to Canada Beef resources. The campaign had a total reach of 2.9M+. Media included TV with a reach of 1.85M, published media reached 140K, social media platforms reached 284.8K, and the ThinkBeef.ca website had 28K views.

New assets developed for Canada Beef's World Iron Awareness Week campaign included:

- Iron for Teen Girls Toolkit, featuring two new scientific studies supporting campaign claims
- Updated Iron for Teen Girls brochure (also added to Sample Cupboard)
- Foods that Provide Iron handout
- Teen Girls and Iron article shared on ParentsCanada.

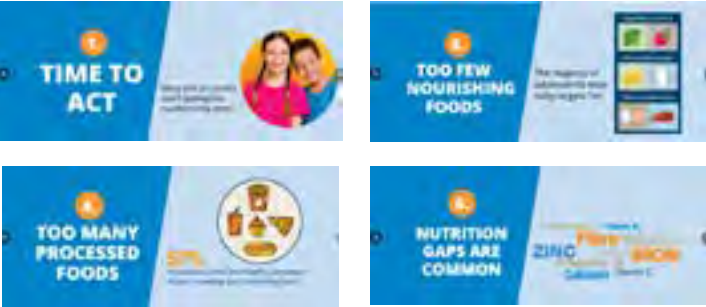
Canada Beef's week-long Iron Awareness Campaign successfully reached 1.4M people.

Nutrition influencers were contacted to disseminate nutrition messages and beef inspiration for each of the final two campaigns for Canada Beef: Beef Snacks and Healthy Aging.

Beef snack activities, supported by a new blog on ThinkBeef.ca and new recipe booklet, achieved 45K impressions while the Healthy Aging campaign achieved 4M impressions across all platforms reached.

Visits to the main nutrition landing page on ThinkBeef.ca topped 3.82K+. Topic-specific nutrition pages were viewed 7.31K+ times. Together these results mark a significant lift from last year's combined total of approximately 4K views.

Orders for ThinkBeef.ca booklets more than doubled (20.1K+ vs. 8.8K+ in 2024), views for e-booklets nearly doubled (14.7K+ views/835 downloads vs. 7.8K+ views/504 downloads last fiscal) and the number of downloads increased 55%:





Public and Stakeholder Engagement



Ron Glaser
Vice President, Corporate Affairs

Canada Beef's objectives for the Public and Stakeholder Engagement (PSE) program are to communicate with the public, consumers, key stakeholders and influencers, and the meat trade to address concerns and build trust and confidence in how beef is produced in Canada.

DIRECT TO CONSUMER MESSAGING

A successful six-week digital campaign about the Canadian beef sector's environmental sustainability progress wrapped in May 2025. Entitled "Confessions of a Canadian beef farmer," the public-focused campaign was delivered in partnership by Canada Beef, the Canadian Roundtable for Sustainable Beef (CRSB), and the Public and Stakeholder Engagement (PSE) program. The partnership allowed for the combining of funds and resources for a more impactful, wider-reaching campaign.

"Confessions of a Canadian beef farmer" centered around a lead story video and three extension videos, each of which built on the lead with concrete examples of sustainability progress based on key messages shown to resonate through consumer message testing. The key messages leveraged data and information from the CRSB's National Beef Sustainability Assessment (NBSA). Messages included:

- Carbon Under Cover - Land used for raising beef cattle in Canada helps to store 1.9 billion tonnes of soil organic carbon. That's the equivalent of taking two billion cars off the road for an entire year!
- Raising Cattle, Lowering Emissions – From 2014 to 2021, bringing every kg of Canadian beef from farm to table created 15% less greenhouse gases. And we're not stopping there – we're on track to hit a 33% emission intensity reduction by 2030!
- Hooves and Habitat - Our pastures pull double duty – raising beef and providing 74% of the critical habitat wildlife need for reproduction across Canada's crop and pastureland.

Alberta feedlot operator Andrea Stroeve-Sawa served as the face and voice of the campaign and other producers and production systems were represented in the video footage. The campaign used digital tactics such as advertising on Meta, YouTube, and Digital Out of Home (e.g. malls, office buildings, subway stations) to reach Canadians.

The campaign garnered 19.1M+ impressions and a click through rate (CTR) of 1.48%. YouTube was the most effective tactic, with 54%+ of the impressions and 85% of the clicks. The joint campaign was awarded a Certificate of Merit of the Best of Canadian Agri-Foods Marketing Alliance (CAMA) Awards.

In response to Polytechnique University in Montreal removing beef from their cafeteria menus and the negative media coverage that followed, Canada Beef worked with Les Producteurs de bovins du Québec (PBQ) to place transit and billboard advertorials on the environmental and nutritional benefits of beef production. In March 2026, three video ads in transit stations and street billboards around Montreal post-secondary institutions promoted beef's environmental and nutritional benefits. This initiative supported PBQ's media relations and direct engagement with the University. The campaign achieved approximately 5M consumer impressions.

