

MILKPEP ANNUAL REPORT

20
25

Released in 2026

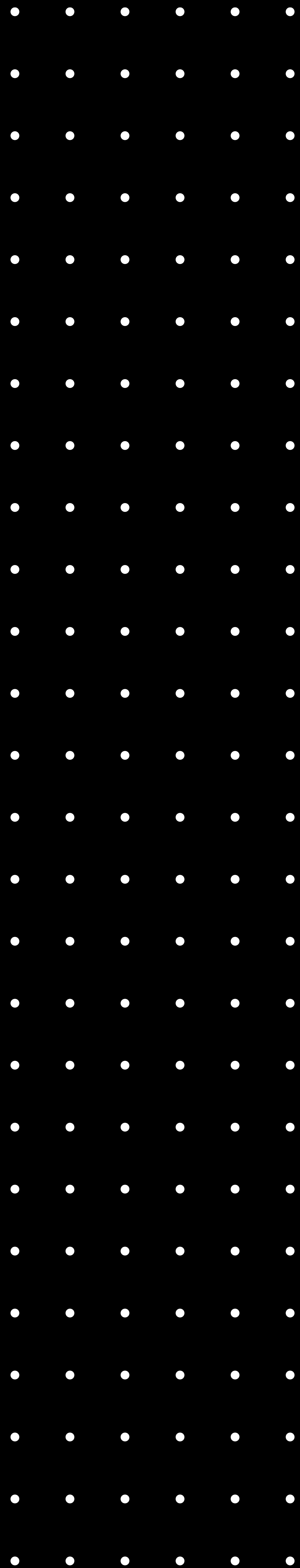


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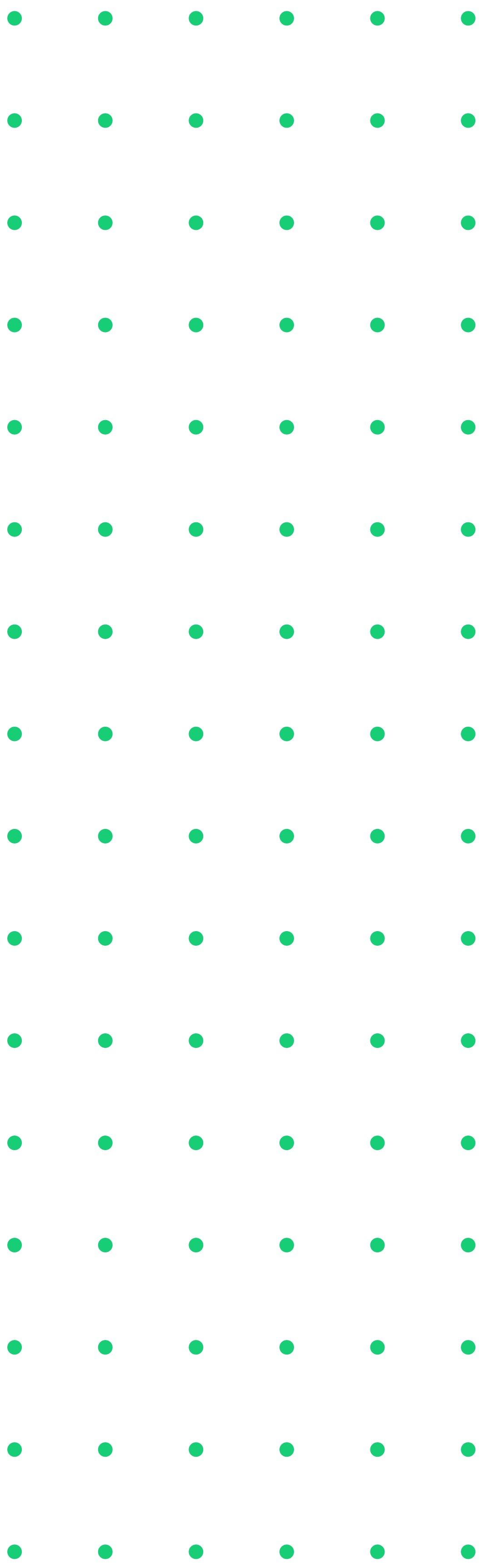


WHO WE ARE

MAKING MILK MATTER MORE

For more than three decades, MilkPEP has been making milk matter more. Established by an Act of Congress in 1990 and governed by a nationally representative processor board, MilkPEP was created to increase fluid milk consumption through category-level consumer marketing. From classic campaigns like the milk mustache campaign to today’s social-driven, influencer-led activations, MilkPEP continues to innovate and keep milk benefits front and center in culture.

