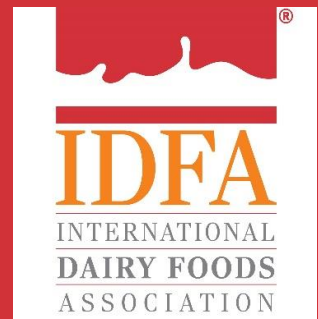




# Issues Briefing

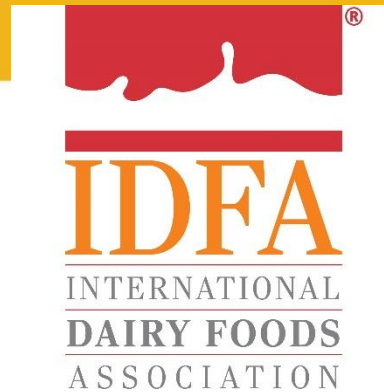
for Members of the  
IDFA Executive Council &  
Industry Segment Boards



# Welcome and Roll Call



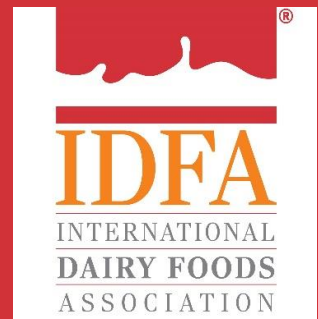
# Antitrust Statement





# Issues Briefing

for Members of the  
IDFA Executive Council &  
Industry Segment Boards





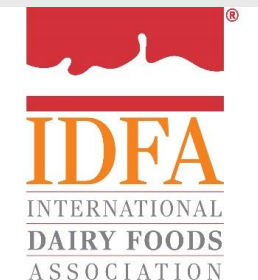
# Delivering Value for Members

Advocacy

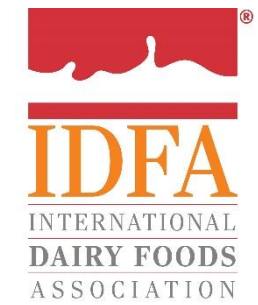
Regulatory

Communications

MAKING A DIFFERENCE FOR DAIRY



# IDFA Delivers for You



**Farm Bill** – Historic collaboration with NMPF



**School Meals**– 1% flavored milk back in school



**Fluid milk** - part of USDA \$135 million purchase



**IDFA Represents Dairy at the White House**



**FMMO Reform**– 3 working groups formed



**FDA modifies yogurt standard** after 20 years



**SNAP** - \$1 million appropriated for SNAP milk incentive program

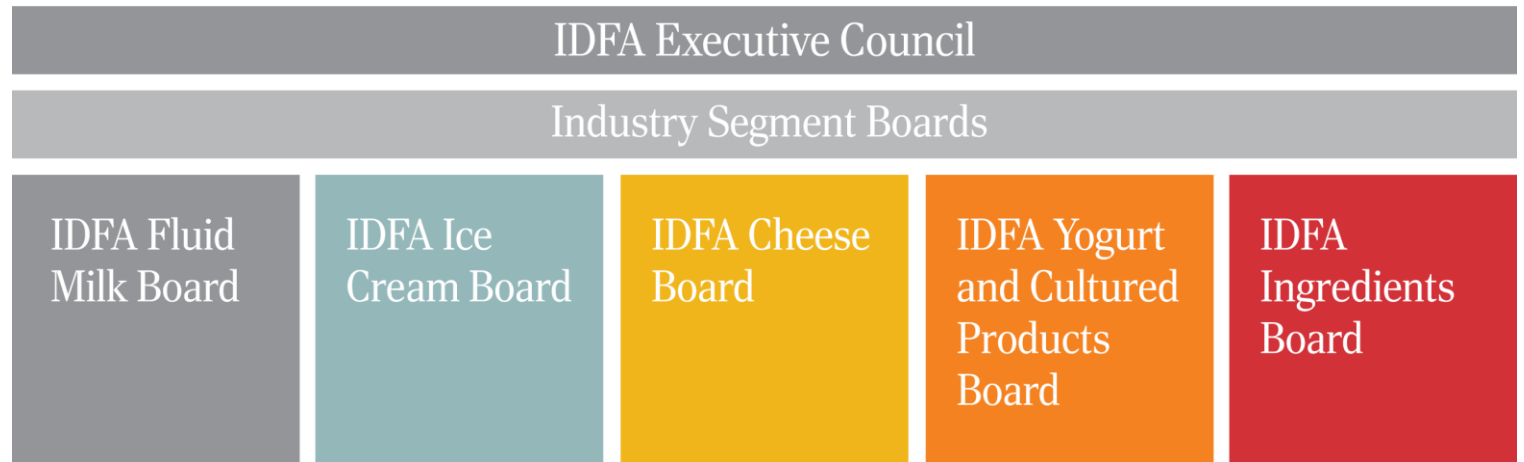


**Trade** –Priorities achieved in USMCA, Section 232 tariffs lifted

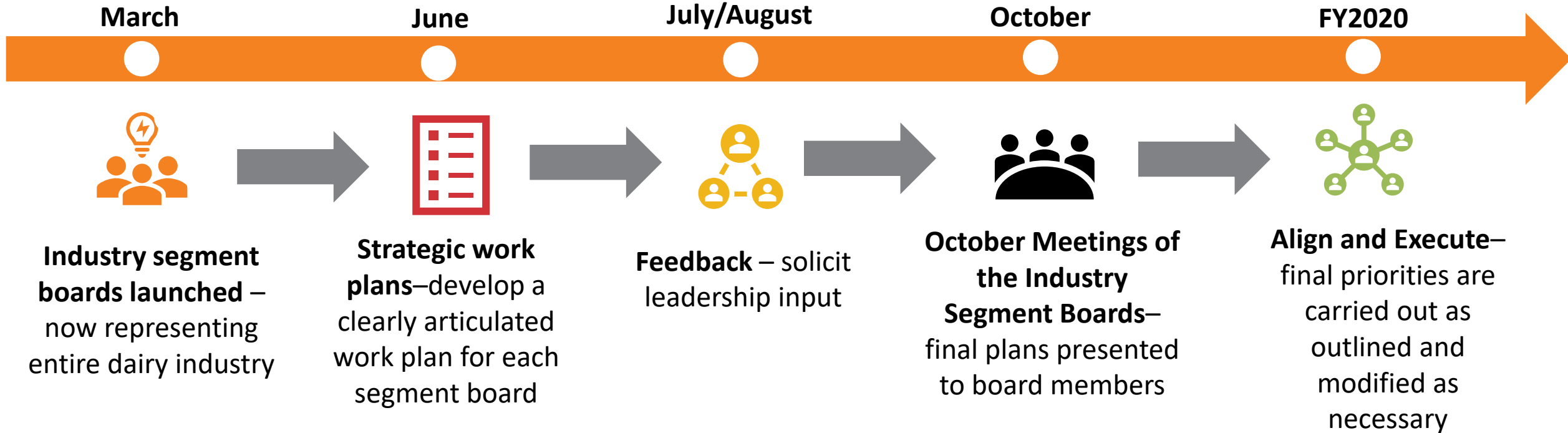


**Governance** – representing all segments of growing dairy industry

# IDFA Strategic Priority Review



# Process for Strategic Priority Review





# IDFA Strategic Priorities

---



Nutrition

Standards

Trade

FMMO

Research & Education

Food Safety

Labor

Natural Cheese

# IDFA Strategic Priorities Summary (1/2)

Strategic Priorities

Nutrition	Standards	Trade	FMMO
<ul style="list-style-type: none"><li>• Change <b>government programs</b> (WIC, School Meals, SNAP, Fluid milk purchase program, competitive foods program) to allow more dairy options</li><li>• Defend role of milk and cheese in dairy food group in the <b>2020-2025 Dietary Guidelines for Americans (DGA)</b></li><li>• <b>Promote dairy ingredient consumption:</b> Educate policy makers on positives of dairy-derived proteins to ensure appropriate recognition in Federal standards and feeding programs</li></ul>	<ul style="list-style-type: none"><li>• <b>Labeling and use:</b> Urge FDA to allow innovation and greater flexibility in labeling and use of novel nutritious dairy ingredients and products; Streamline FDA regulatory process for ice cream standards</li><li>• <b>Modernize standards:</b> Facilitate finalization of FDA standard of identity for yogurt and initiation of FDA work to modernize other cultured product standards; Advocate for greater clarity on allergen labeling in ice creams</li><li>• Ensure the <b>Pasteurized Milk Ordinance</b> is updated to reflect current market needs</li><li>• Update <b>Live and Active Cultures</b> Seal program</li></ul>	<ul style="list-style-type: none"><li>• Expand <b>global market opportunities</b> for cheese and dairy-derived ingredients</li></ul>	<ul style="list-style-type: none"><li>• <b>Modernize FMMO system</b> to encourage greater innovation and investment<ul style="list-style-type: none"><li>▪ Consensus Class I, Class III, Class IV and spot market rules priority issues are identified and changes are adopted in a federal order hearing or legislatively.</li></ul></li></ul>

# IDFA Strategic Priorities Summary (2/2)

Strategic Priorities

Research and Education	Food Safety	Labor	Natural Cheese
<ul style="list-style-type: none"><li>• Provide <b>funding for USDA's Agricultural Research Service (ARS)</b> for research on ice cream co-product</li><li>• Coordinate with USDA ARS to assist researchers in developing a <b>cost-effective solution to ice cream co-product</b></li><li>• Highlight <b>critical new research, technologies and approaches to innovation</b> and marketing in the yogurt and cultured product sector through multiple platforms</li></ul>	<ul style="list-style-type: none"><li>• Develop and <b>promote food safety education and training</b> tools through <b>www.safeicecream.org</b> for small scale &amp; artisan ice cream/frozen dessert manufacturers and allied industries</li></ul>	<ul style="list-style-type: none"><li>• Advocate for changes to immigrant visas through Agriculture Workforce Coalition (AWC) and Essential Worker Immigration Coalition (EWIC) that accommodate the needs of the dairy industry</li></ul>	<ul style="list-style-type: none"><li>• Protect members from frivolous <b>lawsuits related to natural cheese</b> by helping pass the CURD Act</li></ul>

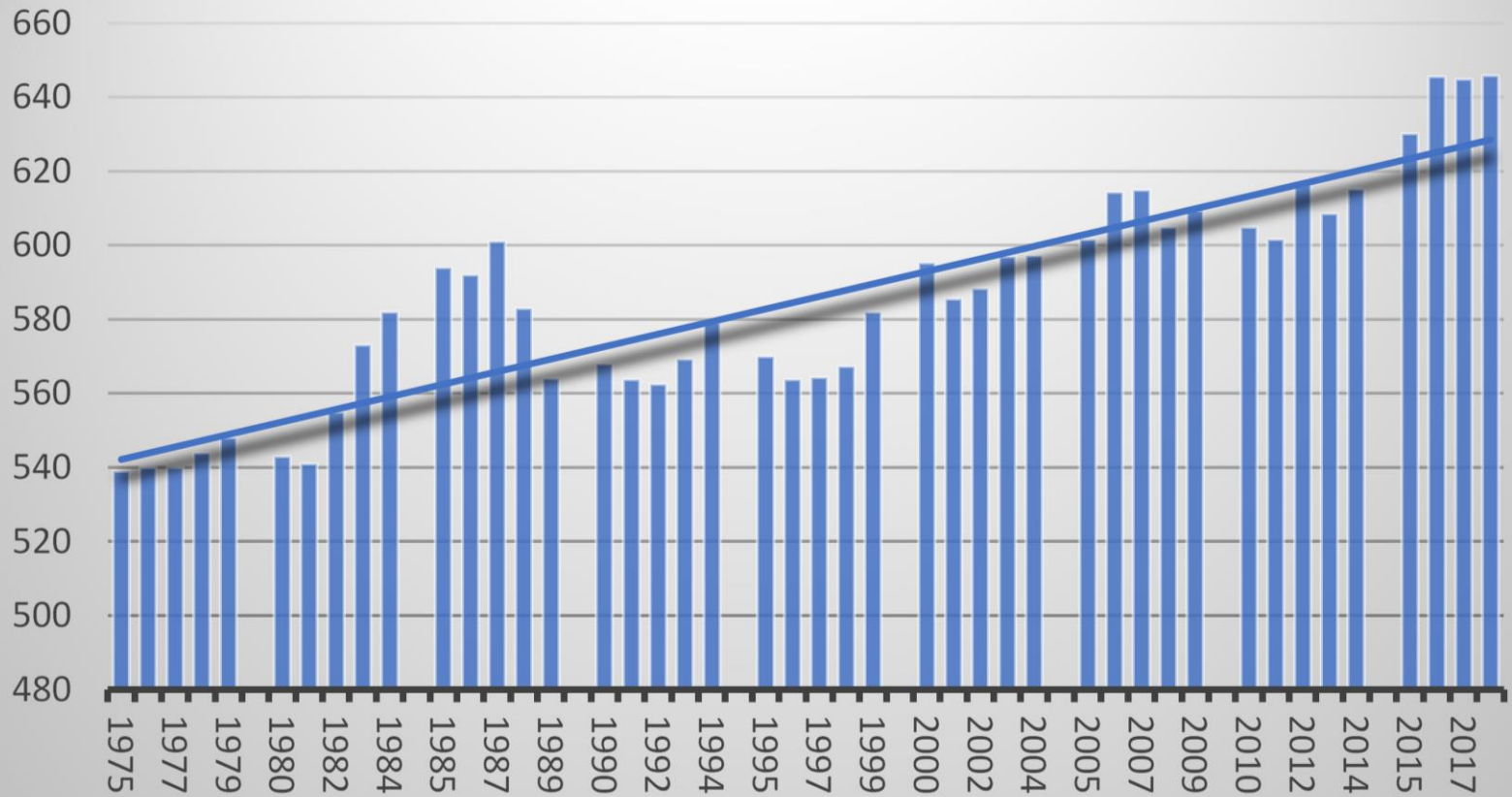
# State of the Industry



# Let's Start With Good News



US Per Capita Dairy Consumption 1975-2018 - USDA ERS



**Per Capita Consumption**  
Fat +1.3% CAGR 2008-2018  
Skim: +0.6% CAGR 2008-2018

# State of the Industry



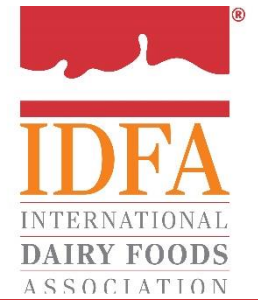
Ag Economy Under Stress

Trade policy unclear

Consolidation continues

Consumer demands changing

# Our Vision for the Future



A dynamic industry “growing the pie” for stakeholders across the supply chain.

