

Building the Future, Today.

New study shows beef can be part of heart-healthy diet

202 men and women participated in a 9-month clinical trial that showed lean red meat can be part of a cholesterol-lowering diet.

Top round steak

3 oz., cooked, lean only

Saturated fat 1.4 grams

Monounsaturated fat 1.6 grams

Polyunsaturated fat 0.2 grams

Chicken breast

3 oz., cooked, skinless

Saturated fat 0.9 grams

Monounsaturated fat 1.0 grams

Polyunsaturated fat 0.7 grams

Nutrient advantages of
3 oz. cooked top round steak
vs. 3 oz. chicken breast
= 7% more protein
= 15% more iron
= 3% more zinc
= 2% more potassium
= 2% more calcium
= 2% more fiber

BEEF

IT'S WHAT'S FOR DINNER.[®]

BRAISING BEEF

- 1 Slowly brown beef on all sides in small amount of oil in heavy Dutch oven. Drain off drippings. Season beef, as desired.
- 2 Add small amount (1/2 to 2 cups) of liquid (e.g., broth, water, juice, beer or wine).
- 3 Cover tightly and simmer gently over LOW heat on range top or in a 325°F oven according to chart or until fork tender. Reduce or thicken cooking liquid, as desired.

BEEF CUT	WEIGHT/ THICKNESS	Approximate TOTAL COOKING TIME
Chuck Pot Roast (Arm, Shoulder or Blade), boneless	2 1/2 to 3 pounds	2 to 3 hours
Chuck Shoulder Steak, boneless	3/4 to 1 inch	1 1/4 to 1 3/4 hours
Brisket, flat	2 1/2 to 3 1/2 pounds	2 1/2 to 3 hours
Round Steak, Eye or Bottom, boneless	3/4 to 1 inch 1 to 1 1/2 inches	1 1/4 to 1 3/4 h 1 3/4 to 2 1/2 h

For Eye Round Steak, braising is not recommended; air grilling method.

Source: National Cattlemen's Beef Association

FULLY COOKED ENTREE 1 HOUR IN MICROWAVEABLE

CLASSIC MAIN COURSES

POT ROAST

RANCH

FLINT HILLS

DO HAVE THE TIME

REFRIGERATED • NET WT: 17 OZ (1 LB 1 OZ), 48 PG



Where beef
is born

Veal
Eat smart. Eat well.



THE 1999 BEEF BOARD ANNUAL REPORT

Letter from Beef Board Chairman
Lyle Gray

Dear Fellow Producers:

“Today is the tomorrow we worried about yesterday,” as someone once said. To slightly rephrase that saying, today is the tomorrow we planned for yesterday.

Planning and building demand for the future is what the checkoff is all about. As an industry we can't afford to not look ahead. It's a fact that the future we planned for yesterday occurs every day.

Our accomplishments in 1999 were the result of efforts developed with the future in mind. They're helping our industry today, and building foundations for programs that will strengthen our industry in the future.

These accomplishments include a nutrition parity study that demonstrates lean red meat is every bit as good as chicken when it comes to lowering cholesterol levels. This research led to hundreds of millions of positive consumer impressions for beef.

They also included articles seen more than a billion times as the result of work with food editors and writers. These positive food articles would not have been written without checkoff-funded research along with help and encouragement from the beef industry.

Other accomplishments involved work with food manufacturers and supermarkets, helping introduce more new, convenient products to consumers, and making it easier for consumers to shop in this country's grocery stores. And we're certainly not ignoring future generations of potential beef eaters. Our education efforts will reach millions of school children by the end of this school year.

The list goes on. You'll see details about these projects and others in the rest of this report.

I believe — and research confirms — that the market for cattle is stronger than it would have been without the checkoff. And while more needs to be done, we're moving things in the right direction. Our checkoff is definitely building the future, today.



Yours truly,

A handwritten signature in cursive script that reads "Lyle Gray".

Lyle Gray
Cow/Calf Producer
Leon, Kansas

Building the Future, Today.

The Year in Review

In farming or any endeavor, reaping success is a wonderful experience. And in 1999 the Beef Board harvested some results that made years of planning, patience and hard work worthwhile. Those results are creating better marketing opportunities for beef, to the benefit of beef producers. They're also making an impact on consumer demand.

In fact, consumer demand for beef at the end of the year was gaining strength — despite large supplies of competing meats and record beef production. More convenient products are becoming available, and consumers are responding favorably. Furthermore, the beef industry has gained ground in terms of consumer attitudes about beef and its role in a safe, healthful diet.

While some positive signs in the beef market were unrelated to the checkoff, others were a direct result of, or influenced in part by, checkoff efforts. More convenient beef products, for instance, are a wave of the future. The checkoff is helping make sure the wave turns out to be a powerful instrument for beef producers.

Keeping on Track

Beef Board members directed a variety of demand-building programs in 1999. Their focus, though, was on two key issues identified in the Beef Board Demand Study: convenience and nutrition. As a result of check-off-funded programs, consumers

rediscovered that beef fits their nutritional needs and found new beef items in their supermarket meat cases that can be prepared quickly.

Programs supporting the convenience and health messages included research, product development, promotion and information. All worked to make consumers feel good about what they already knew — beef tastes great.

Those who sell beef were encouraged through the checkoff to keep beef top-of-mind and make it a top priority in their marketing efforts. Restaurant owners and chefs were provided with serving ideas that stimulated appetites for



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beef, while supermarket meat cases were redesigned to make shopping for beef easier. Meanwhile, food manufacturers were shown how using beef in new products is good for business.

New Product Bonanza

The introduction of new beef products was a food trend receiving a boost from the checkoff this past year. Several delicious products are now regionally available, and a few are finding their way into fresh meat cases nationwide. Checkoff funds were used in both the development and promotion of these new items.

Many new products help increase value of the chuck and round — primals that have traditionally been underutilized. Because they haven't recognized their potential, the chuck and round hold down the overall value of the beef carcass. Promotion of convenient products that target those consumers who spend little time in the kitchen broadens the market for beef by enhancing the value of these cuts.

A Comeback for Common Sense

Honest, easy-to-understand nutrition advice continued to make a comeback this past year, as research funded by the checkoff helped demonstrate that beef stacks up well with its competition.

