

MILCHWELT

dmk
Group

The Official Magazine of the DMK Group

March 2019

Next-Generation Nourishment

Birth of a New Era: After Three Years, a Multi-Million-Euro Plan to Make Baby Food is Going Live in Strückhausen





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We Are ALL DMK!



Oliver Bartelt
Global Head of Corporate Communications

Dear Readers,

The world keeps turning, and we turn with it, day after day. That said, our world is going through a period of deep uncertainty at the moment. For many companies, restructuring, reinvention and disruption are no longer exceptions. They are the “new normal.”

Globalization, digitalization and demographic change - companies are increasingly confronting new challenges to their survival. Firms are under pressure to come up with answers, and come up with them quickly. And when companies seek answers, their employees are the ones who must find them. In the end, people make the difference. And that brings me to you - the people who make up Germany's largest dairy cooperative: the farmers, employees and leaders of DMK. That's us!

Resourcefulness, creativity and courage are in demand, and not just for creating new products. New products are ubiquitous nowadays - if that's all you offer, you can easily be replaced. We are talking about more fundamental questions: How do we want to work together in the future? How do we want to lead? How do we want to evolve the nature of our work to leverage our full potential as a team? The critical question is not about the “what,” but the “how.”

To accomplish this, we need a common identity and a common set of values to guide us as the world and our business continues to change. We need a common spirit.

Only that will give us the self-assuredness and confidence to be open to change. This “We are DMK” mentality will make us all stronger - with mutual trust as our guide and our sights set on today and tomorrow. This new shared self-awareness will enable us to pump up the volume and grab the attention of competitors, customers, consumers and colleagues alike. We want to conduct a genuine, constructive dialogue with these peers, both internally as well as externally. And we want to include in this discussion everyone who plays a role in the long-term health and prosperity of DMK.

It is no surprise that such a “We” feeling doesn't require more than one magazine. That is why this edition of Milchwelt is the first we are producing for employees, dairy farmers and the public. I wish you much enjoyment with our new joint publication, a sign of the times in a changing world.

Best regards,

Oliver Bartelt



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times has the Scholten-Meilink Farm in Hoogstede (Grafschaft Bentheim) been honored with the Golden Olga. This time, DMK Supervisory Board Chairman Heinz Korte (second from right) and Dr. Klaus Hein, Chief Agri Business and Member Affairs at DMK Group (far right) came to congratulate the family. The Golden Olga is awarded each year to the best dairy farm in Lower Saxony.



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people can fit in the new “Unconventional Thinker” room at DMK offices in Bremen. It’s a place where workers can retreat in the middle of the day to think outside the box. Communications Chief Oliver Bartelt: “The ‘Unconventional Thinker Room’ is another sign of our new corporate culture, which aims to encourage bold thinking and creativity.”

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new ice cream flavors will be added this year to DMK's assortment. The DMK factory in Everswinkel will produce new Baileys' flavoured waffles. See pages 40–43 for more about the new ice cream offerings.



The new MILCHWELT is now for everyone

This issue of Milchwelt is the first in DMK history designed for both our dairy farmers and DMK employees – with the goal of bringing everyone closer together

In-depth reporting.
From the world of agriculture

The magazines of DMK and its predecessors, Nordmilch and Humana, have a long history. Employees are familiar with INSIDE DMK magazine. Dairy farmers have been reading MILCHWELT for years. But beginning with this issue, all members of our DMK “family” will receive the same magazine.

Why are you changing this now?
Because we belong to the same DMK family. That is the focus of our story on pages 46-49. We want to bring DMK dairy farmers closer to workers in other parts of DMK. We are convinced this is the right strategy: The issues that are a priority for our dairy farmers are de facto a priority for DMK staff, and everyone should be on the same page. The same logic applies in the other direction. When there are changes at DMK headquarters, these are relevant to our farm stakeholders. Our strength is in our numbers, the DMK community. With one single magazine, we can keep everyone informed at once.

DMK Magazines Through the Years



Who will receive the new MILCHWELT?
The new magazine is a vehicle to spread important information to dairy farmers and employees. But we are also convinced it is an important calling card for our industry. That's why MILCHWELT is targeting everyone: not just those from the world of politics, business and media, but also consumers, who can now download the publication as a PDF. Additional information is also available at www.milchwelt.de.



More Service.
Important contacts at your fingertips

MILCHWELT is now bigger, with more pages. Why?
Starting with this issue, the magazine will appear three times, instead of four times, each year in the spring, summer and autumn and include news from our former employee publication, INSIDE DMK. You are still receiving exactly as much information as before, just in a different form. We also want to deepen our coverage of news and other developments at DMK.

Why am I receiving MILCHWELT now by mail?
For dairy farmers, this is nothing new. They have already been receiving some issues by mail. With INSIDE DMK, we learned we didn't always reach everyone at the office through traditional distribution methods. Now, employees will start receiving MILCHWELT at home and can read it when and where they want, and share it with family and friends. We will continue to provide some copies of the magazine in our offices - for those who want to read it during breaks.

Why is the new magazine called MILCHWELT and not INSIDE DMK?
We are producing milk and dairy food products for an increasingly global market and selling our products around the world. MILCHWELT describes exactly this core competency.



More news.
Current news about companies and farming

What about our international colleagues?
Over the years, we have become an international company employing hundreds of colleagues outside of Germany. That is why we are also publishing MILCHWELT in English.



English edition.
For our international colleagues and readers

Will there be other new media offerings for our dairy farmers and employees?
Of course. Aside from the information already available on our web portal for dairy farmers, www.webmelker.de, farmers each month receive MILCHWELT Kompakt, which is tailored to their needs, issues and interests. We also regularly send DMK employees Newsflashes on big developments. Top managers each month receive our CEO Call. Our newest addition are Info-Screens, which we are testing in Zeven, Everswinkel, Bremen, Neubörger and Nordhackstedt.



FEEDBACK WELCOME

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



What's DMK's Next Act, Mr. Müller?

Focused on the future. Ingo Müller was appointed CEO of DMK Group in September 2016. He is married and has two children

We discuss the “MOVE” radical restructuring plan for DMK, our new Business Units (BUs), the withdrawal of suppliers during the crisis years and DMK's new focus on the consumer

INTERVIEW Oliver Bartelt
PHOTOS Sebastian Vollmert

What's on your mind these days, Mr. Müller?

Ingo Müller: When I look back on 2018, I am struck by the number of strategic challenges we faced and the measures we managed to put in place to address them. That applies to our focus on market sales development, internal processes and systems from our new Business Unit-structure, the establishment of a new corporate culture and the implementation of our “Big Bets” strategy - new cornerstones to stabilize our business. The broad scope of these initiatives illustrates the magnitude of changes which were needed and will continue to be needed moving forward.

You said last year: “The need for change will never end.” Is this still valid?

Before I answer that, let me ask a question: Can we allow ourselves to lean back and be satisfied with the current performance of DMK Group? Certainly not. In the dairy branch, we are only an average player. And that is not our goal. That's why we are now pursuing a clear strategy: “Value creation before sales growth”. In addition, we are developing a new “We are DMK” corporate culture. Both are strategic responses to a world changing all around us. We are still not at the point where we have fully digested the consolidations, fusions and crises of the

last few years. What that means simply is: The implementation of our Big Bets strategy continues to be our single most important corporate mission through 2020 and is singularly driving our performance at the moment. Beyond that, we must also begin to think of a game plan for beyond 2020, and prepare for the future.

Isn't the “here and now” more important than the future?

If we want to improve our performance and cut costs today, we must know where we are heading tomorrow. Otherwise, we will make short-term decisions that block our path to the future and cause us twice as much work. Our business is and will remain challenging, that's clear. But looking ahead enables us to secure the business of the future. If we don't make this effort today, it's not too much to say we don't need to show up for work tomorrow. Looking back, there are examples where businesses have looked to the future and taken a radically different approach at just the right time. There are also examples where businesses fell asleep at the switch. An example of the latter: Quelle in the 1970s was Europe's largest catalogue retailer. For generations, the Quelle catalogue could be found in half of all living rooms in Germany. Until 2009. The Winter Catalogue of 2009/2010 was the last. On October 19, 2009, Quelle Group was dissolved - the catalogue business had been overtaken by the internet. Or Tesla: While big

automakers were cleaning up the mess of the Diesel debate, someone they had underestimated set a new standard in mobility. What does this mean? If we just sit back and take it easy, even for a moment, we are overtaken by someone else.

That sounds exciting. What does that mean in concrete terms?

We have spent the past weeks focusing on what our sector will look in the future and how we can best adapt and prepare for it. What will be the main purchasing trends in 2030? Consumer tastes, competitors, the effects of digitalization - we need answers to these questions. What should, or better said, what must DMK as a company look like in 2030? This kind of strategic forecasting will allow us to stay competitive over the long term in a highly complex market environment.

What does such a distant future look like?

2030 sounds like science fiction, but it's only 11 years away. Look back over roughly the same number of years and Angela Merkel became chancellor in 2006, Apple introduced the iPhone and in Germany, King Soccer ruled the day as our country hosted the World Cup. This shows vividly how fast things change and how our perspectives can change radically in just a short period of time. We asked ourselves: Which developments will be valid in 2030 and which trends relevant for the dairy sector?

Does this mean that after MOVE, we will see MOVE 2.0?

No. The focus on 2030 is not a “new” strategy and not a restructuring program, but much more a natural evolution of our path over the last two years. We have created the necessary foundation to be able to look intelligently into the future.

But does that mean that things are about to change for us?

For one thing, we now have a clear identity. Amid all of the changes both internal and external, this will remain at our core and will not change. We are proud to be a cooperative dairy company with thousands of farmers as members. That means we process billions of kilograms of milk each year into the highest-quality food and dairy products and offer customers a wide assortment. Our focus is on Europe, where most of our customers are located. Our entire production chain from the pasture to milk in the glass is set up to run in harmony with humanity and nature in a sustainable fashion. With our clear focus on the wishes of the consumer, we are a reliable partner for customers. That hasn't changed.

What has changed then?

If I were to draw a profile of the old DMK, it would be very production-driven and focused on raw materials and inputs. What's the problem with that? Organizations that are pure product-sellers are interchangeable. We are competing with many competitors in many different market segments. The real action is on the demand side. There isn't just one type of consumer anymore! Issues like sustainability are increasingly important (plastics, animal rights). Variety is the rage of the day. Storytelling is a must. Convenience and functional food are already trendy; the interplay between online and offline shopping is no longer the exception, but the rule. At this point I could name more than 20 megatrends that are influencing the dairy industry. In 2030, we will be focused even more closely on the consumer. In the last issue of MILCHWELT, we reported in detail on the future of food. With this forward-looking focus we want to become a leader



“We want to discard the sober-minded approach of the past.”

