



CONSOLIDATED FINANCIAL STATEMENTS

United Dairy Industry Association and National Dairy Council  
Years Ended December 31, 2025 and 2024  
With Report of Independent Auditors



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United Dairy Industry Association and National Dairy Council

Consolidated Financial Statements

Years Ended December 31, 2025 and 2024

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## Report of Independent Auditors

The Board of Directors  
United Dairy Industry Association and National Dairy Council

### **Opinion**

We have audited the consolidated financial statements of United Dairy Industry Association and National Dairy Council, which comprise the consolidated statements of financial position as of December 31, 2025 and 2024, and the related consolidated 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 United Dairy Industry Association and National Dairy Council on 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). 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 United Dairy Industry Association and National Dairy Council 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 United Dairy Industry Association and National Dairy Council’s ability to continue as a going concern for one year after the date that the financial statements are available to be issued.



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### **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 will always detect a 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, 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 United Dairy Industry Association and National Dairy Council’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 United Dairy Industry Association and National Dairy Council’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.

*Ernst + Young LLP*

May 7, 2026

United Dairy Industry Association and National Dairy Council

Consolidated Statements of Financial Position

	<b>December 31</b>	
	<b>2025</b>	<b>2024</b>
<b>Assets</b>		
Current assets:		
Cash	\$ 2,120,519	\$ 1,352,109
Contributions receivable, net of allowance for doubtful accounts of \$25,000 in 2025 and 2024	1,503,203	1,042,284
Prepaid expenses and other assets	64,129	31,358
Deposits	50,794	56,250
Total current assets	3,738,645	2,482,001
Deposits, less current portion	110,000	125,794
Total assets	\$ 3,848,645	\$ 2,607,795
<b>Liabilities and net assets</b>		
Current liabilities:		
Accounts payable	\$ 11,155	\$ 12,944
Accrued liabilities	226,538	665,191
Amount due to related party – Dairy Management Inc.	2,892,984	1,049,601
Total current liabilities	3,130,677	1,727,736
Net assets:		
Without donor restrictions	717,968	880,059
Total net assets	717,968	880,059
Total liabilities and net assets	\$ 3,848,645	\$ 2,607,795

*See accompanying notes.*

United Dairy Industry Association and National Dairy Council

Consolidated Statement of Activities and Changes in Net Assets

Year Ended December 31, 2025

	<b>Without Donor Restrictions</b>	<b>With Donor Restrictions</b>	<b>Total</b>
<b>Support and other revenues</b>			
Support revenues:			
Member fees and dues	\$ 1,875,000	\$ –	\$ 1,875,000
Interest income and other	12,430	–	12,430
Total support revenues	<u>1,887,430</u>	–	<u>1,887,430</u>
Member-funded programs:			
Unified Marketing Plan funding	33,086,572	770,000	33,856,572
Total member-funded programs	<u>33,086,572</u>	<u>770,000</u>	<u>33,856,572</u>
Net assets released from restrictions	770,000	(770,000)	–
Total support and other revenues	<u>35,744,002</u>	–	<u>35,744,002</u>
<b>Expenses</b>			
Domestic and export marketing	34,075,450	–	34,075,450
General and administrative:			
Dairy Management Inc. general and administrative	1,370,704	–	1,370,704
General and administrative	459,939	–	459,939
Total general and administrative	<u>1,830,643</u>	–	<u>1,830,643</u>
Total expenses	<u>35,906,093</u>	–	<u>35,906,093</u>
Change in net assets	(162,091)	–	(162,091)
Net assets, beginning of year	880,059	–	880,059
Net assets, end of year	<u>\$ 717,968</u>	<u>\$ –</u>	<u>\$ 717,968</u>

See accompanying notes.

United Dairy Industry Association and National Dairy Council

Consolidated Statement of Activities and Changes in Net Assets

Year Ended December 31, 2024

	<b>Without Donor Restrictions</b>	<b>With Donor Restrictions</b>	<b>Total</b>
<b>Support and other revenues</b>			
Support revenues:			
Member fees and dues	\$ 2,000,000	\$ –	\$ 2,000,000
Interest income and other	37,939	–	37,939
Total support revenues	2,037,939	–	2,037,939
Member-funded programs:			
Unified Marketing Plan funding	32,613,477	900,000	33,513,477
Total member-funded programs	32,613,477	900,000	33,513,477
Net assets released from restrictions	1,400,000	(1,400,000)	–
Total support and other revenues	36,051,416	(500,000)	35,551,416
<b>Expenses</b>			
Domestic and export marketing	34,180,009	–	34,180,009
General and administrative:			
Dairy Management Inc. general and administrative	1,479,581	–	1,479,581
General and administrative	483,049	–	483,049
Total general and administrative	1,962,630	–	1,962,630
Total expenses	36,142,639	–	36,142,639
Change in net assets	(91,223)	(500,000)	(591,223)
Net assets, beginning of year	971,282	500,000	1,471,282
Net assets, end of year	\$ 880,059	\$ –	\$ 880,059