For years consumers have been told that chicken should be the protein of choice if they want to reduce their risk of coronary heart disease (CHD). On June 28, 1999, the *Archives of Internal Medicine* published a study that determined that a diet based on lean red meat can be just as effective as one based on white meat when it comes to lowering blood cholesterol levels and reducing the risk of CHD.

The study was conducted at leading institutions by well-respected researchers. It joins other checkoff-

funded studies that show that beef can play an important role in healthful diets, and consumers don't have to give up one of their favorite foods. Obviously, it's no accident that favorable information about beef is finding its way into consumers' minds.


Nutrition information, marketing and new product efforts to date have given the industry a strong one-two punch for the year 2000. Facts about beef's nutrition and convenience will be combined in an upcoming promotion and information campaign funded by the checkoff.

Reaching a Milestone

Despite economic troubles in other parts of the world, U.S. beef exports hit the 1 million metric ton level for the first time ever. In fact, exports continue to be a bright spot on the horizon for beef producers.

Ongoing checkoff-funded efforts are successfully steering foreign consumers, who represent 96 percent of the world's population, to U.S. beef. Furthermore, our products are gaining ground in terms of fitting the tastes, lifestyles and cultures of consumers in other countries.

As the year ended, *E. coli* O157:H7 was still making headlines, as outbreaks or product recalls occurred in various parts of the U.S. It's an issue the beef industry takes seriously, and the checkoff continues to fund research and consumer information programs to lessen the impact of the problem, and search for a permanent solution.

Animal activists and vegetarians won't let the issue go, of course. Nor will they put it in perspective for the public or diet and food professionals. It's up to the beef industry to present an accurate picture of what our products are, and why they belong in the diet. But hasn't that always been the case? 

New study shows beef can be part of heart-healthy diet
202 men and women participated in a 9-month clinical trial that showed lean red meat can be part of a cholesterol-lowering diet

Top round steak 3 oz. cooked, lean only	Chicken breast 3 oz. cooked, skinless
Saturated fat 1.4 grams	Saturated fat 0.9 grams
Monounsaturated fat 1.6 grams	Monounsaturated fat 1.0 grams
Polyunsaturated fat 0.2 grams	Polyunsaturated fat 0.7 grams

Nutrient advantages of beef
3 oz. cooked top round steak compared to 3 oz. chicken breast

- B12 ≈ 7 chicken breasts
- Zinc ≈ 5-1/2 chicken breasts
- Iron ≈ 3 chicken breasts
- Folate ≈ 3 chicken breasts
- Riboflavin ≈ 2-1/2 chicken breasts



The Programs

Research

The relationship between research and other checkoff-funded programs has yielded valuable long-term results. Sometimes, though, calculating the direct, tangible benefits generated by research can be challenging.

That's not the case in 1999, when several examples of checkoff-supported success through research were reported.

In June 1999 the *Archives of Internal Medicine* was at the heart of one noteworthy example of what research can accomplish. That's when it published results of a multi-year checkoff-funded "Parity Study" that demonstrated that lean red meat can be as effective as chicken in lowering blood cholesterol levels and lowering the risk of heart disease. (See "Parity Study" results in Information.)

Checkoff-funded beef safety research was also making news in 1999. A report by Gary Smith, Ph.D., a professor at Colorado State University, lauded strides in beef safety made by checkoff-funded research in the past several years.

The report notes that 99.99 percent of potentially harmful bacteria is removed or destroyed when technology developed through checkoff-funded research is used during harvesting. Additional research continues to determine where harmful pathogens might enter the beef chain, and how to confront them.

Meanwhile, it's been estimated that more than 80 percent of checkoff-funded beef safety research findings have been implemented in plants and are working to improve safety. That's far superior to the 20 percent of university or industry research normally adopted in the field.

Research on conjugated linoleic acid (CLA), which is found in beef, continued to be impressive in 1999. Using a rodent model for breast cancer, researchers found that CLA was effective in reducing the number of precancerous lesions and thus could be effective in reducing the risk of breast cancer. This type of fundamental research helps to explain CLA's anti-carcinogenic effects and why it works.

Checkoff efforts to assess and increase beef quality also generated encouraging results, with one research project demonstrating that 34 percent of consumers would be willing to pay more for steaks that were guaranteed tender. Steaks identified as tender through a unique sorting process were preferred by a 3-1 margin, scoring higher on tenderness, flavor, leanness, juiciness and overall satisfaction.

Information

Information efforts surrounding the "Parity Study" created extensive publicity throughout the U.S. Coverage appeared on *CNN Headline News*, *Good Morning America*, *CBS This Morning* and in hundreds of daily newspapers, including *USA Today*, the *Los Angeles Times* and *The Washington Post*.

On the first day of release alone, nearly 27 million impressions were made as a result of this publicity. During the first two weeks after release, the information made more than 200 million impressions — with monthly publications continuing to pick it up. The American Heart Association and the Discovery Channel placed it on their Web sites, while a video news release aired 572 times on 409 stations, making news in virtually every media market.



*making news
in virtually every
media market*



*contacts with
media were
responsible for
nearly 8,000
stories or articles
reaching a
combined
circulation of
1.2 billion*

Other nutrition and medical education efforts are working to better establish beef's nutritional properties with health professionals. A new Web site, for instance, provides this important audience with nutrition and science information, recipes, new product information, as well as research abstracts and data. Visiting www.beefnutrition.org gives health professionals a clearer picture of where beef fits in the diet.

Physicians, too, have received checkoff-funded beef information. A mailing to more than 59,000 physicians last year in conjunction with *Shape Up America!* furnished beef information and offered counseling kits — resulting in the distribution of 1.4 million beef booklets to patients. The beef industry successfully reached dietitians and other nutrition professionals often during the year. *The Beef. The New Way to Eat Lean* dietitian advertisement ranked first in the food category for *The Journal of the American Dietetic Association's* Reader's Interest Survey last year. And an expanded nutrition seminar program continues to speak directly to those who develop dietary plans.

Thousands of key leaders in the nutritional sciences heard the latest about beef's iron and zinc at the Dietary Zinc and Iron Symposium: Recent Perspectives Regarding Growth and Cognitive Development. Even fitness trainers were targets for beef messages, as an exhibit at the American College of Sports Medicine (ACSM) Expo last year helped reach those who help consumers stay fit.

