

MILCHWELT

The Official Magazine of the DMK Group



DECEMBER 2022

An Eventful Year Employees and Farmers Share Their Stories



Good to know!

Gifts for the savior

The three kings brought gold, frankincense and myrrh to the baby Jesus. A further present could have been pule, a Serbian cheese made of donkey milk, as there was a donkey in the barn. Priced at around 1,000 euros per kilogram, it is one of the most expensive cheeses worldwide.



Frothy goodness

One of the joys of a good cappuccino is the milky crown, created using milk with 1.5 percent fat that is heated to exactly 60 degrees Celsius. It is the protein in the low-fat milk that keeps the froth stable, but if you prefer an extra creamy topping, use full-fat milk.



Inner compass

Cows prefer to face north or south when they are grazing or sleeping, say researchers. That inner magnetic compass likely helped ancestral herds find their way during their ancient wanderings.



Source: Stern, ARD

Back to the Future

Oliver Bartelt
Head of Communications, DMK Group



Dear readers,

In the classic movie “Back to the Future,” Marty McFly climbs into a time machine to win insights from the past to help in the present and future. We, the employees and farmers of DMK, are also taking a trip in this issue. Ours is an internal journey, not traveling far back in time but just to the start of the year. Though for me, it feels as though so much has happened in world politics that the events of that short time could fill a whole decade.

DMK’s employees and farmers went through a great deal and gained plenty of insights along the way. Everyone was affected in different ways by the year that brought us war, inflation, the energy crisis, flows of refugees and supply bottlenecks. In this issue, they describe the personal and professional impact of crisis and how they pitched in and kept going. Their experiences are varied, from how a lockdown showed the importance of family to when shortages of raw materials unlocked new levels of teamwork, or how flooding transformed masses of volunteers into lifesavers (p. 14). The conclusion we can draw is that when we act in unison, it may be hard to quantify that force and energy, but it is tremendously powerful.

The “we” at DMK grew stronger this year. That is partly thanks to confidence won at a company that helps everyone advance personally and professionally. Working efficiently, innovating and solving problems as a team (p. 24), slashing farm emissions (p. 38), and growing as people through further education (p. 44) are some of the strategic measures at DMK that are bringing us ahead.

What is in store for us in 2023? We don’t know. But we are prepared. And just as Marty McFly helps his family become more confident and resilient, we at DMK are helping each other to grow stronger. We aren’t measuring ourselves against the past, but aim to take advantage of the opportunities that the future holds.

We hope you enjoy reading this issue,

Oliver Bartelt

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40 hectares

250

90 hectares

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Learning from each other together.

USE SOCIAL MEDIA!
You can find fun news about DMK on all social media platforms. Now it's time to join in!

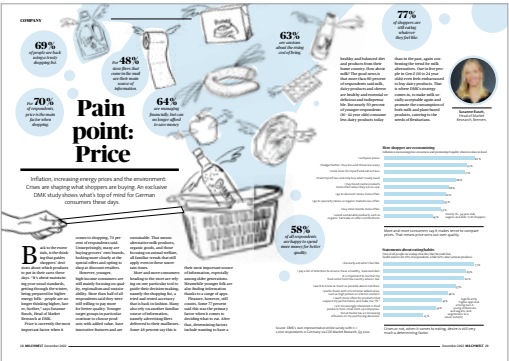
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The PASSION program enables people to rise up into management.

Eagle eyes? Win a Prize!

10x

10x

54 TOP PRIZE
... is a machine that will bring joy to any kitchen.



Truck driving and so much more

Capacity 25,000 liters

The career booster

PASSION

SPEED UP YOUR WAY



PHOTO CONTEST!

1

... magical sunrise made a big impression on Theresa, 8 and Hannah, 10. Farmer and proud father Matthias Niers from Stavern snapped this shot of his daughters in the spring, as they stood captivated by the bright rays shining on the family's fields. "It's always great when the younger generation gets excited," he says.



1,600

... Exquisite cakes, decorated in style with the new Oldenburger Performance Whipping Cream and presented by DMK at the Bakery China trade fair in September. Not much was likely left over, after more than 5,000 guests stopped by at the stand in Shanghai.

600

... employees watched by video link as DMK launched its new plant-based cheese. Global Head of Communications Oliver Bartelt interviewed CEO Ingo Müller at the “beach shack” at the Edeweicht site: We sure do milk and cheese – are we making a green product range now too?

Confident about the future – even now.



The world is changing and this year, the challenges came faster than ever. How are DMK's employees and farmers handling them? By focusing on the future, clear in their minds about the importance of working together in order to keep feeding millions of people.

“2022 is the year that DMK embraced the saying, ‘All hands on deck,’ the call-out on ships for everyone on board to help out. In these times when we are seeing new challenges on a day-to-day basis, the only difference at DMK is that nobody needs to send out a big signal to persuade employees to help. They get stuck in without anyone having to ask. Farmers do their best to care for their animals, better protect the environment and keep on supplying the number one raw material, namely milk. Employees at the plants in all divisions seek alternatives when materials run out. Managers give their teams all that they need in order for them to produce more, or work more efficiently. And everyone does all this even as war, inflation and the energy crisis cause havoc in their personal lives, too, to a greater or lesser degree.

If there is any really good news, it is this: We are growing stronger and stronger together as a team – we can be proud of that. Staying on course for 2030 is harder in a storm than when the sun is shining. But without our strategy, we could never have sailed against the winds as well as we have done in 2022, with all that the year has brought. These are all major rays of hope that make me confident about the future. I am proud to be part of a team that does not just talk the talk, but walks the walk. We at DMK are committed, helpful and pragmatic. In other words: We don't let up until we find a solution – you can count on us!”



Ingo Müller, CEO.

Tackling and mastering crises

A road in the Ahr valley in July 2021.



“Like all other farmers, we’ve been worrying this year about the war, price increases, supply bottlenecks and the power supply. It is all very upsetting. But it doesn’t compare to what I and my family felt during the most devastating catastrophe I ever experienced, as a farmer and volunteer fireman, when it struck our neighboring village.

The Ahr Valley was flooded in July 2021. We live about ten minutes away by car and it’s an area I have known since I was little, we always went hiking there when I was a kid. Last summer, when the floods came, my son got into our tugboat with some of our colleagues and together they tried to clear roads that were blocked by masses of debris, mud, and all manner of objects. I was on duty at the fire department nearby and we were constantly pumping out cellars and cleaning up. So many people we saw lost everything they had built during their lives, from one day to the next.

I was really touched and impressed by the way people pulled together, they were so quick to lend a hand. At times, we were unable to drive to the Ahr valley because the roads were congested with all the volunteers coming to help. More people were driving into the valley than out of it.

Looking back on this year that was full of earth-shattering events, I am always gladdened by how people came together and acted as a team when disaster struck the valley. If we can maintain even just a bit of that natural impulse to help, we will manage to get through this crisis as well. We must take action, support each other materially and financially, and keep our doors open. I don’t think I would feel so confident if I hadn’t seen how people are capable of doing all that.”



Bernd Welsch and his family on the Welsch dairy farm in Wachtberg, North Rhine-Westphalia.

Alfons Schwersmann, 72, farmer in Lüdinghausen, North Rhine-Westphalia.

A lot of experience helps



“I’ve been a member of the dairy cooperative for 40 years, but I’ve never before received such a high milk price. We farmers spent years looking enviously at dairies that paid a higher price than DMK. The company was in the lower midfield for a long time. That has now changed. Less milk is being produced and that’s raising purchase prices at a time when more people are consuming dairy products than ever before. And while people did not feel so positive about us farmers in the past, I also get the feeling that it has improved a bit, given the crisis.

We are happy about the milk price, but it is also important to pay our debts. Most of us have seen these grow over the course of the years of hardship due to drought, feed shortages and increasing regulations. No one knows how the political situation will develop. I very much hope that our dairy always have its power supply. These days, I can really see the importance of all

250
dairy cows
plus female
calves.

DMK’s major investments in transforming the dairy. We are now benefiting from the strategy of moving towards more energy-efficient and more sustainable production methods. By relying more on renewable energy and saving power as much as possible at the plants, we will have a better chance of making up some of the shortfall of gas in the next few years. That is absolutely urgent as how else could our milk be processed into products?

40
hectares
of grassland.

imports of dairy products, suddenly we no longer had access to the fourth-largest sales market. That was disastrous for us as dairies were sitting on milk volumes that were piling up all of a sudden. The milk price dropped below 30 cents. That left farmers struggling financially, fighting to get from one day to the next. Many gave up, because they were unable to keep farming under those circumstances.

Now, my son has taken over our dairy farm and I hope he never sees milk prices fall so low, even if back then, there were fewer regulations!

Amid all these difficulties, what keeps us going back to the barn every morning is the feeling that we have overcome crises in the past.

You can not compare one crisis to another, but it shows that our farm has survived a series of ups and downs. My father built the dairy farm, then I took it over and now my son is in charge. That togetherness and cohesion has always given us strength.

Alongside my children, I also have nieces, nephews and grandchildren. At Christmas, when the whole family of 25 gets together at the farm, I always realize what a gift that is, a source of power and energy that gives me strength.”

The outbreak of war in Ukraine is an economic - but above all a human - tragedy, that’s clear to my family and I when we watch the news each day. Back in 2014, when Russia illegally annexed Crimea and banned

90
hectares
of arable land.

“The events of the past year have significantly sped up work in my department. Now we have to react much more quickly to changes that are happening on a day-to-day basis and adapt our processes. My job is to develop new products, study how cheeses brown on pizza, how well whipped cream products work when you beat them, study the taste of yogurts, rice puddings, vegan puddings and more. Food has always been my passion and I have enjoyed combining and trying new things ever since I can remember. That is probably why I trained to be a chef before I started studying food technology.

In our department, we are seeing the effects of the war as the supply of raw materials such as wheat and other grains has become an issue. So far, everything is still available, but it is not certain whether we will keep getting supplies in future. For example, if we don't get a thickening agent such as starch, that would make our puddings liquid, like sauce. We have managed to avoid that so far

Faster, more creative, more spontaneous

because we have so many alternatives: At DMK, we have dozens of types of starch, with different qualities. Some are creamier, some feel more compact in the mouth. So if one is not available, you can find another, thanks to that wide range.

