

APPENDIX: CHECK-OFF REVIEW AND COMPARISON WITH COMPETITORS

The **National Check-off** (NCO) is one dollar per head collected on cattle sales throughout Canada. The Canadian Beef Cattle Research, Market Development and Promotion Agency (National Check-off Agency) was created in January 2002 to oversee the NCO, which is legislated under the federal *Farm Products Agencies Act*. The fee is collected through the provinces, using their existing collection systems involving auction markets, order buyers, brand inspectors and others who handle cattle sales.

The overarching goal of the NCO is twofold: (1) to increase Canadian beef demand, domestically and globally; and (2) to reduce costs of production and improve competitiveness by finding better and more efficient methods of producing beef. To achieve these goals the NCO funds the Beef Cattle Research Council and Canada Beef Inc.

The **Beef Cattle Research Council** (BCRC) is the national research group. Its purpose is to fund research, technology development and adoption in support of the vision to “Be recognized globally for beef research that delivers innovations contributing significantly to the profitability and sustainability of the Canadian beef cattle and meat industry.” Priority areas to achieve this include: Beef Quality, Food Safety, Animal Health & Welfare, Feed Grains & Feed Efficiency, Forage & Grassland Productivity.

Canada Beef Inc. (CBI) is the national organization that provides market development programs for Canadian beef domestically and globally that maximize the cutout value. The domestic market continues to be the largest and most stable market for Canadian beef. CBI identifies and develops key export markets to increase the value of Canadian beef and veal products – in collaboration and cooperation with like-minded companies, organizations and institutions.

By generating around \$6.8 million annually, the NCO is a valuable source of revenue for industry research and marketing. In addition, these industry funds are used to obtain matching dollars from other sources (e.g. Legacy Funds for marketing and the federal Beef Science Cluster for research) to support the Canadian beef cattle industry’s long-term research and marketing plans.

The NCO is currently collected on domestic cattle sales. In order for an Import Levy Order to be applied on imported animals and carcass equivalent beef products, all cattle marketed in Canada must be subjected to the same levy. Starting in January 2014, the NCO will be collected on imports representing approximately \$800,000 annually in income for the industry.

Since implementation, this \$1 investment has depreciated (in 2013 dollars it is worth \$0.80). In addition, when it was implemented cattle were sold on average 2.5 times from birth to slaughter. Today production and marketing practices have changed and cattle are only sold 1.9 times on average. Both of these have reduced the real investment of the NCO.

In addition to the National Check-off, all provinces collect a **provincial check-off** on cattle sales to fund provincial activities (research, marketing & policy) and national policy representation. The National Check-off is separate from provincial check-off fees.

The **Canadian Cattlemen’s Association** (CCA) provides national policy representation through several committees including: Animal Care, Animal Health and Meat Inspection, Domestic Agriculture, Environment, Foreign Trade, Value Creation and Competitiveness.

Province	Check-off	Remitted to NCO	Allocation of NCO
British Columbia	\$3.00	\$1.00	90% to CBI; 10% to BCRC
Alberta	\$3.00	\$1.00	80% to CBI; 20% to BCRC
Saskatchewan	\$3.00	\$1.00	80% to CBI; 20% to BCRC(in 2014, 70% CBI; 30% to BCRC)

Manitoba	\$3.00	\$1.00	85.5% to CBI; 5% to BCRC; 9.5% to provincial initiatives
Ontario	\$3.00	\$1.00	32.6% to CBI; 2% to BCRC; 15.4% to veal; 50% to provincial initiatives
New Brunswick	\$3.00	\$1.00	2% to CBI; 98% to provincial initiatives
Nova Scotia	\$3.00	\$1.00	2% to CBI; 8% to BCRC; 90% provincial initiatives
PEI	\$4.00 at slaughter		2% to CBI; 98% to provincial initiatives

In B.C., Saskatchewan and Manitoba the levy is refundable, except for the \$1 national check-off portion.

As of April 1, 2010 the entire Alberta levy including the national check-off portion is refundable. In November 2010 legislation in Alberta separated the levy with a \$2 service charge and a \$1 non-refundable levy.

Industry has also come together in the past to develop the Canadian Beef Grading Agency (CBGA) and the Canadian Cattle Identification Agency (CCIA). The CCA elects directors to serve on the CBGA and the CCIA boards. Start-up funds were provided in both cases.