*See accompanying notes.*

United Dairy Industry Association and National Dairy Council

Consolidated Statements of Cash Flows

	<b>Year Ended December 31</b>	
	<b>2025</b>	<b>2024</b>
<b>Operating activities</b>		
Change in net assets	\$ (162,091)	\$ (591,223)
Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities:		
Changes in assets and liabilities:		
Contributions receivable, net	(460,919)	900,270
Prepaid expenses and other assets	(32,771)	25,569
Deposits	21,250	(125,794)
Accounts payable and accrued liabilities	(440,442)	537,781
Amount due to related party – Dairy Management Inc.	1,843,383	(1,032,229)
Net cash provided by (used in) operating activities	<u>768,410</u>	<u>(285,626)</u>
Net increase (decrease) in cash	768,410	(285,626)
Cash, beginning of year	1,352,109	1,637,735
Cash, end of year	<u>\$ 2,120,519</u>	<u>\$ 1,352,109</u>

*See accompanying notes.*

# United Dairy Industry Association and National Dairy Council

## Notes to Consolidated Financial Statements

December 31, 2025 and 2024

### **1. Organization**

United Dairy Industry Association (UDIA) and National Dairy Council (NDC) (collectively, the Association) are not-for-profit organizations that are under the control of UDIA's board of directors. Accordingly, the accompanying consolidated financial statements include the accounts of UDIA and NDC. All intercompany transactions between UDIA and NDC have been eliminated in consolidation.

UDIA is a member-driven federation that conducts generic promotional programs for U.S.-produced fluid milk and other dairy products. UDIA members comprise state and regional generic dairy promotion organizations qualified by United States Department of Agriculture (USDA).

The Association's programs, budget, and staffing are carried out by Dairy Management Inc. (DMI) along with those of National Dairy Promotion and Research Board (NDB). The purpose of DMI, a related party, is to promote greater coordination, efficiency, and effectiveness and to avoid incompatibility and duplication in the marketing programs and projects undertaken by the Association and NDB. The Association and NDB jointly plan, develop, and implement their various marketing programs and activities through DMI, subject to the approval of USDA. These collective programs and activities are called the Unified Marketing Plan (UMP).

### **2. Summary of Significant Accounting Policies**

#### **Basis of Presentation**

The consolidated 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.

The Association has cash balances in a financial institution that exceed federal depository insurance limits. All deposits maintained at financial institutions are fully collateralized daily in U.S. Treasury securities at the Federal Reserve Bank of St. Louis.

# United Dairy Industry Association and National Dairy Council

## Notes to Consolidated Financial Statements (continued)

### 2. Summary of Significant Accounting Policies (continued)

#### Net Assets

The Association 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. UDIA has net assets without donor restrictions totaling \$717,968 and \$880,059 at December 31, 2025 and 2024, respectively. The board of directors has designated \$500,000 of net assets without donor restrictions to offset future rent payments under the current DMI office lease.
- *With donor restrictions* – Net assets subject to donor-imposed restrictions that will be met either by actions of the Association or the passage of time. Items that affect this net asset category are contributions that are restricted to specific programs of the organization. UDIA has no net assets with donor restrictions at December 31, 2025 or 2024.

#### Financial Instruments

The carrying values of cash, contributions receivable, prepaid expenses and other assets, deposits, accounts payable, accrued liabilities, and amount due to related party are reasonable estimates of fair value due to the short-term nature of these financial instruments.

#### Contributions Receivable

Unconditional promises to give that are expected to be collected within one year are recorded at net realizable value. Conditional promises to give are not included as support until the conditions are substantially met.

Contributions receivable consist primarily of amounts due from members relating to UMP funding commitments and are deemed collectible within one year at December 31, 2025 and 2024.