Ingo Müller

in selected strategic markets. From cheese to baby food to whey products - we have the know-how to create great products and to maximize services and value for the customers and consumers of DMK.

Regarding consumers, what can consumers expect from us in the future?

Milk products make up the majority of our portfolio and constitute the bulk of our product range. We are offering consumers the best selection of milk products and are expanding into associated food and drink segments. Our goal is to accompany consumers through each phase of their lives. In the future, we will align our offerings to consumers according to their life-cycle stage. From baby food to the daily glass of milk to vitamin-enriched supplements for senior citizens, we will be there for the consumer. Along the way we will use the ingredients nature gives us in the most optimal, responsible manner. For us, the customer comes first, and we will adapt to their ever-changing needs.

When will you start the 2030 initiative?

The future “started” for us in 2017, actually. Kidding aside, I have said that continuous development and improvement is a constant - but the image of a marathon doesn't really capture it. Probably more precise is “The way is

the goal.” When one has a goal, one often wants to just get there fast. When things don't work out, one gets impatient. To reach your goal, you need patience and endurance. That is why we are taking it one step at a time, and checking whether the last step was the right one. In this manner, you make the way the goal and make sure you reach your big goal in the end. Those who just want to finish quickly often make mistakes and don't end up reaching their goals faster in the end. With our preliminary 2030 forecast, we have created a framework and will work in coming weeks to embed these goals in detail in our new Business Units. By the summer, we will be able to present a detailed overview, a rough strategic guide so to speak for the coming years, that we can follow step by step.

To sum up: Where is DMK headed?

We have taken the first steps. Now we must go further. In this way we want to create a lasting competitive advantage over local and global rivals who are still thinking in purely product terms, which is typical in our dairy branch. This means we will evolve our efforts away from a production- to a consumer- and customer-oriented focus. We will continue to “emotionalize” DMK and our products and abandon the sober-minded approach of the past. To sum up, a move away from opportunistic business models to a new degree of focus. It will be a long journey but: “The Way is the Goal!” We will continue to get better at what we do, and when we stumble, we will learn from our mistakes. One thing is certain: Nothing will be given to us; we will have to earn it. It's up to us. We can make the difference. We are DMK.

Innovation Remains the Biggest Key to Success

Many companies that have dared to look into the future have become Big Players. Others failed to seize the moment and disappeared into obscurity

TESLA

For 15 years, the California auto-maker has been roiling the global auto industry with its electric cars. The company recently began selling batteries to households too.



AMAZON

Twenty-four years ago, Jeff Bezos traded his job on Wall Street for a Seattle garage. It was there he got the idea for Amazon, the world's largest online retailer. Today he is one of the richest people on the planet.



NETFLIX

In 2011, the former mail-order DVD service was in a crisis. Today Netflix is a market leader in many areas, including film production for video streaming.



AIRBNB

It began as a small online overnight room exchange for individuals. Today the online portal Airbnb is a market leader in private accommodations.



COMMODORE

With the C64, Commodore brought out the first, mass market home computer. But that was its high point. IBM and Macintosh overtook Commodore, which responded with its Amiga personal computer line. Too late. The end came in 1994.

QUELLE

A pioneer in catalogue retailing. As far back as 1957, Quelle built the world's largest package processing center, capable of handling up to 100,000 parcels per day. With the founding of Amazon, the German catalogue retailer's fate was sealed. Quelle's end came in 2009.



KODAK

Founded in 1888, and successful for more than 130 years. Kodak film could once be bought at every supermarket cash register. Then came digital photography, digital storage - and later, the smartphone camera. Kodak filed for bankruptcy in 2012.

NOKIA

In the late 1990s, the Nokia 3310 was a legendary cult cellphone. The Finnish company still dominated the smartphone market as late as 2006, with more than a 50-percent share. Then came the iPhone. Connection lost. In 2013, Nokia sold its smartphone business.

We Did It!

It took three years and a €145 million investment to convert the facility in Strückhausen into Germany's newest baby formula production center.

For DMK, growth begins in the cradle

It was an emotional moment for Stefan Eckert. After nearly three years, the state-of-the-art baby formula plant in the heart of the Wesermarsch near the city of Bremen on the North Sea was finally opening its doors.

For the COO of DMK Baby, who spoke at a ceremony,

the high-tech transformation of the historic manufacturing facility was both a major challenge and crowning achievement. For residents of Strückhausen, it was a high point in the 135-year history of the town's major employer.

Each year in the new facility, up to 40 million kilograms of milk will be

processed and packaged from non-genetically modified sources into Humana powdered baby formula for the German and international markets. The company will draw the raw ingredients from dairy farmers in the region.

For the realization of the project, DMK invested more than €145 million - a sum

that DMK CEO Ingo Müller called "a clear commitment" to dairy producers in Germany's northwest. Through the upgrade, jobs are being created in a structurally weak region dependent on agriculture.

Currently, DMK is employing 170 workers in Strückhausen. The staff will grow to 230 in 2020. ▶



Appearances are deceiving.
The outer façade of the Strückhausen facility was preserved during the high-tech upgrade. But inside can be found Germany's most modern production technology

More than skin deep.
The factory's outer façade was the only part retained in the high tech renovation. The interior was completely replaced with cutting-edge production technology

Over coming weeks and months, production in Strückhausen will ramp up. Some lines already are operating on triple-shift schedules, five days a week. This pace will soon be expanded to seven days a week. Other production lines will follow. "The investment puts us in a position to satisfy the demands of cutting-edge baby formula production in the future," Müller said. "This pertains not only to our own future production needs, but also to the expected demands from our customers for quality, sustainability and flexibility."

Powdered milk used in baby formula is a complex product, which makes production highly labor intensive and challenging. The raw milk used to create the powder must be of good quality so parents can easily produce high-quality formula and other products for children. For this purpose, the powder is enriched with vitamins, minerals and trace elements important for child nutrition. Milk powder for baby formula is a market with a high net value added.

The new facility in Strückhausen is helping sustain the price of milk for DMK dairy farmers in the region. In addition, DMK sees enormous growth potential in the baby food and formula segments. Current annual sales of €200 million are expected to double over the next decade.

Also contributing to this growth will be the modernization of the facility ▶



What the €145 Million Investment Will Bring

1 How has Strückhausen developed?

After DMK Group changed its focus and began running specialized production sites, the multi-functional Strückhausen facility lost its strategic importance. But located in the middle of the Weser-Ems dairy region, baby food production was a sensible redeployment of the facility – and one that was embraced by Lower Saxony State Science Minister Björn Thümler (a member of the CDU party). He thanked DMK for "not abandoning the Wesermarsch."

2 What used to be made at this facility?

Butter was made here until 2000, long-life milk until 2004, ice cream until 2010 and low-fat milk and milk powder until 2016.

3 What has been preserved from the plant's old building structure?

"In the drying, mixing and filling areas, only the building's façade has been preserved," said facility manager Gerhard Baalman. "Within the building, a so-called 'house-in-house' reconstruction took place." In addition, DMK improved the administration area to match the building's original design.

4 What is being made there now?

Baby formula in powder form. Formula is being filled into metal containers and myHumana Packs.

5 Where does the milk come from?

From the region. For this operation, special conditions apply: Species-appropriate livestock farming, non-genetically modified ingredients, pasture-fed and -kept animals. For Supervisory Board Chairman Heinz Korte, the investment is a sign of DMK's support for the region "and its farmers."

6 Does DMK produce powdered milk for other purposes?

Yes, it is made for use in the chocolate industry, for prepared meals or for milk production in DMK facilities that are located in Hohenwestedt, Zeven and Beesten.

7 What is the myHumana Pack?

It is a new packaging that enables parents to prepare baby formula in a safer and more hygienic way. "We took into account the specific wishes of parents in developing this new packaging," says Stefan Eckert, COO of DMK Baby.

8 What are DMK's business goals for the baby and small-child food segments in 2019?

Over the next decade, annual sales are expected to double from €200 million. "Among other measures, our massive investment in the myHumana Pack will be a key growth-driver," says DMK CEO Ingo Müller.

9 The market for milk is now a global market. How is DMK adapting its marketing to this reality?

We are observing key trends for relevance and whether we can apply customer tastes from one market and transfer them to other markets," explains Heinz Korte. "Distance no longer plays a role any more but regional products and sustainability are increasingly significant."

10 When was this facility originally opened?

It first opened in 1884 under the name Wesermarsch Milk Production Cooperative. The facility is as big as 16 soccer fields.

11 What products are being produced here now?

Aside from the traditional range of milk and nutritional products for babies and small children, we are making Humana cereals, baby food in glass jars, Milk Minis, Pouches, baby teas, waters and nutritional supplements for babies and breast-feeding mothers.

12 How is DMK Baby/Humana's business developing?

In 2018, sales rose 5 %, marking another year of growth for Humana. Growth occurred in Europe – where sales rose 5 % – as well as other regions. Humana in August 2017 had a German market share of 1.8 %, which rose to 2.9 % in December 2018.

More jobs.

Through modernization, the number of jobs will rise to 230

Quality control.

Every step in the production process is tightly controlled and checked

in Waghaüsel in Baden Württemberg in southwest Germany, where the DMK subsidiary Sunval is producing organic-quality baby food in glass jars. The products produced by Sunval round out DMK's baby food assortment.

After the opening ceremonies, factory chief Gerhard Baalman led guests along a tour of the new production facility. Suppliers and journalists from Europe, Russia, China and the Middle East followed along an endless maze of shiny news pipes, stainless steel tanks and curing apertures used for separating and concentrating milk and its components. What one couldn't see first-hand was the milk and other raw materials used in the facility. This entire production process takes place behind closed doors - in a red marked zone where hygiene standards are as strict as those used in the pharmaceuticals industry. Visitors can visit - only after passing through a hygienic cleansing area - into a so-called yellow area. Even non-industry insiders could clearly see what kind of exacting production standards would be applied to production in the future.

