

Selling Relationships



To-Le-Do Foodservice

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Winnipeg Manitoba R3Y 1G5

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After fifteen years in the food industry, both foodservice and retail, To-Le-Do Foodservice's relationship with Customers, Suppliers, Friends, and Family represent our total worth!

Leigh Young, President / Owner, To-Le-Do Foodservice



"Canad Inns' partnership with To-Le-Do Foodservice has made a Positive impact on the product we serve in our hotels. Our relationship thus far has proven to be beneficial to both Canad Inns and To-Le-Do. We look forward to continued success through their commitment to Quality products and service."

Bryon Temoshavsky, Director of Operations, Canad Corporation



"To-Le-Do has always been true to their motto: Great People, Great Product, Great Performance. Thank You To-Le-Do! Thank You for the many years of service."

Thrainn Kristjansson, Grapes Restaurants & Bars, The Round Table Steak House & Pub



"Working with To-Le-Do from the beginning of their startup has always been a pleasure, as we share the same Values and ethics, both as Maple Leaf Foods as well as myself personally. We consider them a valued partner in building our business in the Manitoba and North Western Ontario Market."

Jim Horch, Account Manager, Maple Leaf Foodservice



"Congratulations, Leigh, to you and your company on this special occasion. Your dedicated and professional staff have made To-Le-Do Foodservice a great partner to do business with. Once again, Congratulations"

Don Kurtz, Account Manager, Unilever Best Foods



"Schneider Foods is proud of their 14 year relationship with To-Le-Do Foodservice, and looks forward to their continued growth and prosperity for years to come."

Ted Rodgers, Sales Manager Man., Sask., J.M.Schneider Inc.



"As a small business owner, it has been and continues to be a pleasure to do business with people of integrity, and an organization with people that show a genuine Care and Concern for what happens at our place of work. My sincere Congratulations and appreciation for your fine company, your success is well deserved."

David Bergmann, Chef-Proprietor, Bergmann's on Lombard

"The motto "People Product Performance" is the essence of To-Le-Do Foodservice. People we are Proud to be associated with, Product that is second to none and Performance that consistently exceeds expectations. I am proud of my relationship with Mr. Young and his company, as a Friend, Supplier and Customer."

Don Ledwos, Business Markets Canada, Royal Bank of Canada

"For the past eleven years Perkins Restaurants are Proud to have grown with To-Le-Do Foodservice. With their commitment to Customer service and consistent high Quality products, I value our relationship and look forward to our continuing association."

Best Wishes and continued success from Brenda Andre', President & CEO of Perkins Restaurants & Bakery

"After touring the meat cutting plant, Genesis Hospitality Inc. and the Victoria Inn chose To-Le-Do Foodservice to create the first of many company wide special menus. The guest and employee response has been Excellent to the Quality, variety and consistency of the To-Le-Do products."

Kevin Swark, Executive Vice President, Genesis Hospitality Inc.

"We place a high value on our relationship with To-Le-Do Foodservice. They understand quality and value and work hard to pass these benefits on to their Customers. We wish them continued success in the future."

Tom Feeney, President, Lakeside-IBP

"I am proud to be Customer #12 for To-Le-Do Foodservice, and still after 14 years they are my supplier of choice! I look forward to our continued relationship providing me with the same high level of service and Quality products I have valued over the years."

Marc Beaudry, Owner, Regent Park Banquet Centre

"I was first introduced to To-Le-Do Foodservice in 1992 when I returned to the Manitoba Market. I have been dealing with them on various levels ever since. To-Le-Do Foodservice is my protein Supplier of Choice and they accompany me wherever I go. I look forward to many more years of partnership between me and To-Le-Do Foodservice."

Geoffrey S. Mackay, Executive Chef, Gull Harbour Resort & Conference Center

"We like To-Le-Do Foodservice as product quality and costs are extremely good. Short-Shipments are rare, if ever, and they are people you can depend on."

Larry Jocelyn Jr., General Manager, Gordon Hotels & Motor Inns Ltd.

"It is always great to see good hard working, dedicated people thrive in our foodservice industry. The people at To-Le-Do have dedicated themselves to the welcomed and critical part of our industry...Food - Service."