- High-value participation in global markets
- Embrace sustainability
- Seek (and reward) innovation
- Spotlight dairy’s wholesome, healthy image
- Informed & educated policy makers
- People-Centric organizations



**IDFA**

INTERNATIONAL  
DAIRY FOODS  
ASSOCIATION

# IDFA NextGen Leadership Program 2019-2020



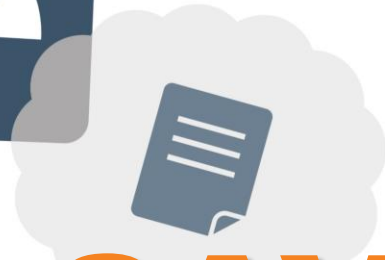




**IDFA**

INTERNATIONAL  
DAIRY FOODS  
ASSOCIATION

# IDFA NextGen Leadership Program 2019-2020



# SAVE THE DATE

## OCTOBER 6-7, 2020

## WASHINGTON, DC

# THE POWER OF PEOPLE IN DAIRY

MAKING A DIFFERENCE FOR DAIRY

# State of the Industry



The background of the slide is a photograph of a grand, ornate building facade, likely a government capitol building. The architecture features a series of tall, arched windows with decorative moldings and classical columns. A large, semi-transparent orange rectangle is centered over the image, containing the title text and decorative lines.

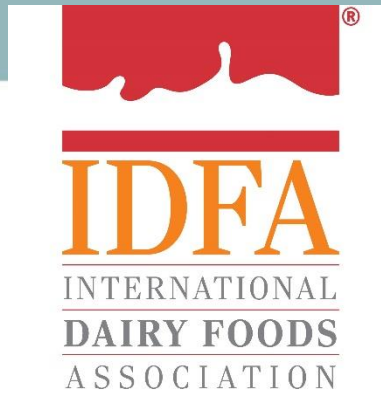
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# Legislative Priorities

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# Trade Updates

*Beth Hughes*



# Trade Policy in the Trump Era

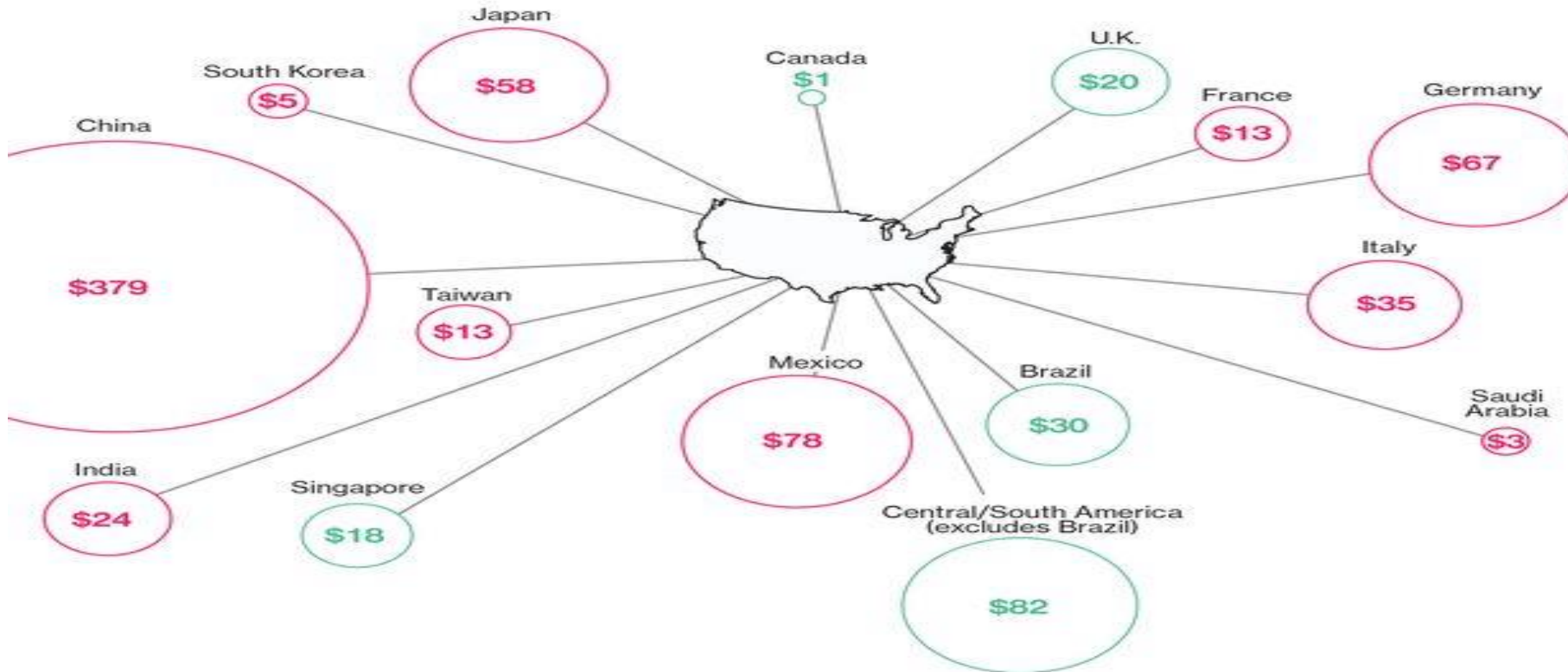


# Trade Deficit

## The Gap in Trade

U.S. 2018 exports minus imports with top trading partners, in billions

○ Countries the U.S. has deficits with      ○ Countries the U.S. has surpluses with

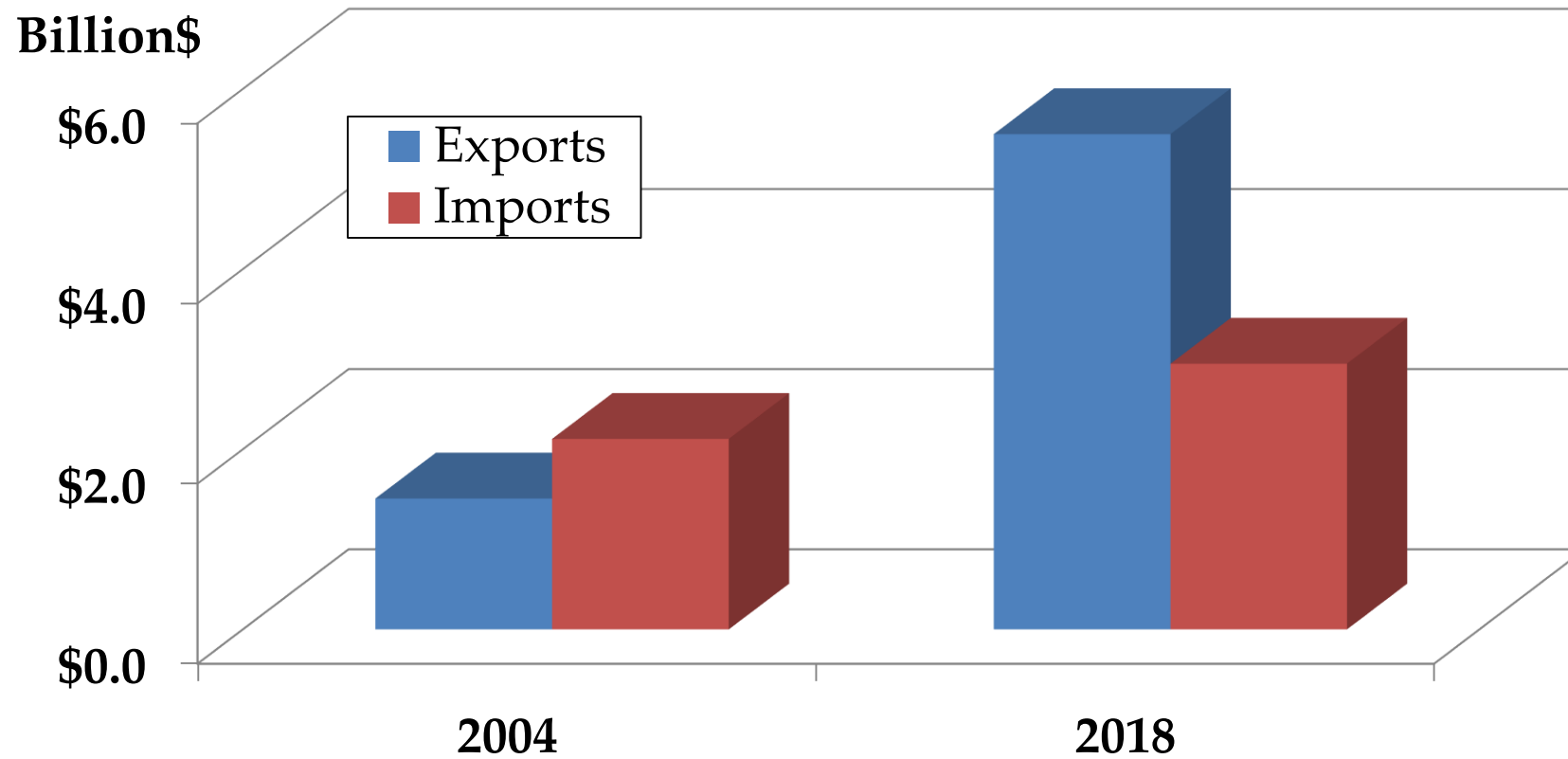


Note: Figures are seasonally adjusted for goods and services  
Source: U.S. Department of Commerce

BloombergQuickTake

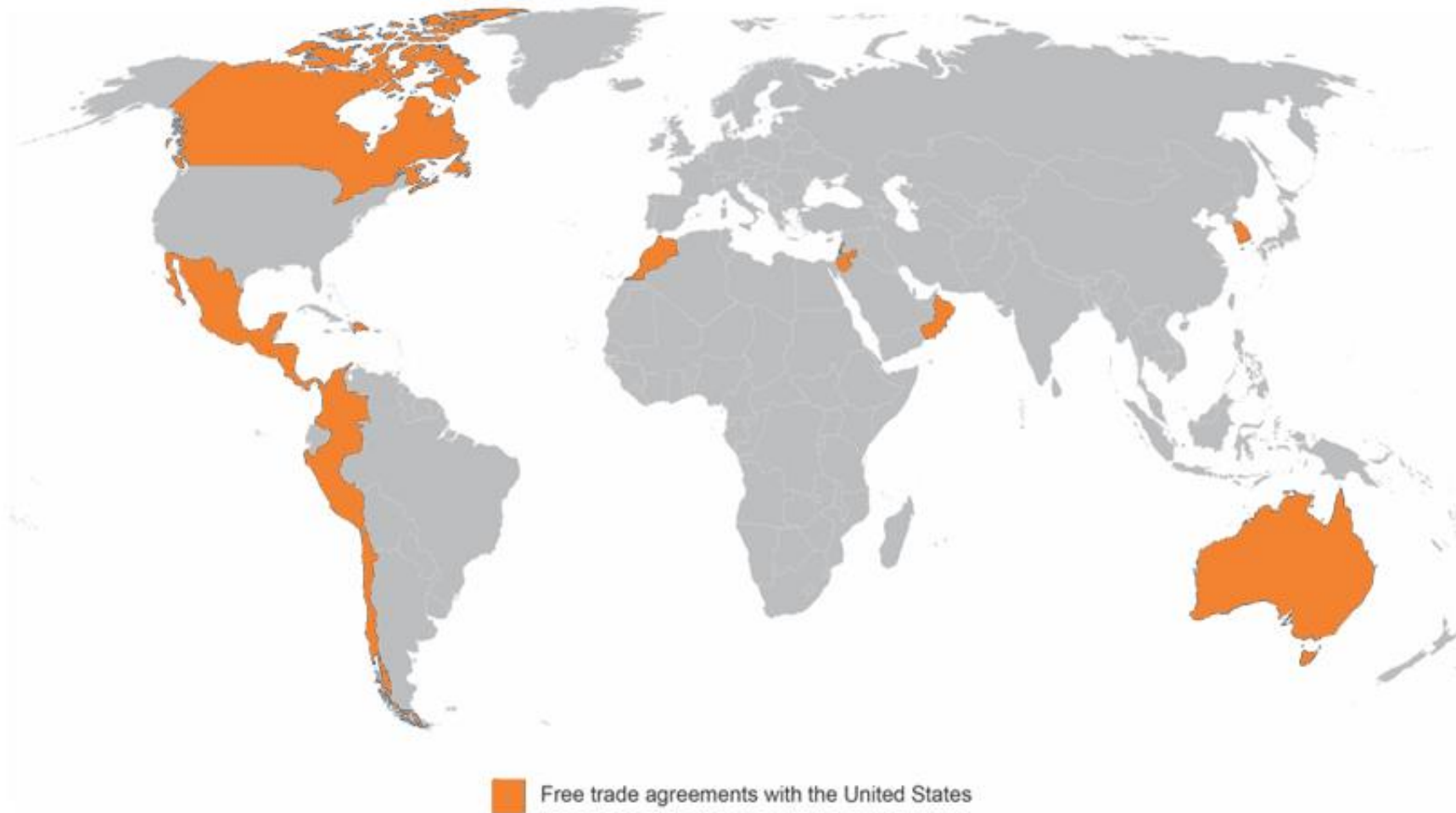


# U.S. Dairy Exports vs. U.S. Dairy Imports

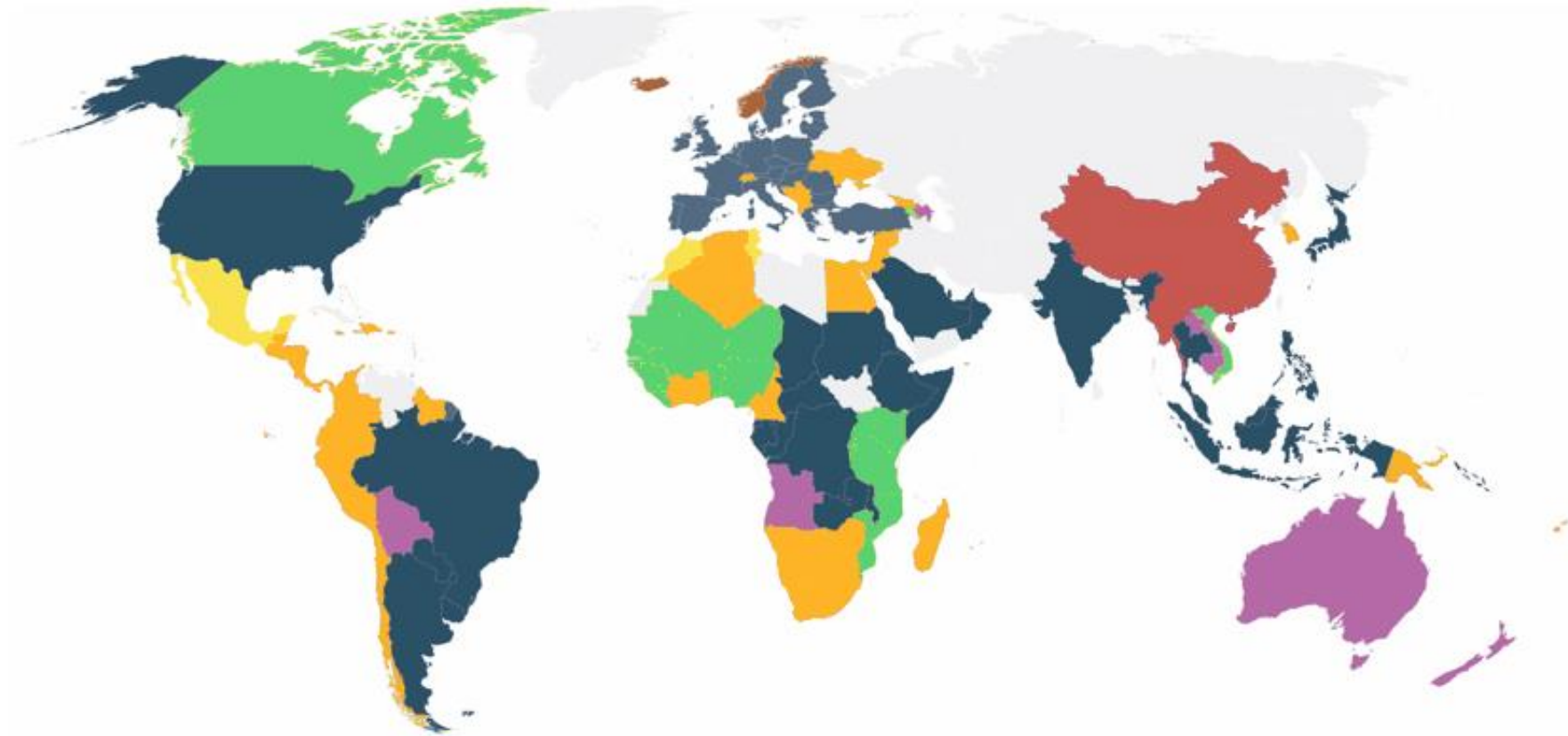




Source: U.S. Census Bureau Trade Data

# U.S. Free Trade Agreements



# EU Free Trade Agreements



- |  |  |
|--|--|
|  EU & Customs union                                     |  Preferential trade agreement being negotiated          |
|  European Economic Area                                 |  Potential for free trade partnership                   |
|  Preferential trade agreement in place                  |  Stand-alone investment agreement being negotiated      |
|  Preferential agreement awaiting adoption/ ratification |  Preferential agreement in the process of modernisation |

