

New market opportunities and consumer choice

Rick Smith

President and Chief Executive Officer, Dairy Farmers of America

THIS MARK MATTERS. 

Jim Woods, Alexa Cabral (Field Representative) and Warren Woods | Woods Dairy | Lodi, Calif.



History of DFA

Dairy Farmers of America (DFA) was formed in 1998 by combining four dairy cooperatives to unify dairy farmers across the country.





Dairy Farmers of America



**A global dairy foods
company and cooperative
owned by dairy farmers**



**\$17.9 billion 2020 U.S.
annual sales**



**DFA is the largest supplier
of raw milk in the world***



DFA Manufacturing Plant in Garden City, Kan.

*Source: IFCN processors report, 2020

Top U.S. dairy cooperatives

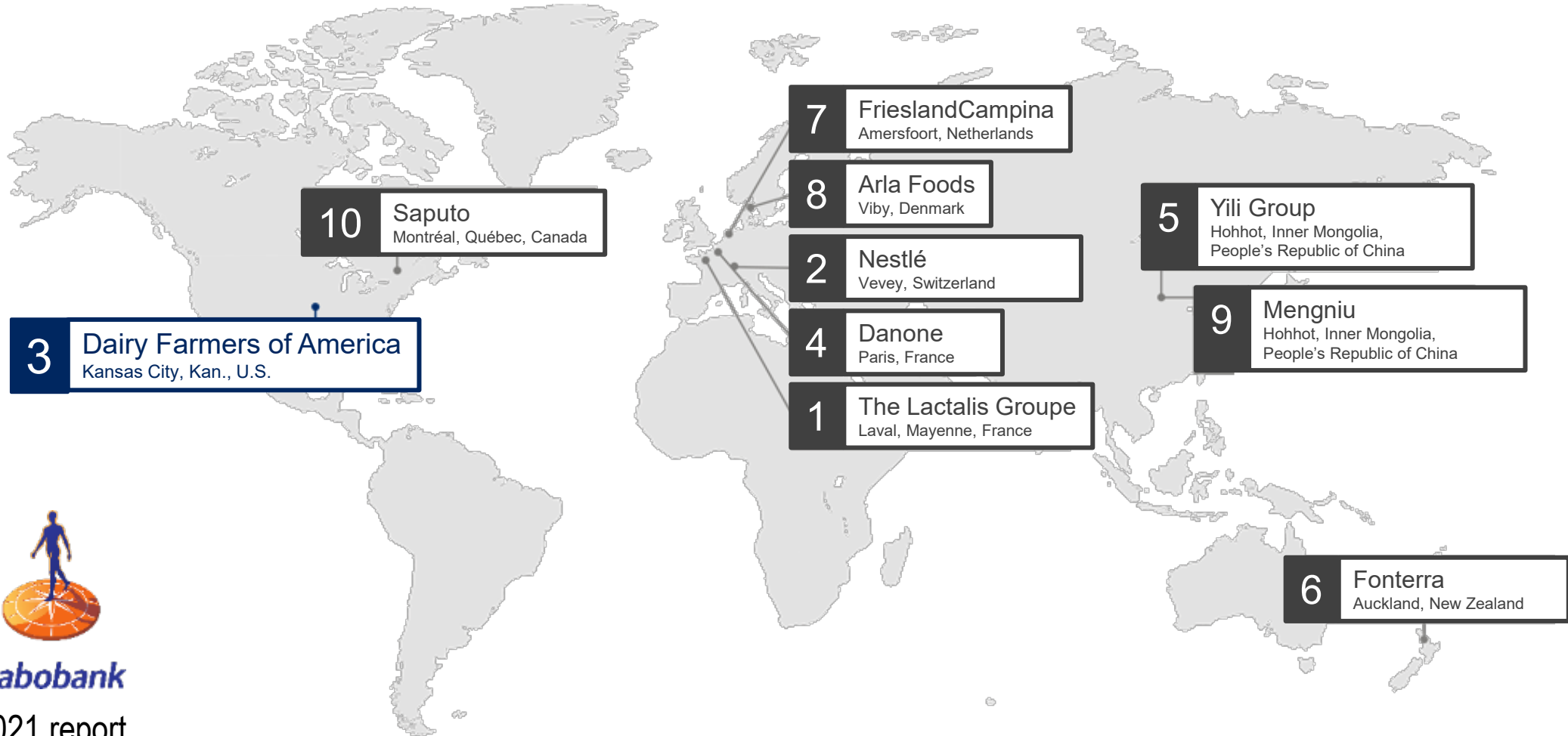
Rank	Cooperative	Member milk volume (billion pounds)	Member farms
1	DFA	55.0	7,550
2	California Dairies Inc.	15.8	357
3	Land O' Lakes Inc.	12.7	1,590
4	Northwest Dairy Association	9.2	415
5	Select Milk Producers Inc.	8.5	110
6	Foremost Farms USA	6.3	1,165
7	Associated Milk Producers Inc.	5.1	1,500
8	Michigan Milk Producers Association	4.6	869
9	United Dairymen of Arizona	4.0	45
10	Agri-Mark Inc.	3.7	800



Based on the 2020 report*

*Edited by DFA for accuracy

A leading global dairy company



Rabobank

2021 report



MISSION:

Deliver Value to Our
Family Farm-Owners
As a Global Dairy
Cooperative



VISION:

Enriching
Communities and
Consumers' Lives
Through All the
Possibilities of Dairy

