

DAIRY FARMERS OF CANADA

ANNUAL REPORT 2024-2025





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TABLE OF CONTENTS

Message from the President and Interim CEO	04
Who We Are	06
Advocacy, Policy and Trade	08
Marketing and Consumer Advocacy	14
Blue Cow Quality Milk Logo	17
Business Stakeholder Relations	19
Animal Health	21
proAction®	22
Sustainability	24
Partnerships	26
Nutrition	27
Research	32
Strategic Objectives	34
Farmer Resources	35

MESSAGE FROM THE PRESIDENT



David Wiens

I am pleased to bring you the Dairy Farmers of Canada (DFC) 2024 – 2025 Annual Report. As I write, I do so knowing that we sit at a critical juncture for our industry. But while we face many challenges, we also have much to celebrate.

For instance, dairy farmers have broad support that crosses party lines, and received assurances from all the major political parties in the last federal election that supply management would be kept off the table in future trade negotiations. This commitment was reinforced in the Speech from the Throne, reiterated by Prime Minister Mark Carney just days into the 45th session of Parliament, and further with the swift passage of Bill C-202. We will continue to advocate on behalf of our sector to ensure

that elected officials hold fast to their word. Ultimately, DFC's focus remains on the outcome of negotiations and seeking to ensure that no more dairy concessions – of any kind – are granted.

While the trade file will remain our priority for the foreseeable future, rest assured that the DFC team will continue to manage many other files of interest to dairy farmers from across the country, and the team will continue to take a collaborative, results-oriented approach to defending the dairy sector on your behalf in Ottawa.

Now leading the charge nationally on behalf of our organization, I want to thank Lucie Bérubé for seamlessly stepping in as Interim CEO in early 2025. Ms. Bérubé has been with DFC since 2018 and brings over 15 years of experience in the dairy sector. The Board of Directors and I have firm confidence in her leadership and ability to continue implementing our vision through this period of transition. At the same time, I would like to thank our former CEO, Jacques Lefebvre, for his leadership and guidance of DFC over the last seven years. For well over a decade, his knowledge and passion for this industry have been evident and highly regarded.

Dairy farmers have much to be proud of, including how we have adapted to the times. For generations, Canadian dairy

farmers have adopted new practices and adjusted their old ones based on research and innovation. Now, we see progress such as reductions in on-farm greenhouse gas emissions.

Our sector recently registered a 13% decrease in methane emissions between 2011 and 2021. This could not be possible without the buy-in and dedication of dairy farmers.

In my two years as President of DFC, I have had the privilege of learning from dairy farmers in all provinces. What I have gleaned has informed DFC on how to approach our advocacy to strengthen your standing in the eyes of Canadians.

Our greatest asset isn't found in the halls of Parliament or at the negotiation table—it's found in the support of Canadians. Canadians trust dairy farmers even more than physicians, and they see the Blue Cow Quality Milk logo as Canadian as the maple leaf itself. This means they see you and recognize all that you do to support our nation's food security and food sovereignty.

Through dedication, integrity, and hard work, dairy farmers have earned this trust. It's a legacy we must celebrate and tirelessly work to sustain.

David Wiens

President, Dairy Farmers of Canada

MESSAGE FROM THE INTERIM CEO

Earlier this year, I was honoured to step into the role of Interim CEO to guide our organization through a period of transition. I have spoken with members from coast-to-coast, and I am committed to ensuring that we are unified in our goal to protect our sector.

Since last year's Annual General Meeting in St. John's, Newfoundland and Labrador, DFC has continued to pursue its mandate in a year of unprecedented and unique fluctuations to the political landscape – both at home and abroad. Amidst instability with our largest trading partner, DFC is committed to working closely and collaboratively with its members to protect your interests, ensuring our sector is not weakened by further market access or concessions. We also look forward to working with all MPs and senators as they continue to support agriculture and prioritize our national food sovereignty and security.

As you read through the pages of this report, you will see that important progress has been made in many areas. From sustainability and proAction to national nutrition, DFC is advancing files that impact farmers, and how we are seen more broadly as a sector. This, however, would not be possible without your hard work. I want to thank the collective industry for your efforts to stand with us and support these initiatives as we continue to demonstrate the value of Canadian dairy.

I also want to take a moment to acknowledge the work of our incredible staff. Thanks to the dedication of our team, we can continue to deliver collaborative and responsive initiatives and programs. And our commitment to our employees was recognized again this year, with DFC being named as one of the Top Employers in Canada's National Capital Region for a third year in a row.

Now, it is crucial that we present the voice of dairy farmers as one. Standing united, our sector can continue to ensure that dairy farmers remain heard in a time of uncertainty and misinformation. By strengthening what we've built together, we'll continue to guide our sector in a positive direction.

Lucie Bérubé

Interim CEO, Dairy Farmers of Canada



Lucie Bérubé

WHO WE ARE

Dairy Farmers of Canada (DFC) is the national policy, advocacy and promotional organization representing over 9,000 Canadian dairy farmers.

DFC strives to create stable conditions for the dairy sector in our country. It also seeks to maintain policies that promote the sustainability of Canadian dairy production and promote dairy products and their health benefits.

MISSION

To educate, facilitate and mobilize to ensure the sustainable production of milk and the healthy consumption of Canadian dairy products.

VISION

Canadian dairy for a healthy future.

OUR VALUES

- Teamwork
- Integrity
- Passion
- Dynamism
- Sustainability

CORE ACTIVITIES

- Federal Government Relations
- Communications
- National Nutrition
- Policy and Trade
- Business and Market Intelligence
- Business Stakeholder Relations
- Market Integrity
- Blue Cow Logo Certification Program
- Nutrition and Production Research
- proAction®
- Sustainability

REGIONAL SERVICES

DFC supports a number of provinces to streamline their activities assisting them in the development and implementation of regionalized programs that help broader engagement with local consumers. These services and programs are offered on a cost-recovery basis under regional service agreements. Program support currently offered for provinces includes nutrition, marketing and social media.