Media have come to rely on services funded by the beef checkoff for information on beef. Last year contacts with food editors and other food communicators were responsible for nearly 8,000 articles that reached a combined circulation of about 1.2 billion. The placements were in newspapers and magazines and on television.

The food communicator program's goal was to keep beef top-of-mind and create excitement about beef products with the food media, culinary professionals and food marketing communicators. In keeping with the beef industry's objective to increase overall carcass value, 70 percent of the efforts focused on undervalued chuck and round cuts, including new value-added beef products.

The Associated Press (AP) was a favorite vehicle for recipes and stories, with 10 recipe releases picked up by the service. Total circulation of the papers running the releases was 83 million.

Other public relations efforts helped support both beef and beef industry messages with consumer and business media. This included reassuring the American public of the safety and wholesomeness of beef. As part of that effort, a Food Safety Information Resource was provided to opinion leaders, and the top 100 business newspaper editors were provided with news packets related to the industry's consumer advertising blitz in the spring.

School children are an important audience for the beef industry's message. In the spring a new education tool called *Take a Cook on the Wild Side* was distributed to 22,000 junior and senior high school teachers to help students learn about food safety, nutrition, convenience and new fully prepared products.

A follow-up to a food safety education program for the parents of young children was conducted in the fall, reaching 50,000 urban and rural preschools and child care centers. The effort supplemented a 1998 program that delivered food safety materials to an additional 23,000 suburban locations.

Nearly a quarter of a million *Wow, That Cow!* brochures have now been distributed nationwide. Developed for school children but also used by adults, the

brochures explain how beef production enhances our lives and the environment.

An issues management team responds to the attacks on our industry and questions about beef. These professionals are ready to tackle any subject, from food safety to nutrition. The program also stayed abreast of key consumer attitudes of interest to the beef industry.

To keep up with a constantly changing world, a beef industry Web site (www.beef.org) was continuously updated, and a direct Beef Board Web site (www.beefboard.org) established, to answer any question Web visitors might have about our product, business and organization. And an industry communications program kept beef producers and importers informed about checkoff programs through annual and mid-year reports, news releases and regular informational advertising in key trade publications.

Promotion

The 1999 "Beef. It's What's For Dinner" advertising campaign featured two "bursts" in 1999. The \$10 million checkoff-funded campaign targeted adults 25-54 in two 3-week bursts to maximize reach. It reached 86 percent of this audience an average of nearly four times in the January burst alone.

Full-page print ads in major magazines such as *People*, *Better Homes & Gardens* and *Working Mother* were also part of the campaign. Television schedules included primetime, cable and syndicated TV and sports shows.

The campaign focused on the new fully cooked and ready-to-eat beef category, with products that can be on the table in about 10 minutes. Many of the products come from the undervalued chuck and round.

State beef councils supported the campaign with local radio and print advertising. Also supporting the advertising were public relations,

retail and foodservice partnerships and partnerships with manufacturers of heat-and-serve beef products.

In fact, the 1999 promotion effort was the most comprehensive, integrated campaign to date. Retailers and specific product marketers teamed up with the industry during the advertising bursts to market and promote branded, convenient beef items. Consumers in turn were made aware of convenient beef through television, print and radio advertising and public relations. Retailers were then linked with branded marketers to co-promote and sample actual product in the nation's grocery stores during the same time period.

Beef producers and importers alike benefited from a New Product Development team that helped create convenient products that will increase demand for beef. The team members, who have extensive experience in the beef and food industries, conducted seminars for manufacturers and media throughout the year to serve as a catalyst for beef and veal product innovation.

Among products developed or supported through the checkoff are a new Dairy Queen steak sandwich, a rotisserie roast to compete with rotisserie chicken and a raw, quick-frozen product for a complete beef stew that can be conveniently prepared in a crock pot. These products help increase demand for products from the chuck and round. Working with the largest retailers in the country, the beef checkoff is helping retailers focus their efforts for beef. "Beef Made Easy" reorganizes the beef section of the meat case by cooking method — which is how most consumers shop — and provides color-coded signage and on-package labels to simplify the beef shopping experience and increase sales. Twenty-three of the country's top 34 retailers are testing or rolling out the Beef Made Easy program.

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*Beef sales to
foreign countries
were greatly
enhanced
by checkoff-
funded export
promotion efforts*

Restaurant operators also are getting information that will help them sell more beef. An advertorial in *Nation's Restaurant News*, for instance, reached key decision makers in the top 200 chain restaurants with the benefits of value-added beef products and innovative menu ideas using beef. And a *New Beef Sandwich* recipe booklet containing 75 innovative beef sandwich ideas was distributed to restaurants nationwide. Partnerships with chains such as Denny's, the Ground Round and Applebee's helped showcase the versatility, taste and value of beef. Advertising in trade magazines such as *Nation's Restaurant News*, *Restaurant Business* and *Restaurants & Institutions* also supported the program. The ads were designed to reinforce beef's popularity and encourage use of value-added products.

An aggressive restaurant promotion program for veal in 1999 helped operators and chefs realize the benefits of including veal on their menus. Two new ads were placed 29 times in major restaurant publications, each of which supported the placements with veal-oriented stories and articles.


A new 16-page brochure is showing veal's variety of cuts to those wanting advanced knowledge about veal. Meanwhile veal retailers representing about 2,000 grocery stores in major veal areas were contacted and encouraged to use "Veal. Eat smart. Eat well." point-of-purchase materials to increase veal sales.

Finals of the 1999 National Beef Cook-Off, held in Omaha, Neb., in September, began generating publicity for ground beef and prepared beef products even before it got underway. The bi-annual event provides a great "news hook" for many publicity efforts that reach millions of consumers.

Beef sales to foreign countries were greatly enhanced by checkoff-funded export promotion efforts. In

1998 for the first time exports of beef and beef variety meats exceeded the 1 million metric ton level — a five percent increase over 1997. While the value of exports was lower due to the strong U.S. dollar, the relative importance of beef exports continues to rise, with the industry relying to a greater extent on less mature markets for beef overseas.

