

2020

ANNUAL REPORT



100th Anniversary

New England

Dairy

— est. 1920 —



Real farms.
Real food.
Real local.

CONTENTS

2	Letter from the Chair
3	Letter from the CEO
4	Strategic Planning Delivers Meaningful Results
7	Our Centennial Year with a Twist: Redirection and Resilience
8	Working For and With Dairy Farmers
10	Increasing Dairy Sales In Schools
12	Increasing Dairy Sales Outside Schools
15	Connecting with Dairy in a Digital World



17	Telling Your Story
18	Meeting Consumer Wants and Needs
21	Inspiring Thought Leaders through Virtual Opportunities
22	Engaging Youth through Virtual Learning
25	DMI and New England Dairy: Your Fifteen Cents at Work
28	Financials
30	Board of Directors

Letter from the Chair

Welcome to our New England Dairy 2020 Annual Report. It has been an honor for me to serve as the chairwoman of the New England Dairy Promotion Board and New England Dairy & Food Council.

I am sure it comes as no surprise when I say that 2020 was nothing any of us expected or could have predicted. Overnight all of our lives were changed in different ways, and I was so proud of how our organization pivoted with all the changes and continued to do everything we could to deliver on the goals of New England Dairy. Our staff found opportunities in our new virtual world that were not available before and capitalized on them.

Dairy was well positioned as we have always been a fresh and local product. Our dairy farms were an essential business that brought products to homes and nourished them. We as an industry should be incredibly proud of what we do. As I have said before, we are stronger when we work together.

I hope you enjoy our annual report, and please reach out if you have any questions.

Best Regards,



*Heidi Dolloff
Chair*

*New England Dairy & Food Council
New England Dairy Promotion Board*



Letter from the CEO

I've been honored to serve as your CEO and want to thank you for all you do to support our organization and share your passion for dairy promotion.

I don't need to tell you 2020 was a rollercoaster, as we all lived it.

As farmers, you know very well the best laid plans rarely roll out as expected for a multitude of reasons, yet the show must go on.

You'll see in this annual report how our staff pivoted our plans and sprung into action to address the most pressing issues facing the dairy industry in an unprecedented time. We didn't allow ourselves to be side-tracked, instead we doubled-down on getting milk to those in need and optimizing our content to capitalize on the explosion of time spent online.

Thank you for your interest and support of dairy promotion and, as always, we would love to hear your feedback and connect with you.

Best Regards,



*Jenny Karl, MS, RD
Chief Executive Officer*

*New England Dairy & Food Council
New England Dairy Promotion Board*



Strategic Planning Delivers Meaningful Results

In 2018, New England Dairy launched its first three-year Strategic Plan. New England Dairy leadership and board members developed the company's Vision and Mission to crystalize our long-term direction and purpose.

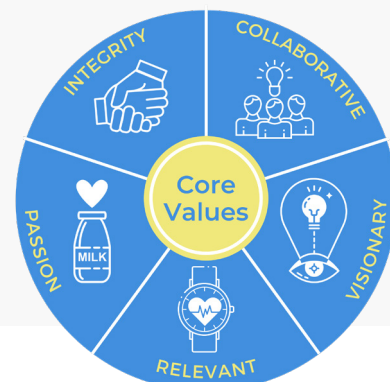
VISION

To be a catalyst for a vibrant New England dairy community.

MISSION

We champion New England dairy farm families and the nutritious foods they produce.

We identified Core Values and articulated our Competitive Advantage to emphasize the value New England Dairy brings to farmers and local communities. These provided a framework for a three-year Strategic Plan to drive our work and strengthen our ability to support the dairy farm families of CT, MA, NH, RI, and VT. Each goal addressed specific objectives and strategies we committed to accomplish over a three-year period, along with a detailed workplan and expected outcomes.



2018-2020 GOALS

1 Communicate a consistent story (internally and externally)

During our strategic planning process, we identified the need to better understand and target our priority audiences. Based on insights gained, we refreshed our New England Dairy brand to create a unified story that enhances our relevance and impact.

2 Optimize effectiveness of the organization and programs

To maximize dairy farmer investment, including our staff time and expertise, we identified opportunities to streamline our program efforts and operations, with an emphasis on measurable outcomes and continuous improvement.