Historically **issues management** on beef products was covered by the Beef Information Centre and production was covered by the Canadian Cattlemen's Association. Industry image is an area that is of concern for the entire beef industry. In October 2013, CCA and CBI have proposed creating an issues management position.

FUNDING FOR OTHER COMMODITIES IN CANADA

Competing commodities within Canada have funding for marketing, research and policy. How this is collected varies. Some figures are summarized below with descriptions on each commodity. Please note that each commodity is slightly different on if they fund only marketing and policy with research done by the provincial organizations or if they also have a national research program. Policy tends to be funded by assessments with marketing funded by a per unit levy. In order to compare these different commodities the levy as a percentage of the per unit value in 2012 is provided.

Organization	2013 Budget (million\$)	Farmers or farms	Farm gate revenue	GDP	Levy	% of Value †
Canadian Pork Council and part of Canada Pork International	\$3 (M,P)	7,125 farms	\$3.8 billion	\$9.3 billion	13.5 cents per market hog at slaughter and 3 cents per export (weaners)	0.09% (\$146/hd) 0.07% (\$40/hd weaner)
Dairy Farmers of Canada	\$79.7 (M,R,P)	12,529 farms	\$5.9 billion	\$16.2 billion in 2011	\$1.17/hl 79.5 million hl produced 2012*	1.46% (\$80/hl AB)
Chicken Farmers of Canada	\$7.2 (M,P)	2,682 farmers	\$2.3 billion	\$6.5 billion	1-2 cents per kg by province. Just over 1 billion Kg in 2012.	1.2% (167.8 ¢/kg live)
Turkey Farmers of Canada	\$3.4M	531 farmers	\$377.8 million		3-4.85¢ per kg live weight per sale	2.1% (\$2/kg Tom)
Egg Farmers of Canada	\$18 (M,P)	1,016 farmers	\$775 million	\$1.4 billion	33.75 cents per dozen	22-24.8% (\$1.36/doz)
Beef - CBI, BCRC, & CCA	M-\$12.15 P-\$3.67 R-\$3 (incl Gov't)	63,500 farms	\$6.6 billion	\$23 billion	\$1 NCO per head per sale	Calf 0.34% Fed 0.19%

*1 hl (hectolitre) = 100 litres

† A \$3 check-off collected on a 550 lb calf bringing \$160/cwt represents 0.34% of the animals' value. A \$3 check-off collected on a finished animal bringing \$120/cwt represents 0.19% of the animals' value.

Canadian Pork Industry

The pork industry has a provincial check-off that varies by province that is collected on each animal at slaughter (packers remit back to the province of origin). This check-off is mandatory in all provinces except Alberta. As of April 1, 2010 all Alberta livestock service charges are refundable. There is no dedicated national check-off or import levy.

BC	AB	SK	MB	ON	QC	NB	NS	PEI	AVG
\$1	\$1	\$0.75	\$0.80	\$1.65	\$1.59	\$1	\$1.60	\$1.23	\$1.18

A portion is retained for provincial activities (marketing/promotion, research and policy) with a voluntary portion going to the Canadian Pork Council (CPC) for national policy representation. To date, Alberta has made up any decreases from check-off refunds out of reserves, so CPC has not been affected. Out of the CPC portion Canada Pork International (CPI) is funded for international marketing activities. Domestic marketing activities are done by individual provinces.

Canada Pork International is a joint undertaking of the Canadian Pork Council and the Canadian Meat Council (CMC) for export promotion. Both organizations fund it, but it also has over 50 members paying from a minimum of \$1,000 up to a maximum of \$52,000 per year based on number of hogs slaughtered. This is paid to the CMC. Processors and trading companies pay \$6,000 per year to the CMC for CPI membership. Non-members of the CMC are invoiced directly by CPC for their memberships in CPI. CMC is a member-funded organization. Regular members pay 1.4 cents/ hog processed, collected from packers and trading houses, as well as an employee fee. Associate members and retail/food service members pay a flat fee.

Research is also done at the provincial level. Five of the provinces have pooled a portion of their research dollars to leverage federal science cluster dollars.

In 2012, the CPC had a budget of approximately \$3 million to support national activities. This budget was based on a levy of 13.5 cents per market hog and 3 cents for export pigs.