# United Dairy Industry Association and National Dairy Council

## Notes to Consolidated Financial Statements (continued)

### **2. Summary of Significant Accounting Policies (continued)**

#### **Revenue Recognition**

Support revenue is derived primarily from member dues, which are assessed annually and recognized as revenue on a straight-line basis over the membership period, which is January 1 through December 31.

In addition to providing general services to members, the Association, through DMI, creates, develops, and implements dairy marketing programs included in the UMP. Funds for these marketing programs are provided by UDIA members who commit funding to the annual UMP.

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. UMP funding commitments related to milk production are conditional and are recognized monthly as milk is marketed.

Additionally, the Association recognized other UMP funding commitments of \$770,000 and \$900,000 during 2025 and 2024, respectively. These commitments represent unconditional restricted contributions.

#### **Income Taxes**

UDIA and NDC have received a determination letter from the Internal Revenue Service indicating that they are exempt from federal and state income taxes on related income under Sections 501(c)(6) and 501(c)(3), respectively, of the Internal Revenue Code. However, UDIA and NDC are subject to taxes on unrelated business income. UDIA and NDC had no unrelated business income in 2025 or 2024.

# United Dairy Industry Association and National Dairy Council

## Notes to Consolidated Financial Statements (continued)

### 3. Related Party Transactions

The Association funds DMI on a cost-reimbursement basis. DMI marketing program costs include costs attributable to implementing DMI's programs consistent with the UMP. DMI core costs include staff salaries and benefits of DMI employees, 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.

The Association funded DMI's program and core costs as follows:

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

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. Of the program funding, UDIA reimbursed DMI \$6,946,902 and \$7,255,728 in 2025 and 2024, respectively, for USDEC's program and operational expenses.

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, UDIA reimbursed DMI \$430,336 in support of GENYOUth. For the year ended December 31, 2024, UDIA reimbursed DMI \$834,986 in support of GENYOUth. 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. UDIA reimbursed DMI \$921,841 and \$935,554 in 2025 and 2024, respectively, for DRI's program and operational expenses.

## United Dairy Industry Association and National Dairy Council

### Notes to Consolidated Financial Statements (continued)

#### 3. Related Party Transactions (continued)

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. UDIA reimbursed DMI \$283,213 and \$306,932 in 2025 and 2024, respectively, for the Innovation Center's operational expenses.

#### 4. Functional Classification of Expenses

The Association's primary program activity involves providing funding in support of domestic and international dairy promotion as part of the UMP. Additionally, expenses reported as general and administrative are incurred in support of this primary program activity.

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

	<b>Program Services</b>	<b>Support Services</b>	
	<b>Domestic and Export Marketing</b>	<b>General and Administrative</b>	<b>Total Expenses</b>
Program support	\$ 34,075,450	\$ –	\$ 34,075,450
DMI – general and administrative	–	1,370,704	1,370,704
Other	–	459,939	459,939
	<b>\$ 34,075,450</b>	<b>\$ 1,830,643</b>	<b>\$ 35,906,093</b>

## United Dairy Industry Association and National Dairy Council

### Notes to Consolidated Financial Statements (continued)

#### 4. Functional Classification of Expenses (continued)

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

	<b>Program Services</b>	<b>Support Services</b>	
	<b>Domestic and Export Marketing</b>	<b>General and Administrative</b>	<b>Total Expenses</b>
Program support	\$ 34,180,009	\$ –	\$ 34,180,009
DMI – general and administrative	–	1,479,581	1,479,581
Other	–	483,049	483,049
	\$ 34,180,009	\$ 1,962,630	\$ 36,142,639

#### 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:

	<b>2025</b>	<b>2024</b>
Financial assets:		
Cash	\$ 2,120,519	\$ 1,352,109
Contributions receivable, net	1,503,203	1,042,284
Other assets	52,142	19,326
Total financial assets and liquidity resources available within one year	\$ 3,675,864	\$ 2,413,719

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

# United Dairy Industry Association and National Dairy Council

## Notes to Consolidated Financial Statements (continued)

### **6. Related Parties and Concentration of Credit Risk**

Substantially all of the Association's activities and related revenues involve its state and regional member organizations. The member organizations' operations include regional generic dairy promotion and nutrition education activities and are economically dependent on the dairy industry. The principal balance of contributions receivable is due from member organizations. In addition, member organizations are allocated representation on the Association's board of directors. Member organizations elect directors from their local boards to serve on the Association's board.

### **7. Subsequent Events**

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

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