**MAKING A DIFFERENCE FOR DAIRY**

## Status update:

- Section 232 tariffs were lifted on May 20<sup>th</sup>
- Draft Statement of Administration Action (SAA) on May 30<sup>th</sup>
- Working group formed to resolve enforcement, labor, environment and biologics issues
- Implementing bill sent in next few weeks
- Congressional vote later this fall



# USMCA Grassroots Efforts

- USMCA Coalition created a “text your legislator” campaign to promote Congressional passage of USMCA
- By texting **“HelpAg” to 52886**, constituents can tell their elected officials why ratification of USMCA is so important



**USMCA COALITION**

MAKING A DIFFERENCE FOR DAIRY

# U.S.-Japan Bilateral Agreement



## U.S. Dairy Priorities:

- Agreement must lower Japan's tariffs and increase TRQs for all dairy products
- Presentation to USTR regarding need to include "best of" provisions from CPTPP and EU/Japan agreement to put U.S. dairy on level playing field with NZ, Australia and the EU

## Status:

- Agreement in principle announced in August
- Signing of Phase 1 deal on September 25



# U.S.-Japan Bilateral Agreement



## U.S. Dairy Outcomes:

### Two Tariff Rate Quotas (TRQs)

- Processed Cheese
  - Year 1: 105 mt 32.7% in-quota duty
  - Year 5: 125 mt 18.1% in-quota duty
  - Year 10 & on: 150 mt 0% in-quota duty
- Whey
  - Year 1: 5,400 mt
  - Year 5: 7,000 mt
  - Year 10 & on: 9,000 mt

Most whey products:  
0% in-quota duty

# U.S.-Japan Bilateral Agreement



US Japan Phase 1	Current Duty	Tariff Reductions
Shredded Cheese, Pizza Cheese	22.4%	duty reduced; Year 15: 0%
Cream Cheese < 45%	29.8%	duty reduced; Year 15: 0%
Grated/Powdered Cheese, Parmesan	40.0%	duty reduced; Year 15: 0%
Cheddar, Gouda	29.8%	duty reduced; Year 15: 0%
Lactose & Lactose syrup	8.5%	0% duty on Year 1
Milk Albumin	2.9%	0% duty on Year 1
<b>Other outcomes:</b>		
Skim Milk Powder/NFDM (side letter)	750 mt within the WTO TRQ	
Butter	No preferential access	
Evaporated Milk		
Condensed Milk		
Food Prep Cont. Sugar & Dairy		
Infant Formula		
Ice Cream		



# U.S.-UK Free Trade Agreement

Brexit will determine if/when deal with the U.S.

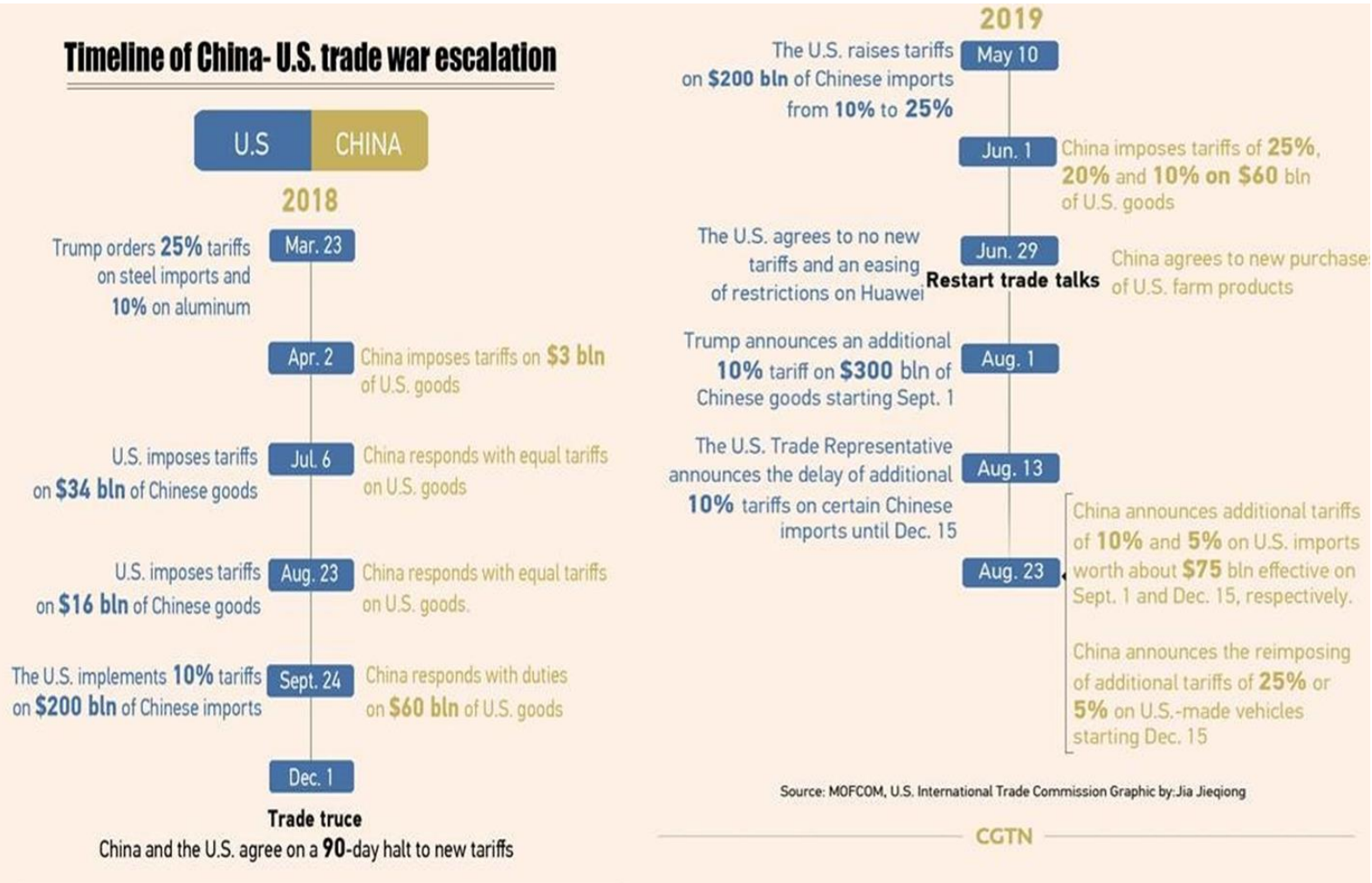
U.S. Dairy priorities:

- Increase market access across all dairy tariff lines
- Eliminate tariffs
- Strong SPS measures
- Protect the use of common cheese names



# China

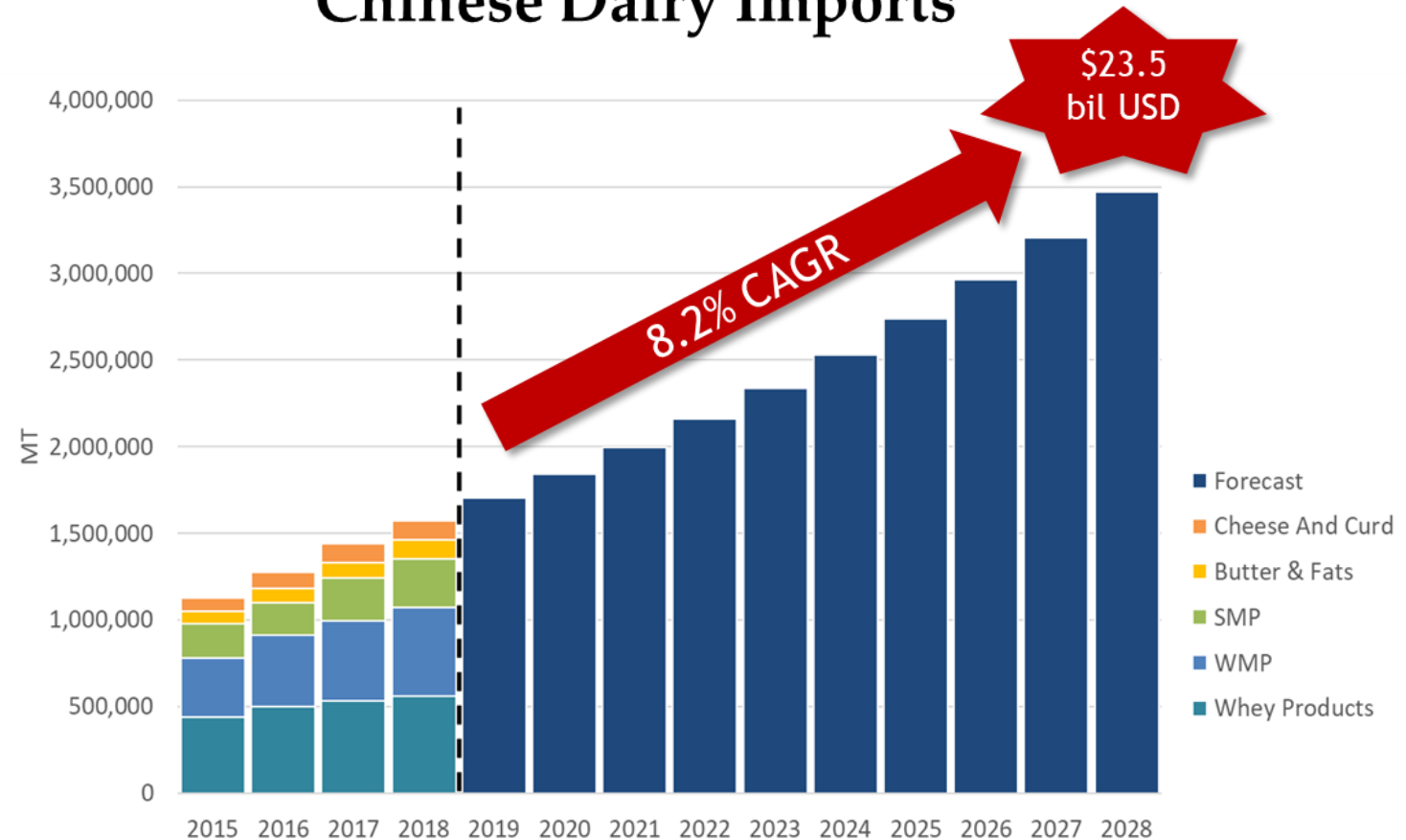
## Timeline of China- U.S. trade war escalation



# China

- **Impact on U.S. Dairy:**
- Potential \$23B market for U.S. dairy
  - Since July 2018, U.S. whey sales are **down 43%**
  - So far in 2019, the value of U.S. cheese exports is **down 42%**
- **Goals for U.S. dairy:**
  - Elimination of retaliatory tariffs
  - Meaningful access to Chinese market for U.S. dairy products

## Chinese Dairy Imports



# European Union



- May 2018, WTO found that EU subsidies for Airbus airplanes adversely affect U.S. industry
- April 2019, USTR releases preliminary list totaling \$11.2 billion in tariffs on EU imports
- July 2019, USTR releases another preliminary list totaling \$4 billion
- WTO Arbiter has determined U.S. can retaliate up to \$7.5 billion
- **Imports of EU butter, cheese, yogurt will be impacted**



# FMMO Reform

*Dave Carlin*



## Develop incremental plan to continue to improve the FMMO system for processors and producers

- Economic Policy Committee meeting – June 11<sup>th</sup>
  - Presentations by AFBF and NMPF representatives
  - Identified policy priorities and organized working groups
- Working group calls in July and August



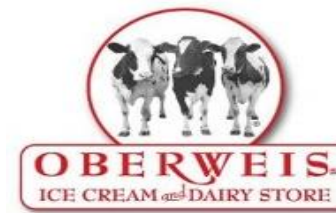
- Economic Policy Committee meeting – September 5<sup>th</sup>
  - Grouped pending issues into 3 categories:
    - Consensus
    - No consensus
    - Further study needed
  - Established Longer Term Issues Working Group



# September 5<sup>th</sup> Meeting Participating Organizations



Maryland & Virginia  
Milk Producers Cooperative Association, Inc.



MAKING A DIFFERENCE FOR DAIRY



# Natural Cheese

*Dave Carlin*



# Natural Cheese Legislation - Senate

- Senate CURD Act re-introduced on May 23<sup>rd</sup> (S. 1669)
- 6 bipartisan cosponsors: Sen. Johnson (R-WI), Sen. Wyden (D-OR), Sen. Risch (R-ID), Sen. Baldwin (D-WI), Sen. Braun (R-IN) and Sen. Sinema (D-AZ)
- Developing HELP Committee support for Senate “hotline” process



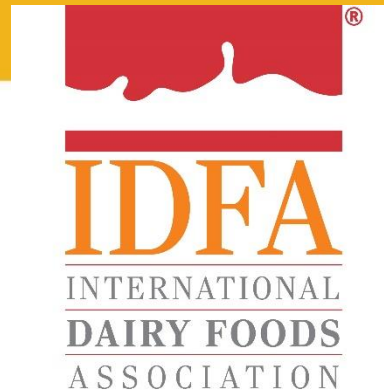
# Natural Cheese Legislation - House

- House CURD Act re-introduced on September 25th
- 3 bipartisan cosponsors lead by Rep. Kind (D-WI), Rep. Schrader (D-OR) and Rep. Long (R-MO)
- Develop additional Democratic support for the legislation among members who serve on the Energy & Commerce Committee and in House leadership



# Child Nutrition Reauthorization

*Tony Eberhard*



# Chocolate Milk on the Defense in Arizona



MAKING A DIFFERENCE FOR DAIRY

# 1% Low Fat Flavored Milk Back in Schools



- Final Rule “Child Nutrition Program Flexibilities for Milk, Whole Grains, and Sodium Requirements”
  - Effective February 2019, permanently allows schools to serve 1% low-fat flavored milk.

