

MILCHWELT



The Official Magazine of the DMK Group

July 2019



The First Choice. For Always.

A Focus on Consumers and Tomorrow's Trends: DMK's Target Image for the Future

The new annual report is online



Clarity matters when it comes to finance.
We have created a clear overview of the facts and figures
from the 2018 financial year in our digital annual report.

Now online at www.dmk.de/en/



The Way of the Stage Coach and the Route to 2030

Oliver Bartelt
Global Head of Corporate
Communications



Dear Readers,

People are seriously concerned about climate change and protecting the earth's resources, as we saw in the European elections in May. In Germany's biggest cities, thousands of school students take to the streets each Friday, demonstrating for better environmental protection. When this generation is old enough to vote, politicians will be face even greater pressure.

DMK cannot afford to ignore this social change because the young people demonstrating now are not only tomorrow's voters but also tomorrow's customers.

Our experts have spent years studying the latest trends and the way people's eating habits are changing. The hard facts they found underpin our thinking about how the world will look in 2030. We want to share these thoughts with you in this issue of MILCHWELT. On *pages 16-31*, you can see the social trends, the amazing insights and the extensive requirements they mean for DMK. They do not necessarily make for comfortable reading, but we cannot ignore this. Otherwise, we will face the same fate as those who thought the stage coach would be around forever.

Our new MILCHWELT caused a stir when it was published in March as the first shared magazine for both our dairy farmers and our DMK employees. It's also now our calling card outside the company too. We were happy to receive lots of positive feedback, and we also welcomed some critical comments. Criticism is important to us and we took the time to respond to the questions we heard most frequently, on *pages 32-33*.

Talking about MILCHWELT helps us to understand each other better. Here, and outside, we talk together, argue and learn from one another. That's exactly how we will make DMK fit for the future.

Enjoy reading this issue - and keep sharing your thoughts with us!

Best regards,

Oliver Bartelt

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Focus on the Customer. Our Route to the Future. The six most important changes



Four Covers. It doesn't cost more – and shows off the diversity of our target groups. This issue of MILCHWELT has several different covers. Did you check which one you're holding?



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The future vision for DMK – and how we can reach that goal together. Plus the latest food trends, what the business units are planning and our interview with European football star Marco Bode

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2:51

That's the length in minutes of DMK's new corporate video. The film opens with farmer Henner Bavendam of Bremen walking across his pasture at dawn. "We're making changes at DMK. We won't be finished overnight, though!" You can read all about Vision 2030 on *pages 12–31*.





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hours were spent providing information, discussing the milk price and DMK's future. At the representatives' meeting, CEO Ingo Müller presented the route to the year 2030. Find out more about the event on *pages 48–49.*

68,000

music-lovers camped out and partied at the legendary “Hurricane” festival in Scheessel in June. MILRAM ran a cool “Wachmacher” coffee stand and bar to keep everyone feeling fresh and energised. Thousands of festivalgoers tried the brand new iced coffee, choosing between “strong” or “really strong” with a high caffeine content. PS: Bear in mind that usually only 12,800 people live in the town of Scheessel, in Lower Saxony ... More on *page 40*.





Analysis.
CEO Ingo Müller sat in DMK's lobby to talk with the group's new finance director Dr. Frank Claassen about the path ahead

We Need This Transformation

DMK wants to be fit for the food industry of the future with Vision 2030. What does that mean, exactly? DMK CEO Ingo Müller and the new finance director Dr. Frank Claassen describe the route forward

Flughafenallee 17 in Bremen. Outside, there's a DMK logo emblazoned above the entrance to the office complex, while inside, it's clear that change is afoot. The group, once a milk processor focused on raw materials and production, is well on its way to becoming a consumer-oriented food producer. The company's transformation is in full swing and set to continue.

In DMK's foyer, this transition is clear at a glance. Ingo Müller, CEO of the DMK Group, is sitting in the lobby opposite his new colleague, Dr. Frank Claassen. Claassen joined the DMK Group on July 1, 2019 as Chief Financial Officer (CFO). He's a finance expert and was previously Vice President Finance

Europe at Beiersdorf, where he worked for 25 years. Behind them, the letters D, M and K glow a luminous blue, while on the wall, a 6-meter banner advertises the flagship MILRAM brand. As soon as you enter the space, it's clear that change is underway.

Transformation, however, goes beyond design, furniture and colours. Müller is onboarding his new colleague and describes the DMK of tomorrow. After lengthy preparation, coordinating with the cooperative's elected officers, executives and employees, DMK is entering the next phase in the far-reaching transformation of one of Germany's biggest food manufacturers. "During the planning stage, we thought about how the world would look in 2030 from DMK's perspective

and how that would affect our business," Müller explains. "The focus on 2030 isn't a brand 'new' strategy and it's not a restructuring program, but an evolution of the direction you've been moving in for the last two years?" Claassen asks curiously. The new manager likes change. "I seek out tasks that will challenge me, or where I can make a difference. I don't like to just administrate and take a back seat," he told DMK executives at a meeting in May. They had asked Claassen why he switched from Beiersdorf - from the Elbe River to the Weser - after having worked there for so long. "In one of our early meetings, when Ingo Müller, and also Heinz Korte and Dr. Herbert Grimberg of the supervisory board, told me about Vision 2030, I thought

CFO Dr. Frank Claassen

Dr. Frank Claassen (54) took up the post of Chief Financial Officer (CFO) on July 1, 2019, succeeding Volkmar Taucher. Together with CEO Ingo Müller, he leads the DMK Group. He's known in industry circles as a finance expert and was previously Vice President Finance Europe at Beiersdorf. He started working there in 1994 and held several different finance posts. Claassen is married with two children.



“What I like about DMK is that there's a strong feeling of 'WE'. That will carry us forward on our journey to the future”

Dr. Frank Claassen

each point they made sounded great,” he said. His office also reflects the spirit of change at DMK. His first move was to install a standing desk. When you stand during meetings, they are often more agile and focused on solutions, Claassen tells people when they come to his office expecting to see a conference table all set out. “I'm a person who's interested in other people. What I like about DMK is that there's a strong feeling of 'WE'. That will carry us forward on our journey to the future.”

The media has been reporting on DMK's transformation for some time - what's it all about? Müller sums up the significant changes in six central points. “We're focusing our product range more, by withdrawing from some business areas, and defining a clear role in each area of our business. We ask where we should invest, and where we can grow. And we look into whether we can make money in markets that don't promise growth per se, if we take measures to really focus our business there.” Those are Müller's guidelines. Besides that, the group will further focus its international activities, as organisational changes in the

past few years didn't go far enough. “We see Europe as our home market and we're going to focus our expertise here in the future, in the right business units.” Brand is the business unit managing European brands, while Private Label is the unit handling trademarks in Europe. The company is orienting itself more towards the market - large retail chains have long been set up throughout Europe. And beyond Europe, the International business unit now has the capacity to structure non-European business. “Internationally we will set priorities. Regional bases in Russia, China or Nigeria with local teams are more effective than

exports from Germany. That makes most sense in those countries where we have the right volume of business. We can't just list the number of export markets,” Müller underlined. Claassen is interested in another topic: “People are changing the way they eat. What do these trends mean for the associated food and drink segments - could these be a pillar of our business in the future, alongside milk products? And what about plant-based alternatives?”

At this question, Müller put his iPad aside - they had been looking at future scenarios. “We're changing our positioning, from being a volume player in the dairy business to becoming a



“Milk will remain our number one raw material”

Ingo Müller

provider of products of natural origin. Milk will remain our number one raw material. But if you look at global developments, you'll see two major trends. Firstly, milk won't be able to feed the growing population. Secondly, consumers are looking for alternatives for several different reasons. It would be reckless to ignore those facts. We're going to be very focused - in the next few months, at the Brand business unit, we're going to take a very close look at exactly how we position ourselves in this area.” Claassen nods. From his time at Beiersdorf, the CFO knows all about focusing on the customer first and thinking about their needs. “We're getting a better understanding our customers and are going to focus on the individual needs of each different age category. For me, our new Vision, ‘The first choice. For always’ sums up perfectly what we can offer with our range of products.”

Müller turns to a question he often hears when presenting DMK's target, namely, “Isn't the here and now more important than the future?” He acknowledges that daily business is a challenge and will remain so. But

it's important to look beyond that, in order to ensure there's everyday business in the future, too. “If we want to improve now, and cut costs, we have to decide where we're going. Otherwise we'll make short term decisions that will either stop us from going in certain directions in the future, or will duplicate work. If we're not prepared to consider that now, putting it bluntly, we needn't bother to turn up tomorrow.” They also agree that time matters when it comes to change. “We're aware that in the past, DMK often challenged the patience of its farmers. And we also know that the fundamental changes we're making can't be achieved overnight.” Alongside the far-reaching organisational changes underway, the company is also undergoing a massive cultural change. “Our plans are ambitious in both of these areas but we know we also have to implement these carefully so DMK can achieve its best performance.” Vision 2030 spells out how the company will become fit for the future. It's a clear signal for change. Future measures can be aligned to it and it will enable the company to reach new products, new

CEO Ingo Müller

Following his apprenticeship with Nordmilch, Ingo Müller gained career experience in many different parts of the company. In the year 2011, he took on the leadership of the Ingredients business area as well as Quality Management and Research and Development. He had previously been Director of Agricultural Affairs and Managing Director at Nordmilch (2009-2011). In September 2016, the 47-year-old graduate dairy industry engineer was appointed CEO of the DMK Group. Müller is married with two children.

target groups and new markets more quickly.

Ines Krummacker, DMK's HR director, explained what the changes mean for employees at a recent executive meeting. She called for an end to hierarchical thinking, a feedback culture and more inter-departmental, project-based working. For her, that will mean a new attitude, and asking the question, “How do we want to work together?” Often, that means managers will need to learn new behaviours. They will no longer have the knowledge advantage and shouldn't hand out orders, but instead should support employees and enable them to take responsibility. “Anyone who thinks they can just figure that out on the side is wrong,” Krummacker told her fellow executives. It's a big change to daily life that managers will have to lead by example, and employees will carry out. “Culture isn't a program in a continuing education catalogue, you can only live culture.” Müller and Claassen know all too well that the changes over the next few years won't happen by themselves. But the 2030 goal is clear - and DMK knows the way forward.



**Vision
2030**

Our Vision for DMK 2030

Focus on consumers.
A young couple enjoying our milk products. Customers and consumers are DMK's top priority

DMK wants to be customers' and consumers' number one. Our vision is, "The first choice for dairy products of natural origins – for always."

That means we have to identify trends, sense what people are looking for and offer the products they want. The route we are taking is not new. Two years ago, we started to completely refocus our company.

Our target image, of Values, Mission and Vision, clearly shows our path to the future

Route to the Future

The biggest changes
Pages 18–19

Our Target Image for 2030

Details about our Vision, Values and Mission
Pages 20–21

How do we see the world in 2030?

Nutrition in the future
Pages 22–25

How we're building DMK 2030

Nine executives describe the changes ahead
Pages 26–29

Interview with Marco Bode

The European sports star on football and business
Pages 30–31



DMK's Route to the Future

Two years ago, DMK set out on an exciting journey. The company's goal is to become the preferred food manufacturer for millions of consumers. MILCHWELT spells out where the changes will be and why the way forward can only succeed if we work together

Consumers usually want everything. Happy animals, environmental protection, healthy food that tastes delicious and all that at the right price. They order food online and talk shop on social media platforms

about the latest ice cream flavours or the best veggie drinks. Nutrition is no longer only about food intake but has become more about lifestyle. As in fashion, there are always new trends, some classics and now and

again, an idea gains a cult following. In the future, DMK wants to react faster to these developments and move forward as a company on a path that is clear to everyone internally and externally. That's why Vision

2030 sets out a clear target vision for everyone at DMK, spanning all six business units. **The key point is that the consumer is our main focus. In future, DMK wants to change in six ways:**

DMK 2011

In the past, we focused on the raw material. The company focused on milk processing for mass market segments

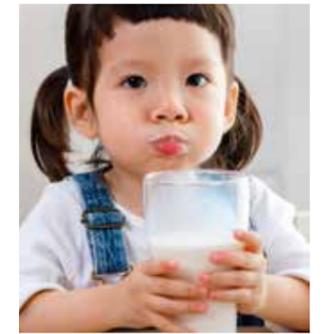


DMK 2019

Our focus is increasingly on the customer. DMK is developing food that fulfills people's desires and triggers their emotions



Vision 2030



1. Value added comes before volume growth. We're withdrawing from some areas of business and focusing our product range and services in order to earn money in certain segments even if the market isn't growing.