In addition to the national consumer marketing program, MilkPEP helps processors grow their brands and businesses through category leadership, consumer insights and marketing enablement. Our research programs track consumer attitudes, behaviors and consumption trends, while our turnkey resources, customizable assets, influencer programs, retail media opportunities and co-op activations help processors bring effective marketing programs to market.



LETTER FROM

THE CHAIR

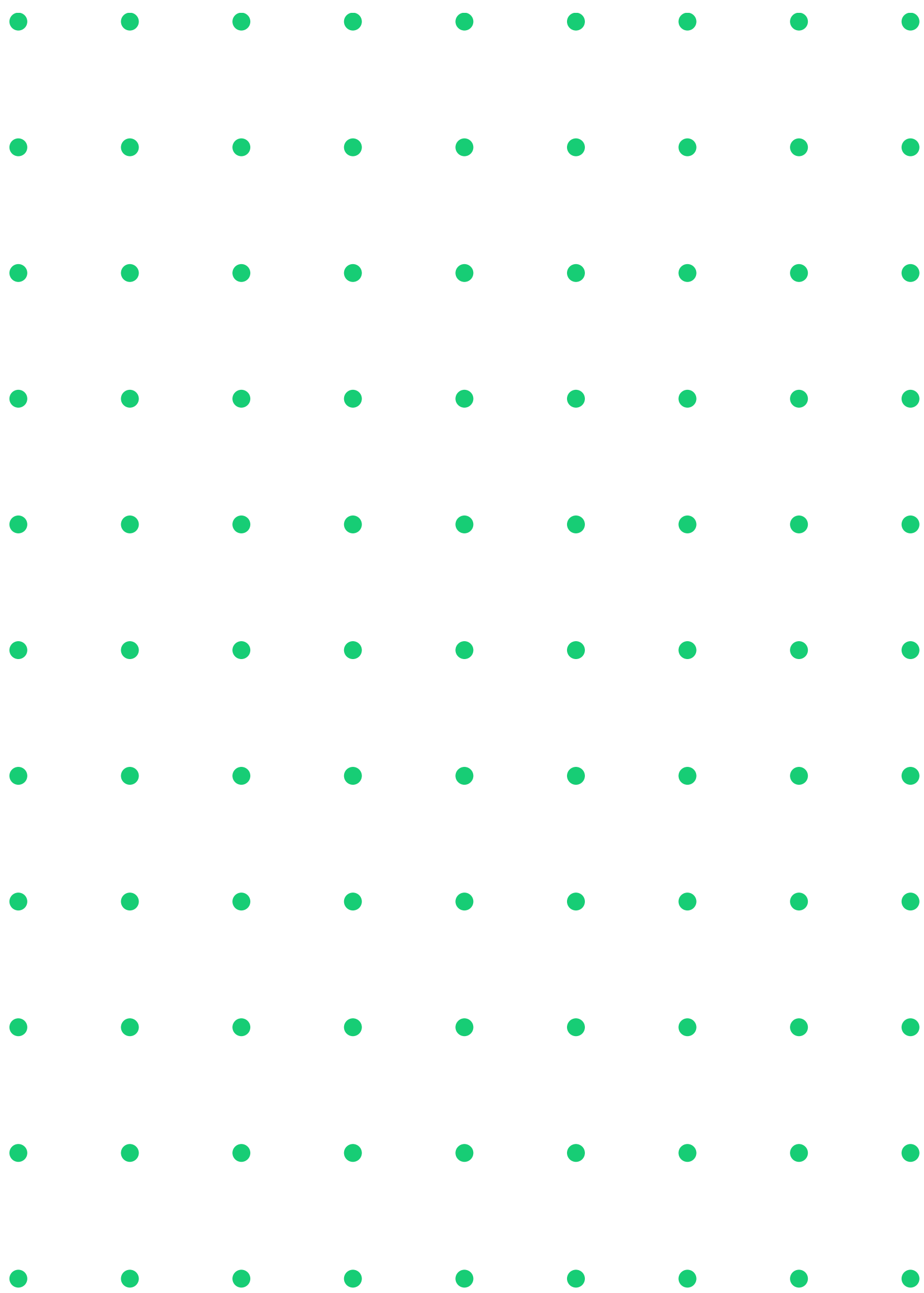


MATT MCCLELLAND
CEO & EVP,
Prairie Farms Dairy

It has been an honor to serve as chair of the MilkPEP Board. The accomplishments of the MilkPEP team and its collaboration with our board members have and continue to be industry-leading, and I want to take this moment to thank all of those that have been critical to our most recent successes.