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

BOARD OF DIRECTORS (AS OF MAY 2025)

1. **Greg Archibald** (NS)
2. **Michael Barret** (Board Advisor
– non-voting member)
3. **Marcel Blais** (QC) –
until April 2025
4. **Daniel Gobeil** (QC)
Vice-President
5. **Christian Kaiser** (QC)
– *as of May 2025*
6. **Gilbert Matheson** (NB)
7. **Vicky Morrison** (ON)
8. **Barbara Paquet**
(Director-at-large)
9. **Adam Petherick** (ON)
10. **Vincent Rainville** (QC)
11. **Steve Reeves** (PEI) –
until April 2025
12. **Alain Remond** (PEI)
– *as of May 2025*
13. **Bart Rijke** (ON)
14. **Matthew Rose** (NFLD)
15. **Sarah Sache** (BC)
16. **Stefan Signer** (MB)
17. **Wim van de Brake** (AB)
18. **Derek Westeringh** (SK)
19. **David Wiens** (MB)
President

SENIOR EXECUTIVE TEAM

Jacques Lefebvre
 Chief Executive Officer
 – *until April 2025*

Lucie Bérubé
 Chief Operations Officer
 & Business Development –
Interim CEO as of April 2025

Declan Hamill
 Executive Vice-President
 – *as of January 2025*

Annie AcMoody
 Chief Policy & Economic Officer

Anne-Sophie Belzile
 Vice-President, Public Affairs

Daniel Lefebvre
 Chief Science Advisor to the CEO

Pamela Nalewajek
 Chief Marketing
 & Communications Officer

Fawn Jackson
 Chief Sustainability Officer

Francis Séguin
 Vice-President, Finance
 – *until January 2025*

ADVOCACY



2025 FEDERAL ELECTION

DFC equipped dairy farmers from across Canada to engage with their local candidates throughout the election on various priorities with a focus on the importance of standing up for our national food security by defending supply management and ensuring no additional harm is caused through dairy market concessions in the context of upcoming CUSMA renegotiations. DFC appreciates the commitments made during the campaign from all major political parties to keep supply management off the table in any negotiation with the U.S. After the election, the government reaffirmed its support in the Throne Speech. DFC will continue to work with members of Parliament (MPs) from all parties and senators as they support agriculture and ensure Canada's food sovereignty and security.

LEGISLATION RELATED TO DAIRY FARMERS

DFC closely follows any bills related to supply management, the dairy sector, agriculture, and food security.

During the last Parliament, DFC advocated in favour of Bill C-282, an *Act to Amend the Department of Foreign Affairs, Trade and Development Act (supply management)* and collaborated on outreach efforts with its counterparts in the other supply-managed sectors. When parliament returned in Spring 2025, a new version of the bill (Bill C-202) was introduced and passed into law. DFC remains focused on the outcome of negotiations and will continue to advocate with parliamentarians to ensure that supply management and any concessions to the dairy sector remain off the table.



L-R: DFC Board Director Alain Remond, DFC Vice-President Daniel Gobeil, DFC Board Director, Vicky Morrison, the Honourable Heath MacDonald, Minister of Agriculture and Agri-Food, and DFC President David Wiens.



L-R: DFC Director, Government & Regulatory Affairs Matt Morrison, DFC Board members Wim van de Brake and Matthew Rose, the Honourable Buckley Belanger, Secretary of State for Rural Development, DFC board members Christian Kaiser, Adam Petherick, and Gilbert Matheson.



DFC President David Wiens (far left) and Vice-President Daniel Gobeil (third from left) with poultry and egg farmers in downtown Ottawa.



DFC Vice-President Daniel Gobeil, then Minister of Agriculture and Agri-Food, with President David Wiens and another man at Downtown Diner in October 2024.

DOWNTOWN DINER

In October 2024, DFC President David Wiens and Vice-President Daniel Gobeil joined some of Canada's poultry and egg farmers to discuss the benefits of supply management and why a homegrown supply of local food benefits all Canadians. The event, which invited the Ottawa community and Parliamentarians to sample dishes and refreshments made with local ingredients, showcased the dedication of farmers in supporting Canada's food security.

DIGITAL AWARENESS: SUPPLY MANAGEMENT DELIVERS

In Fall 2024, DFC launched a digital campaign with a goal to generate awareness and education on the benefits of supply management, while simultaneously building and enhancing the reputation of dairy farmers and connecting it to the Blue Cow Quality Milk logo. The social media campaign featured various messages and was featured across popular social media platforms YouTube, Facebook/Instagram, and LinkedIn. This campaign aimed to educate federal government and policy makers based in Ottawa, and provincial policy makers in three provinces.



LIFETIME CAPITAL GAINS EXEMPTION

DFC advocated for maintaining the increase to the lifetime capital gains exemption (LCGE) and to ensure no new taxes were implemented that could negatively impact farmers at a time when ensuring domestic food security has never been more important. In March, the government announced it will maintain the increase to the LCGE limit at \$1,250,000 on the sale of small business shares and farming and fishing property. With a federal budget coming this fall, DFC will continue to seek to ensure that any changes to the tax system are not detrimental to hardworking dairy farmers.

NATIONAL SCHOOL FOOD PROGRAM

DFC has been actively engaged with the government as it develops its National School Food Program to ensure the program supports nutritious foods, local farmers, and the local economy. DFC is pleased that all provinces and territories have signed agreements for the program, and that the federal government has committed to prioritizing the purchasing of Canadian food products as much as possible.

ACCESS TO VETERINARY HEALTH CARE TOOLS

DFC collaborated with national organizations representing farmers, veterinarians, veterinary product manufacturers, and feed providers on a white paper advocating for solutions to improve access to veterinary drugs, health products, livestock feeds, and biologics in Canada. Due to various barriers, Canadian access to veterinary health care tools is at a crisis point, and those that are currently available are eroding at a significant rate. Canadian farmers and veterinarians must rely on an increasingly limited number of tools which decreases their ability to effectively reduce the use of antimicrobials on farm, creates a greater potential for negative health outcomes for animals, and places Canada at a competitive disadvantage compared to other countries which do have access to these tools.

DFC is leading a joint advocacy campaign to build support for the identified consensus solutions with parliamentarians and federal officials and is committed to continuing to work in partnership with stakeholders and government to urgently improve access to a wide variety of veterinary health care tools.

During Fall 2024's World Antimicrobial (AMR) Awareness Week, DFC and its partners via Animal Health Canada, ran an online campaign on this topic.

FEDERATION OF CANADIAN MUNICIPALITIES (FCM) ANNUAL CONFERENCE AND TRADE SHOW

DFC and other supply managed commodities sponsored and took part in the FCM Annual Conference in Ottawa, Ontario, held at the end of May. DFC President, David Wiens, and Board Member, Bart Rijke, were onsite to engage with municipal leaders from across Canada to discuss our sector's priorities, including the importance of local food security. Mr. Wiens also participated in a panel entitled *Stronger Together: How Canadian Farmers and Municipalities Support a Food Secure Future for Canada*.



DFC President David Wiens (second from left) with Canadian turkey and egg farmers at the FCM Annual Conference.



DFC President David Wiens and Ottawa Mayor Mark Sutcliffe

POLICY AND TRADE

U.S. TARIFFS AND CANADA'S COUNTERMEASURES

2025 began with a strong trade offensive from newly re-elected U.S. President Donald Trump, leading to escalating tensions between Canada and the United States. DFC continues to monitor the situation closely, voicing concern over the broader economic consequences for industries and consumers on both sides of the border, and working to ensure that the aftermath of this trade conflict does not prove detrimental to Canadian dairy farmers.

BORDER MEASURES

DFC tracks monthly dairy imports and monitors Import for Re-export Program levels to assess the impact of current trade conditions with the U.S., EU, Oceania, and other partners. Additionally, DFC continues to keep members informed on global price trends and market developments. DFC is also engaged in the Border Measures Workshop with supply-managed colleagues, government departments and agencies to discuss import trends, import classification, trade negotiations, compliance activities under government programs available to importers, lab-made products and arising border issues.

