



FINANCIAL STATEMENTS

Dairy Management Inc.
Years Ended December 31, 2025 and 2024
With Reports of Independent Auditors



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Dairy Management Inc.

Financial Statements

Years Ended December 31, 2025 and 2024

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Report of Independent Auditors

The Board of Directors and Management
Dairy Management Inc.

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Dairy Management Inc., which comprise the statements of financial position as of December 31, 2025 and 2024, and the related statements of activities and changes in net assets and cash flows for the years then ended, and the related notes (collectively referred to as the “financial statements”).

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Dairy Management Inc. at December 31, 2025 and 2024, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS) and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States (*Government Auditing Standards*). Our responsibilities under those standards are further described in the Auditor’s Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Dairy Management Inc. and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free of material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about Dairy Management Inc.’s ability to continue as a going concern for one year after the date that the financial statements are available to be issued.

Auditor’s Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free of material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS and *Government Auditing Standards* will always detect a



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material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Dairy Management Inc.'s internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Dairy Management Inc.'s ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated May 7, 2026, on our consideration of Dairy Management Inc.'s internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements, and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of Dairy Management Inc.'s internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Dairy Management Inc.'s internal control over financial reporting and compliance.

A handwritten signature in black ink that reads "Ernst & Young LLP".

May 7, 2026



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Report of Independent Auditors on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with *Government Auditing Standards*

The Board of Directors and Management
Dairy Management Inc.

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States (*Government Auditing Standards*), the financial statements of Dairy Management Inc., which comprise the statement of financial position as of December 31, 2025, and the related statements of activities and changes in net assets and cash flows for the year then ended, and the related notes (collectively referred to as the “financial statements”), and have issued our report thereon dated May 7, 2026.

Report on Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered Dairy Management Inc.’s internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of Dairy Management Inc.’s internal control. Accordingly, we do not express an opinion on the effectiveness of Dairy Management Inc.’s internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity’s financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.



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Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that were not identified.

Report on Compliance and Other Matters

As part of obtaining reasonable assurance about whether Dairy Management Inc.'s financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of This Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Ernst + Young LLP

May 7, 2026

Dairy Management Inc.

Statements of Financial Position

	December 31	
	2025	2024
Assets		
Current assets:		
Cash	\$ 284,857	\$ 737,216
Accounts receivable, net of allowance for doubtful accounts of \$25,000 in 2025 and 2024	804,447	991,047
Amounts due from related parties:		
National Dairy Promotion and Research Board	6,146,707	12,036,497
United Dairy Industry Association	2,892,984	1,049,601
U.S. Dairy Export Council	861,976	1,282,523
GENYOUth Foundation	–	99,688
Innovation Center for U.S. Dairy	8,592	12,826
Dairy Research Institute	119,290	421
Prepaid expenses	1,411,374	1,097,491
Total current assets	12,530,227	17,307,310
Other assets	52,814	49,178
Fixed assets, net of accumulated depreciation of \$1,663,582 in 2025 and \$3,641,531 in 2024	6,637,253	660,232
Operating right-of-use assets	5,971,397	7,375,825
Total assets	\$ 25,191,691	\$ 25,392,545
Liabilities and net assets		
Current liabilities:		
Accounts payable	\$ 15,205,199	\$ 15,280,492
Accrued liabilities	2,129,702	1,739,846
Operating lease obligations, current portion	94,848	1,321,465
Amounts due to related parties:		
Dairy Research Institute	1,150,558	607,264
Innovation Center for U.S. Dairy	258,679	258,720
U.S. Dairy Export Council	–	866
Total current liabilities	18,838,986	19,208,653
Operating lease obligations, less current portion	6,352,705	6,183,892
Net assets without donor restrictions	–	–
Total liabilities and net assets	\$ 25,191,691	\$ 25,392,545

See accompanying notes.

Dairy Management Inc.

Statements of Activities and Changes in Net Assets

	Year Ended December 31	
	2025	2024
Revenues		
Program	\$ 120,654,644	\$ 111,837,457
Core	46,431,051	44,411,408
Contract services	8,393,926	9,417,437
Total revenues	175,479,621	165,666,302
Expenses		
Programs:		
Domestic marketing	137,104,735	127,090,988
Export	24,597,651	23,740,840
Contract services	8,393,926	9,417,437
Total programs	170,096,312	160,249,265
General and administrative	5,383,309	5,417,037
Total expenses	175,479,621	165,666,302
Change in net assets without donor restrictions	-	-
Net assets without donor restrictions, beginning of year	-	-
Net assets without donor restrictions, end of year	\$ -	\$ -

See accompanying notes.