Canada Beef placed an advertorial in the Canadian College and University Food Service Association (CCUFSA) online magazine that promoted the positive environmental contribution of Canadian beef through the results of the NBSA research. CCUFSA is an important stakeholder as it represents foodservice directors, managers, chefs, dietitians and other staff members from self-operated and contracted schools, as well as senior administrators who oversee foodservice as part of their portfolios.

Canada Beef partnered with Farm & Food Care to produce the 7th edition of The Real Dirt on Farming – a credible, easy-to-understand resource about Canadian agriculture. Since 2006, 5M+ copies have been distributed across Canada to business leaders, media, politicians, libraries, schools, food and nutrition influencers, and other key audiences. The seventh edition will be available in the fall of 2026.



KEY INFLUENCER OUTREACH

Dietitians and food influencers were targeted through a Food Day Canada themed campaign in support of Canadian foods and specifically Canadian beef. Canada Beef was part of a group of agricultural commodities who leveraged the heightened interest in eating Canadian-grown and raised foods. The campaign featured a Tool Kit with information about Food Day Canada, farming insights, credible Instagram accounts, resources, and recipes featuring Canadian ingredients. A consumer handout that dietitians can share all year long to support clients interested in buying and cooking with Canadian-grown and raised ingredients was distributed. It included tips to spot Canadian foods, money-saving strategies and recipes that featured local Canadian ingredients. The campaign generated 3K+ views/downloads of the dietitian tool kit and consumer recipe e-book.



Canada Beef partnered with ParentsCanada to share the positive story of beef's strong commitment to sustainability. Canada Beef sat down with the editors of ParentsCanada to talk about how cattle and climate work in tandem for an article in their August newsletter delivered to 75K subscribers. The story leveraged positive messages from the updated NBSA and highlighted the beef industry's beneficial environmental impacts. Another Canada Beef collaboration with ParentsCanada went live in September 2025 with two videos exploring the essential role of iron in teen health, and how cattle production supports environmental sustainability, shared through their web and social media channels reaching approximately 75K parents. Registered Dietitian Carol Harrison spoke about teen dietary health and National Environmental Stewardship Award recipient Sandra Vos shared how today's beef farming practices support sustainability.



Canada Beef conducted a print and digital media trade advertising campaign with Canadian Grocer Magazine in October 2025. The ads highlighted the important role beef plays in childhood nutrition within a back-to-school context and were designed to catch the attention of the viewer and communicate a simple and clear core message to this important customer group. Reader impressions reached approximately 170K trade and industry professionals.

Canada Beef supported the Alberta Cattle Feeders Association's FEEDLOTS...Feed Lots! community engagement initiative. Ready-to-use member information packages were developed to help feedlot operators connect with their local communities and build greater awareness of the value of feedlot production. The package includes resources and materials to use at local events, parades, feedlot tours or anywhere there is an opportunity to showcase the important role feedlots play in the community. The kits were distributed to approximately 80 association members.

ISSUES AND CRISIS PREPAREDNESS, AND MEDIA TRAINING

Canada Beef in cooperation with national beef organizations prepared for the launch of the second EAT-Lancet report in early October. Canada Beef developed the nutrition messaging and prepared media spokespersons. The first EAT-Lancet report, released in 2019 by a commission of 37 scientists introduced the "Planetary Health Diet," and aimed to improve human and environmental health with a heavy emphasis on reducing meat consumption. It received significant media and health professional attention. The second report, produced by 24 experts from 17 countries across multiple disciplines went further—addressing social foundations for a just food system, greater cultural and regional diversity in diets, clearer food system limits, and improved modelling to project future outcomes. Media pick up of the second report has been very marginal, but the potential impact on health professionals has yet to be determined.

RESOURCE AND CONTENT DEVELOPMENT

Canada Beef partnered with Canadian Food Focus (CFF) to better understand how Canadian beef is represented in traditional web search and AI-powered search platforms. Learnings will help Canada Beef and CFF to audit their programs and improve delivery of credible, science-based consumer information that supports public trust in Canadian beef.

Canada Beef supported Alberta Beef Producers' consumer outreach at the Calgary Stampede Cattle Trail exhibit, with display and resource development. The exhibit features producers and industry experts guiding visitors through informative and engaging displays about beef production. Canada Beef also created and distributed consumer signage and resources for the Cattle Trail.

INDUSTRY MEMBERSHIP AND PARTICIPATION

Canada Beef maintained a membership in the CRSB, which works with a broad range of beef value chain partners in the area of sustainability, a key focus of the PSE program. The membership allows Canada Beef to work closely with key industry partners to develop messaging and resources to safeguard consumer confidence and support for Canadian beef.