The largest budget expenditures are:

- (1) National Co-ordination (43.1%) - supports CPC's board of directors' meetings and activities, travel, office operations and staff.
- (2) Trade access and development (39.2%) - supports CPI and its international marketing efforts and CPC's activities associated with maintaining market access and increasing trade.

CPC: http://www.ontariopork.on.ca/Portals/0/Docs/About/PorkOrg/CPC_annual_report.PDF and http://www.agr.gc.ca/redmeat-vianderouge/about_propos_eng.htm

Dairy Farmers of Canada (DFC)

There is a \$1.17 per hectoliter (hl) levy on milk effective August 1, 2013. This had been increased from \$0.97 per hl to \$1.07 per hl on August 1, 2012 with another \$0.10/hl increase in 2013. This provided \$76 million in 2012 from milk check-off and broken out for marketing/nutrition/research (\$64.7 million – of which research is close to \$2 million) and operating (\$11.3 million).

Provincial associations pay a membership assessment to Dairy Farmers of Canada which funds the “Policy and Strategic Communications Department and the International Trade Department and their share of the operating expenses” in other words for lobbying. Membership assessments went up 5.3% in 2013. Policy was funded at \$7,220,635 in 2011.

DFC: <http://www.dairyfarmers.ca/news-centre/document-library/action>

Chicken Farmers of Canada (CFC)

The Chicken Farmers of Canada (CFC) have a national check-off of \$0.44 cents per live kilogram of chicken marketed. This is the sole source of funding – it is not split out by marketing, research and policy. They do not receive any government funding for marketing, policy or operations. They have applied to Growing Forward 2 (GF2) Research Cluster Funding through the **Canadian Poultry Research Council**, of which they are a member. They have also received in the past some funding under Growing Forward for their On-Farm Food Safety Assurance Program (OFFSAP) development.

The Canadian Poultry Research Council was established in November 2001 as the national research organization addressing the rapid erosion of both human and physical resources and the loss of federal funding for poultry research. The four national feather boards (Chicken Farmers of Canada, Turkey Farmers of Canada, Egg Farmers of Canada, Canadian Hatching Egg Producers) and the Canadian Poultry and Egg Processors Council.

CPRC's mission is to address its Members' needs through dynamic leadership in the creation and implementation of programs for poultry research in Canada, which may also include societal concerns.

This mission focuses on:

- The coordination and enhancement of a more efficient Canadian poultry research effort
- Securing additional and matching funding
- Facilitating the establishment of national poultry research priorities

Their five priority areas include: Avian Gut Microbiology, Environment, Food Safety and Poultry Health, Novel Feedstuffs, Poultry Welfare & Behaviour.

CFC: <http://chickenfarmers.ca/upload/Documents/2012-annual-report.pdf> and <http://chickenfarmers.ca/upload/Documents/Data Booklet 2013 web.pdf>

Egg Farmers of Canada (EFC)

The Egg Farmers of Canada (formerly the Canadian Egg Marketing Agency) markets all the eggs. EFC's levy went up to 30 cents per dozen in January 2010, 32.75 in January 2011 and 33.75 cents in March 2012. There is a big gap between production of 585 million dozen eggs and a check-off of 33 cents per dozen with a budget of only \$18 million (implying check-off is only collected on 54.5 million dozen eggs). Most of the levy goes toward the pooled income function.

Turkey Farmers of Canada (TFC)

Producers pay on average 4.22 cents per kilogram live weight on each turkey marketed.

BC	AB	SK	MB	ON	QC	NB	NS	AVG
4¢	4.85¢	4.5¢	4.3¢	4.6¢	4.56¢	3¢	4¢	4.22¢

- Total operating budget = \$3.4 M
- Provincial marketing programs = \$400,000 (11.8%)
 - A supplement to our eight member provincial marketing boards towards their provincial marketing activities
- Public Relations & Communications = \$362,350 (10.7%)
 - This includes national sponsorship (Food Banks Canada contribution) and promotional activities, promotional products (swag) recipe development, food blogger programs, Facebook and Twitter prizes, website updates, advertising, media monitoring, press releases, TFC publications (annual report, newsletter), subscriptions, memberships (CFA, etc).