2. Europe is our home market. We will organise our business here better by reassigning some areas within the business units.

3. Outside Europe, we're focusing on a few **strong core countries** and will set up **regional bases** with local teams in Russia, China or Nigeria.

4. We're entering drink and food segments that will become a pillar of our business in the future alongside dairy products, such as plant-based alternatives.

5. We are repositioning ourselves from being a volume player in the dairy business to becoming a provider of good products of natural origin.

6. We are deepening our understanding of our customers and will target our communications with individual generations from infants to seniors.

Marco Bode, a European football star (interview pages 30-31), drew some parallels with sport. "It doesn't matter whether it's eleven players in a game, or the many people of DMK: you have to keep developing the team. If you stand still today, you'll be playing in the second league tomorrow." He heads Werder Bremen's supervisory board team and

added, "DMK faces some challenges. You have to be willing to change if you want to succeed in a changing competitive environment and keep ahead!" In 2017, the change process started for Vision 2030 and it is continually being implemented by the six business units. The target is clearly defined: DMK 2030 - the first choice for dairy products of natural origin. For always. CEO Ingo Müller said, "We want to be the first choice for all consumers at every phase of their lives. Our focus is on our customers and consumers. That's why we are working on tomorrow's products. We're Germany's largest dairy cooperative. We know how to get the best out of our milk."



Our Vision

The first choice for dairy products of natural origins – for always.

The hands that together create good and sustainable food form the heart of DMK. Our customers, large and small, can always count on our progressive ideas and the quality we provide.

Our Mission Statement for 2030

Our Mission Statement 2030 is made up of our Vision, Mission and Values. Here's a summary of what that means:

The Four Pillars of our Vision

► **First Choice.** We want to be a leading competitor on select, strategic markets. This is not measured by – volume but means a significant market position.

► **Dairy Products.** Dairy products form the basis of our product range. We offer the best selection of dairy products and are expanding into related food and drink segments.

► **For Always.** Our goal is to be with consumers in every phase of their lives, from baby food to senior citizen diets.

► **Natural Origin.** We use nature's resources to opti-

mum effect and select our ingredients with the greatest care. We stand for natural products with a pure, unadulterated milk flavour.

The Four Pillars of our Mission

► **Preferred Partner.** We have a strong basis in the B2C- and B2B markets in Germany and around the

world. We want to be a reliable partner for our customers and work together on innovative solutions.

► **Deep Understanding of our Customers and Consumers.** For us, the customer comes first and we keep customise our offering around that. We optimise our key products to exceed our customers' expectations.

► **Sustainable Responsibility.** We are responsible for our dairy farmers, our employees and our consumers. We achieve the best possible milk price, create a platform for our employees and produce good products.

► **Maximum Value.** We know how to get the best out of our milk. We use our knowledge to create tasty products and at the same time achieve the best

possible value added for our customers and for DMK.

Our Three Core Values

Despite all the changes currently underway, our core values are unshakeable. DMK stands for fairness, innovation and entrepreneurial spirit. We want to live these values, together with our 14,000 employees and millions of customers around the world.



Our Values

Our three core values apply as ever: we are fair, innovative – and entrepreneurial in our actions.

More than 14,000 dairy farmers and employees across our business work together hand in hand with DMK. We produce modern products value-creating and resource-saving.



Our Mission

As a preferred partner, we convince by having a deep understanding of customers and consumers, maximising value creation and acting responsibly.

Our customers' wishes are in our hands. We are partners for consumers in many different countries, areas of work and stages of life. Sustainability is a core part of DMK's future.

The Supermarket of the Future.

Amazon wants to operate 3,000 Amazon Go shops around the world in just two years. Cashiers? Not a single one. The shops will automatically recognise the customer and their goods and will charge their account accordingly. China already has more than 300 Bingobox stores with self-check-out systems. Suppliers are now working on products that fit best in these new kinds of stores



The World in 2030

The world of food is changing fast. Supermarkets are becoming all about experience, while at home, kitchens are now lifestyle zones. Soon, we're going to eat less meat and appliances will take care of almost all the cooking for us. We will order basic ingredients online and avoid plastic packaging. Welcome to the nutritional universe of the future

High-tech ovens.

Cooking is going to be much easier in the future thanks to innovative technology and new products. Miele's Dialogue Cookers allow users to determine precisely how much energy is used - and cook fish in a block of ice without melting a drop



Delivery services.

In Germany, only seven percent of people order food via the internet but by 2030, almost everyone will be doing so. That means the way food is presented online, and the transport parameters, will become more and more important. Delivery of meal boxes packed with the ingredients all weighed and measured will also gain in popularity

The Three Main Food Trends

Hanni Rützler presents the three biggest nutritional trends in "Foodreport 2019"



1. Healthy Hedonism
This spells the end of asceticism as people focus more and more on enjoyment. "Consumers welcome the fact that health no longer precludes pleasure. In Germany, health has tended to mean going without for far too long. 'Healthy hedonism' feels like culinary liberation."

2. Transparency
The focus is on "edible ethics rather than industrial efficiency." The forecast: "We are already seeing signs of greater transparency and with that, the food industry is winning back trust again: technologies set to track food from its origin all the way through the supply chain."

3. Plant Based Food
Plant-based foods are now seen as healthy and diverse. The forecast: "Plant-based products will continue to gain in importance. This trend presents the many advantages of plant-based food. People don't have to miss out on eating meat but can choose from many plant-based alternatives that taste just as good."

Hanni Rützler is a nutritionist and trend researcher, and is the author of "Foodreport" (Zukunftsinstitut).



City farms.

Regionalism is a green future trend. Urban gardening projects are popping up more and more in big cities, such as the "Prinzessinnengärten" in Berlin. Customers want fresh products that haven't spent a long time being transported

Protein boom.

Protein products have broken out of the fitness niche to become this year's biggest growth segment. They are particularly popular among young and sporty consumers: nearly one in two buys these products



Scientists predict that milk proteins will be a trend in the future. Researchers in California have now managed to create casein and whey using microorganisms, meaning real milk can be made without cows. The first "Perfect Day" products are expected to hit the market in late 2019

Modern solutions for senior citizens.

More and more, nutrition will be tailored to consumer needs. German researchers are currently testing 3D food printing in two nursing homes. They used pureed ingredients to "print" meat that's easier to chew, accompanied by potatoes and vegetables. The older people preferred the printed food



Tangibly fresh.

Supermarkets aren't going to die out as people like to shop live and see what they are buying. In Germany, 69 percent of people head to the store several times each week according to a government report about nutritional habits ("Ernährungsreport")



Vision 2030

Soy, oat and so on.
The market is expanding rapidly for plant-based milk made out of soy, oats or almonds. In Germany, revenues reached € 235 million in 2018. DMK wants to enter this highly profitable market

Vegetable Tattoos.
DMK believes that there will be less plastic in retail by 2030, meaning new ideas for packaging are welcome, including natural branding. At Aldi, single use bags for fruit now cost 1 cent - it's one way to nudge customers into a new way of thinking (Source: Modern Farmer)

Products should fulfill wishes

Star cook Heiko Antoniewicz:

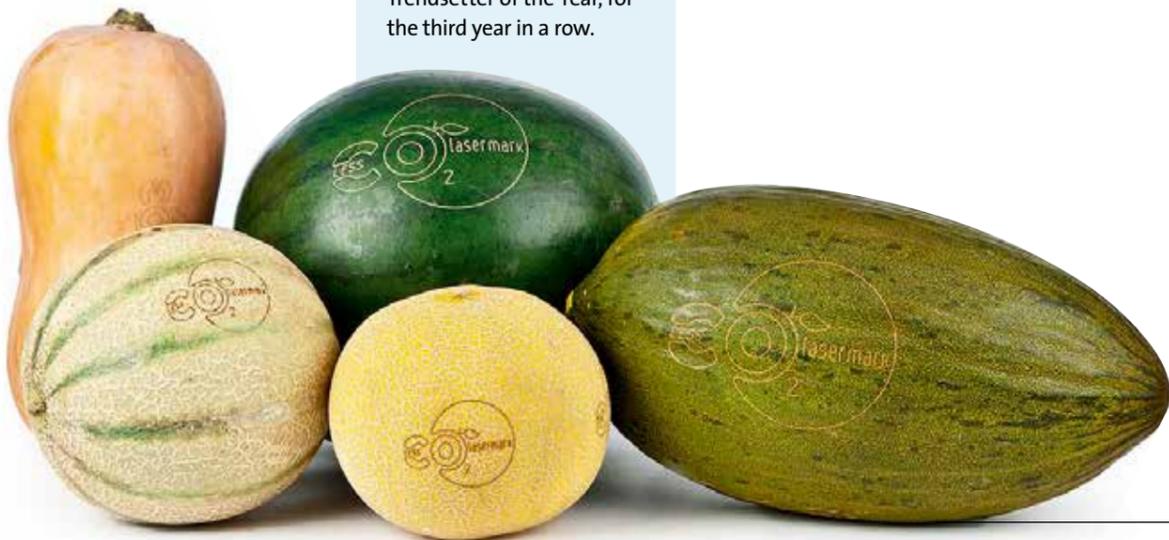
"Food and top products are also fashion, they are ever more stylish, more unusual and more tailored. People spend more time showing off what they are eating and what they can make – that is also partly being driven by social media. That has a lot of implications. DMK is one of the biggest suppliers to food retail and has a strong food service offering. It's important to be aware of new trends. The art is to draw the right conclusions, to understand your customers and develop new products for them. Food is no longer purely nutrition, to feed us, it has become a lifestyle. In the future, on the one hand, people will want exotic products. And on the other hand, they will want ingredients that make daily cooking easier."

Heiko Antoniewicz is a cookbook writer and gives innovative cookery workshops. He is part of the MILRAM Food Service and in 2018, he was voted by his colleagues in the gastronomy sector as Trendsetter of the Year, for the third year in a row.



“Food is becoming a lifestyle”

Heiko Antoniewicz spells out how we will be cooking and eating in the future. The watch-words are style, individuality and exoticism. He's a star cook at MILRAM Food Service



New milk, please!
One third (35 percent) of Germans aged between 16 and 34 would like to try new and different milk mixed drinks - including milk with spices, according to a survey by Mintel, a market researcher. Food analysts say "fizzy milk", which contains carbon dioxide and is very popular in Asia, will also become a European trend

Transparency.
Everyone wants to know what is in their food and more than one million people use the Yazio app to check the ingredients food contains



Eating together.
In the future, products are going to have to be original and also easy to use, for professionals and home cooks alike, because we are eating together more and more. People arrange to meet up via social dining apps for special dining experiences at restaurants or at home

Shopping has to be an experience

Retail expert Daniel B. Werner:

"In the future, people will expect retail experiences that are tailored to their needs. How's retail reacting? With innovative ideas and new shopping worlds. In 2030, shopping will mean: I'll order my regular products online and by subscription. Because by then, classic shopping will only exist in the form of an experience. It will be all about telling great stories and individuality – anything that makes it special. In retail, companies will become partners with a 360-degree overview of selection, trends and consumer behaviour. Ten percent of all food are dairy products – and everyone buys milk, yoghurt or cheese once a week on average. That's where DMK has to play in future. Customers will need to find products that suit them. That means that are fun and healthy, that they can eat on the go or during their lunch break. People will also want to buy products with a clean conscience. Companies will need to recognise trends early on and respond with original ideas. DMK for example did a good job of positioning Skyr just as the market for protein was booming. These innovations will matter a lot in the future, too."