Best wishes for continued support from Murray Binner, President & General Manager, Binner Marketing & Sales Inc.

"ARAMARK Canada has enjoyed a very positive experience working in partnership with To-Le-Do Foodservice over the past ten years responding to Significant opportunities that have affected our business during this interval. ARAMARK's product and service needs are diverse and To-Le-Do Foodservice has worked proactively to ensure the satisfaction of all stakeholders."

John Kostyk, Purchasing Manager, ARAMARK Canada Ltd.

"With To-Le-Do having "Great People" and their firm being associated with reputable suppliers they have achieved company status with "Great Performance". We have been associated with To-Le-Do from their beginnings and have enjoyed achieving common goals in a truly successful partnership."

Kent Cretton, General Manager, Dunn-Rite Food Products Ltd.

Our relationship with To-Le-Do Foodservice has been nothing but Positive. Their motto of "People - Product - Performance" is confirmed everyday through knowledgeable sales personnel, accurate order processing, Quality product procurement and on time delivery. Our relationship has benefited both our companies and we look forward to our continued relationship as we both grow and prosper."

Randy Leech, General Manager, Dakota Motor Hotel Ltd.

"Congratulations Leigh, to you and your company on this your 15th year in business. I am proud of our association and look forward to the future based on your People, Product and Performance history. To-Le-Do Foods has been such an inspiration to me, that I have modeled my own company philosophy on what I have seen and experienced working with you the last 15 years."

Ed Friesen, Owner, Western Focus Sales & Marketing

"To-Le-Do Foodservice and Smitty's have had a long time consistent relationship made up of trust, good products and great service."

Robert Dyck, President, Smitty's Restaurants

"To-Le-Do Foodservice has always been synonymous with Quality - Reliability and Integrity, both with their Customers and suppliers. Continued success to a real Class Act."

Bert Backeland, Senior Account Executive, Mitchell's Gourmet Foods Inc.



To-Le-Do Foodservice

Attention to detail, positive atmosphere keys to growth

By emphasizing three main elements of its business—People, Product and Performance—To-Le-Do Foodservice of Winnipeg has built an AAA market niche and a well-marbled reputation for its portion-controlled meats and assorted food-service products.

Serving mainly Manitoba, Saskatchewan and the Lakehead, To-Le-Do markets 200-plus beef, pork, veal, lamb and bison products, handling the portion-controlled processing in its own federally inspected plant. To-Le-Do additionally distributes hundreds of brand-name chilled, frozen and shelf-stable food-service products, among them cooked and cured meats, poultry, seafood, cheese, butter and oils, frozen vegetables, salad dressings and desserts.

Running the gamut from white-tablecloth restaurants to cafeterias, To-Le-Do's Customers include hotels, independent, chain and ethnic restaurants, golf and country clubs, resorts, caterers, retail stores and mass feeders like universities, government facilities, hospitals and nursing homes.

"We start in the centre of the plate with our meats, but we've migrated out to include a full complement of ancillary products," says president Leigh Young. "With our five species and invoice-ready products, we can rationalize a Customer's fragmented purchasing system while offering superior quality and consistency. And if a chef wants something special, we're small enough and big enough to do it."

PROVIDING EXCEPTIONAL SERVICE

Beginning with Young, who co-founded To-Le-Do Foodservice in 1988, and extending through management, production, sales and administrative departments, the



To-Le-Do Foodservice Management Team (L-R):
Marlin Vanrobaeys, Glen Linney, Leigh Young,
Rick Slade, Barry Rooney.

"people" side of the To-Le-Do triangle shows up for work everyday with one goal in mind—"to provide exceptional service to the Company's Customers!"

In fact, everyone on the management team cites service as the secret to To-Le-Do's success. It comes out in the menu and distribution consultations with Customers, the pursuit of the perfect cut of meat, the weekends and late hours worked, and the all-out effort to effect next-day delivery whenever possible.

Young himself has almost three decades in the industry, beginning with F.G. Bradley, the original portion-control

specialist, and J. M. Schneider. Under his stewardship, To-Le-Do has grown from a fledgling idea to a regional blue-chip—or blue-plate as the case may be—operation, with annual sales of about \$20 million.