The largest single export market for beef is Japan, although the number two market, Mexico, continues to expand as a market for our products. Sales of U.S. beef in foreign markets are promoted with such tactics as special promotions at supermarkets and restaurants, in-store tastings, recipe development, seminars and workshops for beef buyers and chefs, and newspaper and television advertising. In addition, strong and lasting relationships are built with importers, distributors, supermarket and restaurant chains, which encourage consistent purchases of U.S. beef products.

Whether around the world or across the country, checkoff dollars are working aggressively to create a better marketing environment for beef and veal animals by improving consumer demand. In that way, checkoff-funded research, information and promotion programs are building the future — today. 



1999 Members

Beef board members are nominated by fellow producers in their respective states or regions. Each serves without compensation. They are pictured here by state along with their committee assignments.



FROM LEFT: LYLE GRAY, CHAIRMAN
GIL TUCKER, SECRETARY/TREASURER
LES MCNEIL, VICE CHAIRMAN
AND MONTE REESE, CHIEF OPERATING OFFICER

ALABAMA



GREGG BLYTHE
DECATUR, AL
ADVERTISING



TIM COE
WEDDOWEE, AL
OPERATING COMMITTEE
BEEF QUALITY
ASSURANCE
SUBCOMMITTEE

ARIZONA



LESLIE HEIDEN
BUCKEYE, AZ
INDUSTRY
COMMUNICATIONS
SUBCOMMITTEE

ARKANSAS



LELAND JACKSON
ASH FLAT, AR
BEEF QUALITY
ASSURANCE
SUBCOMMITTEE



NED PURTLE
HOPE, AR
V. CHAIR - PUBLIC
RELATIONS
SUBCOMMITTEE
CBB AUDIT

CALIFORNIA



BILL BRANDENBERG
EL CENTRO, CA
OPERATING COMMITTEE
CHAIR - ADMINISTRATION
SUBCOMMITTEE
BEEF INDUSTRY BUDGET
INTERNATIONAL MARKETS



DEE LACEY
PASO ROBLES, CA
EXECUTIVE COMMITTEE
CHAIR - HEALTH
PROFESSIONAL INFLUEN.
SUBCOMMITTEE
BRAND LIKE TASK FORCE



WILLIAM SANGUINETTI
FARMINGTON, CA
BEEF QUALITY
ASSURANCE
SUBCOMMITTEE



FRED SCHAKEL
CHINO, CA
BEEF SAFETY
RESEARCH
SUBCOMMITTEE



JOHN ZONNEVELD, JR.
LATON, CA
ADVERTISING

COLORADO



MARILYN HANSEN
LIVERMORE, CO
BEEF SAFETY
RESEARCH
SUBCOMMITTEE



ROGER HICKERT
AKRON, CO
FOODSERVICE



DANNY TODD
CRAWFORD, CO
NEW MARKETING
INITIATIVES

FLORIDA



TRUDY CAREY
BRANDON, FL
EXECUTIVE COMMITTEE
EVALUATION
CHAIR - EDUCATION
SUBCOMMITTEE



G. ANDREW TUCKER, JR.
ROCKLEDGE, FL
PRODUCT
ENHANCEMENT
SUBCOMMITTEE



HARVEY LEMMON
WOODBURY, GA
QSBC COORD. COLL.
COMPLIANCE
SUBCOMMITTEE

IDAHO



DAN HAMMOND
AMERICAN FALLS, ID
EXECUTIVE
COMMITTEE
CHAIR - EVALUATION
ADVERTISING



BOB LANTING
TWIN FALLS, ID
QSBC COORD. COLL.
COMPLIANCE
SUBCOMMITTEE

ILLINOIS



STEVEN FOGLESONG
ASTORIA, IL
NEW MARKETING
INITIATIVES



ROGER HOUSTON
JACKSONVILLE, IL
EXECUTIVE COMMITTEE
CHAIR - QSBC
COORD. COLL.
COMPLIANCE
SUBCOMMITTEE



OM SHARMA
WILLIAMSPORT, IN
HEALTH PROFESSIONAL
INFLUENCERS
SUBCOMMITTEE

IOWA



JUDY FRANK
SIGOURNEY, IA
V. CHAIR FOODSERVICE
QSBC COORD. COLL.
COMPLIANCE
SUBCOMMITTEE



CRAIG LANG
BROOKLYN, IA
EDUCATION
SUBCOMMITTEE



BILL SCHEITLER
LEMARS, IA
INDUSTRY
COMMUNICATIONS
SUBCOMMITTEE



DONALD WAGNER
CORYDON, IA
CHAIR - INFORMATION

KANSAS



LEE BORCK
LARNED, KS
ADVERTISING



TRACY BRUNNER
RAMONA, KS
NEW MARKETING
INITIATIVES



LYLE GRAY
LEON, KS
CBB CHAIRMAN
CHAIR - OPERATING
COMMITTEE
EXECUTIVE COMMITTEE



JOE JURY
INGALLS, KS
V. CHAIR - PRODUCT
ENHANCEMENT
SUBCOMMITTEE
BRAND LIKE TASK FORCE

CATTELMEN'S BEEF PROMOTION AND RESEARCH BOARD

KANSAS (cont.)



DUANE MCHENRY
CLYDE, KS
INTERNATIONAL
MARKETS



HOWARD WOODBURY
QUENEMO, KS
PRODUCT
ENHANCEMENT
SUBCOMMITTEE

KENTUCKY



JOE BURKE, JR.
HARDINBURG, KY
V. CHAIR - QSBC
COORD. COLLECTIONS
COMPLIANCE
SUBCOMMITTEE



W. NELSON CURRY II
PARIS, KY
CHAIR - FOOD &
NUTRITION ISSUES
SUBCOMMITTEE



GILBERT TUCKER, SR.
FINCHVILLE, KY
CBB SECRETARY/TREASURER
OPERATING COMMITTEE
EXECUTIVE COMMITTEE
V. CHAIR - CONSUMER
MARKETING

LOUISIANA



DANIEL LYONS
CHURCH POINT, LA
PUBLIC RELATIONS
SUBCOMMITTEE

MICHIGAN



WALTER STAFFORD
RICHLAND, MI
PRODUCT
ENHANCEMENT
SUBCOMMITTEE

MINNESOTA



GEORGE KOCH
PUPOSKY, MN
VEAL

MINNESOTA (cont.)