We have been forced to become more spontaneous this year, however. Purchasing sometimes tells us which raw materials might be in short supply, and where we alternatives might be available. So then we test our products with new substitute materials, on a smaller scale in our pilot plant, and then on a large scale at the sites. We come together at the table to evaluate the results: Which product comes closest to the familiar mouth-feel? We have to make sure that you don't notice a difference when it comes to the taste. We make sure we always comply with quality standards and lead times, but at the same time we accelerate these processes significantly.

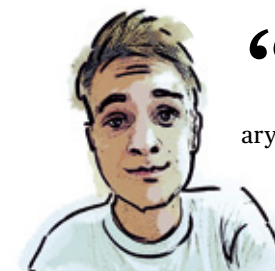
The war in Ukraine is affecting almost every area. My father is a farmer at DMK and I exchange ideas with him a lot. He is happy about the higher milk price, but he is also concerned with the shortage of raw materials in agriculture. I feel I need to support him and other farmers by making sure their milk sells well. That is why it matters to me to develop good new products for the food retail trade that contain their milk. Whenever we launch a new product, I can't wait to try it out with my father. I enjoy sharing the results with him. I want him to know that his milk is valued, but that vegan milk alternatives are also important. They should complement our core business, with milk in first place. They cannot replace milk. He tried some vegan products for the first time himself a few months ago. "It's good to eat," he said of the chocolate pudding. That's pretty high praise from him."

Chris Siedentopp, 31,
Product Developer Brand
MILRAM, R&D Zeven.



Dominic Schmidt, Celina Hertel, Lydia Barsch, Florian Schmiedel

A massive high between lows



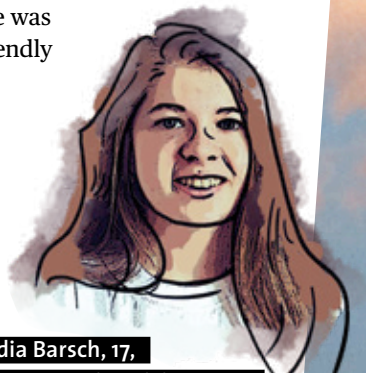
Florian Schmiedel, 23,
apprentice dairy laboratory
technician, Erfurt.

“For me, a door closed this year - and another opened. Up until January, I was working together with three apprentices at the Herzgut dairy in Rudolstadt, Thuringia, which has a long history. The farms were still supplying raw milk in December but then, on New Year's Day, the company filed for insolvency. They said the problems included the cost of milk and price increases for energy and packaging. We were called together with all the other 70 employees in front of the plant and were given notice. It was a very emotional moment for many of the people, because the over 100-year-old country dairy is a real mainstay in the region, some families have been working there for three or four generations.

We didn't know what to do at first. But our laboratory manager at the time did everything she could to enable us to continue our training in another dairy. She put us contact with DMK and then everything went very quickly. In February, we were taken on at DMK's Erfurt site. I am so happy about this opportunity, because I had only started my training at Herzgut in August of last year and I was really enjoying it. At DMK, everything was different: the size of the plant alone, the broad range of tasks, the

large number of products and the testing methods were and still are very exciting. I now have insights into two dairies and hope to stay on with DMK after my training."

“Everyone breathed a huge sigh of relief when we heard that we trainees would be taken on at DMK. I was so grateful! At the beginning, the transition was a little bumpy though, as I was living in a village near Saalfeld and had to drive an hour to Erfurt, but what the heck: I just grew up a bit faster and moved directly to the state capital. That was a big step for me, being so far away from friends, family and my boyfriend. But the change was much easier thanks to my friendly colleagues at DMK. At first, I was pretty impressed by the size of the company and the sheer quantity of samples and testing materials, and the number of employees. Summing it all up, I can say: It is good that I'm here. I can learn a lot, try out a lot and benefit from all that knowledge!"



Lydia Barsch, 17,
apprentice dairy laboratory
assistant, DMK Erfurt.

When a lockdown ...

“The past year has been a special one for me and my family in many ways. In March and April we were in lockdown for almost two months. It was the longest period of isolation so far and it was unusual to be at home in our own four walls for all that time. As managing director of Oldenburger China, I head the DMK team in Shanghai and help develop strategic goals, achieve sales, profitability and growth for the company. Our team gradually adapted to working from home, which is going quite well and fast thanks to online communication.

What was really nice was that my husband and I spent more time with the family - and I improved my cooking skills. We had a WeChat group in our building to help each other out or ask questions.

Amanda Zhu,
General Manager
Oldenburger Dairy
Shanghai.

... brings family together

One young neighbor wrote: “Can someone lend me a set of bowls and sauces? I don’t have any since I usually have groceries delivered.” He had never cooked for himself before! Some people never learned how to prepare something quickly because they just order something to eat after work or are spoiled by the many delivery service options or street food available. Fortunately, I had quite a bit stocked up in the fridge and freezer during the lockdown. The government also regularly sent free food and household items.

Strong demand in China – despite inflation

Nevertheless, I hope that the pandemic will soon come to an end and trade between countries will return to normal. The Consumer Price Index,

meaning the average price of various consumer goods and services, which is used to determine inflation, was around 2 percent in October, similar to in the US and Europe.

That has led to extremely tough negotiations with customers, as we have to raise prices to compensate for the rising milk price and production costs. The good news is that demand for dairy products is very high in China. So we are on the lookout for suitable products for the market and hope that the world economy will grow and trade relations return to normal again.”



Demand for dairy products continues to grow in China this year – but the lockdown put a strain on trade relations.

Today we win bronze, tomorrow gold

Harmen Bouter, 48,
Cheese expert,
Uniekaas, Kaatsheuvel.

“We won the bronze medal in this year’s Dutch national cheese competition NNKC! The industry competition is highly respected among cheese professionals. Over the years, it has grown from a small, regional gathering of cheese traders to the largest cheese event in the Netherlands, attracting connoisseurs from retail, supermarkets, specialty cheese shops and producers. Participants were blindfolded and tasted ten samples of the most popular Dutch cheeses. They assess, smell, feel and taste each different cheese. It is a must for anyone who deals with cheese on a professional basis. It is so much fun! Tasting is a highly complex, yet artisanal process.

I have loved cheese since my earliest childhood. I was fascinated by the different levels of ripeness of the varieties in my grandfather’s cheese store, because they have such a powerful influence on the taste. I used to buy cheese from independent farmers in the neighborhood. Cheese used to be produced by hand and ripen naturally but these days, there are automated processes for ripening.

I have been focusing on the subject of ripening my whole life long and my passion helps me to achieve the best quality and distinctive taste for Uniekaas. Flavor development means giving the cheese enough rest and time - that’s the only way to get the right quality. That is something I feel we need to communicate more to the public. In any case, we were pleased with our award, and who knows: Maybe next year we’ll win the gold medal.”

Sybren Sikkens, 33,
Cheese specialist,
DOC Kaas,
Hoogeveen.

“I didn’t expect my colleagues and I would win the bronze medal at the NNKC. I did not think the test had gone particularly well! But out of the 600 competitors, I got the highest score in terms of smelling and tasting. That made me proud. This year was a very turbulent but it was also a good one as my son was born in July. Maybe he and my two-year-old daughter will also become cheese experts. I would not be surprised. My wife was a cheese technologist in the DOC Kaas Research & Development department.”

A sense of security

“I am very sad that war is raging in Europe right now. I come from a country where people also do not live together in peace. My family and I fled from Afghanistan in 2015. It was no longer safe for us, due to the Taliban’s increasing violence towards our people. Our journey began when I was 12 years old: we fled to Iran, then Turkey, Greece and Macedonia. At some point we were in Germany, where I realized for the first time that I would probably never see my friends and relatives again. That made me really sad for a while. But I had to go on, so I went to school and learned German together with other refugees. I was proud when I passed my B1 level! It brought me lots of opportunities: I made new friends, graduated and acquired a driver’s license. Driving gives me such an enjoyable sense of freedom, I realized. I applied for an apprenticeship as a professional driver and was accepted at DMK in Edeweicht. I still have problems understanding German, because I do not know all the terms and find colloquial language difficult, but I’m doing my best. I also feel much more settled in Germany now, on a personal level, after spending such a long time fleeing, and I feel a greater sense of security.

Mahdi Jafari, 20,
Trainee professional
driver, Edeweicht.

I feel very lucky when I think about the many refugees from Ukraine. They are all welcome here, but it may not be easy for them to start over and develop a new life in a short time, given the large numbers. I hope that everything will work out for them and for us.”

Analyzing scenarios – providing support

“The last few months had a major impact on my professional development. I have only been in crisis management since February and it has been a great challenge for me, and one I have really appreciated. I met a lot of colleagues throughout the year, and have developed professionally and personally. Thinking about the future, I expect there will be enough for me to do in terms of crisis management. I look forward to the challenges that are ahead and all the experience I will gain. As crisis management coordinator, I am the contact person for all crises, also

when it comes to prevention. I handle the coordination, so I do a lot of preparation in advance, then handle the implementation and the follow-up. We focused a lot on the Ukraine war this year and played out scenarios such as what we would do if there was a shortage of gas or a raw material? The war could have a major impact on DMK which is why we prepared so comprehensively. But other crises also kept us busy. All are an opportunity for us to learn from them and improve. Training classes and courses enable us to prepare so we can respond to situations in as structured a manner as possible.”

Kim Bohmann, 24,
Senior Expert Crisis
Management, Bremen.

Making everyday life easier

“We are currently living in very difficult times, which is why I am glad to have two stable constants in my life, namely my work and my family. The year was not all bad, though. The Passion training program gave me a chance to further develop and gain insights into other specialist areas, for example. I was able to accompany my colleagues in the agricultural field service, which gave me a new, more holistic view of our Group.