Dairy Management Inc.

Statements of Cash Flows

	Year Ended December 31	
	2025	2024
Operating activities		
Change in net assets	\$ —	\$ —
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Depreciation	475,418	434,311
Amortization of right-of-use assets	1,404,428	1,094,779
Loss on disposal of fixed assets	760	—
Changes in assets and liabilities:		
Accounts receivable, net	186,600	195,964
Amounts due from/due to related parties	4,994,394	4,577,088
Prepaid expenses and other assets	(317,519)	(703,378)
Accounts payable	(75,293)	(1,954,122)
Accrued liabilities	389,856	(1,591,993)
Operating lease obligations	(1,057,804)	(1,694,385)
Net cash provided by operating activities	<u>6,000,840</u>	<u>358,264</u>
Investing activities		
Purchases of fixed assets	(6,453,199)	(355,540)
Net cash used in investing activities	<u>(6,453,199)</u>	<u>(355,540)</u>
Net (decrease) increase in cash	(452,359)	2,724
Cash, beginning of year	737,216	734,492
Cash, end of year	<u>\$ 284,857</u>	<u>\$ 737,216</u>
Supplemental disclosure		
Noncash recognition of leases	<u>\$ —</u>	<u>\$ 6,148,927</u>

See accompanying notes.

Dairy Management Inc.

Notes to Financial Statements

December 31, 2025 and 2024

1. Organization

Dairy Management Inc. (DMI) was incorporated on January 1, 1995, as a joint venture between National Dairy Promotion and Research Board (NDB) and United Dairy Industry Association (UDIA). The purpose of DMI is to promote greater coordination, efficiency, and effectiveness and avoid incompatibility and duplication in the marketing programs and projects undertaken by NDB and UDIA. NDB and UDIA jointly plan, develop, and implement their various marketing programs and activities through DMI, subject to the oversight guidelines of the Agricultural Marketing Service of United States Department of Agriculture (USDA). The collective programs and activities are called the Unified Marketing Plan (UMP).

2. Summary of Significant Accounting Policies

Basis of Presentation

The financial statements are prepared on the accrual basis of accounting in conformity with U.S. generally accepted accounting principles (GAAP). These principles require management to make estimates and judgments that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities and the reported amounts of revenues and expenses in the reporting period. Actual results could differ from those estimates.

Cash

Cash includes checking and interest-bearing demand deposit accounts with financial institutions.

DMI has cash balances at a financial institution that exceed federal depository insurance limits. Pursuant to guidelines published by USDA's Agricultural Marketing Service, DMI's cash balances are reviewed daily by the financial institution in which the balances are held and are fully collateralized in U.S. Treasury securities at the Federal Reserve Bank of St. Louis.

Dairy Management Inc.

Notes to Financial Statements (continued)

2. Summary of Significant Accounting Policies (continued)

Net Assets

DMI classifies resources for reporting purposes based on the existence or absence of donor-imposed restrictions. This is accomplished by classification of fund balances into two classes of net assets: without donor restrictions and with donor restrictions. Descriptions of the two net asset categories and the types of transactions affecting each category follow:

- *Without donor restrictions* – Net assets that are not subject to donor-imposed restrictions. DMI has no net assets without donor restrictions at December 31, 2025 or 2024.
- *With donor restrictions* – Net assets subject to donor-imposed restrictions that will be met either by actions of DMI or the passage of time. DMI has no net assets with donor restrictions at December 31, 2025 or 2024.

Financial Instruments

The carrying values of cash, accounts receivable, amounts due from/to related parties, prepaid expenses, accounts payable, and accrued liabilities are reasonable estimates of fair value.

Accounts Receivable

Accounts receivable, which consist of amounts due from UDIA state and regional members for expenses incurred in connection with program activities and from entities to which DMI provides management services, totaled \$804,447 and \$991,047 as of December 31, 2025 and 2024, respectively.

Fixed Assets

Fixed assets consist of computer equipment, software, furniture, equipment, and leasehold improvements and are recorded at historical cost. Depreciation is provided in amounts sufficient to charge the cost of the depreciable assets to operations over the assets' estimated service lives of 3 to 11 years using the straight-line method.

