

2021-22 ANNUAL REPORT



Covering
the period of
July 2021-
June 2022

WHO WE ARE

Dairy Farmers of Canada (DFC) is the national policy, advocacy and promotional organization representing Canadian dairy producers. DFC advocates on behalf of dairy farmers to create the winning conditions for our sector so that they can focus on what they do best: producing high-quality, nutritious milk, both safely and sustainably. Through our promotional activities, DFC also works to enhance awareness of the stringent standards followed on Canadian farms and the many health and nutritional benefits of dairy consumption.



A Global Leader in Dairy

DFC is a federation comprised of the dairy farmer organizations in each of Canada's ten provinces. We work hand-in-hand with our provincial counterparts as well as other stakeholders in our value chain. DFC also works with a range of international organizations, cementing our position as a global leader in dairy.

Committed to Our Dairy Farmers

DFC's origins trace back to 1934, and while the organization's mandate has evolved, our commitment to dairy farmers has never faltered.

Proud of What We Do

Canadian dairy farmers are proud of what we do, how we do it, and what we bring to the table, and are eager to share it with the world.

CONTENTS

Who We Are	2
Message from the President	4
Message from the CEO	5
Members and Associate Members	6
DFC Board of Directors	6
Strategic Objectives	8
Developing a Blueprint for the Future of Canadian Dairy	12
Working Towards a More Sustainable Future	14
Connecting with our Consumers: DFC Marketing Initiatives	18
Behind the Blue Cow Logo	30
A Tireless Advocate for Canadian Dairy Farmers	34
Communications and Issues Management	38
Nutrition	42
Research	44
Financial Report	46



14

Working Towards
a More Sustainable
Future



18

Connecting with
our Consumers



42

Nutrition

MESSAGE FROM THE PRESIDENT



I am pleased to present the 2021-22 Annual Report, which describes Dairy Farmers of Canada's (DFC) accomplishments over the past 12 months. As you will see, it has been another successful year for your national association.

Despite the progress we have made, a number of challenges remain – some familiar, some new. Evolving consumer preferences, rising production costs, and increased competition in the marketplace are just some of the issues DFC is working to address.

Then there is the environment and our role in the sustainable food system of the future. The experts tell us that the extreme weather patterns experienced over the past year are just the tip of the iceberg, putting the future of our livelihoods at risk if we do not act.

That is why this past year, DFC announced a goal of attaining net-zero emissions on dairy farms by 2050. This is the natural next step for dairy farmers – since we have been engaged in sustainability for generations, long before it was popular, many of the initiatives that will make this a reality are already underway.

Meanwhile, DFC is ensuring that ordinary Canadians, decision-makers and dairy stakeholders alike understand how far we have come – and showing them that we are only getting started.

How? By telling more of your stories. Shining a light on your high standards of practice under proAction and associating values like sustainability, animal care, quality, food safety with DFC's iconic Blue Cow logo.

When people ask me what it takes to be a dairy farmer, I suggest that it takes a very special kind of person.

That is why I am so proud to represent the dairy farmers on some 10,000 farms helping to keep Canada strong. Not only is milk an important part of a healthy balanced diet, but our work supports more than 178,000 jobs and generates \$2.9 billion in economic activity all across the nation.

As I enter the final year in my role as your President, I am proud of the work we have achieved throughout my tenure. I look forward to another productive year supporting you.

Sincerely,

Pierre Lampron

President
Dairy Farmers of Canada

MESSAGE FROM THE CEO



In 2018, we embarked on an ambitious journey to modernize Dairy Farmers of Canada (DFC). The result is a DFC that is more accountable and transparent, yet nimble enough to tackle the important challenges we face as a sector.

For more than two years now, our agility has been put to the test, as the team pivoted to working remotely. I am pleased with the way we adapted over this time, ensuring we could continue to provide high value to our members.

Now as we emerge from the pandemic, we are re-orienting our staff and operations to the hybrid work model for the future. As a modern organization, this will allow us to respond to the demands of the workforce and ensure that we can recruit and retain top talent in the service of dairy farmers.

This past year DFC has been working to align our structure and operations to the strategic priority areas identified by the board. Aligned with our efforts on the environment, we will capitalize on a dedicated Chief Sustainability Officer to oversee the implementation of the industry's sustainability strategy and initiatives.

In response to plant-based companies leveraging dairy terminology to create confusion in the marketplace and the concerns raised by members, we established a new market integrity group to investigate and build the cases for the Canadian Food Inspection Agency (CFIA) to pursue offenders.

Finally, on trade, in addition to our external legal counsel, we are building our internal capacity with an in-house lawyer responsible for this important file.

As the national organization for dairy farmers, DFC is committed to building on our relationships with our provincial members and stakeholders to maximize the value we bring to dairy farmers across the country and advance our industry objectives.

At a time when we face numerous challenges, members can count on the dedication and skills of the robust DFC team to tackle these challenges head-on on their behalf.

Jacques Lefebvre

Chief Executive Officer
Dairy Farmers of Canada

MEMBERS AND ASSOCIATE MEMBERS

Members

- Alberta Milk
- BC Dairy Association
- Dairy Farmers of Manitoba
- Dairy Farmers of New Brunswick
- Dairy Farmers of Newfoundland & Labrador
- Dairy Farmers of Nova Scotia
- Dairy Farmers of Ontario
- Dairy Farmers of Prince Edward Island
- Les Producteurs de lait du Québec
- SaskMilk

Associate Members

- Agrifoods International Cooperative
- Agropur Dairy Cooperative
- Amalgamated Dairies Limited
- BC Milk Marketing Board
- Gay Lea Foods Co-operative Limited
- Lactanet Canada

DFC BOARD OF DIRECTORS



President

Pierre Lampron (QC)



Vice-President

David Wiens (MB)



DFC's Senior Executive Team

- Jacques Lefebvre – Chief Executive Officer
- Paula Dunlop – Chief Operating Officer
- Francis Séguin – Vice-President, Finance
- Pamela Nalewajek – Vice-President, Marketing & Business Stakeholder Relations
- Annie AcMoody – Vice-President, Policy and Trade
- Bobby Matheson – Vice-President, Advocacy (Retired Spring, 2022)
- Sylvie Larose – Vice-President, Finance (Retired Spring, 2022)

Directors

- Marcel Blais (QC) 1
- Denis Cyr (NB) 2
- Albert Fledderus (ON) 3
- Gerrit Damsteegt (NS) 4
- Bonnie den Haan (ON) (Until Spring 2022) 5
- Daniel Gobeil (QC) 6
- Mark Hamel (ON) 7
- Murray Sherk (ON) (Since Spring 2022) 8
- Gordon MacBeath (PEI) 9
- Blaine McLeod (SK) 10
- Gert Schrijver (AB) 11
- Peter Strebel (QC) 12
- Lucas Strong (Until Spring 2022) (NL) 13
- Dave Taylor (BC) 14
- Robert Walsh (Since Spring 2022) (NL) 15
- Korb Whale (Lactanet) 16

Committees and External Organizations

- Promotion Committee
- Audit and Risk Committee
- proAction Committee
- Canadian Dairy Research council
- Governance Committee
- Nomination Committee
- Lactanet Canada
- National Farm Animal Care Council
- National Farm Animal Health and Welfare Council
- Canadian Forage and Grasslands Association
- Code of Practice for the Care and Handling of Dairy Cattle Committee
- Code Scientific Committee
- Code of Practice for Transportation
- Industry-Government Advisory Committee on Traceability
- Canadian Cattle Identification Agency
- Beef Value Chain Roundtable
- Animal Health Canada
- Canadian Animal Health Surveillance System
- Canadian Supply Chain Food Safety Coalition
- International Dairy Federation

STRATEGIC OBJECTIVES

A few years ago, we embarked on an ambitious journey to modernize Dairy Farmers of Canada under a plan called DFC 2.0. As a part of that process, DFC conducted a comprehensive assessment of the organization and the services it provides with input from the Board, provincial chairs, provincial organizations, stakeholders and dairy farmers themselves. DFC also implemented a robust planning process that includes the DFC Board and P10 Chairs identifying strategic objectives and considers the views and needs of dairy farmers.