Of course, my work as a team leader in IT is very different from working in the field. On the road with a regional manager, you get to know the farmers and hear how they are doing and what they find challenging. I also find my

work in IT challenging. We managed to change a lot in the company over the past few years. We adapted hybrid workflows and established a technical framework for all employees to access the resources and data they need on a daily basis. In the summer, we rolled out MS365, a new work environment that enables people in different locations to work in the same file. People can add notifications and comments directly from Office documents. As part of the Future Workplace project, we laid the technical foundations and communication for this through our KeyUserCommunity. I am really glad that my team and I have made it possible for people in the Group to work together more efficiently in this way.”

Dennis Schierenbeck, 41,
Team Leader Workplace
Solutions, Corporate IT,
Seckenhausen.



Robert Gerboth, 33,
Continuous Improvement
Engineer, Erfurt.



Getting every employee on board

“The pandemic has really increased the pace of digitization over the past two years - but people’s sense of togetherness and being connected have suffered, despite that. However, at the same time, a sense of team spirit is more important than ever, both personally and professionally. The energy crisis and tight procurement markets mean that we face different difficulties at the plant almost every week, and the whole team has to adapt to these challenges. They are so complex that we can only solve them by working together, using all our effort.

That makes it all the more important for us to be aware of what our employees need. What drives them? Because they are the engine of DMK. That is why the Group Management launched round two of the employee survey in the summer. What would you improve at DMK? What suggestions do you have? The response was outstanding: 82 percent of the employees from our plant alone took part. There were lots of good ideas, such as more regular team meetings, even in the production team, which is a change from usual. Or the idea of taking shared trips together

outside of work, and a regular exchange of information between different plants. It is all about learning from others and not always having to reinvent the wheel on our own. There was also talk of redesigning the break areas, particularly for logistics.

Collegiality, mutual trust, quick goal-oriented dialog, rapid information sharing and team development connect people and create employee loyalty.

As I see it, the survey is one of the most important tools we have. The measures are usually simple, can be implemented directly in the teams, require little or no investment, and add tangible value - every day.

If we do things well, define measures and implement them, we can come to work with a smile despite the current crisis and rise to the challenges. Thinking about this motivates me.

Despite all the crises, my year got off to a really good start. I had my second child in February and my boys have kept me busy ever since. Eating porridge for the first time, riding a bike for the first time, all these are unforgettable experiences that shape me, personally and in my professional life, too.”



Florian Ohle, 22,
apprentice industrial
mechanic, Zeven.

Worship of tools

“For me, it has been an exciting year, because I’m now in my final year of training as an industrial mechanic. Soon I may be taking on responsibility for real construction projects, and I am looking forward to that. I have learned so much, for example, versatile manual skills but also technical capabilities such as welding, turning, milling and drilling. I can build brackets for structures, make shelves and other creative items including to improve safety in the workplace. Teamwork helped me so much during my training. When I was trying to find an error on a production machine, my colleagues gave

me tips and ideas to consider which also helped me handle other problems. There were some things I did not find easy, like welding, for example, which involves a lot of techniques and subtleties. A colleague trained me in pipe welding and things went much better after that! One thing I really like about my job is the design element.

I can use different materials to create something beautiful or useful. My colleagues feel the same way. That’s why we celebrated the Worship of Tools Day in March. It is an international holiday for craftsmen who see their tool as an extension of their arm.”



Steffen Kieseckamp, 41,
Farmer from Epe,
Lower Saxony.

Limit the damage, move on

“When I see what is happening in Ukraine at the moment, I think of my children and family. Will the war reach us? What is happening on the markets and can I hedge my bets? I made a lot of calls at the start of the year to avoid material and product shortages, and I bought goods in advance and set up new contracts with suppliers. Fortunately, we still had plenty of feed reserves from 2021, so we at least had a good start to 2022. The first mow was also productive, but then there was a long drought and prices for materials started soaring. There’s not much you can do about drought. We tried to limit the damage by planting catch crops and buying in feed.

It is good to be working for a large dairy right now, because it has a broad base, and we can get involved in the cooperative. Also, there is a real understanding of the members’ needs, that is something I’ve felt more and more over the past two years. DMK is trying to meet these needs through a range of measures: through interest on the share capital, a higher milk price, and negotiating harder with the food retail trade. The future will be exciting but manageable. I’m turning 42, my oldest son is now 16 and at the moment he still wants to go into farming. I will see how things develop and won’t make any decisions on his behalf. Nonetheless, I do see a good chance that our farm will continue on, it will keep developing no matter what happens.”

To the other side of the world

“This year we celebrated our first shipments to Japan. No reason to celebrate? It is for us! We shipped top quality whey protein concentrate in 20 kilo bags to our customers in Japan, bang on time. Given the difficult delivery conditions worldwide, it is pretty impressive to ensure the right quantity and quality of goods make it to the other side of the world. It has been hard to get hold of any containers at all since the pandemic started, and the blocking of the Suez Canal.

The fact that we were able to manage everything was a credit to all of the departments at wheyco. We worked closely together and coordinated everything perfectly: Production made the whey protein concentrate, Quality Assurance took care of sampling, Customer Service organized the export certificates and containers and all this at top speed. The first container left the port in March 2022. There was a great deal of cake for the employees that day. It felt like some normality in a time when nothing is normal. I wish with all my heart that things would change and the world would be more stable, without viruses and wars. That might have been just empty words a few years ago, but now I see just how much can change within the space of a few years. More stability would give us all the opportunity to focus on the more important issues, such as sustainability.”

Dick Kremer, 46,
Operations manager
wheyco, Hoogeveen.





Getting a taste for it

TIGER is expanding its territory: After the plants, the hunt is now on for added value in new areas.



Join in, be strong, take responsibility: The TIGER program is coming to the administration for the first time thanks to a campaign.

The path of a TIGER: An image in the elevator at the Bremen building of a suspension bridge with buckets showing employees the way.



Hungry, curious, courageous - just as you would describe a tiger in the jungle, that is also the approach when it comes to the improvement mentality at DMK.

The program was launched in the plants two years ago, aiming to optimize work processes, strengthen employees' sense of personal responsibility and their willingness to help shape the company. "I am very satisfied because we have established a feedback and error culture that also makes our colleagues running the machines feel heard," says Matthias Schrader, TIGER program manager. He adds that the program promotes collective intelligence because everyone gets involved. All that has helped optimize daily processes through a series of many small steps, enabling DMK to save a total of around 30 million euros. Using all the knowledge won, project manager Raoul Augsburg has been implementing the TIGER Office program in the administration since the summer. "We want to improve in many areas, as work processes mean overtime is piling up," says Augsburg. "We are reducing stress and mental overload." This relieves the burden on employees and gives them more space to make further improvements to the workflow, he says. Expanding digitization is also an important tool to bear in mind when it comes to rethinking processes. "We all need to talk to each other to find out where time is being wasted and then seek solutions." Communication is key to this, he says, because often, it is the small things that wind up having a major effect. Two DMK employees from Production and Purchasing describe how the approach is already delivering benefits in their areas.

Pulling together to make a difference, and avoid overtime: TIGER is now being rolled out in the administration to make work processes more efficient.



The TIGER buckets: The DMK Group wants to continuously improve in these six areas.



1 "Before my time as production manager at wheyco, I was a CI engineer, which stands for Continuous Improvement, trying to constantly make processes better. So I was part of the TIGER program and was available to managers when it was introduced. I was highly familiar with the work processes, and I knew the employees when I started my job. My approach was to openly address the challenges of everyday work, something we hadn't done that way in the past. One example is that we used to replace a seal now and again if a particular pump wasn't working, doing so each time the pump broke down. But I asked the team, "Why is this happening? What exactly could the fault?" I told them that all ideas are welcome. There is no right or wrong, we just join together to look a little further ahead to figure out solutions. For many people, it is not easy to open up like this, they still feel people should not be allowed to

make mistakes, or admit to making them. That attitude is changing though, and I am relieved to see that people are starting to rethink things. So we now have a board at

the plant for every employee to write down information, that is something we did not have in the past. This open, exact and timely exchange of knowledge means we are communicating much better. Step by step, we are gradually optimizing all that TIGER stands for: Occupational safety, value chain and quality."

2 "The TIGER program is bringing change to my daily working life. I work in plant purchasing at DMK, which includes ensuring spare parts, services and maintenance work are available for the production sites at a low cost. Often that needed to happen quickly and it did not always work out. We needed to improve our communication.

From our point of view, it was sub-optimal that orders did not contain all the information, but at the same time the plant needed the correct materials for the order. On both sides, we felt we needed a win-win solution to become more effective. We understood each other better after we held workshops with the plants, and the orders and purchase orders now have exactly the information we need. By saving that time, we can concentrate more on obtaining competitive offers, which is a real advantage.

That improves cost-effectiveness. Our exchange with the CI Engineers who are implementing TIGER with us means we are introducing processes that we have wanted to start for some time. I am really motivated by how we are cutting back the bureaucracy. It promotes a spirit of innovation all round. Where can we do more? We buyers have been meeting once a week since November to jointly address areas we still want to improve. It brings a whole new momentum to office life."



Tobias Ellenberger,
Buyer Plantprocurement
Services DMK, Bremen.

Anika Saurin,
Head of
Production
wheyco,
Altentreptow.



69%

of people are back using a trusty shopping list.

For **48%** store fliers that come in the mail are their main source of information.

For **70%** of respondents, price is the main factor when shopping.

Pain point: Price

Inflation, increasing energy prices and the environment: Crises are shaping what shoppers are buying. An exclusive DMK study shows what's top of mind for German consumers these days.

Back to the essentials, is the thinking that guides shoppers' decisions about which products to put in their carts these days. "It's about maintaining your usual standards, getting through the winter, being prepared for higher energy bills - people are no longer thinking higher, faster, further," says Susanne Rusch, Head of Market Research at DMK.

Price is currently the most important factor when it

comes to shopping, 70 percent of respondents said. Unsurprisingly, many are buying grocers' own brands, looking more closely at the special offers and opting to shop at discount retailers.

However, younger, high-income consumers are still mainly focusing on quality, regionalism and sustainability. More than half of all respondents said they were still willing to pay more for better quality. Younger target groups in particular continue to choose products with added value, have innovative features and are

sustainable. That means alternative milk products, organic goods, and those focusing on animal welfare, all familiar trends that still apply even in these uncertain times.