MARY SWART
NEW LONDON, MN
EDUCATION
SUBCOMMITTEE



DAVID WIEBKE
SPRING GROVE, MN
ADMINISTRATION
SUBCOMMITTEE

MISSISSIPPI



CLIFFORD DANCE, JR.
WINONA, MS
RETAIL

MISSOURI



KENT BLADES
SHELBYNA, MO
FOODSERVICE



MARY KAY LYLE
SAVANAH, MO
BEEF SAFETY
RESEARCH
SUBCOMMITTEE



RICH PALMER
OLD MONROE, MO
INTERNATIONAL
MARKETS



TOM SITES
BLACKWATER, MO
QSBC COORD. COLL.
COMPLIANCE
SUBCOMMITTEE

MONTANA



ROBERT HANSON
WHITE SULPHUR
SPRINGS, MT
FOOD & NUTRITION
ISSUES
SUBCOMMITTEE

MONTANA (cont.)



JANE LINDGREN
JOLIET, MT
ADVERTISING



MICHAEL TATSEY
VALIER, MT
INDUSTRY
COMMUNICATIONS
SUBCOMMITTEE

NEBRASKA



ANN BRUNTZ
FRIEND, NE
OPERATING COMMITTEE
V. CHAIR - ISSUES
MANAGEMENT
SUBCOMMITTEE



SHARI FLAMING
PAXTON, NE
FOOD & NUTRITION
ISSUES
SUBCOMMITTEE



PAUL GRABOWSKI
BEATRICE, NE
ADVERTISING



LARRY HUDKINS
MALCOLM, NE
EXECUTIVE
COMMITTEE
ADMINISTRATION
SUBCOMMITTEE



JOHN MCFADDEN
TAYLOR, NE



WARREN MITCHELL
FAIRFIELD, NE
ISSUES
MANAGEMENT
SUBCOMMITTEE

NEVADA



JIM WRIGHT
TUSCARORA, NV
REPRESENTS
WESTERN UNIT
V. CHAIR -
BEEF SAFETY
RESEARCH
SUBCOMMITTEE



BITA WITTE
STANLEY, NM
PUBLIC RELATIONS
SUBCOMMITTEE

NEW YORK



ROBERT HOWLAND
CANDOR, NY
FOODSERVICE



ELAINE SWILER
CAMERON, NY
EXECUTIVE COMMITTEE
NEW MARKETING
INITIATIVES

NORTH CAROLINA



PERRY TEETER
MOORESVILLE, NC
OPERATING COMMITTEE
CHAIR - RETAIL

NORTH DAKOTA



RODNEY NELSON
ALMONT, ND
V. CHAIR - SCIENCE
& TECHNOLOGY



THERESA TOKACH
MANDAN, ND
PUBLIC RELATIONS
SUBCOMMITTEE

OHIO

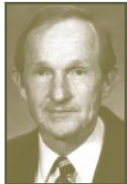


JOE FOSTER
GALLIPOLIS, OH
HEALTH PROFESSIONAL
INFLUENCERS
SUBCOMMITTEE

OKLAHOMA



BOB DRAKE
DAVIS, OK
INDUSTRY
COMMUNICATIONS
SUBCOMMITTEE



FREDERICK DRUMMOND
PAWHUSKA, OK
CHAIR - CBB AUDIT
V. CHAIR - JOINT AUDIT
ISSUES MANAGEMENT
SUBCOMMITTEE



LOWELL HOBBS
HASKELL, OK
CBB AUDIT
HUMAN NUTRITION
RESEARCH
SUBCOMMITTEE



BILLY MCCARLEY
MARLOW, OK
BEEF QUALITY
ASSURANCE
SUBCOMMITTEE



WAYNE ROWE, JR.
LAWTON, OK
FOOD & NUTRITION
ISSUES
SUBCOMMITTEE

OREGON



JIM CHAPMAN
KLAMATH FALLS, OR
REPRESENTS
WESTERN UNIT
OPERATING COMMITTEE
V. CHAIR - BEEF SAFETY
BEEF INDUSTRY BUDGET

PENNSYLVANIA



TOMMY CRONER
BERLIN, PA
ADMINISTRATION
SUBCOMMITTEE



BOB HAY
FRIEDENS, PA
NEW MARKETING
INITIATIVES

1999 ANNUAL REPORT

SOUTH CAROLINA



WILLYNE MCGILL
STARR, SC
NEW MARKETING
INITIATIVES

SOUTH DAKOTA



RALPH JONES
MIDLAND, SD
ISSUES
MANAGEMENT
SUBCOMMITTEE



JERRY PETIK
MEADOW, SD
INTERNATIONAL
MARKETS



DONNA SHARP
BATH, SD
OPERATING COMMITTEE
BEEF INDUSTRY BUDGET
V. CHAIR
ADMINISTRATION
SUBCOMMITTEE



ARNOLD WIENK
LAKE PRESTON, SD
PUBLIC RELATIONS
SUBCOMMITTEE

TENNESSEE



JAMES BELEW
LEOMA, TN
NEW MARKETING
INITIATIVES



STEPHEN WORLEY
HAMPSHIRE, TN
HUMAN NUTRITION
RESEARCH
SUBCOMMITTEE

TEXAS



CONEY BURGESS
AMARILLO, TX
V. CHAIR - NEW
MARKETING
INITIATIVES

TEXAS (cont.)



VERLIN CALLAHAN
AUSTIN, TX
HUMAN NUTRITION
RESEARCH
SUBCOMMITTEE



PAUL ENGLER
AMARILLO, TX
ISSUES
MANAGEMENT
SUBCOMMITTEE



HOLLIS GILFILLIAN, JR.
STOWELL, TX
BEEF QUALITY
ASSURANCE
SUBCOMMITTEE



TOMMY GUERRA
ROMA, TX
INTERNATIONAL
MARKETS



BOYD HAY
TRINITY, TX
EDUCATION
SUBCOMMITTEE



JANET HELM
VAN HORN, TX
V. CHAIR - RETAIL
CBB AUDIT



NEIL HOFF
WINDHORST, TX
OSBC COORD. COLL.
COMPLIANCE
SUBCOMMITTEE



PAT MCDOWELL
SHAMROCK, TX
EXECUTIVE COMMITTEE
ADMINISTRATION
SUBCOMMITTEE

TEXAS (cont.)