Daniel B. Werner is a businessman, founder and business coach. He was Head of AmazonFresh Marketplace, and has also worked for BMW and Deloitte. He founded and owns Conufact, a consultancy.



Help in the kitchen.
Customers want appliances that can help in the kitchen to make cooking easier. The Thermomix fan community keeps on growing, while more and more new cooking appliances are coming to market. The appeal is that they are easy to use: put the ingredients in, wait, take out your food. People can now use an app to order ingredients for their Thermomix that will be delivered by REWE



Flexitarianism.
Researchers expect a boom. Flexitarians eat lots of vegetables, eggs and dairy products but meat only rarely. They live more sustainably but don't have to go without. That's the new lifestyle



Trend app.
Trends are emerging everywhere: Scouts are gathering ideas for DMK all over the world - including with the ITONICS Inspirator App

How we are building DMK of the future

Nine executives present the 2030 targets for their business areas. Plus, DMK answers employees' most important questions about the change process

Is everything going to be restructured again?

No, Vision 2030 doesn't mean a major reorganisation. With "Move" we took the first step towards the larger organisational changes. The business units will now have clearer roles, which will mean select changes that are described in the following pages.

Will agriculture and production become less important if we are thinking from the consumer's point of view?

On the contrary, we have to be reliable suppliers of goods that are of first class quality. If that isn't guaranteed, then we might as well not bother operating.

When is the specific start date for "2030"?

The future started for us in 2017. When we have a goal, often, we just want to get there as fast as possible. If things don't

work out as planned, we get impatient. But we need patience and perseverance in order to reach our targets.

What's next?

We are moving forward one step at a time, checking back each time to see if the last step was the right one. That's the way we will keep moving towards our goal and be sure to reach it. Vision 2030 is our framework. The individual business units have used that to create their own concrete goals for the next few years, or are in the process of doing so.

Does this mean changes in terms of our location strategy?

We are not planning any adjustments at the moment related to the strategy. But of course we continue to review our organisational structure and adapt it to the realities of the market.

Agriculture

We are taking this road together with our farmers

Milk is a raw material with a future. But needs are changing. We can no longer just supply large volumes of milk. Raw material flows will have to be varied and transparent in the future. Customers want sustainability, animal welfare and transparency. That is most likely to make more demands of our farmers. We

want to set up data platforms to secure the data flow throughout our value chains and to involve members of the cooperative more closely in all processes. We want to travel the way to 2030 together with them. The condition, of course, is a milk price that is and stays competitive.



Dr Klaus Hein.
Chief Agri
Business and
Member Affairs



Vision
2030

Human Resources

In our facilities, people are also at the heart of our focus

The changes also require a rethink in the human resources department. We now have to ask ourselves how best to allocate our employees, how to challenge them, and how we can stay an attractive employer to coming generations.

Internally at DMK, we are focusing more and more on our people. That means a more important role for our leaders too. It's no longer about commands, obedience and control; what matters is valuing people and developing them, communi-

cating as equals and transparent leadership. At HR, we support managers and are offering qualifications. The skills shortage, especially in rural areas, is assuming existential proportions. The competition for talent is increasing. So we have to

establish working models for future generations, for example involving job rotations or flexible working and shift models. Our goal is for all of our employees to fulfill their potential and to be able to identify closely with DMK and its products.

Ines
Krummacker.
Chief Human
Resources
Officer



Supply Chain Management

We are preparing for much greater supply chain complexity

We're preparing for much greater complexity, particularly in terms of warehousing and distribution logistics. That's because consumer require new raw material flows such as for organic products or regional food. We plan on expansion and innovation in our distribution logistics with new channels and business models such as online shopping.

We're also preparing for the day when consumers will be able to track all DMK products right through from the cow to the food. We will also develop innovative warehouse logistics solutions with plastic alternatives. We will steer raw material flows centrally within DMK, too – Supply Chain Management will coordinate that across business units.

Hermann Köster.
COO Supply Chain
Management





**Vision
2030**

Private Label

Like our customers: Europe is united

We're growing: In the future, the Private Label business unit won't be responsible only for the German trademark business but will expand to manage strategic partners across Europe. We are focusing on increasing profitability. That means working together as partners with trade to successively

scale back unprofitable products. We also bring a lot of experience in terms of service and expertise which we're currently building up with Category Management and other measures. We will win over our commercial partners with added value, and no longer solely by the volumes we provide.



Thorsten Rodehüser.
COO
Private Label

Industry

We Provide the Solutions

Our goal is to position ourselves as a market-oriented solutions provider of whey- and milk-based products for international key customers. To achieve this, we will continue to drive growth for whey-based products and develop targeted innovative protein products, to establish a leading position on the market. We will also increase the proportion of profitable milk-based added-value

products in our portfolio, without having to use additional raw materials. To attain these goals, we at the Industry business unit will establish ourselves as a powerful unit with unified, transparent processes. We will manage our product and facilities portfolio geared to profitability criteria.



Alexander Godow.
COO
Industry

Baby

We Want to be the Best

We play an important growth role in the group. We made a significant investment in this with our new facility in Strückhausen. Our goal is to become the leading baby food provider in select countries and segments. Humana, our traditional brand, will drive much of that growth. We will also integrate Alete and Milasan into a shared brand architecture to better present our products. We will use our partnership with the Industry business unit for our prod-

ucts. To stabilise the supply chain, we will focus on long term partnerships with raw materials suppliers. We can provide individual solutions for consumers on the global markets.



Stefan Eckert.
COO Baby

Brand

We are Reinventing Milk

We are getting bigger, louder – and more innovative. We are expanding our product range and in the future, we will be looking to see whether and how we can provide plant-based milk alternatives, and offer a portfolio that spans all generations. We want to develop from

being one of the smaller, yet profitable business units to become a core revenue generator for DMK. The MILRAM brand is still our core business. We aim to become one of the big players in the food retailing brand business and in Food Service, not just in Germany but in select core markets throughout Europe. That will see us developing and marketing innovative products ourselves, which could be produced internally or externally.



Matthias Rensch.
COO Brand

International

Strong Third Countries are our Future

The International business unit is on track to grow and that growth is targeted. In the future, we will focus on developing growth outside Europe. We see two areas of business. There are export countries, where we want to achieve a strong market position with certain products. And then there are strategic third countries where we will use local resources, for example in production or sales. We want to generate growth together with our customers

in food service and food retailing. After a transition period, we will be transferring our European DMK customers to the Brand, Industry and Private Label business units.



Michael Feller.
COO International

Ice Cream

Our Opportunity lies in Strong Brands

We want to be more independent, so we are leaving the purely private label business in the German-language area to focus more on our own and license brands in the future. We are focusing on partners throughout Europe and won't let partnerships with individual customers

become too large in future. We want to be a leading, high quality, highly reliable provider for retail and industry. We have to overcome product shortages and logistics problems. We will market our expertise in product development and production through contract manufacturing in the future.



Marcus-Dominic Hauck.
COO
Ice Cream



Key Values.
For Marco
Bode, two
values matter
- solidarity
and tradition



Vision
2030

Sport is a good model

He is seen as the fairest player in the history of the Bundesliga, Germany's national football league, having only been booked ten times in 379 matches. Marco Bode (49) is the soccer legend from Bremen and a successful businessman. We asked him whether companies and football clubs can learn from each other

"It's amazing how many parallels there are between football clubs and a modern company," Marco Bode said. Whether or not a company or a club succeeds often comes down to the same factors. What counts is whether a team sticks together, shared attitudes, goals and values. "To succeed in a competitive environment that is changing constantly, you also have to be ready to constantly change yourself," he said. "At the same time, even with all that change, continuity also matters. You can't continually disrupt things, either." What he means is that you need the courage to turn everything upside down, but also then to be able to enjoy a period of continuity. People need time in order to grow into new roles and new company structures.

DMK, a company in transition, is reorienting itself, away from being a standard dairy focusing on the mass market and towards becoming a customer-oriented food company. Bode: "Change processes like this always run into headwind." Communication matters in times of change, to get everyone on board, and managers need to show empathy as well as strength. That means people can also see the changes as an opportunity.

Bode, 1.9 meters tall, the father of a daughter, is no stranger to change. In the past few years, he started to focus more on nutrition. "I'm turning 50 this year. Health plays a much bigger role in my life than it did when I was a 25-year-old playing sports every day. Back then, I was pretty relaxed about food - we sometimes had steak and

Marco Bode, Bremen's Superstar!



1977



2002



2018

Marco Bode (49) was only booked ten times in 379 games, making him one of the fairest and most decent players in the Bundesliga's history. He was awarded the title of Bremen's Sportsman of the Year in 1996 and 2002.

Bode has been chairman of the Supervisory Board at SV Werder Bremen since 2014. He played for Werder Bremen from 1989 to 2002 and scored 101 goals. Marco Bode played for Germany's national football team 40 times and scored nine goals for his country. He was part of the German national team that won the European football championships in 1996. He ended his professional career after the 2002 World Cup.

chips before a game."

These days, he enjoys dairy products and really likes fresh milk. He describes himself as a flexitarian: "Not much meat, but not vegetarian and certainly not vegan. I focus more and more on quality."

Healthy eating is a major factor in competitive sports nowadays, unlike in the past - and of course, Bode is sure it's a central issue for DMK. The company needs to cater to new trends while continuing to offer solid regional products. In the long term, in order to succeed, you have to serve national and also international markets - that's another similarity between the worlds of football and business!

Nowadays, more and more people want food that's quick and easy to prepare, and often want to buy their salad already cut and washed. DMK is planning to expand its convenience business and Bode said that makes sense. "If I'm in a hurry at lunchtime, I often fall back on ready-made products. Otherwise, I like standing in the kitchen and chopping my vegetables myself."

Bode describes himself as somewhere between a businessman and a freelancer. He spends a lot of time working with a film production company and is developing television formats. Now and again he participates in companies if he feels he can contribute something in terms of content. He's particularly interested in social and community projects, especially educational issues. In Bremen, he initiated a school project called "Chess makes you Smart," where schools use chess to

help school children in the first through fourth grades.

He's also happy that more and more young people are getting involved in politics, the most important issue right now, particularly with climate change. Change is everywhere: just like DMK, Werder Bremen, Marco Bode's former club, faces disruption. There are many clubs in the competition with much better economic conditions. "There's Bayern Munich and Borussia Dortmund, of course, but also newcomers like RB Leipzig." The difference to these clubs, and even more to international "investor" clubs, is growing, he said. "Financially speaking, these clubs are playing in their own separate league." It's almost impossible to try and keep up in that kind of situation.

As a club, Werder Bremen always managed to succeed in sporting terms despite this, thanks to continuity in terms of its coach and the 'Werder family feeling' - the club's special atmosphere. Solidarity and tradition are key values for Werder - just as they are for DMK. "To succeed in the long term, it's important to agree on core values."



INFO

Starting in the next issue, Marco Bode will be a regular columnist for MILCHWELT

Questions and Answers about the new MILCHWELT

After any premiere, there's applause from the audience, analysis from critics and plenty of suggestions for improvement. That was also the case for the first issue of MILCHWELT as a shared magazine for employees, farmers and the public



Our Visiting Card.
We brought together INSIDE DMK, our employee magazine, with MILCHWELT, for farmers, to create a magazine for everyone

It didn't take long for responses to arrive after the publication of the new MILCHWELT. We received lots of praise and also a few critical points and concerns that we are taking seriously. Nonetheless, everyone agreed that the magazine did a good job of presenting DMK in all its complexity, and the route forward to the future. Readers said what counts is not just the figures but the people in the business. More than 91 percent of those who sent feedback like DMK's new visiting card. That is an answer to those who criticised the magazine, given the milk price, as unnecessary and expensive self-promotion. Here is a selection of people's most frequent questions and comments, and the editorial team's responses.

Why not be more self-critical?

"We should keep talking more with each other instead of about each other. But more self-criticism would be appropriate, rather than presenting everything as though it is going perfectly according to plan."