More and more consumers heading to the store are relying on one particular tool to guide their decision-making, namely the shopping list, a tried and tested accessory that is back in fashion. Many also rely on another familiar source of information, namely advertising fliers delivered to their mailboxes. Some 48 percent say this is

their most important source of information, especially among older generations. Meanwhile younger folk are also finding information thanks to a range of apps.

Pleasure, however, still counts. Some 77 percent said this was the primary factor when it comes to deciding what to eat. After that, determining factors include wanting to have a

63% are anxious about the rising cost of living.

64% are managing financially, but can no longer afford to save money

58% of all respondents are happy to spend more money for better quality.

healthy and balanced diet and products from their home country. How about milk? The good news is that more than 80 percent of respondents said milk, dairy products and cheese are healthy and essential or delicious and indispensable. But nearly 50 percent of younger respondents (16 - 44 year olds) consume less dairy products today

than in the past, again confirming the trend for milk alternatives. One in five people in Gen Z (16 to 24 year olds) even feels embarrassed to buy dairy products. That is where DMK's strategy comes in, to make milk socially acceptable again and promote the consumption of both milk and plant-based products, catering to the needs of flexitarians.



Susanne Rusch,
Head of Market
Research, Bremen.

How shoppers are economizing

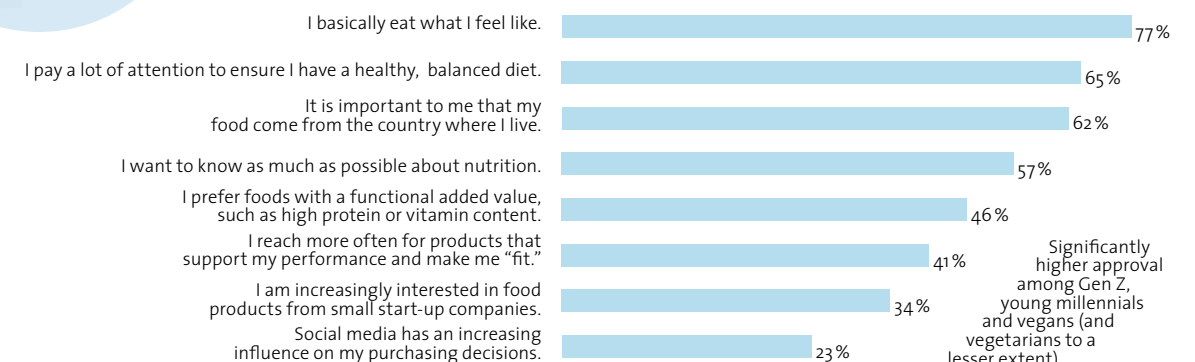
Inflation is increasing price awareness and promoting frugality when it comes to food.



More and more consumers say it makes sense to compare prices. That means price wins out over quality.

Statements about eating habits

First of all, people are eating what they like! Beyond that, health matters for 65% of respondents, while 62% value German products



Crises or not, when it comes to eating, desire is still very much a determining factor.

Source: DMK's own representative online survey with n = 2,000 respondents in Germany via COE Market Research, Q3 2022



Milk collection: The ultimate puzzle

Fluctuating milk quantities, changing milking times or the varying raw milk requirements of the DMK plants spell major challenges when it comes to finding efficient routes for milk collection trucks.

Thomas Klingohr is a mastermind when it comes to strategy. Where others might glance at an aerial photograph and see only trucks, farms, industrial sites and roads, he is able to see schedules, milk quantities and the shortest route from A via B to C. With his fleet of 19 milk collection trucks at the Zeven site, he ensures that the maximum amount of milk is transported from the farms to the DMK dairy's cooling tanks in the shortest possible time.

"Milk that is freshly milked is sensitive and its shelf life is limited even when it is refrigerated throughout the journey. Our farmers depend on it being smoothly transported from their farms to the plants, 365 days a year, in all weathers," says Thomas Klingohr, describing why his job matters. That is not all. Depending on the season, milk quantities fluctuate.

There are greater volumes in the spring than in the fall. Additionally, different types of milk are needed. GMO-free milk may not be mixed with other types of milk. Furthermore, the collection times must match the milking intervals on the farms. Smaller farms milk twice a day, while larger farms milk their cows up to three times a day. Accordingly, milk can only be collected from some every two days, while on others, several trips are needed until all their tanks are emptied. "In the most extreme cases, we have a window of a maximum of 90 minutes at a fixed time, so for those, we really need to make a precision landing," says Klingohr.

The work of putting the puzzle together starts once all the basic information is available. One factor is working out the schedule of shifts for the drivers.

No queues must be allowed to form in front of the unloading stations at the Zeven site, so transport and processing do not come to a halt. The routes are also continuously checked, bearing in mind questions such as, "Are there construction sites on any of these roads? What do the access routes to the farms look like? Should we expect weather-related disruptions? These are all important parameters that have to be taken into account - sometimes on a daily basis," he says.

The first step is to feed all the information into software that handles the planning. Then the team optimizes what is theoretically possible, using a great deal of practical experience. The new routes are discussed with the drivers, whose local knowledge plays a key role in the process. Thomas Klingohr says: "Our colleagues in the collection trucks know the conditions in the collection area and on the farms much better than we do in the office."

Afterwards, the farmers are given a few days' notice about the new collection times and any special collections that may be involved. Special pickups are needed if a farm or collection truck does not have enough capacity, based on the time shifts. Thomas Klingohr says, "If there are any problems with the new collection times, for example concerning the milking times, there is still time for farmers to get in touch with us so that we can improve our planning."

The tours are then adjusted in line with the latest planning. The milk volumes brought in each day by the milk collection trucks show how far Thomas Klingohr and his team have succeeded in their mission.

They document the effectiveness of the tours. The goal is to get as close as possible to using the full maximum weight of 40 tons per milk collection truck. "We are getting better and better at this, because we are a great team," says the logistics specialist modestly. That, too, is typical for Klingohr.

Under pressure

Germany's most modern high-pressure facility has just been commissioned at the DMK plant in Erfurt.

"UHT4+" may sound like the name of a combat robot in the Star Wars empire, but it is actually a dream come true for plant manager Jens Klausen. "Our new automatic ultra high temperature (UHT) system consists of more than 100 pipes. It can withstand pressures of up to 100 bar and allows us to produce vegan and other demanding products to a whole new level of quality," he says. "The machine was tailor-made for the DMK plant in Erfurt, and was built within the space of a year, right on time despite the pandemic," adds project manager Andreas Allner. The BUs Brand and Private Label are delighted with the new technical possibilities. The facility means it is possible to implement whole new concepts, including a vegan spread that is scheduled to go on sale in April 2023, for example.

A unique facility in Germany: This high-pressure machine is even capable of producing viscous products such as spreads.



Thomas Klingohr was appointed Specialist Raw Milk Collection Logistics at DMK in Zeven six months ago.



In Zeven of the company's own milk collection trucks, with a maximum weight of 40 tons, make up to 200 tours a day.

“Silo mentality is a thing of the past.”

The heartbeat of a global supply chain echoes the pace of events on the political stage and that applies at DMK too. Hermann Köster and Dr. Ralf Zink outline the extensive challenges the company is facing and how people are handling them.

Supply chains worldwide have become more fragile due to the war, the pandemic and inflation. How is the situation at DMK?

Hermann Köster: Just a few months ago, it was difficult to procure chives from China or sunflower oil from Ukraine, for example, but that has now eased somewhat. However, the energy crisis is having a considerable impact. Energy shortages mean higher energy prices both for consumers and for the entire production and supply chain, from farmer to retailer. The consequences are far-reaching, affecting the availability and prices of fertilizers, packaging materials, jars for baby food production, cleaning agents, and iron sulfates for pre-treating wastewater, to name a few examples.

How do you handle these problems?

Hermann Köster: We keep a very focused eye on the global political stage. And we coordinate with purchasing, SCM, management and sales on almost a daily basis to discuss the situation in the value chain and implement any measures that are needed. Sometimes we see changes in the supply chain on an hourly basis. We have to reorganize everything each day. Take the current situation with cleaning agents, for example: How can plants help each other out, or what similar products can we use?

How far ahead can a dairy plan at all?

Hermann Köster: We are increasing our stocks of critical materials where we can. When the war broke out, it was

clear that there would soon be less sunflower oil and wheat available to make our products, so we responded right away by looking for alternatives such as rapeseed oil, for example. However, we cannot always predict every single change in the supply chain that way. **Dr. Ralf Zink:** You cannot simply exchange one ingredient for another, either: We have to check and make sure we find the equivalent texture, taste and quality. We also have to ensure there aren't any additional allergens, that the traders are certified, and we have to declare what we have changed on the packaging, so adjust the labels accordingly. All that is expensive and involves a lot of effort. It's better when you can return to the original recipe and the regular value chain. And yet our approach shows how flexibly and quickly we can react in order to keep

production going, even in times of crisis. Thankfully the shortages of chives, sunflower oil, vitamin K and many other raw materials have eased somewhat, as the situation has improved in China, and due to new supply routes from Ukraine and new trading partners from North America or Europe, so we aren't seeing as many shortfalls at present.

DMK faces a lot of competition when it comes to finding alternative suppliers ...

Hermann Köster: That is true. Our suppliers are trying to raise prices both in current contracts and for new ones with us. So our experts have to find alternatives and use all their negotiating skills to find the best possible combination in terms of price, performance and quality for DMK. **Dr. Ralf Zink:** We are also looking within the company for ways to obtain raw materials more easily. Research & Development at DMK carried out several projects in recent years that are increasingly delivering benefits. Five years ago, we were looking for an alternative raw material for waxy corn starch, for example. We developed a recipe that, although not quite the same in terms of texture and color, is already very close to this carbohydrate in terms of taste. We can now use this to quickly make any necessary adjustments to the recipe. In the end, however, a great deal of trial and error is involved in these improvements.

Key transport routes into and out of China were blocked until recently. How is freight traffic moving now?