3 Create new and innovative opportunities to grow dairy sales

Using ongoing research and insights, we embraced an informed and fresh approach to growing dairy sales, focused on improving the dairy experience for our target audiences. We extended our reach and built relationships by working with partners to promote dairy in new ways and address consumer knowledge gaps about dairy and dairy farming.

When beginning our Strategic Planning process for the next three years (2021-2023), we re-evaluated our programs, reflected on farmer needs and priorities, and considered the current (and constantly changing) environment in which we work. Using consumer insights and building on the solid foundation of our previous Strategic Plan, we identified the goals that will guide and advance our work of growing trust in and sales of dairy.



2021-2023 GOALS:

With a refreshed set of Core Values and a clear set of reasons why New England Dairy is an unmistakable partner of choice, we are proud to represent and work alongside you as we embark on our next three-year journey.

1. Accelerate incremental dairy sales growth
2. Build dairy trust (in products, farmers and farming) in New England target audiences
3. Deliver exceptional farmer relations that strengthen New England Dairy's position as farmers' essential voice in the marketplace

Our Centennial Year with a Twist: Redirection and Resilience

When the ball dropped in Times Square on New Year's Eve 2019, we were excited to celebrate New England Dairy's centennial and see what the next century had in store for dairy.

Then on March 13th, everything started shutting down as the world reeled from the impact of the coronavirus pandemic. Postponements and cancellations for meetings, conferences, and events began pouring in. It was clear that we needed to redirect our work to build sales and trust in dairy within a new reality.

We leaned into insights showing that home was becoming the new hub. Virtual experiences were becoming the preferred means of interaction. Consumers wanted to see organizations embrace causes like hunger relief, while providing health and wellness benefits and solutions for climate change.

Armed with insights, partner relationships, and an experienced team of dairy promotion experts, we pivoted to drive sales and trust in dairy during the uncertainty of the pandemic. We repositioned our work to focus on two main areas: Milk to Market and Optimizing Content.

Milk to Market

Work with schools, food banks, retailers, processors, and others to get dairy into the hands of people with the help of dairy farmers and our partners.

(Sales)

Optimizing Content

Create resources, assets, and events to be available online or in other ways to reach our audiences.

(Trust, Farmer Relations)

Working For and With Dairy Farmers

We work for dairy farmers. Every aspect of our work is ultimately to benefit you by growing trust and sales for dairy. You are also one of our greatest assets because people are positively impacted when they hear from farmers directly. According to the October 2020 national public opinion poll from the American Farm Bureau Federation, 88% of adults trust farmers. Keeping you informed and involved in our promotion work is critical.

We surveyed farmers in 2019 and found the most effective way to reach you is through your co-op and agricultural media outlets. In 2020, we submitted over 20 articles to be included in co-op communications and trade publications. We also increased our farmer and agricultural industry email list by 15%. The 24 newsletters we sent to that list averaged a 41% open rate, well above the industry average of 16%.

New Section on Website

In July, we launched the new “For Farmers” section of our website as a landing page with information and resources just for farmers. With over 1,600 page views so far, the most popular features are our communications trainings and free promotional materials. You can access the landing page with your mobile device right now by using your phone camera to scan the blue QR code.



Farmer Trainings

We held three in-person and three virtual communications trainings for a total of 124 farmers. Topics included how to have productive conversations with reporters, dairy nutrition 101, and how to grow your presence on social media. Participants rated the trainings highly with an average of 4.3 on a scale of 1 to 5. You can learn about upcoming trainings or watch recordings of previous trainings in the “For Farmers” section of our website.



Farmer Voice in Media

Sometimes there are topics in the media that need a farmer voice to address and inform. We worked with farmers to write and publish five farmer op-eds in media outlets across the region and on our website. The farmer authors included Marie Audet (VT), Clara Ayer (VT), Paul Doton (VT), Mark Duffy (MA), and Kies Orr (CT). Topics included cow care, environmental stewardship, and the impact of COVID-19 on the dairy industry.

Farm Bureau Partnership

We heard from Vermont farmers about the need to tell their stories to local legislators and educate them about dairy. With guidance from Vermont Farm Bureau, we delivered two handouts and sent five email communications with an average open rate of 31% to local legislators. Communications included information on dairy donations during the pandemic, environmental stewardship, and cow care standards. We also presented in front of legislators at two virtual Vermont Farm Bureau meetings.