In renovating the facility, only the façade was retained. "Everything inside is new," says Mr. Baalman. The guests were also informed of another innovation: In Strückhausen, a new form of packaging is being produced designed specifically for needs of ▶



The site is now headquarters of the new myHumana Packs

With the opening of its new DMK baby formula center, the Humana brand also has won an exciting new base of operations. With its new "myHumana Pack" packaging, Humana has recently brought to market an exciting packaging innovation that is also being produced in Strückhausen. Some key

benefits: The new packaging can be opened and closed easily. A special protective membrane keeps the milk powder fresh until it's ready to be used. Special barriers prevent moisture and bacteria and the loss of powder. The new package's bigger opening eliminates the need for parents to directly handle powder,

limiting contamination. An ergonomic design and practical spoon holder also allows parents to fill and handle baby bottles with just one hand. "This innovative packaging enables baby formula to be prepared in a way that is safer, more hygienic and simpler than ever before," says Iris Behrens, the Head of Global Marketing at Humana.



Follow-on Milk
Has been around since 1950, and is now available in the new my-Humana Pack

Milk Minis
A spoonful-sized snack for those on-the-go. With no added flavour enhancers or dyes

Fruit Pouches
Finely pureed fruits without added sugar or aromas

mothers. With this packaging, parents will be able to prepare baby formula more safely and hygienically and simply than ever before.

Barriers to prevent moisture and air from corrupting powder keep it fresh until it's ready to be used. The package's big new opening eliminates the need for parents to directly come in contact with powder. For environmental and hygienic reasons, the new cartons will be sealed without the use of glues. For that reason, no wood is being used in the facility's red and yellow zones. The collected products are placed onto plastic pallets. When the products move from the yellow to the red zones, the packages are once more prepared for final delivery.

In the future, the Strückhausen facility will also be able to handle at short notice excess production demands from nearby facilities or step in in the event of unforeseen production stoppages. A priority for the facility's upgrade was the concept of sustainability. The majority of the energy needed during the production process will be reused during the production life cycle. After it is cleaned, water left over from the milk production process will be used to clean the facility's production equipment. For hygienic reasons, packages for the formula powder are also being made in the facility. With DMK's new "Baby Strategy," the groundwork has been laid over the mid-term for significant growth, emphasized DMK Baby COO Eckert. "We want to return Humana to its old strength," he said, referring to the positive development of the brand over the last few years and its rising market share in many countries. "That is a great catalyst for us to keep

Big time news.
The reception for journalists and guests in a tent on the grounds of the newly renovated baby formula site in Strückhausen

moving in this direction."

It is clear to Eckert that cereals, pureed baby foods, Milk Minis, Pouches and teas from Humana and other brands are attractive to babies and small children beyond the borders of Germany. DMK's success with HUMANA shows how the segment is growing internationally. "With this brand, we are represented in more than 50 different markets," says COO Eckert. DMK has its own sales units in Germany, Poland, Spain, Portugal and Italy. Other sales operations are also in China, Russia and Dubai.

The focus of our activities lies in western, central and eastern Europe and in Asia, among other locations," Eckert says, describing the company's international focus. The company has already been able to log one significant victory: In the hard-fought Italian market, DMK with Humana has become market leader in specialty and early-infant food products. Eckert believes the high quality of products can win over consumers worldwide. For nearly 70 years, the Humana brand has stood for innovative baby food and high production standards and quality. That also applies to all of DMK's other baby product segments. Those areas are all developing in a very positive way, Eckert says. "The double-digit positive growth rates in the international markets are a big motivation for us," says the COO. "We are absolutely convinced we have the right strategy."



From the top to the bottom © Sebastian Vollmert

1 Optimistic. Supervisory Board Chairman Heinz Korte, right, with Oliver Bartelt, DMK Corporate Communications Chief. **2 In conversation.** DMK Group CEO Ingo Müller. **3 At the ribbon-cutting ceremony.** Ingo Müller, Mayor Christoph Hartz, State lawmaker Thomas Brückmann, Minister Björn Thümler, Supervisory Board Chairman Heinz Korte, DMK Baby COO Stefan Eckert. (From left to right)

Sights and Sounds from the Strückhausen Opening

The guests came from many corners of the world. Before they set off on a tour, DMK CEO Ingo Müller, DMK Supervisory Board Chairman Heinz Korte and Lower Saxony Science and Culture Minister Björn Thümler spoke to the group. Mr. Thümler looked back on the 135-year history that "over the last decades has been marked by more low points than high ones. That is why I am more than pleased to note that DMK has again invested in Lower Saxony and chosen the state in Germany to officially begin

production of baby formula and baby foods at this top modern facility." Heinz Korte also said the transformation of the facility provides a foundation for a new beginning in Strückhausen: "We can now leverage the power of our cooperative profitably for every member." Ingo Müller completed his career training in Strückhausen. The expectation that "everything would remain exactly as it is" is utopic, he stressed. "As long as the market is in motion, the market players must also be on the move."



From the top to the bottom © Sebastian Vollmert

1 Prominent politicians. Karin Logemann, left, state legislator from the SPD party, with Björn Thümler, Lower Saxony Minister for Science and Culture, and Celia Ortiz Tinoco, process engineer at DMK Baby Strückhausen GmbH **2 Business partners.** Mohammed Hawa, the CEO TP MENA, Karol Michalak, CEO of IPS Pharma and George Halim, Regional Director Middle East & Africa at DMK Baby



Eye to eye.
To Ines Krummacker,
happy workers are
part of the change
process.

At DMK, Grooming the Leaders of Tomorrow

A lot has changed since DMK launched its MOVE transformation process, starting at the top of the company. Ines Krummacker, the DMK Chief Human Resources Officer, takes stock

Ines Krummacker, 48

is Chief Human Resources Officer of the DMK Group. She began her career at the "Botterbloom" cooperative in Strückhausen. She joined the corporate leadership team in 2015

MOVE is a four-letter abbreviation for an organizational change process that has fundamentally transformed the lives of DMK employees. Because of it, the DMK management center in Everswinkel was closed and all core functions centralized in Bremen. In all, 250 jobs have been eliminated, and of the remaining 7,500 employees, one in five today have other duties as before.

Markets are changing around the world and that makes necessary a change in corporate leadership approach. What do these changes mean for DMK employees, their personal development and job satisfaction? How does a company encourage a culture of open communication and feedback while attracting the leaders of tomorrow? These are among the core challenges facing DMK Group.

Ines Krummacker was deeply involved in the planning and implementation of many change initiatives that resulted. "It was clear that this would be a long-term process accompanied by much uncertainty," says the personnel chief. "The demands on leadership have increased massively."

Such a transformation changes the entire corporate culture and sets in motion a fundamental rethinking on many levels. "In the past, we focused on commodities and raw materials. Now we are focusing on the consumer," Krummacker says. Each DMK employee needs to understand the critical role of the job they perform - and its influence on the price of milk for DMK's dairy farmers. "To reach this goal, good leadership is more important than ever for DMK."

As many companies did in the past, managers used to be selected based on expertise in their disciplines - not necessarily their natural ability as leaders. Under the new MOVE transformation mandate, this is changing. To discern the leadership qualities a management candidate might bring to a job, "leadership tests" are now being administered.

This approach creates a whole new level of transparency and with it, potential consequences - which also were applied to DMK's seven-member leadership team. There, it became clear that some of the executives couldn't or didn't want to follow this new path.

"We agreed that we would apply the same rules to ourselves that we applied to others," Krummacker says. "It wouldn't have helped the change process if we had exempted those at the top." This new transparency gave workers a valuable compass during a period of great change. For that reason, an analysis of leadership skills is now a fixed part of DMK's personnel regimen.

Introducing the "feedback culture"

The approach is enhanced through a personnel development program consisting of individual training and coaching. Interpersonal relations are a key focus. "Orders, obedience and rote adherence to doing things by the book are no longer in demand," the personnel chief says. "Today, we have a feedback culture. It is all about esteem, employee development and transparent leadership."

Over the last two years, comprehensive employee surveys tracked whether hoped-for changes in corporate culture had moved from the drawing board to reality. This "Change Tracker" is administered anonymously but the results can be broken down on a team-level.

The tracker reveals whether new measures introduced by managers are bringing about the intended result. The surveys also show where changes are being slowed or not getting through, so managers can refine their methods and remedy the situation.

The tests make possible a new measure of overall leadership competence, the so-called Human Capital Index. If the HCI value is low, something isn't right with the team.

"Change has to be felt; it has to be lived," says Krummacker. "It is not enough to just lay down a new set of personnel guidelines on paper."

Communication at all levels

Under MOVE, the dialogue between top managers and senior executives was also intensified. "We briefed everyone to create a base-level framework for communication," she says. "It is not enough to just have a good plan. You have to convince people to buy into the plan to make it succeed."

The efforts have already paid off at DMK's top management level, where a reorganization was the outcome. The top management layer of the new holding structure is composed of just two managers, the CEO and CFO. Under them, six business units are each run by a COO. Parallel to them are several centralized corporate functions. One is personnel, with Ines Krummacker as CHRO.

The approach to corporate personnel will continue to evolve. The lack of qualified labor, especially in rural areas, has become an issue and taken on a new urgency. Competition for talent has risen dramatically - also for DMK. "Before we make an investment decision, we now consider whether 20 years down the road we will be able to find enough qualified workers," Krummacker says.

MOVE's next challenge will be to communicate DMK's new corporate modernization to the public, to strengthen DMK's reputation as an employer. For that, several new positions have already been created. The changes are also starting to bear fruit. For Krummacker, DMK Group is well prepared to face the competition and challenges ahead. "I am not aware of any other German cooperative that has gone through this kind of change process," she says.

Out With the Rubbish

Germany's new packaging law is motivating DMK to do more recycling. That's why developers are working on new environmentally friendly designs – and not just because it's good for business

They land in the oceans, destroy the environment and take centuries to degrade: plastic trash and packaging. But beginning in January 2019, new rules are in effect: A reform of the German packaging law aims to eliminate industrial waste and trash as much as possible. It requires businesses to do much more recycling – with glass, paper, cardboard and drink packaging and plastics. The trick is to develop sustainable packaging that ensures the safety of the food inside.

