



## CAE Spotlight

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# Milk FAQs

- All cows are female. Male cattle are called bulls.
- Dairy cows provide over 90% of the entire planet's milk supply.
- It takes 10 pounds of milk to make a pound of cheese, 21 pounds of milk to make a pound of butter, and 12 pounds of milk to make a single gallon of ice cream.
- A cow udder holds between 25 and 50 pounds of pure milk.
- A single cow yields about 90 glasses of milk per day or about 200,000 glasses of milk per lifetime.
- Milk was delivered in glass bottles until plastic containers were invented in 1964.
- Until the development of milking machines in 1894, farmers only milked about six cows each hour. Today, the average dairy farmer milks more than 100 cows per hour.
- Milk delivery to homes began in 1942.
- Milk pasteurization, which began in the late 1800s, is partly responsible for curbing the tuberculosis epidemic of that time.

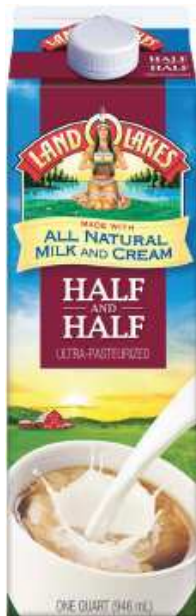


# Dean Profile

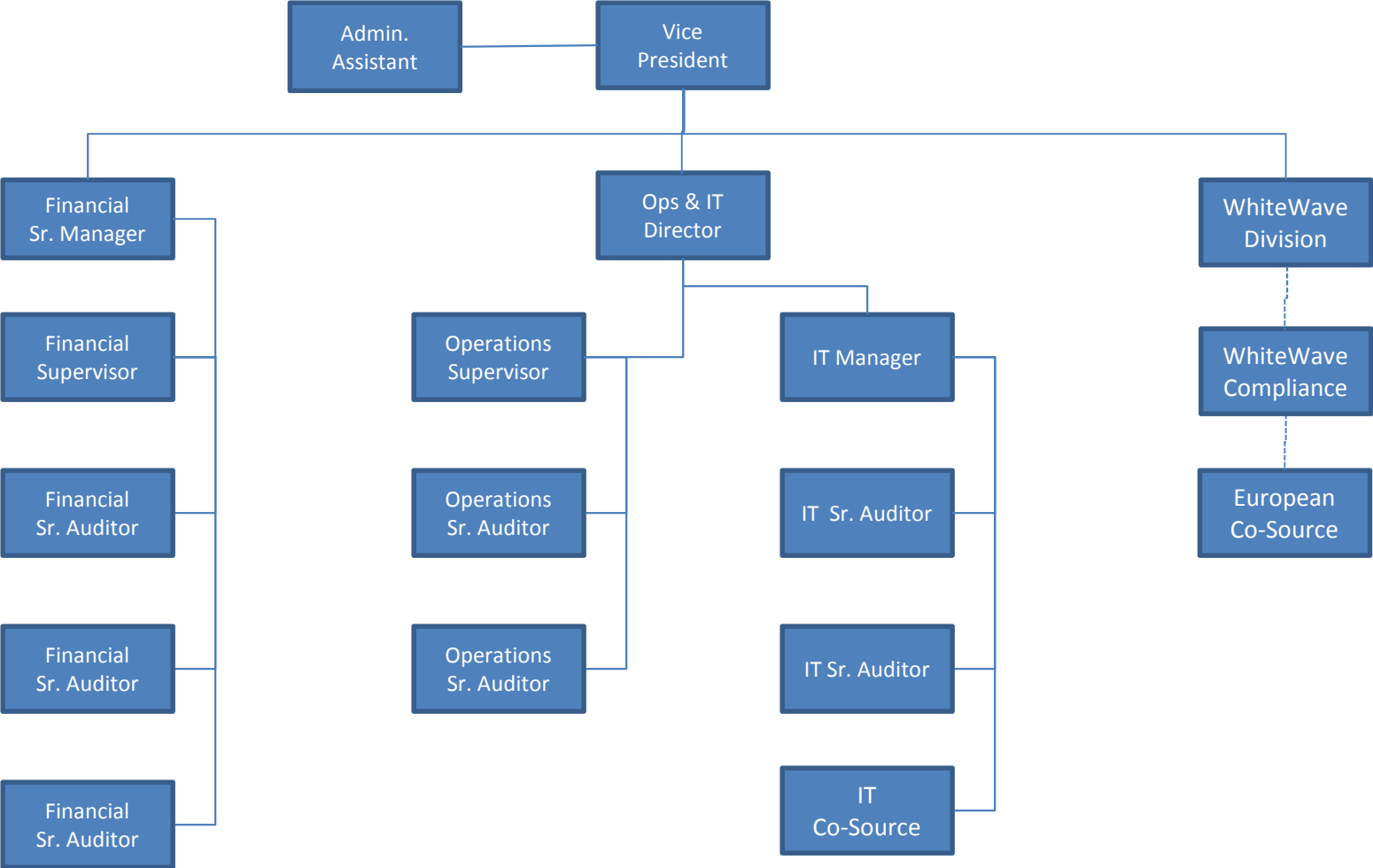


| Net Sales |         |         |
|-----------|---------|---------|
| 2009      | 2010    | 2011    |
| \$11.1B   | \$12.1B | \$13.1B |

- 100 manufacturing plants in U.S. and Europe
- 24,000 employees
- 13,000 refrigerated trucks, tractors and trailers
- 170,000 customer locations



# Audit Services



# Best Practices

- **Strong Relationships**

- Audit Comm. Chair Lunches
- Routine Executive 1X1s
- External Auditor Coordination

- **Learning Organization**

- Book Reviews
- Guest Auditors
- Internal Promotions

- **Early Involvement**

- Audit Committee Work Plan
- Pre-Close & Close Meetings
- IT Pre-Audit Program

- **Reporting**

- Less is More
- Know Your Audience
- No Surprises

- **Seat at the Table**

- Enterprise Risk Management
- Divisional IPO & Reorganization
- Finance Leadership Meetings