What would you think of a company that only presented the negative side of things in public? Would that motivate you to work there as an employee? Would you apply here for a job if you only saw negative news about DMK? Probably not, which is why we focus on the many positive things, without forgetting the realities and the difficulties. Also, we are in the middle of a transformation - occasional troubles along the way are to be expected.



What's an unconventional thinker room all about?

"Don't you have anything better to do than set up an 'unconventional thinker room'?"

The unconventional thinker room is a working area with a relaxed atmosphere to help people think creatively and come up with new ideas. Many companies have had similar rooms for a long time and find they are very successful.

Why by post?

"The magazine is very informative and has a lot of attractive pictures. It's very modern and the design is great! As an employee, that makes me feel proud! But why are you posting a copy to each and every employee and farmer?"

We want the magazine to reach everyone at the same time, so there isn't a time lag between MILCHWELT and INSIDE DMK as there sometimes was the past. Also, everyone can read MILCHWELT, also family members. The postal distribution we have in place now is much more efficient than the previous system and doesn't cost more, as we are publishing three issues rather than six.



More people stories?

"Great stories about the people working at the facilities and on the farms. As someone external, I'd love to see more of these."

We will bear that in mind and keep showing how lively it is at DMK.



Simple explanations of key processes?

"Please present complex processes and DMK topics in a way that's appealing and easy to understand. I like how you did that in the first issue."

In this issue, we explain the route that milk takes, and unpack the S&OP process. We will keep reporting on internal DMK topics and those of suppliers, and present them as clearly as we can. That's a promise!

Less information, better milk price?

"The magazine is very glossy and it would be great if the milk price was just as bright. At difficult times like these, where investments are being reviewed, a publication like this is beyond unnecessary!"

The milk price is the most important thing to our farmers and we are also doing our best to pay the highest

price we can. But these days, communication is also really important. The magazine makes DMK visible and puts it back into the public eye.



Why such big pictures?

"Two different opinions: Communication is important!! Super that the farmers are receiving information about the company's internal news. And it looks very appealing with the big pictures! On the other hand, there are too many images on expensive paper. A one-page flyer printed in black and white would be enough."

A picture says more than a thousand words. We apply this insight to the new MILCHWELT just as people use the power of images on Instagram and YouTube to communicate their message. MILCHWELT is competing with other media for people's attention, and for our readers' time. MILCHWELT has to be appealing if we want people to read it.



FEEDBACK WELCOME

Are you happy with MILCHWELT? Is something missing? Do you have an interesting subject, event or story you think we should be covering? Let us know at milchwelt@dmk.de

Can Vegans Actually Work for DMK?

The company's new Code of Conduct – and what it means

The new Code of Conduct is the basis for everything we do. We have revised the regulations so they better fit the contemporary business environment. DMK's three core characteristics are that we are entrepreneurial, fair and innovative. We want to demonstrate these through our responsible, strategic and sustainable actions.

The Code of Conduct is structured into five areas and 13 principles. Everyone who works for DMK is obligated to uphold these principles, from apprentices to the manager. We have expanded on many of the principles with questions from our daily work to clarify what the principles mean. We want our employees to understand the code of conduct and to internalise it. That is everyone's job – and also opportunity – to actively support our values and that way to help us succeed. Our customers and business partners trust our basic principles. And the farmers, our cooperative owners, know that they can rely on us. By signing up to

the Milkmaster Codex, they also agree to produce milk in a way that is sustainable and responsible.

This can only work if we work together. Compliance means abiding by the rules. A code cannot cover every eventuality but is a framework to identify possible risks and areas of conflict. Anyone who is uncertain about which rules apply to them, or how to apply the rules in a particular situation, should ask their manager, their compliance officer or contact the Group compliance team. Any suggestions for improvement are also welcome. Employees wanting to report breaches of the law anonymously can use our whistleblower system via an external ombudsman.

 **LINK**
the complete
Code of Conduct:
www.dmk.de

The Basic Principles

1 Complying with the law.
In all business interactions and decisions, respect the legal system in which we operate.

I would like to leave during my lunch break and go home early. That shouldn't matter to the company, should it?
No, that is not possible because it would contravene the working times law that requires workers to take a break after a maximum of six hours' work. Each employee of the DMK Group is obligated to comply with the law and to know which applicable law apply to them.

2 Human rights and ethics.
We respect all human rights, social norms and ethical standards.

Is it okay if the new apprentice just makes coffee at first? We all started out small.
No, we want all employees to be treated equally. The DMK Group offers equal opportunities for all and does not tolerate any form of discrimination – whether it is based on age, sex, ethnic origin, religion, beliefs, disability or political views. Any behaviours or actions which shame or intimidate people or are hostile in any way will not be tolerated.

Responsibility

3 Quality and product safety.
We abide by the regulations governing products and production in order to guarantee quality and product safety.

Can we use raw materials even after the best before date has passed? I do that at home, after all.
It is our responsibility to protect our customers from any risks, disadvantages or dangers, so we observe

all the rules and quality standards throughout the whole value creation chain. Any instance of poor quality could damage the reputation of the entire DMK Group.

4 Environment and resources.
We commit to protecting the environment as best we can and to conserving resources.

Does that mean we have to bottle the milk in the dark?
Of course not! We want people at our production sites to implement sensible measures to protect the environment. The important thing is to recognise that as a global company, we are responsible for the effects of our activities on nature and the environment. We have to consider the needs of future generations when we make business decisions.

Business Partners

5 Gifts and benefits.
We prohibit any form of corruption.

If a business partner sends me a bottle of wine, do I have to send it back?
Probably not. Giving and receiving gifts up to a certain value is acceptable. The rule of thumb is that the gift or invitation must not be associated with exerting influence or creating an advantage but is solely given for the purpose of maintaining the business relationship. Any form of corruption is strictly prohibited.

6 International trade restrictions.
We comply with international trade restrictions and other foreign trade regulations.

7 Money laundering and terrorism.
We abide by international trade restrictions and other foreign trade regulations.

Competition

8 Fair competition.
We abide by applicable competition laws.

DMK internal

9 Conflicts of interest in the workplace.
We avoid any conflicts of interest and disclose these openly.

I'm vegan and I am opposed to livestock farming – is that any of my boss's business?
That depends on whether the employee still respects and supports the DMK Group's business activities, or if ideally they would rather abolish the entire dairy business. A conflict of interest means when a personal or political interest could influence your professional activities.

10 Health and Safety.
We abide by health and safety standards.

Can I smoke at work if my colleagues aren't there?
No, unfortunately not. The law protects nonsmokers from being exposed to cigarette smoke in the workplace. We all have to comply with this law, employers and employees alike. That is why people are not permitted to smoke in working areas, toilets or break rooms.

11 Personal Data.
We protect personal data.

If I answer the phone for a colleague, can I note down the caller's number?
Yes. If the caller allows that, writing down their name and contact number is permitted for the concrete purpose of calling back. Taking personal data, processing it, saving it and using it is allowed if there is a legal or contractual basis or if the person concerned has given their consent.

12 Company property and trade secrets.
We take appropriate care with operational and intellectual property and treat trade secrets confidentially.

Can I publish DMK ice cream or baby food recipes on an internet platform?
Absolutely not! Facilities, working materials and products all count as the property of the DMK Group, along with intellectual property such as patents, and knowledge of our technology and processes. Our success is founded on this information, and we must all protect it.

13 IT Systems and Data.
We protect IT systems and the data they store and process.

I noted down my password on a post-it by my computer – or am I not even supposed to trust my colleagues?
Please take it down and change your password right away! Every employee needs to support IT security and protect our systems from breaking down or from being accessed illegally. Passing on your password means you no longer have control of how it is used.

“We keep on improving with S&OP”

A year of tough project work is finally over. MILCHWELT interviewed Hermann Köster, Chief Operating Officer – Supply Chain Management about how the S&OP process is being integrated into daily business

Mr. Köster, what does S&OP stand for and what does it do?

Hermann Köster: S&OP stands for Sales and Operations Planning, a process which starts with planning sales and continues through to production and involves almost every corporate function in the business in between. The process influences the flow of goods, so that means production, logistics, capacity planning and inventory. And all that influences DMK's value added.

Why do we need this process?

The process aims to raise our value added and to increase customer satisfaction. We need a clear handle on processes, a clear allocation of tasks and responsibilities, and consequent execution of decisions taken - and that will give us a flow of goods orientated to the customer and the market, and improve DMK's profitability.

What is new compared to before?

During the project, we set up clear responsibilities and structures for this process. That helps us make high-quality decisions and provides a basis for consistent action and implementing decisions. Working together proactively and communication are essential for business to succeed. Each person in the process is responsible for their tasks. That means structuring any changes throughout the whole plan, communicating and adding the new information into the plan to reflect those changes. Here, collective communication is absolutely the key to success.

Why is Demand Planning so important?

The S&OP process starts with Demand Planning. The more precise we manage to reflect customer and market behaviour in our plan, the better the basis is for all the following steps in the process.

What happens in Supply Planning?

In Supply Planning, the aim is to optimise the implementation of customer needs reflected in the Demand Planning. The overarching aim is to optimise our capacity utilization throughout all our facilities, and to ensure the availability of goods to deliver to customers. Active inventory planning means we can account for and shape production and storage costs, and delivery performance.

What happens with milk input planning?

The aim of milk input planning is to provide the best possible transparency about the raw materials available. That means which raw materials are available when, in which region. That planning is one of the main pillars of our supply chain.

What will happen next?

As part of the S&OP project, we spent two days each week over the last year critically questioning the process in place back then together. We all worked together, up to 55 employees from

different sales departments, Demand Planning, SCM; Controlling, IT, value PMO and production planning. We built the processes anew with clear accountabilities. The first phase of the project ended on 30 June and the S&OP process will become part of our daily business. But we will continue to question what we do, live our new process and to try to further improve it! What counts is that we have a high value added and happy customers!



COO
Supply Chain Management.
Hermann Köster

Glossary

Balancing.
To balance processes

Demand Planning.
To plan sales

Milk Planning.
To plan the amounts of milk

PMO.
Project Management Office – the central point in the company that steers project management and maintains the project management system

Supply Chain Management (SCM).
The business unit coordinates the overarching supply chain from raw material through to delivery to the customer

Supply Planning.
The situation for raw materials, capacity and inventory are reviewed and any gaps are identified in the plan

Value Chain.
The process or activities by which companies add value to an article

Four steps to success

Employees from across the business spent a year taking a very close look at work processes. Their aim was to set up Sales & Operation Planning (S&OP) in such a way as to raise the value added with the

milk price, and increase customer satisfaction. Their work created a precise S&OP process that became part of everyday work on 1 July. The S&OP process is a monthly cycle that is made up of four phases.

Milk supply is higher than customer demand



Phase 1

Setting up Demand Planning. This is where product management, sales and marketing describe the needs of all the business units' customers as clearly as possible in order to effectively manage the following processes

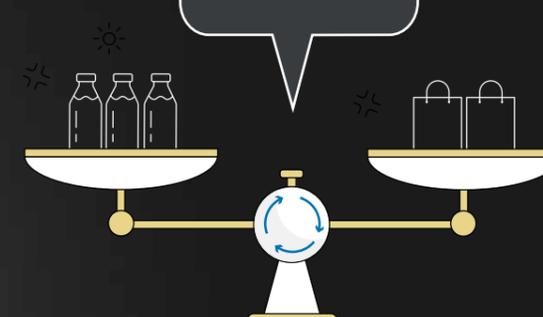
Phase 2

The Demand plan is translated to the different facilities and raw materials, capacity and the supply situation are reviewed and any gaps in the plan are identified. Milk input planning is also carried out as it has a decisive impact on the processes that follow.

The customer's milk needs cannot be met



Supply and demand balance out



Phase 3

This is where everything is balanced out, making it a central part of the whole process. Any gaps in the plan are analysed to support the risk assessment of the plan as a whole. Issues that arise are discussed at the balancing meeting with management representatives, and decisions are made.

Phase 4

Decisions made in the balancing meeting are implemented and the finished plan is executed out. This phase can take place at any time but happens right after decisions are made.