Hermann Köster: Container ships from China are getting here more regularly thanks to the easing of pandemic restrictions, so we can obtain important raw materials again. However, we may see a new lockdown in Shanghai, as the zero-Covid policy has not changed much. We also still have a severe shortage of drivers, which hampers road transport logistics. Many drivers come from Ukraine and were called up for military service. We are increasingly noticing the effects of that shortage of young drivers. We are working with several external service providers to minimize this risk and keep transport logistics running, but we urgently need a longer term solution.

What is challenging DMK the most at the moment?

Dr. Ralf Zink: The severe shortage of cleaning agents. We did not expect such shortages a few months ago. **Hermann Köster:** Of course, at DMK we have to switch to clean energy more quickly. We laid the foundations in Strategy 2030 when we started a continuous transition to more sustainable production. We have changed to renewable power sources in many areas.



Hermann Köster.

As COO Supply Chain Management, he coordinates the supply chain from raw materials to customer delivery across all BUs.

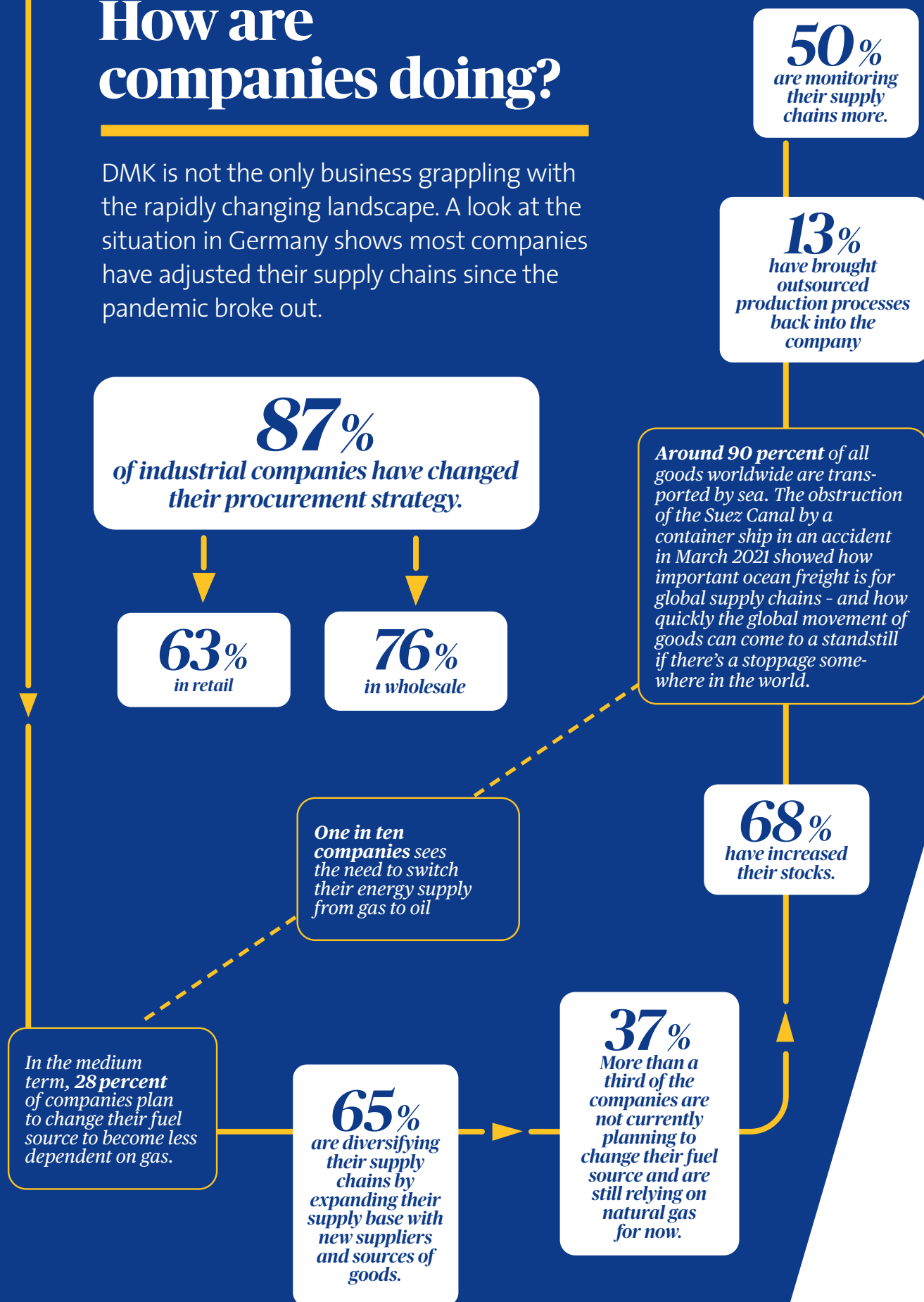


Dr. Ralf Zink.

As Director Research & Technology, he is responsible for all scientific investigations and development.

How are companies doing?

DMK is not the only business grappling with the rapidly changing landscape. A look at the situation in Germany shows most companies have adjusted their supply chains since the pandemic broke out.



Source: BDI, Ifo Institut

Can we compare the current crisis with previous ones?

Hermann Köster: Not at all. That is why the daily inventory of raw materials and consultation with employees from the plants is so important, to check and ask questions such as do we have enough cleaning agents? Do we have the packaging materials and ingredients we need? Are goods being picked up on time? Even during the pandemic, it was a challenge to ensure our transport chains kept functioning smoothly and we had enough materials available. We worked to make sure that milk was collected from our farmers so the supply to customers was not interrupted. We have done well so far. But it is not possible to forecast exactly what effects the war will have when it comes to further challenges worldwide - as a global company, we cannot predict every single detail.

Dr. Ralf Zink: The effects are manifold, because they are so closely linked to political events. For example, the Azov steel plant in Mariupol was destroyed which meant practically the whole of European nail production was brought to a standstill within a very short space of time. There was barely any production of wooden pallets for transport, not due to wood shortages - they are less of a problem now - but the lack of pallet nails to put them together.

What makes you confident despite all these difficulties?

Dr. Ralf Zink: We are making all the key adjustments to keep production going, and so far we see that is working and our efforts are paying off. But what I find really striking is that we almost have more of a sense of togetherness than we did during the pandemic. Everyone is doing more to keep the company on track. We already saw how well that worked in the pandemic, because everyone was thinking, working and helping as a team. It is the same now.

Hermann Köster: I find our sense of "we" and of unity is even stronger now. More and more, it is becoming one of the company's strengths, how we work together hand-in-hand. Everyone benefits from each other and, in my opinion, employees see it that way too. Silo mentality is a thing of the past, it seems to me.



Marco Bode,
European Football Champion

How to overcome the crisis? By pulling together.

I couldn't quite believe what I was reading recently, namely that Ukraine is bidding for the 2030 World Cup! What? Now, after Russia's attack, as the country fights for its very survival as war rages right in the middle of Europe? At first I thought this must be fake news.

But it turns out the original two applicants, Spain and Portugal, have included Ukraine in their application. You may think this is nonsense in view of the numerous problems people in Ukraine are currently facing.

But it is also a message that shows the incredible optimism and confidence that is emanating from the embattled country.

Can soccer help people in a crisis, or even in a war, can the sport give people strength and courage? Soccer is a global language and I am convinced that soccer can help children at school, improve people's health and spread joy. Soccer enables people to meet and even become friends who otherwise would not have come into contact.

"Play Football - Win Friends!" is the motto of the ONE NATION CUP, a youth soccer festival with U15 teams from all over the world, girls and boys, which I launched many years ago. Yes, soccer can do good even in times of crisis.

However, there is also another side of the coin: Corruption in the awarding of major events, disregard for human rights, homophobia and the exclusion of women. Outside of soccer, we are also seeing disasters everywhere. How should companies deal with crises? Can we learn something from soccer?

My answer to this difficult question is: Yes, namely standing side by side! When things get difficult on the pitch, you have to stick together! That is what the youngest players learn in the very first teams they ever play in. Helping each other, trusting each other - that was also the core message in a recent speech by the German president about the crisis.

Podcast



Discussions about succeeding in football and in business. Available from all podcast providers, search for "Denkfutter."



Truck driving and so much more

Over 300 of DMK's own milk tanker drivers collect the valuable raw material from the farms every day. Beyond driving skills, they bring a slew of other abilities to handle the challenges they encounter.

Alena Stürenburg, 2nd year apprentice professional driver, Edeweicht.

“What I love about this profession is that you don't just drive a truck, so many other skills are also tested on a daily basis. First of all, I like being my own boss and am passionate about driving. I came to like it through my stepfather, who also drives for DMK. Now I am in my second year of training at DMK and it was definitely the right decision. The job challenges me. I am constantly getting to know new farmers, new areas and regions. Sometimes, I wind up on the wrong farm if it is my first time in a particular area. Then I try to turn around on the farm as neatly as possible, without causing any damage. Being a milk tanker driver requires more driving skill than any other professional driving job. There's also a psychological aspect in this job: You need to be sensitive to people's moods. Farmers may or may not be in a good mood on any particular day. As a woman, I am clearly in the minority in this profession, I am aware of that, of course. Men often like to show off how good they are at everything and all that they know, when they explain things. I don't think that's bad, as long as they don't get carried away. I am learning a lot and this job challenges me - that is what is so exciting!”

Capacity
25,000
liters

Professional driver trainees
3 apprentices
per year

Rick de Buhr, Training Officer, Team Coordinator, Specialist Milk Collection, Weser-Ems Fleet

“I am passionate about driving a milk collection truck, even though I am not driving right now. I started working in this profession at DMK in 2017. Four years ago I became a Team Coordinator. We have nine trainees at the Edeweicht site. The professional driving training is made up of several parts: One is the driver's license, of course. Trainees start that three months after their training begins. Once they pass the test, they can drive the milk collection truck on their own. We got our own driving school truck in May 2022. Toward the end of their training, trainees are tested in theory and practice again. As a driving instructor, I help support them in two ways: I teach them to drive first, and then I help them pass the test. Things will get exciting at the end of the year for two of our trainees, as they will attend various truck training courses and we will get them ready for the test.