The result is a DFC that is more transparent and accountable to its members, with three areas of activity:

STRATEGIC OBJECTIVES

- Evolve yearly following a robust consultation plan
- DFC has the agility and responsiveness to adjust to the yearly objectives

CORE ACTIVITIES

- Federal Government Relations
- Communications
- Policy and Trade
- Legal
- Blue Cow Logo Certification Program
- Business and Market Intelligence
- National Nutrition
- Nutrition and Production Research
- Business Stakeholder Relations (BSR)
- proAction®



REGIONAL SERVICES

- Services and programs offered on a cost-recovery basis under regional service agreements

2021 DFC Strategic Objectives and Progress

The organization pursued five strategic priorities for 2021:

Objective/Description	Progress/Accomplishments
<p>1 Marketing to Millennials and Gen-Z</p> <p>Regaining the relevancy of dairy by marketing to millennials and gen-z consumers</p>	<p>DFC's market research was used to execute on a series of successful advertising campaigns. Other marketing initiatives targeting this audience included consumption driving partnerships with processors and food service providers and social and digital initiatives. These initiatives and results, as measured by a third party, are described in detail throughout this annual report.</p>
<p>2 Sustainability</p> <p>Developing and executing on a long-term sustainability strategy that is meaningful in the eyes of the public</p>	<p>A Sustainability Working Group was established in early 2021 to assess the state of consumer perception on potential environmental areas for the industry to pursue, and to review a variety of strategic enabling pathways that could support reaching potential targets. This work culminated in an announcement in February 2022 of the goal to reach net-zero greenhouse gas (GHG) emissions from farm-level dairy production by the year 2050. More details can be found in this report.</p>
<p>3 Market Development</p> <p>A market development strategy to mitigate some of the lost market share from recent trade deals</p>	<p>To mitigate some of the lost domestic market as a result of trade agreements, a third-party market development analysis and business case for growth was completed in 2021 and work on implementation was initiated in 2022. In 2021, DFC also advanced market research and pilot testing on growth opportunities for curd cheese.</p>
<p>4 Partnerships</p> <p>Developing key partnerships and business relationships with third-party stakeholders, like processors, retailers, foodservice, and industry</p>	<p>DFC launched a national partnership strategy to illustrate the ongoing commitment of dairy farmers to the environment. Amongst the initiatives, this included a partnership with Tree Canada as part of their National Greening Program. The program leveraged government funds through the "2 Billion Tree Initiative". As well, partnerships with Cleanfarms and Ducks Unlimited promoted the ongoing work of Canadian dairy farmers on-farm. At year-end, third-party research indicates perceptions around dairy farmers making efforts to improved. Additional information on these efforts and the results is described within the pages of this report.</p>
<p>5 Sector Strategy</p> <p>An offensive strategy to neutralize negative claims against dairy</p>	<p>The proAction® program continues to be leveraged in marketing and promotion campaigns to communicate the high standards that farmers are applying every day and debunk myths and misconceptions about dairy production, nutrition, supply management, etc. Communications products were developed to proactively support further outreach and education by DFC to decision makers and our stakeholders.</p>

By executing on these strategic objectives, DFC made significant progress on the organization's overall key performance indicators (KPIs). The 2021 year-end national tracking research, completed by third party Abacus Research, showed that while it was a challenging year with challenging files all three areas of measurement have improved since the January 2019 baseline and year-end 2020. All three areas of measurement have improved since the January 2019 baseline.



The reputation of dairy farmers continues to be strong and surpassed the 3-year objective.



Support for supply management has increased steadily since January 2019. Support for supply management has increased 7% among those with a good understanding of it. This is the highest we have ever recorded support for supply management, and this support is consistent across the political spectrum.



Millennial support for the consumption of dairy has increased steadily since January 2019. Millennial support for the consumption of dairy remains above the 5-year stretch objective.

Measurement	Baseline Jan 2019	Year-End 2019	Year-End 2020	Year-End 2021	Three-Year Objective (2021)	Stretch Objective (2025)
Reputation of dairy farmers	72.2	70.4	72.4	72.4	70.2	74.8
Support for supply management	57.0	60.8	61.0	63.0	57.0	61.8
Millennial support for the consumption of dairy	51.3	56.3	58.0	60.0	51.3	56.0

2022 Strategic Objectives:



Marketing to the Young Millennial and Gen-Z Fragiles:

Neutralize the erosion of attitudes towards dairy and ultimately usage among the Young Millennial and Gen-Z (YMGZ) Fragile demographic in Canada.



Market Development:

To mitigate some of the lost domestic market as a result of trade agreements, develop and implement a strategy, leveraging and promoting the Canadian dairy brand, with strategic partnerships with processors to develop and grow markets for high quality dairy products / ingredients.



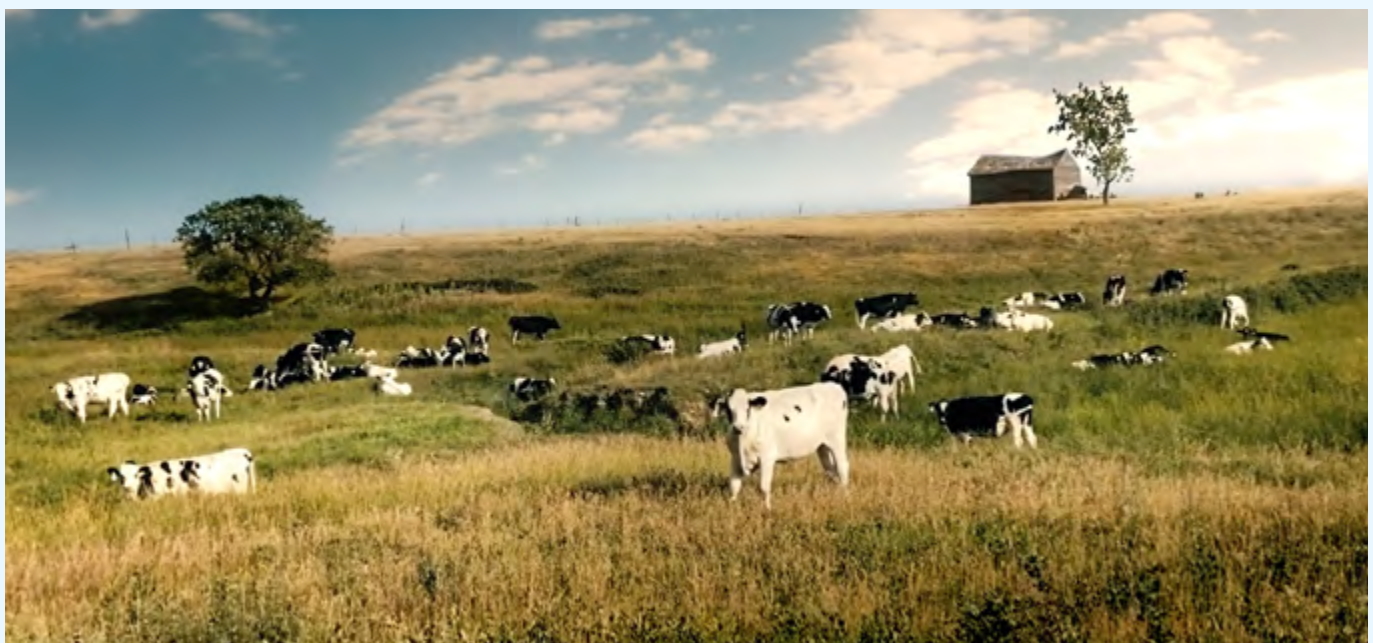
Partnerships:

Maximize the impact of our current and future partnerships to ensure they are leveraged in support of organizational objectives proactively throughout the value chain.