Increasing Dairy Sales In Schools

The world of school nutrition changed drastically in 2020 as schools across New England went from serving students in the cafeteria to distributing meals at curbside locations, through bus drop-offs, and home delivery. Serving meals outside of the cafeteria requires equipment for safe storage and transportation, which most schools did not have.

Our Youth Wellness team shifted focus to address these needs, serving as dairy consultants to schools and collaborating with partners, like our state Departments of Education, to identify what schools needed to continue safe meal service. Throughout the spring, we provided schools with portable coolers and ice packs to keep dairy cold at emergency meal locations. When students returned to the building in the fall, we offered equipment grants to support socially distanced school meals and promoted grab-and-go recipes featuring dairy.

With the help of our partners, we provided over \$794,000 to support 150 schools and districts in our five New England states. Funds supported equipment to enhance dairy offerings and pivot to alternative service models due to COVID-19. We would like to thank the following partners for their support:

- **GENYOUth Foundation** - \$429,000
- **You Have Our Trust Foundation (NH)** - \$40,000
- **Greater Worcester Community Foundation (MA)** - \$10,000
- **Aubert J. Fay Charitable Fund (MA)** - \$2,000



(Left) School nutrition professionals in East Hartford, CT utilized cooler bags to keep milk cold for serving to students. The emergency school meal programs we supported with equipment and grants in the spring served a combined total of one million meals and nearly 563,000 pounds of milk every day.



(Right) A school nutrition professional in Norwood, MA finished packing to-go meals with fresh milk for families, kept cold in insulated freezer bags.

While most schools have continued to serve meals, many are serving fewer meals than when all students attended school in person. Anecdotally, we have seen about a 50% decrease in school meal participation. Due to virtual learning, many schools are providing several days worth of breakfasts and lunches at a time. This has resulted in an increase in breakfast participation in some of our states. Unfortunately, we have still seen about a 50% decrease in total meals served.

It is important to note that many schools will continue using the grants and equipment we provided to start or expand grab-and-go breakfast or breakfast in the classroom programs when schools fully reopen. Both service models are proven strategies to increase participation and dairy sales. Our support of school meals during this time is a long-term investment to protect dairy's place in school meals now and in the future.

Increasing Dairy Sales Outside Schools

Our strategies for moving milk to market outside of schools included engagement with food banks, supporting milk donation events, executing a regional campaign to get milk directly to those in need, and outreach to retailers.

In 2020, New England Dairy played a role in various dairy donation events across New England as co-ops, brands, and organizations came together to help dairy farmers and their communities. Our role in each event differed depending on the needs and strengths of our partners. Our team coordinated media and outreach for donations, volunteered during distributions, organized event logistics, and brought partners together to ensure impactful donation events.

These events enabled us to build upon and create new partnerships with organizations including Stop & Shop, The Community Foundation of Western Massachusetts, and Rachel's Table in Springfield, MA. Our work enabled us to build a library of best practices to spark interest from food insecurity organizations in procuring milk for distribution.

Over 14,000 gallons of milk were distributed through New England Dairy-led events and campaigns. We also supported 14 events that distributed over 62,000 gallons of milk and 47,500 pounds of other dairy products throughout the region.

Through our NED-led and supported initiatives we moved:

Milk
655,000 lbs.

Yogurt & Sour Cream
47,500 lbs.



1. New England Dairy School Nutrition Manager, Amanda Aldred, RD, SNS, handed out bags with information on school meals and dairy nutrition at our Thanksgiving with the Guys event.
2. New England Dairy Experiential Marketing Manager, Carly Ciarletta, unloaded milk from the Mobile Dairy Bar at Community Care Alliance of Woonsocket, RI.
3. A fully stocked dairy cooler at Hebron Interfaith in Hebron, CT.
4. We teamed up with The Guy Family Foundation to distribute meals and milk along the Worcester Public Schools meal route.
5. New England Dairy Marketing Manager, Jenn Damouras, loaded a crate of half gallons into a car during our Stop & Shop donation drive-through.
6. New England dairy farmers donated 100 gallons of milk to Community Care Alliance Rhode Island through our Home Fridge Advantage campaign.
7. Dairy farmer Seth Bahler from Oakridge Dairy in CT joined us to distribute free Thanksgiving meals and milk to over 300 families in East Hartford, CT.
8. Students from Joseph O. Goodwin Elementary School in East Hartford, CT created posters to thank New England Patriots defensive captain Lawrence Guy and his wife Andrea, who donated the Thanksgiving meals.
9. New England Dairy staff reached out to retailers to have dairy purchase limits removed.
10. To celebrate World Milk Day on June 1st, Stop & Shop donated over 8,000 half gallons of milk to hunger relief agencies in Rhode Island.