But it isn't just us in Edeweicht who are preparing the next generation to take the wheel, the Zeven site is also rolling out a training program for professional drivers. We support the team with all our knowledge and experience about this good, solid apprenticeship.”

3 million
Liters of raw
milk per day
in Edeweicht



Towards zero

Sustainable agriculture is the aim of all involved in the Net Zero Farm pilot project. DMK is developing ways to make dairy farms climate neutral.

Mother Earth becomes more stressed every day, as greenhouse gas emissions lead to global warming and more and more extreme weather conditions. These are increasingly evident in Germany as in other parts of the world. Climate change does not stop at Germany's borders and is not only causing pain for consumers, but also the agricultural industry. It is crucial to respond to this in order to protect the value chain.

The company's DMK Net Zero Farms project promotes environmental protection on dairy farms. The project involves measures to reduce the carbon footprint of farms. It is being tested through to the end of 2025. DMK is launching the project at three pilot farms and will use the knowledge gained to create approaches that can later be transferred to all farms. "As the DMK Group, we want to continue fulfilling our responsibility," says Philipp Inderhees, Global Head of Corporate Strategy. This is also an

important step for the future viability of the industry, he says.

The focus will be on farm management, forage and arable farming and energy production by the farms, to reduce CO2 emissions. Farms are testing the possibilities of using feed additives to reduce methane, optimizing feed rations, cultivating protein crops or adjusting manure management. Specialist advice is provided by the Thünen Institute of Business Administration, the Leibniz Institute of Agricultural Engineering and Bioeconomics, the plant breeding and biotechnology company KWS, the partner for digitization in milk production FarmCHAMPS, as well as animal nutrition specialist Josera, agricultural trading company AGRAVIS and management consultancy Gottwald&Klepsch. The project is being supported by customer partner Mars Wrigley.

All the measures tested are to be evaluated in terms of their effect on milk yield, animal health and

Win win-situation

The measures can bring economic benefits for the companies and they are also being tested to combat climate change. Much more information is available about this in the new sustainability section on MyMilk.de, the online platform for our farmers.



practicality. "Agriculture is part of the solution and we want to further develop that," says Inderhees.

Farm management

... is a great lever to promote animal health. We have a range of options available, including the way we organize feeding.



Forage and arable farming

Optimizing basic fodder production reduces greenhouse gas emissions. Measures include adapting nutrient management, adjustments in forage production and for farms to produce their own feed.

Energy management

... means using renewable energy sources as well as storing and spreading manure. Storing and using slurry can have a considerable impact on a farm's carbon footprint.



Sven Kück, Lower Saxony

"We have been working on climate protection in dairy farming for quite some time. So now we are looking beyond that to see how we can become even more sustainable in the future."



Florian Stümmeler, NRW

"As a young farmer, I want to make my farm fit for the future. The Net Zero Farm project is exactly the right way to do this. This is how we can work together for greater efficiency and environmental protection."



Agrar GmbH Bösdorf, Saxony-Anhalt

"We are noticing the effects of climate change on our farm, for example in the increasing periods of drought. We are committed to being part of the solution for more environmental protection."

There's a lot of controversy about milk and milk alternatives but we are not looking at a choice between good and evil. Nutritionist Dr. Malte Rubach unravels a couple of the most common myths.

You don't have to give up everything.

Animal products use much more water than plant-based foods.

We need to make a distinction here. In general, no matter whether a food is animal or plant-based, the more processed it is, the more water it needs, as a greater amount of raw materials have to be incorporated into the final product. The water used to produce these raw materials is "concentrated" in the calculation of the final product's water footprint. Animal products are not automatically worse than plant-based foods, especially since it depends on where the food was produced. As long as enough rain falls, what is known as green water, then no artificial irrigation

is needed, so that reduces fresh water consumption.

As far as cow's milk in Germany is concerned, using between three and 22 liters of water, it is not necessarily worse than plant-based alternatives, or pulses and vegetable oils. According to the national consumption study in Germany, the average daily consumption of a glass of around 100 milliliters of cow's milk is comparable to if we wash our hands one time more often, or not - the difference in terms of water consumption is around the same.

"Milk and dairy products contribute between 10% and 50% of our daily intake of most nutrients, according to a national study."

Milk alternatives prevent animals from suffering, protect the environment and climate.

The idea of replacing milk is not

new, back in 1893, Germany was producing the first "vegetarian children's milk" made from almonds, nuts and sugar. However, the plant-based products were not real alternatives in terms of their composition, nutritional value or processing possibilities. The only difference was that cows were not involved in the production. That is also the argument made by people who are vegan, who don't eat animal products. But producing milk does not necessarily involve animal suffering. A further advantage: Ruminants are not competing with humans for food, since they eat grass. As for the climate, a reassessment by the University of Oxford found that methane from cows' stomachs does not contribute to the advance of global warming as the methane is part of the natural carbon cycle. Milk production can therefore be part of regenerative agriculture that also protects the environment.

Vegan alternatives will displace milk.

Worldwide, as with meat, milk production volumes are also rising. Demand is growing, particularly in China. The share of milk alternatives is showing double-digit growth and is reaching four percent of the global market share. However, in relation to total dairy market sales, it is still less than one percent in Germany. Even though milk alternatives are a lucrative niche for some companies, they cannot be used as a raw material for cheese production and cannot compete in nutritional terms. So it is more likely that the two will coexist in the long term.

We need clear guidance for a sustainable, healthy, environmentally-friendly diet.

We could eat better in Germany when it comes to sustainability. According to the Planetary Health Diet, which promotes human and planetary health, even with a global population of 10 billion, our diet in Germany would look like this: Cut meat consumption in half, eat slightly less highly processed cereals and dairy products, less sugar and processed beverages. Eat more vegetables and legumes instead. You don't have to give up everything

We consume too many dairy products – it is unhealthy.

In Germany, we consume about 255 grams of milk and dairy products every day. The German Nutrition Society recommends up to 310 grams. You find 250 grams of milk in a quart of milk, for example, or 250 grams of yogurt or 25 grams of hard cheese. Milk and dairy products contribute between 10 percent and 50 percent of our daily intake of most nutrients, according to the national study, so that benefits people's health more than any harm it might do.

Dr. Malte Rubach

After working in Giessen, San Diego and Madison, nutritional scientist Dr. Malte Rubach gained his doctorate in research at the Technical University of Munich. His expertise on topics such as food, nutrition, sustainability and innovation is much in demand.

His work has been published in international journals and textbooks, as well as in *The New York Times* and the *Folha de S. Paulo* and other popular media.

He has also written several books including "88 Nutrition Myths - What You Should Know About Your Food," published in German by Knauer MensSana HC.





Mentoring works wonders



*"I have an incredibly open, trusting working relationship with my mentee Ron. As a **mentor**, I find it exciting to exchange ideas with colleagues from other areas, support each other in our personal development and learn a lot from each other."*

Mentor Carsten Klapproth, Head of Global Business Services, Bremen.



*"As a **mentee**, I wanted to gain new ideas beyond the logistics field and expand my network. I learned a lot from the experience of my mentor Carsten and benefited from new insights and ways of thinking. This program really promotes personal development."*

Mentee Ron Geerds, Head of Transport Logistics, Zeven.



DMK's **mentoring** program enables employees to benefit from the maturity and professional expertise of more experienced colleagues. It facilitates a valuable exchange of knowledge.



Leaving your comfort zone, broadening your perspective, developing yourself professionally – it all goes without saying, if you ask Jana Kemper. When she first heard about the Mentoring project, she was keen to take part. The program involves an employee, or mentee, working together with a more experienced colleague from another department who acts as their mentor and is open to answering all their questions and sharing their expertise. It is a mutual learning process between equals, with the focus on the mentee.

Jana Kemper, CEO Office Management, Bremen.

"From the very beginning, I really liked the idea of having a space where I could discuss sensitive questions about my career and my profession, without worrying about hierarchies," says Kemper.

She has been working at DMK for ten years, stationed at different departments. As a graduate food technologist, she started out in quality management, moved to BU Baby, worked as Group Controller and has been CEO Office Management since December of this year. That's a career in the fast lane. "I am very curious," says Kemper, explaining why she joined the program to learn about a new field. She likes the fact that participants can choose their own mentor – it is part of the design so the mentee is proactive and shapes the program to suit their own particular needs. Planning in advance is crucial, and it is important to consciously take the time to define your own individual goals.

After a few preliminary discussions, she decided to ask Hermann Köster, COO Supply Chain Management, to be her mentor. With 30 years of service, he is highly experienced in the company. "I was able to benefit greatly from Hermann's experience and was always able to contact him," she says.

As her mentor, he enabled her shadow work in his area for ten days to give her a better understanding of the workflows and processes in the Milk Collection, Logistics and SCM Optimization departments. Alongside sharing his professional knowledge, Köster also provided support as someone with whom she could discuss personal development. "He helped me reflect on my behavior better when it comes to handling conflict, for example," says Kemper. She says this was valuable during the mentoring period as it is harder to find the time to address such issues amid the day-to-day de-

mands of regular work. Meanwhile for Hermann Köster, who has three mentees in all, the program has been wholly positive, he says. For one thing, it shows him that DMK has well-trained employees who are important for the company's future. He also personally benefits from the program, he says. "I was constantly learning from their areas of work during our discussions."

The one-year development program is now over for Jana Kemper. During that time, she met with her mentor monthly to discuss professional and personal development. She recommends the Mentoring program to others, as it has enabled her to expand her expertise. Plus, personally, she is calmer when conflict arises, she says. "It is great to have a platform to exchange ideas and to be given feedback on your work and yourself, outside of everyday working life."

The career booster

DMK launched the PASSION development program more than a year ago. Raoul Augsburg, one of 13 participants, and co-initiator Sabina Wieczorek give an initial review.



Alongside mental training, participants also did physical exercises, finding different ways to understand themselves better during the PASSION program

Raoul Augsburg
PASSION participant

Mr. Augsburg, what has PASSION changed for you?

The program was a real springboard for me. I started at DMK as a risk manager five years ago. I was responsible for systematically identifying major corporate risks and communicating them to management. I was asked whether I would like to take over the project management of the CI project in May. That was certainly partly due to the profile of the PASSION program.