Value added raises the milk price



Bremen

Trams run ads for MILRAM

MILRAM products can help you to chill out, and counter-act everyday stress. A further way to relax is to travel by tram, plus it's environmentally friendly. That's a winning combination. Now, five trams bearing the MILRAM brand

are out and about in Bremen. They are running through to the end of the year on lines 1, 4 and 6, so you can catch the MILRAM ads and their chilled north German slogans.



Wildeshausen A Walk Worth €5,000

On June 8, 1,600 people walked 50 kilometers to raise money for a good cause. The group, including 86 DMK employees, managed the distance in 12 hours, hiking from Werdersee to Wildeshausen. Employees from the Altentrep-tow, Bremen, Edewecht, Ever-winkel, Münster,

Seckenhausen and Zeven facilities joined in. The blisters and sore legs were worth it as they managed to donate €5,000 to the Löwenherz children's hospice. The sum was made up €3,670 from the walk, plus €910 from deposits and an additional dona-tion from DMK.



Berlin

Getting in Touch with Generation Z

Generation Z was at the heart of this year's Raiffeisen day in Berlin. Under the motto 'Generation Z meets Raiffeisen companies', six businesses from the cooperative association presented projects designed for younger workers. The projects were either created to appeal to the generation born after 1996, or to help the different generations in the companies to interact together more. DMK presented its milk moustache campaign video. Chief Human Resources Of-ficer Ines Krummacker (photo) and Adriano Miccoli, HR Re-cruiting (photo), also discussed social media, focusing on In-stagram, in a panel discussion. They found that young people are strongly rooted in social media networks and seek jobs that reflect their values. Many felt this would be possible in a cooperative company. You

can watch the milk moustache campaign video via this QR Code.



Beesten

New Spray Tower

This year, DMK's DP Supply (100 employees) received a modern spray tower in their drying unit. The 50-meter tower was built on site by 120 technicians in order to help stimulate regional growth. Pro-duction will start there in autumn. Since 1992,

€20 million has been spent on modernising the facilities there. Now, 60 percent of produc-tion is exported abroad. In the future, there will be more focus on health and nutrition, and Beesten will become a key pillar within DMK.



Strückhausen Stars on the Streets



Two milk tankers emblazoned with the Humana logo hit the roads of Strückhausen in June. The two mobile adver-tisements will play a starring role in an upcoming Humana campaign. The vehicles are al-ready stars in their own right as ambassadors for the Humana brand. On the road and in park-ing lots, people keep asking the drivers about Humana and its new plant. Locals are full of praise for Strückhausen's new facility.



DMK sites Target Image Goes on Tour

DMK will start a tour of sites in August, presenting "Target Image 2030". The aim is to draw the DMK family closer together, and create a stronger "we" feeling. It will also be a chance to see the group's new film, "DMK 2030".

Scheessel

MILRAM Rocks the Hurricane Festival

MILRAM has reinvented iced coffee just in time for the summer festival season. The Wachmacher combines cold brew coffee and lactose-free milk – without any added sugar or artificial flavours. Festivalgoers tasted the

“Kalder Kaffee” – many after a night of camping. They then tested how awake they felt at the “Wachometer”, which measured their energy levels. Nicole Peiler, Head of Marketing Brand Retail at

DMK, said, “In the past, iced coffee has always had a sweet taste. We have created a brand new product for the market.”



Dubai

Powdered Milk Powers Ahead

DP Supply displayed its abilities as a full portfolio provider in the ingredients area at Gulfood, the largest food trade fair in the Middle East and North Africa, in February. Alongside well-known products from the TOPPICS series, visitors were also interested in DAIRICS. These are based on plant and animal fats, are an alternative to milk powder and are used in cheese, yoghurt

and milk drinks (photo). DAIRICS products are also available without sugar and enriched with added vitamins. The powder has a long shelf life even in high temperatures and is easy to store – a major advantage compared to fresh milk. It is highly practical as all you need to make a milk drink is cold water, and for yoghurt, no heating is necessary before the fermentation.



Bremen Chilling, North German Style

Your schedule is booked out, your smart phone is buzzing and your to-do list just keeps growing... Ahh! For moments like these, MILRAM has a few good tips. The Friesian mantras suggest taking time out and letting the stress sail on by, just as the coastal folks do in northern Germany. With MILRAM's new “FRIESEN Drink Golden Passion Fruit”, the world suddenly looks a little easier. The fruity, creamy milk drink tastes of passion fruit and turmeric and is low fat, lactose- and gluten free and doesn't contain



any preservatives, colour or sweeteners. That also goes for the “FRIESEN Drink Heavenly Blueberry” which contains a touch of feel-good hibiscus. Let those storms pass you by.

Find out more about the Friesian mantras at milram.de/friesen-drink



Everswinkel

This Baileys Ice Cream is a HIT

Germany's retail scene is clear on one thing – Baileys ice cream is a HIT. Whether it is in a pot or on a stick, all agree that you can enjoy the distinctive taste of the Irish cream liquor in all three ice cream flavours. That award is also recognition of the bold decision by the DMK Ice Cream business unit to launch a series of flavors at

the same time, as part of its new focus. “With the high quality of Baileys ice cream, we want to transfer the premium character of the Baileys brand to the category of ice cream,” said Peter König, Sales & Marketing Director at DMK Ice Cream.



“The caramel and chocolate flavors appeal not only to the German consumer but also create a taste experience which fits really well into the Baileys product range.” Now, the Baileys partnership will expand into ice cream cones, the second-largest market segment.



Everswinkel

The new Bahlsen Ice Creams

Now, you can also enjoy Bahlsen in ice cream form too. DMK's strategic partnership with the company started on May 1. Meet the new flavours:



“Ohne Gleichen” Vanilla Nougat

Vanilla ice cream with crunchy chocolate waffle chunks and nougat sauce



“Ohne Gleichen” Strawberry Yoghurt

Yoghurt ice cream with crunchy waffle chunks, white chocolate chips and strawberry sauce



“Messino” Chocolate Orange

Chocolate ice cream with orange sorbet, soft cookie and chocolate chips

Hoogeveen

Delicious Uniekaas Rolls through Dutch Roads

Uniekaas' new logo had barely seen the light of day when suddenly it was on the road. Users can find more information about the product range, ingredients and the brand philosophy at www.uniekaas.nl and visitors to the site can also contact the company directly. Just as the website was launched, Uniekaas' new freshly-branded milk trucks were heading to the facility in Hoogeveen. The advertising slogan "Our delicious Uniekaas" is attracting plenty of attention as winds its way through the Netherlands.



Hong Kong Oldenburger at the HOFEX



There's no better platform than Asia's leading trade fair for food and hospitality, HOFEX in Hong Kong, from May 7–10. DMK sent Oldenburger as its export brand and provider of high quality dairy products. Distributors and other interested visitors learned about Oldenburger's products and also about DMK. Matthieu Rapp, Hoa Dang and Anton Niemeijer (all DMK, photo l to r) and our distributor described the quality of Oldenburger dairy products at an attractive stand at the trade fair.



Shanghai DMK Heads to Bakery China

The International business unit exhibited at the Bakery China trade fair in Shanghai for the first time this year. The DMK China Team and General Manager Jason Chen presented Oldenburger Professional. "We are entering the food service business in China. Innovation will be key in order to succeed here in the future," Chen said. Ken Kent, a local head chef also manned DMK's stand and gave a live presentation of the products. The stand also offered visitors a chance to leaf through a booklet of specially-developed recipes, including "The Cake of Freiburg" or "Trio of Olden-

burger". Launched in 1997, the Bakery China is a leading event in the Asia Pacific region for the bakery and confectionary market. It ran from May 6–9 and displayed the latest innovations for manufacturing, sales, research and development and applications in the bakery sector, across 17 halls and 204,000 square meters. In total, 2,200 suppliers and manufacturers impressed 300,000 visitors from 110 countries with their newest wares.



Find a video of the trade fair here

Amsterdam DMK Displays News and Expertise at the PLMA

The DMK Group presented The World of Private Label at this year's international PLMA trade fair in Amsterdam on May 21–22. Visitors explored new retail products and services as DMK's Private Label and International business units presented their innovations for brands and in contract manufacturing. With DMK Ice Cream and DOC Dairy Partners, Germany's largest dairy cooperative also showed off its capabilities in ice cream and Dutch cheese to visitors at the trade fair.



Ho Chi Minh City Trade Fair Start in Vietnam

The International business unit opened its Ho Chi Minh City office in April. Just a couple of days later, the unit presented the Oldenburger product range at the "Food and Hotel Vietnam 2019" in Saigon's Exhibition and Convention Center. The team focused particularly on mozzarella, long-life cream and butter, and also introduced Oldenburger Professional. The products, presented under the banner "Oldenburger – German Quality for your Professional Kitchen" went down a treat as one of the highlights of the biannual gastronomy trade fair.

Without her, there's nothing. Together with his animals, Matthias Schulte-Althoff embodies modern, sustainable farming



Why did you become a farmer?

Farmer Matthias Schulte-Althoff, chair of a task force for young dairy farmers, believes dairy has a future – if the sector pulls together

When it is time to cut the grass, farmer Matthias Schulte-Althoff sits in his tractor and harvests what he has sown and it is one of the best feelings in the world. The 31-year-old farmer works his way across the green field back and forth in neat rows to gather the food that will nourish his 120 cows. At these times, he said, he knows why he became a farmer: because his work feeds people and because he is part of a cycle that may go on forever.

His farm, in Recklinghausen, North Rhine-Westphalia, seems enchanted, surrounded by knee-high grass and purple rhododendrons. The farmhouse itself is more than 100 years old and around it are stalls for cows, where the animals lie in sawdust and roam the pastures during summer. There's a stall for calves, packed with straw, a stall for bulls and an open stall. Schulte-Althoff knows almost every cow by name.



The farm in figures

Area in total:
65 hectares

Livestock: 120 cows

Farm founded: 1896

Employees: 3 family members and one apprentice

“We’re a pretty small operation,” he said, showing his milking parlour for ten cows. A trained agricultural expert, he said, “What matters to us is that the animals are healthy, no matter whether it is a good or bad summer.” The family spends a significant amount of money on sawdust so the cows can bed down comfortably. That is his business philosophy.

Schulte-Althoff runs the farm together with his father George, 60, who grew up milking the cows by hand. Nowadays, the family shows school groups and other visitors around the farm. That also gives them a chance to address people’s preconceptions about the dairy industry. The father and son are highly communicative and love talking about the farm, which also helps market the Schulte-Althoff milk.

Nonetheless, a shadow falls on Schulte-Althoff’s face as he reflects on the future of the dairy business. His concerns include the milk price, environmental regulations, animal welfare, milk quality and sustainability, which is why he is a member of DMK’s working group for young dairy farmers. He is the chairman and three times



Top to bottom © Ralf Meier

- 1 Junior and senior.** Matthias Schulte-Althoff (31) and his father Georg Schulte-Althoff (60)
- 2 Everyone gets stuck in.** Dairy farmer Schulte-Althoff with his trainee Carla Buxtrup (19) in the straw barn

each year, he sits down together with managers from DMK to share topics that have emerged from the 63 members of his group. Aged between 18 and 32, the members talk about work. “It’s a way we can influence the DMK management,” he said. The milk price is one of the biggest concerns in his circle, and comes up repeatedly in discussions.

He likes the feeling of togetherness at DMK and felt proud recently, as Ingo Müller described innovation at DMK, such as packaging reforms or new products like Kalder Kaffee iced coffee

or Baileys ice cream. “Those are great products and they really make DMK as a cooperative into something special.” He said that it’s important to feel proud of something, and to develop a “we” feeling, especially at difficult times.