Dairy Management Inc.

Notes to Financial Statements (continued)

2. Summary of Significant Accounting Policies (continued)

Leases

DMI primarily has leases for office space and office equipment. The lease term may include options to extend or terminate the lease when it is reasonably certain that DMI will exercise the option.

For any leases with an initial term in excess of 12 months, DMI determines whether an arrangement is a lease at contract inception by evaluating whether the contract conveys the right to use and control the specific property or equipment. Certain lease agreements contain purchase or renewal options. These options are included in the lease term when it is reasonably certain that DMI will exercise that option. Generally, DMI's lease agreements do not contain material residual value guarantees or material restrictive covenants.

Right-of-use assets represent the right to use an underlying asset for the lease term, and lease liabilities represent an obligation to make lease payments arising from the lease. Right-of-use assets and lease obligations are recognized based on the present value of future lease payments over the lease term at the lease commencement date. When determining the present value of future payment, DMI uses the risk-free borrowing rate when the implicit rate is not readily determinable.

DMI has lease agreements with lease and non-lease components, which are generally accounted for separately. However, DMI has elected the practical expedient not to separate non-lease components for office space or equipment leases.

Leases with an initial term of 12 months or less are not recorded as right-of-use assets and lease obligations in the statements of financial position. Lease expense for these leases is recognized on a straight-line basis over the lease term.

Dairy Management Inc.

Notes to Financial Statements (continued)

2. Summary of Significant Accounting Policies (continued)

Revenue Recognition

Contributions are evaluated to determine whether the contribution is conditional or unconditional. If the contribution is conditional, recognition is deferred until the conditions are met. If the contribution is unconditional, recognition occurs in the period the contribution is made. Program and core revenue are conditional and are recognized based on when expenses are incurred.

Contract services revenue and the corresponding expense are recognized when the accounting and management services are provided under various contracts.

Income Taxes

DMI has received a determination letter from the Internal Revenue Service indicating that it is exempt from federal and state income taxes on related income under Section 501(c)(6) of the Internal Revenue Code. However, DMI is subject to taxes on unrelated business income. DMI had no material unrelated business income in 2025 or 2024.

3. Related Party Transactions

DMI is funded by NDB and UDIA on a cost-reimbursement basis. Marketing program costs include costs attributable to implementing DMI's programs, which are based on the annual UMP budget. Core costs include staff salaries and benefits, travel, board of directors' expenses, and office operating expenses. These costs are funded primarily by NDB, with UDIA funding one-half of the costs of the DMI chief executive office and the board of directors' expenses.

Dairy Management Inc.

Notes to Financial Statements (continued)

3. Related Party Transactions (continued)

NDB funded DMI program and core costs as follows:

	Year Ended December 31	
	2025	2024
Program costs	\$ 86,579,194	\$ 77,657,447
Core costs	45,060,347	42,931,828
	\$ 131,639,541	\$ 120,589,275

UDIA funded DMI program and core costs as follows:

	Year Ended December 31	
	2025	2024
Program costs	\$ 34,075,450	\$ 34,180,009
Core costs	1,370,704	1,479,581
	\$ 35,446,154	\$ 35,659,590

At December 31, 2025 and 2024, amounts due from NDB were \$6,146,707 and \$12,036,497, respectively, and amounts due from UDIA were \$2,892,984 and \$1,049,601, respectively.

U.S. Dairy Export Council (USDEC) was incorporated in 1996 to improve the marketing conditions for the U.S. dairy industry with respect to the export of U.S. dairy products by promoting their acceptability, consumption, and purchase in international markets. DMI is the primary source of USDEC's funding, which was apportioned for the following purposes:

	Year Ended December 31	
	2025	2024
Marketing programs	\$ 12,948,628	\$ 12,642,746
Core costs	11,649,023	11,098,094
	\$ 24,597,651	\$ 23,740,840

Dairy Management Inc.

Notes to Financial Statements (continued)

3. Related Party Transactions (continued)

GENYOUth, Inc. (GENYOUth) was incorporated in 2009 and was formed for the purpose of encouraging, monitoring, and assisting organizations in implementing youth-oriented health programs in schools and promoting healthy diet and exercise programs. DMI was a related party to GENYOUth through October 15, 2025. DMI has historically been a primary source of GENYOUth's unrestricted contributions, which are used to fund its operating costs. From January 1, 2025 through October 15, 2025, DMI provided cash and contributed services of \$1,523,737. For the year ended December 31, 2024, DMI provided cash and contributed services of \$2,732,086. The related party relationship ended on October 15, 2025.