Our values



INTEGRITY



PASSION

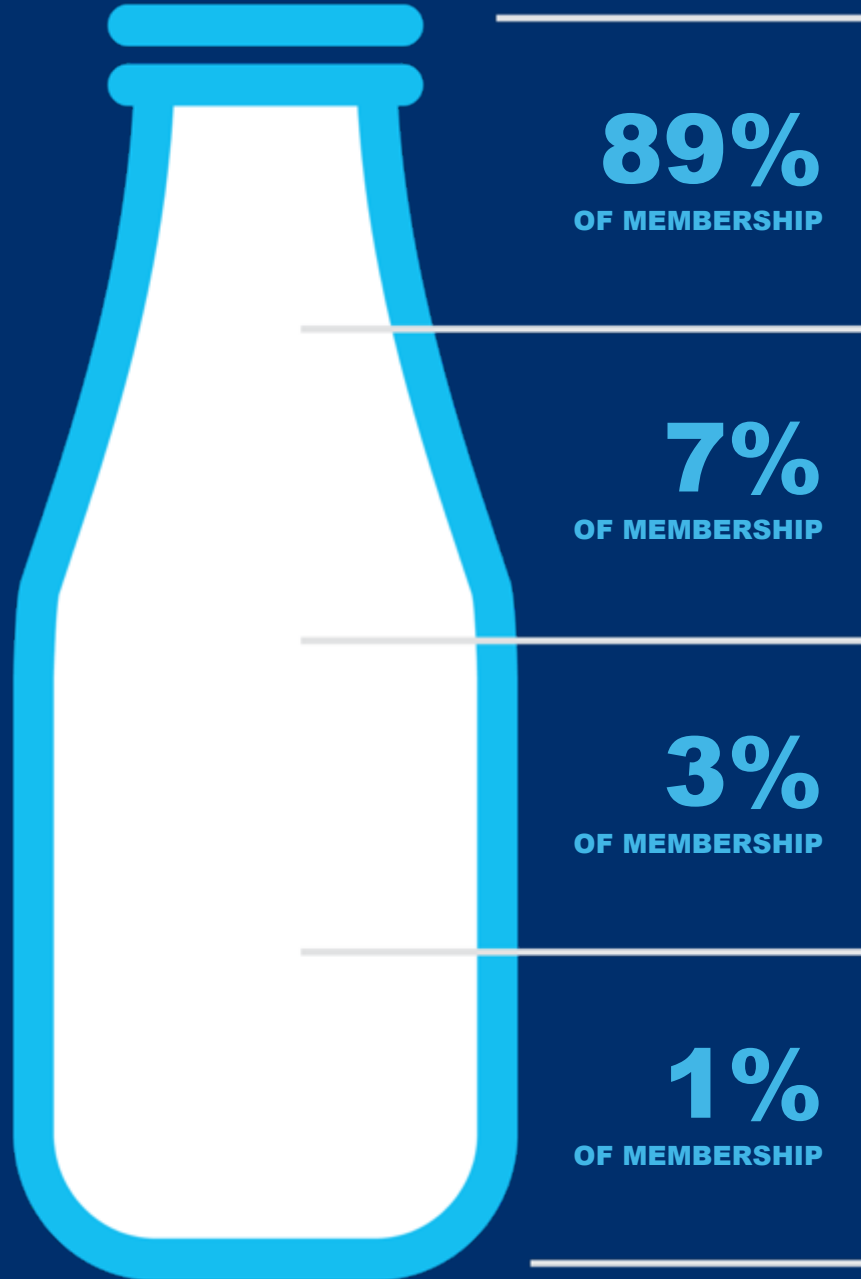


QUALITY



COMMUNITY

Our farms are diverse in size



6,160 FARMS
AVERAGE HERD SIZE
OF 98 COWS

Less than 718 cows

475 FARMS
AVERAGE HERD SIZE
OF 1,275 COWS

718—2,093 cows

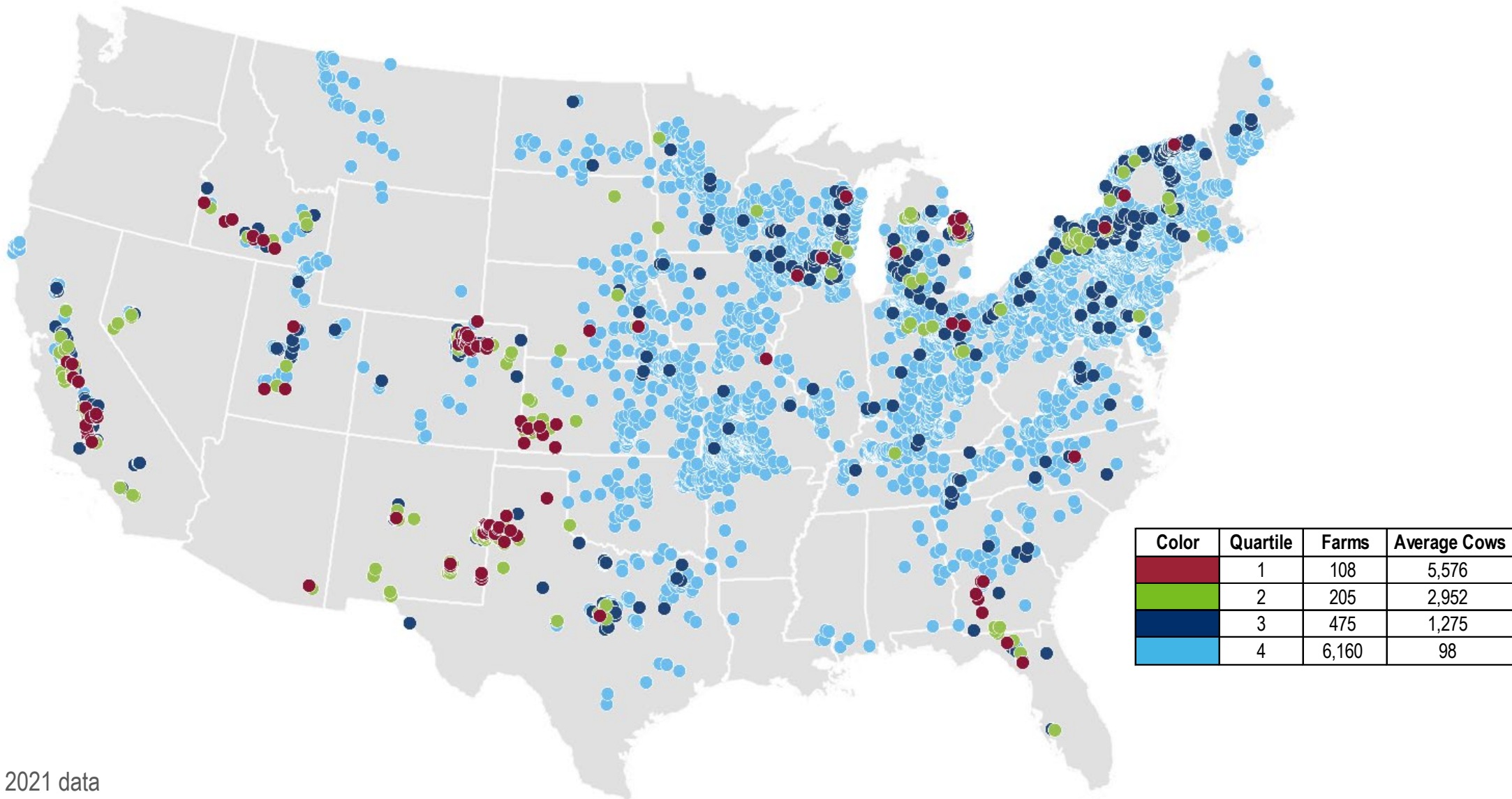
205 FARMS
AVERAGE HERD SIZE
OF 2,952 COWS

2,094—4,006 cows

108 FARMS
AVERAGE HERD SIZE
OF 5,576 COWS

More than 4,006 cows

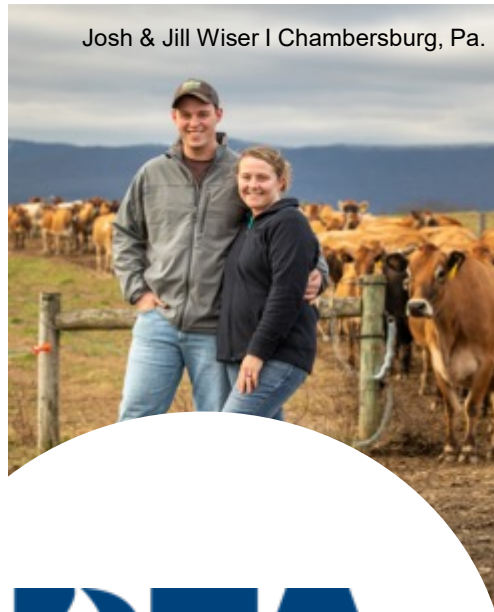
DFA member farms



Si-Ellen Farms | Jerome, Idaho



Josh & Jill Wisler | Chambersburg, Pa.



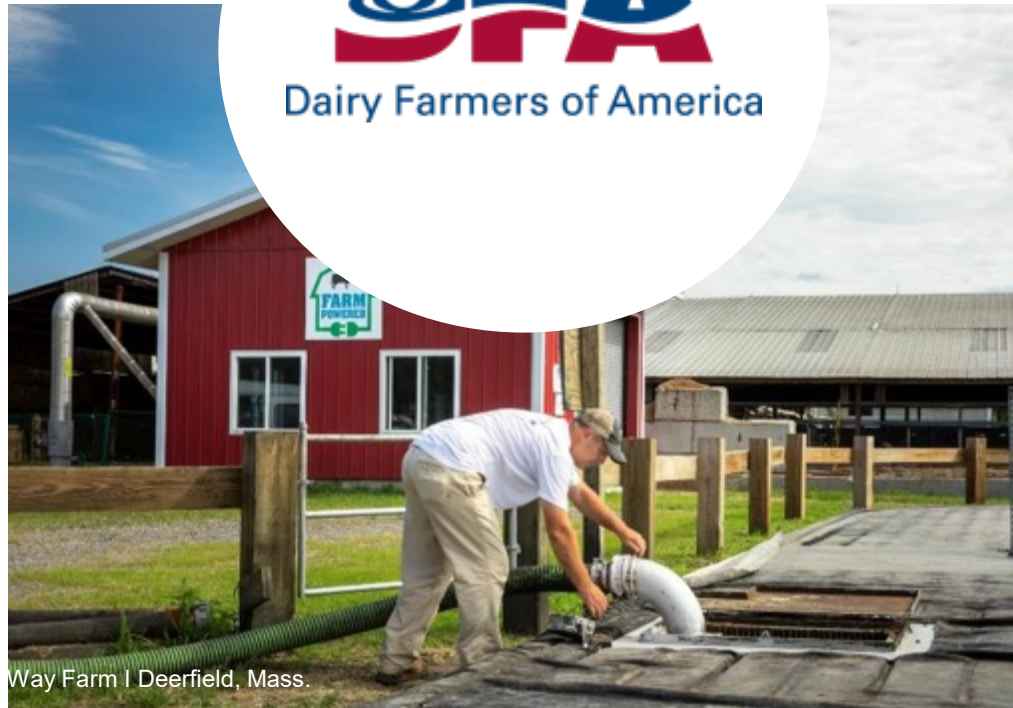
Serena and Sadie Reynolds | Alburgh, Vt.



Dairy Farmers of America



Annie Link | Swisslane Farms | Alto, Mich.



Way Farm | Deerfield, Mass.



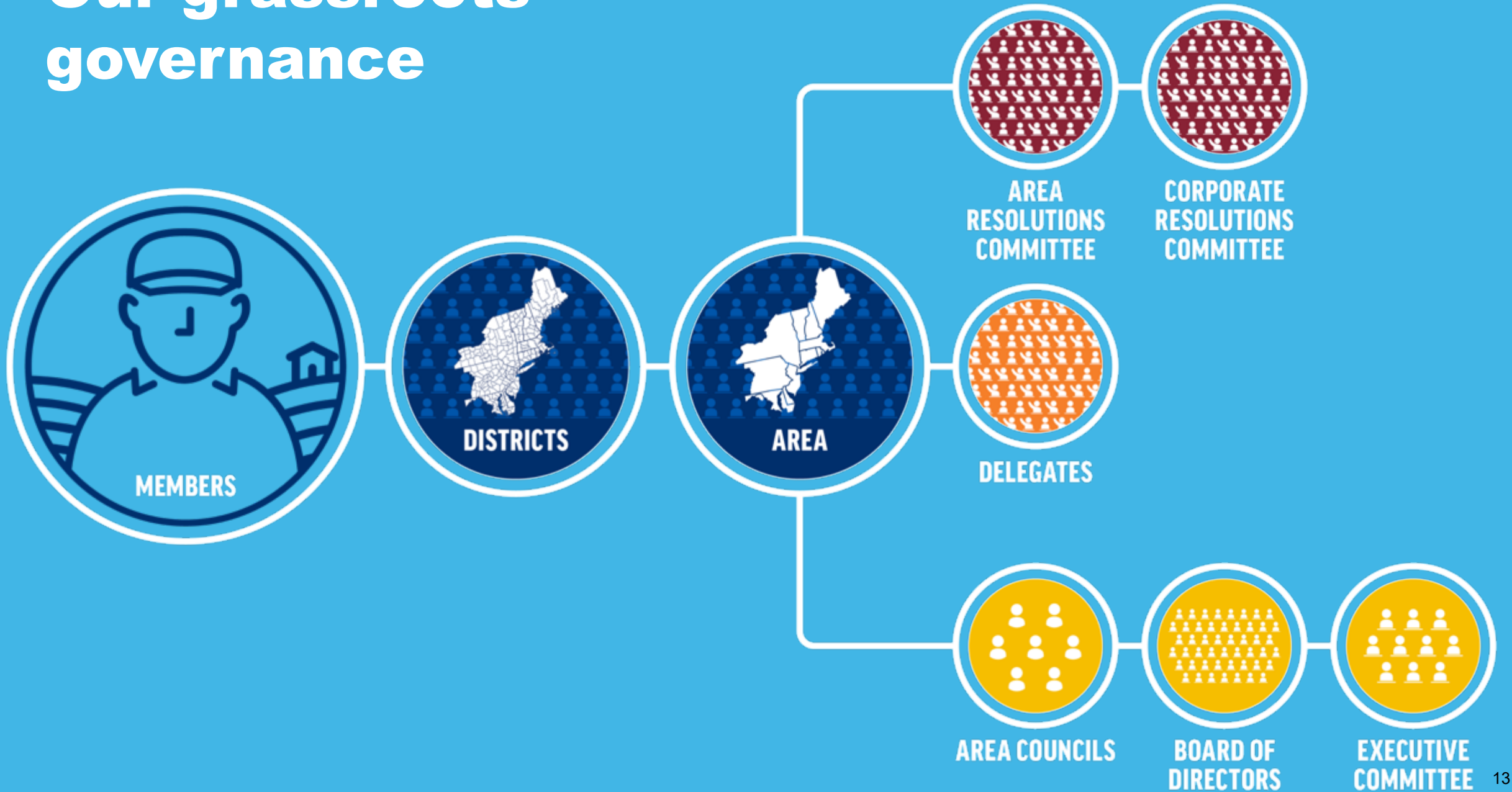
Billy & William Offinga | La Salle, Colo.