Young learned early in his career the advantages of dealing with Customers face to face. This philosophy flourishes at To-Le-Do today, and sales manager Barry Rooney is one of its staunchest advocates. "If you see a person once or twice a week, you develop a relationship, build a friendship," he says. "You gain an appreciation of the Customer's business, and you're there to consult with them and answer questions."

The people-first philosophy encompasses not only Customers, but To-Le-Do's 50-plus employees as well. Young says To-Le-Do promotes from within, provides training, supports its employees' extracurricular activities (examples of team baseball and hockey jerseys abound in Young's office). Comfort is addressed with a staff lounge replete with an antique pool table, TV and comfortable furniture.

TOP QUALITY PRODUCTS

On the product side, To-Le-Do uses only the top grades of meat for its primal cuts, roasts, steaks, cutlets, chops, stir fry and ground products.

A prime example of the quality is its Certified Angus Beef (CAB) program, marketed as the best beef in the world. Young says it took a year and a half of "courting" to acquire a CAB production and distribution license in 2001, but it was worth it to become the only such licensee between Toronto and Alberta.

Sales after the first year were "very appreciably higher than CAB's expectations," says Young.

Another recent addition to the product line is To-Le-Do's bison program. Bison has so far attracted a regional following,

"At Certified Angus Beef LLC, we pride ourselves on partnering with the very best meat companies, and in Manitoba, that company is To-Le-Do Foodservice. During this partnership, we have seen To-Le-Do live up to its motto: The People, Product, and Performance at To-Le-Do are Top-Notch!"

~ Jody Wacker, Executive Account Manager, International,
Certified Angus Beef LLC

BY R. JANKIEWICZ

"To-Le-Do Foodservice has been an incredible supporter of ourselves at Wilson River Bison and to the Bison Industry as a whole. To-Le-Do Foodservice is made up of progressive thinkers with the feel of "small town". We feel this is what sets them above the competition. Thank you for doing your part so well with the re-introduction of Bison as a red meat option in Manitoba. We look forward to continuing our friendship in business."

~ Audrey Stoski, Wilson River Bison, Gilbert Plains, Manitoba

and is still something of an impulse buy in restaurants. "If someone sees it on a menu and is feeling adventurous, they'll try it," says key account manager Glen Linney. But there are high hopes at To-Le-Do that a taste for nutritious bison will spread across Canada and North America.

To-Le-Do also participates in private-label programs, marketing outsourced production such as chicken parts under the To-Le-Do brand. "We do private labels very selectively," says purchasing manager Rick Slade. "Our partners have to provide the same performance from their product as we do from ours."

That sets a high standard for private-label partners, considering To-Le-Do's performance has earned it two supplier of the year awards, emblematic of commitment and professionalism, from the Canadian Federation of Chefs and Cooks.

PERFORMING TO CUSTOMERS' STANDARDS

To-Le-Do's performance is also evident in its long-standing relationships with some major food-service Customers, among them the Grapes, Smitty's and Perkins restaurant chains, Aramark Canada, Canad Inns Hotel chain, and City, Provincial and Federal government departments.

To-Le-Do also supplies other distributors who do not produce their own portion-controlled cuts. "We're able to parachute into their enterprise our whole unique line of product to complement what they've already done," says Young.

To-Le-Do Foodservice is proud to be in Partnership with these Outstanding Distributors!

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Bar L Foods
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To-Le-Do Foodservice
Distribution Centre, Sales and
Administration Office, 2430
McGillivray Blvd., Winnipeg.

To-Le-Do operates out of two Winnipeg facilities, both of which it owns and both geared to performance. Meat processing, packaging and freezing are done at its 4,000-square-foot, federally inspected production plant on Henry Ave.

Young says the federal designation is central to To-Le-Do Foodservice's philosophy, and carries with it both benefits and responsibilities. It first imposes strict standards to ensure that cleanliness, consistency and quality, all of prime concern to Customers, prevail in the processing plant and associated facilities. In fact, To-Le-Do has earned an AA rating, the highest mark attainable for facilities that aren't new, from the Canadian Food Inspection Agency.