Sector Strategy:

An offensive strategy to neutralize negative claims against dairy.



DEVELOPING A BLUEPRINT FOR THE FUTURE OF CANADIAN DAIRY

When the Canada-U.S.-Mexico Agreement (CUSMA) was first announced, the federal government committed to creating a working group with dairy farmers and dairy processors to outline a long-term vision for our sector. Unfortunately, this work – which is co-ordinated by the government – was put on hold, first by the 2019 election campaign, and then the pandemic.

During this time, the DFC Board went through the exercise of developing a DFC Blueprint for a post-Canada-United States-Mexico Agreement (CUSMA) and COVID-19 influenced environment.

Over 18-months of consultation, the Board considered ten themes in detail:

- Global Market Dynamics;
- Consumers;
- Imports;
- Domestic Environment;
- Clean Energy and Green Technology;
- The Dairy Value Chain;
- Innovation;
- Culture and Dairy;
- Processing in Canada; and
- Growing the Domestic Cheese Market.

The Board then sought input from provinces on the draft Blueprint and, as it offers a series of strategic pillars on which an industry vision can rest, is ready to contribute to the vision exercise with government and processors when it resumes.





WORKING TOWARDS A MORE SUSTAINABLE FUTURE

In February 2022, DFC unveiled a goal to reach net-zero greenhouse gas (GHG) emissions from farm-level dairy production by the year 2050. “Net-zero” means achieving an overall balance between GHG emissions and removals. The idea is to reduce emissions at the farm level as much as possible and offset the remainder with carbon sinks or credits, bringing total emissions to ‘net zero.’ This goal not only aligns with the Government of Canada’s goal of net-zero GHG emissions by 2050, but international commitments as well, aiming to foster climate resilience and lower greenhouse gas development, as well as to make climate flows consistent with a pathway toward a lower carbon future.



Why DFC Committed to Net-Zero Emissions by 2050



- **Consumers** are increasingly concerned about the role livestock agriculture plays in climate change.
- To appeal to this, **processors and retailers** are increasingly mindful of how their products are being sourced. Many are developing their own sustainability codes.
- In parallel, **governments** at all levels are looking closely at climate solutions, from waste and recycling to emissions and more. The federal government, for instance, has set net-zero targets for the country for 2050. Industries seen as laggards rather than leaders face the prospect of stiffer regulation.
- **Dairy farmers**, meanwhile, have a concerted interest in the long-term health and viability of their farms.

Delivering on our Commitment

Across Canada, dairy farmers are already taking meaningful steps on their farms to help make this a reality, adopting technologies such as solar panels and biodigesters, new soil management techniques, new strategies for manure and water management, and much more. Each farm is taking different steps, but all these measures add up to make a difference in the overall environmental footprint of dairy farms.

In working towards a net-zero future, actions will be driven and shaped by farmers as a one-size fits all approach would not be practical. A Farmer Sustainability Advisory Group has been created involving producers from across the country to provide their input and guidance. At the national level, DFC is also working with farming organizations, research institutions, sustainability groups, food industry partners and governments to help reduce our overall footprint.

The good news is that sustainability does not have to come at the expense of profitability. Not only will our net-zero initiative ensure dairy is relevant in the eyes of consumers, but some of the measures could help reduce costs or create new revenue streams for those farmers interested in such endeavours. We also hope to support on-farm innovation by leveraging new and existing government programs.

“Every economic sector and every region needs to step up to reduce emissions. Dairy Farmers of Canada’s commitment to achieving net-zero shows important leadership and our government will continue to support our collective efforts to get there.”

– **Steven Guilbeault**,
Minister of Environment
and Climate Change

“The resilience of our food system is critical to ensuring food security for all Canadians. We endeavour to provide Canadians with a steady supply of high-quality nutritious milk, produced in accordance with the highest standards in the world.”

– **Pierre Lampron**, President,
Dairy Farmers of Canada





**HERE FOR
TOMORROW**



DFC further solidified the sector's long-standing commitment to environmental stewardship with the launch of the *Here for Tomorrow* Partnerships Program. The *Here for Tomorrow* program supports a range of innovative projects being undertaken by our partners in different regions all across Canada. These projects include pilot programs to create new recycling opportunities and initiatives to restore and nurture wetlands and forests to promote biodiversity.

DFC's partners include Tree Canada, Cleanfarms and Ducks Unlimited Canada and the various partnerships were highlighted in DFC's marketing campaigns.

Cleanfarms

DFC partnered with the non-profit industry stewardship organization Cleanfarms to **extend agricultural plastics recycling programs to more regions**. More farmers see the organization as an effective "blue box" program for their unique needs, as Cleanfarms helps them responsibly dispose materials like pesticide and fertilizer containers, used grain bags, farm drainage tile, flexible irrigation pipe, plastic bags, and baler twine. Cleanfarms' 2021 Annual Report shows substantial growth in the number of materials collected for recycling and environmentally responsible disposal; for example, they reported the collection of 6.2 million small plastic pesticide and fertilizer containers, a 12.5% increase from the year before. The partnership with Cleanfarms is already proving to be an effective way to further DFC's commitment to a sustainable future.

"This partnership with the Dairy Farmers of Canada will help producers fulfil their commitment to sustainability by recycling even higher volumes of used ag plastics. Dairy farmers are setting a new standard for ag plastic recycling, and we are excited to be working with them on this important project."

– **Barry Friesen**, Executive Director, Cleanfarms

Tree Canada

DFC made a \$100,000 investment in Tree Canada's National Greening Program (NGP), which **supported the planting of 25,000 trees** in various locations throughout Canada. Planting and nurturing trees helps reduce pollution as they capture carbon and natural forests are an important part of a healthy environment. This investment supports the federal government tree-planting goals under the Two Billion Trees Program.

"We applaud Dairy Farmers of Canada for their commitment to reduce their environmental impact and promote and advance sustainability in the dairy sector. We look forward to our partnership and growing better places to live together."

– **Danielle St-Aubin**, CEO, Tree Canada





Ducks Unlimited Canada

DFC's partnership with Ducks Unlimited Canada **will help promote biodiversity by restoring and nurturing wetlands** on Canadian dairy farms. The partnership will improve biodiversity on the participating farms by nurturing habitats for breeding waterfowl and other wildlife. Dairy farmers have an inherent interest in promoting greater biodiversity and these projects build on the innovative efforts already taking place across the country.

"We are proud to partner with Canadian dairy farmers to enhance on-farm biodiversity while also providing environmental benefits to the local community. This new partnership will positively impact the sustainability of our working landscapes while protecting Canada's essential wetland and grassland habitats."

– **Larry Kaumeyer**, CEO, Ducks Unlimited Canada

New Environment Module of proAction

While farmers continue to take the initiative to implement environmental stewardship best practices, the Environment module of proAction® became a part of the validation process in September 2021. This significant milestone completes years of work on the part of the industry and its stakeholders. The first round of validations across all farms will be complete by September 2023.