Our Areas



Last updated 6/14/2021

Our grassroots governance



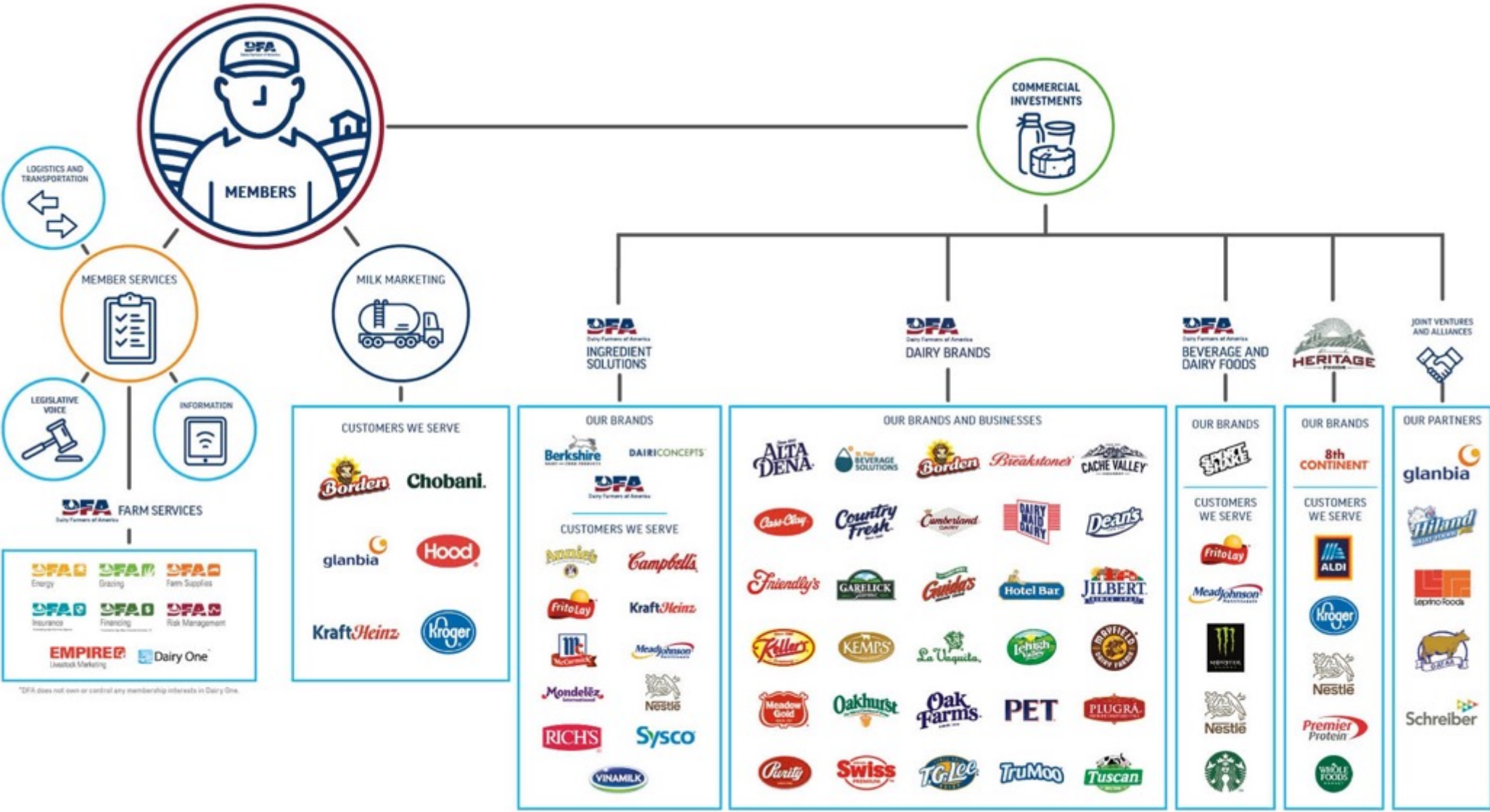
OUR BUSINESS

THIS MARK MATTERS. > 
Dairy Farmers of America

Butch Schroeder
Lawrence Schroeder Dairy | Windthorst, Texas

Eduarda Pereira | DFA Turlock | Turlock, Calif.