Spring Give a Gallon Campaign

At the beginning of the pandemic, we knew people were looking for ways to support their communities, so we launched a regional campaign asking New Englanders to donate milk to their local food banks through the Milk Processor Education Program (MilkPEP) and Feeding America. This supported local families facing food insecurity, while helping secure a market for dairy farmers' milk. The campaign ran through May and included digital and four days of TV advertising, shareable social media content, newsletter articles, and a page on our website. **The campaign reached more than 5 million people and raised more than \$22,000 in donations, sending approximately 6,000 gallons of milk to local food banks.**

Connecticut Cooler Grants

We launched a pilot program with the Connecticut Milk Promotion Board that offered Connecticut food pantries the opportunity to apply for a milk cooler. We placed 21 glass door coolers in food pantries across Connecticut to pilot the impact of increased refrigeration on the accessibility and movement of milk and dairy products through community food pantries. Data will be collected throughout 2021 to evaluate the impact.

Retailer Outreach

Early in the pandemic, our Integrated Marketing Communications team shifted its focus to connecting with corporate offices of supermarket chains and calling local stores to encourage the removal of dairy limits. We collaborated with American Dairy Association Northeast (ADANE) to gain intelligence on the actions of retailers like Hannaford at the corporate level. We also reached out to 18 store locations with the help of consumers and farmers who sent us photos and updates about what they were experiencing in stores.

OPTIMIZING CONTENT

Connecting with Dairy in a Digital World

The COVID-19 pandemic catapulted us into the virtual world as home became the new hub and we needed to reach our audiences digitally. We did this by creating home activity and recipe guides, jumping onto social media trends like whipped coffee and hot cocoa bombs, and hosting our first ever Instagram live series, which allowed us to connect with our followers in real-time. By the end of 2020, we increased our engagement on social media by 31% and increased our website pageviews by 40% compared to 2019.

In 2020, we worked with a variety of lifestyle and foodie influencers, while also amplifying farmer and agricultural community voices.



(Left) Influencer and professional runner Elle Purrier gave her over 32,000 social media followers a peek into growing up on a Vermont dairy farm when she posted this photo on Instagram for National Dairy Month.

(Center) MA dairy farmer Nicole Fletcher joined New England Dairy Nutrition Specialist Hilary Walentuk, MS, RD, LDN for a Q&A session during the Latte Love event in February.

(Right) Abbie Corse took our Instagram followers on an action-packed tour of Corse Farm in Whitingham, VT.

Latte Love for Real Milk

In February, we hosted eight New England influencers at a popular coffee shop in Boston to promote the message that real milk is the best choice in coffee drinks when it comes to taste, nutrition, and sustainability. We addressed this topic in response to the expansion of plant-based beverage options at coffee shops. The event included a Q&A session with New England Dairy Nutrition Specialist and registered dietitian Hilary Walentuk, MS, RD, LDN and Massachusetts dairy farmer Nicole Fletcher. The influencer-created content from this event reached about 50,000 people, mainly millennials.

Instagram Takeovers with Farmers

Jillian Minor from Belden Farmstand in Massachusetts and Abbie Corse from Corse Farm in Vermont each took over our Instagram account for a day to give our followers a behind-the-scenes look into life on a dairy farm. The farmers addressed cow care, farm technology, sustainability, and farm history through Instagram stories.

Positive End to the Year

From September to December, we partnered with eight influencers to focus on topics including:

- Driving milk donations to the Great American Milk Drive benefiting food banks
- At-home recipes for Halloween featuring chocolate milk and other dairy products
- Dairy-centric holiday recipes

The content reached about 200,000 people on a wide variety of platforms.

OPTIMIZING CONTENT

Telling Your Story

Our earned media efforts are a cost-effective way for us to spark positive dairy conversations, amplify farmer voices, and transform potentially negative dairy stories into positive ones. If we think of paid media as “advertising,” then earned media is similar to “publicity.” The compelling subject of our content is valuable enough to reporters that we do not need to pay to have it published.