MARK MCLAUGHLIN
SAN ANGELO, TX
RETAIL



LES MCNEILL
PANHANDLE, TX
CBB VICE CHAIR
OPERATING COMMITTEE
CHAIR - EXECUTIVE COM.
V. CHAIR - COMMUNICATIONS
BRAND LIKE TASK FORCE



LINDA STOVALL
EL CAMPO, TX
ADVERTISING



LEO VERMEDAHL
DALHART, TX
V. CHAIR - BEEF
INDUSTRY BUDGET



CARLYN WALKER
MIRANDO CITY, TX
HEALTH PROFESSIONAL
INFLUENCERS
SUBCOMMITTEE



MICHAEL WHITWELL
COTULLA, TX
NEW MARKETING
INITIATIVES



O. DARRELL JOHNSON
RUSHVALLEY, UT
BEEF SAFETY
RESEARCH
SUBCOMMITTEE



JOHN ROBERTS
WHITING, VT
REPRESENTS
NORTHEAST REGION
ADMINISTRATION
SUBCOMMITTEE

VIRGINIA



JERRY BURNER
LURAY, VA
FOODSERVICE



JOE WAMPLER
MT. CRAWFORD, VA
RETAIL



JEAN BERNEY
OKANOGAN, WA
REPRESENTS
NORTHWEST REGION
INDUSTRY
COMMUNICATIONS
SUBCOMMITTEE



JOAN HARDER
RITZVILLE, WA
REPRESENTS
NORTHWEST REGION
EVALUATION
ADMINISTRATION
SUBCOMMITTEE



LARRY ECHOLS
GAP MILLS, WV
REPRESENTS
MID-ATLANTIC REGION
PRODUCT
ENHANCEMENT
SUBCOMMITTEE



STEVEN DINY
WRIGHTSTOWN, WI
VEAL



WILLIAM EHRKE
FORT ATKINSON, WI
OPERATING
COMMITTEE
CHAIR - VEAL
CBB AUDIT



PETER MALLEK
JUNCTION CITY, WI
OSBC COORD. COLL.
COMPLIANCE
SUBCOMMITTEE

WISCONSIN (cont.)



BURDETTE STAVER
LANCASTER, WI
VEAL



PATRICIA FROLANDER
SUNDANCE, WY
ADVERTISING



JEFFREY ISENMANN
WESTMINSTER, CO
HUMAN NUTRITION
RESEARCH
SUBCOMMITTEE



GARY JURGOVSKIY
NORTH
HUNTINGDON, PA
EXECUTIVE COMMITTEE
ADVERTISING



JIM PETERS
QUEMADO, TX
INTERNATIONAL
MARKETS



MITCHELL PINCUS
WESTFIELD, NJ
PREPARED BEEF
TASK FORCE



ANDREW RALPH
NEW YORK, NY
EVALUATION
INTERNATIONAL
MARKETS



ALBERTO SENOSIAIN
CORAL GABLES, FL
V. CHAIR - PREPARED
BEEF TASK FORCE

WYOMING



JEFFREY ISENMANN
WESTMINSTER, CO
HUMAN NUTRITION
RESEARCH
SUBCOMMITTEE



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V. CHAIR - PREPARED
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Report of Independent Public Accountants

To the Members of the Cattlemen's Beef Promotion and Research Board:

We have audited the accompanying statements of assets, liabilities and fund balances of the CATTLEMEN'S BEEF PROMOTION AND RESEARCH BOARD (the "Board") as of September 30, 1999 and 1998, and the related statements of revenues and expenses and changes in fund balances for the years then ended. These financial statements and the exhibit referred to below are the responsibility of the Board's management. Our responsibility is to express an opinion on these financial statements and exhibit based on our audits.

We conducted our audits in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

As described in Note 2 to the financial statements, the Board's policy is to prepare its financial statements on the modified cash basis of accounting; consequently, certain revenues and related assets are recognized when received rather than when earned, and certain expenses are recognized when paid rather than when the obligations are incurred. Accordingly, the accompanying financial statements are not intended to present financial position and results of operations in conformity with generally accepted accounting principles.

In our opinion, the financial statements referred to above present fairly, in all material respects, the assets, liabilities and fund balances of the Board as of September 30, 1999 and 1998, and its revenues and expenses and changes in fund balances for the years then ended, on the modified cash basis of accounting described in Note 2.

Our audits were made for the purpose of forming an opinion on the basic financial statements taken as a whole. The supplementary statements of assessment revenues by state for the years ended September 30, 1999 and 1998 (Exhibit I) are presented for purposes of additional analysis and are not a required part of the basic financial statements. This information has been subjected to the auditing procedures applied in our audits of the basic financial statements and, in our opinion, is fairly stated in all material respects in relation to the basic financial statements taken as a whole.

In connection with our audits, nothing came to our attention that caused us to believe the Board was not in compliance with the provisions of the Beef Promotion and Research Act of 1985 and the Beef Promotion and Research Order (the "Order") relative to the use of funds collected by the Board insofar as they relate to accounting matters. Further, nothing came to our attention that caused us to believe the Board was not in compliance with the terms of Section 1260.149(f) of the Order, or with the terms of the Agricultural Marketing Service Investment Policy, which describe the type of instruments in which the Board may invest. However, our audits were not directed primarily toward obtaining knowledge of such noncompliance.

This report is intended solely for the information and use of the members of the Cattlemen's Beef Promotion and Research Board and its management and the United States Department of Agriculture and is not to be used, referred to or distributed for any other purpose.

ARTHUR ANDERSEN LLP

Denver, Colorado
November 1, 1999.