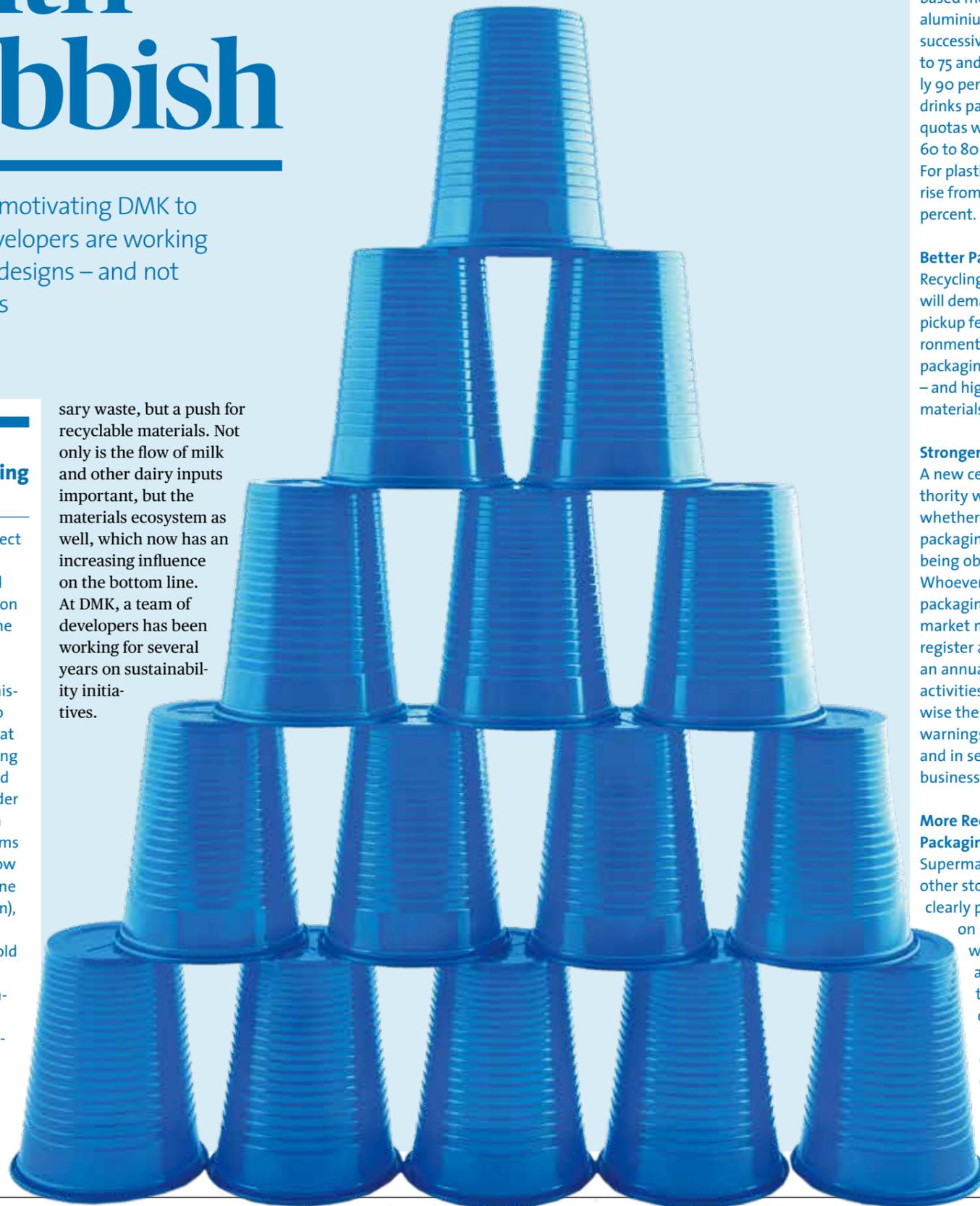
Valuable Materials

"We don't just need to rethink how we do things at home, but in our companies too," says Dr. Ralf Zink, Head of DMK Research and Development, adding that each German produces 220 kilograms of packaging waste per year. For DMK, this means: No more unneces-

What is the New Packaging Law?

The law took effect in January 2019, when it replaced existing legislation and expanded the Plastic Strategy laid out by the European Commission. It applies to all companies that produce packaging which is collected and recycled under existing German recycling programs Gelbe Sack (Yellow Sack), Gelbe Tonne (Yellow Trash Can), Glass Recycling Containers and old Paper recycling. For product manufacturers and retailers, packaging is a big deal: Pickup and recycling is a billion-euro business.

sary waste, but a push for recyclable materials. Not only is the flow of milk and other dairy inputs important, but the materials ecosystem as well, which now has an increasing influence on the bottom line. At DMK, a team of developers has been working for several years on sustainability initiatives.



What has changed?

More Recycling

Through 2022, quotas for recycling glass, old paper, iron-based metals and aluminium will rise successively from 60 to 75 and ultimately 90 percent. For drinks packaging, quotas will rise from 60 to 80 percent. For plastics, quotas rise from 36 to 63 percent.

Better Packaging

Recycling companies will demand smaller pickup fees for environmentally friendly packaging materials – and higher fees for materials that aren't.

Stronger Controls

A new central authority will monitor whether the new packaging law is being observed. Whoever brings packaging onto the market must now register and submit an annual report of activities – otherwise there will be warnings, fines and in severe cases, business shutdowns.

More Recyclable Packaging

Supermarkets and other stores must clearly post a sign on shelves where drinks are sold that gives consumers information on recyclable and non-recyclable packaging.

In DMK's Workplace Security and Environmental Management Department, there is also a focus on developing recycling solutions for packaging in production and warehousing.

Concrete Improvements

"In the development of new materials, we want to avoid the use of plastic components, especially composites that are difficult or impossible to break down," says Dörte Krumrey, the Central Coordinator for Environmental Protection, explaining DMK's strategy. In the cheese packaging area, staff in the Workplace Security and Environmental Management unit are working on a recyclable system consisting of thin layers of a special plastic made of Mono-APET and PET/PE as well as multiple layer outer covering. Under this system, plastic waste can be converted by a recycler into new thin packaging film. "In addition, we are working on the reuse of Big Bags," she says. "After a cleaning process, the bags could then be used again in the Industry Business Unit." Then they wouldn't have to be thrown away after a single use.

The department wants to create innovations that measurably reduce plastic waste – and not only for business reasons: "We all have to work together for a better world."

Facts & Figures

660

tons of packaging waste could be saved in three DMK facilities in Altentreptow, Edewecht and Georgsmarienhütte

220

kilograms of packaging waste is produced by each German every year, according to statistics

70

percent of drinks packaging waste could be eliminated according to the new law if the majority of containers were made from returnable materials

63

percent is the new legal target for recycling plastic waste by 2022 under the new law. The current quota is 36 percent. The quota will be raised in a first step to 58 percent

Sugar? Less is More

Consumers are more health conscious than ever when it comes to what they eat. That's why DMK has developed a series of measures to reduce sugar in its products

More than half of all Germans are overweight, and almost a third require medical attention. The situation is so alarming, that

politicians and the food industry have responded with a National Strategy to reduce sugar, fats and salt in food. By 2025, chil-

dren's breakfast cereals are supposed to have 20 percent less sugar; soft drinks, 15 percent less; and children's yoghurt,

10 percent less. And those are just the first steps.

So how does DMK plan to change its products now and in the future?

How can Germany's largest dairy cooperative meet the call from government and retailers to come up with a new set of nutritional substances, technologies and business models?

Sweet But Different

Consumers are more health conscious than ever. Supermarket chains like REWE are advertising new sugar-reduced assortments that include many DMK products: MILRAM Buttermilk, Griefß Dessert or Dessert Sauce are just a few examples. "A committed, healthy approach to nutrition has moved from niche to mainstream," says DMK Innovation Manager Elaine Seidler. "As a modern producer of food, we have to factor that into our product development plans."

The big challenge is to reduce sugar or provide alternatives in a way that doesn't turn off consumers. Less sugar means also less taste. Fruit-based products, for example, could end up tasting less fruity.

That's why DMK is proceeding decisively, but cautiously in new product development: "We are reducing sugar in our products in stages so consumers get used to having less," explains Matthias Rensch, COO Marke. "The breakdown of lactose offers a possibility to leverage the natural sweetness of milk sugar. We have ruled out the use of

What are the alternatives?

Honey

Composed mostly of fructose and dextrose. Sucrose is not present at all or only in small quantities in many honeys.

Agave

The juice of the Central American cactus is collected and water content is reduced through cooking to about 25 percent. A thick juice is the result, composed mostly of fructose with an energy content of about 304 kilocalories per 100 grams.

Xylit

The sugar alcohol xylit has almost the same sweetening power of household sugar, but only about half the calories. It inhibits the bacteria growth that cause cavities and only slightly raises blood sugar levels.

Erythrit

Occurs in cheeses and some fruits, is easily digested, and absorbed up to 90 percent through the stomach and small intestine and discharged through the kidneys, and thus not metabolized.

sweeteners and sweetener-based aromas in our branded products," adds Marina Schomacker, a department manager in research and development.

Three Stages to the Finish Line

That is the reason DMK launched the innovation initiative "Sugar Reduction and Alternatives," which includes several elements. In the first stage, sugar content of existing products is successively reduced. New products are being developed with no or reduced sugar or alternatives. One example is Kalder Coffee (Kaffee), which was brought to market without added sugar and sweeteners. Also, the Buttermilk of the Year, the new Fine Quark Crème, Skyr Drinks and Food Services Skyr Dessert are already made with reduced sugar.

In the third leg of the initiative, the CoE (Center of Excellence) has identified innovation potential in next-generation natural sugar alternatives and related technologies and has developed a road map with short-, mid- and long-term options. "We are also on the ball closely following market developments, potential partnerships and new innovations that are not yet approved for use or are still in development," says Elaine Seidler.

Facts & Figures

10

percent less sugar is being used in the production of MILRAM Buttermilk and Fine Quark Crème (Feine Quarkcreme)

12.5

is the maximum grams of sugar found in products in DMK's new Quarkcreme line. As a comparison: A mandarin has the same amount of sugar

8

of 13 types of MILRAM Buttermilk contain less than 10 grams of sugar

16.5

billion dollars in sales will be made from sugar alternatives through 2020

Everybody's Talking About Industry 4.0, But DMK is Turning Words into Action

The driver of a milk transport truck has a difficult job: He routinely makes several stops along his daily route, each time performing a different task, and leaves behind a trail of valuable data.

To deliver products of the highest quality, DMK Group must organize these movements sensibly, efficiently and carefully document each step along the way. It is critical to put information from this control system online, so data about milk deliveries can be shared with everyone involved.

The cheese dairy in Altentreptow is already using digital processes and technology to manage its milk truck delivery fleet. "As a modern, cutting-edge dairy operation, we have to access the data as soon as it is generated," says Hans-Martin Lohmann, head of the Altentreptow facility. Through sharing, the data can be applied throughout the dairy operation, not just to manage the fleet.

To make that possible, an OPC router became a lynchpin in the data management system, based on its ability to read RFID codes. With RFID tags, a truck and its driver are immediately identified and logged in as soon as the rig turns into one of the stations. Each further step along the route, from check in to check out and everything in between, is tracked and



Small box, big value. RFID technology makes possible the end-to-end tracking of milk and other raw materials

documented. The system can recognize individual milk transport trucks at each station along their routes.