We achieved 124 media hits this year through broadcast news, radio interviews, print stories, and more. Our 2020 media hits generated more than 2.5 million media impressions; these are the potential eyes and ears absorbing our content. This news coverage represented an estimated \$244,000 in publicity value, the approximate cost associated with placing those same stories through paid means.

Our aim is to bridge the gap between the public and the dairy farming families who nourish their communities. In an especially chaotic year, we highlighted stories about New England dairy farmers stepping up in their communities by giving back to schools and supporting local school meal programs.



Meeting Consumer Wants and Needs

We hear what consumers think and feel about dairy through national and local research. We know they want food that supports their overall health and wellness and is also sustainably and responsibly produced. And they need it to taste good. Dairy provides what they are looking for. Our multi-media, integrated campaigns educate and drive consumers to engage with us online and learn more about local dairy.

MassLive Campaign: Real Dairy, Real Nutrition, Real Local

Our month-long campaign with MassLive, the hub for news, sports, and entertainment in Massachusetts, aimed to build consumer confidence in dairy through educational messaging around real dairy's benefits for everyday athletes and active families. The campaign, which received more than 1.6 million total impressions, shared the benefits of refueling with chocolate milk and fueling your day with dairy, and celebrated Massachusetts dairy farmers.

Good for You, Your Community & The Planet

Our New Hampshire campaign highlighted milk and dairy products as local foods that are good for your health, community, and the planet. The messaging reached our audiences through TV, social media, and music/podcast streaming ads. Ad viewers were directed to a specific landing page for a brief survey and chance to win a New Hampshire dairy gift pack. The campaign reached nearly 735,000 people and generated 318 survey entries, the most of any contest we have ever run.



1. The MassLive display ads highlighted the benefits of real chocolate milk to fuel athletic recovery.
2. The NH contest winner received a New Hampshire dairy gift pack that included Cabot cheese, Hatchland milk, Echo Farm pudding, Hood coupons, and New England Dairy swag.
3. Alison Conant of Conant's Riverside Farm in Richmond, VT starred in our drink recipe videos as our chef and dairy farmer spokesperson.
4. Four festive drink recipes were created for the VT campaign including this slow cooker gingerbread latte recipe.

Dairy Delivers Holiday Cheer in Vermont

We partnered with Vermont-based station WPTZ on a holiday drink recipe campaign to showcase dairy in a fun and festive way, emphasizing the power of food, drink, and good cheer to bring people together. We created content around four new drink recipes, two of which were cocktails. The campaign consisted of broadcast TV spots across the local NBC channel, ME TV, and the CW, plus digital video ads on MYNBC.com that drove consumers to a special holiday landing page on our site. We also boosted the content through our social media channels. The campaign ran from November through December and generated 3 million impressions.

Virtual Farm Tours for Consumers

Since we could not physically bring people to dairy farms, we created virtual experiences. We hosted six live virtual farm tours reaching consumers, health professionals, and students in our five New England states. Our Vermont Breakfast on the Farm tour had 1,850 live attendees, with 29% of people reporting they



Peter Melnik of Bar-Way Farm in Deerfield, MA hosted live virtual farm tours for middle and high school students.

will purchase more dairy because of their participation. In total, our virtual tours reached a combined 5,300 people with 96% of attendees reportedly feeling positively about dairy after the tours. We continue to reach additional people through the recordings on our website.

Virtual Farm Tour Locations:

- Newmont Farm, VT
- Freund's Farm, CT
- Barstow's Longview Farm, MA
- Bar-Way Farm, MA



Mobile Dairy Bar

This year we launched our one-of-a-kind Mobile Dairy Bar. The refrigerated truck was retrofitted with a milk tap system, offering consumers an interactive tasting experience, while learning about dairy farming and nutrition. The television and speakers built into the truck provide an additional platform to tell your dairy farmer story and showcase partner support. While utilizing the tap system is on hold due to COVID-19, we are finding alternative ways to connect with consumers through the Mobile Dairy Bar. Once restrictions are lifted, the Mobile Dairy Bar will travel throughout the region providing an unforgettable experience for consumers to taste the dairy products they love, learn about dairy nutrition and sustainability, and meet a dairy farmer and/or registered dietitian.