Here for Tomorrow Scholarships

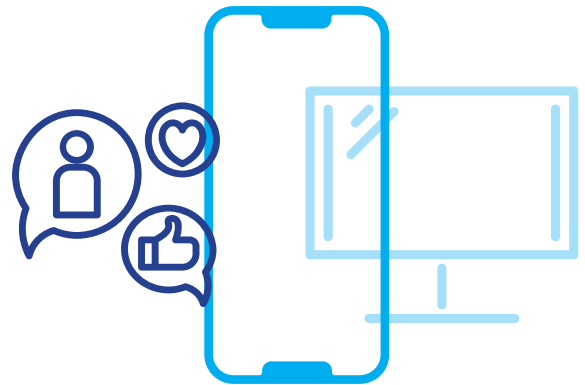
Furthering the visions of a sustainable future, the *DFC Here for Tomorrow Scholarship* was developed with Agriculture in the Classroom Canada (AITC-C) to inspire Canadian youth to play an active role in contributing to a more sustainable tomorrow. The scholarship encourages career exploration in agriculture by providing students with unique perspectives on how to make an impact in sustainable farming both locally and nationally. Scholarship applications closed June 1, 2022 and in this inaugural year, two successful applicants were each awarded \$2,500.

Cementing dairy's place in the global food system of the future

Ahead of the United Nations Food Systems Summit that took place last September, a diverse group of industry organizations representing all levels of the Agri-Food supply chain signed on to a group declaration to play a leadership role towards a more sustainable food system of the future. DFC added its voice to like-minded organizations representing Canadian farmers, ranchers, input providers and food and beverage producers, pledging that dairy farmers would continue to provide Canadians with a steady supply of high-quality nutritious milk as part of a safe, secure, and sustainable food system of tomorrow.

CONNECTING WITH OUR CONSUMERS: DFC MARKETING INITIATIVES

DFC's marketing activities emphasize the forward-thinking values and practices embodied by farmers in producing high-quality Canadian milk. DFC is continuously building upon and leveraging the strength of the Blue Cow logo and the proAction® program to build the "social license" to consume dairy.



2021-22 CAMPAIGNS

› Dairy Farming Forward – High Standards (June 2021)

- Launched in June 2021, this national TV and digital campaign delivered the message of a steadfast commitment to innovation, stringent production and safety standards, and highlighted the practices behind milk production that matter to consumers.
- This campaign reached two-fifths of Canadians (9.67 million) with an increase in awareness of the Blue Cow logo across Canada including French Quebec.





› Dairy Farmers of Tomorrow - Let's Create the Future (June 2021)

- Targeting younger millennials and Gen-Z, this digital campaign showcased the next generation of dairy farmers and their work towards our shared future. This campaign brought to life a progressive and forward-facing industry with the help of young, relatable farmers, giving the target audience more confidence to consume dairy.
- The campaign reached over 6.6 million Canadians and generated more than 87 million digital impressions exceeding goals and delivering continued increase in awareness of the Blue Cow Quality Milk logo.

› #CanadianComfort (August 2021)

- In partnership with the Chicken Farmers of Canada, Turkey Farmers of Canada, Egg Farmers of Canada, and Canadian Hatching Egg Producers, the #CanadianComfort digital campaign returned through August 2021, promoting the value of high-quality, local agricultural products from right here at home. The campaign featured influencers Andy Hay and Max L'Affamé sharing some of their favourite summer recipes using local dairy, chicken, turkey, and eggs.
- The campaign reached nearly 20% of Canadians and of those who saw the campaign, more than half followed through with a purchase.

› Reverscipes (September 2021)

- In this unique and engaging digital campaign from September to October 2021, DFC chef ambassadors Eric Chong and Paul Toussaint took consumers from the finished meal back to the source of their quality ingredients – the farm – and busted milk myths along the way. At the heart of the campaign stood DFC's Blue Cow Logo, reminding young millennials and Gen-Z of our farmers' commitment to animal care, continued progress in lowering carbon emissions, and the high standards of Canadian Dairy Farmers.
- The digital campaign reached over 6.3 million Canadians with 70 million impressions. Awareness of the Blue Cow Quality Milk continued to increase among those who saw the campaign.





› Happy Holi-Dairy (December 2021)

- Through December 2021, the Happy Holi-Dairy digital campaign offered a take on awkward conversations that young Canadians may have experienced with relatives during the holiday season, this campaign showed how to make holiday moments better by redirecting discussions to interesting facts with the help of young, relatable dairy farmers about Canadian dairy. This helped to debunk myths young consumers have about dairy.
- Reaching over 7.3 million Canadians with 72 million impressions, more than 71,000 TikTok users engaged with the campaign in a single day.

› #ChooseCanadianDairy (December 2021)

- Through our year-end campaign, DFC encouraged Canadians to look for the Blue Cow logo and buy Canadian when stocking up on entertaining essentials.
- This campaign had the highest level of breakthrough in two years reaching 10.14 million Canadians. More than three quarters of those who saw the campaign took positive action with an increase in the proportion of those who perceive dairy farmers as critical to the community.





➤ Hey Dairy Farmer Sustainability Partnership (January 2022)

- DFC launched complementary campaigns on sustainability, leveraging core pillar messaging further driving meaning to the Blue Cow logo and building on the strong reputation of Canadian dairy farmers. This 360° campaign leveraged real Canadian dairy farmers in debunking myths and demonstrating how dairy farmers are pioneering on environment initiatives with innovative industry practices.
- This campaign reached 9 million Canadians. Seven out of ten who recalled the campaign took positive action toward dairy after seeing it, highlighting the strength of its message.

➤ All for Earth Day

As a part of DFC's ongoing commitment to sustainability, DFC and Tree Canada encouraged Canadians to give the gift of more trees for Earth Day 2022. For every tree donated, DFC matched the donation and planted another. Overall, DFC's campaign generated more than 18.4 million impressions.



In 2021-22, DFC's campaigns generated

653 MILLION IMPRESSIONS



with a combined total reach of

50.4 MILLION PEOPLE

according to third-party IMI Research

Additional Marketing Highlights

Great Canadian Baking Show



For the fifth season of the Great Canadian Baking Show, which premiered in October, DFC teamed up with influential chef Wallace Wong (a.k.a. ‘the Six Pack Chef’) and Season 4 runner-up Mahathi Mundluru to showcase the high standards behind 100% real Canadian dairy. The sponsorship proved to be successful once again and over-delivered on objectives, having been viewed a combined 14 million times on TV, digital and social formats. As part of the sponsorship, DFC also presented CBC’s “Bake it with Canadian Dairy” contest in collaboration with Cusinart which generated three times the entries CBC typically receives.

David Beaudoin, Canadian Cheese Ambassador



Our gregarious Canadian Cheese Ambassador David Beaudoin continually brings to life the passion and craftsmanship of Canada’s dairy producers and processors. Throughout the past year, Beaudoin led several lively webinars and virtual events to educate the public on the range of fine Canadian cheeses bearing the Blue Cow logo and what that logo represents. In the spring of 2022, the return to live events created opportunities to participate at the SIAL and Restaurants Canada show with select cheese pairing sessions.

Marketing to Millennials and Gen-Zs

Social media influencers play a major role when it comes to reaching the younger audience. As part of DFC's marketing strategy, the organization has partnered up with young millennial and generation-Z influencers to assist in delivering our pillar messages in an authentic way, making our key message more credible to this cohort. Partnering with these third-party digital creators allows DFC to achieve maximum visibility and reach, particularly in between major campaigns, while building meaningful relationships with this younger audience. This year, we have been working to establish long-term partnerships with strong influencers who drive high engagement and align with DFC's values and messaging on issues such as high standards, animal care and sustainability.

Introducing Dairy's Newest Social Media Influencer: Daisy the Cow

In the lead up to Earth Day, we unveiled the world's first virtual "cow-fluencer" on TikTok with a mission to spread the word about sustainability, animal care, and commitment to high standards on Canadian dairy farms. Reaching Canadians on the fastest growing social media platform and communicating the truth about dairy farming – which they don't always hear - was of utmost importance to us. Daisy is working to shift the dairy perceptions of millennials and Gen-Zs. Daisy is working to shift the dairy perceptions of millennials and Gen-Z.