His farm has known a “we” feeling for generations. For Schulte-Althoff, his father is his main colleague and contact person - as well as being a walking history book when it comes to the farm. Georg Schulte-Althoff looks back on good and bad times at the fairy and knows that nowadays, he is better placed to manage crises than in the past. One was the drought in the summer of 1959 when it was so dry that there was only tree bark for the cows to eat. “A summer like leaves a mark on people too, because they go hungry,” the farmer recalled. “Nowadays we have food stocked up and even in bad years, the cows have enough to eat.” Whatever happens, it is important to look forward and keep developing, that’s clear to both father and son. Pessimism, doom and gloom don’t help anyone. That’s what keeps Schulte-Althoff junior experimenting in the broad field of possibilities. Last summer, he fitted a cow with a GoPro camera in a meadow and posted the video on Facebook. “The positive response was amazing,” he said. “That’s a way to communicate about rural life, making it go viral.”

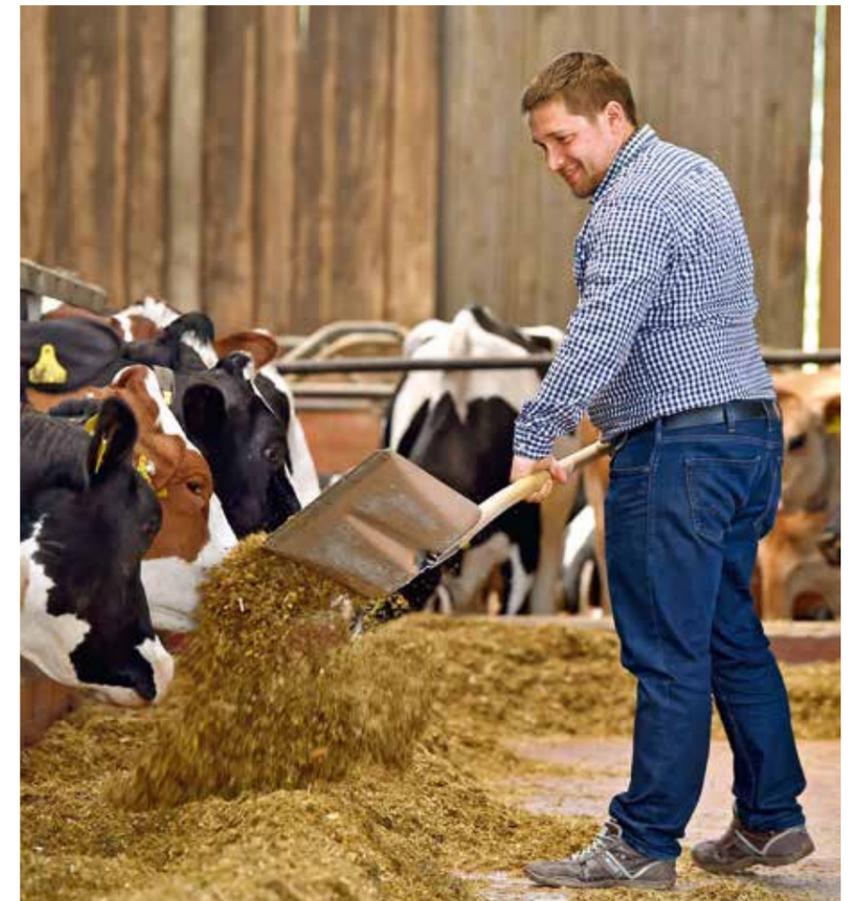
As if all that wasn’t enough, he is also a member of a group of farmers, including cow- and pig farmers who sit down with representatives from REWE and EDEKA, two food retailers, to discuss concerns about retail and farming. “I learn a lot from those meetings,” he said. The group talks about prices and competition in retail or about why prices are sometimes so great. “We gain a better understanding of one another through talking about how dairies, traders and also farmers need to earn money.” The meetings don’t solve problems straight away but they help everyone understand each other’s situation better. He knows his job is not going to get any easier.

He does however note the growing trend among consumers to yearn for rural life. His mother recently showed a daisy to a school child, picked it and ate it. The girl was so impressed that she picked a bunch of flowers and to take home. For dinner.



Top to bottom © Ralf Meier

- 1 Farm fresh.** Schulte-Althoff likes drinking milk from his two milk tanks
- 2 At his fingertips.** All data about the cows stored on an app on his smartphone
- 3 Well fed.** For the farmer, it’s important to give his cows get high quality feed





Top to bottom © Henning Scheffen

- 1 **Optimistic mood.** 185 representatives of the owners met up in Hannover
- 2 **Getting involved.** The representatives at the meeting took active part in the decision-making process

DMK is First Choice. For Always.

The milk price, the ongoing organisational changes and Vision 2030 were all at the heart of discussions at the representatives' meeting in Hannover. Many attendees had plenty to say and while they were critical, they were also constructive

Open, critical, analytical, visionary - those words provide a brief summary of the representatives' meeting. There was plenty of straight talk in Hannover's Congress Centre on June 19, from the representatives to the supervisory board, the executive board and business management alike.

Speaking for the management, Ingo Müller promised to do everything possible to raise the milk price to match competitors. "None of us are happy with the current price," he said. He also acknowledged that the radical organisational changes that were set in motion two years ago were demanding for everyone. But he added that now, the conditions are set to be able to look ahead more optimistically at the future. Those improvements will also help raise the milk price.

Russia and China are growth markets That's part of Vision 2030 which describes the group's target image, and was the subject of much discussion. The aim is to make DMK the first choice for dairy products of natural origin - for always: In Germany, Europe and select growth markets such as Russia, China and Nigeria. "We know what is ahead," Ingo Müller said. "We are DMK - and now we're going to attack!" Talk then turned to the individual areas of business at DMK and how they are developing.

Chairman Thomas Stürtz reminded listeners that in 2016, the company had to recover from the milk crisis and that it had been completely restructured in

the last 24 months. Now, updating supply relationships is important, he said, and the stock-based fixed-price model is central to that.

The attendees then listened with interest to the economic data presented by Dr. Klaus Hein. He said that on average over the last year, the average milk price was 33.57 cents per kilo, including all surcharges and minus the dividend. That is in the lower mid-range of what German dairies are paying. "That cannot and must not be our goal," Dr. Hein said.

The cooperative's management then described the most important topics for the future, including digitisation. This will generate added value for DMK, particularly in terms of sustainability. "We will further develop our digital services for the future and also rethink them," the director said.

"We have to hear the grass growing" After paying tribute to the long-standing finance director Volkmar Taucher, listeners were introduced to his successor, Dr. Frank Claassen. He addressed the importance of working faster, more efficiently and more responsively in order to better respond to customer needs and to address mistakes. "We have to literally hear the grass growing," he said.

By the end of the meeting, despite differing opinions, everyone agreed that the measures currently underway serve the goal of making DMK, and every dairy farmer in the cooperative, more successful.



Ingo Müller "One challenge is clear to all of us: on the milk price, we have to catch up with our competitors as fast as we can."



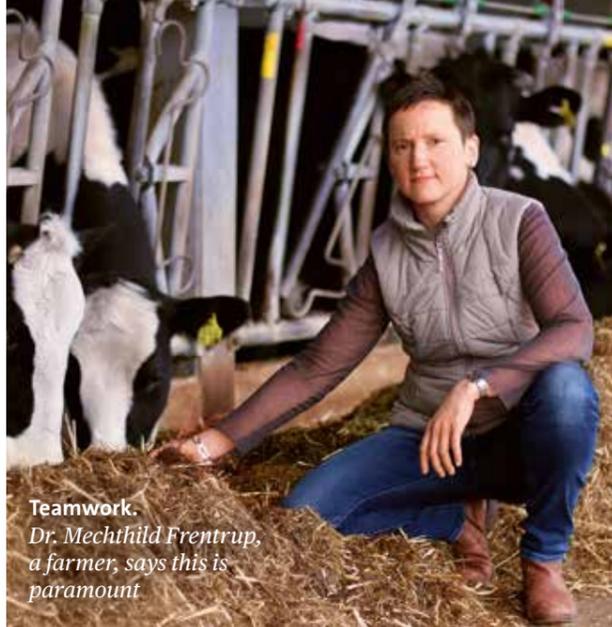
Thomas Stürtz "We are pressing ahead with the organisational changes. As the board, we are looking out for both sides - the company and the farmers alike."



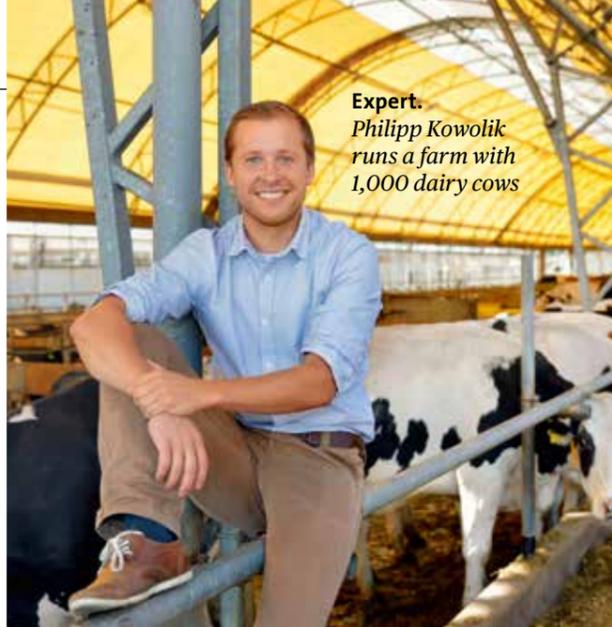
Heinz Korte "Our farms are still seriously affected by the drought and the higher feed price it caused."



Dr. Klaus A. Hein "DMK has defined farming as a central area for digitisation. We are going to rethink digital services."



Teamwork.
Dr. Mechthild Frentrup,
a farmer, says this is
paramount



Expert.
Philipp Kowolik
runs a farm with
1,000 dairy cows

DMK Honorary, Volunteer Positions

Part 4: the Supervisory Board

We seek solutions that work for everyone

MILCHWELT's series presents people working in voluntary and honorary positions. For this issue, we sat down with Dr. Mechthild Frentrup (supervisory board at the group) from Gütersloh, and Philipp Kowolik (supervisory board of the cooperative) from Usedom/Wolgast. Mechthild Frentrup and her husband Carsten run a farm with 140 cows plus offspring. Philipp Kowolik's farm has 1,000 dairy cows

Dr. Frentrup, Mr. Kowolik, how long have you been members of DMK, or one of its previous organisations?

Dr. Mechthild Frentrup: My family has always been a member. We started out at the Westphalia dairy in Herford, then we were members of the Humana Milchunion and then DMK.

Philipp Kowolik: I have been a member of the cooperative from the outset.

Why are voluntary members of the cooperative important for DMK?

Dr. Mechthild Frentrup: We are a cooperative and that relies on the engagement of its members for a shared cause. The people in our company have many different views and interests. Every opinion and perspective is right in itself, though not always for the group. To succeed, we need to seek solutions that work for everyone and that can be profitable for all. That means we have to find a balance, which is only possible if we talk together and say clearly how things look from our point of view, as well as listen to others, and then together seek a solution. That really

differentiates us from a commercial dairy business. That's a good thing.

Philipp Kowolik: Voluntary members are an important link between the shareholders and the group's management. We convey information, address concerns and create a space where the company can develop in a way that is sustainable. What's also important is that they speak the language of the cooperative members, and deal with them as equals.

How do you find these voluntary working activities at DMK?

Philipp Kowolik: The voluntary work at DMK is really interesting in many ways. It means we look ahead at strategic questions and don't just focus on our own personal interests. Also, the company sells more than milk powder. There are so many interesting different parts of the business, like ice cream, for example. That department has to understand the needs of the market and to explain to the shareholders the opportunities they see there for DMK.

Dr. Mechthild Frentrup: Voluntary work for DMK is about teamwork nowadays. That's important

to me personally because that's the only way we can really be part of the decision-making process. We are really well-informed and any questions we have are answered in depth. And that's essential for us to meet our responsibilities to the company, the members and the employees.

Why did you decide to get involved and take up an honorary position?

Dr. Mechthild Frentrup: I'll be very open about it - I wasn't always happy with decisions that were made in the past. There is still potential to improve things now, in our dairy's performance. What really matters to me is to give farming a voice and also to mediate between the different opinions and positions.