Dairy Research Institute (DRI) was incorporated in 2010 for the purpose of dairy scientific research and sustainability advancement and operates under the oversight of DMI. For 2025 and 2024, DMI provided cash and contributed services of \$3,264,062 and \$3,061,147, respectively, to DRI for program and operational expenses.

Innovation Center for U.S. Dairy (the Innovation Center) was incorporated in 2008 for the purpose of fostering harmony, cooperation, and innovation through a pre-competitive collaborative forum of the dairy industry. The Innovation Center operates under the oversight of DMI. For 2025 and 2024, DMI provided cash and contributed services of \$1,002,803 and \$1,004,285, respectively, to the Innovation Center for operational expenses.

4. Functional Classification of Expenses

DMI's primary program activities, which serve to promote U.S. dairy products in domestic and international markets, are noted in the following table. Additionally, expenses reported as general and administrative are incurred in support of these primary program activities. Natural expenses attributable to more than one functional expense category or overall organizational operations are primarily allocated using headcount.

Dairy Management Inc.

Notes to Financial Statements (continued)

4. Functional Classification of Expenses (continued)

Expenses by functional classification for the year ended December 31, 2025, consist of the following:

	Reputation	Innovation	Sustainability	Farmer Relations	International Partnerships	Export	Impact Funding	Contract Services	General and Administrative	Total Expenses
Staffing and travel	\$ 10,584,147	\$ 11,418,169	\$ 7,609,003	\$ 4,458,176	\$ 168,396	\$ –	\$ –	\$ 7,688,782	\$ 4,381,239	\$ 46,307,912
Operations and IT	2,171,743	2,047,706	1,441,206	912,086	237,110	–	–	705,144	1,002,070	8,517,065
Promotional and professional services	26,473,586	17,045,574	11,144,715	1,691,632	4,403,275	24,597,651	–	–	–	85,356,433
Research	–	15,128,382	–	–	–	–	–	–	–	15,128,382
Partnerships	5,297,049	650,126	1,167,834	210,243	818,737	–	–	–	–	8,143,989
Other	1,304,240	196,044	84,884	112,091	3,381	–	10,325,200	–	–	12,025,840
	<u>\$ 45,830,765</u>	<u>\$ 46,486,001</u>	<u>\$ 21,447,642</u>	<u>\$ 7,384,228</u>	<u>\$ 5,630,899</u>	<u>\$ 24,597,651</u>	<u>\$ 10,325,200</u>	<u>\$ 8,393,926</u>	<u>\$ 5,383,309</u>	<u>\$ 175,479,621</u>

Expenses by functional classification for the year ended December 31, 2024, consist of the following:

	Reputation	Innovation	Sustainability	Farmer Relations	International Partnerships	Export	Impact Funding	Contract Services	General and Administrative	Total Expenses
Staffing and travel	\$ 10,442,429	\$ 10,864,459	\$ 7,635,763	\$ 3,912,432	\$ 159,488	\$ –	\$ –	\$ 8,723,171	\$ 4,572,383	\$ 46,310,125
Operations and IT	1,961,029	1,619,476	1,424,166	735,270	239,858	–	–	694,266	844,654	7,518,719
Promotional and professional services	23,018,797	14,055,341	10,125,777	1,681,105	3,959,544	23,740,840	–	–	–	76,581,404
Research	–	14,502,527	–	–	–	–	–	–	–	14,502,527
Partnerships	5,482,457	1,381,068	1,031,852	125,975	774,368	–	–	–	–	8,795,720
Other	1,308,750	329,300	149,155	92,002	3,400	–	10,075,200	–	–	11,957,807
	<u>\$ 42,213,462</u>	<u>\$ 42,752,171</u>	<u>\$ 20,366,713</u>	<u>\$ 6,546,784</u>	<u>\$ 5,136,658</u>	<u>\$ 23,740,840</u>	<u>\$ 10,075,200</u>	<u>\$ 9,417,437</u>	<u>\$ 5,417,037</u>	<u>\$ 165,666,302</u>

Dairy Management Inc.

