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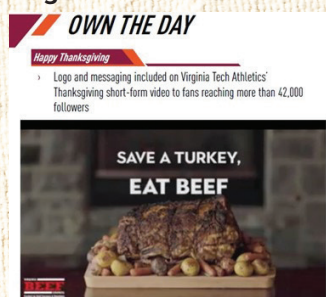
WHERE THE GRILLING BEGINS



- You Tube- 144,086 video views of 30 sec or more
- Spotify – 211,027 listens of entire ad
- Native Ads – 455,795 impressions with 0.31% engagement rate
- Radio (K95 & 96.3) – 365,000
- Billboard- Over 1.1 Million cars passed in July

Collegiate Partnerships VBC partnered with Virginia Tech Athletics and Virginia Sports Properties in 2020 to keep beef top of mind to consumers who attended sporting events and utilized the social media pages, websites and apps of each college.

Virginia Tech Athletics



This "tongue-in-cheek" social media video produced by VA Tech garnered over 42,000 impressions with 13,069 views and 1,076 comments. Beef. It's What's For Dinner. messaging was prominently displayed on the scoreboard at every home game for a minimum of 5 minutes with 408,000 fans attending the games last season. HokieSports.com pre-roll coverage included recipes that highlighted beef's nutrition, convenience, and versatility. Beef as the tailgating MVP was shared on social media posts as fans were asked to share their favorite beef tailgating recipe and pictures.

UVA Sports Properties



VBC and UVA extended positive messages about how beef is raised sustainably and safely and about beef's nutrition and convenience to keep beef top of mind for fans during football and basketball seasons. Attendees of concerts and basketball games at John Paul Jones (JPJ) arena were served *Beef. It's What's For Dinner.* messaging on LED fascia and

permanent concourse signage as well as at the concession stand. Average attendance per game or concert at JPJ Arena was over 14,000. Beef Recipes of the week were shared on the Virginia Sports Mobile App with engagement for these recipes being in the top 5 performing posts of all UVA content and having over 60,000 views.

Sharing the Story of Beef

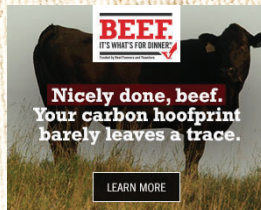
Masters of Beef Advocacy Program



Virginia Beef Council and Virginia FFA Foundation issued a challenge to Virginia agriculture teachers and students to complete the Masters of Beef Advocacy program for a chance to win cash prizes. With in-person classes cancelled in Virginia mid-March, this program provided Ag teachers a resource to continue instruction with their students in

an easy to follow, self-paced course. Sixty-four participants enrolled in the MBA program. This represented an increase of more than four times the number of enrollments from the previous six months. The MBA challenge was shared on VBC's social media pages with 7,100 impressions and over 258 readers clicking through to learn more about the program.

Social Media Campaigns



VBC utilized its Facebook and Instagram pages to share the story of beef production with consumers. Posts were shared that addressed myths regarding antibiotic usage in cattle and greenhouse gas emissions in cattle production.

Additional posts addressed cattle usage of plants inedible to humans and their upcycling ability as well as all cattle being grass-fed. These posts had over 5,000 impressions with more than 250 people engaging to learn more about the subject.

Virginia Beef Directory

The Virginia Beef Directory was positioned in an easier to find location on our webpage during COVID-19 when beef supply was reduced at retail. A campaign to share this resource was launched with Virginia ads appearing in over 155,769 searches. The website received 4,865 clicks due to this initiative and helped connect consumers to their local producers.



CHECKOFF PROGRAMS

The Beef Promotion and Research Act and Order authorizes checkoff funds to be spent in the following program areas: promotion, research, consumer information, industry information, foreign marketing, and producer communications.

By investing checkoff dollars in these specific program areas, dollars are spent more efficiently and effectively. Every decision about investing is 100 percent producer-led and directly tied to the Industry Long Range Plan, ensuring the Beef Checkoff is making targeted efforts toward driving consumer demand for beef.

Virginia Beef Council Financials

October 1, 2019 — September 30, 2020

Revenue	
VA Net Checkoff Assessment	362,758
Interest Income	2,680
TOTAL	\$365,438
Expense	
Consumer Education/Promotion	204,101
Producer Communication/Education	14,956
Stakeholder/Industry Relations	32,115
Collections & Compliance	16,328
Administration	108,819
TOTAL	\$376,318



Dear Fellow Producers,

When state beef councils in 1963 pushed for a national beef promotion effort through what was then the Beef Industry Council, they created the Federation of State Beef Councils. Since then, the Federation and states have enjoyed a synergistic state/national partnership that combines the strengths of national expertise, unity and coordination with state agility, on-the-ground energy and grassroots producer support.

It follows a common theme. When a mandatory national beef checkoff started being discussed in the 1970s and 80s, survey after survey delivered the same producer request: We want a national program that works, but we want state beef councils to retain their independence. After all, some councils had been in operation since the 1950s. I believe our system achieves that aim and continues to build on a strong foundation laid by those forward-thinking volunteers and staff who served before us.

Today more than 700 producers sit on state beef councils around the country and make decisions for work by their states. States send more than 100 representatives to serve as Federation directors at the national level. This unified effort is one of the reasons yearly producer attitude surveys show continued strong support for the Beef Checkoff. Some of the national and international programs those producers help direct are described in this report.

The United We Steak grilling promotion campaign is another example of state and national cooperation. The campaign allowed states to benefit from national expertise and organization while showcasing an effort that was decidedly state-friendly. This cooperative effort, funded through the Beef Promotion Operating Committee, further demonstrates the value of a strong partnership between state beef councils and the national Beef Checkoff.

Our approach shows that together, there's little we can't accomplish to increase demand for beef.