*“USDA is committed to serving meals to kids that are both nutritious and satisfying... we continue to listen to schools... to ensure they can meet the needs of their students based on real-world experience.”*

– Secretary Perdue

# Child Nutrition Reauthorization Bill



## **IDFA Child Nutrition Reauthorization bill priorities include:**

- Reinstatement of reduced-fat (2%) milk into the WIC program (kids 2 & up)
- Allow WIC families to purchase yogurt in different container sizes “up to” 32 ounces
- Preserve ability of schools to offer low-fat (1%) flavored milk
- Increase milk container size in high school competitive foods program



# SCHOOL MILK BILLS

Representatives Joe Courtney (D-CT) and G. T. Thompson (R-PA) introduced the “School Milk Nutrition Act” (H.R. 3125).

Representatives Thompson and Collin Peterson (D-MN) introduced the “Whole Milk for Healthy Kids Act of 2019” (H.R. 832)

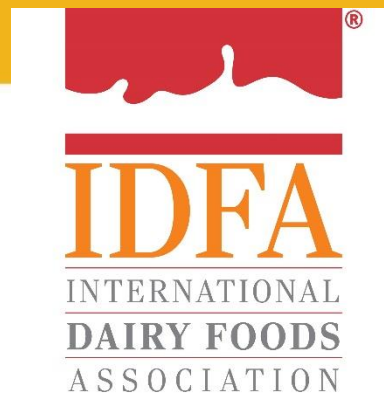
Sen. Pat Toomey (R-PA) is set to introduce the “Milk in Lunches for Kids (MILK) Act” as a Senate companion to the Thompson-Peterson bill.





# Appropriations Update

*Tony Eberhard*



# IDFA FY19 Appropriations Wins



- ✓ \$1.5 million for Agricultural Research Service (ARS) ice cream waste solutions
- ✓ \$2 million increase in funding for FDA's Office of Nutrition and Food Labeling for SOI regulations

Status: The FY2019 Consolidated Appropriations Act included both IDFA priorities and was signed into law February 15, 2019.

# FY20 Appropriations Agenda



- ✓ Successful February Legislative Fly In
- ✓ Build on last year's success with Ice Cream & FDA Funding



Additional funding requests:

- NEW SNAP Milk Incentive Program



# FY20 Agriculture Appropriation Legislation

## House

- Passed through full House Appropriations Committee with all IDFA priorities:
  - Provide new \$1 million for SNAP milk incentive
  - Additional \$3 million for FDA standards of identity work
  - Protect \$1.5 million for ARS ice cream research

## Senate

- Passed through full Senate Appropriations Committee with all IDFA priorities:
  - Provides new \$1 million for SNAP milk incentive
  - Maintains FY19 increase for FDA standards of identity work
  - Protects \$1.5 million for ARS ice cream research

# Immigration

*Tony Eberhard*



# IDFA Immigration Principles

Year-Round Ag Guestworker Program



No Touchbacks



Include Dairy Processing in Visa Program



Accommodation for Ag Worker Families



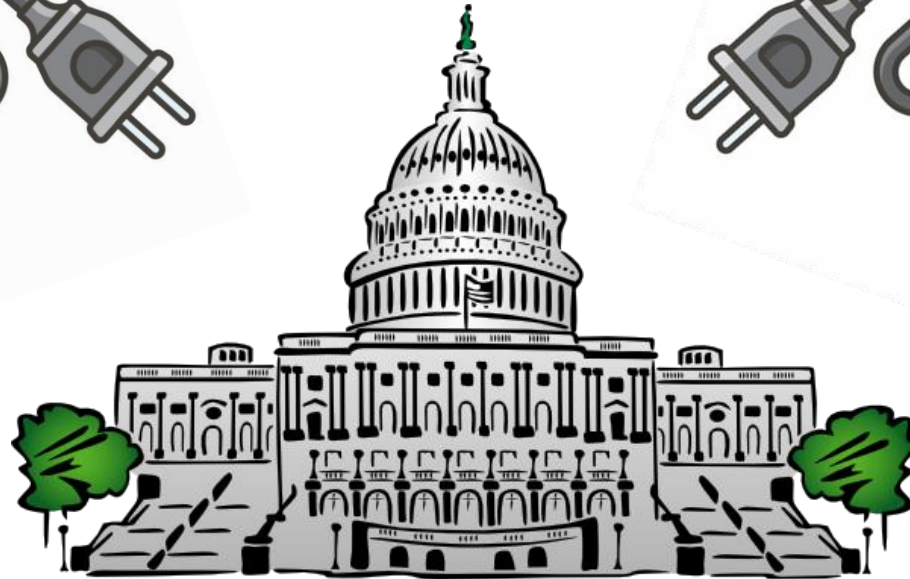
# Plugging Into the Immigration Debate

**Agriculture  
Workforce  
Coalition (AWC)**



**IDFA  
Champions**

**Essential Worker  
Immigration Coalition  
(EWIC)**



# Transportation

*Dave Carlin*



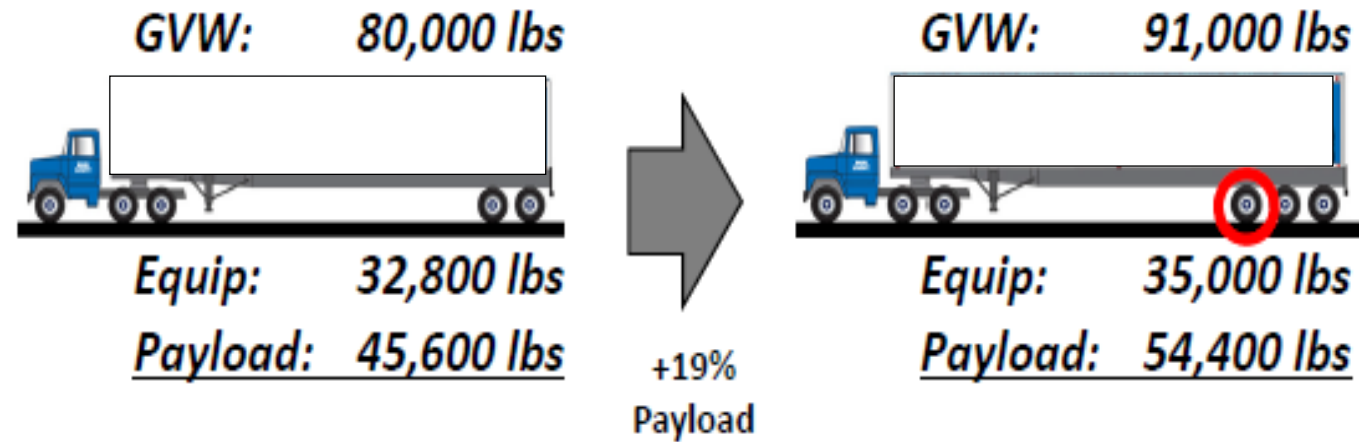


- IDFA is a member of the Safer Hauling & Infrastructure Protection Coalition
- **Primary SHIP Goal:** Pass legislation requiring DOT to conduct a pilot program that will demonstrate the safety record of 91,000 pound trucks on interstate highways



- Allowing 91,000 pound trucks with 6 axles on interstate highways would benefit the dairy industry
  - Cheese, butter, and milk powder shippers could save **\$167 million annually\***
  - Plant to plant and farm to plant haulers would also benefit

## Proposed Configuration



\*June 2019 analysis by Blimling and Associates

- **Status**
  - House Transportation and Infrastructure Committee held a hearing in June
  - Congressional letter supporting change currently has 44 signatures
  - Goal is to add pilot program language to a broader “vehicle” bill sometime during this congress



- IDFA will continue to participate in the SHIP coalition efforts
- We will also support other transportation and infrastructure priorities that are identified by members of the Environment, Sustainability and Safety Committee and our Segment Boards (e.g., hours of service changes, truck driver shortage)





# IDFA Political Affairs *Advocacy & PAC Report*



# IDFA Advocacy Programs

## ■ Strategic Fly-Ins

- ✓ Focus on 1-2 issue areas
- ✓ IDFA executive leadership only
- ✓ Meetings with top decision makers

## ■ Legislative Fly-Outs

- ✓ Tour & roundtable discussion
- ✓ Congressional delegation meets with entire industry

## ■ Congressional Dairy Tours

- ✓ IDFA can help facilitate
- ✓ 1 on 1 meeting with your elected official



# IDFA Advocacy Programs



**3**

**Strategic  
Fly-Ins**

**5**

**IDFA PAC  
Fundraisers**

**2**

**Legislative  
Fly-Outs**

**10**

**Additional  
Grassroots  
Events**

# IDFA Advocacy Programs - Fly-Outs

The Fly-Out is IDFA's newest advocacy program. Our inaugural fly-out was hosted by Lactalis in Nampa, ID last November. (11 out of 11 ID dairy companies participated)

2<sup>nd</sup> event in Milbank, SD at Valley Queen.

## Location selection

- ✓ Significant dairy presence (state or region)
- ✓ IDFA member companies within proximity
- ✓ Secure a key legislator
- ✓ Assemble a political delegation



# IDFA Advocacy Programs - Fly-Outs



*“When I arrived today, dairy was in my top 100 issues, after today’s discussion it is now in my top 20” – Sen. John Thune*

# IDFA Advocacy Programs

## 2019 Upcoming Events

**California, Central Valley Fly-Out**

*October 9, 2019*

**December Strategic Fly-In and Celebration of Dairy**

*December 3-4, 2019*

*\*Things change frequently in Washington. Please note that this schedule may be modified*



# IDFA Political Action Committee (PAC)

- Important tool in IDFA's legislative toolbox
- The IDFA PAC is funded **100%** by voluntary individual contributions
- Unlike IDFA's other advocacy efforts, **IDFA PAC can not be funded through the support of corporate accounts or membership dues.**



# IDFA Political Action Committee (PAC)



- IDFA PAC supports a bipartisan group of Congressional leaders

- ✓ Pro-business
- ✓ Pro-trade
- ✓ Pro-jobs
- ✓ Shown support for the dairy products industry

- 2019 disbursements  
**57% Republican 43% Democratic**



# IDFA Political Action Committee (PAC)



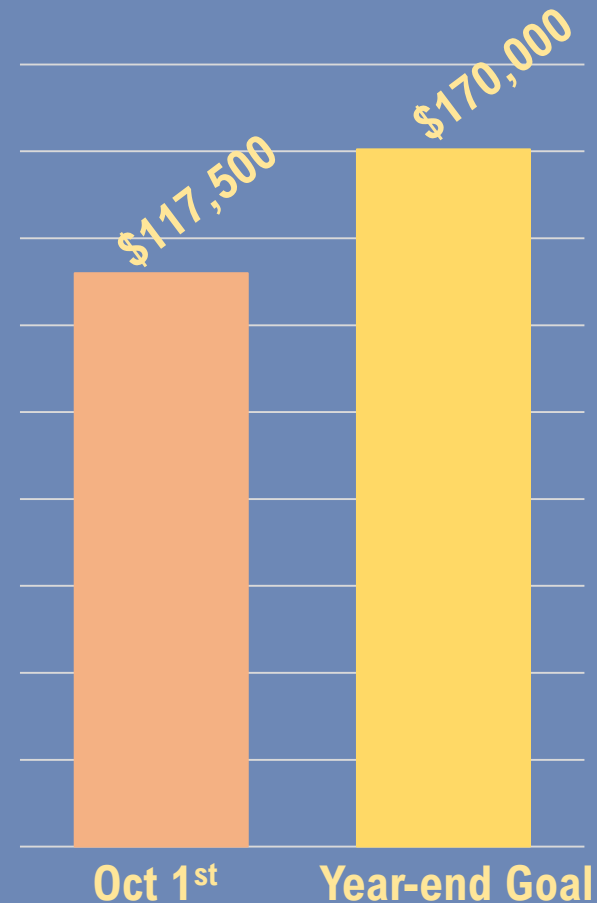
IDFA PAC has disbursed **\$117,500** to **55** candidates and has raised an additional **\$63,500** through IDFA hosted fundraisers.

2019 Political Footprint - **\$181,000**.

We have plans to disburse an additional **\$52,500** by year end.

To be successful IDFA PAC needs to raise an additional **\$45,000**.