THE BLUE COW LOGO: A SYMBOL OF QUALITY



®/MD

As one of the most influential logos in Canada, DFC's Blue Cow logo is a powerful symbol of excellence in production. It plays an important role in the dairy sector's efforts to connect with today's consumer. DFC continues to build familiarity with the Blue Cow logo and what it represents and to ladder up to the key pillars of proAction® to drive comprehension and trust for consumers.



The Blue Cow logo by the numbers:

**ONE OF THE
TOP 3**

**MOST INFLUENTIAL &
TRUSTED FOOD LOGOS
ACCORDING TO COHESION
STRATEGIES**

**89%
BRAND EQUITY**

**RECOGNIZED BY
9^{OUT} OF 10
CANADIANS**

**MORE THAN
8,800**

**SKUS NOW FEATURE
THE BLUE COW LOGO**

53

**NEW LICENSEES
IN 2021-22**

545

**NEW PRODUCTS
IN 2021-22**



1000/25 Jan 1
1000/50 Jan 2
1000/75 Jan 3
1000/100 Jan 13
1000/125 Jan 19
1000/150 Jan 19

Expanding our Relationships Within the Value Chain

The past year continued to be a challenging one for many businesses in our value chain. From restaurants to food service to retail, all have had to deal with unexpected closures, disruptions in the supply chain, an uncertain labour market and shifts in consumption patterns.

Major restaurant chains that are actively using the Blue Cow logo as of 2021-22 include:

- Tim Hortons
- Dairy Queen
- Domino's Pizza
- McDonalds Canada
- Pizza Pizza
- Pizza Nova
- And more

Further, we extended our agreements with Cineplex and Tim Horton's.

DFC also works with a range of partners in the retail sector to drive the Blue Cow messaging at the final step on the path to purchase. Many of our marketing campaigns have an in-store component, and we team up with retailers on special point-of-sale advertising, signage, flyers and loyalty program promotions that feature the Blue Cow.

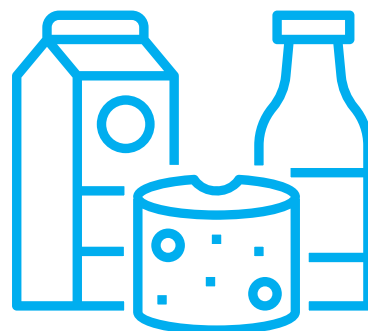
No matter the format, DFC goes the extra mile to link our practices with our brand partners to close the sale and drive incremental volume.

DFC will continue to work with our partners as they transition to a post-COVID-19 environment.



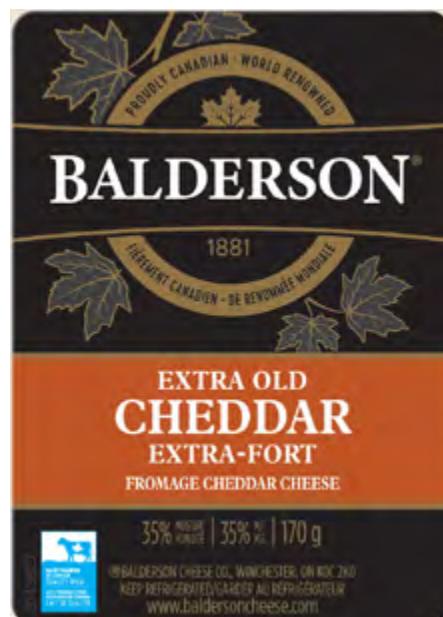
Blue Cow Family Continues to Grow

Pizza Nova and Lactalis Canada's Balderson Cheese adopted the Blue Cow logo in September and October respectively, helping consumers recognize products made with 100% high-quality, nutritious Canadian milk, produced in accordance with some of the most stringent standards in the world. The Blue Cow logo debuted in September across all 144 Pizza Nova locations in Ontario and with Balderson joining the lineup of Blue Cow products, the logo will appear on 47 additional products. Deployment will start in spring 2022, and the complete line should be in market by the end of summer 2022.



New brands to adopt or expand their use of the logo include:

- Balderson
- Cal & Gary's
- Chaeban Artisan
- Dairy Queen
- Enlightened
- Flour Valley
- Giant Tiger
- Golspie Dairy
- La fromagerie Allen
- Mayana Foods
- Mistyglan Creamery
- Monsieur Gustav
- Pizza Nova
- Promise Valley Farms & Creamery
- Riverin du Lac
- Shirakiku
- Tim Hortons
- Vosbrae Dairy



“A key part of us achieving our ambition is to have the right Partners. Partnering with Dairy Farmers of Canada, and proudly displaying the Blue Cow on our menu boards and in our advertisements is a strong symbol of our commitment to quality and sustainability and we know it resonates strongly with our guests.”

– **Hope Bagozzi**, Chief Marketing Officer, Tim Hortons

“Lactalis takes great pride in carrying the Dairy Farmers of Canada Blue Cow logo on several hundred of our milk, cream, cheese and yogurt products. The Blue Cow logo is a symbol of quality and trust for Canadian consumers. Equally important, today, it highlights our collective responsibility and commitment to building a sustainable future as stewards of the environment and animal welfare.”

– **Mark Taylor**, President and CEO, Lactalis Canada

“We support DFC’s strategy to have a positive association with respect to sustainability, animal care, and domestic milk attributes to further define Canadian dairy to Canadian consumers. We are proud to have the Blue Cow Logo on our products and Canadian producers should be proud as well.”

– **Chad Mann**, CEO, Amalgamated Dairies Limited (ADL)

SIAL Canada

(Salon international de l'alimentation)

DFC was excited to participate in SIAL (Salon international de l'alimentation) Canada once again. This is the largest national business-to-business (B2B) trade show, in scale as well as in reach and variety, fostering meetings between over 1,200 exhibitors from 50 countries and over 25,000 buyers from Canada, the United States, and 60 other countries.

2022 marked the event's return to an in-person format. DFC was pleased to work with **several partners** to promote Canadian dairy products. We hosted a kiosk strategically located in the center of the cheese section, displaying our pillar messages and showcasing Canadian cheesemakers from coast to coast. Our participation also included seminars from our Cheese Ambassador, David Beaudoin.



Restaurants Canada Show

In addition to SIAL Canada, DFC also participated in the Restaurants Canada show. The 77th edition of the show was held in a hybrid format, boasting traditional booths and live online viewing of stage programming. Being the title sponsor of the Coffee Pavilion, positioned at the center of the trade show, DFC was the key sponsor of the coffee and baristas events. It allowed us to showcase quality dairy products in various formats, all proudly promoting the Blue Cow logo. Additional Canadian cheese seminars were directed and presented by our Cheese Ambassador David Beaudoin.

BEHIND THE BLUE COW LOGO



Under proAction®, dairy farmers show consumers, in a transparent and demonstrable way, how they adhere to some of the most stringent standards in the world. Those high standards give consumers a reason to believe in the quality of Canadian dairy products, making the proAction® program indispensable as it provides proof points for each standard.

Our commitment to proAction helps build consumer trust and gives credence to the Blue Cow Logo.

The proAction® program continues to be an essential indicator of the high standards and excellent practices Canadian dairy producers apply on farms every day.



The Six Modules of proAction



Food Safety: Farmers work to prevent, monitor, and reduce food safety risks on farms, based on the principles of Hazard Analysis and Critical Control Points and Canadian Food Inspection Agency Requirement.



Milk Quality: Every day, farmers adhere strictly to provincially regulated milk quality standards to produce some of the world's highest-quality milk.



Animal Care: Farmers provide excellent care for their animals, based on the Code of Practice for the Care and Handling of Dairy Cattle. Mandatory reporting of animal identity and movement to a national database as well as improvements to cattle assessments are two more changes that came into effect in 2021 which enhance animal health and welfare on-farm.