TFC: <http://www.turkeyfarmersofcanada.ca/industryStatistics/turkeyIndustry/>

Canola Council of Canada (CCC)

Provincial associations in Alberta, Saskatchewan and Manitoba collect a per tonne levy from grain handlers, crushers and exporters (similar to being every time an animal is sold). A portion of this provincial levy goes towards the CCC. This is approved by their board each year and varies with production so that in a poor production year they can increase the assessment and in a bumper year they can decrease it. They also have a fixed contribution rate from life science companies, but this is a small portion of the total budget and is currently being reviewed.

The CCC is composed of producers, producer organizations, crushers, exporters and life science companies. They have five main areas of focus:

- increase sustainable production
- increase consumption and value
- improve market access
- improve quality
- improve understanding of the canola industry

They have received funding through the Science Cluster program at a 75:25 match and are investing \$2.35 million in annual crop production researching funding through the Canola/Flax Science Cluster, Clubroot Risk Mitigation and Canola Agronomic Research Program.

They have also received a \$2 million through the Agri-Marketings program to develop a global marketing strategy. Activities are focused on production, tech transfer and market access with 85% of production being exported. There is very little policy (left to Canadian Canola Growers Association) with market access activities falling under marketing. They are just starting on a sustainability initiative.

CCC: <http://www.canolacouncil.org/media/536168/2012%20Annual%20Report.pdf>

Forestry Products Association of Canada

Facing pressure on sustainable forest management in Canada, the Canadian Council of Forest Ministers produced a national framework of criteria and indicators to help track the nation's progress in achieving Sustainable Forest Management (SFM). In the absence of an internationally accepted Standard, the Canadian Standards Association was asked to develop a voluntary Standard for Canada.

Key steps taken:

1. Define a certification system for the entire process (initially based on Forest Care in Alberta) – largely to define environmental protection and sustainability
2. The companies defined their own brands and branded products and marketed them on their own around the globe
3. Defined the quality or standard of its products (through the Canadian Standards Council).

Since that time, the Canadian Forestry Sector has emerged as a global supplier of sustainable products. There is no national marketing arm to the Canadian Forest sector. There is however, the Forest Products Association of Canada (fpac.ca). The Forest Products Association of Canada (FPAC) is the voice of Canada's wood, pulp and paper producers nationally and internationally in government, trade, and environmental affairs. Canada's forest products industry is a \$57 billion a year industry that represents 12% of Canada's manufacturing GDP. Their ultimate mandate is to focus on the profitability of the sector through investigating product enhancement and competitiveness of Canadian forest companies.

GLOBAL BEEF COMPETITORS

Internationally, funding for beef marketing, research and policy in competing countries is significantly larger than Canada. These levies are structured in a variety of ways including: a flat levy at time of slaughter, a percentage of sale price and some countries include the processor in the levy collection process. Producer and processor levies are common in many commodities. Throughout the world, government support is provided to many commodities. Going forward, funding is expected to continue but likely be less, and emphasis is expected to be greater on research and lesser on marketing.

Britain - €5.40 collected at slaughter with payment divided between the producer (€4.05 or 75%) and processor (€1.35 or 25%).

France - €21/tonne carcass weight collected from the processor and €1.75/head live exported.

A number of countries have found that retailers already invest in the protein industries through fliers and other advertisements that would otherwise cost the industry significant dollars in promotion. Consequently retailers are frequently excluded from levy collection. Retailer/food service support comes in the form of specific promotional programs and merchandising campaigns.

Australia, New Zealand and the US have beef check-offs, none of that is refundable.

Country	Levy	Applies to Imports?	2008/09 Revenue
Canada	C\$1 per head marketed	Yes	C\$8.2M
United States	US\$1 per head marketed	Yes	US\$82M
Australia	A\$5 per head marketed	No	A\$64M
New Zealand	NZ\$3.60 per head at slaughter	No	NZ\$8.5M

United States

The Beef Check-off Program was established as part of the 1985 Farm Bill. The checkoff assesses one dollar per head on the sale of live domestic and imported cattle, in addition to a comparable assessment on imported beef and beef products.

The checkoff assessment became mandatory when the program was approved by 79 per cent of producers in a 1988 national referendum vote (worth \$0.58 in 2013 dollars).

The \$1 check-off is collected by Qualified State Beef Councils, which retain up to 50 cents on the dollar. The state council forwards the remaining funds to the Cattlemen's Beef Promotion and Research Board, which oversees the national check-off program, subject to the United States Department of Agriculture (USDA) review. The 108 members of this board represent all segments of the beef industry including beef, veal and dairy producers and importers, and are nominated organizations and appointed by the US Secretary of Agriculture.