Our operating structure



AT THE CORE OF OUR
COOPERATIVE IS
MILK
MARKETING



Abner Favela-Borjas | Lead Driver



**DFA farms produce more than
3,000 truckloads of milk per day**



This milk is delivered to more than 400 customer locations each day

Commercial investments

DFA
Dairy Farmers of America
INGREDIENT SOLUTIONS

DFA
Dairy Farmers of America
DAIRY BRANDS

DFA
Dairy Farmers of America
BEVERAGE AND DAIRY FOODS

HERITAGE
FOODS

JOINT VENTURES AND ALLIANCES



OUR BRANDS



CUSTOMERS WE SERVE



OUR BRANDS AND BUSINESSES



OUR BRANDS



CUSTOMERS WE SERVE



OUR BRANDS



CUSTOMERS WE SERVE



OUR PARTNERS

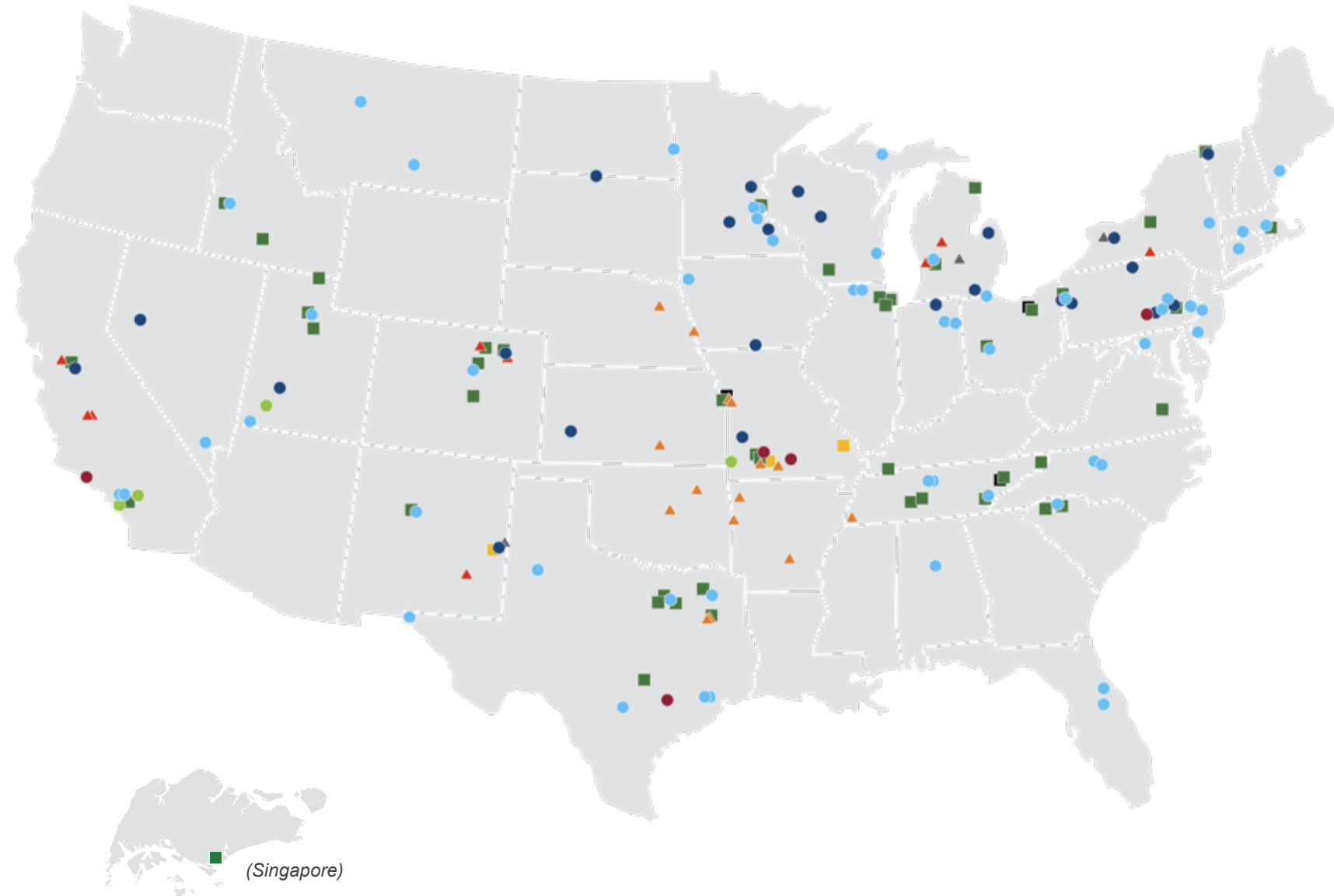


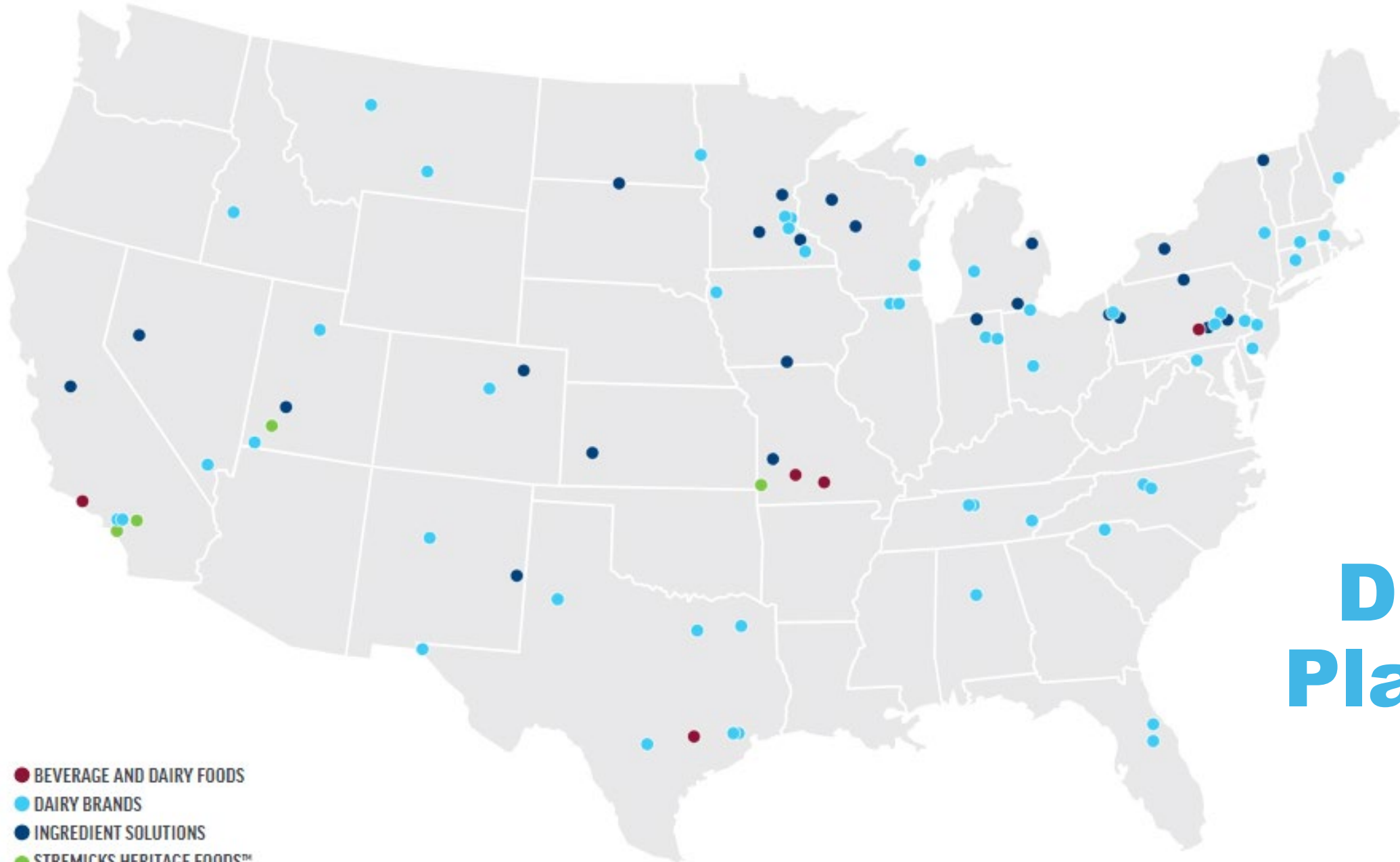
*Representative listing of DFA-owned brands

Our locations

- BEVERAGE AND DAIRY FOODS
- DAIRY BRANDS
- INGREDIENT SOLUTIONS
- STREMICKS HERITAGE FOODS™
- ▲ ALLIANCE
- ▲ FLUID AFFILIATE
- ▲ MANUFACTURING AFFILIATE
- OFFICE
- LAB
- SEMO TANK

Last updated 7/26/2021

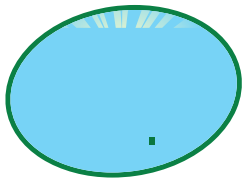




DFA Plants

- BEVERAGE AND DAIRY FOODS
- DAIRY BRANDS
- INGREDIENT SOLUTIONS
- STREMICKS HERITAGE FOODS™

Our brands



Ice cream



Cream



Smoothies and shakes



DFA branded products



Fluid milk



Butter



Cheese

Yogurt



Cottage cheese



Dairy blends



DFA branded products



Dips



Juices and teas



Snack combos

Indirect business

Branded products manufactured by DFA



Dips



Health, energy and fitness beverages



Cultured products



Coffee drinks and creamers



Alternatives



Cheese powders



Milk powders



Milk

Indirect business

Examples of products manufactured with milk or ingredients from DFA



Ingredient cheese



Cream



Strategic growth



And we continue to grow globally

Regionally targeting key customers in growth markets





Our vision is what we strive for



Enriching Communities and Consumers' Lives
Through All the Possibilities of Dairy



 **Our values**

Northeast Area Information



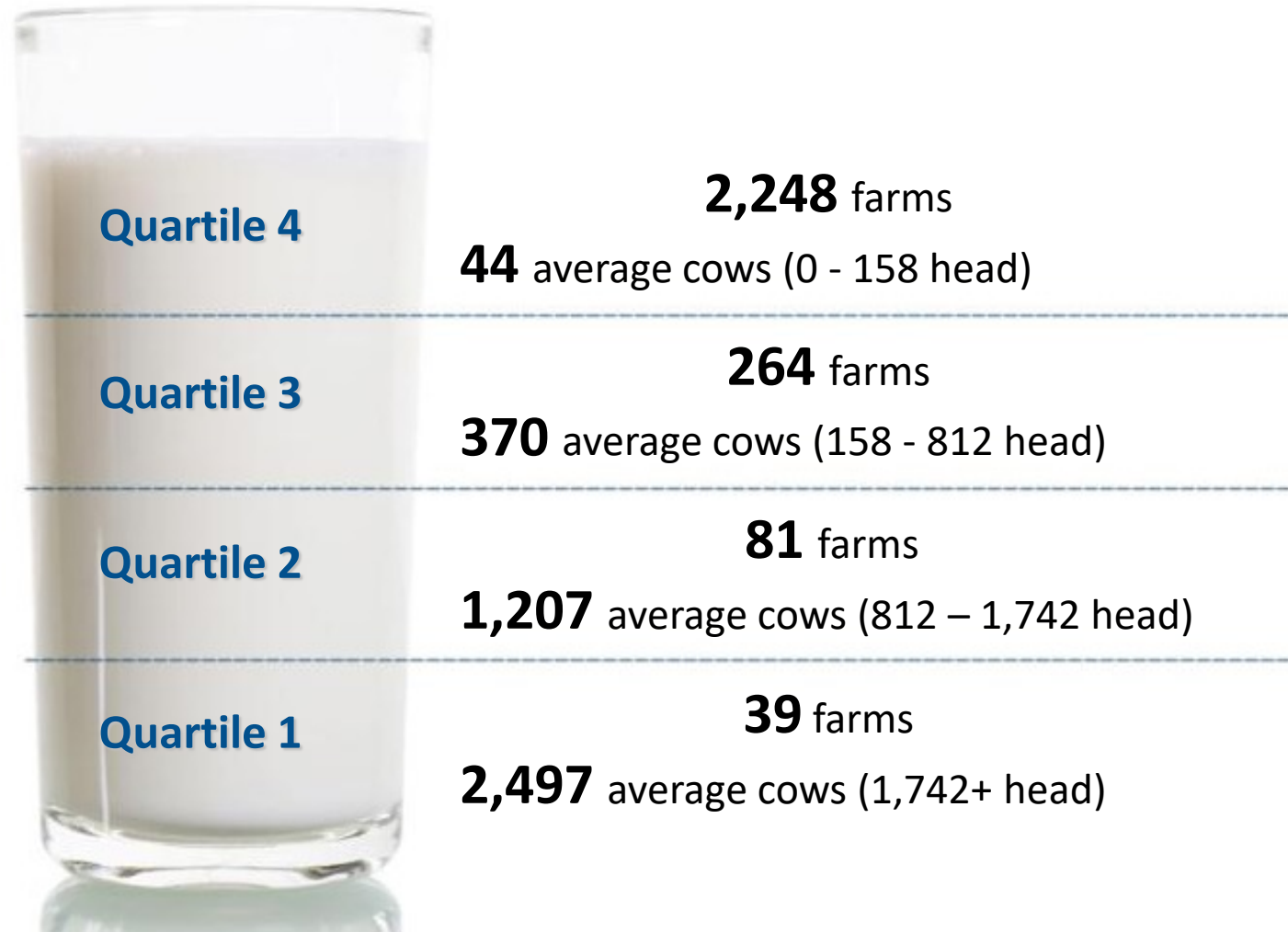
DFA Northeast membership by state

September 2021

State	Members	Pounds	% of Members	% of Lbs.
NY	1,124	495,566,436	43%	60%
PA	1,020	151,479,089	39%	18%
VT	298	121,725,250	11%	15%
ME	38	12,335,843	1%	2%
MD	45	10,062,921	2%	1%
CT	16	9,531,577	1%	1%
NH	28	8,389,714	1%	1%
MA	28	6,418,931	1%	1%
NJ	22	3,073,321	1%	0%
DE	6	804,031	0%	0%
WV	5	556,228	0%	0%
RI	2	214,513	0%	0%
Total	2,632	820,157,854	100%	100%