The PASSION motto is: "Turning passions into careers." Does that apply to you?

Absolutely! Even before PASSION was launched, I had said that I wanted a development program. My manager was aware of that and reached out to me while I was on parental leave, that is how I knew about the possibility. I applied while I was on parental leave and was very happy when that worked out.

You have been in the program for a year. How was that?

I have learned a lot about myself. To become good leaders, we learn the basics about group dynamics, team building,

leadership and psychology. The first participant meeting was about working out our own values. That was the first time I realized that fairness and honesty are particularly important to me in my day-to-day work. I get a bit emotional when I feel behaviors are challenging some of those values, that is something I can say openly. I am not an explosive person at all in general, but I suddenly understood much better why I react the way I do.

How helpful was this insight in dealing with the other participants?

I learned how to deal with stressful moments through role-playing. The others felt the same way - I think everyone had their own moment of realization and that created a safe space for us to open up to each other. As we are all around the same age and face similar challenges in our personal and professional lives, it was also easier to grow together quickly as a team.

Have you completed PASSION now?

Not yet. Firstly, I will keep looking at other areas at DMK so I can get to know the company better. And secondly, we are still trying to find

an individual, further training measure for me, and the program will support that.

Sabina Wieczorek
Co-initiator PASSION

Ms. Wieczorek, you were one of the people who brought PASSION to life. Are you happy that DMK has a development program like this?

Definitely! It was important to me that we become much more transparent about what career opportunities are available at DMK, and that there are different routes for further training. It is not only about initiating cultural change and supporting employees and giving them meaningful tasks, but also about making us more attractive as an employer.

How would you sum up the first year of PASSION?

I am glad to see how each participant is creating his or her own journey and that

"It's not about professional advancement but personal development."

Sabina Wieczorek
HR Development Manager.

the process is giving them more and more confidence in their own strengths and abilities. Through the program, DMK is enabling employees to make and stand by their decisions. It is not about professional advancement, but personal development. People who know themselves and know what they want have what it takes to be good managers and lead a particular area or project, for example. It's all about leadership, and exemplifying leadership, along the lines of, "I need to be able to manage myself well, as that's the only way I can develop my potential." And that strengthens people's bond to the company.

How long does the program take?

Up to 24 months, but it depends on the individual participant. In contrast to last year, we had a lot of applications from the production sites, which makes us really glad. And because there was so much competition and the quality of the applications was so high, we offered more places. The program started on 15.11.2022.

"PASSION was a real springboard for me."

Raoul Augsburg
Project Manager,
TIGER Office.

MILRAM

... has a new look

"MILRAM – relax and treat yourself" is the new brand message.

MILRAM

100%
PFLANZLICH

The DMK Group's flagship brand is in tune with the times, kitted out with a new packaging design. The core message is "MILRAM – relax and treat yourself."

The MILRAM cheese range is first in line for a new image, to be followed by the other ranges. The core element in communicating the sharper profile is the MILRAM beach hut, already well known thanks to TV commercials and brand communication. After the dairy range, the vegan products are set to follow.

"With the packaging relaunch, we are consistently taking the next step to further sharpen the profile of our brand. Because we want consumers to experience the brand in a uniform brand identity," says Nicole Liedloff, Marketing Director Brand Retail.

MILRAM's northern German origins, coupled with its fresh taste and a casual lifestyle, offer enormous potential for differentiation. "It forms our DNA and gives our brand an unmistakable home at first glance. The beach hut visualizes all of this perfectly – which is why it is now also moving in visually on the new designs," says Liedloff. In future, the beach hut will be present in the background of all packaging. The redesigned MILRAM logo blends in harmoniously with

blue color elements as the sky and sea in the upper third of the packaging. The new look is completed with different colors in a brushstroke look for each product in the lower third of the packaging. The new design already scored above average in earlier market research tests.

The fresh approach is also supported by the new brand message "MILRAM – macht's euch einfach lecker (relax and treat yourself)". "Especially when it comes to food, things are very cerebral these days. That's why we want to encourage our customers to listen more to their gut feeling. Because no matter whether they choose our vegan

The **vegan MILRAM products** will be launched with the new look in March 2023.

Follow the QR code to watch the video about MILRAM's new design. Exciting times!



A NEW FONT:

MILRAM's new typeface is neat and straightforward, while the design is "used" with a patina and stamp look that reflects a commitment to clarity and reliability and is also a symbol of uniqueness and character.

or dairy-based products – what counts is the feeling of treating yourself with something tasty," Liedloff emphasizes.

In addition to social media, the relaunch is also flanked by a new TV commercial for self-service cheese, which naturally picks up on the beach hut theme, offering a fitting stage for the new design from January.

The new packaging is all about freshness and northern German nonchalance.

Nicole Liedloff as Branding Director Brand Retail, was among those behind MILRAM's new look.

The main leitmotif: the beach hut.

Market research shows the new design is very recognizable, highly persuasive in supermarkets and strongly appeals to shoppers.

And the winner is ...

Consumers picked Katjes Grün-Ohr-Hase Ice Cream as their product of the month.

Shoppers from all consumer groups tried out the ice cream with the green-eared bunny over an eight-week testing period at the Go2Market in Cologne. They evaluated the product according to categories ranging from taste to brand and packaging design. The result: DMK's Katjes Grün-Ohr-Hase ice cream won the "satisfaction" award for the month of August 2022. That is good news for shoppers and fans alike, as the success story for the vegan ice cream is set to continue with new products being developed along the same lines. Next summer can't come soon enough.



The Katjes ice cream impressed shoppers who liked the taste and the packaging design.

Looking good

Uniekaas has an appealing new design. The oldest cheese brand in the Netherlands is focusing on tradition.

The Uniekaas brand has been repositioned to sharpen the focus on taste, identity and sustainability. The new look now emphasizes the company's roots, drawing on Uniekaas' 125-year history. The design, launched in the fall, features new visual elements including a

delicious sandwich and traditional Dutch icons such as a windmill and a cow. The packaging still features the unmistakable red Uniekaas logo and stylish diamond shape. The change comes after customers perceived the older design as too "industrial."



Old meets new: The new Uniekaas design is fresh and appetizing.



Two of many DMK highlights at the SIAL food trade fair in Paris: Crème Brûlée and Panna Cotta.

International product offensive

DMK presented vegan alternatives for industry and gastronomy at SIAL, the world's leading food trade fair in Paris.

Alongside VELANDER, recently launched for the industry, the Brand business unit presented its new vegan cheese alternatives for the food service industry, set to go on sale in 2023: MILRAM Gouda Alternative Rasp and MILRAM Gouda Alternative Bread. Further highlights included the expansion of the MILRAM Food Service range to include plant-based desserts based on gluten-free oats, as well as innovations in the classic

range such as Crème Brûlée and Panna Cotta, marketed both under the MILRAM and Oldenburger brands. The Brand BU also presented a range of vegan desserts and a plant-based cocoa drink based on gluten-free oats for the food retail sector under the MILRAM brand. As in MILRAM Food Service, all products are made without flavor enhancers and preservatives and have short, comprehensible ingredient lists.

Oldenburger – global brand with a regional approach

Under the brand umbrella "Oldenburger. The natural origin for life," the international brand is set to focus more on regional needs in the future. At the same time, it is still highlighting its origins, as "German Dairy Excellence."

The new strategy for DMK's international Oldenburger brand focuses on a regional appeal to consumers.

China, the Middle East and South-east Asia are among the most important consumer markets for Oldenburger. Going forward, new brand messages are to tailor the products even more closely to consumer needs. "Enjoy what nurtures your potential" is the address to Chinese consumers, with the message that milk promotes physical and mental development and enhances performance.

In Southeast Asia, on the other hand, milk has a positive image and is seen as aiding growth, and there, products are to be accompanied by the holistic message "Your natural choice for growth." In the Middle East, Oldenburger is positioning itself with the slogan "Outstanding by nature," because milk is seen as a guarantee for high-quality and as a first choice brand.



The Gouda stuff

Uniekaas wins the Golden Award in the category "30+ Medium Old" in the Netherlands.

Uniekaas Belegen 30+ emerged as the big winner in the finals of the Gouda Cheese Awards 2022. The specialty cheese can now call itself the tastiest 30+ cheese in the Netherlands. Belegen 30+ is a low-fat cheese with a reduced fat content of 30 percent, which is ripened for 12 to 16 weeks before it goes on sale. There were two rounds of testing leading up to the award. First, consumers tasted and evaluated the cheese. Then the final

decision was made by the mayor of Gouda, Pieter Verhoeve, master chef Rudolph van Veen and food journalist Myra Madeleine. The Golden Award is presented every September in Gouda, a city famed for its cheese. Connoisseurs see the prize as the Oscar of the cheese industry. The Uniekaas cheese is soft and friendly with a hearty taste that was found to be perfectly balanced. That's what winners taste like.



Corrien Bakker, Marketing Manager Uniekaas, is all smiles. She is delighted about the Golden Award for the Uniekaas 30+ cheese.



The best recipes to counter holiday stress

We can all use a tasty treat during the busy weeks leading up to Christmas. So much to do, so little time. Why not plan a wellness day to soothe your body and soul? Start out with fruit **porridge** for breakfast, followed by a juicy **pork tenderloin** and **potato casserole** for lunch, then round it all off with a **sweet raclette** and a cozy evening watching the TV. That's guaranteed to ease some of that Christmas stress.

Ingredients for 1 serving:

- 50 g cantaloupe melon
- 75 g raspberries
- 1 teaspoon roasted, salted pistachios
- 10 g dark chocolate
- 3 mini spelt biscuits
- 150 g MILRAM Porridge Nature
- 1 tablespoon almond paste

FRUIT PORRIDGE WITH CHOCO- COOKIE TOPPING

This energy power
pack will make for
a memorable breakfast.



Preparation time: Eight minutes

Step 1:

Peel the cantaloupe melon and slice into thin wedges. Take a fork and mash the raspberries into a coarse puree then set aside for serving.

Step 2:

Shell the pistachios and coarsely chop the nuts and chocolate. Crumble the cookies.