OPTIMIZING CONTENT

Inspiring Thought Leaders through Virtual Opportunities

We bring together influential food, nutrition, and health and wellness professionals to share how dairy is an integral part of nourishing people, communities, and the planet. Due to the COVID-19 pandemic we connected with these professionals virtually through continuing education webinars.

Webinars allow us to build our reputation as a science-based organization. We invite third-party experts to speak and build trust in dairy through unbiased research. This builds our relationships with health professionals, who rely on us for factual, quality information and with whom we can share your story.

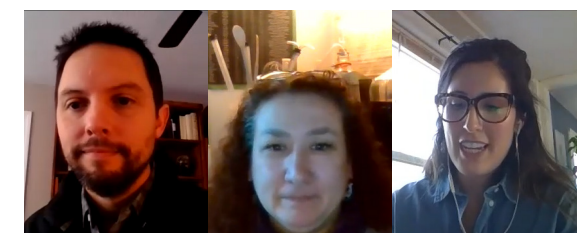
Over the course of six webinars, we reached over 1,500 health professionals and food system stakeholders with positive dairy messaging. Through our webinar registrations and evaluations, 800 thought leaders opted in to receive our new Sustainable Nutrition newsletter. The first edition had a 41% open rate, 25% higher than the industry standard.

Webinars:

- Plant-Based Diets for Children: Potential Promises & Pitfalls
- Virtual Farm Tour for Health and Wellness Professionals
- Plant-Based Diets for Athletes: Benefits and Challenges for Optimal Performance
- Optimizing Protein for Physical Performance
- Environmental Impact of Food: Making Sense of Conflicting Data
- Fermenting Humanity: From Evolution to Edible



We promoted the Optimizing Protein for Physical Performance webinar with Don Layman, PhD & Kelli Kidd, MS, RD, CSSD, LDN on our social media channels.



New England Dairy Nutrition Specialist Hilary Walentuk, MS, RD, LDN (right) hosted our December fermentation webinar featuring Jennifer Pereira, DWS, CWE, Associate Professor (center); and Branden J. Lewis, EdD, CEC, Chef & Associate Professor from Johnson & Wales University in Providence, RI.

Engaging Youth through Virtual Learning

As schools shut down across New England, we needed to take a creative approach to dairy promotion to stay connected with students, educators and parents, while promoting dairy and our programs as a crucial part of their school environment.

Through our Youth Wellness programs, including Fuel Up to Play 60, we engaged our school audiences with digital communications, campaigns, and virtual events. Our goal remained to inspire student leaders to be part of the solution for building healthier schools and communities, while connecting them to dairy farmers and educating them about how dairy foods are produced.



The New England Dairy Innovation Kit was designed to be used both in-person and virtually with lessons on dairy as good for the body and good for the planet.

We launched the New England Dairy Innovation Kit, a virtual lesson plan targeted to middle and high school students, to teach them that dairy is good for their health and the planet through actionable conversations. Students are encouraged to share ideas for promoting dairy with school meals and making changes to improve the wellness environment at home or school. The kit is available on our website for all schools to use.

Meet Chase!

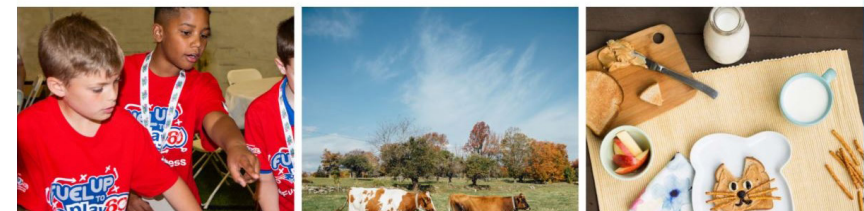
This year we announced New England Patriots Linebacker, Chase Winovich, as our new Fuel Up to Play 60 Player Ambassador.

Chase's passion for dairy and dairy farming led him to a new role as a dairy influencer. He appeared nationally as part of the Home Fridge Advantage, a six-episode mini-series and contest. Chase's segments had almost 920,000 impressions and 225,000 views. As part of the campaign, New England dairy farmers donated one hundred gallons of milk to local families in need after every New England Patriots home game.