1 9 9 9 A N N U A L R E P O R T

**STATEMENTS OF ASSETS, LIABILITIES AND FUND BALANCES
(MODIFIED CASH BASIS, NOTE 2) SEPTEMBER 30, 1999 AND 1998**

ASSETS	1999	1998
CASH AND CASH EQUIVALENTS (NOTES 2 AND 3)	\$ 2,767,162	\$ 999,475
SHORT-TERM INVESTMENTS (NOTE 3)	26,536,645	28,257,853
EQUIPMENT, NET OF ACCUMULATED DEPRECIATION OF \$54,538 AND \$57,263, RESPECTIVELY (NOTE 2)	7,008	12,169
OTHER	181	1,004
TOTAL ASSETS	\$29,310,996	\$29,270,501
 LIABILITIES AND FUND BALANCES		
DUE TO STATE BEEF COUNCILS AND OTHER COMMITMENTS (NOTE 2)	\$ 875	\$ 492
FUND BALANCES (NOTE 5):		
APPROPRIATED FOR BUDGETED EXPENDITURES	19,845,645	19,990,574
BOARD RESERVE	5,000,000	5,000,000
UNAPPROPRIATED	4,457,468	4,267,266
INVESTMENT IN EQUIPMENT, NET	7,008	12,169
	29,310,121	29,270,009
TOTAL LIABILITIES AND FUND BALANCES	\$29,310,996	\$29,270,501

**STATEMENTS OF REVENUES AND EXPENSES AND CHANGES IN FUND BALANCES
(MODIFIED CASH BASIS, NOTE 2) FOR THE YEARS ENDED SEPTEMBER 30, 1999 AND 1998**

	1999	1998
REVENUES:		
ASSESSMENTS (NOTE 1)	\$45,414,763	\$45,237,122
INTEREST	1,689,771	1,832,698
OTHER	22,841	32,984
TOTAL REVENUES	47,127,375	47,102,804
 EXPENSES:		
PROGRAM –		
PROMOTION	25,010,938	28,332,141
RESEARCH	3,741,632	4,704,024
CONSUMER INFORMATION	6,320,225	5,324,951
INDUSTRY INFORMATION	2,013,542	2,637,546
FOREIGN MARKETING	5,209,643	5,593,308
PRODUCER COMMUNICATIONS	2,893,238	853,720
PROGRAM EVALUATION	113,661	80,705
PROGRAM DEVELOPMENT	83,559	95,148
TOTAL PROGRAM EXPENSES	45,386,438	47,621,543
USDA OVERSIGHT	147,226	170,714
ADMINISTRATION (NOTE 4)	1,553,599	1,403,367
TOTAL EXPENSES	47,087,263	49,195,624
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES (NOTE 2)	40,112	(2,092,820)
BEGINNING FUND BALANCES	29,270,009	31,362,829
ENDING FUND BALANCES	\$29,310,121	\$29,270,009

THE ACCOMPANYING NOTES TO FINANCIAL STATEMENTS ARE AN INTEGRAL PART OF THESE STATEMENTS.

CATTLEMEN'S BEEF PROMOTION AND RESEARCH BOARD

NOTES TO FINANCIAL STATEMENTS SEPTEMBER 30, 1999 AND 1998

(1) ORGANIZATION

The Beef Promotion and Research Act of 1985 (the "Act"), approved on December 23, 1985, by the United States Congress, established a coordinated program of promotion and research designed to strengthen the beef industry's position in the marketplace, as well as to maintain and expand domestic and foreign markets and uses for beef and beef products. As provided in the Act, the Secretary of the United States Department of Agriculture (the "Secretary") issued the Beef Promotion and Research Order (the "Order"), effective July 18, 1986, which provides the terms and conditions for the Act's administration. The Cattlemen's Beef Promotion and Research Board (the "Board"), which was created and approved by the Secretary to administer the Act, consists of 111 members who are representatives of the cattle industry in the United States, including importers.

The program is financed by a \$1 per head assessment on domestic sales of cattle and on imported cattle, beef, and beef products. The Board, as part of its responsibilities under the Act and Order, may certify no more than one Qualified State Beef Council ("Council") in each state and authorize that Council to collect such assessments. The assessments are remitted to the Councils or the Board. The Board receives one-half of assessment monies from states with Councils and the Councils retain the remainder. The Board receives all assessment revenues from states without Councils and from imported cattle, beef, and beef products.

Pursuant to the Act, the Board's expenditures for administration are limited to 5% or less of projected revenues. All remaining revenues are expended on programs related to promotion, research and information for the beef industry. The Board contracts with established national cattle- or beef-industry-governed nonprofit organizations for the implementation and conduct of these programs. Under the terms of these contracts, the entities which receive Board contracts are subject to annual audits and review.

(2) SIGNIFICANT ACCOUNTING POLICIES

Basis of Accounting

The accompanying financial statements have been prepared on the modified cash basis of accounting. Under this method, certain revenues are recognized when received rather than when earned and certain expenses are recognized when paid rather than when incurred. At September 30, 1999 and 1998, there were assessment receivables of approximately \$6,600,000 and \$6,200,000, interest receivables of approximately \$329,000 and \$407,000, and accounts payable of approximately \$4,800,000 and \$4,200,000, respectively, which are not reflected in the accompanying financial statements. Accounts payable relate to appropriated expenditures and are included in the fund balance appropriated for budgeted expenditures (see Note 5).

As discussed in Note 1, the Board receives one-half of the assessment monies collected by the Councils and the remainder is retained by the Councils. The accompanying financial statements include only the Board's share of assessment monies and do not include amounts related to either revenues or expenses of the individual Councils.

Depreciation

Equipment is recorded at cost. Depreciation is provided using the straight-line method over the estimated useful lives of three to ten years.

Cash and Cash Equivalents

For purposes of classifying investments, the Board considers all highly-liquid investments with original maturity dates of three months or less to be cash equivalents.

(3) CASH, CASH EQUIVALENTS AND SHORT-TERM INVESTMENTS

The Secretary has provided that excess cash may be invested, on a short-term basis, in obligations of the United States or in obligations of any U.S. Government agency or U.S. Government-sponsored corporation. Cash, cash equivalents and short-term investments at September 30, 1999, by investment type, are as follows.

	Cash and Cash Equivalents	Short-Term Investments	Total Book Value	Total Market Value
Demand Deposit Account	\$ 68,264	\$ -	\$ 68,264	\$ 68,264
U.S. Government Securities	4,602,612	26,536,645	31,139,257	31,367,323
Less - Outstanding Checks	(1,903,714)	-	(1,903,714)	(1,903,714)
Total	\$ 2,767,162	\$ 26,536,645	\$ 29,303,807	\$ 29,531,873

The demand deposit account is insured by the Federal Deposit Insurance Corporation and fully collateralized by U.S. Government securities held at the Federal Reserve Bank in the Board's name.