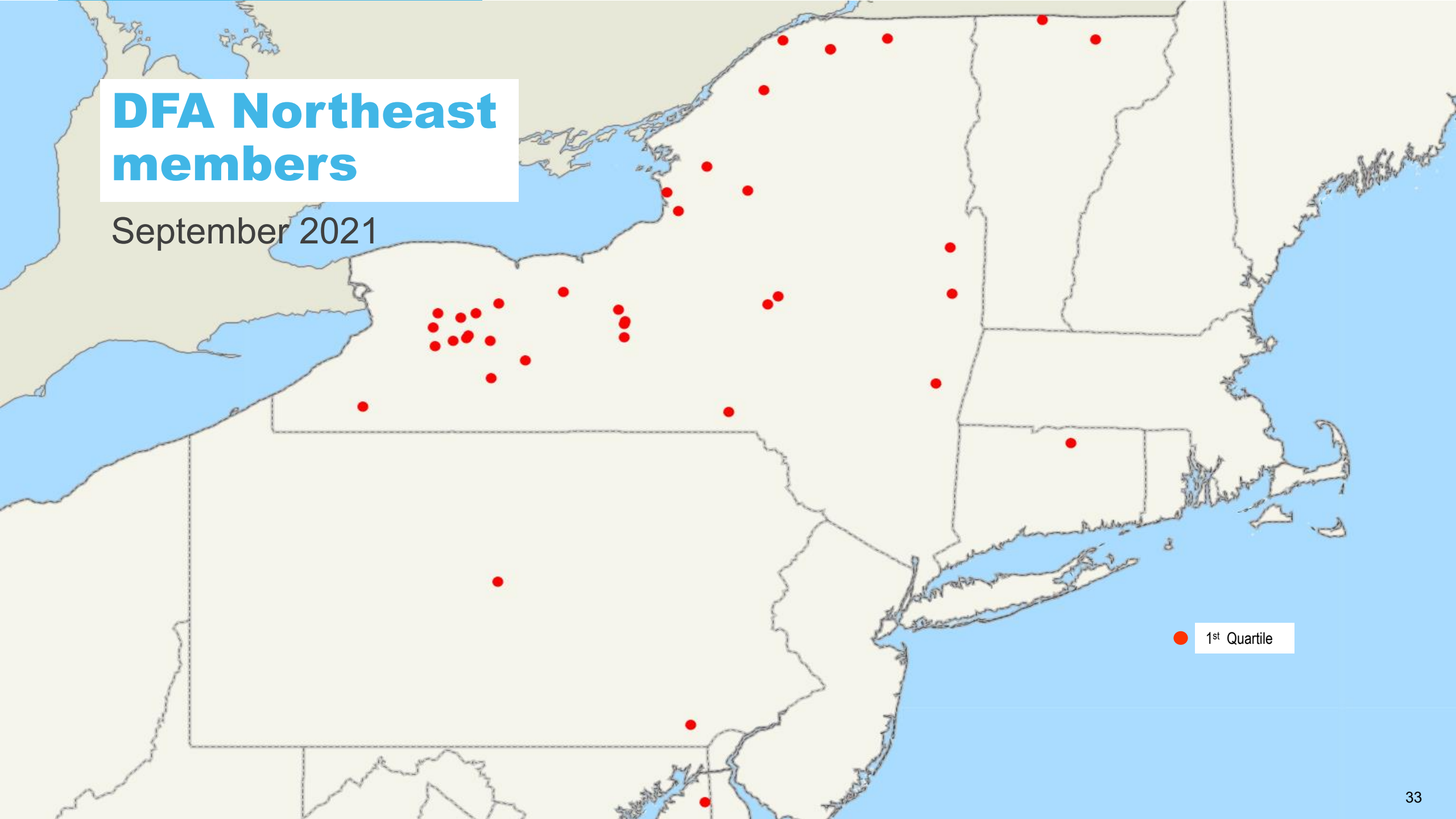
DFA Northeast quartiles

September 2021



DFA Northeast members

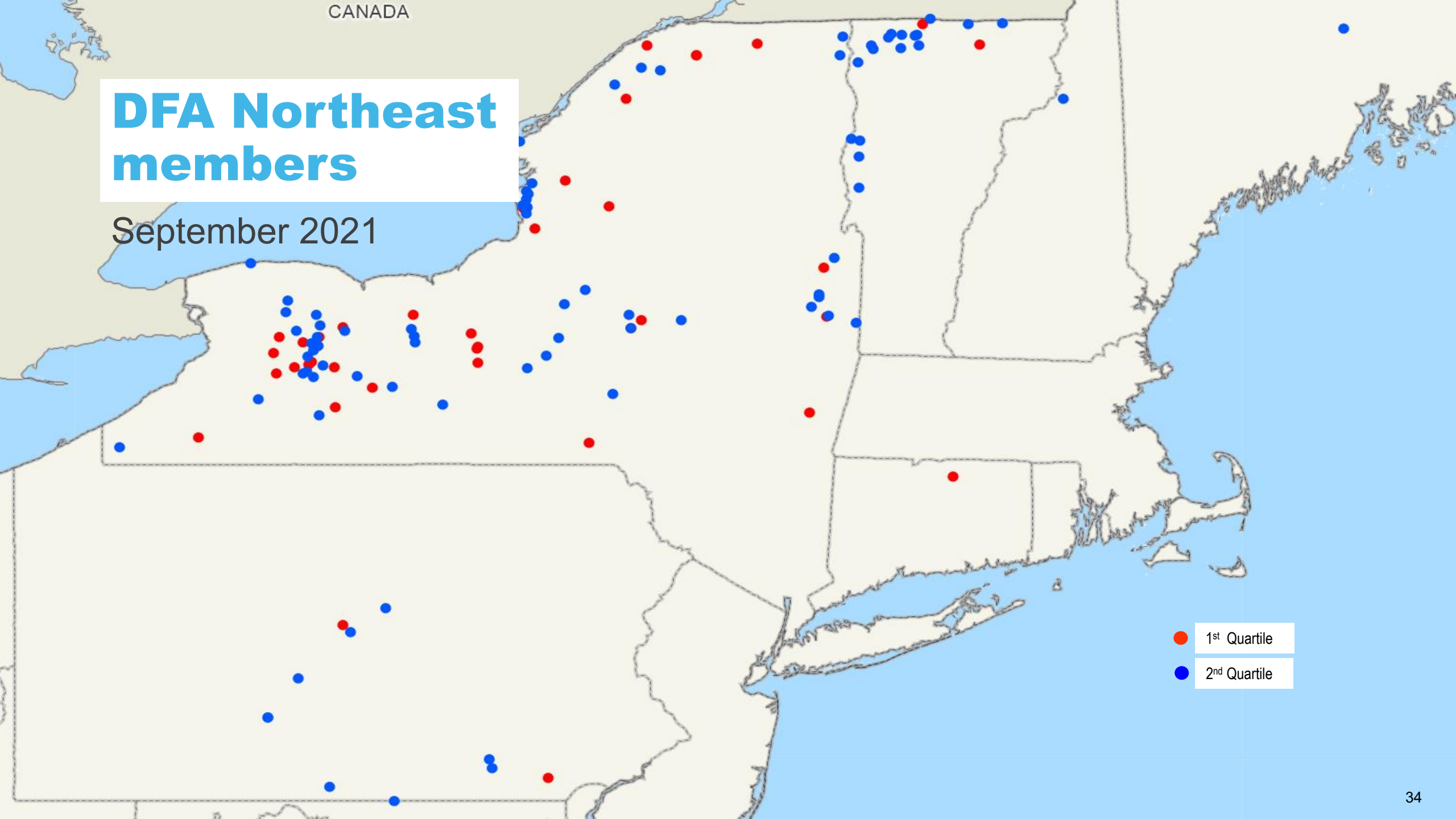
September 2021



● 1st Quartile

DFA Northeast members

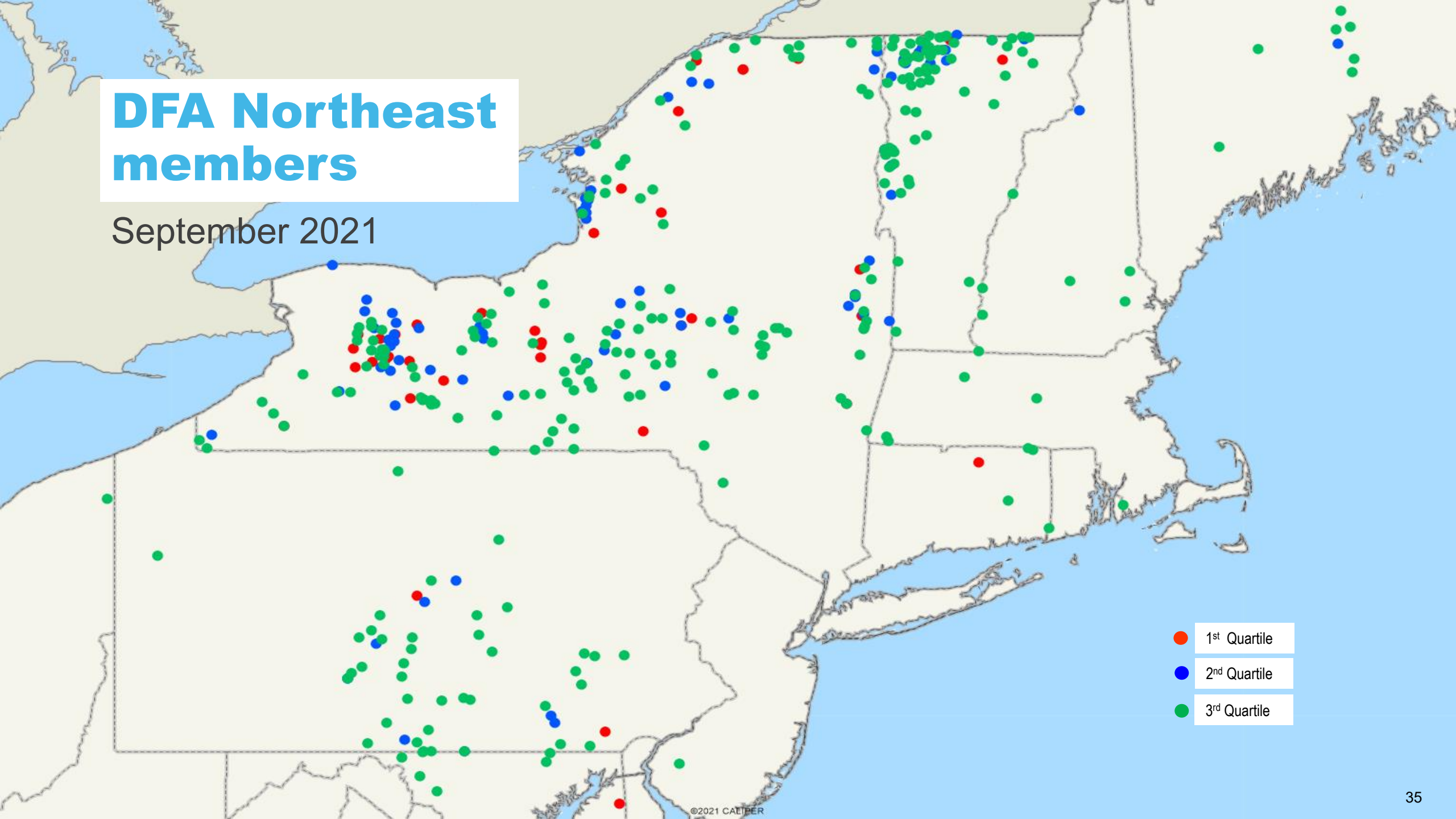
September 2021



- 1st Quartile
- 2nd Quartile

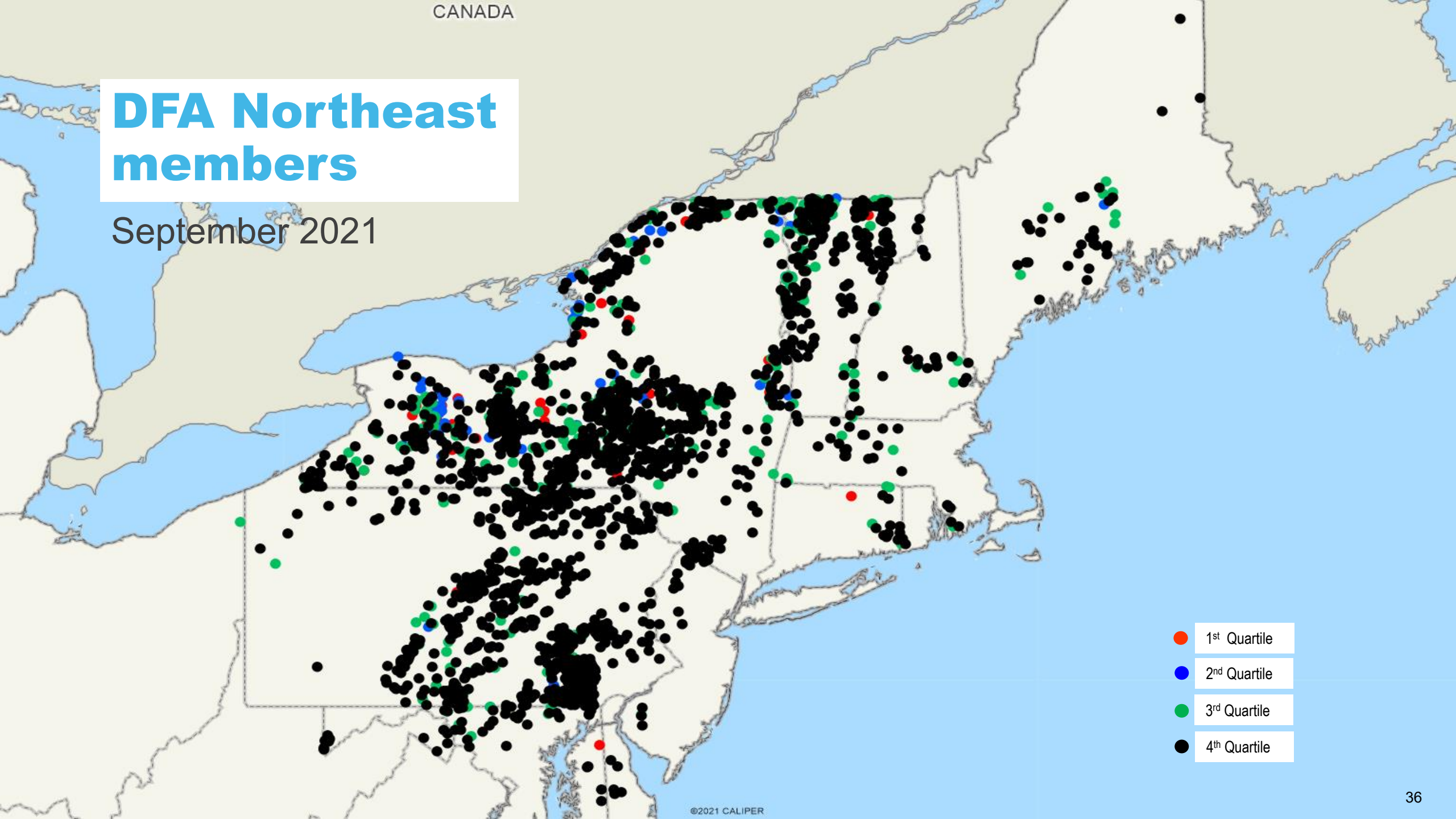