Philipp Kowolik: Voluntary work fits with our traditional, rural lifestyle and it's important to me that people understand that way of life. Especially in terms of the way we live in our communities and the political demands we face in our work.

What kind of characteristics do people need to have if they are going to work in voluntary positions, particularly at DMK?

Philipp Kowolik: You need to be a real expert in this area of work and you need to be prepared to draw people together and build bridges. You can't be afraid to speak your mind in the right setting, even if that sometimes means difficult discussions. And you need to be able to accept criticism.

Dr. Mechthild Frentrup: You need a lot of time to stay on top of all the developments throughout the company, and you also need an ear to the ground to hear what's happening at the base. You have to understand the new issues that come up so that you can make professional decisions at the meetings. Ultimately, you have to be prepared to compromise, and you need team spirit because what counts is the shared result.

5

NEXT ISSUE

The executive board



Korte's Straight Talk

Heinz Korte
Supervisory Board
Chairman at DMK

“We are well on the way to becoming a food manufacturer with a clear customer and consumer orientation”

We are still in a difficult situation - that is undeniable. We still haven't overcome the effects of last year's drought. Many farms are struggling with liquidity. And the milk price is still too low. We were all expecting the price to increase and instead, it has fallen since the beginning of the year.

Additionally, many are unhappy about the milk payments at our own dairy. In 2018, we were just around the average in northern Germany but we have been below that level since the start of the year. We found ourselves in a similar situation in summer 2018 but we managed to balance that out through the rest of the year. We have to do that now, too, and that's a clear order for the management.

We won't get around managing our costs better though, because bear in mind that DMK has to bear the loss of a billion kilos of milk. We have known about that loss for two years and many

measures have been introduced since then. Wage models are being implemented at Arla and Friesland Campina, for example. And we have taken on the Alete and Milasan brands into our product range as they are a perfect match. In Strückhausen we started operations at a high-tech baby food plant and we have modernised the MILRAM brand. We will still be paying for these measures this year, but they will help towards paying a better milk price in the future.

We spent a sum in the good triple-digit millions to fully reorient the company. That was important to help transform a dairy that in the past focused solely on mass and mergers, to create a food manufacturer fit for the future. That means one capable of taking a leading role in the market amid the challenges of changing consumer behavior, new trends and sustainability. As one of the biggest food producers in the country, that task is big but it is necessary.

Cool Chain

Food safety and consumer protection are key to keeping milk fresh in summertime

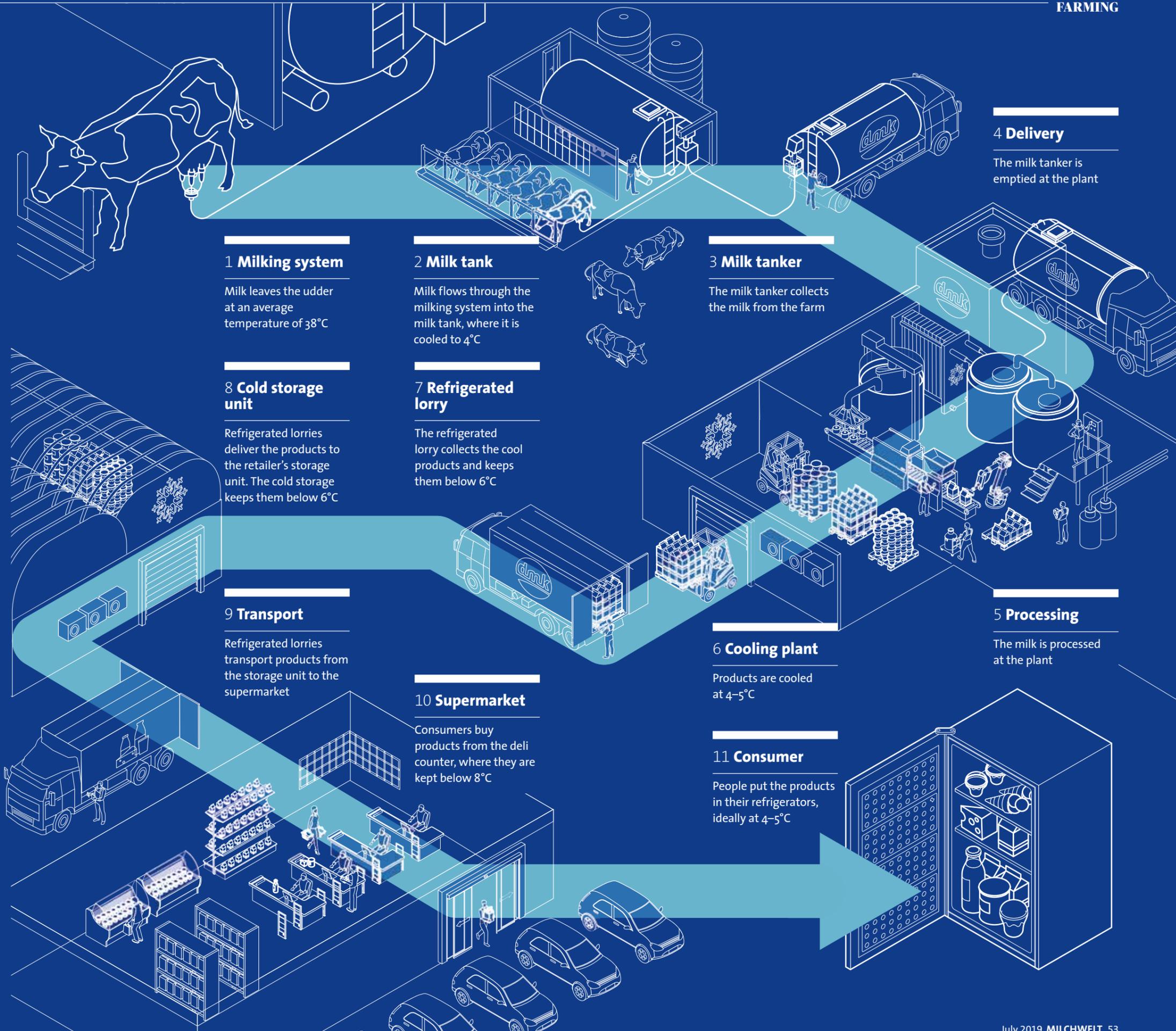
“This heat is unbearable!” During last summer’s record drought, no one knows how many times dairy farmers exclaimed this to the heavens. They and everyone throughout the supply chain made enormous – and more quantifiable – efforts to keep the precious milk cool despite temperatures of more than 30°C. The requirements they face are extremely demanding. In order to meet the regulatory standards, cooling technology has to be able to cool milk down to four degrees two hours after the end of a milking session. If the milk is already refrigerated during milking, it can reach the required storage temperature of below six degrees Celsius just after milking is finished. All that is laid down in European law, German law, and our MLO.

DMK employs 13 specialist consultants in order to ensure milk meets food safety standards, consumer protection and our milk delivery rules, and guarantee that the product can be marketed anywhere, particularly for export. The consultants can advise farmers any time free of charge to help them improve how they cool milk at their farms. They analyse processes and identify ways to optimise them. They start by looking at where the refrigeration units are located. Outside, they should not be near feed silos but under a roof and protected

from frost. If they are installed indoors, it is better if they are in a room with fresh air flowing through it rather than a milk chamber, because in the summer, room temperatures can rise enormously, making it hard for the units to manage the refrigeration process. It is also important that experts calculate the electricity consumption and how much power the refrigeration unit needs per hour for how many liters of milk.

If the milk tanker comes to the farm every two days, the milk should be cooled to below six degrees Celsius there. Like thermos flasks on wheels, these tankers can transport 24,000 liters of milk to the dairy, protecting every drop. The cool chain has to continue through each stage without interruption. When all the steps are fulfilled and the milk is bottled, it is stored at between 4 and 5 degrees Celsius in the dairy refrigerator until the next step on its journey.

The last stage of the journey, to the consumer, also is regulated by temperature requirements. The milk has to be stored and transported at between two and seven degrees Celsius. Cooling data loggers monitor whether the cold chain is maintained throughout. Technology means data such as operating conditions, temperature and temperature variation can be followed live online. That’s cool.



1 Milking system

Milk leaves the udder at an average temperature of 38°C

2 Milk tank

Milk flows through the milking system into the milk tank, where it is cooled to 4°C

3 Milk tanker

The milk tanker collects the milk from the farm

4 Delivery

The milk tanker is emptied at the plant

8 Cold storage unit

Refrigerated lorries deliver the products to the retailer’s storage unit. The cold storage keeps them below 6°C

7 Refrigerated lorry

The refrigerated lorry collects the cool products and keeps them below 6°C

9 Transport

Refrigerated lorries transport products from the storage unit to the supermarket

10 Supermarket

Consumers buy products from the deli counter, where they are kept below 8°C

6 Cooling plant

Products are cooled at 4–5°C

5 Processing

The milk is processed at the plant

11 Consumer

People put the products in their refrigerators, ideally at 4–5°C



Nackel
A DMK Calf Paid a Visit to the Village Nursery

The children gazed curiously at the calf and one girl bravely reached out her hand to pet it. Chrissie (1) looked in at the local nursery school in Nackel, Brandenburg. The little cow came from the dairy cattle farm nearby and was able to stroll over to the nursery on foot. Kai Buchwald and Elke

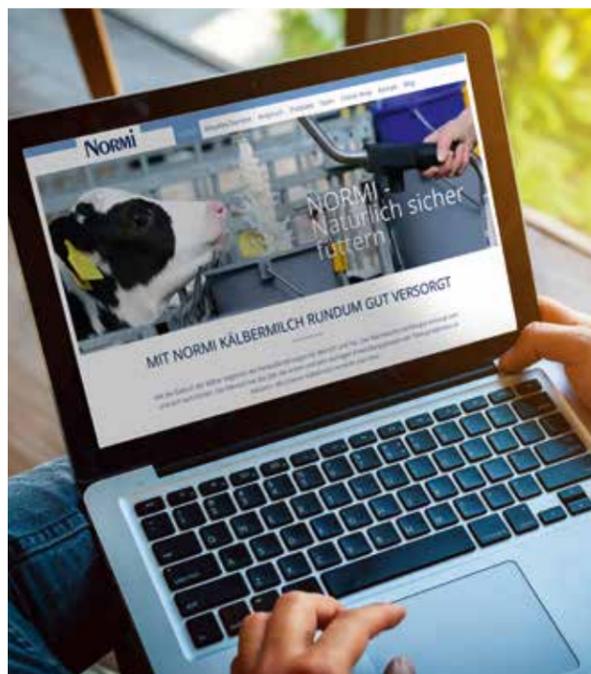
Frambach brought the cow on a rope, along with several cases of milk, yoghurt and other dairy products. They farmers explained to the children that World Milk Day is celebrated on June 1. The Nackel farm delivers its raw material to DMK in Waren on the Müritz Lake. DMK gave the children the

healthy dairy products. The nursery is on good terms with the village farmers as they often run into one another during walks in the meadows. Chrissie the calf had no trouble with the excited children and calmly enjoyed all the little hands offering soaked bread rolls.



Zeven
New NORMI homepage with drink calculator

NORMI is moving with the times and has spruced up its internet presence. Its fresh new design displays all the details about NORMI via the updated homepage, www.normi.de. There, users can find information about all our products, current news and our team as well as a brand new drink calculator. The page is also optimised for smartphone use. Check it out at: www.normi.de



All sites
Dairy Expert Makes Consulting More Efficient

A new calendar started on May 20 for dairy farmers and 20 external consultants. Users can now run Dairy Expert, our very own consultancy system developed in house, during consulting sessions on site via the internet. DEX uses threshold values such as bacteria to automatically create consulting processes for the advisors.

Zeven
Meet NORLAC's New Sales Manager

He might be new to the company but he is an old hand in the business. Klaus Bürsken joined NORLAC as the new sales manager in Zeven on 1 February. Bürsken comes from Molbergen in the Cloppenburg district. He is married with two children. Before, he worked for Agravis in Münster, where he was responsible for the milk substitute business. Asked how he saw NORLAC during all the years that it was his competitor, Bürsken said: "For me it was always difficult to win a Normi customer over to another brand." Happily, he will no longer have that problem. NORLAC and DMK welcome the collaboration.