Lohmann is pleased with the end-to-end networking the system provides. In Altentreptow, the system automatically registers truck arrivals, weighs a vehicle and its contents, measures the quality of milk, oversees the pumping out of the milk and ensuing tank cleaning, before weighing the empty truck prior to recording its departure.

Six Application Fields

The genesis of the new system in Altentreptow was a project that identified areas where DMK could profit from digitalizing parts of its operations. Six areas were identified: "Aside from Industry 4.0, where DMK was already active, for example in Altentreptow or in the pilot project "paper-less facility" in Neubörger, potential areas that were highly relevant included farm management,

digital marketing, smart company, digital competence and new business," explains Barbara Siegert, the Head of Innovation and Digital Transformation at DMK. "We didn't want to go digital simply because everybody else was doing it." Bernd von Borsstel, the Head of Operations in the BU-Industry group and a member of the project "Industry 4.0," sees a range of advantages in the production field from digital technology: "We have set up an internal team of experts to build and apply our expertise." The focus is on boosting efficiency and performance, and optimizing quality control and predictive maintenance. In the last category, digital maintenance technology is helping determine the operational status of machines and estimate when they must undergo controlled maintenance. When people and machines "communicate" in this way, unplanned machine breakdowns can be reduced to a minimum.



Leaving nothing to chance. After emptying a load of milk from his truck, the driver uses an RFID transponder to talk to the weighing station and measure the now-empty vehicle

The Six Areas at DMK



1 Digital Marketing

Networking of new digital teams. Shopper insights as digital marketing



2 Smart Company

Recognition of product potential and creation of an "insight-driven" company



3 Industry 4.0

Accumulation of expertise and projects applying 4.0 digital efficiencies companywide



4 Digital Competence

Boosting digital proficiency in the workforce and at the management level



5 Farm Management

Digitalization improvements in the area of farm management



6 New Digital Business

The creation of digital services for farmers and a new digital direct brand



Shanghai Quiet Wagons in the Subway

How does a mother breastfeed her baby in a train station? Not so easily. With a project called "Caring for Mother One Square Meter," Humana in cooperation with China's Xi'an Metro subway started a global campaign for breastfeeding. In one Chinese subway station, there is now a breastfeeding room, which resembles a small photo booth (pictured).

Dubai DMK Group at Gulfood

DMK in February presented its international brands Rose, Oldenburg and Uniekaas at the 2019 Gulfood industry exhibition. The sector's most important gathering in the Middle East gave DMK the opportunity to present a range of new cheeses made especially for the region. With its presentation, DMK built on the success already established in other export markets.



Zeven DMK Honors Inventor of Quark Cheese

Next to Fritz Pahlke, the "Father of Spring Quark," Dr.



Hans-Günther Weyhers (photo) is the true inventor of the popular creamy low-fat curd cheese. In 1965, Dr. Weyhers developed several forms of fruit-based quark, which later led to Spring-Quark. DMK has not forgotten his contribution: During a recent visit to his house in Zeven, Dr. Weyhers was presented with the book "Brands of the Century."

Zeven The New 2019 Powder Portfolio

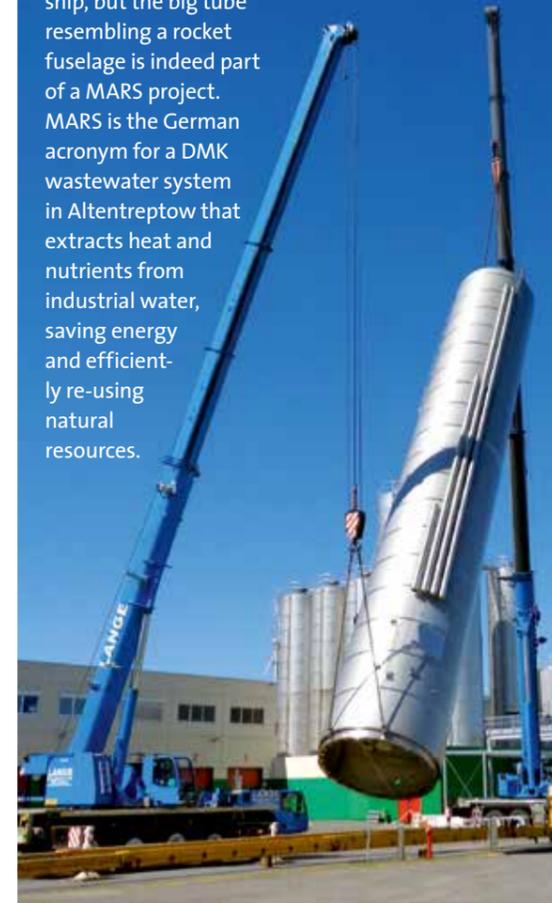
The DMK Industry Business Unit began 2019 with publication of a new powder portfolio. Products are divided into five categories optimally designed for specific applications and market conditions: Dairy Powder Basic, Dairy Powder for Dairy Processing, Dairy Powder for Nutrition, Dairy Powder for Confectionary and Dairy Powder for Beverages. In the portfolio,

quality characteristics for each powder are matched to specific applications, market requirements, and order numbers for new products are included.



Altentreptow On the Way to Mars

No, that's not a space ship, but the big tube resembling a rocket fuselage is indeed part of a MARS project. MARS is the German acronym for a DMK wastewater system in Altentreptow that extracts heat and nutrients from industrial water, saving energy and efficiently re-using natural resources.



Bremen New Fleet Managers

Experience is called for in leading people. That's why there are now new fleet managers. Dirk Rosenthal is fleet manager in Edeweicht, Wakaas Chohan

is manager in Lower Saxony-South, Olaf Siebernik heads up Fleet East and Silvio Lange is the fleet boss in Zeven (pictured from left to right).



Edeweicht Success Through TPM



With TPM (Total Productive Management), the DMK facility in Edeweicht has successfully identified and reduced its losses. John Faurholt Jensen, the plant manager, attributed the result to the good working climate. Together his team is constantly focused on problem-solving. This led, for example, to better packaging materials. Based on data from 2017, Jensen estimates that up to €200,000 could be saved through improvements in machinery performance – depending on production volumes.

Verden Winning Cow from DMK Stall

The cow "Alessja" from DMK's Lohmöller operation has won the 2019 "Best of Show" award in Verden. Alessja's co-owner Jake Lohmöller is the son of DMK milk producer Andreas Lohmöller from Emsbüren-Listrup. The operation also took 4th place in the Golden Olga competition.

Berlin DMK as Pacesetter

At the internal communications convention of the German Press Academy, Communications Chief Oliver Bartelt reported on DMK's cultural transformation to an audience of more than 100 experts. The event's motto: "Networking Digitally, Bringing People Together."

Moin! Introducing Your New MILRAM Drinks

You couldn't wish for a better endorsement of north Germany culture. The new range of MILRAM drinks have an unmistakable northern flair: Kalder Kaffee, Friesen Drink and Moin Kakao are the latest entries in the MILRAM line-up

Wake-Up Drinks

The new coffee drinks with 30 mg (per 100 ml) and 40 mg of caffeine ("really strong") come with no added sugar. The containers can be reclosed



The Best of Friesland

Out of Kefir, we've created trendy new Friesen Drink – lactose-free and with 14 percent less sugar

Moin!

You can't start the day any better: Instead of a "Kakao Drink" (Cocoa Drink) there is Moin Kakao. The product name is catchy and easier to remember

The north German names for the new drinks are no accident. Matthias Rensch, COO for Branding at DMK, explains: "We wanted to give the brand an unmistakable look and feel." In this way, Kefir fermented milk became Friesen Drink, named after the North Sea Friesland region. Kalder Kaffee was intentionally spelled with a "d," using the local dialect word for "cold." Moin Cocoa packaging bears the name of the northern German greeting for "Good Morning," and also a typical coastal lighthouse for the letter "I" in Moin. "With the new names, we are communicating our northern German heritage. That refers not only to our brands but our employees. People sense the change: We are more self-assured," says Rensch.



Matthias Rensch, COO of the Branding Business Unit

Good morning, residents of Germany's windswept, chilly north! Why is MILRAM marching in a straight line to the north for its branding? Rensch: "We are outperforming the market in nearly all product categories. Just a few years ago, people were still associating MILRAM with

New Products Our Strongest Brands



New Quark

A taste of the sun: With tapas-flavoured (pimentos) and Fetaki (feta cheese, red pepper and garlic) quarks, MILRAM introduces two Mediterranean-themed additions to its popular spiced quark line-up



More Fruit

Two new buttermilk drinks: Wiesenobst (Meadow Fruit-flavored) and Gartenfrüchte (Garden Fruit-flavored). Wiesenobst includes pieces of apple, quince and gooseberry – another familiar emotional tie to MILRAM's northern German roots



Golden Compote

There's also a new member of our Osterland brand – Golden Grütze, a compote in trendy mango-maracuja flavor. The new product compliments our popular Rote Grütze (Red Berry Compote), which it should be noted is No. 1 in the German dessert market.



Ties to home.
A photo from the
current MILRAM
ad campaign

► Frühlings-Quark (Spring-Quark) spiced curd cheese, which falsely identified us as coming from Baden-Württemberg (in Germany's southwest.) We had to say where we really come from." The emphasis on northern heritage appears to be working. More consumers are making the association between MILRAM and its geographic roots.

Internally, the strategy has a name. "We call it MILRAM-ization," confides Matthias Rensch. This reflects the bold embrace of northern heritage, which is critical to emotionalizing the brand. Rensch: "We want to reach people at an emotional, gut level." The brand has to offer something unique that others don't. Otherwise, says Rensch, "there is no convincing argument for its existence." In a marketing sense, MILRAM products have been coming from "The Home of the Fresh" since 2013. That's when the slogan was coined. Now, everyone knows where to find the "Home of the Fresh - in Germany's far north.

The history of Friesen Drink symbolizes the deliberate emotionalization of the MILRAM brand. Actually, the fermented milk drink has been known to the public longer than Kefir. The drink's taste has broad appeal, but the name Kefir turned out to be a barrier to sales. Market researchers determined a name other than Kefir would significantly boost sales. That's how the name "Friesen Drink" was created, along with a new slogan: "chill out," a reference to easy going northern Germany. "Don't stress out!"

But a new name and slogan weren't

enough. The drink had to tap into consumer trends to be successful. Friesen Drink does this in two ways: It is lactose-free and has reduced sugar (14 percent less). The blueberry and maracuja versions also contain unusual ingredients: hibiscus and turmeric.