Canada Beef maintained a membership in the Canadian Centre for Food Integrity, joining over 40 other agricultural, retail, foodservice, processors, non-government agencies and university groups to address consumer curiosity and skepticism about how their food is raised.



Stakeholder Communications



Gina Teel
Director, Stakeholder Communications

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.



ANNUAL REPORTING

CANADA BEEF INVESTMENT PLAN

This internal document establishes the strategic plan, workplan tactics and budgets for Canada Beef to maximize opportunities for, and broaden consumer loyalty to, Canadian beef each fiscal year. The 2025-2026 investment plan was completed on time and within budget. An electronic document and a spiral bound, colour printed version of the 2025-2026 investment plan were produced and distributed to Market Development and Promotion Committee (Marketing Committee) members and eligible internal stakeholders.

CANADA BEEF ANNUAL REPORT

The annual report for the 2024-2025 fiscal year was provided in the following formats: online in a downloadable PDF and flip book formats, as well as a printed report. In total, 450 reports were printed (325 English and 125 French). English reports (225) were distributed to Marketing Committee members and producer and industry stakeholder organizations. French reports (100) were shipped to Producteurs de bovins du Québec for distribution to their members and interested stakeholders. The balance of the reports were kept at the office for ad hoc distribution to stakeholders and as an onboarding tool for new employees.

CANADA BEEF ANNUAL REPORT 2024-2025 VIDEO

An overview video to highlight key results contained in Canada Beef's 2024-2025 annual report was completed within budget. The video provided a high-level overview of results for stakeholders to ensure producers are well-informed about the work undertaken at Canada Beef on their behalf. Distribution of the nearly eight-minute video (English only) occurred via the Canada Beef website, social media, Canada Beef Performs newsletter, industry columns, and corporate presentations to industry. The video was well-received by stakeholders.

CANADA BEEF HALF-YEAR CURRENT FISCAL (2025-2026) VIDEO

The first-ever Canada Beef half-year results overview video for the current fiscal year (2025-2026) was completed on time and within budget. The video provided a high-level overview of results for stakeholders to ensure producers are well-informed about the work undertaken at Canada Beef on their behalf. Distribution of the four-minute video (English only) occurred via the Canada Beef website, social media, Canada Beef Performs newsletters, industry columns, and corporate presentations to industry. The video provided a high-level overview of results for stakeholders to ensure producers are well-informed about the work undertaken at Canada Beef on their behalf. The video was well-received by stakeholders.



CANADA BEEF PERFORMS MONTHLY E-NEWSLETTER

Twelve issues of the Canada Beef Performs (CBP) newsletter, produced in English and French, were delivered on time and within budget. Open and click-through rates (45.7% / 3.4% respectively) continued to outperform industry averages (avg. email campaign open rate across all industries is 31%, avg. email click rate across all industries is 1.69%).

The use of contests as an engagement strategy to attract new subscribers to CBP continued to be successful. Contesting subscribers also leave in greater numbers, which introduced volatility to subscriber numbers over the short term. CBP subscriber numbers are trending toward growth over the long-term, however, with the core subscriber base up 153% since 2023.

Contesting (1K+ entries, English only) and promotion on Canada Beef producer social media and LinkedIn helped build presence. Contesting included CBP promotional digital ad placements with cattle producer association (8) and cattle industry (1) publications. The series of promotional ads were distributed directly to producer stakeholder audiences via social media, website banners, e-blasts, and digital newsletters.

MEET THE FARMER CAMPAIGN

The Meet the Farmer campaign launched in January 2026 to feature women owner/operators in Canada's beef industry in recognition of the United Nations' International Year of the Woman Farmer.

Initiated and managed in Stakeholder Communications, the multi-platform campaign involves CBP and Canada Beef social channels, as well as a campaign webpage on the Canada Beef website. Three prominent Canadian beef cattle producers were featured by fiscal year end. The campaign will run from January to December 2026 with a new participant featured each month.



SOCIAL MEDIA OUTREACH - PRODUCER

The new producer channels for Facebook + X achieved some important metrics in its initial launch year. The total, combined engagement rate was 5.37%, up 4% from the year prior (5.14%). Net fans increased 94% to 640 vs. 330, while total fans rose 3% to 22.7K.

A total of 141 posts were featured on the new Producer Facebook channel. Video views were 76.7K, Post link clicks were 1K+, engagements were 76.1K+. Followers rose 7% to 12.5K, a gain of 1.5K followers.

A total of 131 posts were featured on the new Producer X channel. Video views were 1.48K+, Post link clicks were 51, engagements were 571K and engagement rate was 2.36%. Followers declined 1%, to 10.1K from 10.3K, or 207 fewer followers, consistent with an overall traffic slump on the platform as users abandon X for other options.