Step 3:

Pour the porridge into a bowl and add the almond paste, raspberry puree, melon, cookies, chocolate and pistachios.

Difficulty level: Easy

CHOCOLATE RACLETTE WITH ROASTED MARSHMALLOWS (VEGAN)

Guaranteed the tastiest way to put you in a good mood.

Here's how, in about ten minutes:

Step 1:

Peel the bananas, slice into quarters and grill on the top of the raclette grill for 1–2 minutes. Roughly chop the chocolate and crumble the cookies.

Ingredients for six people:

- 2 cups MILRAM 100 % plant-based chocolate pudding
- 2 bananas
- 30 g chocolate, vegan
- 3–4 cookies, vegan
- 1 handful of vegan mini marshmallows

Step 2:

Put the chocolate pudding into the raclette pans, add the grilled banana quarters and top with cookies, chocolate and marshmallows.

Step 3:

Bake the pans under the hot raclette grill until the marshmallows are lightly browned.

Difficulty level: Easy



JUICY PORK AND POTATO CASSEROLE

When pork tenderloin meets potato gratin and you add a good hearty cheese, anything can happen.

Preparation time: About 90 minutes

Ingredients for 4 people

- 800 g potatoes
- 3 onions
- 60 g butter
- 3 tablespoons flour
- 1 l vegetable broth
- 250 g MILRAM fresh whipped cream
- 185 g MILRAM spring quark 7 herbs
- salt
- pepper
- 800 g pork tenderloin
- 2 tablespoons oil
- 300 g cherry tomatoes
- 150 g MILRAM gratin love
- 1 bunch of chives

Step 1:

Wash the potatoes and boil in water for about 20 minutes. In the meantime, peel and dice the onions, heat butter in a saucepan and saute the onions.

Step 2:

Add flour and saute. Add the broth and cream, bring to the boil and simmer for approx. 3 minutes. Stir in MILRAM quark. Season with salt and pepper.

Step 3:

Drain and rinse the potatoes, let them cool then peel and slice. Pat the meat dry and cut into 8 medallions. Heat the oil in a frying pan then fry the medallions, turning, for around 5 minutes. Season with salt and pepper.

Step 4:

Wash and halve the tomatoes. Cut the cheese into small pieces. Grease a baking dish (approx. 20 x 30 cm) and place the potatoes and tomatoes in the dish. Place the medallions in the center and spread the sauce over them, then top with cheese.

Step 5:

Bake in preheated oven (200°C / fan: 175°C / Gas: see manufacturer) for approx. 15 minutes. Then turn the hot oven to grill level 3 for around 5 minutes.

Step 6:

Wash, dry and slice the chives. Take the pork and potato dish out of the oven, sprinkle with chives and serve.

Difficulty level: Medium



Full power ahead on all channels

DMK is using social media to further improve its positive image online. Target groups show how well the approach is working.

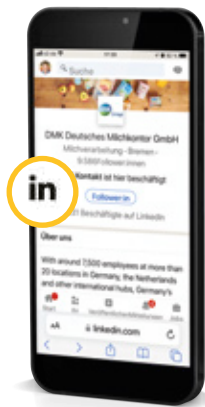
Instagram, LinkedIn, Twitter, und Youtube sind ein fester Bestandteil der DMK-Kommunikationsstrategie. Durch die Sozialen Medien können bestimmte Zielgruppen

nach demografischen Daten, Interessenlagen und Verhaltensweisen gezielt angesprochen und über Unternehmensziele, Jobs, Ausbildungsangebote und Produkte informiert werden.



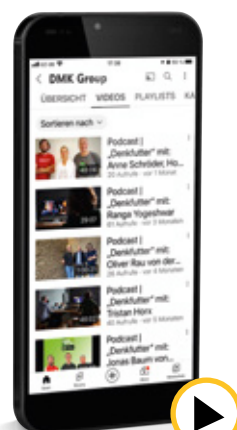
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DMK and many others use Twitter as a classic, informative news channel.

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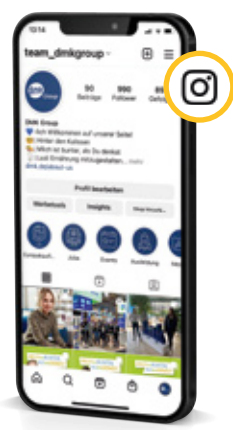
LINKEDIN
Since 2018
LinkedIn is the perfect platform for all **corporate and HR topics**. Potential employees for DMK's administration in particular tend to come here for further information.

LINKEDIN
www.linkedin.com/organization-guest/



YOUTUBE
Since 2019
YouTube is our **video center**, for everything from our annual report to advertising trailers and corporate videos, all linked to our other social media activities.

YOUTUBE
www.youtube.com



INSTAGRAM
Since 2022
We use Instagram to reach **young employees, trainees, students and interns**. Here, we post information about training and further education, events, job vacancies, trade fairs and promotions.

INSTAGRAM
www.instagram.com/team_dmkgroup



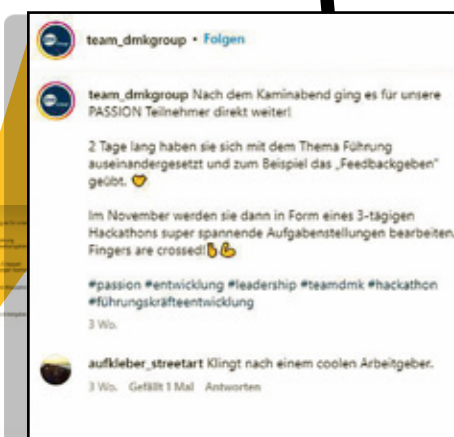
Join the DMK community

DMK's social media activities are perfect platforms for employees and farmers to share information and network.

Rapid growth:
There is always plenty going on across all of DMK's channels.



DMK is surging ahead in the fast lane, with a slew of new products, motivated employees, exciting jobs and a competitive milk price and that's increasingly recognized by the online community. The number of people following DMK's social media channels is growing fast, and they are liking and sharing company content more and more. Strong characters and engaging stories perform well



on the internet and this is the place where nutrition-conscious consumers and future colleagues go to find further information. DMK's social media channels are the perfect platforms for networking and finding out more.

Justine Platter Junior External Communications Manager, has a good handle on all of DMK's social media channels.

Social media done right

Commentary by Amos Venema

Of mosquitoes and elephants

When it comes to forming opinions, online media's influence is 27 percent, according to a study by publishers. Only television plays a greater role in forming public opinion. More than half of daily social media and search engine use is decisive in shaping people's views, the study found.

So it is all the more important to get it right when you use Facebook, Instagram and other platforms. That means understanding how social media works. The basic principle is that anything that attracts a lot of clicks and comments automatically becomes more prominent, irrespective of whether the content is right or wrong, positive or negative. The only thing that counts is user numbers. So the more information or comments that are shared, about blockades at dairies for example, the more public attention they get.

All that means many topics become artificially important, even if the actual events are actually only marginally noteworthy. So sometimes it is better not to post anything at all about particular stories online, even if you are itching to do so, as without any user traffic, they won't get any attention.

DMK-Landwirt Amos Venema is a successful agrarian blogger who has a lot of experience in social media.

PUZZLE

Are you ready for our Christmas challenge?

You'll need sharp vision and an eye for detail. Can you find the photo that contains the detail shown here on the right?

Send us the **page number** where you found the whole image.

All the very best of luck!



Eagle eyes? Win a Prize!



1x

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For the perfect espresso, with a Claro Swiss water filter, integrated grinder, filter baskets, digital temperature control, a steam wand to warm and froth your milk, and a temperature control jug so you can monitor the heat and texture for the crown. The machine won top marks from testers in 2022 www.koffiemachine.org



10x
DMK ENAMEL CUP



10x
DMK INSULATED BOTTLE

Send the solution:

By email to: milchwelt@dmk.de, with "Puzzle" in the subject line

Only employees and cooperative members of the DMK Group are eligible to participate

or by post to:

DMK Deutsches Milchkontor GmbH
Katrin Poppe
Flughafenallee 17
28199 Bremen

Important:
Please include your first name and surname, address and DMK location!

Deadline for entries:
31.01.2023

The solution for the last competition is: 11

PHOTO CONTEST!

Send us a picture:

The best reader's picture. Send us your favorite photo and briefly tell us who and what is in the picture. We would also love to hear why you like the image and what it means to you. Capture a **special moment**, whether it's an artistic still life, a lively group shot or a moment of joy – **your creativity knows no limits!**

*(e.g. see "FACTS & FIGURES" pages 6–7). Eligible: Employees + cooperative members of the DMK Group

Here's how:

Email your picture to: milchwelt@dmk.de with "Reader photo" in the subject line.

Important:

1. Please include your first name and surname, address, job title and DMK location!!
2. The picture has to be high resolution and in landscape format.
3. No photo collages please!
4. Deadline for entries
31.01.2023

Readers' Pictures

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Your contact to the editors

Your contact for all **MILCHWELT**-related topics



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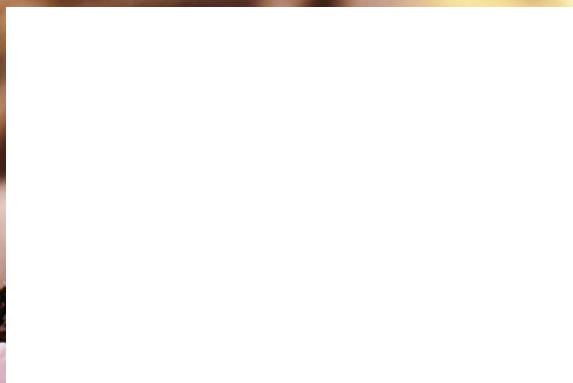
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MILCHWELT international

Alongside English, **MILCHWELT** Magazine is available in the original German language and in Dutch. All the editions are available for download as PDFs at www.milchwelt.de

Masthead

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MILRAM

CHOCOLATY CHILL!

What could be cozier on a winter's day than cuddling up in a warm blanket with a cup of MILRAM cocoa? It's delicious hot or cold, made with cow's milk or a vegan alternative.

www.milram.de