Focusing on less sugar was important for iced-coffee drink "Kalder Kaffee." The beverage was designed to address consumer demands for healthier products with less sugar. Both versions of the iced-coffee come without added sugar or sweeteners. No artificial additives such as aromas are used. The milk is lactose-free. The PET container has a screw cap, making it perfect for people on the go.

With the new products, MILAM hit the bullseye on several consumer trends: The desire for healthier food, convenience and lifestyle – an image also reinforced by the north German product names.

"Moin, windswept Friesians!" – a new north German flair has also been added to MILRAM's website. The web presence is sprinkled with local sayings, such as "When a storm rages, we stay totally cool." Or "Always look ahead." One can look to the north, for example, to the "Home of the Fresh!"



MORE INFO

For more on current trends, check us out at www.milchwelt.de

Reinventing Dessert

An Innovative debut for MILRAM Food Service at the Internorga: The DIY Dessert Station

The DIY Dessert Station

Self-service at the new do-it-yourself DIY Dessert Station: With a modular design that dispenses cereals, desserts and fruits, sauces and other toppings, consumers tailor desserts to individual taste



The Internorga in Hamburg in March 2019 is one of the industry's most important exhibitions – and the perfect place to present the latest innovations of the year. One highlight of this year: The new Genusstation (DIY Dessert Station) from MILRAM Food Service.

The mobile dessert counter will soon be seen in canteens, cafeterias, rest stops and convenience shops. Customers can customize their desserts throughout the day – without significant need for personnel.

"As market leader, we are always trying to raise the benchmark. We are very interested in getting feedback," says Food Service Marketing Chief Sven Kreitz. "In this way our customers can perfectly respond to the increasing demand for individualized products."

Along with the new marketing concept, MILRAM Food Service is pioneering new sales channels. At the exhibition in Hamburg, the market leader debuted its new online shop. In cooperation with sales platform "selly order," restaurant chefs, bakeries and gas stations have been able to order MILRAM products since February directly from the MILRAM Food Service online shop.

Other novelties presented at the exhibition: The Desserts of the Year – Fruchtjoghurt Kirsche-Banane (Cherry-Banana Fruit Yoghurt), Buttermilch Dessert Wiesenobst (Meadow Fruit-Flavored Buttermilk Dessert) and Quark Dessert Himbeer-Zitrone (Raspberry-Lemon flavored Dessert Quark.) Each was added to the MILRAM line up in February.



MORE INFO

For more on the new online shop, visit us at: www.milram-food-service.de

Not Your Average Ice Cream

DMK product developers were looking for a new strategy and trendy feel in ice cream. They found it, and in turn revolutionized many products. MILCHWELT presents the new offerings for summer

Baileys ice cream in a cone, MILRAM Moin cocoa-flavored ice cream in a bowl - these are just a few of DMK's newest ice cream creations. There's been a lot going on over the last two years in DMK's "ice cream" department! The unit develops new tastes for our retail partners and successful brands. That's how the cooperation with Baileys came about.

The success is bolstering DMK. "We want to use this momentum for other partners," says Marcus-Dominic Hauck, COO of DMK Ice Cream. The market has taken notice. "In the household packaging category, the 500-ml bowl is a clear driver of growth. The containers grew faster than the overall market in 2018."

The new buying behaviour is closely related to people's changing lifestyles. "You will probably see fewer of the 1,000-ml and 2,500-ml sizes in the future," the COO says. Instead, the trend toward smaller packaging will increase.

Baileys-flavored Ice Cream Cones

Ice cream flavored with the beloved Irish cream liquor has long been a hit in the bowl. With Baileys ice cream in a cone, DMK is moving

into the second biggest market segment. The new flavor "Vanilla Chocolate Desire" marries Baileys ice cream and vanilla ice cream with layers

of chocolate and chocolate sauce. "Double Chocolate Luxury" - with chocolate and Baileys ice cream - tastes extra-chocolately.

MILRAM Skyr Ice Cream with Elderberry & Blueberry

Less fat, less sugar, fewer calories: MILRAM Skyr Ice Cream is beloved as a fruity, milky and light treat. It's made from lots of milk and Skyr, a cultured

dairy product. Skyr is originally from Iceland and is comparable to low-fat quark curd cheese or yoghurt. Besides the popular Raspberry-Cranberry and

Apricot-Seabuckthorn flavors, the new fruity Blueberry-Elderberry is available. Like the others, the ice cream is interwoven with a fruit sauce.



Moin! Three Favorites in a Pot

MILRAM was busy developing new ice cream products for DMK too. Starting

in March 2019, MILRAM-MOIN ice cream in new, 500-ml “fresh” packaging is available. The MOIN brand covers the classics – vanilla, chocolate and strawberry – and is noted for its

high 70-percent milk content. Product developers consciously opted for smaller packages. Within household packaging, the 500-ml size is the clear market growth-driver.



Meet the New DMK Ice Cream Line Up

To attract demanding newcomers, developers at DMK had to think far outside the (ice cream) box



MILRAM Stars

Inspired by low-fat Icelandic curd cheese, milky, fruity tasting Skyr Ice Cream is available in Apricot-Seabuckthorn, Raspberry-Cranberry and, starting in March, Blueberry-Elderberry flavors. MILRAM MOIN ice cream is available in strawberry, vanilla and chocolate.



Baileys Ice Cream

On a stick: In Chocolate Secret, Coffee Delight and Caramel Sensation flavors. In a cone: Vanilla Chocolate Desire and Double Chocolate Luxury.



Baileys Pots

A hit since early 2018: Baileys ice cream in 500-ml packages in Coffee Delight and Chocolate Secret flavors.

A Tasty New Look for Uniekaas

The Dutch words “Onze heerlijke Uniekaas” – our tasty Uniekaas – frames the bold red label. It’s the new logo of the best-selling gouda cheese made by our Dutch subsidiary, DOC



Old Logo

Blue script on yellow background



New Logo

Striking, different – and red

DOC bought Uniekaas in 2017 “with the intention to turn it into a Class-A brand,” says Ron Krekels, Managing Director at DOC Dairy Partner/Uniekaas. Since November 2017, the well-known Uniekaas recipes are being produced at DOC Kaas in Hoogeveen, Netherlands, near the German border. “We want to invigorate the brand and, among other things, have developed a

new logo in red, a color which the branch rarely uses and thus stands out,” he adds.

The changes aren’t just cosmetic. For the Uniekaas product line, new recipes were developed to improve taste. As a result, the entire line now bears a “fair grazing” insignia, signifying ethical dairy cow treatment, as well as a Clean Label, indi-

cating a lack of additives, dyes and aromas.

There are also surprising new cheese concepts in the Uniekaas line. These include new cheese snacks and cheese products made especially for children.



Sustainable. New package, on the outside, cardboard, on the inside, degradable plastics, both recyclable.

Russia

The DMK Russian subsidiary RichArt has brought an innovative product to market: cheese in ball form. The cheese, which is being sold under the “Laret’s” brand, was just showcased at Prodexpo, one of the most important food industry exhibitions in Russia.

Italy

The MyHumana Pack is coming to Italy: Humana Italia is selling follow-on milk for infants in new innovative packaging not only in 800-gram but also 1.1-kilogram sizes.

Vietnam

This is how milk will reach the table in the future: In Hanoi, Oldenburger is testing a service that allows families to have milk delivered to their homes. About 2.4 million liters can be sold in this way each year.

STATISTIC

30

is the number of years that DMK’s Rose brand has been operating successfully in Africa. Now, the brand is making its first move into the Middle East. Rose makes a variety of traditional Middle Eastern cheeses such as halloumi, Turkish labneh, traditional white cheeses and kashkaval. Rose is also targeting restaurant and gastro-nomic customers in the Middle East.



Oldenburger in Africa. A sales stand, including entertainer, at a market in Nigeria

Oldenburger Around the World

The DMK export brand Oldenburger is on the move again



From left to right © DMK

1 Tasty. A Facebook ad in the Gulf region. 2 Digital. Social Media activation on WeChat in China. 3 Arabic. This ad is being used in Saudi Arabia, and other markets.

The Oldenburger brand has grown quickly over the past few years to become one of the strongest import sales brands. For the most part, the success can be tied to the high quality of the product, which is made from 100 percent fresh cow’s milk – not a given in international markets. Another reason is an attractive product palette, which

can be customized for each country. Besides new products, a new packaging design has been developed for the MENA region and China. “To appeal more strongly to target customer groups, we have created a fresh design for packaging that is tailored to their tastes,” explains Eusebio Gonzalez, Managing Director at DMK MENA. “In this way we take a differentiated approach in each target market.” In China, even the milk and Milkmaster, DMK’s quality assurance program, are explained on packaging.

Oldenburger has also set up a broad network of associated activities, including social media and classical advertising and marketing actions such as tastings.



“We are DMK!”

The Prüser family in Scheeßel is a good example of why DMK farmers and DMK employees belong together. Daughter Judith works in DMK headquarters, and her father mother and brother run the family's dairy farm. Portrait of a family that embodies the “We are DMK” spirit

DMK and its predecessor organizations were ever present during Judith Prüser's childhood. She grew up on her family's farm in Scheeßel in Lower Saxony, studied agricultural sciences, and has the dairy business in her blood. Her father Carsten, mother Silvia, brother Christoph and three part-time workers manage a 150-hectare farm with 140 milk cows, 100 calves and 1,180 hogs. Carsten Prüser's father still helps out each day too. The farm is being run by the 12th generation of Prüser.

A little over a year ago, the Prüser family learned another facet of the dairy business when their daughter Judith began working as a project manager in DMK's farming division. Judith's daily responsibility is special commodities and raw materials.

She's able to apply the knowledge she gained from her family's farm and her university training in livestock sciences. “What I'm really pleased about is being a liaison between our farmers and the milk cooperative. At the end of the day, we'll only be successful if we're all pulling in the same direction,” says Judith. She manages projects from their conception, starting with recruiting milk producers to the ultimate implementation. “In the conception phase, I like to have a technical discussion with my father and brother. This helps me frame the project so it is implemented in the right way,” she explains. But she also makes sure not to lose touch with milk producers. Judith Prüser supports her own family by regularly helping out in the farm operation. By doing so, she allows her parents to enjoy a free weekend every month.