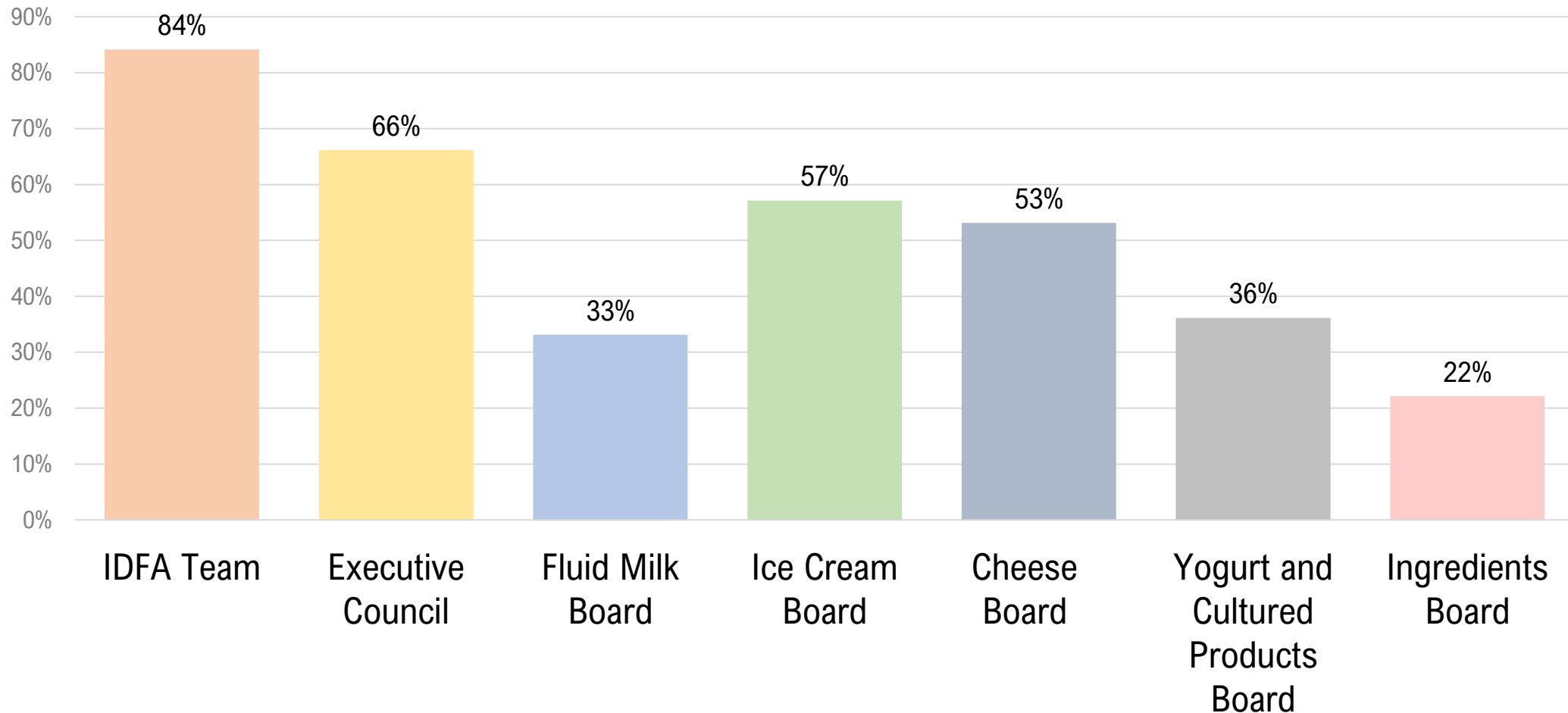
2019 PAC  
DISBURSEMENTS



# IDFA Political Action Committee (PAC)



## PAC Contributions Across Segment Boards



# Please Support IDFA's Political Affairs



# How to Get Engaged

Contact Colin Newman  
[cnewman@idfa.org](mailto:cnewman@idfa.org)

Visit our website  
[www.dairycounts.org](http://www.dairycounts.org)





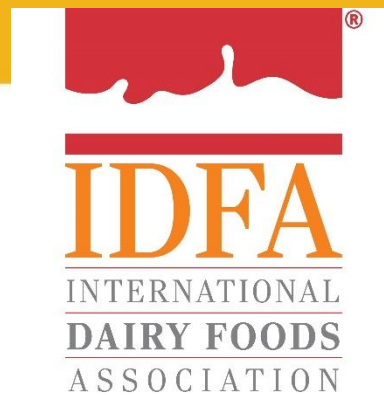
# Questions/Discussion



# Break



# Regulatory Priorities





Cary Frye



John Allan



Danielle Quist



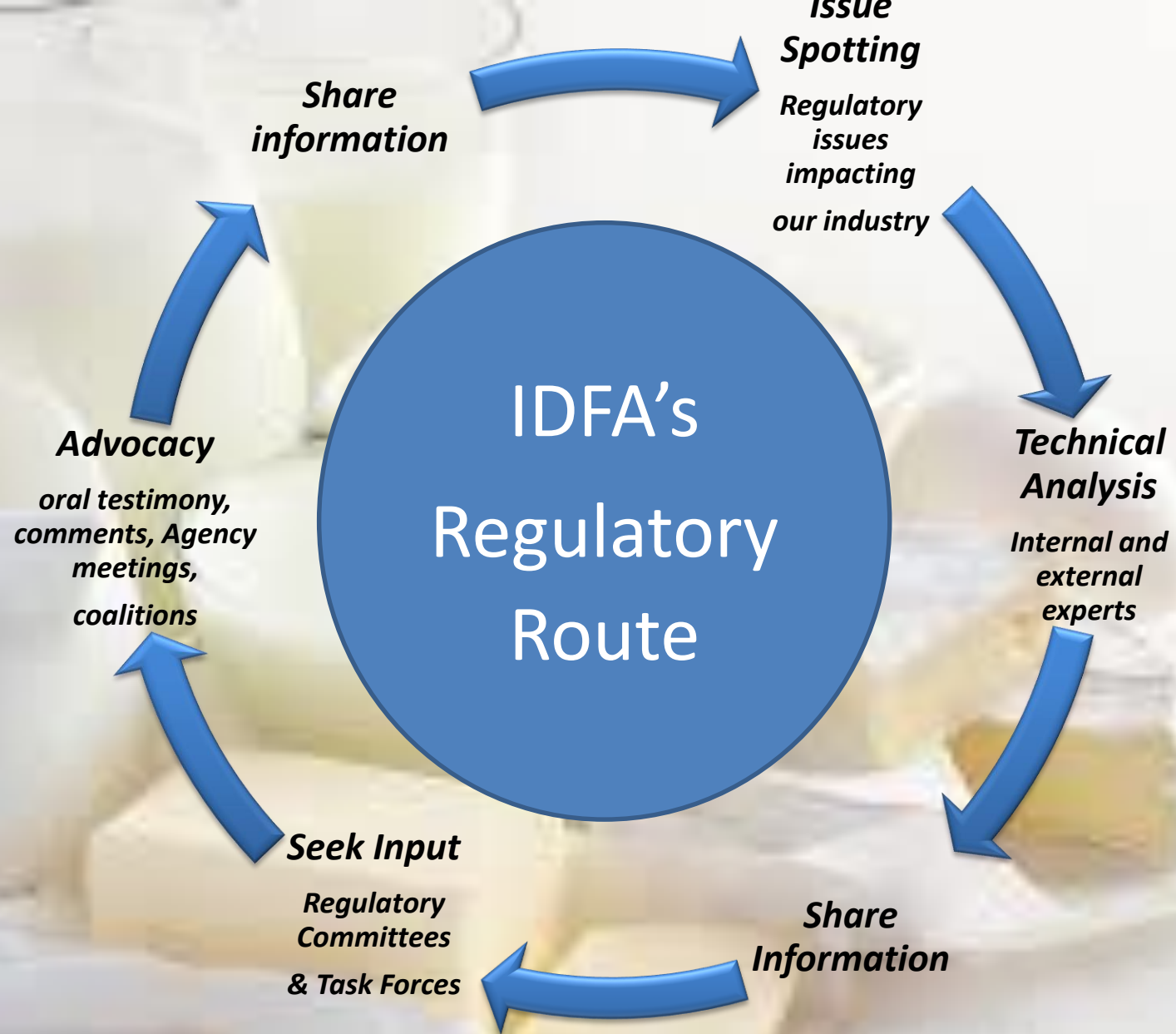
Michelle Matto



Taylor Boone

A graphic featuring several interlocking gears of various sizes. The gears are metallic and have words like 'REGULATIONS', 'COMPLIANCE', 'STANDARDS', and 'POLICY' engraved on them. A large orange rectangular box is centered over the gears, containing the text 'REGULATORY TEAM' in white, serif, all-caps font.

## REGULATORY TEAM



# Regulatory Priorities – FY 2020



## IDFA Regulatory Committees

- **Food Safety Committee**
  - NCIMS Subcommittee
- **Standards and Labeling Committee**
  - Standards Modernization Task Force
  - Bioengineered Food Labeling Task Force
  - International Standards Task Force
- **Nutrition and Health Committee**
- **Environment, Sustainability & Safety Committee**
  - Food Waste Task Force

IDFA'S 2019 REGULATORY POLICY PRIORITIES MARCH 10, 2019				
Issues Area	New Committee Assignment	Status	Goals	Actions
Dietary Guidelines for Americans 2020-2025	Nutrition and Health Committee	The members of the Dietary Guidelines Advisory Committee (DGAC) have been named. The topics for consideration by the DGAC have also been identified. The first public meeting of the DGAC will be held on March 28-29, 2019.	Defend dairy's role in 2020-2025 update of Dietary Guidelines for Americans to maintain current number of servings and expand choices to higher fat levels	IDFA regulatory staff will coordinate with the Nutrition and Health Committee and other organizations on comments supporting a strong role for dairy in a healthy eating pattern. These comments will include written and oral input to the DGAC and USDA and the Department of Health and Human Services.
Implementation of FDA's Food Safety Modernization Act	Food Safety Committee	With the major rulemaking related to FSMA now complete, FDA is issuing guidance and beginning inspections and enforcement of the new requirements. IDFA is working to ensure guidance aligns with the flexibility provided for under the rules and inspection activities are appropriately and efficiently conducted.	<ul style="list-style-type: none"> <li>• Ensure FDA's intentional adulteration (IA) rule guidance allows for flexibility in implementing and verifying mitigation measures and that FDA takes a "educate before you regulate" approach, as this is a new area for regulation of the food industry.</li> </ul>	<ul style="list-style-type: none"> <li>• IDFA submitted comments on the 1st tranche of draft IA guidance in Dec. 2018 and is reviewing and developing comments on the 2nd tranche released Mar. 5, 2019.</li> <li>• IDFA is co-signing a Food and Beverage Industry Alliance letter requesting an extension of the July 2019 compliance date to allow time for all relevant FDA guidance and revised Food Defense Plan Builder.</li> </ul>



MAKING A DIFFERENCE FOR DAIRY

# Nutrition Policy



2020-2025

# Dietary Guidelines for Americans





# Dietary Guidelines 2020 Process



Defend Dairy : Maintain dairy group and 3 daily servings recommendation

Request for  
Issues and  
Topics

Dietary  
Guidelines  
Advisory  
Committee  
Nominations

Public Comment to DGAC  
Docket Open  
5 meetings scheduled

USDA/DHHS  
Review  
DGAC  
Report

Feb 2018

2018

2019

2020

New  
Step

DGAC Begins Review of  
Nutrition Research & Dietary  
Modeling  
Charter and Questions are Set

May 2020:  
DGAC Publishes  
Report

December 2020:  
DGA 2020-2025  
Released  
MyPlate Updated



MAKING A DIFFERENCE FOR DAIRY

# Dietary Guidelines for Americans 2020-2025



## Dietary Guidelines Advisory Committee Public Meetings

Meeting 1: March 28-29, 2019 (Washington, DC)

Meeting 2: July 10-11, 2019 (Washington, DC) - Oral Comments

Meeting 3: October 24-25, 2019 (Washington, DC)

Meeting 4: January 23-24, 2020 (Houston, TX) – **IDFA Comments**

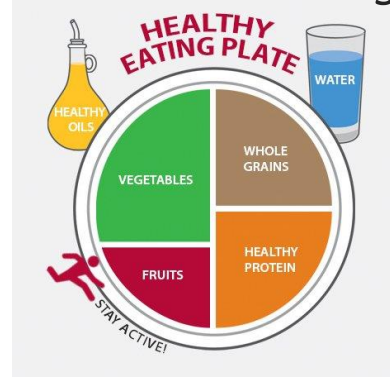
Meeting 5: March 12-13, 2020 (Washington, DC)



*Olympic Athlete and PCRM Urges USDA To Ditch Dairy From DGA*



*Plant-based foods get shout-out at DGAC meeting*



# IDFA Priorities for DGA 2020-2025

## Major Goals:

- Maintain dairy as a separate food group
- Maintain recommendation for 3 servings every day

## Additional Goals:

- Recommendations include dairy at a range of fat levels
- Yogurt and dairy as complementary foods for infants and toddlers

**IDFA will be submitting written comments to Advisory Committee and agencies.**



**3 cups**

# FDA Voluntary Sodium Reduction Targets



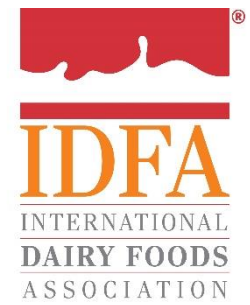
# FDA's Voluntary Sodium Reduction Targets

- 2016 FDA proposed draft guidance - short term (2 year) and long term (10 year targets) for 150 food categories
  - 13 types of cheeses, cheese sauces, dips and butter
  - Cheese reductions were ~5% (2 yr.), ~15% (10 yr.) and processed cheese (11% and 22%)
- IDFA and NMPF filed joint comments
  - Urged FDA to remove the cheese and butter category
  - Salt plays a critical role in food safety, quality, and function of cheese
  - Sodium based emulsifiers are needed for process cheese
  - Unsalted butter is already available
  - Also provided suggestions for category and target revisions if FDA proceeds
- Met with FDA challenges of sodium reduction for cheese
- FDA renewed interest in issuing revised sodium reduction targets
  - Commissioner's Nutrition Innovation Strategy



# FDA's Voluntary Sodium Reduction Targets

- IDFA with the Sodium Coalition working to have FDA reconsider sodium targets
- Policy Navigation Group – Economic Impact (process cheese and white bread) cost of:
  - Reformulating, lost customers, lost demand, higher price, social costs
  - Results in >\$ billions per year – Not compliant with E.O. 13771
- Meetings with HHS, FDA, FSIS, OMB, SBA
- Seeking reconsiderations of targets
  - FDA should use administrative procedures to issue targets that allow for notice and comment and include an economic impact
  - Only have first tier targets
  - Allow 4 years for implementation



American Bakers Association



# NYC-National Salt & Sugar Reduction Initiative



# NYC-National Salt & Sugar Reduction Initiative



- Second phase of voluntary sodium reduction plan for restaurants and retail food
  - Partnership with 100 city and state health departments
  - Sodium levels decreased in a sample of top selling packaged foods by about 7% from 2009 - 2016
- Proposed targets based on total sugar - not added sugar



**Flavored Milk** (per cup, with sugar allowance)

Baseline: 24 g

2023 Target: 22.6 g, 30.5 g max

2026 Target: 21.1 g, 25.2 g max



**Flavored Yogurt** (per 170 g, with sugar allowance)

Baseline: 17.9 g

2023 Target: 16.8 g, 22.6 g max

2026 Target: 15.6 g, 19.2 g max



**Frozen Desserts** (per 100 g)

Baseline: 20.7 g

2023 Target: 18.7 g, 23.9 g max

2026 Target: 16.6 g, 21.5 g max



# NYC-National Salt & Sugar Reduction Initiative



- IDFA's written comments filed Sept 30<sup>th</sup>
- Dairy foods should be excluded due to nutrient density and providing, Calcium, Vitamin D and Potassium
- Education and other efforts should be considered before requiring reformulation of products
- Didn't fully account for natural lactose in milk
- Need to consider functional and technical role of sugar in food and standards of identity requirements
- Targets if enacted should be based on "added sugars"



# FDA Food Standards Modernization



# FDA's Nutrition Innovation Strategy



“Facilitate industry innovation towards healthier foods that consumer’s want”



**Modernizing Standards of Identity**



Dairy standards are outdated  
Petitioning for changes takes decades

Horizontal approach to allow for deviations should be considered for long term

Act on pending petitions now



# FDA Nutrition Innovation Strategy



## IDFA Written Comments

- Input from IDFA's Regulatory Committee and Standards Modernization Task Force member
- **Food standards modernization a must!**
- Adopt a horizontal approach – reexamine GMA 2006 petition principals that allow flexibility to current standards
- Push for action on long - pending dairy petitions
  - Completion of yogurt standards (2009)
  - Finalize regulation for the use of UF (2000) and allow MF milk for cheese with labeling of milk



# Horizontal Standards Modernization Principles



Ingredients for technical effects – stabilizers, emulsifiers, antimicrobials



Flavors & flavor enhancers – sweeteners, salt substitutes



Advanced processing technologies – ultrafiltration



Alternative make procedures – all foods



Changes to basic shape



Improvements in nutritional properties

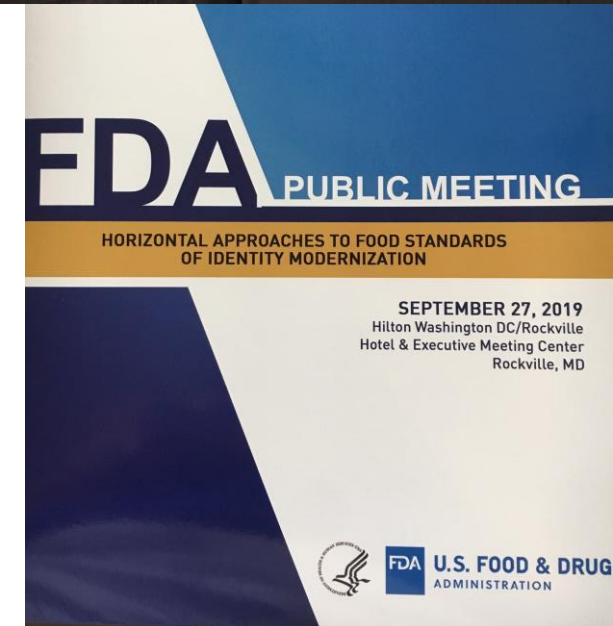
# FDA Hosted Listening Session with IDFA



- Meeting May 6, 2019 - Nestle USA, Danone N.A., Great Lakes Cheese
- Outcomes
  - FDA reexamining 2006 GMA petition and interested in stakeholder ideas for horizontal approaches for standards modernization
  - Fall public meeting on standards modernization and opening up docket for comments
  - IDFA will follow up with written request to extend regulatory discretion to allow for microfiltered milk for cheese with labeling as “milk.”
  - Yogurt standard final rule on Unified Regulatory Agenda going to OMB!