Yours truly,

Buck Wehrbein

Buck Wehrbein

Mead, Nebraska

Chairman, Federation of State Beef Councils



United We Steak

Summer wouldn't be summer without steaks on the grill. The *Beef. It's What's For Dinner.* brand took advantage of that in 2020 with an aggressive United We Steak grilling campaign.

Funded by the Beef Checkoff and managed by NCBA, a Beef Checkoff contractor, the effort encouraged families to unite in their love of beef. The centerpiece of the campaign was 50 hand-carved state-shaped steaks featured in a variety of *Beef. It's What's For Dinner.* content. Still photographs and a new series of videos were served to consumers on social media platforms as well as through Connected TV and YouTube advertising.

Consumers were reminded that the grilling season was brought to them by beef farmers and ranchers, who work day-and-night to ensure that Americans have access to great beef. A video

was released on social media to showcase that beef farmers and ranchers are helping keep beef on grills.

The campaign drove users to *BeefItsWhatsForDinner.com* or *UnitedWeSteak.com*, where they found an interactive map with all 50 state-shaped steaks forming the nation. Each state's profile page had state-themed beef recipes, a "meet your state beef producer" section and fun and informative state facts.

No Substitute for Beef

While plant-based meat substitutes remain a media darling in some circles, in 2020 the Beef Checkoff made sure beef maintains its position as the consumer protein of choice.

Last year the *Beef. It's What's For Dinner.* brand conducted an online search campaign that served up a *Beef. It's What's For Dinner.* ad to consumers who Googled new plant-based burger options and linked them to *Beef. It's What's For Dinner.com* to give them mouthwatering real beef recipes.

It also conducted a webinar for supply chain professions from the retail, foodservice, manufacturing, distributing and packing industries featuring updates on the regulatory and labeling landscape for meat substitutes, insights on consumer research and facts about beef's nutrition and environmental sustainability.

A fact sheet and infographic were distributed to key audiences showing how ground beef and meat substitutes stack up when it comes to nutrition profile and ingredients. The *Beef. It's What's For Dinner.* brand continues to be active in protecting beef's number one protein position in both traditional and social media.

Dietary Guidelines



The Beef Checkoff-funded human nutrition team has been engaged throughout the Dietary Guidelines process. In 2019 and 2020 NCBA, as a Beef Checkoff contractor, submitted 21 sets of public comments and more than 100 research studies in support of beef's role in a healthy diet to the Dietary Guidelines Advisory Committee.

DGAs are important because they provide Americans with a roadmap for healthy eating and are the foundation for federal nutrition programs along with school, military, hospital and nursing home menus. They are also the basis for many expert nutrition recommendations.

The 2020 DGAC report included meat in a healthy dietary pattern, highlighting beef's nutrients in the first years of life, but they continued to exclude other high-quality evidence demonstrating beef's role in a healthy diet. The Beef Checkoff's role in providing relevant and science-based research to the process continues to be important.

BQA Continues Success



The Beef Quality Assurance program continues to grow, with more than 100,000 cattle producers now certified through its online learning system. Since the program was initiated in the early

1990s hundreds of thousands have become BQA-certified through in-person and online training, with an estimated 85 percent of the U.S. fed beef supply now touched by BQA-certified operations.

The BQA program is also now recognized as an industry-leading animal welfare program. The USDA has reviewed and certified that the BQA program complies with the International Organization for Standardization (ISO) Animal Welfare Management/General Requirements and Guidance for Organizations in the Food Supply Chain. This recognition will mean the BQA program is listed on USDA's Quality Assessment Division website as being compliant with the ISO specification.

A World View

There is sustained demand for U.S. beef in other countries, thanks in part to efforts of the U.S. Meat Export Federation, a Beef Checkoff subcontractor. From January through May of 2020, most Asian economies experienced significant economic slowdowns. But in countries like South Korea, consumers are still buying red meat, with a 10 percent sales growth at discount retail stores in that country during that period. U.S. beef sales in South Korea recorded an 18 percent sales increase, on average.

Responding in a Crisis



These COVID-19 times have caused significant hardships for beef farmers and ranchers. These include challenges to the industry's Beef Checkoff-funded promotion, research and education programs. To address

the quickly emerging issues and help maintain energy and continuity, checkoff programs used consumer and market research to adjust to meet changing consumer, influencer, supply chain and media needs.

The efforts have been well-directed. As the supply chain started to recover, a checkoff-funded research tracker, managed by NCBA as a Beef Checkoff contractor, showed consumers remained largely positive toward beef. When asked if the current U.S. and global environment has changed their overall perception of beef, nearly 90 percent of consumers said their attitudes have not changed or have gotten even more positive. In fact, the percentage who said they are more positive steadily increased from a low of 12 percent in early April to 26 percent in early May.

NCBA continued to monitor the issue and adjust programming to meet the needs of consumers, stakeholders and state beef council partners throughout the COVID-19 pandemic.



Funded by Beef Farmers and Ranchers

Cattlemen's Beef Board Fiscal Year 2020 Expenditures

Promotion	\$10,206,858
Research	\$8,349,734
Consumer Information.....	\$7,260,148
Industry Information.....	\$3,392,835
Foreign Marketing	\$6,933,262
Producer Communications.....	\$1,553,796
Program Evaluation	\$202,046
Program Development	\$388,847
USDA Oversight*	\$761,214
Administration.....	\$1,505,256
TOTAL EXPENSES.....	\$40,553,996

*Included in the USDA Oversight amount is approximately \$600,000 paid by the Cattlemen's Beef Board to USDA for oversight fees during the year. The remaining \$161,000 is related to cost incurred by Cattlemen's Beef Board for litigation, meetings with USDA, freedom of information act requests, settlement requests, and authorization requests.

Unaudited Numbers