DFA Northeast members

September 2021



DFA Northeast members

September 2021

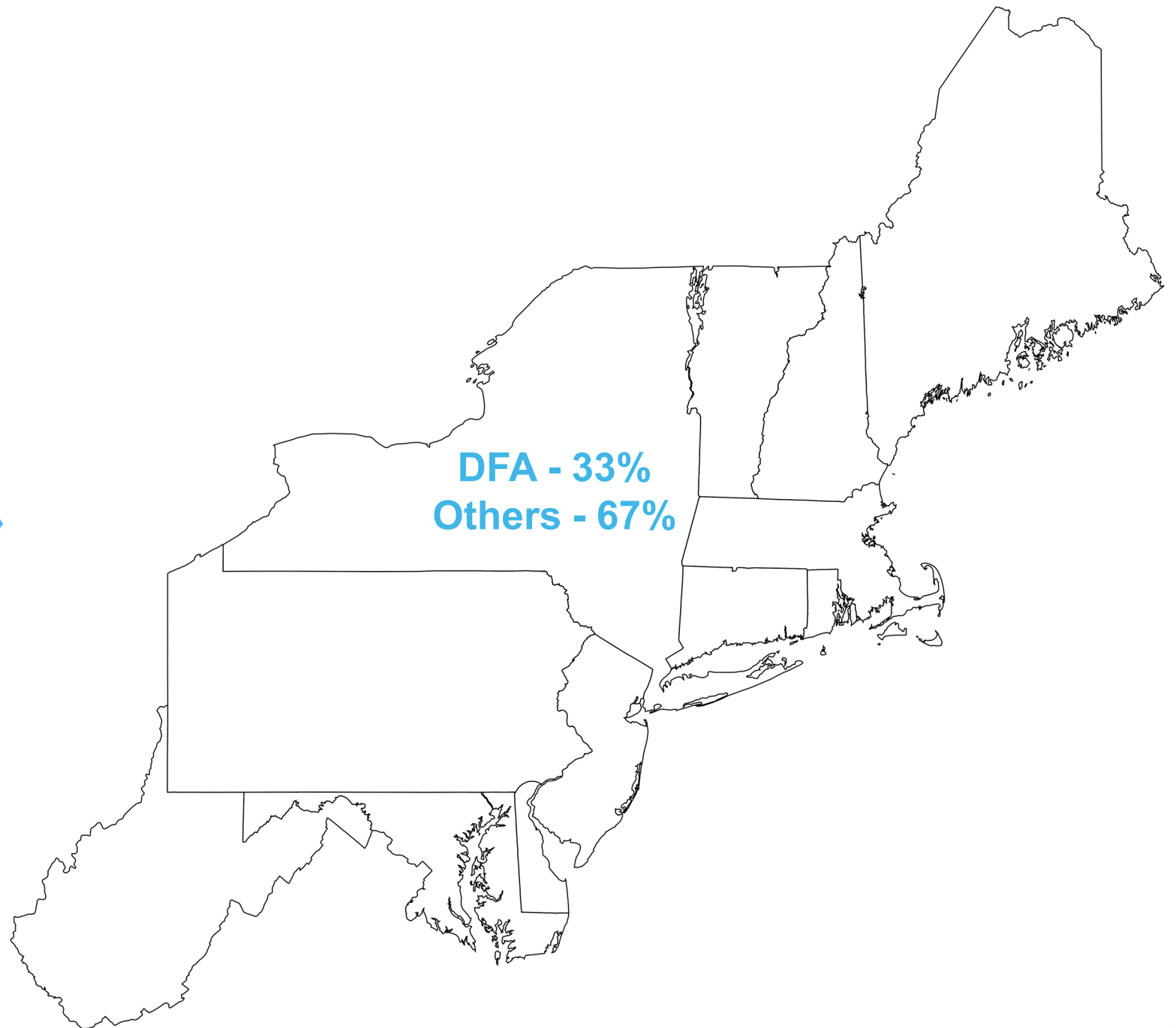


- 1st Quartile
- 2nd Quartile
- 3rd Quartile
- 4th Quartile

Northeast Area milk production market share overview

Quarter 3 – 2021

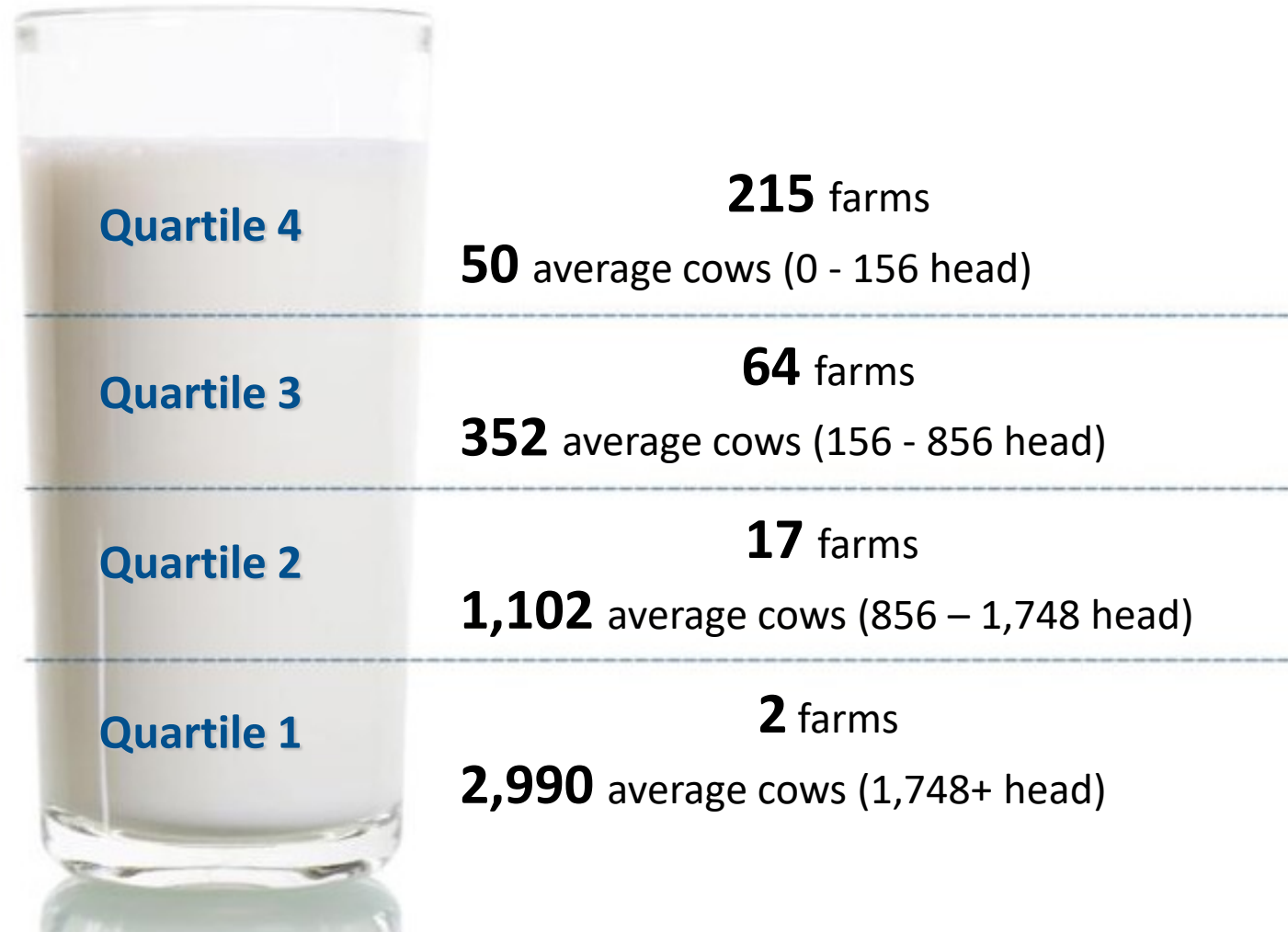
Includes DFA members only



