

Comparative Advantages

- World trusts & places premium on N. American beef
- · Grain-finished production
- Sound & effective infrastructure
 - -Feed grain base, processing, safety, transportation
 - -Genetics & meat quality expertise
 - -Research discovery & outreach education
- Property rights encourage investment

Comparative DISadvantages

- Not lowest \$/lb. producer
 - -Research funding declining
- Partially effective communication, coordination, and signaling
- · Fragmented support of increased
 - -traceability systems
 - -focus on current and future beef demand

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Key Opportunities & Challenges

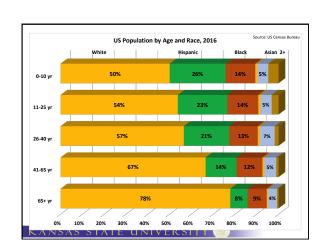
- Refining domestic consumer efforts
- · Expanding foreign consumer focus

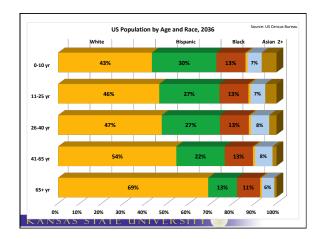
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Domestic Consumers

- Continue to leverage size, wealth, and historic reliance on domestic consumers
- · Key questions
 - -Cultural mix and diverse food preferences
 - -Ongoing shift from FAH to FAFH
 - -Preparation time and cooking knowledge
 - -Ground beef's share of total beef volume

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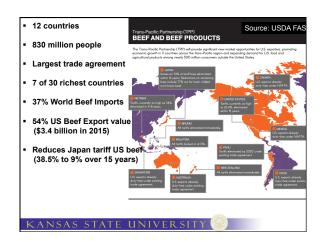




Exports

- · Arena of expected population and income growth = meat demand growth
- Key questions/issues
 - -Identify "wealthiest top 10%" as target markets
 - -TPP & TTIP trade deals
 - -Global competitor adjustments
 - · Mexico's expanding infrastructure, Brazil's move into grain-finishing, Ongoing India (buffalo meat) expansion

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Broad Situation Summary

· Immense opportunity exists;



- · Internal industry coordination must improve
 - -International trade deals
 - -National animal ID & traceability
 - -Generic advertising
 - -MCOOL ...

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Forecast for 2036

- · Less animals & operations yet more beef
- Exports as share of production >11%
- · Improved coordination & information flows

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