With students learning from home and parents hovering nearby, we had an opportunity to educate them right along with their children. Our sponsorships with Macaroni Kid and Boston Moms allowed us to reach parents with positive dairy nutrition messages and information about our virtual farm tours. We continued to engage educators through Fuel Up to Play 60 Wellness Huddle emails with resources and recipes.

Fuel Up to Play 60 Thursday Wellness Huddle



A black and white cow stands in a field with trees in the background. The cow is in the foreground, looking towards the camera. In the background, there are several other cows and a line of trees. The ground is covered with dry leaves and rocks.

DMI and New England Dairy: Your Fifteen Cents at Work

As your local checkoff partner, New England Dairy collaborates with our national partners at Dairy Management Inc. to create the greatest impact on dairy trust and sales domestically and globally.

The pandemic's impact caused domestic retail sales to explode, while other channels, like restaurants, screeched to a halt. The result was a surplus of fluid milk, cheese, sour cream, and other dairy. Simultaneously, growing job losses increased the demand on food banks and hunger relief organizations.

DMI formed three Emergency Action Teams, in conjunction with state and regional checkoff partners, to create solutions to drive consumption of milk and dairy through schools, hunger relief agencies, and partners. New England Dairy staff served on the teams for schools and hunger.

Schools

When schools began to close, checkoff staff immediately evolved plans to ensure Fuel Up to Play 60 was ready for remote and socially distanced learning. We launched the Fuel Up to Play 60 Homeroom, which fully transitioned the decade-strong program to a digital experience using Google Classroom.

Hunger

National and local checkoff partners successfully leveraged numerous co-ops, processors, and retailers to donate milk and dairy products to food banks and pantries across the U.S. These efforts resulted in 469 million pounds of fresh milk and dairy donated through Feeding America, a 33% increase (116 million pounds) over 2019 for its network.

Partners

DMI worked with foodservice partners on new products, promotions, and programs to help maintain dairy sales. For example, in the spring, we worked with Pizza Hut and Jimmy Fallon to celebrate the 2020 graduating class with a 500K pizza giveaway. By the end of 2020, checkoff's collaboration with foodservice partners helped maintain dairy sales despite pandemic challenges.

Sustainability Commitment

In 2020, the dairy industry set collective 2050 Environmental Stewardship goals:

- **Become carbon neutral or better**
- **Optimize water use while maximizing recycling**
- **Improve water quality through optimized manure and nutrient use**

The Net Zero Initiative (NZI) is an industry-wide, on-farm effort that will play a key role in helping U.S. dairy continue to make progress toward these goals. Through research, on-farm pilots, and development of new product markets, NZI will make technology and best practices more accessible and affordable to farms of all sizes and geographies. This commitment continues to position dairy farmers

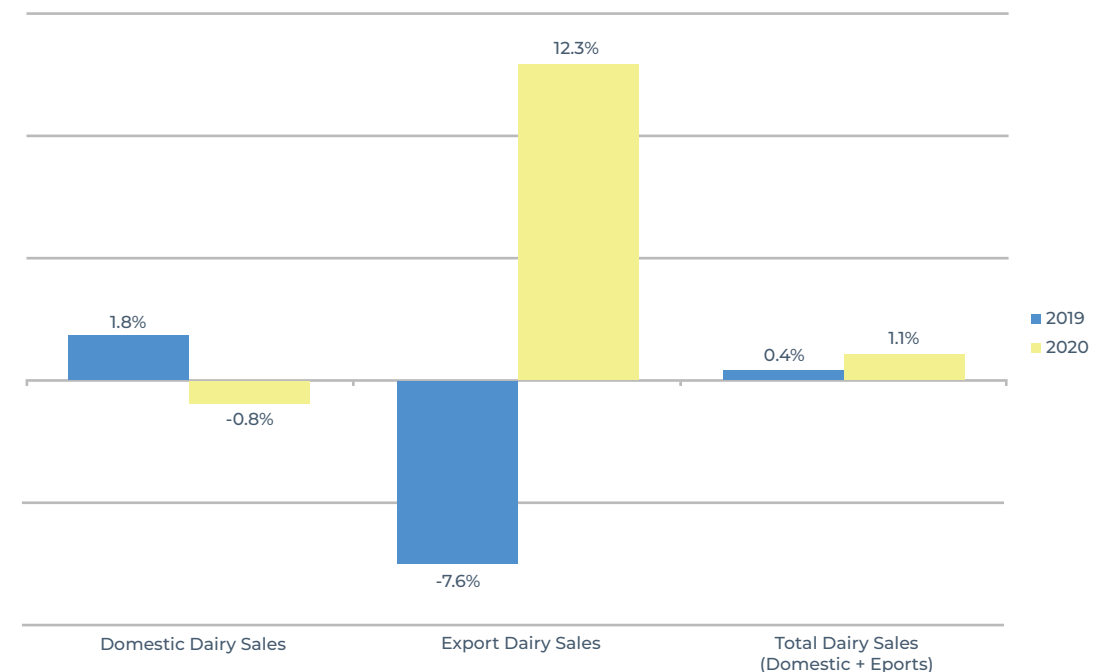
as leaders in climate change solutions and will further build dairy trust among consumers and stakeholders.