Still, metrics indicated the current audience is holding steady on the platform and when active, is engaging with our content.

The creation of a Producer Instagram channel was not executed on this fiscal year. Discussion focused on options to potentially replace X continue.

MEDIA MONITORING CONTRACT SERVICE

Canada Beef uses Meltwater for traditional news monitoring and for the delivery of curated news and analysis of interest to the Canadian beef industry and Canada Beef to inform various resources. Meltwater's Engage platform dashboard provides metrics for Canada Beef social media channels, utilized for tracking and informs quarterly reports. All targets were achieved.

STAKEHOLDER RESOURCES

Pull up banners and a corporate logo banner backdrop banner were designed and created for use by all staff at various events, trade shows and functions. A Pick the Beef with the Leaf information card (3X3) card designed and printed (QTY 500) for distribution to stakeholders at the Alberta Beef Industry Conference and other events. Stakeholder communications contributed 50% of the cost of printing a channel marketing/Canadian Beef Advantage resource for the domestic stakeholder audience.



PRODUCER ASSOCIATION MEETINGS PARTICIPATION AND SUPPORT

Canada Beef participated in beef producer association and industry meetings and trade shows to maintain positive relationships and increase awareness and support of Canada Beef activities and value they bring to the cattle industry.



Presentations and updates were provided to B.C. Cattlemen's Association (BCCA), Alberta Cattle Feeders Association (ACFA), Saskatchewan Beef industry Conference (SBIC), Saskatchewan Stock Growers Association (SSGA), and Manitoba Beef Producers (MBP).



Canada Beef attended producer association meetings held by the Alberta Beef Producers (ABP), Saskatchewan Cattle Association (SCA), Les Producteurs de bovins du Québec (PBQ), Beef Farmers of Ontario (BFO), Alberta Beef Industry Conference (ABIC), and the Canadian Cattle Association, and participated in trade shows including Beef Farmers of Ontario. The team also attended the Calgary Stampede International Ag committee reception.

Sponsorships and/or items for association auction fundraisers were provided to: BCCA, ABIC, SBIC, SSGA, MBP, BFO, OCFB, MBP and the Maritime Beef Council.

Canada Beef met all targets for this tactic and the budget was fully utilized.

CORPORATE ITEMS FOR STAKEHOLDER DISTRIBUTION

An assortment of popular Canada Beef and Canadian Beef branded items was kept in inventory. These items are distributed as giveaways, prizeing, or gifts to stakeholder audiences. Inventory of these items was maintained throughout the year with a focus on value for dollars spent. Items suitable for corporate gifts to acknowledge special occasions (retirement, board chair term over etc.) were also kept in stock. Ad hoc items are ordered when useable and relevant items of good quality become available at deep discount pricing.



Global Satisfaction Survey 2026

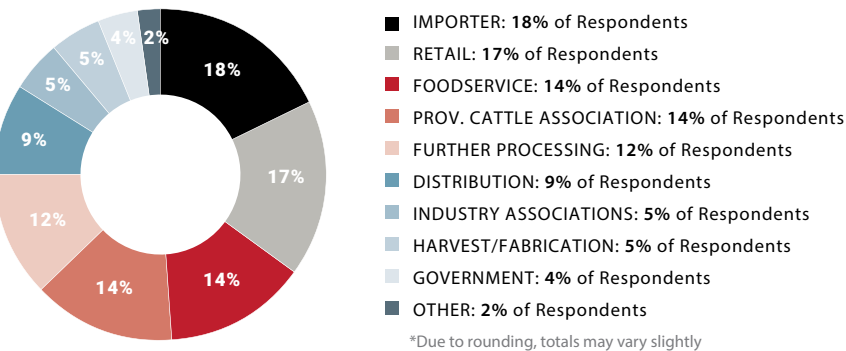
Canada Beef conducted its sixth annual Global Stakeholder Satisfaction Survey in February 2026. The survey is conducted to determine awareness and satisfaction levels among domestic respondents, Canadian exporters, and international clients.

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.

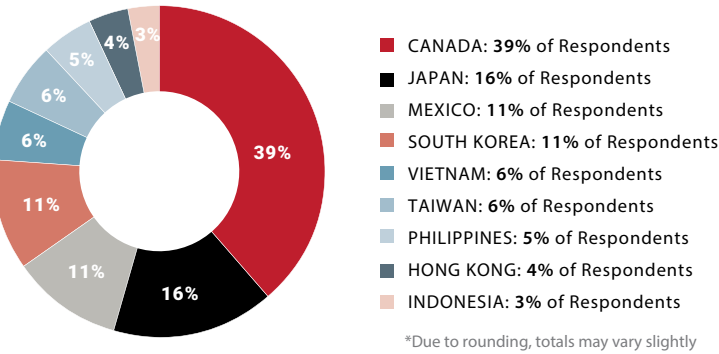
Three separate questionnaires were developed in relation to initiatives for the domestic market, Canadian exporters, and international clients, respectively. Responses for key metrics were then combined across all three target populations to achieve a global measure of satisfaction with Canada Beef. Sectors represented by survey respondents were retail, foodservice, import, trading, processing, distribution, Canadian beef and veal brand owners, government, and national industry and provincial producer associations.