(4) ADMINISTRATION EXPENSE

The Act limits expenditures for the administration of the program to 5% or less of projected revenues. Projected revenues were \$45,000,000 and \$44,000,000 for 1999 and 1998, respectively. Accordingly, the administrative expenses incurred by the Board were limited to \$2,250,000 and \$2,200,000 in 1999 and 1998, respectively. Administrative expenses incurred by the Board (versus modified cash basis amounts as reflected in the accompanying statements of revenues and expenses) were approximately \$1,535,000 (3.4% of projected revenues) in 1999 and \$1,375,000 (3.1% of projected revenues) in 1998.

On February 1, 1996, concurrent with the formation of the National Cattlemen's Beef Association ("NCBA"), the Board entered into an Administrative Services Agreement with NCBA whereby NCBA agreed to provide certain administrative and accounting services to the Board in return for reimbursement of all direct and indirect costs related to the provided services. During 1999 and 1998, respectively, the Board paid NCBA approximately \$493,000 and \$382,000 related to this agreement.

The Board leases office facilities from NCBA under an operating lease which expires in December 2000. Payments required by the lease were approximately \$31,000 in 1999 and \$29,000 in 1998. Future annual payments required by the lease are approximately \$44,000 in 2000, and \$9,000 in 2001 (three months).

(5) FUND BALANCES

Appropriated for Budgeted Expenditures

The balance reflected in the appropriated portion of the fund balance relates to unexpended program appropriations and unexpended amounts budgeted for administrative expenses.

Board Reserve

The Board has approved the establishment of a fund balance reserve in the amount of \$5,000,000 to be used as the Board may deem necessary, with the approval of the Secretary.

Unappropriated

At September 30, 1999, \$4,457,468 of the fund balance has not been appropriated by the Board and is available for budgeting to the various program areas.

(6) INCOME TAX STATUS

The Board has received a ruling from the Internal Revenue Service stating that it is classified as a tax-exempt entity that engages in activities under the aegis of the United States Department of Agriculture.

(7) PENSION PLAN

The Board provides pension benefits for all of its employees through a simplified employee pension plan under which annual contributions based on a percentage of each employee's salary are provided. Contributions required and funded by the Board were approximately \$39,000 and \$34,000 in 1999 and 1998, respectively.

(8) SUBSEQUENT EVENT (UNAUDITED)

On November 5, 1999, USDA received petitions, reportedly signed by beef producers, asking for a referendum on whether or not to continue the mandatory beef checkoff program. Representatives of the U.S. Department of Agriculture (USDA) have indicated to the Board that USDA will conduct a validation process to determine whether the petitions were signed by eligible beef producers and whether the required number of valid signatures were submitted (approx. 107,000). USDA has also cited the organization which submitted the petitions for using deceptive and misleading practices in obtaining the signatures and warned that organization to discontinue those practices.

If USDA determines the required number of valid signatures were submitted, then the Secretary will determine whether a vote on the checkoff program will be conducted. The Board estimates it may be required to expend \$3,000,000 or more to reimburse USDA for its costs and other related referendum expenses. If a referendum is held and the negative votes prevail, the Board would be expected to cease operations within six months.

1999 ANNUAL REPORT

**EXHIBIT I: SUPPLEMENTARY STATEMENTS OF ASSESSMENT REVENUES BY STATE
(MODIFIED CASH BASIS, NOTE 2) FOR THE YEARS ENDED SEPTEMBER 30, 1999 AND 1998**

ASSESSMENT REVENUES:	1999	1998
QUALIFIED STATE BEEF COUNCILS-		
ALABAMA	\$ 508,433	\$ 482,619
ARIZONA	313,218	329,698
ARKANSAS	529,197	508,506
CALIFORNIA	1,386,489	1,409,518
COLORADO	1,932,067	1,927,359
DELAWARE	7,947	7,480
FLORIDA	417,663	405,735
GEORGIA	395,574	392,281
HAWAII	11,142	18,818
IDAHO	812,890	798,759
ILLINOIS	460,699	483,310
INDIANA	274,336	321,353
IOWA	1,626,741	1,685,278
KANSAS	3,872,361	3,913,618
KENTUCKY	787,232	729,332
LOUISIANA	277,698	275,403
MAINE	17,334	17,197
MARYLAND	57,593	65,830
MICHIGAN	248,888	258,824
MINNESOTA	727,025	745,909
MISSISSIPPI	432,293	342,098
MISSOURI	1,428,207	1,400,665
MONTANA	911,047	945,353
NEBRASKA	3,755,304	3,753,613
NEVADA	143,155	154,925
NEW JERSEY	9,934	10,399
NEW MEXICO	560,189	564,606
NEW YORK	327,812	346,348
NORTH CAROLINA	237,806	287,615
NORTH DAKOTA	587,754	601,131
OHIO	351,570	374,378
OKLAHOMA	2,207,828	2,185,290
OREGON	451,411	470,381
PENNSYLVANIA	444,831	466,280
SOUTH CAROLINA	124,988	123,607
SOUTH DAKOTA	1,379,846	1,324,594
TENNESSEE	597,078	598,885
TEXAS	6,392,780	6,461,612
UTAH	246,399	244,229
VERMONT	62,893	69,496
VIRGINIA	470,046	480,735
WASHINGTON	531,020	587,731
WEST VIRGINIA	125,454	123,326
WISCONSIN	825,966	846,250
WYOMING	520,270	548,666
TOTAL QUALIFIED STATE BEEF COUNCILS	37,790,408	38,089,040
STATES WITHOUT QUALIFIED STATE BEEF COUNCILS-		
ALASKA	586	748
CONNECTICUT	19,856	19,862
MASSACHUSETTS	19,761	22,826
NEW HAMPSHIRE	14,168	14,724
RHODE ISLAND	743	782
TOTAL STATES WITHOUT QUALIFIED STATE BEEF COUNCILS	55,114	58,942
IMPORTERS	7,569,241	7,089,140
TOTAL ASSESSMENT REVENUES	\$ 45,414,763	\$ 45,237,122

THE ACCOMPANYING NOTES TO FINANCIAL STATEMENTS ARE AN INTEGRAL PART OF THESE STATEMENTS.



**CATTLEMEN'S BEEF PROMOTION
AND RESEARCH BOARD**

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