The structure of the Beef Check-off Program is based on the following directives:



- all producers and importers pay the same one dollar per head
- producers in the state control one half of the money collected by state beef councils
- all national checkoff-funded programs are budgeted and evaluated by the Beef Board
- Beef Board members are nominated by fellow beef producers

The Beef Check-off acts as a catalyst for change. It was designed to stimulate others to sell more beef and stimulate consumers to buy more beef. This is accomplished through several initiatives such as consumer advertising, marketing partnerships, public relations, education, research and new product development. In 2012 the CBB received US\$41.9 million.

The Cattlemen's Beef Board is involved in domestic US beef promotion. The CBB uses the NCBA, USMEF, ANCW (National Cattlemen's) and MICA (Meat Importers) as the primary contractors to run the various programs (under all objectives) and then these organizations run the programs and are paid for operation costs.

Of the 50 cents retained by the State Beef Councils they can invest in any of the following:

- State level demand-building programs (staff, overhead, promotion, research, etc.). The dollars must be spent within the same guidelines as the national program.
- Additional investment with the Cattlemen's Beef Board (very few states do this)
- Invest varying amounts in the Federation of State Beef Councils. This is the "check-off" division of National Cattlemen's Association (NCBA). Currently 40 QSBCs elect to voluntarily invest a portion of their 50 cents in the Federation. States investment level here is typically based on their cattle population and consumer population. Funds are restricted for use to build consumer beef demand and are prohibited from influencing government.
 - The Policy division of NCBA is a member organization funded by voluntary contributions from individual members, allied industry companies, beef processors and supply chain partners. Dues are used to support member interests in the legislative and public policy arena.

US Meat Export Federation (USMEF)

USMEF funding comes from Beef check-off, Pork check-off, soybean and corn check-off, member dues, sponsorships, government programs and third party contributors including industry partners from around the world (such as retailers, food service outlets, importers, etc.). USMEF combines financial resources received from the USDA Market Access, Emerging Market and Foreign Market Development programs and matches them with support from Check-off programs representing the beef, pork, corn, and soybean industries. Focus of USMEF is on exports of red meats (beef, pork and lamb).

In FY07 USMEF received \$5.9 million from beef check-off dollars that were part of a \$13.4 million total beef foreign marketing budget with 53% coming from USDA, 44% from Check-off, 2% Soy and 1% Grains. USMEF global budget was \$34 million with 15% (\$5.2 million) domestic and 85% (\$28.8) going to international programs in FY2008. That international budget has 76% going towards program activities (\$21.9 million) and 24% to staff and overhead (\$6.9 million). Domestically 44% goes to program activities (\$2.3 million), 33% to management (\$1.7 million), 13% governance (\$700k), 8% information reporting (\$400k) and 2% member relations (\$100k).

Strategic Priorities:

- Buyer Loyalty – 73% of beef budget
- Market Expansion – 19% of beef budget
- Market Access/Issue Management – 8% of total beef budget

Total Carcass Utilization: Maximize returns at each link in the marketing chain by building export demand for value-added products and the complete range of red-meat items, especially those that are

underutilized in the US market.

Trade Support: Gather and disseminate market intelligence and facilitate contact between US exporters and targeted buyers in export markets.

Buyer Education and Loyalty: Educate targeted buyers in export markets on the attributes of US red meat and red-meat products and build buyer loyalty to products exported from the United States.

Market Presence: Increase the presence of US red meat and red-meat products in the HRI and retail sectors in targeted export markets.

Product Image: Establish positive images for US beef, pork and lamb with consumers in targeted export markets.

Market Access: Secure meaningful, sustained access to new and existing export markets using all available means.

Meat and Livestock Australia (MLA) - Australia

Australia's Cattle Transaction Levy (CTL) was increased to five dollars per head marketed on January 1, 2006. Formerly \$3.50, the additional \$1.50 is used by MLA to fund new marketing initiatives and programs for beef, both domestically and abroad. These new marketing programs are necessary to ensure that Australia has a coordinated approach to address the expected major shifts in global beef production and demand.