WORLD TRADE ORGANIZATION PUBLIC FORUM & 14TH MINISTERIAL CONFERENCE

In September 2024, DFC and Canada's other supply-managed groups attended the World Trade Organization (WTO) annual public forum. This event provided an opportunity to continue building working relationships and common understanding, and to emphasize the importance of preserving the right of respective countries to operate their own agricultural systems for the strength of domestic agriculture and food security. Building on this engagement, DFC and its supply-managed partners are actively preparing additional trade missions to the WTO in the lead-up to the 14th Ministerial Conference, scheduled to take place in Cameroon in early 2026.



A delegation of representatives from supply managed sectors, including DFC, at the WTO annual public forum in Geneva, Switzerland.

TRADE PANEL ON DAIRY TARIFF-RATE QUOTAS (TRQS)

In October 2024, New Zealand requested consultations on compliance with Canada following the ruling of the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) panel in January 2024. New Zealand contends that Canada has not fully implemented the panel's findings concerning the allocation of dairy TRQs. Specifically, New Zealand asserts that Canada continues to allocate TRQs in a manner that favours domestic processors over foreign firms. Communication lines between DFC and the Canadian government are open and DFC continues to monitor this file.

CUSMA RENEGOTIATION

In light of escalated U.S. trade pressures and the evolving political context, Canada is now widely expected to enter into a full renegotiation of CUSMA. While a scheduled review of the agreement was originally planned for 2026—intended as a more limited assessment rather than a comprehensive renegotiation—the intensity of recent U.S. actions has significantly shifted the landscape. DFC continues to advocate firmly to federal and provincial governments that the existing dairy provisions in CUSMA must not be reopened. Any further concessions will compromise the viability of the supply management system; therefore, any additional concessions must be unacceptable to Canada. DFC remains committed to protecting the interests of Canadian dairy farmers and ensuring the sector is not further weakened through additional market access or policy erosion.

OTHER TRADE NEGOTIATIONS

DFC has closely monitored several trade negotiations involving Canada, including those with Ecuador, Indonesia, the Philippines, and the Association of Southeast Asian Nations (ASEAN). While access to the Canadian dairy market may have been discussed in these contexts, DFC's continued advocacy, along with assurances from the Canadian government, has ensured that no risks to dairy or supply management are anticipated in these negotiations at this time.

INTERPROVINCIAL TRADE

Increased public interest in domestic trade, driven by U.S. tariffs, has elevated the priority of interprovincial trade reform at both federal and provincial levels. In anticipation of potential developments, DFC, in collaboration with provinces, is proactively preparing to engage in upcoming discussions, should participation be necessary. As part of this work, DFC continues to emphasize that the existing framework does not restrict the movement of milk and dairy products between provinces. We have also reiterated the importance of preserving the collaborative mechanisms that allow dairy supply management to function effectively, and that will be key to securing a path forward that supports both economic growth and system stability.



LONG-TERM OBJECTIVES OF PRODUCERS AND PROCESSORS

Following many years of a market environment that required the dairy industry to evolve and adapt rapidly after the implementation of recent trade agreements, dairy farmers and processors agreed that it was time to collaboratively establish a longer-term view for the industry, providing the opportunity for all stakeholders to benefit. Two main objectives have been defined and will be at the core of the upcoming discussions: market growth and the processors' role. Committees were established to support and clearly define these broad objectives as we move forward.



DFC's Head Economist Steve Couture (centre) on an expert panel at the IFCN Dairy Research Network Dairy Conference.

RESEARCH ON MARKET TRENDS

DFC is conducting focused research on key elements of international dairy industries. With recent political changes and potential CUSMA renegotiations on the horizon, a clear understanding of the American system will help DFC develop strong, evidence-based messages in support of the Canadian dairy sector. In addition, DFC has been looking more closely at how population changes affect dairy consumption in Canada, to assist in developing new forecasts that anticipate potential impact on demand.

MARKET INTEGRITY

Throughout the year, DFC has consistently emphasized to the Canadian Food Inspection Agency (CFIA) the urgent need for effective enforcement of Canada's dairy standards of identity and composition, particularly regarding the misuse of dairy terminology and imagery by plant-based products. While Canada's existing regulations clearly define what constitutes a dairy product, persistent enforcement gaps have allowed misleading labelling and advertising practices to proliferate. DFC maintains that terms such as "milk," "cheese," and "butter" must remain exclusive to products derived from milk from mammals to uphold consumer trust and product integrity. In addition to calling for stronger enforcement, DFC has reiterated the importance of maintaining industry consensus before any regulatory changes are considered. Looking ahead, DFC will work to build the case that the misuse of dairy terms confuses consumers and poses health risks for vulnerable populations, while pursuing a legislative or policy-based path to ensure Canadians are protected from deceptive marketing practices.



DFC'S QUARTERLY SKIM

DFC's policy team publishes the Quarterly Skim, that takes a glimpse into what's happening in the marketplace and provides insight into what to expect in the upcoming months. Our goal? To help dairy farmers keep tabs on how the marketplace for dairy products is evolving. Learn more at dairyfarmersofcanada.ca/en/quarterly-skim.

MARKETING AND CONSUMER ADVOCACY

Over the past year, DFC's award-winning campaigns, digital innovations, activations, and other marketing activities have reached a total of 78 million Canadians (through multiple exposures). DFC's Blue Cow Quality Milk Logo campaigns are specifically focused on two main audiences: Canadians who love dairy but have questions about sustainability, animal care and standards, and Young Millennials and Generation Z consumers (YMGZ).

These efforts have earned worldwide recognition for their success in nurturing connections between Canadians and the Blue Cow Quality Milk Logo, improving awareness of what this certification stands for, building brand advocates, and improving public support for the production and consumption of dairy.

HERE'S A LOOK AT SOME OF OUR SUCCESSES:

EVERY FARM HAS AN ENVIRONMENTAL FARM PLAN

Launched in July 2024, this campaign informed Canadians that every dairy farm in Canada operates with a unique environmental farm plan rooted in 57 best practices. It reached 14.4 million people and drove Blue Cow Quality Milk Logo awareness to an all-time high of 90% with standout cost effectiveness (\$0.08 per person reached).



MARKETING TO MILLENNIALS – FARM & SEEK INITIATIVE ON TWITCH

In Summer 2024, DFC launched the “Farm and Seek” initiative on Twitch, a video live-streaming service popular among YMGZ. Telling our sustainability story, Canadian dairy farmer Ben Sargent co-streamed with top gamer Ranger playing the game Lego Fortnite on a custom gaming map built to showcase 57 environmental best practices. The campaign reached over 3 million people, driving strong brand favourability, exceeding Twitch benchmarks.