DFA Vermont member demographics

DFA Vermont quartiles

September 2021



DFA Vermont members

September 2021

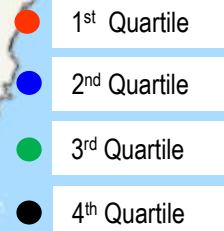
NEW YORK

VERMONT

NEW HAMPSHIRE

MAINE

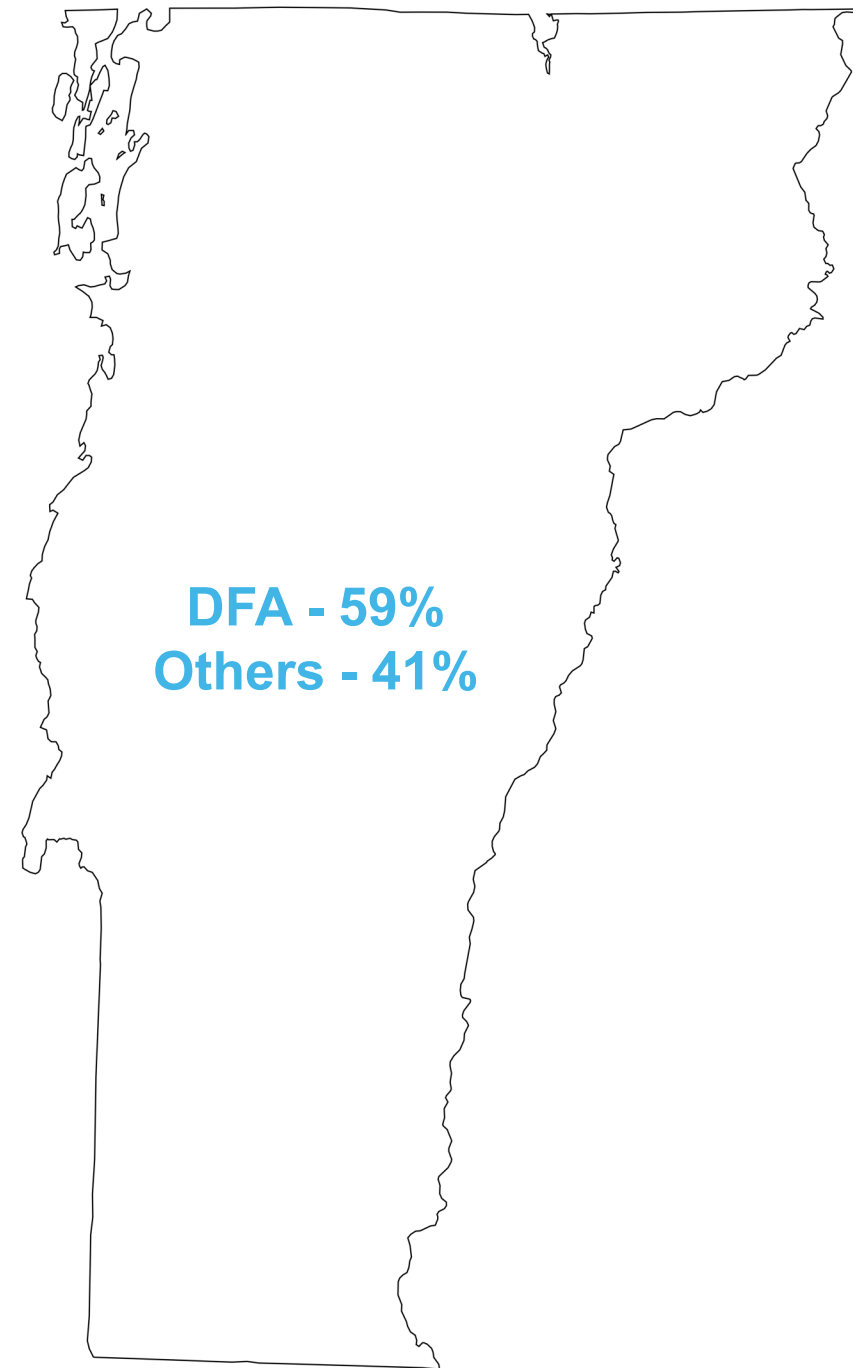
MASSACHUSETTS



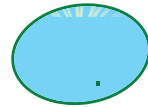
Vermont milk production market share overview