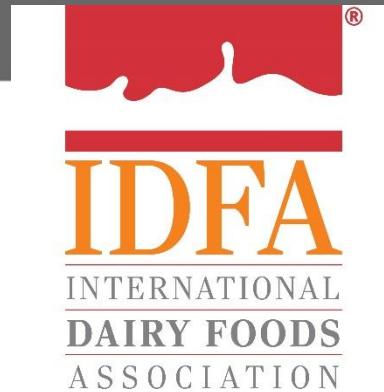
# Modernizing Standards of Identity

- **FDA hosted a public meeting & webinar September 27<sup>th</sup>**
- Horizontal Approaches to Food Standards Modernization
  - Break out sessions
    - Changes for more nutritious foods
    - Flexibility to accommodate industry innovation
    - Consumer expectations and standardized foods
- IDFA worked with regulatory committees on oral testimony and will submit written comments by November 12<sup>th</sup>



# Labeling Policy Update

## *IDFA Resources for Nutrition Facts Rules*





# BREAKING NEWS!!



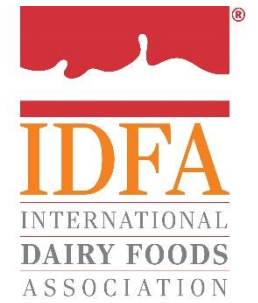
- We heard your need for more time as the January 1, 2020 compliance date approaches – Extensive packaging inventory would be wasted
- IDFA worked with the FBIA with 11 other food trade associations
- Requested six month extension for Nutrition Facts label changes by issuing regulatory discretion letter – Sent to FDA Commissioner September 30<sup>th</sup>
  - or enforcement discretion on a case-by-case basis
  - or a process for companies to su by-case basis
- Follow up for quick action

Nutrition Facts	
8 servings per container	
<b>Serving size</b>	<b>2/3 cup (55g)</b>
<b>Amount per serving</b>	
<b>Calories</b>	<b>230</b>
<b>% Daily Value*</b>	
<b>Total Fat</b> 8g	<b>10%</b>
Saturated Fat 1g	5%
Trans Fat 0g	
<b>Cholesterol</b> 0mg	<b>0%</b>
<b>Sodium</b> 160mg	<b>7%</b>
<b>Total Carbohydrate</b> 37g	<b>13%</b>
Dietary Fiber 4g	14%
Total Sugars 12g	
Includes 10g Added Sugars	20%
<b>Protein</b> 3g	
Vitamin D 2mcg	10%
Calcium 260mg	20%
Iron 8mg	45%
Potassium 235mg	6%

\* The % Daily Value (DV) tells you how much a nutrient in a serving of food contributes to a daily diet. 2,000 calories a day is used for general nutrition advice.



# Updated IDFA Labeling Manuals



# IDFA Resources



- Introduction to Dairy Product Labeling  
**October 15-16, 2019 | 1:00 - 3:00 p.m. EST (each day)**
  - Day 1 – Dairy labeling 101 and Bioengineered Food Disclosure Standard
  - Day 2 - New Nutrition Labeling Regulations and Labeling Claims
- Personal consultation for your question
- New frequently asked labeling questions and answers in IDFA Knowledge Center – October 2019



# FDA's New Era of Smarter Food Safety



## Strategic Blueprint for “New Era of Smarter Food Safety”

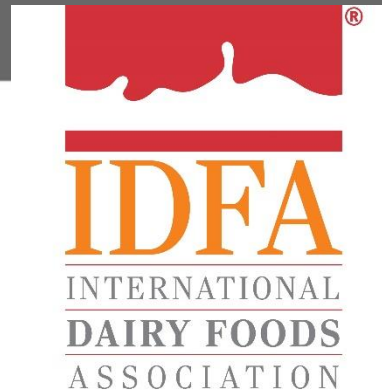
- ✓ People-led
- ✓ FSMA-based
- ✓ Technology-enabled

# Industry/Public Input Wanted

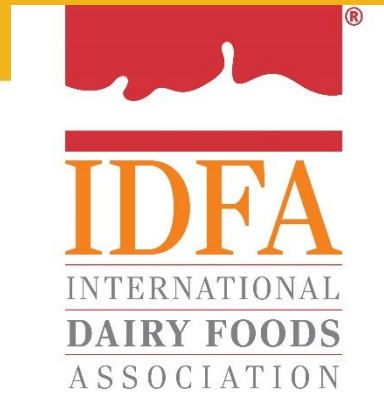


- Public meeting:
  - October 21, 2019; Rockville, MD (DC area)
- IDFA seeking input from Food Safety Committee on priority areas
  - ***Comments due: October 11<sup>th</sup>***
- Written comments due to FDA: November 20<sup>th</sup>

# National Conference on Interstate Milk Shipments



# Dual-Grade Plant Inspections





# Goals



- IDFA requested consolidation of inspections for “dual-grade” plants inspection → 1 inspection
- ***Goal: Coordinate an approach to non-Grade “A” Preventive Controls inspections and Grade “A” check ratings to maximize Federal-State resources and minimize the burden of inspections in IMS-listed facilities.***

# Options for States



## Option A

**Fed-State Partnership**



**State:**

Grade A + non-Grade A



**FDA:**

“Audit” of State inspections

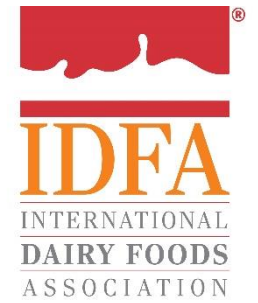
## Option B

**FDA Only**



Grade A + limited PC  
inspection of non-Grade A

# Next Steps

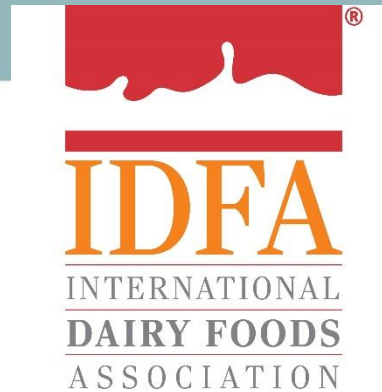


Conduct pilot

Present final plan at 2021  
NCIMS Conference

New inspections begin

# Repackaging Cultured Grade “A” Products



# Repackaging Cultured Grade “A” Products



- NCIMS Proposal 112: Allow transport of yogurt to another plant for repackaging without repasteurization, as for cottage cheese.
- IDFA objective: Carve out short shelf-life parfaits and similar products made with cultured dairy from PMO coverage.

# International Standards



# Defending Science-based Standards



- Codex standards should be:
  - Science- and risk-based
  - Informed by Codex expert bodies
- Under threat: Codex standards and US exports
- IDFA wins at Codex

# Defending Science-based Standards



- Other battlegrounds:
  - Defending against WHO policy overreach
  - Anti-“processed” food policies
  - Nutrient profiling & Front-of-Package Nutrition Labeling





- Ensure U.S. government aligned with industry and taking appropriate action
  - Meetings & comments: FDA, USDA, USTR, US Codex Office
- International Dairy Federation
  - Amplify concerns throughout global dairy industry, then with foreign governments
- Meetings with Embassies in DC

# PFAS Update



# PFAS Still High Priority



- PFAS in milk/dairy remains in news headlines and before Congress
- No major federal PFAS regulatory actions – many “task forces” and research
- IDFA Actions
  1. Closely monitoring Congress, FDA, EPA and DOD
  2. Advocating for a science-based approach
  3. June 18 webinar with FDA – knowledge center
  4. Communications talking points
  5. Regulatory/Communications team collaboration with individual members
  6. Collaboration with NMPF and NCBA
  7. Supporting State Depts. of Agriculture pushing back on calls to set state milk screening numbers

# Federal Activities



## **FDA:**

- Continued retail dairy product testing through Total Dietary Study (TDS)
- Reviewing all 62 PFAS/food contact materials
- No intent to establish tolerance levels

## **EPA:**

- Determine whether to set mandatory MCLs for drinking water by end of 2019
- New testing methodologies for short-chain PFAS, testing for 29 compounds total

## **USDA/FSIS: Oct 1-**

- Begins enhanced residue testing for 16 PFAS in beef muscle
- Establish baseline and examine depletion & elimination rates

## Per June 18 IDFA PFAS Webinar with FDA

- Testing of raw milk and foods is expensive, technically challenging
- No processor milk testing
- Consider testing at higher risk farms:
  - Near industrial or military facilities with known contamination
  - Near “hotspots” on EWG map [https://www.ewg.org/interactive-maps/2019\\_pfas\\_contamination/map/](https://www.ewg.org/interactive-maps/2019_pfas_contamination/map/)
  - History of spreading sewage sludge from industrial sources
- Detection levels above 70 ppt (PFOA+PFOS) – consult state department of agriculture to determine if milk testing via FDA is necessary



Military Sites



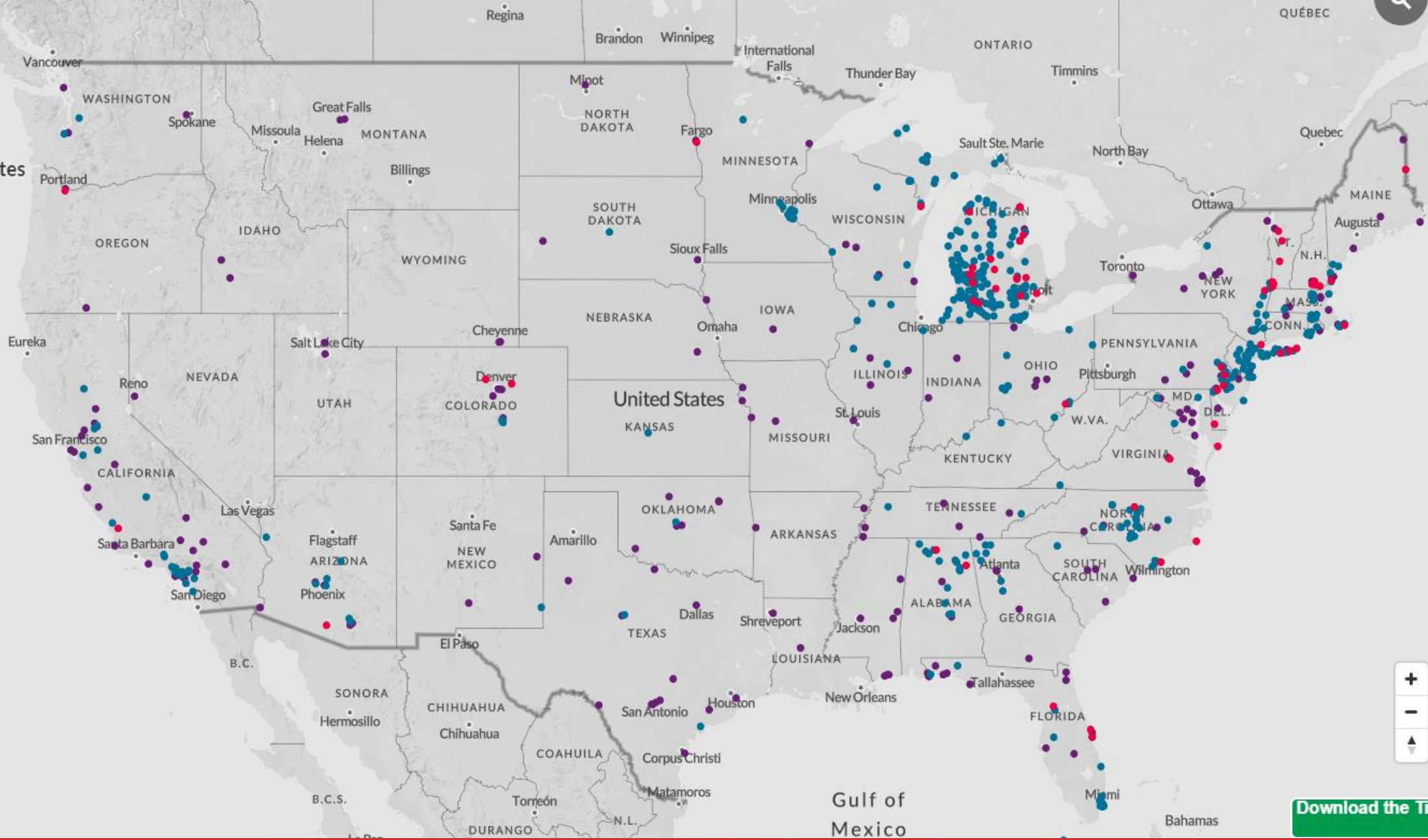
Drinking Water



Other Known Sites



info



Download the Tip

MAKING A DIFFERENCE FOR DAIRY

# Next Steps?



- Expect FSIS sampling to result in more PFAS detection in dairy
- Congress – NDAA and stand-alone bills
- Public distrust of EPA, FDA, all PFAS manufacturers
- States leading the charge and lobbying Congress
  - Clean Water Act effluent limits, water quality & pretreatment standards
  - State drinking water MCLs lower than 70 ppt
  - Testing water/milk/sludge at dairy farms
- Caution - news articles claiming that regulators avoid testing at dairies because it leads to bankruptcy

# National Bioengineered Food Disclosure Standard





# BE Labeling Rule



- Rule applies to all foods and supplements for retail sale
- Narrow definition of “bioengineered food”
- Dairy products labeled on *Jan. 1, 2022* must comply with rule
- Meanwhile, companies should be
  - Examining sourcing of ingredients/communicate with suppliers
  - Obtaining records/spec sheets/letters from suppliers
  - Providing similar records to customers

# BE Rule Resources



- Microbial fermentation inputs as incidental additives – seeking consensus with FDA to minimize disclosure mandates
- Assisting individual members with compliance questions
- Questions to AMS – updates on AMS website
- Regulatory Update
- March 12, 2019 webinar “National Bioengineered Food Disclosure Standard – What Dairy Needs to Know”
- October 31, 2019 1 p.m. (ET) webinar “Future Innovations in Gene Editing and Novel Applications in Food”

# AMS Disclosure Determination Tool



**Yes, the ingredient contains detectable modified genetic material.**

**Does the bioengineered substance in the ingredient fall below the threshold amount?**

**Yes, the bioengineered substance in the ingredient falls below the threshold amount.**

**No, the bioengineered substance in the ingredient does not fall below the threshold amount.**

If an ingredient includes an inadvertent or technically unavoidable amount of a bioengineered substance, in an amount less than five percent, then that specific ingredient does not trigger disclosure.