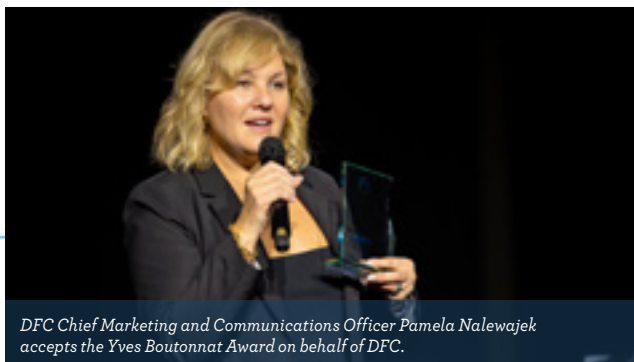
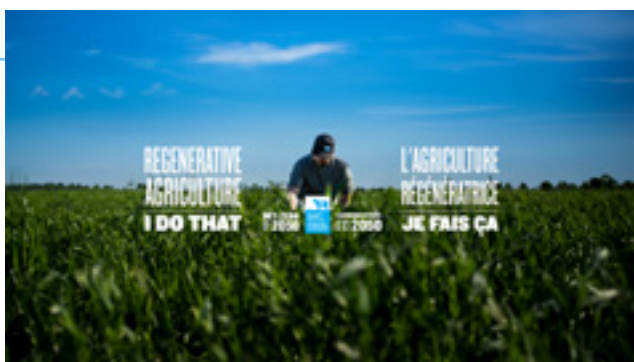
CINEPLEX PARTNERSHIP

Throughout 2024, DFC's Cineplex partnership brought our message to movie theatres, promoting “100% Canadian butter on popcorn” in food zones and on outdoor signage. Specific key messaging was also featured in theatres to solidify brand recognition and link the Blue Quality Milk Cow Logo to dairy's high standards.



SHOWCASING THE STANDARDS BEHIND THE BLUE COW QUALITY MILK LOGO: proACTION®

In Fall 2024, DFC ran a campaign directly focused on proAction and its values, telling consumers about the program through the testimonials of real dairy farmers. Using digital, video and in-store assets, it reminded Canadians that the rigorous standards behind the Blue Cow Quality Milk Logo are real, measurable, and audited. This campaign helped advance farmer credibility, trustworthiness and relevance with consumers, and stakeholders to protect and promote the interests of dairy farmers. Results showed the campaign had strong reach (13.8M Canadians) and top-tier engagement.



INTERNATIONAL AWARD WIN – “I DO THAT” CAMPAIGN

DFC’s commitment to marketing excellence was recognized when our “I Do That” regenerative agriculture campaign won the Yves Boutonnat Trophy at the International Dairy Federation’s World Dairy Summit in Paris. The award celebrates global leadership in innovation and transparency, cementing DFC’s international reputation for trusted, forward-thinking storytelling that delivers clear results.



HOLIDAY CAMPAIGN

Launched during the critical holiday grocery period, this campaign reminded consumers to choose Canadian dairy when preparing for seasonal celebrations. The campaign linked the Blue Cow Quality Milk Logo to the high standards behind Canadian dairy and to consumer trust, reaching 13.9 million Canadians with 93% logo awareness.



WHAT'S BEHIND THE BLUE COW LOGO

In February 2025, our successful “What’s Behind the Blue Cow Logo” campaign continued to deepen consumer understanding of the work standing behind the logo, including high standards related to sustainability, animal care, and quality. The campaign continued to show strong results, reaching 13.6 million Canadians. Blue Cow Quality Milk Logo awareness peaked at 96% among those who recalled the campaign, fueled by the “Buy Canadian” sentiment that Canadian consumers embraced through early 2025 in response to the political and economic climate.

WORLD MILK DAY

World Milk Day saw Canadians from coast to coast raise a glass to dairy on June 1, 2025. From dairy farmers to industry partners, influencers to elected officials — including a public nod from Prime Minister Carney — DFC’s campaign reached over 3.5 million users online and drove more than 3 million video views. At every turn, the content reinforced our key messages and proudly showcased the Blue Cow Quality Milk logo as a symbol of quality, trust, and Canadian excellence.

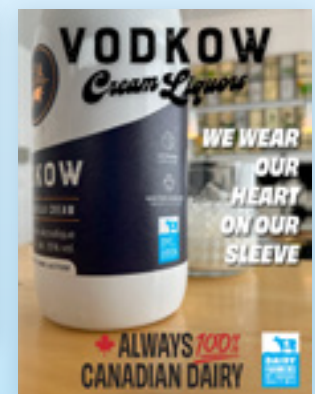


CHOOSING CANADIAN DAIRY MADE EASY WITH THE BLUE COW QUALITY MILK LOGO

As tariffs on a number of goods coming from the U.S. were threatened and imposed in early 2025, Canadian consumers responded by rallying behind the “Buy Canadian” movement at the grocery store. To help consumers looking to buy Canadian products, DFC launched a multi-faceted social media campaign highlighting how to identify Canadian dairy using the Blue Cow Quality Milk Logo or wording such as “Product of Canada”. These efforts were mirrored by processors and brands, which leveraged the Blue Cow Quality Milk Logo to strengthen their campaigns and strategies. These initiatives helped give consumers confidence in their choices by certifying the use of 100% Canadian milk in the products they are purchasing.



In early 2025, requests for use of the Blue Cow Quality Milk Logo doubled compared to the same period last year. The certification is now featured on **almost 9,000 dairy products** nationwide.



WELCOME TO THE BLUE COW LOGO FAMILY!



INDUSTRY EVENTS AND BUSINESS STAKEHOLDER RELATIONS

In the past year, DFC advocated for Canadian dairy farmers at pivotal national industry gatherings, which fostered valuable partnerships and connections with key stakeholders.

GROCERYCONNEX — NOVEMBER 2024

A premier event for Canadian grocery executives, DFC was there to connect with leaders and key decision makers from the grocery industry. This event is the main annual retail conference regrouping retailers, manufacturers and processors from coast-to-coast.

ANNUAL DAIRY POLICY CONFERENCE — FEBRUARY 2025

DFC welcomed farmers, industry stakeholders, and a wide range of engaged delegates to Ottawa for the 2025 Annual Dairy Policy Conference. The theme, “Dairy in Times of Change,” was reinforced by the prorogation of Parliament, which cancelled the Lobby Day that normally coincides with the event. Attendees heard experts provide updates on the political and economic landscape, as well as highly pathogenic avian influenza.



DFC President David Wiens opens the 2024 Annual Dairy Policy Conference.

CANADIAN DAIRY XPO — APRIL 2025

DFC attended this annual Stratford, Ontario event – the largest gathering of dairy farmers in Canada – to talk directly with dairy farmers and answer questions they may have had about key issues such as trade, sustainability, and the Blue Cow Quality Milk logo. Our ambassadors received only positive responses from farmers, engaging with several hundred dairy farmers over the course of the two-day event. DFC also sponsored an educational session at the accompanying Canadian Dairy Summit, a panel that looked at trends in dairy consumption and growing product categories of importance to new Canadians and how Canadian dairy might meet this new demand.



DFC's booth at the SIAL Canada buzzing with visitors.



Participants visiting DFC's booth at the Canadian Dairy XPO.