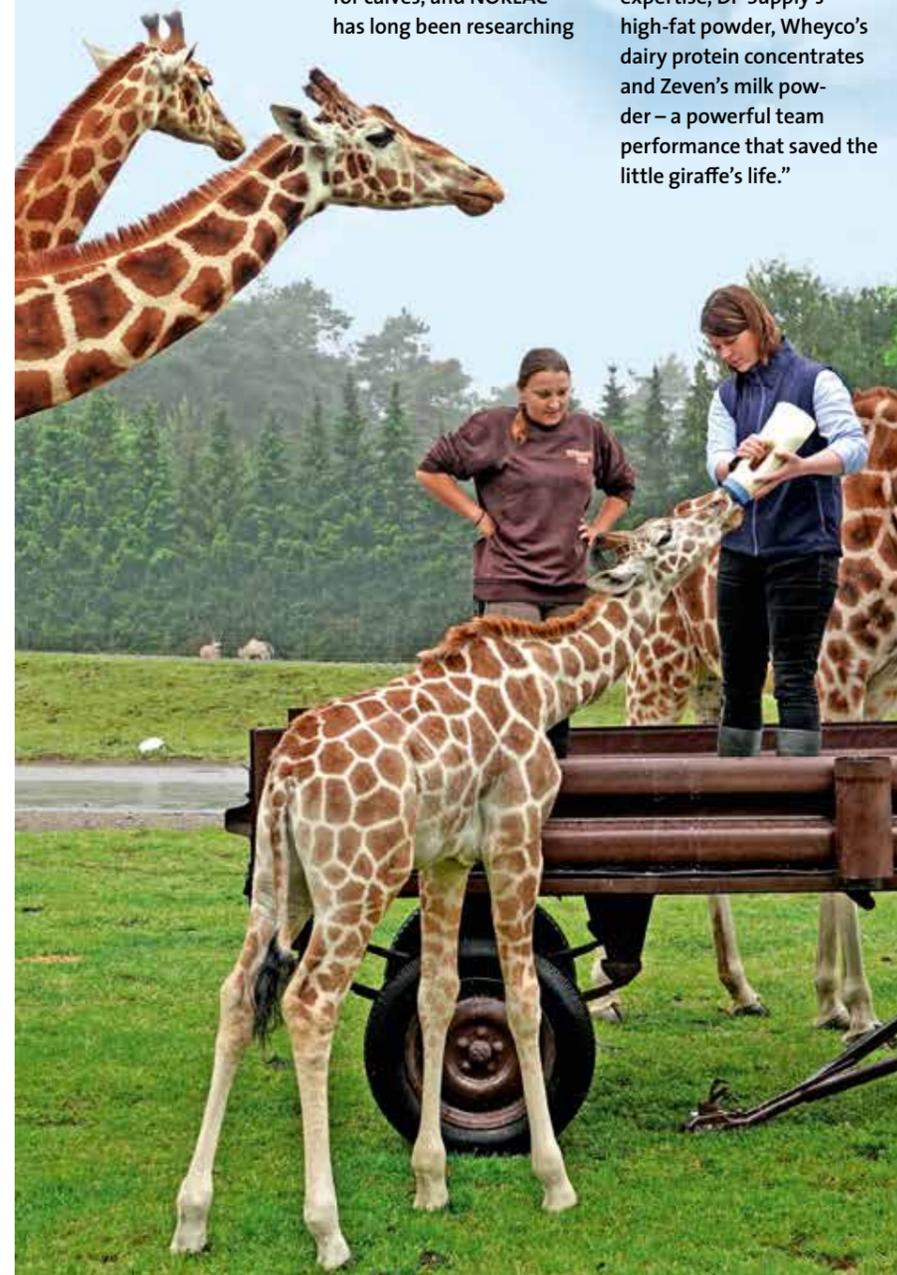
Hodenhagen

Formula Rescued Baby Giraffe in Serengeti Park

The little giraffe from the Serengeti Park in Hodenhagen sucked hungrily at the bottle, watched by its family. It was rejected by its mother when it was born in October, which usually means it would die. Then NORLAC and DMK

stepped in, determined to help it survive. They provided a special milk formula because giraffe milk contains much more fat and dry matter than cow's milk. Milk substitutes are being developed under the NORMI brand for calves, and NORLAC has long been researching

how to raise the fat content of skimmed milk-based substitutions. Based on the FIRST CLASS product, a team was able to create a giraffe milk containing more than 30 percent fat. NORLAC director Hendrik Homberg said, "NORLAC's expertise, DP Supply's high-fat powder, Wheyco's dairy protein concentrates and Zeven's milk powder – a powerful team performance that saved the little giraffe's life."



Hannover
Farmers Share Information about their Jobs

On June 1, World Milk Day, thousands of Hanoverians accepted an invitation to an event centered around milk, courtesy of the region's dairy association. Farmers used virtual reality to take attendees on a tour of a stall. They talked to interested visitors about environmental protection, animal welfare and sustainability. Plus, eight farmers from the 8,000 farms in Lower Saxony answered the visitors' questions. The guests also took the opportunity to compete in a milking contest, and enjoyed fresh drinks at a milk bar.

All Sites
Common Codex

The Milkmaster Codex is being updated. In order to bring the DMK Milkmaster program and the DOC Melkkompass program closer together, a shared codex will be developed this year. It will reflect the central role that responsible and sustainable milk production plays for DMK and DOC.



QUESTIONS ABOUT CALF-REARING?
 NORMI field service

04281
7257-226

NORMI

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Your Contact for MILCHWELT Magazine



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Services for Employees

Hotline for employee issues, such as retirement issues, parental leave, labor contracts

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Friday, 8am to 2pm

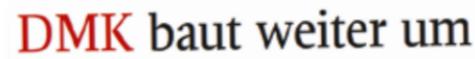
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MILCHWELT in German

MILCHWELT Magazine is of course available in the original German language too. You can find both the English and German editions as PDFs at www.milchwelt.de

In the media

From regional newspapers to international magazines, the media often reports about DMK, its facilities and rural operations. Last week, the focus was on the change process and the Alete takeover



Lebensmittel Zeitung, 17 May and 21 June 2019

The report explains how DMK is expanding the MILRAM brand and how it is making the company fit for the future

Warum Alete so attraktiv für das Deutsche Milchkontor ist



W&V, 10 January 2019
The trade magazine analyses the advantages of buying the Alete and Milasan baby food brands

Wie man mehr aus der Milch macht



Allgemeine Hotel- und Gastronomie-Zeitung, 9 June 2019
The magazine is running a series about companies transforming their businesses to compete in the modern age



Zevener Zeitung, 13 March 2019
A reporter from the local newspaper visited DMK's Milk Innovation Center and described how new products are created



Elite, 19 June 2019
Milcherzeuger-Magazin put out a report immediately online about the representatives meeting and the changes at DMK

Zuivelgroep DMK plukt eerste vruchten van nieuwe koers



Zuivelzicht, June 2019
The Dutch dairy magazine reports on the initial successes of DMK's new focus

Milk on Social Media

Users are discussing milk on social media platforms

Instagram May 30
Instagram May 2
Instagram May 3
Twitter @milchindustrie June 1
Twitter @wuv.de June 20
Twitter @topagr.com June 19
Twitter @vzbawue June 1
LinkedIn #TeamDMK2030 June 19
Twitter @topagr.com June 19

Join the conversation!

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https://twitter.com/DMK_Milch

LINKEDIN
<https://www.linkedin.com/company/dmk-deutsches-milchkontor-gmbh/>

Regional Chiefs of Our Dairy Cooperative

Divided by regions. The regional chiefs are the principal points of contacts for all issues relating to milk suppliers and members of our cooperative



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Save the Date

- 12. 7. – 15. 7. 2019**
Tarmstedter Ausstellung,
Tarmstedt
- 12. 9. – 15. 9. 2019**
Mela,
Mühlenggeez
- 5. 10. – 9. 10. 2019**
ANUGA, Cologne
- 23. 8. – 26. 8. 2019**
LandTage Nord,
Wüsting
- 3. 12. – 5. 12. 2019**
FIE, Paris
- 5. 9. – 8. 9. 2019**
Norla, Rendsburg

Masthead

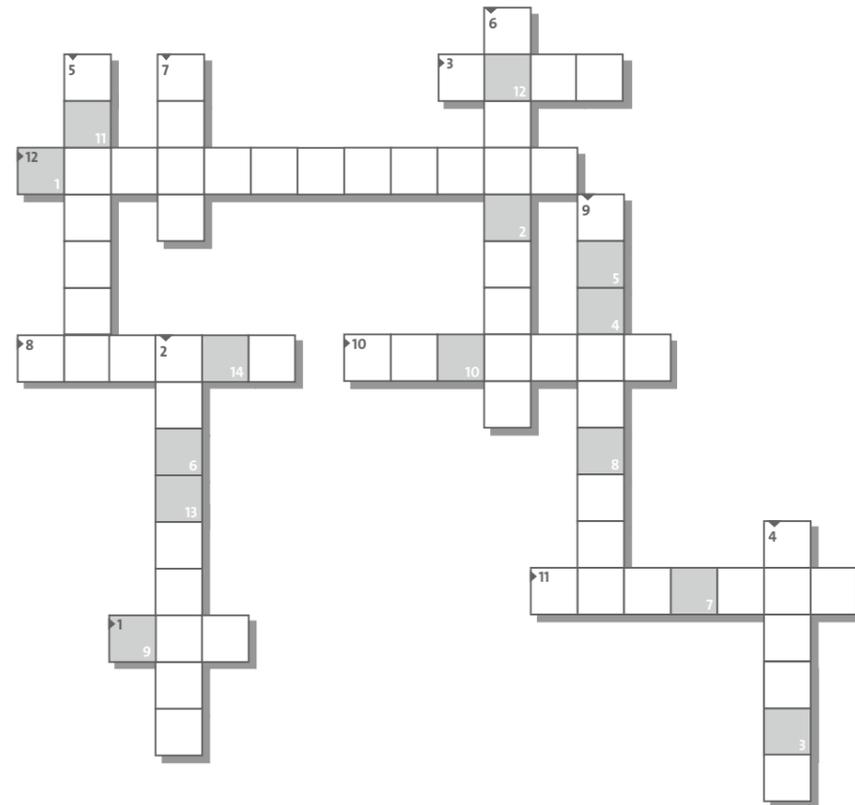
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Our Big Target

Fill out the clues across and down in the fields below. Then, to win a prize, enter the letters in the shaded boxes to form a phrase

Across

- 1 The most famous animal in the dairy world
- 3 What do cows give?
- 8 What do we call the job of someone who engages in agriculture for a living?
- 10 Which brand is Ice Cream cooperating with?
- 11 What scale do we use to measure temperatures in Europe?
- 12 Name a new food trend.



Down

- 2 Who is MILCHWELT's new columnist?
- 4 Name a product we can make out of milk
- 5 What saved the life of a giraffe from the Serengeti?
- 6 What is the name of our magazine?
- 7 What (image) is part of the Target Image 2030 logo?
- 9 Beyond being just about nutrition, what has food become?

Solution:



What do I have to do?

Send the solution to us at MILCHWELT along with your name, address, and your personal- or supplier code number by to milchwelt@dmk.de or by post
 Katrin Poppe
 DMK Group
 Flughafenallee 17
 28199 Bremen
 Only employees and cooperative members of the DMK Group are eligible to participate. Deadline for entries is **6 September 2019**

Winner of Our Last Contest

The top prize, a MILRAM wicker beach chair, went to **Wolfgang Goike** of Zeven. The winners of the beach umbrellas, bicycle bells and cheese supplies were notified by post.



10x MILRAM stunt kites



10x MILRAM breakfast boards



10x

10x HUMANA lambs



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— .. ✨ .. —
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