Respondents completed the survey online, and 348 responses were received during the survey period.

SURVEY RESPONDENTS BY SECTOR



RESPONDENTS BY COUNTRY



Performance Measures

PERFORMANCE MEASURES

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

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 2026 global satisfaction score of 84% was calculated. The score was improved from the previous year's survey, which produced a result of 82%. 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 2025.

2026 GLOBAL SATISFACTION SURVEY	STAKEHOLDER TYPE*			
	DOMESTIC	EXPORT	INTERNATIONAL	GLOBAL
RESPONDENT ATTRIBUTES				
Stakeholder Location	Canada		International	Global
Stakeholders Responding	125	11	212	348
Global Satisfaction Survey	60%	20%	20%	100%
ORGANIZATIONAL SATISFACTION MEASURES (% SATISFIED)				
Staff Knowledge and Skills	90%	82%	99%	90%
Staff Responsiveness	87%	82%	98%	88%
Overall Contribution	86%	100%	99%	91%
INITIATIVE SATISFACTION MEASURES (% SATISFIED)				
Programs and Services	66%	84%	88%	74%
Resources and Materials	77%	88%	89%	82%
Social Media, Web and Apps	68%	NA	89%	77%
OVERALL SATISFACTION (AVERAGE)	79%	87%	94%	84%

*International clients were located in Mexico/Latin America, Japan, Korea, Taiwan, Hong Kong, Vietnam, the Philippines and Indonesia. Domestic stakeholders and Canadian exporters were contacted in Canada.

ORGANIZATIONAL SATISFACTION MEASURES:

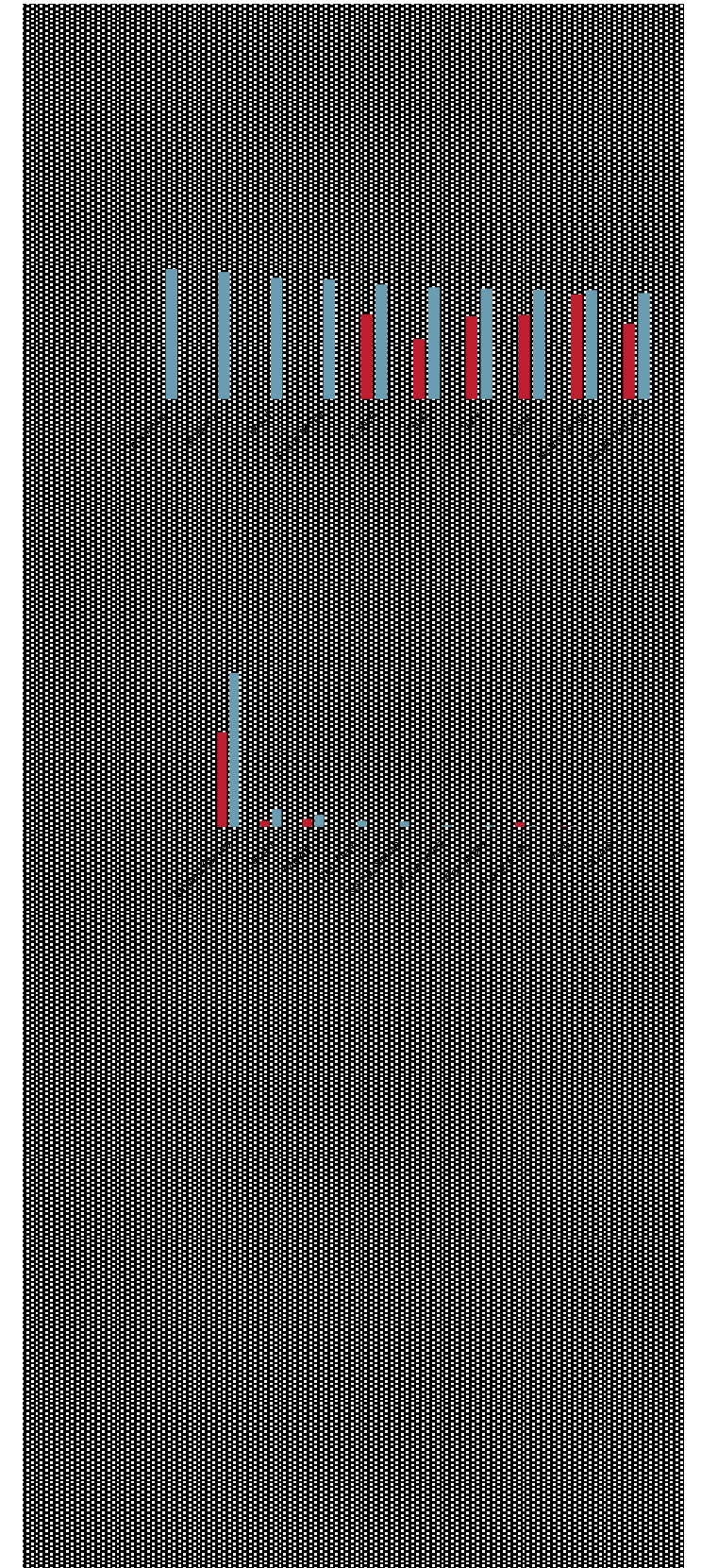
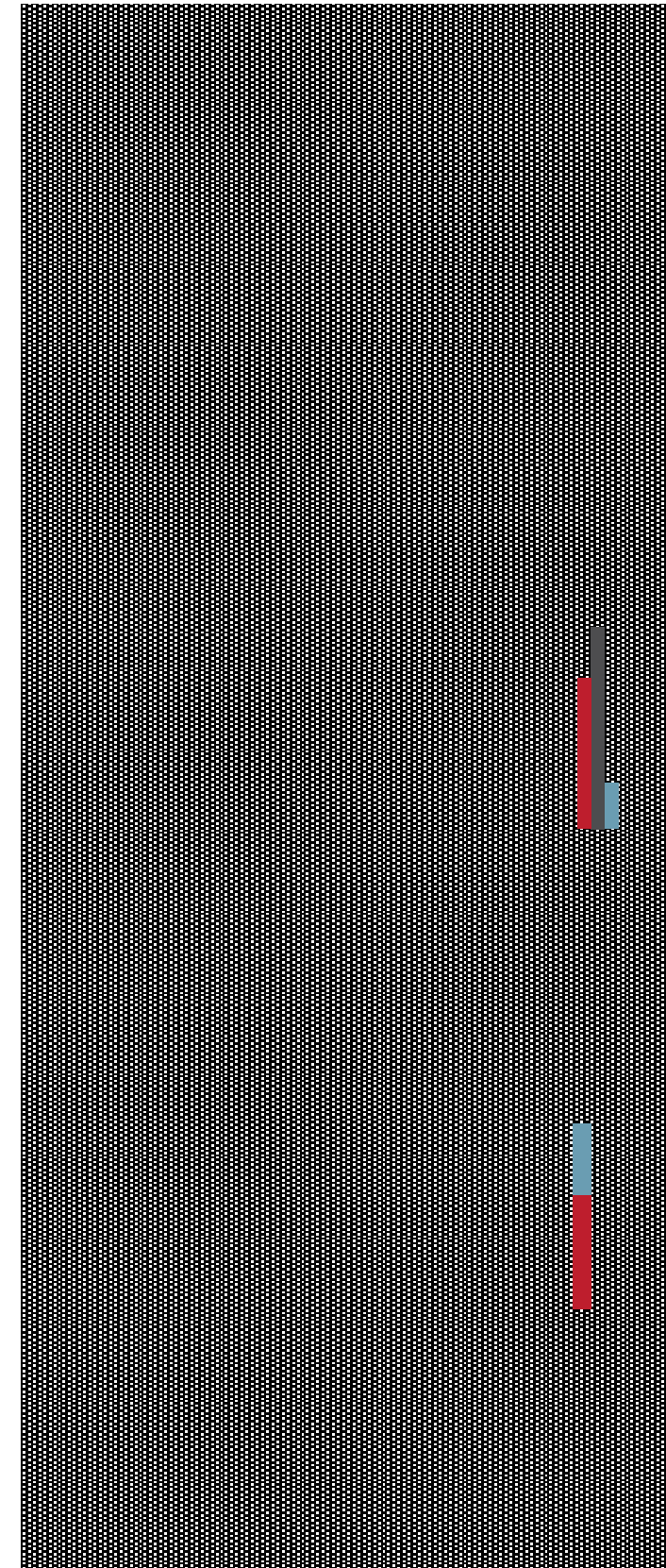
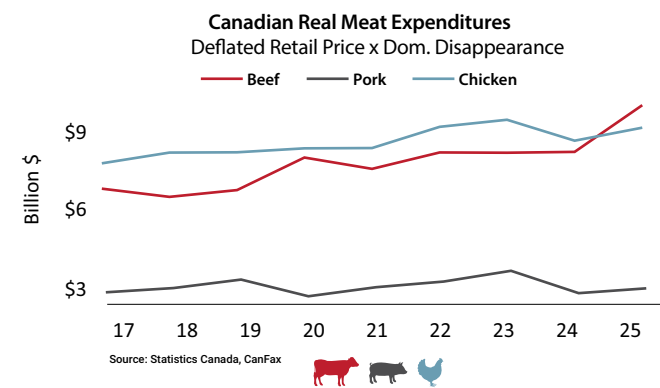
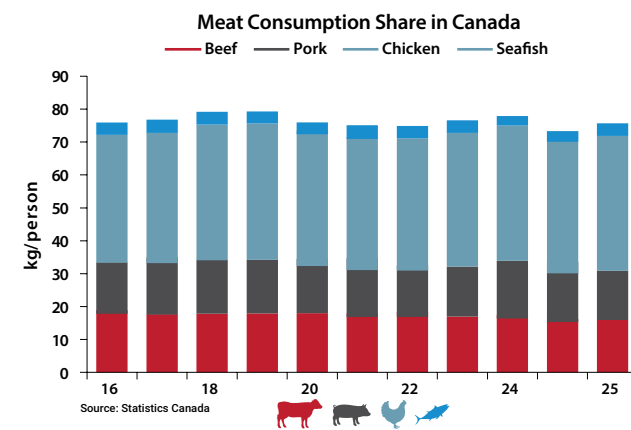
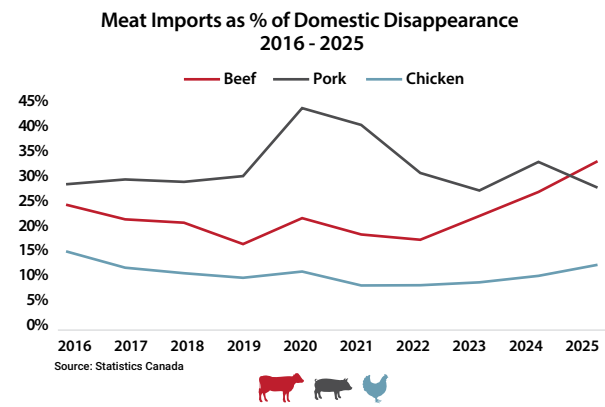
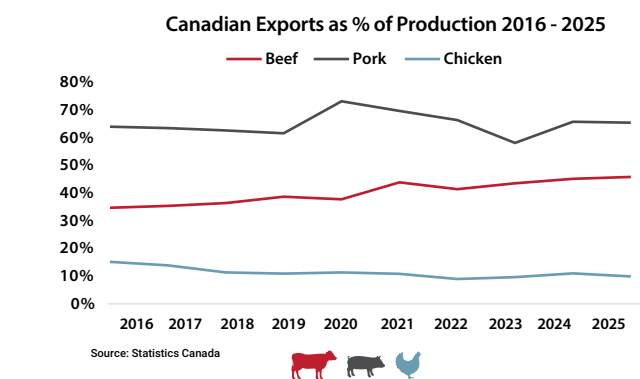
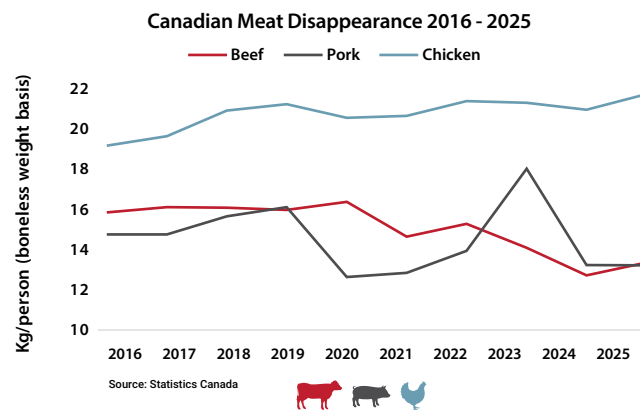
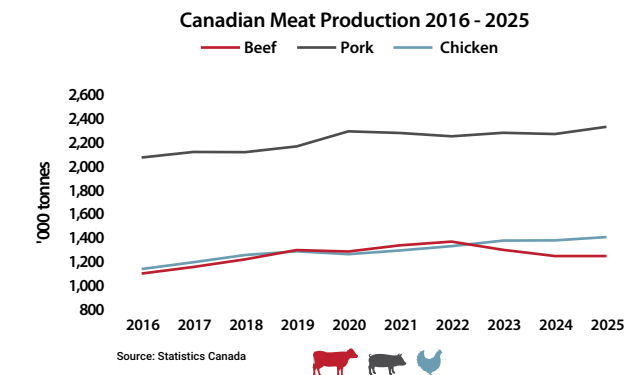
International stakeholders reported the highest level of satisfaction across this category. Staff Knowledge and Overall Contribution (99% each) ranked highest, followed by Staff Responsiveness (98%). Domestic stakeholders rated Staff Knowledge highest (90%) followed by Staff Responsiveness (87%) and Overall Contribution (86%). Export stakeholders rated Overall Contribution highest (100%) and the categories of Staff Knowledge and Staff Responsiveness equally at 82% each.