RESTAURANTS CANADA SHOW — APRIL 2025

DFC sponsored the Coffee, Tea & Sweets Pavilion at this leading hospitality and food service show, as well as the Latte Art Competition activities during this three-day event, reinforcing the strong bond between dairy and coffee. DFC was also present on the Cooking Stage at the up-and-coming new chefs competition, ensuring all culinary creations leveraged dairy products. Finally, David Beaudoin, Canada's Cheese Ambassador, led three acclaimed full-house seminars featuring Canadian cheese.



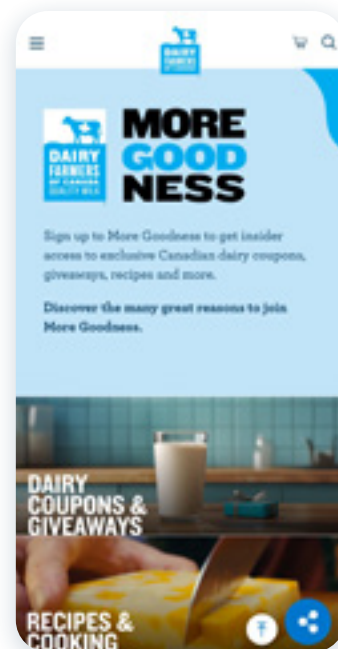
Gilles Froment, President of the International Dairy Federation (standing), with DFC's Chief Policy and Economics Officer Annie AcMoody and Mathieu Frigon, President and CEO of the Dairy Processors Association of Canada at the SIAL Canada.

SIAL CANADA — MAY 2025

At the largest food innovation trade show in Canada, DFC's booth hosted 20 partners from across the country, representing 35 processors. These partners presented samples of over 100 Canadian dairy products to an engaged agri-food industry crowd, showcasing the breadth and depth of products bearing the Blue Cow Quality Milk Logo. SIAL is an important event to allow medium and smaller processors to access buyers and decision makers from all retailers, with DFC staff sharing their contacts and knowledge.

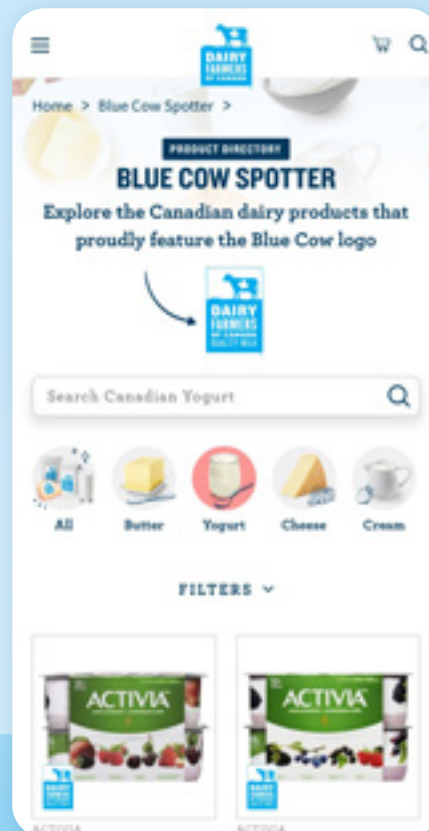
MORE GOODNESS REWARDS PROGRAM

DFC's rewards program, More Goodness, continues to acquire and retain a database base of engaged dairy lovers and advocates through key promotions and partnerships. Canadians who sign up receive perks such as special offers, personalized recipes, merchandise, and curated content.



BLUE COW SPOTTER

A key asset in the “Buy Canadian” movement, this guide helps consumers find dairy products that carry the Blue Cow Logo, a certification that their dairy is made with 100% Canadian milk.



ANIMAL HEALTH



DFC prepares for animal health situations with emergency management preparation, disease prevention, response, and communications.

DFC worked with the CFIA to establish emergency plans and guidelines if Highly Pathogenic Avian Influenza (HPAI) is found in dairy cattle. A national milk testing surveillance plan was established by the CFIA with help from the Dairy Processors Association of Canada (DPAC) and DFC. Provincial marketing boards and chief veterinary offices (CVO) also established their own HPAI emergency plans.

DFC's Antimicrobial Use (AMU) working group has started work on a dairy AMU strategy.

DFC and other stakeholders continued to advocate for the creation of a dedicated Canadian Foot and Mouth Disease (FMD) Vaccine Bank to help protect Canada's food supply in the event of an outbreak. In June 2025, the Government of Canada awarded contracts to supply multiple types of vaccine products, marking a significant step towards the creation of Canada's first FMD Vaccine Bank. DFC is also highly engaged in the FMD vaccine working group.

PROACTION®

As the national quality assurance program for the Canadian dairy sector, proAction provides the framework for Canada's high standards for dairy farming.

It's thanks to the robust requirements of proAction that consumers can be confident that the Canadian milk used in their favourite dairy products – and backed by the Blue Cow Quality Milk logo – is produced under some of the world's most stringent standards.



MILK QUALITY

Designed to evolve as new best practices are identified, proAction is based on continuous improvement and incorporates the latest applicable research and technological innovations.



FOOD SAFETY

This year, the proAction Technical Committees reviewed and revised topics across proAction modules including food safety, biosecurity, environment and animal care, especially in view of the *Code of Practice for the Care and Handling of Dairy Cattle (March 2023)* and the *Feeds Regulations*.



ANIMAL CARE

Through these activities, the proAction Committee, Provincial Coordinators Committee and Technical Committees evaluated opportunities to improve the program, tested the new animal care requirements on-farm, and received feedback from farmers, validators, veterinarians, and other stakeholders. Timing for the implementation of any updates is being considered in light of the revisions that will result from the *Code of Practice*.



TRACEABILITY



BIOSECURITY

DFC also participated in a second consultation with CFIA on proposed traceability regulations to reiterate its positions and encouraged the government to complete a final version as soon as possible. DFC also continues to collaborate with the DairyTrace program.



ENVIRONMENT

RECOGNITION FOR THE proACTION PROGRAM

- ◆ Maintaining government recognition from CFIA signals that proAction continues to be respected, relevant and meaningful. CFIA started its 100-month review of proAction in early 2025. The review will verify that the Food Safety module continues to be effective and technically sound and will evaluate the effectiveness and conformance of the overall registration system.
- ◆ DFC successfully completed a three-year third-party audit project in early 2025. The audit highlighted important areas for improvement and consistency and provided credibility for the program. Regular internal audits have continued, and a national third-party audit began once again in Spring 2025.
- ◆ DFC continues to hold its recognition for the proAction Animal Care module with the National Farm Animal Care Council.
- ◆ DFC maintained 'Sustainable Supplier' status from Unilever, one of the world's largest multinational companies. The status means that all milk produced in Canada meets their Sustainable Agriculture Code and is another affirmation of Canadian dairy farmers' commitment to sustainable milk production.