Livestock Traceability: The Canadian Food Inspection Agency has established traceability regulations to safeguard animal and human health and ensure a safe food supply. Canadian dairy farmers meet or exceed these requirements to facilitate effective tracking of the movements of dairy cattle.



Biosecurity: To improve herd health, farmers work with veterinarians to manage risks and focus on preventing the introduction and spread of disease within their herds.



Environment: 2021 was a significant milestone for the proAction® program as the Environment module launched. Building on existing measures being undertaken on farms across the nation, the module will help mitigate risks and promote positive action. The foundational elements of this module are the Environmental Farm Plan (EFP) and the Environmental Questionnaire.

Fostering a Culture of Continuous Improvement

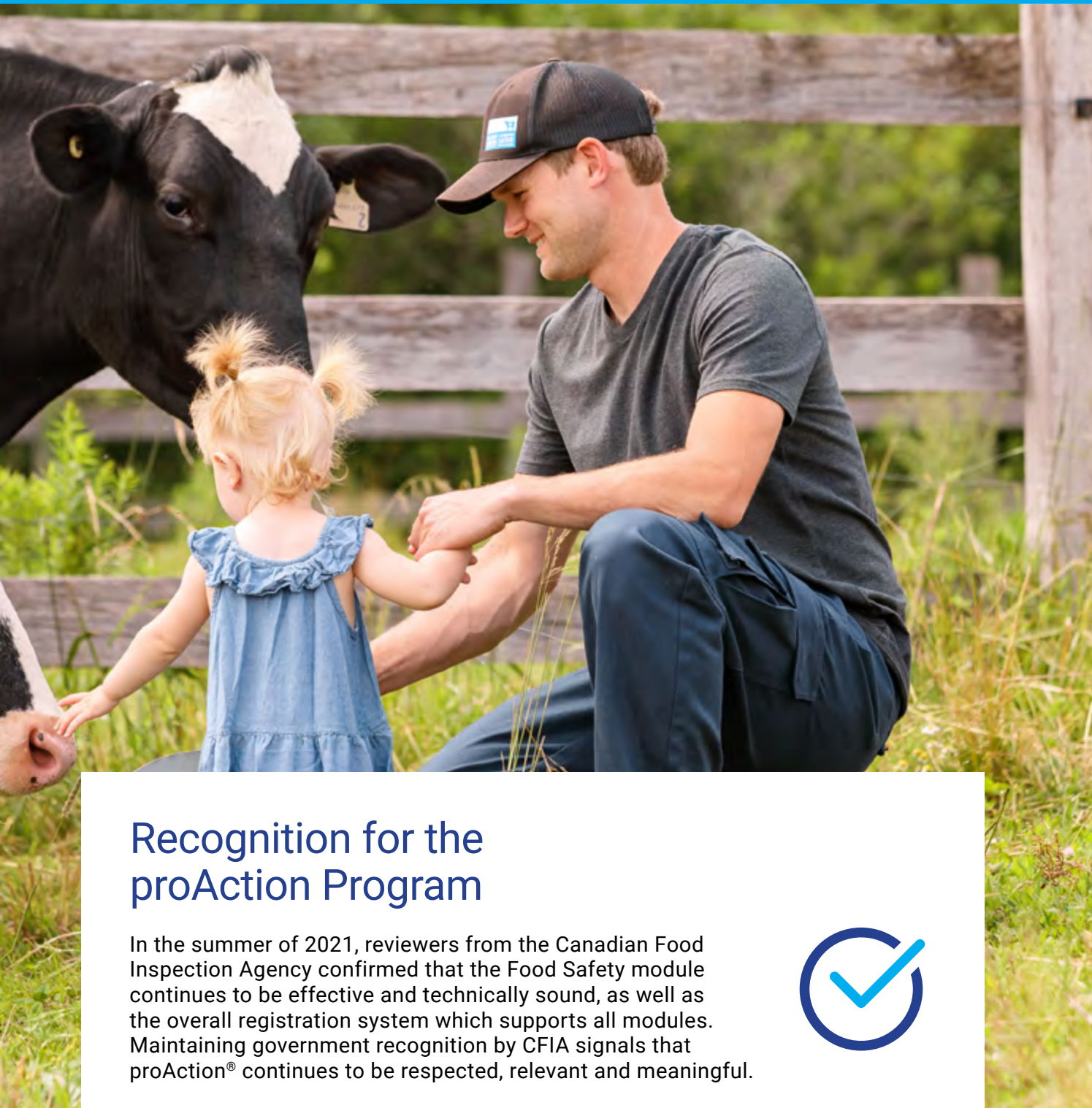
One of the core principles of proAction is a commitment to continuous improvement, ensuring the program reflects the latest available research, technology, feedback from farmers and input from experts. A new proAction® Reference Manual and Workbook were introduced in July 2021, replacing the previous versions published in 2019 to help farmers to implement the program on their farms.

In November 2021, The National Farm Animal Care Council (NFACC) and DFC launched the public comment period for the draft update to the Code of Practice for the Care and Handling of Dairy Cattle. The public comment period, which closed in January 2022, allowed all stakeholders to provide their input on the proposed updates to the 2009 Code. Eight webinars were held with farmers and industry stakeholders to inform them of the Code. These efforts contributed to a record number of comments being submitted to NFACC. The final updated Code of Practice is expected to be released in 2022.

Additionally, a project has been launched to review proAction requirements with the Provincial Coordinators Committee to identify opportunities for improvement.

In the theme of continuous improvement, this has included proAction materials with a new Online Assessor Re-Assessment Portal launched in October 2021, an updated Validator Training Course to include Environment and Traceability requirements, and updated proAction Templates to have a more modern look and feel. A new suite of farmer training tools was published on cull cows, animal care, biosecurity, environment, and traceability and are available at <https://www.dairyfarmers.ca/proaction/resources/overview>





Recognition for the proAction Program

In the summer of 2021, reviewers from the Canadian Food Inspection Agency confirmed that the Food Safety module continues to be effective and technically sound, as well as the overall registration system which supports all modules. Maintaining government recognition by CFIA signals that proAction® continues to be respected, relevant and meaningful.



In addition, DFC once again received the prestigious 'Sustainable Supplier' status from Unilever, meaning that all milk produced in Canada meets their Sustainable Agriculture Code. This serves as yet another affirmation of Canadian dairy farmers' commitment to sustainable milk production, this time from one of the world's largest multinational companies.

A TIRELESS ADVOCATE FOR CANADIAN DAIRY FARMERS



2021 Federal Election

Fall of 2021 saw a federal election, resulting in a Liberal minority government. When Parliament re-opened, the Throne Speech outlined the government's priorities where the theme of sustainability stood out as a strong priority which well aligns with DFC's own focus in this area and further demonstrated why we need to continue to make environmental stewardship a priority. As always, DFC continues to monitor all dairy files closely and seeks to ensure that dairy farming remains a priority for elected officials and political parties.



TRADE

CUSMA Compensation

During the fall election campaign, the Liberal party committed to announcing full and fair compensation for the impacts of the Canada-U.S.-Mexico Agreement (CUSMA) no later than a year after its re-election. In the federal budget, the government reaffirmed that timeline somewhat by committing to making an announcement in an economic update in fall 2022. While DFC reacted positively to the clarity on the timetable, it remains concerned by the absence of the full details of the compensation package. This is an active file and we continue to meet with officials to secure an announcement that will provide dairy farmers with full and fair compensation.



TRQ Challenges

Both the United States and New Zealand are in the process of disputing the manner in which Canada allocates import permits (more formally, the 'Tariff Rate Quotas,' or TRQs) under CUSMA and CPTPP. The Canadian government maintains its TRQ allocation remains consistent with the terms of each agreement and we will continue to work closely with the government on these files.