Quarter 3 – 2021

Includes DFA members only



Northeast major customers



Fluid



Dairy Farmers of America



Balancing



Yogurt / cultured / ice cream



Quality Never Stops

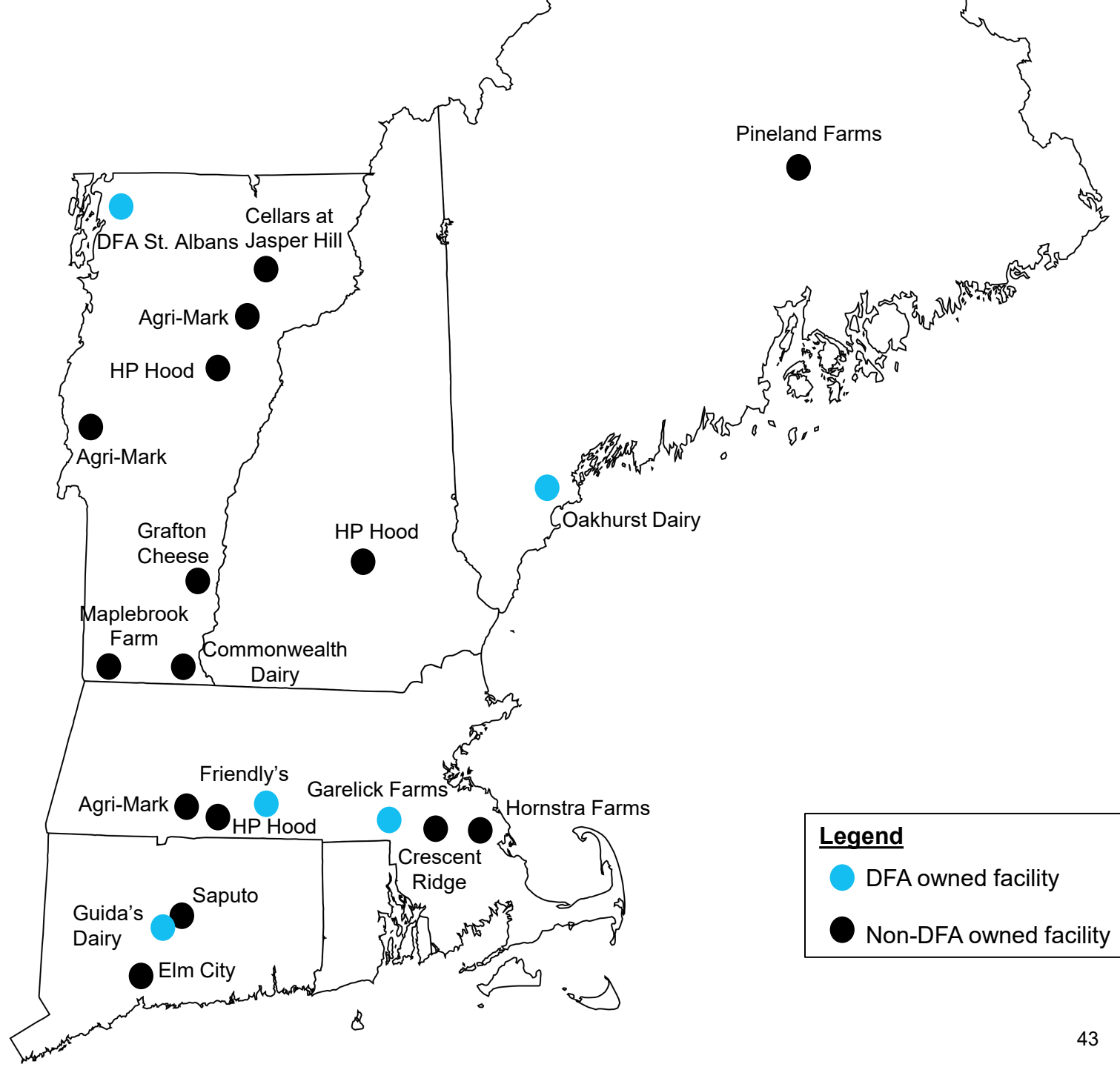


Leprino Foods

Cheese

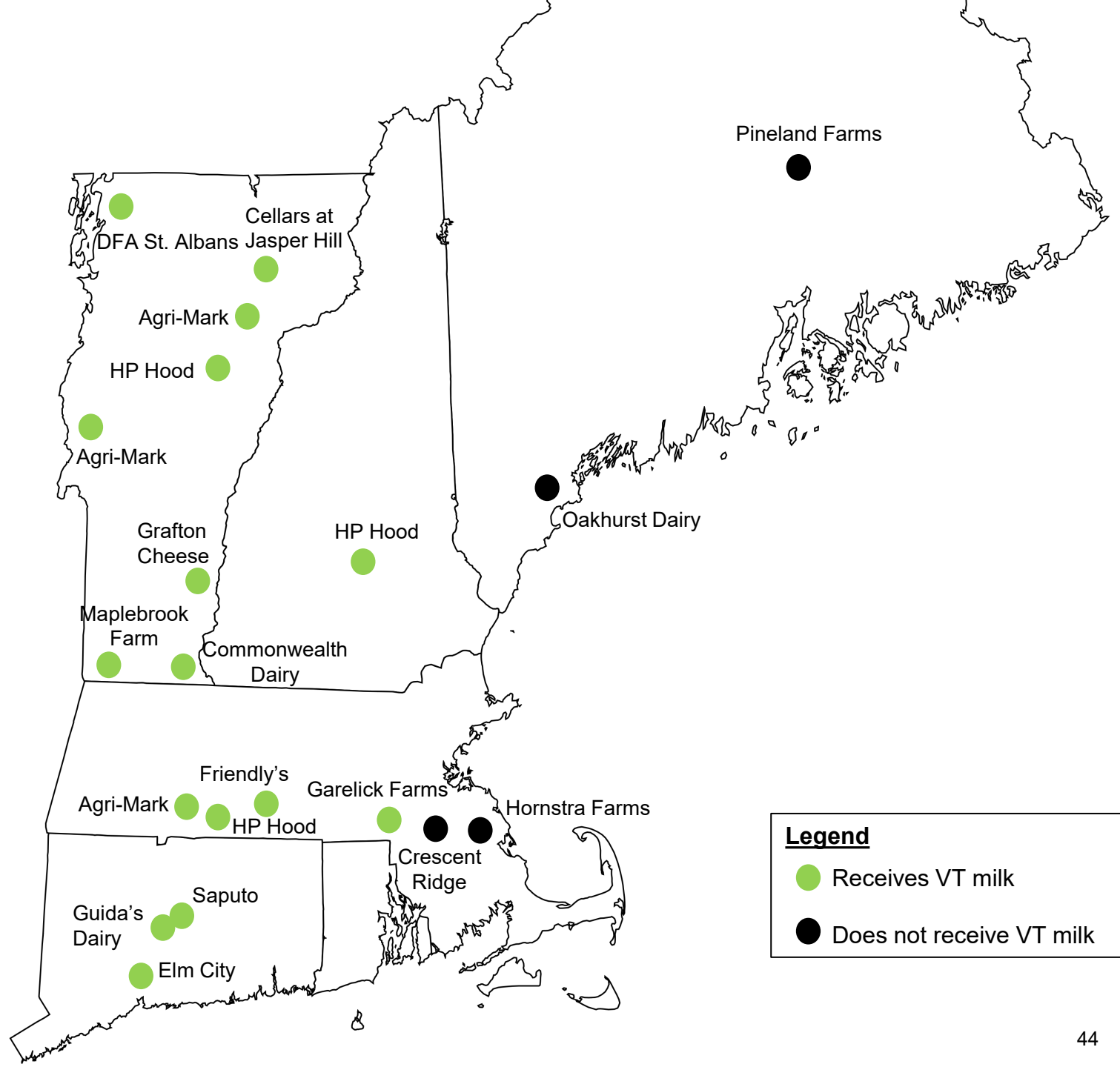
New England area customers

Raw milk customers



New England area customers

Raw milk customers



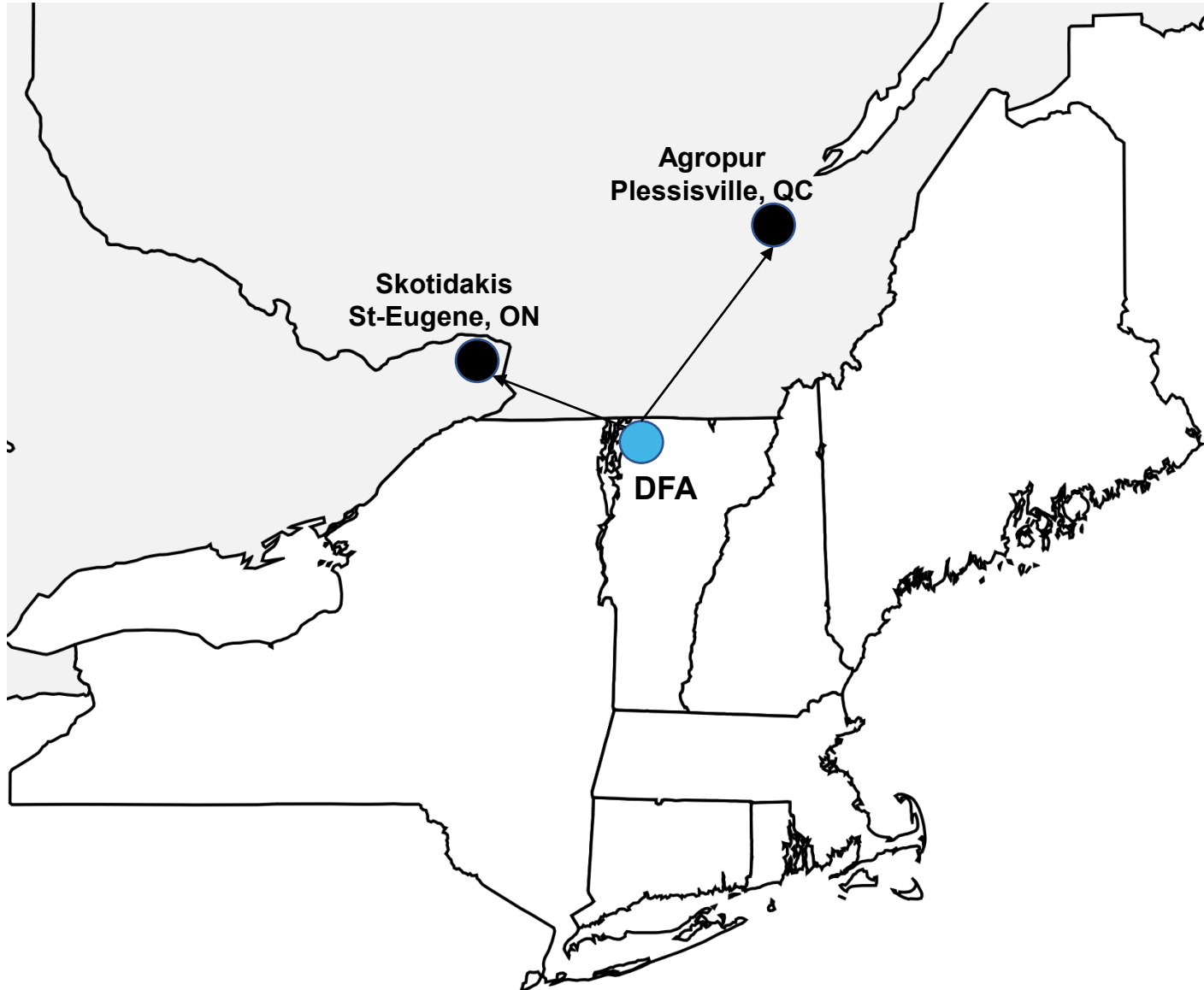
Legend

- Receives VT milk
- Does not receive VT milk

Canadian customer relationships

Raw milk travels into the St. Albans, Vt., plant and is reloaded on to Canadian tankers in the form of raw milk or pasteurized cream for sales

The milk and cream is utilized by Canadian processors in product for re-import to the U.S. and in non-retail products that will go to further manufacturing in Canada



**We are continuing to make
progress with the
St. Albans project**

Our original merger goals



- **Protect farmer equity**
- **Reinvest in assets**
 - Plant
 - Milk hauling
 - Retail store
- **Position members for future milk market security, valuable programs and services, and industry leadership**



Plant improvements

- New receiving bays
- Improved shipping bays
- Internal upgrades
- \$20+ MM to date, and more coming



Northeast logistics improvements

- Replacement of equipment
- Larger tankers
- Stronger structure
- Operational improvements
- \$17+ MM to date, and more coming



Retail store

- Exterior and interior changes
- Integration with Farm Services
- New delivery truck
- New sales manager



Key customers for St. Albans, Vt. plant



VERMONT
CREAMERY®



Kate's
HOMEMADE
BUTTER

Saputo



SKOTIDAKIS®



Friendly's®

Lindt 



New market opportunities and our strategy...

**Acquire, re-invest and
innovate to support dairy
farmers**

Thank you