INITIATIVE SATISFACTION MEASURES:

International stakeholders had the highest satisfaction with Canada Beef initiatives across this category, with Resources and Materials and Social Media, Web and Apps ranked highest (89% each), followed by Programs and Services (88%). Domestic stakeholders rated Resources and Materials highest (77%) followed by Social Media, Web and Apps (68%) and Programs and Services (66%). Export stakeholders rated Resources and Materials at 88%, and Programs and Services at 84%.



Market Performance Indicators

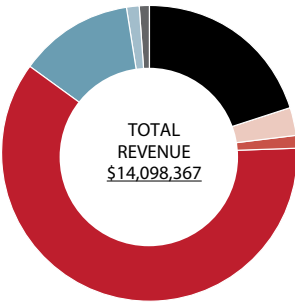




Financial Report

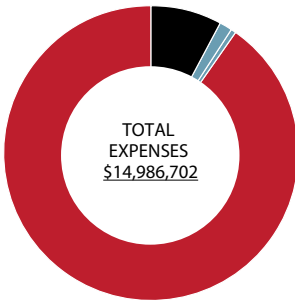


Michael Shittu
Vice President, Finance and Operations



TOTAL REVENUE
\$14,098,367

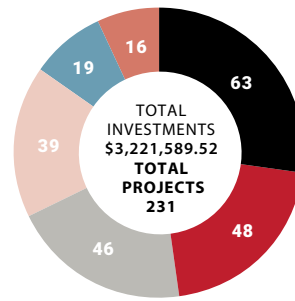
- TOTAL REVENUE \$14,098,367**
- GOVERNMENT OF CANADA SCAP \$2,852,446
 - GOVERNMENT OF CANADA HALAL \$405,437
 - GOVERNMENT OF ALBERTA EMD \$218,854
 - DOMESTIC BEEF CHECK-OFF: TRANSFERS FROM AGENCY MARKETING \$8,519,461
 - IMPORT LEVIES \$1,763,731
 - PUBLIC AND STAKEHOLDER ENGAGEMENT \$186,714
 - OTHER INCOME: \$151,724



TOTAL EXPENSES
\$14,986,702

- TOTAL EXPENSES \$14,986,702**
- MARKETING: GENERIC BEEF \$1,170,383
 - PUBLIC AND STAKEHOLDER ENGAGEMENT \$240,246
 - BEEF CHECK-OFF BOARD OF DIRECTORS (MARKETING COMMITTEE) \$50,119
 - MARKETING: BRANDED BEEF \$13,525,954

Generic Export Program Investment by Market



TOTAL INVESTMENTS
\$3,221,589.52
TOTAL PROJECTS
231

- JAPAN 63 Projects (\$674,300.29)
- MEXICO & LATAM 48 Projects (\$614,419.00)
- TAIWAN, SE ASIA 46 Projects (\$912,137.38)
- SOUTH KOREA 39 Projects (\$505,920.45)
- EMERGING MARKETS 19 Projects (\$290,951.25)
- HONG KONG 16 Projects (\$223,861.15)



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. There are many ways to help you stay connected.

Pick your platform:

CANADA BEEF PERFORMS

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

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

Subscribe today at
www.canadabeef.ca/canadabeefperforms

CDNBEEFPERFORMS.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 105,000 subscribers.

Each month you will receive 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

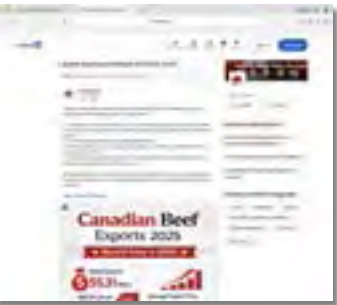


A Fresh Take on Spring Meals, Made with Canadian Beef

As the days get longer and the weather begins to warm, April marks the start of a new season in the kitchen, bringing fresh flavours and new inspiration. This month's newsletter features five delicious recipes for spring, from Easter-ready dishes to hearty, comforting meals made with Canadian beef.



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



Consumer: **LoveCDNBeef**
Producer: **CanadaBeefInc**



Producer: **@CanadaBeefInc**



lovecdnbeef



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Canada Beef | Annual Report



**INSTEAD OF TAKE OUT,
TRY THESE EAST COAST
SPICY DONAIRS!**



**Scan the QR code to learn more
about this recipe and how to
cook with ground beef.**



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