2024 proACTION AND SUSTAINABILITY PROGRESS REPORT

DFC published the 2024 proAction and Sustainability Progress Report this spring. The report highlights activities across the two initiatives and how they intersect. The full report can be viewed at dairyfarmersofcanada.ca/en/proaction-progress-report.



SUSTAINABILITY

DFC is committed to sustainability through the Net-Zero Strategy and Best Management Practices Guide to Mitigate Emissions on Dairy Farms. These underpin the efforts to advance environmental stewardship within the Canadian dairy sector as farmers work towards net zero. Here is a snapshot of recent activities:



- This spring, DFC published the latest Life Cycle Assessment, which profiles the broad environmental footprint of dairy farming in Canada. The study measured continued progress on sustainability and informed opportunities for further improvements at the farm level.
- In Spring 2025, DFC tested the Cool Farm Tool, an on-farm greenhouse gas (GHG) calculator at 40 farms across Canada. With the help of on-farm advisors, participants made plans to identify areas of high emissions and potential actions to lower them. DFC is now evaluating feedback from all participants and the applicability of the tool's results in the Canadian context.
- DFC developed farmer resources on carbon inset and offset markets and started to develop a business model project to incentivize dairy farmers to implement practices and technologies to measurably reduce greenhouse gas emissions.
- Along with key partners, DFC is in the first steps of creating a committee that would facilitate national efforts across the value chain to promote and advance sustainability in the Canadian dairy industry.



DFC highlighted the role of dairy farmers in advancing biodiversity at COP16 in Colombia.

REGULATORY UPDATES RELATED TO SUSTAINABILITY

NEW GREENWASHING PROVISIONS (BILL C-59)

In June 2024, a bill amending the *Competition Act* was passed to regulate greenwashing and introduce a private right of action for individuals against businesses that do not comply with the new provisions.

Throughout the last year, DFC participated in consultations conducted by the Competition Bureau on its guidelines for applying the new provisions, notably emphasizing the importance of leveraging ISO standards as an internationally recognized methodology and the need to minimize the potential for any frivolous claims. The Competition Bureau published its final guidelines in June 2025 and DFC is examining their impact.

PESTICIDES

Canadian dairy farmers strongly support the responsible use of pesticides, which play an essential role in modern agriculture. However, few alternatives are currently available in Canada. In several recent federal consultations, DFC urged the government to work with manufacturers to foster innovation and the development of new and alternative products, and to facilitate the market entry of new products that meet Canadian requirements. DFC also encouraged the government to undertake any assessment of pesticides holistically, in consideration of a broad range of factors.

FEDERAL OFFSET PROTOCOL ON REDUCING MANURE METHANE EMISSIONS

In May 2025, DFC provided comments to a federal consultation on a draft *Offset Protocol on Reducing Manure Methane Emissions*. In its submission, DFC recognized the protocol as an important initiative, but underscored additional incentives and investments at the federal level are necessary to further encourage and support farmers in reducing methane emissions on farms. DFC also noted that the protocol must be adaptable to ongoing research and evolving practices, recognize the specificity of anaerobic biodigesters, and ensure the administrative burden remains manageable for farmers.



PARTNERSHIPS

Through partnerships, DFC drives sustainability initiatives, providing farmers with vital tools to adapt and protect the sector's future.



CLEANFARMS

In 2024, DFC partnered with Cleanfarms to recycle 109,700 kg of agricultural plastics, including bale wrap and silage plastic. To raise awareness, DFC re-ran their animated videos promoting Cleanfarms' Zero-Plastic-Waste initiative, which generated over 33.2 million impressions, 2.7 million video views and 71,174 link clicks, highlighting strong consumer interest in sustainable agriculture.



DUCKS UNLIMITED CANADA

DFC partnered with Ducks Unlimited Canada for five forage conversion projects initiated in Spring 2024 and four new winter wheat projects in Fall 2024 on dairy farms in Manitoba. Forage conversion programs are also advancing on multiple sites, including new hay planting and sod-seeding. In Alberta, two winter wheat projects planted in Fall 2023 have been harvested, with two new winter cereal projects underway.

In 2024 a total of 410 acres of winter cereals were planted, along with 452 acres of forage.



FCC'S DAIRY SUSTAINABILITY INCENTIVE PROGRAM

DFC renewed its partnership with Farm Credit Canada (FCC) and Lactanet to offer a second year of the Dairy Sustainability Incentive Program for eligible FCC customers. With many farmers receiving the incentive in year two, the program will return for a third cycle in June 2025.

In April 2024, DFC and Starbucks Canada launched a new collaborative effort to help advance sustainability in the dairy sector, with Starbucks Canada committing funding to support Canadian dairy farmers' ongoing sustainability efforts. The partnership included three exciting projects, one being the collaboration with FCC and Lactanet for FCC's Dairy Sustainability Incentive Program. Starbucks provided additional funding in two new categories, Top Achieving and Most Improved, further recognizing the sustainability successes of Canadian dairy farmers.



TREE CANADA

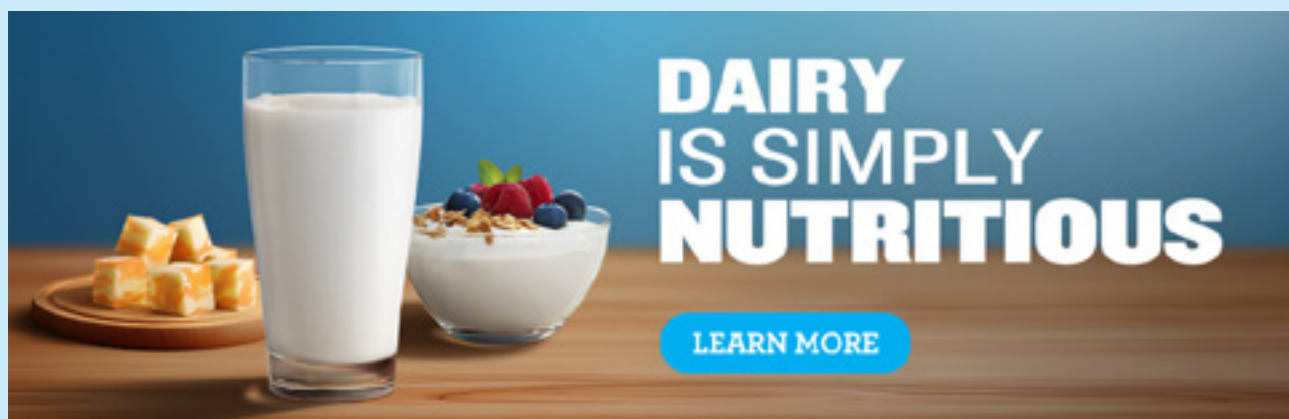
Planting trees on farms can help protect soil, improve air and water quality, and enhance wildlife habitat. In 2024, DFC and Tree Canada announced a project to plant trees on dairy farms across the country. The program provides technical support and regional resources to assist with completing mass seedling plantings on dairy farms.

NUTRITION

The DFC National Nutrition team educates consumers and health professionals about dairy's role in healthy, sustainable diets through educational programs and partnerships.