As well, where the Federal Government is the Customer, be it through Corrections or the Armed Forces, only federally regis-

tered processors may bid on contracts. That gives To-Le-Do membership in a fairly exclusive, highly rewarding club. And, adds Young, "Because we're federally inspected, our products cannot be discriminated against. They can go across borders to other provinces and the U.S.A., giving us a competitive edge."

To-Le-Do's 11,000-square-foot distribution, sales and administration centre on McGillivray Blvd., opened in 1997, rewarded the company with new efficiencies and the space to expand the product line. More than that, says Young, "People started to take another look at us, saying these guys are serious contenders."

SEIZING OPPORTUNITY

Contending seriously is a constant thread in the Company's history. The seed of that



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"In my past dealing with To-Le-Do Foodservice, it was a company that continued to maintain above average standards in regards to dealing with People, Product Production and their registered facility."

~ Duncan Reid, former Program Specialist,
Canadian Food Inspection Agency

Customers a one-stop supply option.

The market responded enthusiastically to To-Le-Do's federally inspected meats and multitude of distribution lines. In almost every year since, sales have bounded further upward to a high of \$21 million in 1998.

Those were heady years, Young says. "Right from the beginning we became a Company that each year had double-digit sales increases, except for maybe a couple of times in the first 10 years where there was a levelling effect. Customers loved our product and appreciated our high level of service."

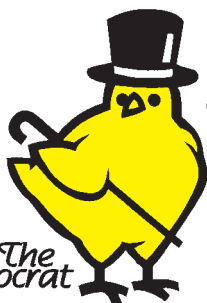
But behind the numbers lurked a temporary lack of focus that threatened the To-Le-Do success story. "We started to get more intense on the invoice-ready side,"

history was laid in the 1980s as the major brand names in Canadian meat packing began closing their Winnipeg plants and trimming their offerings in the professional food-service business. Sensing potential in the under serviced market, To-Le-Do Foodservice was launched.

"The backbone name brands of retail and food service for a hundred years were

no longer there," says Young. "Across Canada there are several companies like To-Le-Do, some smaller, some many times bigger, that exploited the opportunities left behind by the big companies."

From the outset, To-Le-Do's goal was to bring together the best people, products and performance, selling relationships before products while offering



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To-Le-Do Foodservice Production

BEEF	PORK	BISON	VEAL	LAMB
Portion Controlled Premium Steaks, Chops, & Cutlets – Boneless				
Top Sirloin Steaks Striploin Steaks Ribeye Steaks Tenderloin Steaks Swiss Steaks Roasts	Capicola Steaks Tenderloin Steaks Loin Chops Rib Chops Cutlets Roasts	Top Sirloin Steaks Striploin Steaks Ribeye Steaks Tenderloin Steaks Cutlets Roasts	Striploin Steaks Ribeye Steaks Tenderloin Steaks Cutlets Veal Scaloppini Roasts	
Premium Steaks, Chops & Ribs – Bone in				
T-Bone Steaks Rib Steaks Short Ribs Side Ribs	Center Cut Chops Rib End Chops Back Ribs	Back Ribs Short Ribs	Loin Chops	Loin Chops
Ground & Specialty Cut Meats				
Stir Fry Diced Brochettes Ground Beef Patties Seasoned Burgers	Stir Fry Diced Ground Steakettes	Stir Fry Diced Brochettes Ground Bison Patties Seasoned burgers	Diced Ground Steakettes	Diced Ground

To-Le-Do Foodservice Distribution

Beef, Pork, Bison, Lamb & Veal Products

Sub Primal Cuts, Ground, Sliced and Breaded Liver, Convenience Products, Bones, Fancy Meats

Poultry Products

Whole Chicken, Fresh & Frozen Chicken Cuts, Breaded & Seasoned Chicken Products, Cooked & Smoked Chicken Roasts, Whole Turkey, Turkey Cuts, Turkey Burgers, Cooked & Smoked Turkey Roasts, Breaded Turkey Products, Whole Duck, Duck Breast