- **MLA's strategic focus:**
 - Grow demand for Australian livestock and meat (cattle, lamb and goats)
 - Increase productivity across the supply chain
 - Support industry integrity and sustainability
- **Funding Structure:**
 - Mandatory levy for producers and processors
 - Government matches funding 1:1 spent on research but not on marketing
 - Processors - The Australian Meat Processor Corporation (AMPC) collects a mandatory check-off for research, development, extension and marketing. In 2012, these levies collected by the AMPC totaled \$18.5Million. A total of approximately \$7.75 million of these funds were allocated to MLA to co-sponsor projects on behalf of the AMPC.
- **Funding Levy / Dollars**
 - Cattle Producers pay \$5 per head at time of sale. This amounts to approximately \$60 million AUS in funding
 - Processors collect approximately \$18.5 million AUS of which approximately \$7.75 million AUS is allocated to MLA (Note: all red meat)
 - Total MLA Budget is approximately \$170 million AUS per year (all red meat) of which \$92.4 million is invested in marketing and \$78.6 million is invested in research

Existing MLA marketing programs have helped drive demand for Australian beef and red meat products. MLA is pursuing a number of market-specific strategies to ensure that new programs are similarly effective at creating opportunities and growing demand:

- **Domestic marketing:** reducing barriers to consumption and aggressively promoting the drivers of beef consumption

- **International marketing:** differentiate Australian beef on quality, integrity and supply consistency, while building stronger customer loyalty and increased propensity to accept ruling Australian prices
- **Live export:** create opportunities for live exports to compete against low priced beef from South America and India and position Australia as a reputable supplier

Meat and Wool New Zealand - New Zealand

Meat and Wool New Zealand receives levies under the Commodity Levies Act 1990. In terms of the levy orders, they are able to collect (through collection agents) levies between zero and a set maximum. The relevant maximum and current rates are as follows:

Levy Type	Maximum Rate	Current Rate
Per head of cattle slaughtered	\$4.40	\$3.60
Per head of goats slaughtered	\$0.60	\$0.55
Per head of sheep slaughtered	\$0.50	\$0.40
Per kg of shorn wool	\$0.06	\$0.0525
Per kg of wool on sheep at slaughter	\$0.06	\$0.0525
Per kilo of dags	\$0.06	\$0.02

Levies can be used for the following purposes relating to the meat and/or wool industries:

- Trade policy
- Market development (meat only)
- Research
- Protection and improvement of animal health and welfare
- Information collection
- Representing livestock farmers
- Industry services
- Supply of technical advice to users of NZ wool
- Administration of the company

In terms of the levy orders, Meat and Wool New Zealand is required to consult with farmers prior to setting the levy rates each year.

INVESTMENT COMPARISON

Due to differences in funding structures, some commodities like beef have different groups responsible for marketing (CBI), research (BCRC) and policy (CCA) while others rely on provincial organizations to do domestic marketing and research activities. The following table is INCOMPLETE, but provides an overview of funding in the various sectors.

Commodity	Marketing Budget	Research Budget	Policy Budget	Total
Canadian Beef (CCA, CBI & BCRC)	\$4.54M Industry \$7.61M Gov't match (13/14)	\$5M Industry \$15M Gov't match (over 5 yrs)	\$3.6 M (2012)	\$19.75M Annually
Domestic Commodities				
Pork (CPC & CPI)	\$1.18M Industry		\$1.29M + \$534,000	
Dairy Farmers of Canada	\$58.14M + operating	\$890,000 Industry \$2.67M Gov't	\$1.2M + operating	\$76M Annually

Chicken Farmers of Canada	\$610k promotion	match (annual) Through CPRC	\$194k communications	\$7.2 M (2012)
Egg Farmers of Canada	\$8.2M promotion \$274K market research	Through CPRC	\$2.1M communications	\$18M
Turkey Farmers of Canada	\$831K	Through CPRC	\$362K public relations	\$3.2M
Canola Council of Canada	<i>Estimated</i> \$32.5M Industry \$2M Gov't programs	\$4.83M Industry \$14.5M Gov't match (over 5 yrs)	Focused on Market Access with 85% Exported	<i>Estimated</i> \$50M 30-35% Gov't
International Beef (includes government investment)				
US (Cattlemen's Beef Board, NCBA, USMEF)	\$26.3M (07) \$4.74M Foreign Mkts \$6.76M Consumer Info	\$6.7M (07)		US\$82M
Australia (MLA) NZ	A\$87.2M (10/11)	A\$74.4M (10/11) \$3.4M (MWNZ 07)	Cattle Council of Australia	A\$161.6M