Canada-UK Trade Agreement

Negotiations on a future trade agreement between Canada and the U.K.

kicked off this past year, with the U.K. expressing a clear interest in having access to sell cheese in Canada. Canadian officials reiterated that market access for supply-managed goods is not on the table, and that the UK should not anticipate this to change. DFC has been unequivocal that no new domestic dairy market concessions be granted in any future trade agreement and will continue to advocate this point.





Grocery Code of Conduct

DFC and other stakeholders support a 'Grocery Code of Conduct' to bring greater balance to supplier-retailer relationships, improve competition in the grocery retail environment, and foster greater collaboration throughout the supply chain. DFC advocated our position on this issue during our Lobby Week and continued to follow up with the government throughout the year. A federal-provincial working group has been created and has tabled its report, calling on stakeholders to come together and find an industry-led solution by the end of the year.

Market Integrity

DFC welcomed a small team of Market Integrity Specialists, who will be responsible for identifying and documenting any incidents of non-compliance with applicable Canadian legislation and regulation as it relates to dairy product labelling, packaging, advertising, and promotion in retail (online and in-store) as well as at food and beverage establishments. As we are seeing more non-dairy products emerge in stores across the country, DFC's Market integrity specialists will help ensure consumers are not misled by false advertising or products that are misrepresented as sharing the same characteristics or benefits of real dairy.



Front of Pack Labelling and Marketing to Kids Regulations

In early 2026, Health Canada will require warning labels on products deemed to be high in sugar, salt or fat content. Since this policy was first proposed in 2018, DFC provided Health Canada with more than 120 peer-reviewed sources evidence supporting exemptions for nutritious dairy products based on their overall nutritional value and benefits towards reducing the risk of many chronic diseases. Earlier this year, Diabetes Canada and the Heart and Stroke Foundation, two key health stakeholders, aligned with DFC by making representations to the government on the nutritional value of dairy. Combined, these efforts resulted in a significant reduction in the number of dairy products required to carry a front-of package label from 89% when the policy was first proposed in 2018, down to 36% in the final regulations. Dairy is one of the only commodities for which Health Canada has granted significant exemptions, and to-date, Canada is the only country in the world to grant significant dairy exemptions from FOPL.

A Global Partner for Dairy

Beyond our borders, DFC also contributes to international organizations such as the International Dairy Federation, the World Trade Organization, the World Health Organization, Codex Alimentarius, the World Farmers' Organisation, the Global Dairy Platform, and the International Farm Comparison Network. Our work with each of these global organizations has cemented our position as a leader in Canadian dairy.



Lobby Day and Policy Conference

In early February, as part of DFC's annual lobby week, dairy farmers from across the country held nearly 120 meetings with ministers, MPs, Senators and staff from all parties in the House of Commons. This year, DFC's advocacy focused on international trade, sustainability, and the healthy eating strategy. Parliamentarians were supportive of DFC's asks and keenly interested in dairy farmers' focus on sustainability and the need for programming supporting the implementation and introduction of green technology on farms. Given the recent federal election, this year's lobby week was a great opportunity to educate and provide background to new MPs on dairy farmers' priorities, refresh the memories of returning MPs, and equip all MPs to be dairy ambassadors.

From February 2-3, more than 350 dairy farmers and stakeholders gathered virtually for DFC's Annual Policy Conference (APC). Guest speakers presented expertise on relevant and timely topics such as sustainability, market outlook, political insight and issues affecting the Canadian dairy sector. Participation in this conference is extremely valuable as the input helps to create the future of our sector.

COMMUNICATIONS AND ISSUES MANAGEMENT

Issues Management

Working with our provincial counterparts through the Issues Management Working Group, DFC tracks a diverse range of issues with an eye towards anticipating the social and political ramifications of topics.

Climate change, environment, animal care and interest in non-traditional diets are among the preoccupations monitored by DFC on a regular basis. This foresight helps DFC respond to emerging issues and demonstrate that farmers and consumers share the same values around things like quality, food safety, animal care and environmental sustainability.

DFC also works with other national farm groups as well as international organizations, such as the International Dairy Federation and Global Dairy Platform to stay informed of international issues so that we can better defend the sector from the spread of misinformation.



Media Relations

DFC tracks and monitors emerging media stories and current events to stay abreast of the latest developments related to dairy. We respond regularly by issuing media releases and statements, providing interviews and background information to media, submitting letters to the editor, making replies and comments on social media posts about dairy, responding to consumer questions, and reaching out to journalists and influencers. These efforts ensure that dairy is present in the discussion and help us set the record straight when necessary.

We also engage in proactive media relations, submitting story ideas, articles and op-ed submissions and liaising with opinion-leaders to ensure that dairy's story is being told.

Over the course of the last year, we have responded to various media clippings which, based on misinformation or an uninformed point of view, portrayed dairy in a negative light by countering directly or indirectly with facts and science. These range from myths about the production process to misrepresentations of the nutritional value of dairy. As DFC is often viewed as being too closely connected to the issues to be impartial, we are increasingly relying on independent third-party experts with no direct affiliation to DFC to respond on our behalf, which gives additional credibility.



Expert Working Group on Butter

After approaching Dr. Daniel Lefebvre, COO-Director at Lactanet to lead a group of experts to explore the issue of feed supplementation as it pertains to the texture of butter, the expert working group released its report in January 2022. The group reported that “any perceived increase in the hardness of butter be solely attributed to the use of palm-derived feed supplements” and noted that “there are gaps in the body of knowledge that should be addressed. The group also offered a series of recommendations to better understand issues related to the properties of butter while also ensuring that industry is better equipped to meet consumer expectations. DFC will invest in further research to address the remaining questions identified in this report.

British Columbia Floods

Throughout the tragedy of the flooding in British Columbia, DFC remained in close contact with our colleagues from the B.C. Dairy Association and the BC Milk Marketing Board, offering full support and gratitude to emergency responders and volunteers working to help animals and individuals stranded or displaced by the floods. Furthermore, in collaboration with brands like Gay Lea and Lactalis Canada, DFC was proud to help cover the transportation costs for much-needed donations of milk replacer sent to B.C. farms, providing nourishment for calves affected by the floods. Our staff stepped up to the plate as well, raising more than \$9,000 for the B.C. Dairy Fund.

Inflation and Dairy Costs of Production

Experts are saying Canada’s inflation has surged to a 30-year high, driving up input costs for farm essentials like fuel (+31%), feed (+27%), fertilizer (+28%) and more just in the last two years. In October 2021, the CDC announced a price increase to partially offset increased production costs, with the new pricing coming into effect in February 2022. DFC participated in these consultations and in another round that occurred in June 2022; due in part to our advocacy, farmers secured a rare mid-year price increase that will come into effect September 2022. We note that while this increase will not completely offset rising costs, it will help to recover part of production costs, which have been increasing for two years.



Social Media by the Numbers

LinkedIn

27%

GROWTH IN FOLLOWERS

Facebook

REACHED OVER

**22
MILLION**

USERS

Instagram

AUDIENCE HAS
GROWN BY ALMOST

26%

Twitter

MORE THAN

12 MILLION
IMPRESSIONS

World Milk Day 2022

On June 1, DFC took part in Global Dairy Platform's World Milk Day. The event saw organizations from around the world highlighting "the work already being done to accelerate climate action and help reduce the dairy sector's impact on the planet." (Global Dairy Platform). The first such event to take place since our Net-Zero by 2050 announcement, we participated in a way that lifted farmers, shored up political support, and raised consumer awareness of our net-zero commitments.

To accomplish these goals, DFC compiled a video of photos submitted by real dairy farmers showcasing their passion for the milk they produce. We also encouraged politicians to join us in "raising a glass of milk" in support of dairy, and more than 50 politicians at the municipal, provincial, and federal level and from most major parties took part. DFC's social media campaign alone was estimated to have generated more than seven million impressions, while the global campaign achieved more than 1 billion impressions.