Notes to Financial Statements (continued)

5. Financial Assets and Liquidity Resources

As of December 31, 2025 and 2024, financial assets and liquidity resources available within one year for general expenditures were as follows:

	2025	2024
Financial assets:		
Cash	\$ 284,857	\$ 737,216
Accounts receivable, net	804,447	991,047
Amounts due from related parties	10,029,549	14,481,556
Total financial assets and liquidity resources available within one year	\$ 11,118,853	\$ 16,209,819

As part of its liquidity management, DMI has a defined practice to structure its financial assets to be available as its general expenditures come due.

6. Transactions With Other Industry Organizations

DMI provides various contract services such as marketing, financial, IT, and administrative support at cost to Dairy MAX, Newtrient, Global Dairy Platform Inc. (GDP), National Milk Producers Federation (NMPF), New England Dairy and Promotion Board (NEDPB), New England Dairy Food Council (NEDFC), and California Dairy Research Foundation (CDRF).

The amounts charged by DMI for such services were as follows:

	Year Ended December 31	
	2025	2024
Organization		
Dairy MAX	\$ 6,115,074	\$ 7,263,408
Newtrient	1,178,285	1,140,428
GDP	862,253	774,901
NMPF	155,000	155,000
NEDPB and NEDFC	78,214	78,600
CDRF	5,100	5,100
Total contract services	\$ 8,393,926	\$ 9,417,437

Dairy Management Inc.

Notes to Financial Statements (continued)

6. Transactions With Other Industry Organizations (continued)

Additionally, DMI obtains economic research, communications support, and sustainability services from NMPF under annual contracts. Amounts paid by DMI to NMPF for these services were \$3,354,009 and \$3,390,836 for 2025 and 2024, respectively.

7. Fixed Assets

Property and equipment at December 31, 2025 and 2024, consisted of the following:

	2025	2024
Computer equipment and software	\$ 1,810,751	\$ 1,972,915
Furniture, equipment, and leasehold improvements	6,490,084	2,328,848
	8,300,835	4,301,763
Accumulated depreciation	(1,663,582)	(3,641,531)
	\$ 6,637,253	\$ 660,232

During the year ended December 31, 2025, DMI disposed of certain computer equipment, furniture, other equipment, and leasehold improvements that were fully depreciated and no longer in service. The total historical cost of the disposed assets was \$2,454,127, with an accumulated depreciation balance of \$2,453,367, resulting in a loss on disposal of \$760.

8. Leases

In November 2024, DMI entered into a new lease for office space located in Rosemont, Illinois. During the fourth quarter of 2025, DMI relocated to this new office space. The following table is a summary of the weighted average remaining lease terms and weighted average discount rates of DMI's leases as of December 31, 2025 and 2024:

	2025	2024
Weighted average remaining lease term (in years) – operating lease	10.79	9.90
Weighted average discount rate – operating lease	4.39%	3.85%
Cash paid for amounts included in the measurements of lease obligations:		
Operating cash flows for operating leases	\$ 1,342,777	\$ 1,385,468

Dairy Management Inc.

Notes to Financial Statements (continued)

8. Leases (continued)

The future minimum annual lease payments under operating leases based on the expected term as of December 31, 2025, are as follows:

2026	\$ 226,980
2027	724,538
2028	611,571
2029	777,702
Thereafter	6,068,329
Less remaining imputed interest	<u>(1,961,567)</u>
Present value of lease liabilities	<u>\$ 6,447,553</u>

DMI recorded operating lease expense of \$1,689,400 for the period from January 1, 2025 to December 31, 2025, and \$1,126,452 for the period from January 1, 2024 to December 31, 2024. The expense is recorded in domestic marketing and general and administrative expense on the statements of activities and changes in net assets.

9. Employee Retirement Plans

DMI participates in a UDIA-sponsored defined contribution plan, which covers all eligible DMI employees and employees of other UDIA members and industry organizations sponsored by UDIA. Under the terms of the defined contribution plan, DMI contributes an amount equal to its employees' contributions, up to a maximum of 3% of eligible compensation for all employees. DMI also contributes an additional 7% of eligible compensation, representing an unmatched contribution. DMI's contributions to the savings plan were \$2,648,222 and \$2,331,173 for 2025 and 2024, respectively.

10. Subsequent Events

DMI evaluated events occurring between January 1, 2026 and May 7, 2026, which is the date when the accompanying financial statements were available to be issued. No events subsequent to December 31, 2025, have been identified that require recognition or disclosure in the financial statements.

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