CONSUMER PROGRAMS



NUTRITION CAMPAIGN

From January to March 2025, the *Simply Nutritious* campaign highlighted the important and essential nutrients present in milk, cheese, and yogurt. Through social media posts, work with dietitian influencers, and partnership with Dietitians of Canada during March's Nutrition Month, the campaign reached 9.5 million Canadians.



NATIONAL NUTRITION ON SOCIAL MEDIA

From July 2024 to April 2025, the National Nutrition Team published 52 posts on Meta (Facebook and Instagram), TikTok, and LinkedIn to highlight the health and nutritional benefits of milk products. On Meta and TikTok, we collaborated with dietitian influencers and DFC's Director of Nutrition and Research Isabelle Neiderer to provide credible, engaging nutrition information for Canadian consumers on topics such as dairy's role in colorectal cancer prevention, lactose intolerance, and the benefits of protein in milk. On LinkedIn, the information was geared towards dietitians and relevant health professionals. These posts generated 10.5 million impressions on Meta, 5 million on TikTok, and 550,000 on LinkedIn.

OSTEOPOROSIS CANADA

DFC was a proud partner of the development, launch, and promotion of Osteoporosis Canada's Nutrient Calculator during November 2024's Osteoporosis Month. More than 12,000 Canadians accessed this new tool to assess the intake of key nutrients for bone health support, many found in dairy, and learn more about them.



WHATYOU EAT.CA

From July 2024 to May 2025, [WhatYouEat.ca](https://www.whatyoueat.ca) received more than 230,000 visits. Page views for the recipe and nutrition articles sections also saw a significant increase, indicating that users are engaging more with the site's content.



PROGRAMS FOR HEALTH PROFESSIONALS

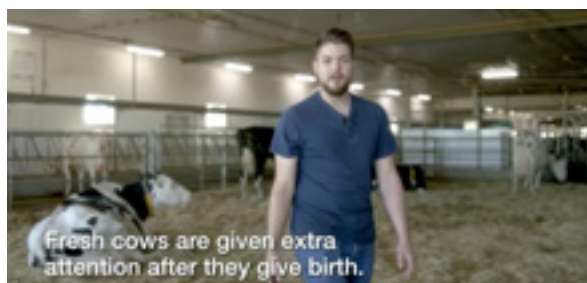
NEW HANDOUT FOR HEALTH PROFESSIONALS

Coinciding with the *Simply Nutritious* campaign, DFC launched an educational handout on food labels for dietitians to support their education efforts towards their clients and patients. Close to 30,000 handouts were distributed to Canadian dietitians, which they can download from [DairyNutrition.ca](https://dairynutrition.ca).



VIRTUAL DAIRY FARM TOURS FOR UNIVERSITY STUDENTS

DFC hosted 12 virtual farm tours this reporting year, reaching 933 students in nutritional science and agriculture and successfully enhancing perceptions of Canadian dairy farming.



- 94% of students reported positive sentiment after the tour (7 percentage points higher than 2023).
- 96% had positive perceptions of animal welfare on dairy farms (compared to 72% pre-tour).
- 96% agreed that dairy farmers in Canada are committed to working toward sustainable farming practice (compared to 68% pre-tour).
- 98% agreed that dairy farmers in Canada work hard to ensure they provide the safest, highest quality milk (compared to 81% pre-tour).

DFC REGISTERED DIETITIANS AT KEY CONFERENCES

2025 CANADIAN PUBLIC HEALTH ASSOCIATION CONFERENCE

DFC dietitians hosted a booth at the 2025 Canadian Public Health Association Conference (CPHA) in Winnipeg, Manitoba. With support from a dairy farmer who also works with DFC, they addressed common misconceptions related to nutrition, the environment, and farming to participants from the fields of medicine, nursing, dietetics, and public policy. Influential attendees praised our evidence-based nutrition and sustainability resources for their clarity and relevance.



The DFC team at the Canadian Public Health Association Conference.

2025 CANADIAN NUTRITION SOCIETY ANNUAL CONFERENCE

In May, dietitians from DFC's National Nutrition Team, along with a dairy farmer, attended the 2025 Canadian Nutrition Society (CNS) Annual Conference in Montreal. CNS is dedicated to advancing nutrition science, and DFC was able to engage with researchers, health care professionals, educators, policymakers, and industry stakeholders on our messaging and resources.

Here, DFC co-sponsored a session with Canada Beef and the Canadian Pork Council, in which international experts discussed the importance of protein quantity and quality, which was recorded to reach an even wider network.

WORKING WITH EXPERTS

DFC developed a series of short, informative video capsules for health professionals, broadening the reach of our evidence-based messaging and reinforcing dairy's relevance in balanced dietary patterns. They featured experts such as Dr. Matthew Pikosky on the importance of consuming a sufficient amount of high-quality protein, and Dr. Alice Stanton on the risks of reducing animal-source foods.



KNOWLEDGE TRANSLATION AND TRANSFER

In May 2025, the DFC National Nutrition and Research teams collaborated with internationally renowned speaker Dr. Sandra Iuliano on the webinar *Busting Nutrition Myths for Better Bone Health*. More than 720 dietitians attended the live bilingual session, which is available on DFC's website for health professionals.



NEWSLETTER

During this reporting year, 15 editions of the bilingual newsletter NutriNews shared important industry events and high-quality research about dairy's role in supporting nutrition and health to over 10,000 Canadian health professionals, academics and researchers.



SUSTAINABLE NUTRITION INITIATIVE

The Sustainable Nutrition Initiative saw the DFC National Nutrition Team collaborate with the Regional Nutrition teams and guide them with an internal brief for creating new educational resources for Canadian educators and students on sustainable nutrition.



REGULATORY UPDATES RELATED TO NUTRITION

CODEX COMMITTEE ON FOOD LABELLING (CCFL)

DFC regularly provided comments to the Canadian government to help inform Canada's official submissions in relation to various international labelling-related standards being developed by the CCFL (e.g., precautionary allergen labelling, sustainability labelling, added sugars). Given its ongoing contributions to the policy development process and the implications that any labelling-related standards have for dairy products, for the first time, DFC was asked to serve as an advisor as part of the official government delegation to CCFL48 in October 2024.

PROTEIN QUALITY ASSESSMENT FOR INFANT FORMULA

DFC provided comments on Health Canada's new compositional requirements for infant foods for special dietary purposes. In its submission, DFC noted the limitations of the government's current preferred protein assessment methodology for infant foods, the outdated protein efficiency ratio (PER). DFC recommended that the government include the widely recognized as more accurate digestible indispensable amino acid score (DIAAS) as an accepted method for protein quality assessment upon completion of a database currently being developed by the Food and Agriculture Organization of the United Nations to underpin its use.