Any intentional use of a bioengineered ingredient requires disclosure.

# Litigation Update



# Class Action Lawsuit Trends



- IDFA litigation trends – Regulatory RoundUP
- “Natural” Claims – some judges lifting prior stays entered in anticipation of FDA action
- Trend in false advertising and labeling claims hitting dairy
- Common claims – consumers are deceived
- State unfair trade practices – consumer protection laws
- Goals differ - monetary settlement & publicity and policy change

# Vanilla and Ingredient Labeling

- IDFA email alert sent in August/personal consultation
- Food Fraud – Advertising, front of pack “vanilla” ice cream, but ingredient statement includes “natural flavors” other than “vanilla”
- Allege false advertising in violation of state unfair trade practice, consumer protection laws and tort
- Are consumers deceived?
- 2-3 new lawsuits p/week, including ice cream, yogurt and other products
- Remedy - \$\$ damages & restitution



Career plaintiffs' lawyers  
Spencer Sheehan &  
Michael Reese – “right of  
citizens to band together  
and settle grievances with  
bigger companies”



# Animal Welfare Litigation Trends

- Not new, but new focus on CAFO/feedlots
- Claims based on unfair trade practices and consumer protection laws
- Consumers purchase and paid extra \$ based on deceptive marketing and advertising featuring humane and sustainable practices
- Remedy – restitution, compensatory damages & injunctive relief



# Culture of Food Safety in the Boardroom

- *Marchand v. Barnhill* – Can corporate directors be held personally liable for breach of their duty of care and loyalty to shareholders if they lack a system to monitor and oversee key corporate risks?
- Delaware Supreme Court sets key precedent for corporations
- Food safety is the No.1 risk for food companies
- Fact specific case not yet at conclusion - but court has advice for corporate boards:

- Establish a board-level system of monitoring and reporting on food safety
- Regularly schedule, receive, deliberate and act on food safety
- Develop a system to ensure all food safety issues reported to the board
- Seek advice of outside advisors for guidance and best practices
- Memorialize Board oversight, including reports, guidance and minutes



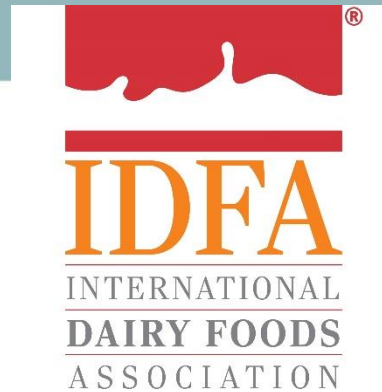


# IDFA Legal Community



- Membership: company in-house counsel
- Purpose:
  - Identify priorities important to dairy company legal departments
  - Share best practices
  - Networking at in-person meeting
  - IDFA distribution list for litigation/legal information

# Executive & Strategic Communications



# Team Members



**Matt Herrick – Senior Vice President, Executive & Strategic Communications**

**[mherrick@idfa.org](mailto:mherrick@idfa.org), 202-220-3537**

- Design/execution of strategic communications strategy
- Refresh IDFA's branding, messaging, and external communications and marketing tools; grow IDFA's key events; developing research
- Protect and enhance reputation of members and industry
- Position IDFA experts and members as thought leaders



**Jenny Martin – Director, External Relations & Member Communications**

**[jmartin@idfa.org](mailto:jmartin@idfa.org), 202-220-3536**

- Messaging and media relations
- Member and executive communications
- Event and product marketing
- Monitoring and reporting
- Project manager for website redesign (idfa.org)



**Michael Goodin – Manager, Digital & Multimedia Content**

**[mgoodin@idfa.org](mailto:mgoodin@idfa.org), 202-220-3528**

- Social media management
- Digital content creation and distribution
- Digital and email marketing
- Video, audio, photo, graphic production; manage of vendors

# Executive & Strategic Communications

- Execute integrated executive & strategic communications & organizational marketing strategy:
  1. Team & Tools
  2. Plan & Brand
  3. Reputation & Issues Management
  4. Thought Leadership & Network Building



# Communications Objectives



1. Develop an integrated communications and advocacy platform



2. Shape perception of IDFA as premiere member association in dairy industry



3. Position IDFA members and experts as knowledgeable, innovative and driving impact

Strengthen  
Brand

Advocate  
& Protect

Build &  
Deploy  
Expertise

# Objective 2



Shape perception of IDFA as premiere member association in dairy industry

- **Develop, launch & manage three tentpole advocacy campaigns: Dairy Innovates, Dairy Delivers, Dairy Nourishes**
  - Create conditions for dairy products in U.S. to be perceived as safe, nutritious, affordable and indispensable

# Communications Campaigns



## The Power of Dairy

**Dairy  
Innovates**

**Dairy  
Delivers**

**Dairy  
Nourishes**

MAKING A DIFFERENCE FOR DAIRY

**Tweet**

You Retweeted

**IDFA** @dairyidfa

On this #WorldMilkDay, we remind u how #DairyDelivers for the US Economy: The #Dairy industry supports +3M jobs & pumps \$620B into our economy-- that's 1% of total #GDP!! Milk production alone directly supports 65K jobs & adds \$51B to our economy. & #milk is healthy & nourishing!



2:51 PM · Jun 1, 2019 · Twitter Web Client

9 Retweets 17 Likes

[www.dairydelivers.org](http://www.dairydelivers.org)

**Dairy Delivers®: The Economic Impact of Dairy Products**

Click on a state to learn how dairy foods manufacturers are contributing to the economic vitality of your community. Dairy products, including milk, cheese, yogurt and ice cream, are made in communities across the country. The dairy industry supports more than 3 million jobs that generate \$159 billion in wages and \$620 billion in overall economic impact.



Choose State (required):

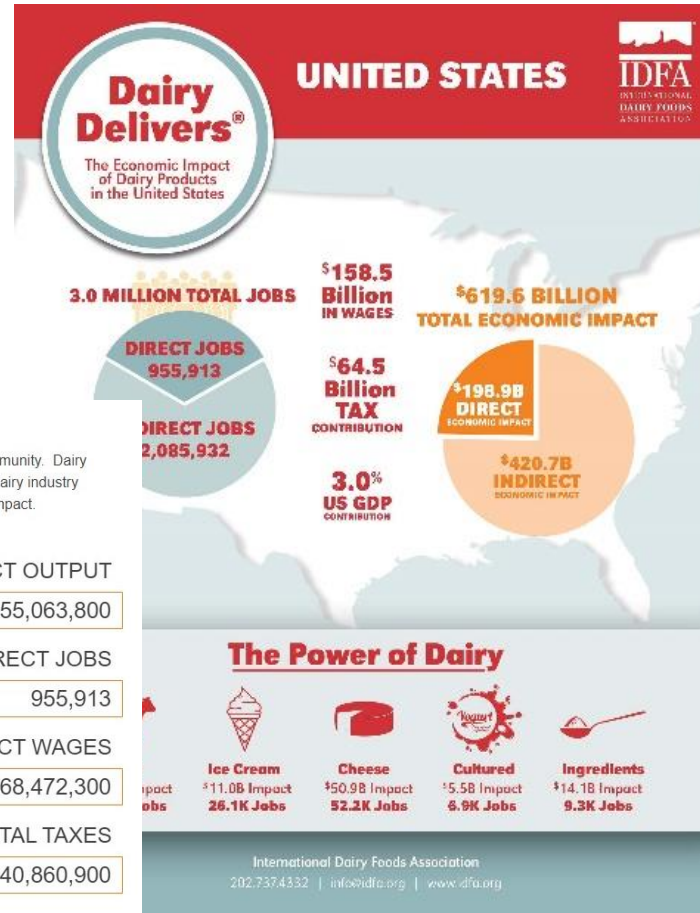
Choose Report:  
 Economic Impact Report  
 Economic Impact Data Table

Choose District (optional):

[CLICK HERE FOR THE STUDY METHODOLOGY](#)

[CLICK HERE FOR THE STUDY FAQ](#)

DIRECT OUTPUT	\$198,855,063,800
DIRECT JOBS	955,913
DIRECT WAGES	\$37,568,472,300
TOTAL TAXES	\$64,540,860,900



**Dairy Delivers®**  
The Economic Impact of Dairy Products in the United States

**UNITED STATES**

**3.0 MILLION TOTAL JOBS**

**\$158.5 Billion IN WAGES**

**\$619.6 BILLION TOTAL ECONOMIC IMPACT**

**\$64.5 Billion TAX CONTRIBUTION**

**3.0% US GDP CONTRIBUTOR**

**\$198.9B DIRECT ECONOMIC IMPACT**

**\$420.7B INDIRECT ECONOMIC IMPACT**

**955,913 DIRECT JOBS**

**2,085,932 DIRECT JOBS**

**The Power of Dairy**

Ice Cream	Cheese	Cultured	Ingredients
\$11.0B Impact	\$50.9B Impact	\$5.5B Impact	\$14.1B Impact
26.1K Jobs	52.2K Jobs	8.9K Jobs	9.3K Jobs

International Dairy Foods Association  
202.737.4332 | info@idfa.org | www.idfa.org

Telling the story of the dairy industry's economic impact at the national, state and local level in the United States.





# Michael Dykes: Wisconsin's dairy industry needs trade deal with Mexico, Canada

Jun 29, 2019

SALE! \$3 FOR 13 WEEKS



Michael Dykes



The United States and Mexico averted a major disruption in trade a few weeks ago by reaching an agreement to help stem migration at the southern border.

On behalf of America's dairy industry: Thank goodness!

Mexico is the No. 1 market for many American-made and -grown products. Last year, we shipped \$1.4 billion of milk, cheese, whey, ice cream and other dairy items to Mexico. But as this year has worn on, ongoing trade disputes with Mexico have begun to take a toll, biting into U.S. exports and squeezing American jobs.

**QUOTE**

Wisconsin's dairy industry pumps about \$82,500 per minute into the state economy. Imagine if that economic productivity — those jobs, businesses and even the business taxes that support schools and roads — were to disappear?

Ad closed by Google

Stop seeing this ad

Why this ad? ▶

### MOST POPULAR

- 1 Jonah Goldberg: Why approval rating (the r
- 2 Trudy Rubin: Britain's holds parallels to poli



Winchester, Virginia

It's important for me to see firsthand



DESSERTS

# These are the absolute best ice cream shops in America

Whether you want a cone or a sundae, here's where to find the best frozen dessert in the country.

That's because July 21 is National Ice Cream Day. July has actually been National Ice Cream Month since 1984 when then President Ronald Reagan issued one of the most important presidential proclamations in history.

Of course, it's no secret that Americans love ice cream. According to the International Dairy Foods Association, people in the U.S. consume an average of 23 pounds of ice cream a year. That's more than chocolate and other candy combined!

While amazing ic creams are available at grocery stores nationwide, sometimes a pint from the freezer aisle just won't cut it. For that reason, TODAY Food spent hours looking at hundreds of ice cream establishments across the country. The following are some of the best shops and places to risk getting a serious case of brain freeze.





SD

140986

68  
140986

# Dairy Nourishes



## **9 Essential Nutrients**

**Calcium**

**Protein**

**Vitamin D**

**Vitamin B3 (Niacin)**

**Vitamin A**

**Vitamin B5**

**Vitamin B12**

**Vitamin B2 (Riboflavin)**

**Phosphorus**

**Nourish & Sustain**

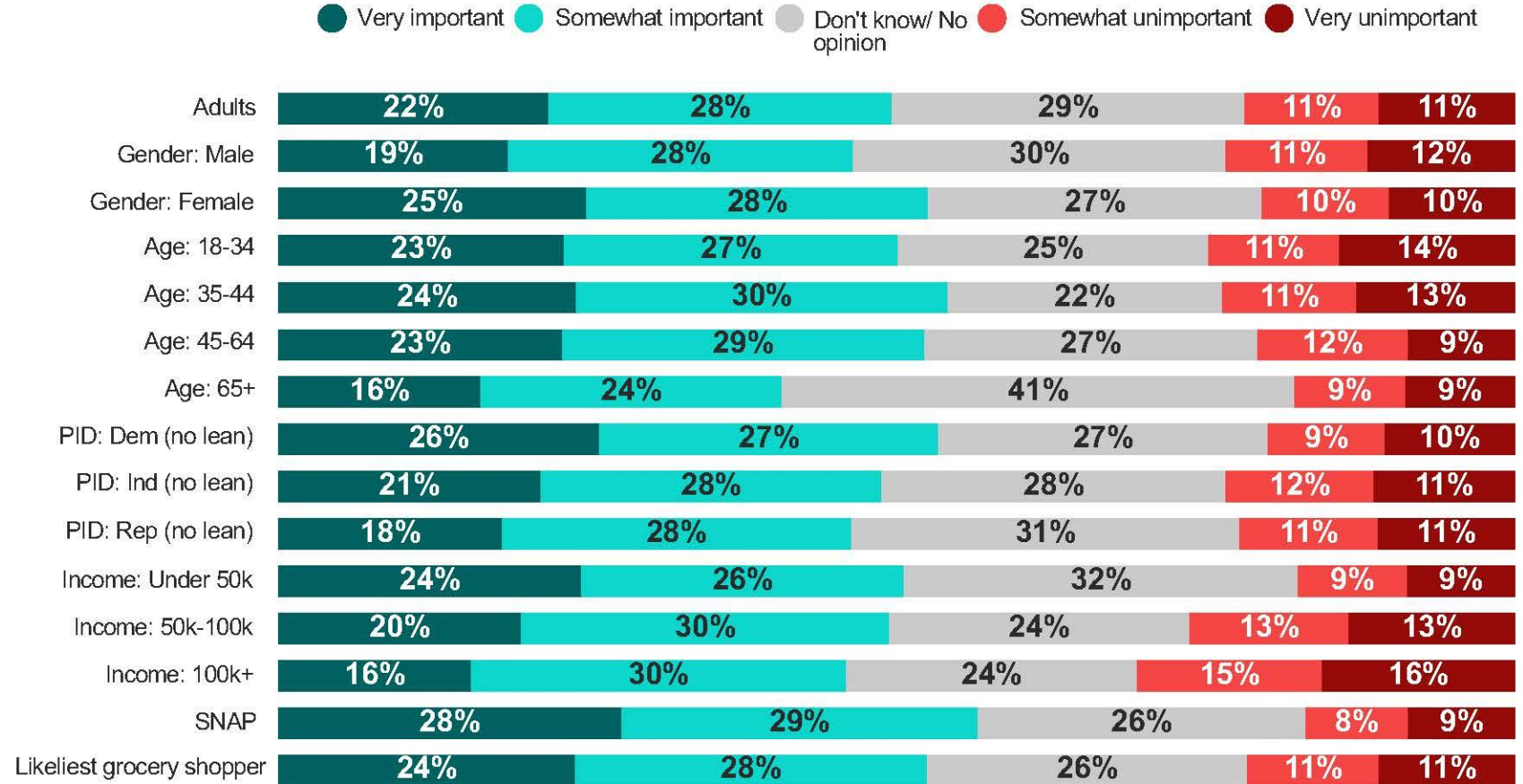


MAKING A DIFFERENCE FOR DAIRY

# Milk Variety

## Adults across key demographics believe it is important that the public school their child attends offers 1% low-fat flavored milk with meals.

