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

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<th>2009</th>
<th>2010</th>
<th>2011</th>
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<tbody>
<tr>
<td>Sales</td>
<td>$11.1B</td>
<td>$12.1B</td>
<td>$13.1B</td>
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- 100 manufacturing plants in U.S. and Europe
- 24,000 employees
- 13,000 refrigerated trucks, tractors and trailers
- 170,000 customer locations
Best Practices

• Strong Relationships
  – Audit Comm. Chair Lunches
  – Routine Executive 1X1s
  – External Auditor Coordination

• Early Involvement
  – Audit Committee Work Plan
  – Pre-Close & Close Meetings
  – IT Pre-Audit Program

• Seat at the Table
  – Enterprise Risk Management
  – Divisional IPO & Reorganization
  – Finance Leadership Meetings

• Learning Organization
  – Book Reviews
  – Guest Auditors
  – Internal Promotions

• Reporting
  – Less is More
  – Know Your Audience
  – No Surprises