New Podcast for Farmers

DFC is proud to sponsor the Canadian Podcow podcast, launched in November 2021. This podcast is made by Canadian dairy farmers for dairy producers, the broader dairy community, and their friends where guest experts provide analysis and offer their perspectives on issues relevant to our community. DFC also sponsors the French edition called "Entre Deux Traites." Both are available for download wherever you get your podcasts.

NUTRITION

DFC's national nutrition team has continued to connect with health professionals and consumers through the past year to share information, emerging research and new resources which reinforce the role of milk products in promoting health.



Virtual Farm Tours

Designed to appeal to the interests and needs of future food and nutrition professionals, DFC's virtual farm tours provided a unique opportunity for nutrition and dietetic students to get a first-hand understanding and appreciation for dairy farming practices. The dynamic and engaging format was well received with real-life farmers helping to convey an authentic experience. In the end, two-thirds of students felt very positive following the tour versus only a quarter feeling the same way prior to the tour.



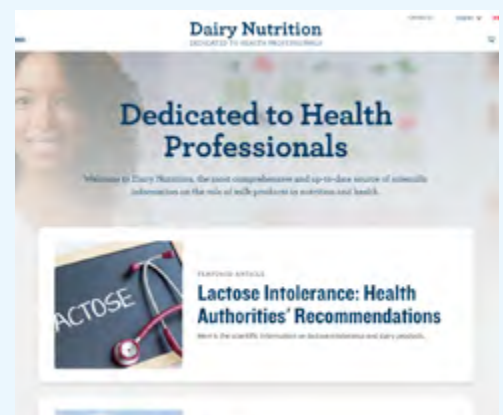
31%
INCREASE

in the number of students strongly agreeing that dairy farmers care about the environmental impact of their work after the tour.



New Nutrition Website

DFC was pleased to unveil the fully revamped nutrition website designed for health professionals at www.dairynutrition.ca. This website is central to DFC's communication with the influential health professional community and can help consumers to find information when searching for nutrition, health and dairy products. This major refresh helps to simplify our overall digital ecosystem to provide better user experiences when visiting the DFC website.



Nutrition Month 2022

DFC was once again a proud sponsor of Nutrition Month 2022, which this year focused on sustainability through the theme of 'ingredients for a healthier tomorrow.' DFC's dietitians helped to provide tips, ideas and strategies to support sustainable food and health journeys while reinforcing milk products as an important component of diets that foster both human and planetary health with the tagline "Good for you. Good for the planet." This sponsorship provided an opportunity to position DFC's Registered Dietitians as leaders in the field and to reinforce the importance of high-quality Canadian milk products within a healthful diet. Overall, DFC's Nutrition Month campaign achieved 31.5 million impressions and saw 6,000 file downloads from DFC's health professional website. Almost half of dietitians reported that a key takeaway from DFC's resources was Canadian dairy farmers' commitment to sustainable farming practices and high standards of production.



**31.5
MILLION
IMPRESSIONS**

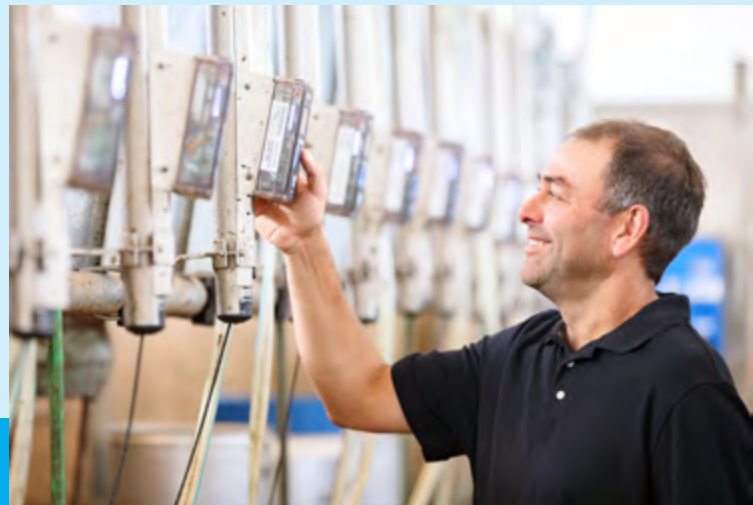
**6,000
FILE DOWNLOADS**

from DFC's health
professional website.

RESEARCH

The Canadian dairy sector has always been a global leader in research and innovation. DFC has invested millions over the past quarter-century to:

- Foster innovation
- Increase farm efficiency and sustainability
- Enhance animal health and care practices
- Improve milk quality
- Strengthen the role of dairy in human nutrition and health



DFC leverages its investments to attract funding from other research partners, including organizations like Agriculture and Agri-Food Canada, the Natural Sciences and Engineering Research Council, and Lactanet Canada, to name a few.

This research provides the basis for our communications with health professionals and the public and helps to inform new best practices and requirements such as those under proAction®.

After extensive consultations, DFC has developed a new five-year National Dairy Research Strategy, released in the fall of 2021, to guide the organization's investments in science. The strategy outlines research needs and priorities, establishing targeted outcomes and key research objectives for the next five years. This strategy will form the basis of upcoming calls for proposals to the Canadian scientific community. Targeted outcomes and research priorities are:

**DAIRY
FARM
SUSTAINA-
BILITY**

**ANIMAL
HEALTH,
CARE AND
WELFARE**

**DAIRY
IN HUMAN
NUTRITION
AND HEALTH**

Under the Dairy Farm Sustainability priority area, key research objectives have been defined to sustain feed cropping system long-term productivity; reduce GHG, maximise carbon sequestration and adapt to climate change; better use and conservation of water on dairy farms, and increase biodiversity. Also included under this area is the importance of factoring in social and economic implications of any practices studied.

Under the Animal Health, Care and Welfare priority area, key research objectives have been defined to develop effective solutions to help prevent and mitigate diseases and reduce the use of antimicrobials; -improve feed efficiency, reduce production costs and optimize milk composition and quality; better adapt housing and management options (including defining solutions to facilitate compliance to the upcoming new Code of practices); and improve genetics and reproduction performances.

Finally, under the Dairy in Human Nutrition and Health priority area, key research objectives have been defined to strengthen the contribution of dairy in optimal human health and wellness; reinforce the role of dairy in disease prevention; and demonstrate the value of dairy within healthy sustainable diets in the Canadian context.

The *My Dairy Research Student Competition*, where graduate students are invited to prepare and submit content describing their dairy research study and results, saw winners awarded in November 2021. Winners included Kehan Sheng, University of British Columbia who presented his research on lameness through a video, Colin Lynch, University of Guelph who presented his research on genetics through a podcast, and Melissa Gonzalez-Soto, University of Guelph who presented her research on omega-3 fats production through infographic.

Research by the Numbers:

45 ONGOING RESEARCH PROJECTS

34 RESEARCH INSTITUTIONS

140 SCIENTISTS

135 STUDENTS (M.SC., PH.D., POSTDOCTORAL)

1,000 DAIRY FARMS COLLABORATING ON PROJECTS



For more information on dairy research, read the [2021-22 Research Highlights](#).

FINANCIAL REPORT

As previously noted, the DFC budget structure includes three business offerings delivered on behalf of its members.

- Core funding, which includes DFC's foundational activities such as advocacy, legal, policy, operations, and our Blue Cow certification program;
- Strategic objectives, established on an annual basis through a strategic planning process which engages our Board and the P10 Chairs;
- Regional service and program offering.

To view Dairy Farmers of Canada's complete 2021 financial statements, [click here](#).

The budget for 2022 was approved by the Board in November 2021.





Subscribe to the Dairy Express

Dairy Farmers of Canada's newsletter for provincial
members and farmers: communications@dfc-plc.ca.