MARKETING TO KIDS REGULATIONS

DFC is waiting for Health Canada to publish a first version of its regulations restricting the marketing of certain food and beverages to kids. Dairy farmers are supportive of Health Canada's broad goals to promote healthy eating, help consumers make healthier food choices, and improve the health of Canadian children. DFC is concerned about the unintended consequences of the approach being considered by Health Canada. DFC continues to seek that all evidence-based exemptions granted to nutritious dairy products in the context of Health Canada's front-of-package labelling policy are extended to any policy on marketing to kids, given its similar focus on sodium, sugar, saturated fat, and the importance of nutritious dairy products in the diets of children.



NUTRITION AND DAIRY PRODUCTION RESEARCH

The Canadian dairy sector is a global leader in research and innovation. Over the past 25 years, DFC has invested significantly to:

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



DFC leverages our investments through partnerships and grant programs offered by organizations such as Agriculture and Agri-Food Canada (AAFC), Genome Canada, Mitacs, and the Natural Sciences and the Engineering Research Council of Canada (NSERC). This research provides the basis for our communications with health professionals and helps to inform new best practices and requirements such as those under proAction.

NATIONAL DAIRY RESEARCH STRATEGY

The National Dairy Research Strategy (2022-2027), developed through extensive consultations, guides DFC's investments in science. The strategy outlines targeted outcomes and research priorities and forms the basis of calls for proposals to the Canadian scientific community. Targeted outcomes and research priorities are identified under the three following areas:

- Dairy farm sustainability
- Animal health, care and welfare
- Dairy in human nutrition and health

DAIRY RESEARCH CLUSTER 4

Research by the numbers

48 ONGOING RESEARCH PROJECTS

34 RESEARCH INSTITUTIONS

> 160 SCIENTISTS

> 125 STUDENTS (MSc, PhD, POSTDOCTORAL)

700 DAIRY FARMERS COLLABORATING ON RESEARCH PROJECTS

\$9 MILLION INVESTMENT FROM DFC (\$2M) AND ITS PARTNERS (\$7M)

DFC – PROVINCIAL MEMBER COLLABORATION

In April 2024, DFC, in partnership with Alberta Milk, BC Dairy, Dairy Farmers of Manitoba, Dairy Farmers of Ontario, Novalait and SaskMilk, launched our first Joint Call for Research Proposals on Optimizing Milk Composition and On-Farm Utilization of Processing By-products for a Sustainable Dairy Future.

The joint call is seeking innovative, sustainable, and economically feasible solutions from within the Canadian scientific community that can be applied on dairy farms to help address the economic, environmental, and technological challenges associated with managing milk solids not-fat (SNF) in Canada.

NEW DFC STUDENT PROGRAM

In May 2025, DFC launched a program to engage students and postdoctoral researchers involved in DFC-funded projects with the Canadian dairy sector. The program helps students deepen their knowledge of the sector through networking and training, as well as involvement in knowledge translation and transfer activities. These investments help build the future research and expert capacity of the dairy sector, and ensure research outcomes reach key audiences, including farmers, advisors, and professionals.



KNOWLEDGE TRANSFER

The National Knowledge Transfer in Dairy Production project (also called the Canadian Dairy Hub), funded by DFC and delivered by Lactanet, aims to accelerate the awareness and adoption of best practices and innovations on Canadian dairy farms. The objective is to provide nationwide access to free science-based information, as well as efficient tools and qualified expertise for dairy farmers and on-farm stakeholders.



This year's knowledge transfer activities focused on animal welfare as well as transition and reproduction. They included:

6 WEBINARS OVER 1,300 COMBINED LIVE AND RECORDED VIEWS

17 IN-PERSON WORKSHOPS ATTENDED BY 373 FARMERS

EFFICIENT TOOLS INFOGRAPHICS, FACT SHEETS, CALCULATION TOOLS

FARMER TESTIMONIALS ONE OF WHICH ATTRACTED OVER 2,000 VIEWS

EXPERT VIDEOS

STRATEGIC OBJECTIVES

To protect and enhance the social acceptability of producing and consuming dairy.

ADVOCACY

Preserve dairy producers' influence and reputation, while maintaining industry stability.

MARKET GROWTH

Building sustainable market growth and on-farm economic vitality.

INNOVATION

Drive and support innovation to grow an industry that is economically and environmentally sustainable and resilient end to end.

KEY PERFORMANCE INDICATORS

In 2019, DFC's Board of Directors established a three-year target and a five-year stretch target around consumer sentiment on the reputation of dairy farmers, support for supply management, and millennial support for the consumption of dairy.

Over the past four years, all areas of measurement have been holding, have met or have surpassed the three-year objective, and are on track or surpassing our five-year stretch objectives (fig. 1):

- Dairy farmers continue to have one of the most positive reputations of any sector tested and are the least susceptible to impacts from external events. Trust for dairy farmers is now above the level of trust for physicians. Dairy farmers continue to be well liked, trusted, and are seen as responsible producers.
- Support for supply management has increased. Recent trade issues with the United States have led to more positive sentiment towards supply management.
- Millennial support for the consumption of dairy is above the five-year stretch objective and is 13 points higher than the 2019 baseline.

(fig. 1)

MEASUREMENT	BASELINE JAN 2019	YEAR-END 2019	YEAR-END 2020	YEAR-END 2021	YEAR-END 2022	MID-YEAR 2023	YEAR-END 2023	3-YEAR OBJECTIVE	YEAR-END 2024	MID-YEAR 2025	STRETCH
Reputation of Dairy Farmers	72.2	70.4	72.4	72.4	70	70	70	70	72.2	73.2	74.8
Support for Supply Management	57	60.8	61.0	63	59	59	59	57	60.4	66	61.8
Millennial Support for the Consumption of Dairy	51.33	56.3	58	60	61	60	61	51.3	64	63	56

SPECIAL PROJECT

DFC undertook a special project collaboration to build consensus around a clear, common, industry vision.

2024 FINANCIAL STATEMENTS

DFC's budget structure includes three business offerings delivered on behalf of its members: **core funding, strategic objectives, and regional services and programming**. Annual financial statements are available upon request to members, affiliate members and dairy farmers by contacting Communications@dfc-plc.ca.

FARMER RESOURCES



@dfcplc

@QualityCanadianMilk (Quality Canadian Milk - Lait canadien de qualité)

@DFCDairyNutrition (Dairy Nutrition – Savoir Laitier)



@dfc_plc



@dairyfarmersofcanada



@dfcplc



@moo_daisy / @dfc_plc

DAIRY EXPRESS

Get updates from DFC on current affairs, industry news and more, all in your inbox. Sign up for the Dairy Express newsletter today. Email communications@dfc-plc.ca to join the mailing list.

THE CANADIAN PODCOW

DFC is proud to sponsor The Canadian Podcow, a podcast made by Canadian dairy farmers for dairy farmers, the broader dairy community and their friends. Hosts explore issues and seek information, while guest experts provide analysis and offer their perspectives about dairy farming and the dairy value chain both here at home and internationally. Current and past episodes of the podcast are available for download at dairyfarmersofcanada.ca/en/the-canadian-podcow (in English) and producteurslaitiersducanada.ca/fr/entre-deux-traites (in French).





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