Smoked, Cooked & Cured Meats

Bacon, Ham, Deli Meats, Sandwich Loaves, Wieners & Sausages

Cheese, Butter & Oil Products

Block Cheese, Processed Cheese Slices, Shredded & Grated Cheese, Feta Cheese, Soft Margarine, Butter / Margarine Portions, Canola Oil, Liquid Shortening, Olive Oil

Dry Grocery Products

Salad Dressings, Prepared Sauces & Dips, Soup & Gravy Bases, Dry Soup Mixes, Dry Pasta, Jams & Spreads, Seasonings, Waffle Mix, Pickles, Marinated Vegetables, Juices, Mints

Miscellaneous Frozen Foods

Seafood, French Fries, Vegetables, Pita Bread, Tortilla Shells, Crepes, Desserts, Meat Pies, Pizza Pops, Cabbage Rolls, Perogies, Assorted Appetizers & Entrée Products



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Congratulations

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on your

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J.C. Foods Ltd.

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R2W 3B2

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Fax: (204) 589-1959

"Obermaier's Sausage & Meats are very pleased to be long-time Customers of To-Le-Do Foodservice and have a great working relationship with them. Appreciative of their commitment to quality, we can now boast that we sell the best beef in the world, Certified Angus Beef."

~ Dan Karashowsky & Elliot Ryzner, Obermaier's Sausage & Meats Ltd.

says Young. "I can't imagine how we could have ever lost our focus on our own production, but we did and I'll take the responsibility for that misadventure."

REFOCUSING THE OPERATION

Recognizing the problem, the Company retooled with two key measures. The first was to refocus energy on its own federally inspected production, which Young says should ideally account for a third of total sales. "Our longevity in the marketplace is tied to our franchise To-Le-Do label. In the last two years especially we've really made headway in returning to those roots. Sales are growing, positively with permanence, while on the invoice-ready side we've been selective about the lines we represent. We're rationalizing them out on the basis of performance, acceptability and profitability."

The second step in the plan was to actually mandate a reduction in sales by 10 to 12 per cent. Young explains: "We wanted relationships scrutinized, our exposure to bad debt lessened, our pricing strengthened against cherry-picking, onerous distribution situations relaxed.

It's very tough for sales people to leave an order behind, but that's not really what we wanted ours to do. We wanted them to take a stronger position, try to negotiate a better situation."

The sales force did just that in 1999, the plan's first year, by trimming sales 12 per cent with "nearly the same results" profit-wise, says Young. Additional progress was made in the next two years, and in 2002-2003 "a nice correction will take place."

To-Le-Do's best work will be done on its biggest challenge: ramping up its marketing efforts and abilities "to better reflect who we are and what we have."

"Everyone seemingly can sell, but marketing is a totally different game," he says. "We're up against some environments that have more money, clout and experience, and raising our level of play is a big learning curve. The challenge is very real for all of us, but to our advantage we've been married to this marketplace continuously."

Key targets of the marketing campaign include national and chain hospitality operators, Young says. "We would like to demonstrate that a regional manufacturer



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is capable of producing their centre-of-plate, portion-controlled meats.”

Young also intends to bring more food-service distributors into the fold, including those outside its core markets. “It’s an evolution I think we’d like to see played out, going into a lot of different marketplaces.”

Joining the marketing road crew will be plant manager Marlin Vanrobaeys. Having played a key role in the evolution of To-Le-Do’s product line, he’ll be along to tell the story and suggest new possibilities. Marketing specialist Laura Grant, an

accredited chef, will help flatten the learning curve for staff and prospects alike.

The federally registered production plant is equipped with a full range of essential equipment, but Vanrobaeys plans to incorporate more sophisticated packaging equipment as required. The addition of tumblers or injectors, meanwhile, would open the door to value-added seasoned and marinated products, which Vanrobaeys terms “a dimension that crosses all five species.”

Tying everything together will be an

upgraded IT system, which Young says “will take us from 1980 to 2005 in one leap.”

Full of confidence for the future, Young is nevertheless tempering his expectations. “If I can keep my people focused, the atmosphere positive, stay within our limitations while growing in new areas, and realize conservative increases in sales, I’ll say maybe we did know something about our business.”

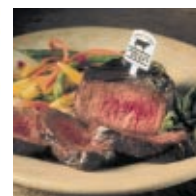
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