Living and breathing DMK. DMK employee Judith Prüser, seen kneeling, with her family at their farm in Scheeßel. The DMK member farm has been in Prüser family hands for 12 generations

“I basically have two perspectives. That’s important”

Judith Prüser

Applying for a job was basically the logical thing to do. “My father is a member of the cooperative and the Zeven plant is not far away. After my studies, I applied there for a training position.” That didn’t work out, but her application was processed and she was invited to interview for the position she now has in DMK’s Bremen administrative center. She also has other family ties to the Zeven factory. Her uncle, Andreas Eckhoff, works in Zeven’s H-Milk maintenance, mechanics and electronics section, and has worked for the company for 35 years. Her cousin Joscha Meyer started his apprenticeship there in 2009.

This tight bond between work and private life isn’t always easy to navigate, because it’s not unusual to debate important issues well after the work day is done. “I basically have two perspectives. It is important to be able to conduct a facts-based argument,” says Judith. There’s one thing however all her family members can agree on. It is extremely important to look beyond one’s own interests and understand the other person’s perspective. This is especially important in times when a company is going through changes or has to establish itself. Communication is essential, whether it is between the cooperative and milk producers or the administration and production. Only when good functioning bridges are built, and one considers the good of DMK as a whole, can it lead to the kind of success all expect or want. In this regard, DMK is on a good path; its organizational restructuring is supported, but the corporate cultural change must now be translated on the ground.



Von oben nach unten © Matthias Hornung

1 Office job. Judith Prüser at her desk in DMK’s Bremen office. **2 Working on the farm.** Judith’s father Carsten Prüser at the wheel of his Weidemann.



From top to bottom © Matthias Hornung

1 Sister. Judith of course still helps out on her family’s farm. **2 Brother.** Christoph at the daily cow feeding. **3 Mother.** Silvia in the stall. **4 Uncle and cousin.** Andreas Eckhoff and Joscha Meyer, right, working at the Zeven plant

Müller’s Bottom Line



Ingo Müller
CEO DMK Group

“The family you are reading about in this story is not an exception. There are many DMK employees and farmers who are living under the same roof.”

The concept of a cooperative speaks for itself - an organized form of mutual shared labor - that has existed now for more than 200 years. We at DMK are living this model and are convinced it works. Even so, we could still do more to make our community stronger. The concept of WE must be brought more clearly into the foreground of our thinking. Only then will we succeed.

We are DMK - and this WE includes farms. They are the ones that deliver the raw materials for our products. More than 6,000 farmers belong to our cooperative. Bottom line, I’m very proud of this.

We are DMK - that also includes the DMK Group, and its more than 7,000 men and women employees. At DMK, we process our milk into high-quality, modern food products. Here is where dedicated colleagues are turning our dairy into a sustainable, successful food producer.

I’m also very proud of that. I wish we would start thinking of ourselves more as one community. Not “There are the farmers and here are the employees.” Or the other way around. We are all DMK - and we can only succeed if we work together. That includes putting oneself in the other’s shoes. The people in administration and production must recognize and understand the challenges facing our farmers. On the other hand, I want our farmers to continue to place trust in the crew of DMK Group, who are ably facing the challenges of a changing world and evolving consumer sentiment.

We are DMK - that also includes this new, consolidated magazine. We’re only strong together. And the issues we are facing affect everyone in the DMK family.

When we say WE, we also mean WE. That’s a feeling that comes from the heart -- and is the basis of our common future.

Top Performance and Animal Well Being in the Same Stall

The Nunnenkamp family is using a farm management system that puts animal and human well-being at its center. The result: Cows aren't just healthier – they are producing more milk than average

Up until about seven years ago, Christiane and Heinrich Nunnenkamp used to spend six hours each day working in their milking parlor. On top of training two apprentices and raising four children, it was an enormous burden. But that was a long time ago, says Christiane Nunnenkamp. "We totally re-vamped our farm management system and became a whole lot more efficient." She's been running a dairy farm with her husband Heinrich in northwest Germany's East Westfalen region for 30 years near the towns of Minden and Lübbecke.

With 160 cows and 190 calves, the Nunnenkamp farm isn't your typical German dairy operation, but it does prove that it's possible to run a modern farm management system of this magni-

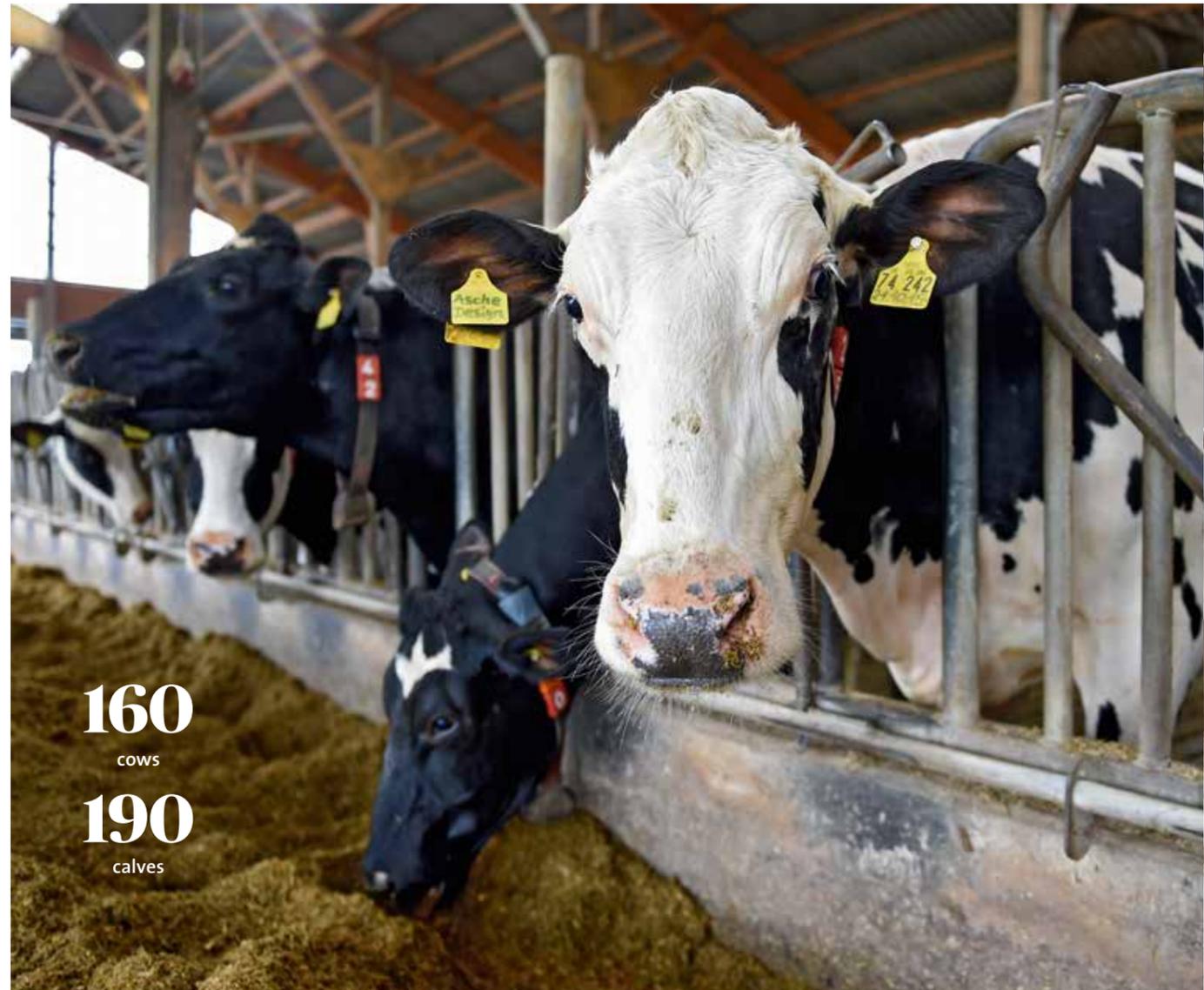
tude that gets more milk out of cows by improving their health and wellbeing.

This management approach has been around for years, and focuses on a more personalized division of labor. Each member of the Nunnenkamp family takes responsibility for their preferred areas: Christiane takes care mostly of milking and calves. Heinrich is responsible for robots, animal health and breeding. There are no longer any apprentices, because two Nunnenkamp sons formed a company two years ago. Dietrich and Christoph Nunnenkamp are primarily responsible for planning, IT, agriculture, caring for young stock and milking cows that have just calved.

"Because we are each working hard on those aspects of the job we love, it doesn't feel like work," says Christiane

Nunnenkamp. Animal well-being is the top priority for the family. "When the cow feels better, she gives more milk and lives longer." That of course makes economic sense. You won't find any "turbo-cows" in her operation.

"Our animals are well fed and experienced 'top athletes' that perform at a high level throughout their lives," she says. Among other measures, calves receive up to 10 liters of milk each day, and from the second week on, as much müsli as they want. "We make sure they don't become sick in the first two years of their life, because those are the decisive years," says Heinrich Nunnenkamp. The numbers speak for themselves: The herd's average annual output over the last three years was 12,800 liters of milk.



160
cows

190
calves

The Nunnenkamp Family

The family has been operating the farm for 30 years. Two years ago, the parents were joined by sons Dietrich and Christoph, who now help supervise the daily operation. The sons formed their own company two years ago to manage some aspects of the business. Each family member takes responsibility for that part of the business they enjoy doing the most.



137

hectares of land is the size of the farm run by the Nunnenkamp family for the last 30 years



1 time each week dry feed is weighed out

Feeding

For the first twelve weeks, calves receive up to 10 liters of acidified whole milk with supplements each day, and from the sixth week, fortified food – which helps them gain up to 1.2 kilograms a day. Cows receive a compact mixed-ration – composed of 74 percent corn and 26 percent grass. The corn portion is high because grass reserves are down amid the ongoing drought of the past years. Dietrich Nunnenkamp: “The cows can’t be choosy anymore and eat large quantities.”

Breeding

In young animals, a strong body and physical constitution are key. Through heavy feeding they become stronger and more vigorous than the average. That has advantages for their ability to metabolize fats and their overall constitution. The first artificial insemination takes place when cows weigh 430 to 450 kilograms and are about 11 months old.



23.1 months was the average age of a Nunnenkamp cow over the last three years when it calved for the first time

Fertility

Herd fertility has been key to a Nunnenkamp cow’s three-year average output of 52,000 kilograms over the course of its productive life. Heinrich Nunnenkamp has profited from his herd’s ability to produce enough quality semen for maintain breeding self-sufficiency over the last 30 years.