*How important or unimportant is it to your child that public schools offer then the option of having low-fat flavored milk with school meals (i.e. chocolate or strawberry milk)?*



# New IDFA.ORG – Coming February 2020



[ABOUT](#) [SERVICES](#) [STORIES](#) [PROJECTS](#) [CAREERS](#) [CONTACT](#)



## PROCESS

01



### Define

*The first step is to understand what it is we are trying to accomplish. At the end of this discovery phase we will know our audience, our inspiration, our timeline and our goals for the project.*

02



### Design

*In the design phase, we're laying the groundwork for the properties, outlining blueprints, and putting together the assets that together will make up the face of the project.*

03



### Build

*Whether it's running ads or coding a website, here the rubber meets the road and we execute on the plans we've laid out in the define and design phases.*

04



### Test

*It's important that we check and double the product against our original specifications, but perhaps more important is that we're adjusting based on user input and feedback.*



# IDFA Communications Committee



- **Chairperson:** Michael Neuwirth, Senior Director, External Communication, Danone North America
- **Vice Chairperson:** Denise Skidmore, Director of Education and Public Relations, Hilmar Cheese Company
- **IDFA Lead:** Matt Herrick, SVP, Executive & Strategic Communications

**Next Meeting:** January, Dairy Forum 2020, Scottsdale, Arizona

The Committee meets monthly and focuses on the following:

- Advocacy, Content, Best Practices, Thought Leadership, Issues & Risk Management
- Issues & Risk Management Working Group
- Issues & Risk Management Toolkit
- Develop annual issue briefing around Board meetings



**Interested in getting your company involved? Let me know.**

# IDFA Awards Update



## Nominations Due Oct. 11<sup>th</sup>



### **IDFA Laureate**

Given to a leader who has made significant, prolonged contributions to development and growth of the dairy industry. Candidates from all segments of dairy + suppliers and academia.

### **Innovative Dairy Farmer of the Year**

Co-sponsored with Dairy Herd Management.

### **Food Safety Leadership Award**


Honors an individual demonstrating outstanding leadership toward enhancing food safety.

### **Awardee Has Been Selected**

### **Dairy Processor of the Year**

Co-sponsored with Dairy Foods magazine.





# THE POWER OF **DAIRY**



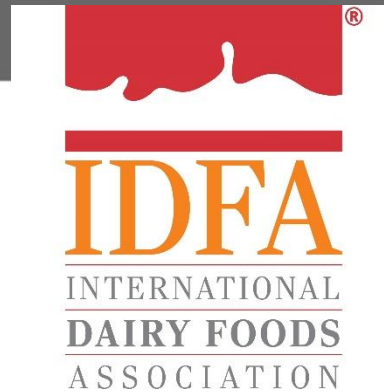
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**January 26–29**

The Westin  
Kierland Resort  
Scottsdale, AZ

**IDFA.org/  
DairyForum**

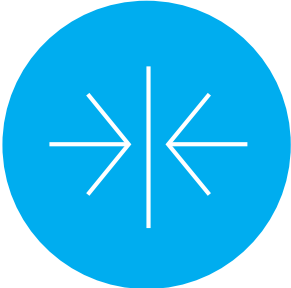
# McKinsey & Company: Research Study Preview



# What are the right strategies for economic resilience and long-term growth?

IDFA Board Meeting  
October 2019

# Our keynote presentation will cover three themes around resilience and growth



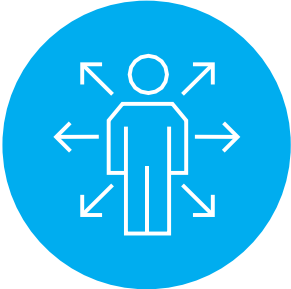
The Dairy industry is changing – resilience will be key

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Data shows it's its possible to outperform – with top companies accruing almost all of the value

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Successful companies make certain moves to beat the odds

# We will use four sources of insight and your participation is important



Interviews with US dairy leaders



Surveys of over 200 dairy companies across the value chain



Experts and economists in dairy, food & beverage, resilience, and the power curve of economic profit



Consumer survey of over 1,100 dairy consumers

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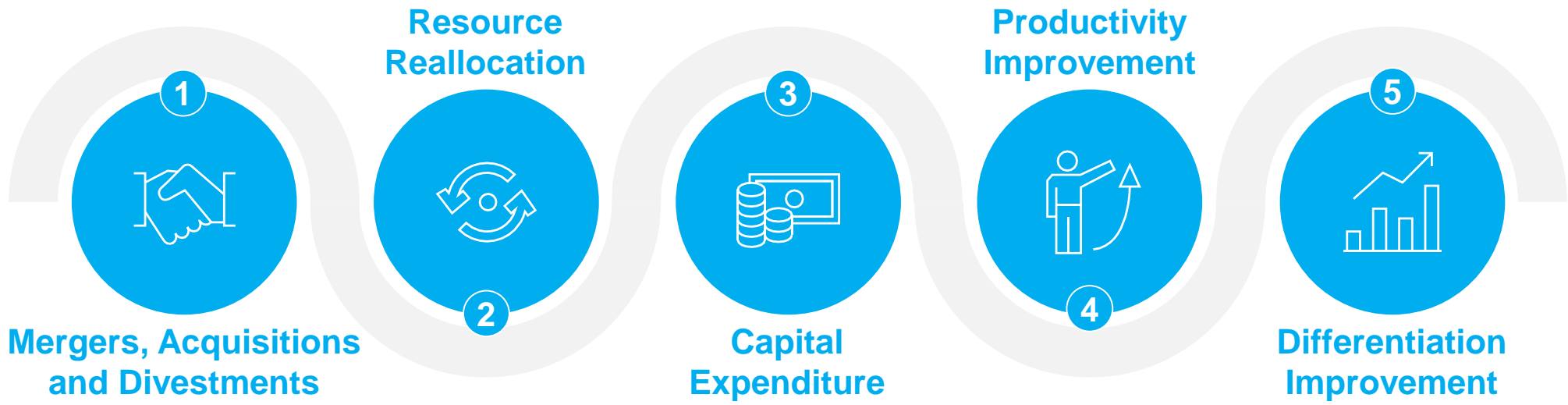
To ensure we're getting the best insights possible, please sign up to be interviewed and take our survey, if you have not done so already!

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# In order to be resilient to changing consumer preferences, dairy companies will need to focus on 5 big moves

You need to be a top performer on a move to boost your odds



Tilting the odds means out-performing your industry by taking consistent, small steps over time to create a steeper trajectory than your peers.

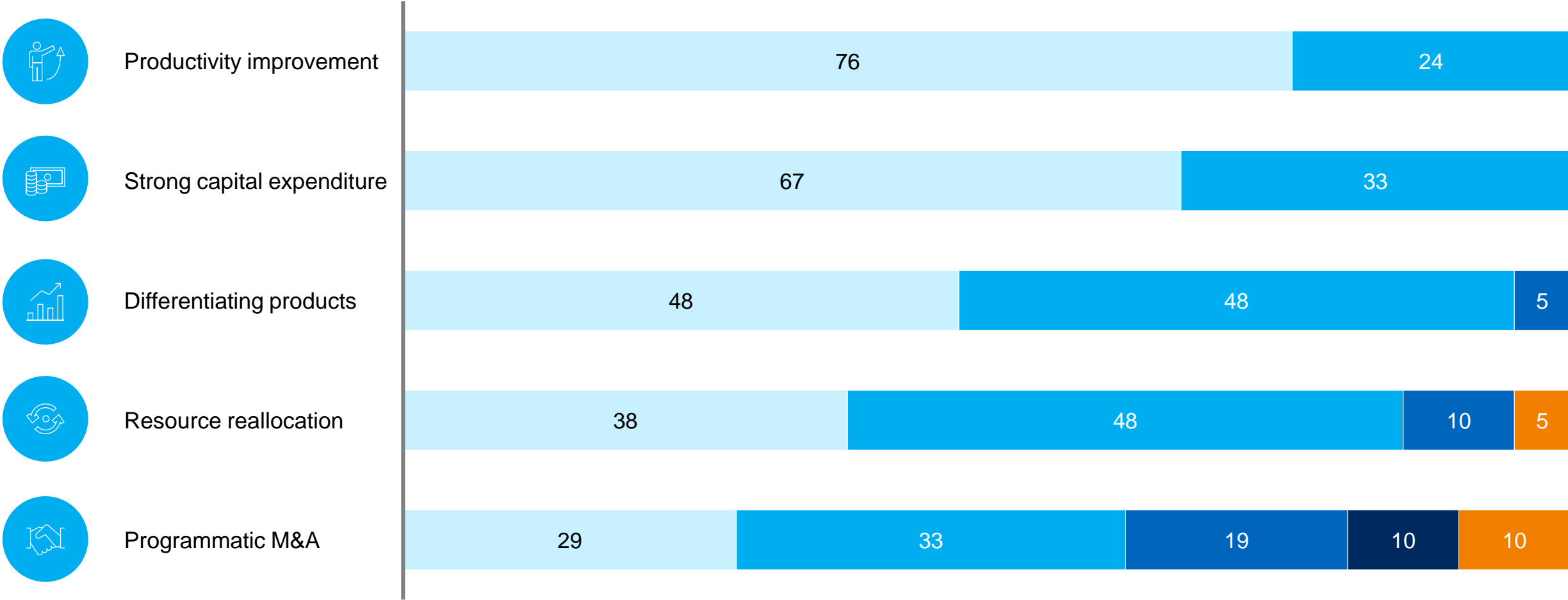


# PRELIMINARY: Of the 5 big moves, productivity improvement and strong capital expenditure are the ones that most dairy executives indicate are 'very important'

Very important    Not relevant  
 Somewhat important    Don't know  
 Not important

## How important are the following strategic activities for your organization right now?

% of respondents

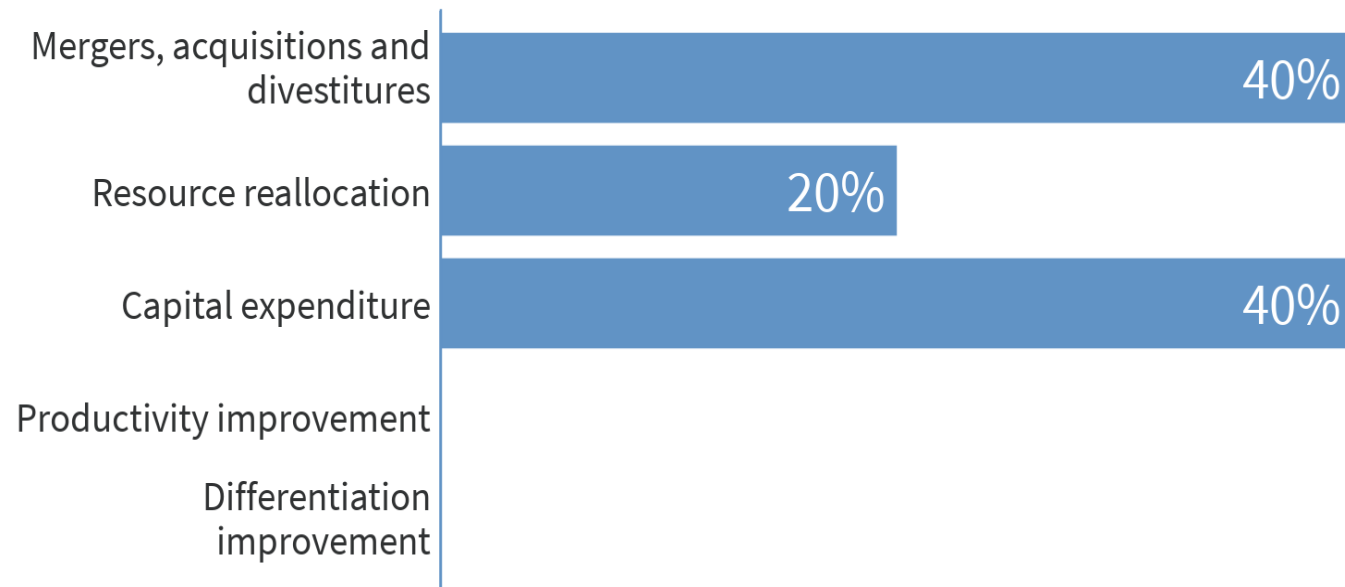


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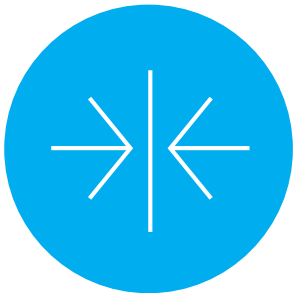


# Which of the 5 big moves are you most interested in learning about in January?



Start the presentation to see live content. Still no live content? Install the app or get help at [PollEv.com/app](https://PollEv.com/app)

We will talk about key trends, what successful companies are doing, and much more at the dairy forum



The Dairy industry is changing – resilience will be key



Data shows it's its possible to outperform – with top companies accruing almost all of the value



Successful companies make certain moves to beat the odds

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**Come see the complete findings**

**Breakfast session – The Power of Resilience in Dairy**

**Wednesday,  
January 29th  
8:30 – 9:30 am**

**Followed by:  
Closing session – The Power of Leadership**

**9:30 – 10:30 am**

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# How you can get involved



**Sign up to  
be interviewed**



**Take our survey**

# Closing Remarks





# Issues Briefing

for Members of the  
IDFA Executive Council &  
Industry Segment Boards