As we enter 2021, national and local checkoff organizations are laser-focused on the greatest opportunity for dairy to win in the future: align with consumers' environmental expectations, evolve our position in wellness, and leverage our strong position in product experience and taste.

Dairy Sales and Exports

Dairy exports topped 12% volume growth versus 2019 at the end of November. This has been fueled by ingredient exports to Southeast Asia and China. Strong exports created a positive sales outcome across all channels for 2020 (volume up 1.1%, domestic + exports). While domestic retail sales were strong through 2020 due to the pandemic, other channel losses, such as foodservice and schools, resulted in a 0.9% decline in total domestic dairy sales volume compared to 2019.

Despite a Challenging Year, Total Dairy Sales Volume (Domestic + Exports) Increased in 2020 Through November



Financials

New England Dairy & Food Council Operating Statement

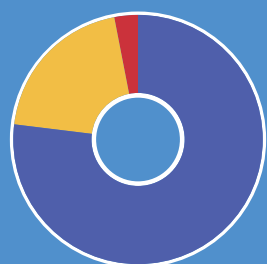
Jan. 01 - Dec. 31, 2020*

INCOME

Unrestricted Farmer Contributions	\$1,520,000
Restricted Farmer Contributions	\$63,345
DMI Supplemental Funding	\$665,000
Fundraising	\$60,988
Material Sales	\$90

TOTAL INCOME **\$2,542,610**

NEW ENGLAND DAIRY & FOOD COUNCIL EXPENDITURES



- **3%** Administrative
- **77%** Youth Wellness
- **20%** Sustainable Nutrition & Research

New England Dairy Promotion Board Operating Statement

Jan. 01 - Dec. 31, 2020*

INCOME

Unrestricted Farmer Contributions	\$4,067,673
Restricted Farmer Contributions	\$346,543

TOTAL INCOME **\$4,414,216**

NEW ENGLAND DAIRY PROMOTION BOARD EXPENDITURES



- **27%** National Partnerships
- **37%** Marketing Communications
- **3%** Administrative
- **33%** NEDFC Contribution

NEW ENGLAND DAIRY & FOOD COUNCIL

Board of Directors

NEW ENGLAND DAIRY PROMOTION BOARD

2021 BOARD OFFICERS



Heidi Dolloff

Chair

SPRINGFIELD, VT
Dairy Farmers of America



Paul Doton

Vice Chair

WOODSTOCK, VT
Agri-Mark



Harold Howrigan, Jr.

Treasurer

SHELDON, VT
Dairy Farmers of America



Mike Barnes

Secretary

MOUNT UPTON, NY
Agri-Mark

2021 BOARD OF DIRECTORS

Agri-Mark

Mike Barnes
MOUNT UPTON, NY

Paul Doton
WOODSTOCK, VT

Mark Duffy
CARLISLE, MA

James Jacquier
EAST CANAAN, CT

Rob Wheeler
WILMINGTON, VT

Guida-Seibert Dairy, Inc

Pending Appointment

Dairy Farmers of America

Ray Brands
FERRISBURGH, VT

Heidi Dolloff
SPRINGFIELD, VT

Bernie Guillemette
SHELBURNE, VT

Harold Howrigan, Jr.
SHELDON, VT

Warren Nop
MIDDLEBURY, VT

Robin Sweet
CAMBRIDGE, VT

2021 MANAGEMENT TEAM

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