About 52,000 kilograms is the output of a Nunnekamp cow over the course of its productive life over the last three years



8 cows per week have their hooves trimmed

Animal Monitoring

Animal health and the quality of a cow’s cubicle are checked several times a day. The hooves of eight cows per week are trimmed. Rumination and cow body temperature are digitally controlled – and action is taken immediately when irregularities are detected.

Milking

The farm has two milking robots. Each animal produces on average about 38 liters per day. The goal is 40 liters. There’s also a conventional milking parlor, for cows in transit or those that are sick, for example. In big bays with straw, there is room for 14 cows to recuperate after calving.



40 liters of milk per day for every cow on the robotic milking machine is a realistic goal



Community. The advisory board also represents the interests of the members

Volunteerism at DMK

Part 3 in Our Series

Not Without the Advisory Board

Volunteer positions at DMK are a big reason for the cooperative’s success. In this series, DMK presents key volunteer boards and positions. Today’s topic: What does the DMK Advisory Board do?

More than 500 people serve in volunteer positions at DMK - a statistic we can all be proud of. An important role is played by the DMK Advisory Board. This board represents the different geographic regions where cooperative members are based. In the Deutsche Milchkontor eG Advisory Board, all significant decisions of DMK GmbH as well as the cooperative are discussed and considered. This occurs during three regular meetings and at a two-day annual

convention. Another of the board’s important responsibilities is to communicate information from board meetings to the members in the regions. In addition, the Advisory Board has the right to nominate people to DMK’s management board and supervisory board. Advisory Board members receive current information about the milk market and new developments at DMK. Hermann Schlichtmann, head of the current DMK Advisory Board: “Whoever

wants to positively influence or change things in an association, panel or company should consider serving in an honorary position. When there’s an actual crisis in the company, this position has little to do with honor - one needs quick expertise and like-minded people to manage the situation and help restore order. Encouraging and bringing about positive developments is the reward for holders of the never simple but always fulfilling honorary position.”



4

NEXT ISSUE

The Work of the Management Board and the Supervisory Board. The next issue will appear in July 2019

Marktoberdorf

The DMK Volunteer Office is Training Tomorrow's Leaders

The ideas and energy of young milk dairy farmers are important to our cooperative's future. That's why DMK Milchkontor eG created the Working Group for Young Dairy Farmers. The group of 70 are being integrated into the activities of the Advisory Board. Representatives are

chosen every five years at district assemblies. Those eligible must be at least 18 years old and under 30 when named to the group. They learn about all aspects of the cooperative and milk sector. Once a year there is an excursion. This year,

the group traveled to southern Germany to get insight into the local milk industry. A visit to a winegrowers' cooperative and a factory tour at Fendt, the tractor maker (photo), was also on the agenda.



Munich

DMK at the German Dairy Conference



An important meeting in the milk industry: At the German Dairy Conference each year in Munich, the tops in the industry meet to discuss the issues and events of the day. For DMK this year, Thorsten Rodehüser (photo) took part. The COO of the Private Label Business Unit spoke to participants about the transformation taking place at DMK: "DMK is moving forward on the path to a reliable, competent food provider. We are embracing the necessary cultural change to make this happen." Other themes at the conference: glyphosat-free milk, export markets and domestic prices, the importance of brand products, and innovation and the smart factory – how new technology is changing production. The 10th annual German Dairy Conference was held on 26-27 February.

Mannheim

John Deere Remains German Market Leader

In Germany, 27,670 new tractors were registered in 2018. John Deere remained the market leader, closely followed by Fendt and Case/ICH Steyr.

(Source: Agrarheute.com)

Bremen

A Milk Moustache for the Next Generation

An unusual campaign: With this milk moustache motif, the DMK group is aiming to attract young people to do their apprenticeships at DMK. You can find an original milk moustache, for example, on page 59 of this magazine. There you can also get information about

apprenticeship options, and where to apply. Information

will also be available at these career events:



nordjob Neubrandenburg (26-27.3), nordjob Neumünster (7-8.5), nordjob Flensburg (9-10.5), Ausbildung 49 in Osnabrück (10-11.5), vocatium Oldenburg (14-15.5) and vocatium Bremen (6-7.6).

Activate the Potential of Self-Healing and Reduce the Use of Medicine

A topic as old as livestock farming: Big interest in the NORMI lecture series

With her popular lecture series, "The Role of Herbal Remedies in Veterinary Medicine," veterinarian and author Dr. Cäcilia Brendieck-Worm is a welcome motivational speaker for German farmers and all of those concerned with the world of livestock farming.

The crowded halls at all eight stops in her lecture tour from Schleswig-Holstein to North Rhine-Westphalia testify to the great interest that exists in herbal remedies.

In light of society's push to reduce the use of conventional medicines, alternative therapies and some forgotten natural remedies are playing an increasing role as sensible alternatives.

Better to opt for prevention through natural medicines than cures with antibiotics!

Frau Brendieck-Worm presents plants and herbal remedies according to their active ingredients, drug classes and therapeutic uses in an interesting and engaging program. Bitter substances, tannins and aetheric oils can trigger

reactions in animals that activate their body's own organs to heal itself. Laura Bier from Nutrilac and Lena Bösch from NORLAC then outline NORMI products such as licking buckets, fitness products and milk substitutes that include herbal supplements and extracts. NORMI is working intensively to widen the efficacy spectrum of medicinal plants.

NORMI products support the prevention of illness in calf- and milk cow stalls with high-quality herbal supplements that provide sustainable foodstuffs for a demanding society.



QUESTIONS ABOUT CALF-REARING?

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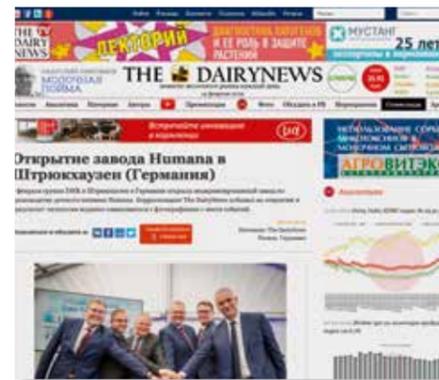
MILCHWELT Magazine is of course available in the original German language too. You can find both the English and German editions as PDFs at www.milchwelt.de

In the media

Here you can read how the German and international press have been reporting on DMK. Last week's focus: The opening of a new factory



8 February 2019. An in-depth report on the new Strückhausen factory in the German Nordwest-Zeitung newspaper.



8 February 2019. The Russian newspaper "Dairy News" reports on the opening of the newly repurposed DMK factory in Strückhausen.



13 February 2019 The trade publication "Horizont" reported in-depth on the DMK Group's corporate transformation.



January 2019 A report on the DMK corporate change process in "prmagazin."

14 February 2019 In their feature "Fifty Years Ago," the Zeven-er Zeitung newspaper reprinted an article on the 60th birthday of Fritz Pahlke, which was originally published in 1969. Pahlke was considered the father of MILRAM Quark.



January 2019 Dr. Klaus Hein is interviewed in "Elite," a magazine for dairy farmers.

DMK and Milk on Social Media



Regional Chiefs of Our Dairy Cooperative

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



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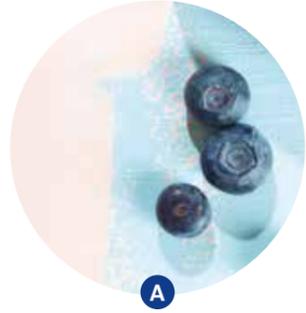
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Masthead

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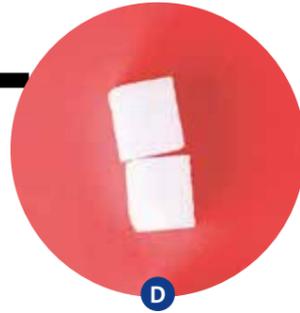
Save the Date

- 15.3. – 19.3.2019 Internorga Hamburg
- 15.–23.6.2019 Ideenexpo Hannover
- 18.3. – 20.3.2019 Food Ingredients China Shanghai
- 19.6.2019 DMK-Vertreterversammlung Hannover
- 6.5. – 9.5.2019 Bakery China Shanghai
- 12.7. – 15.7.2019 Tarmstedter Ausstellung Tarmstedt
- 21.5. – 22.5.2019 PLMA Amsterdam
- 23.8. – 26.8.2019 LandTage Nord Wüstring
- 8.6.2019 Megamarsch: 100 kilometers through Lower Saxony About 100 DMK employees are registered
- 5.9. – 8.9.2019 Norla Rendsburg
- 12.9. – 15.9.2019 Mela Mühlengenz



Wanted: The Big Picture

These six circles show snippets from images that appear somewhere in this magazine. Enter the corresponding page numbers for the images in the Number Code* below and secure your chance to win one of 31 great prizes!



What Must I Do?

Send your Number Code to us at MILCHWELT along with your name, address, and your personal- or supplier code number by email to milchwelt@dmk.de or by post to
 Katrin Poppe
 DMK Group
 Flughafenallee 17
 28199 Bremen
 Only employees and cooperative members of the DMK Group are eligible to participate. **Deadline for entries is: 24 May 2019**

Winner of Our Last Contest

Each received a MILRAM raclette grill: Günther-Wilhelm Albert from Exertal, Carsten Bischoff from Beverstedt, Bernd Dührsen from Wesselburen, Silvana Schierenberg from Holfdorf, Monika Schlütken from Beesten and Anne Trendel from Bremen. All other winners were contacted by mail.

Your Number Code

A	B	C	D	E	F	

*Page numbers under 10 please write like this: 01, 02 etc

Your Chances to Win

- 1x MILRAM Wicker Beach Chair
- 10x MILRAM bicycle bells
- 10x 1-Year Supply of MILRAM Cheese (2 large "cheese breads" 4x per year)
- 10x MILRAM Beach Umbrellas with stand

Milk has a future Start Your Career at DMK!



We are looking for trainees in the following fields: Food Technology Specialists, Industrial Mechanics, Milk Technologists, Milk Industry Lab Technicians, Industrial Sales Specialists, Electronics Technicians for Industrial Engineering, Mechatronics Technicians, Personnel Services Sales Representatives, Warehouse Logistics Specialists, Computer Science Sales Representatives, Confectionary Product Technologists, IT Specialists for Application Development.

Apply at www.dmk.de/karriere/stellenangebote/





Aus der Heimat der Frische

NEU

ab März
2019

Aufwachen!

Ohne
Zucker-
zusatz



Echte
Wachmacher
durch
Cold Brew
Coffee



- Online Videos
- Social Media



- Influencer-Marketing
- Advertorials



- POS-Verkostungen
- Gratis Testen



- Checkout-Couponing
- E-Couponing