Despite the challenge of budget constraints, the MilkPEP team has delivered more meaningful and measurable results for fluid milk. With overall spend down 4%, total MilkPEP ROI increased, signaling the disciplined stewardship of processor funding and continuous optimization that defines the leadership of CEO Yin Woon Rani and her team. Every dollar invested in MilkPEP resulted in 4.2 gallons sold, an increase of 7.2% from 2024!¹

These outstanding results could not have happened without the leadership, collaboration and commitment of our board and members. Thank you again for your investment, your partnership and your belief in what we can accomplish together.



**“EVERY DOLLAR INVESTED IN MILKPEP
RESULTED IN 4.2 GALLONS SOLD, AN
INCREASE OF 7.2% FROM 2024!”**

— MATT MCCLELLAND

Source:

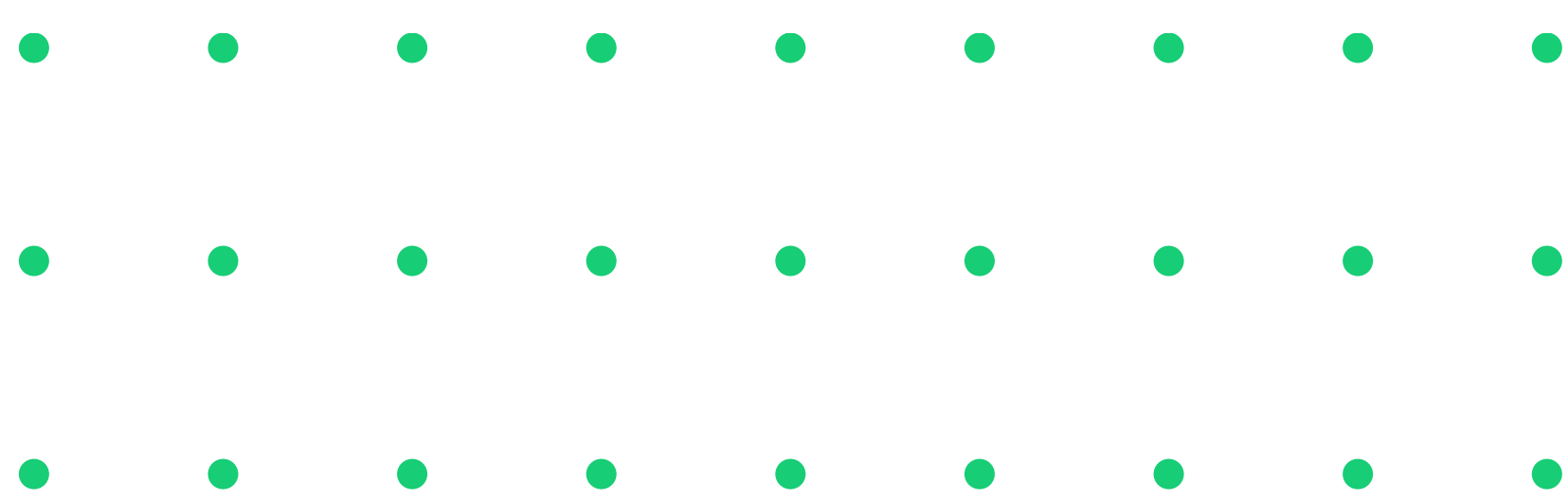
1. Full Year 2025_Final Report_AP_Final Insights

LETTER FROM

THE CEO



YIN WOON RANI
Chief Executive Officer,
MilkPEP



**“WE REMAIN VERY
FOCUSED ON OUR
CONTRIBUTION TO
ENHANCING MILK’S
CULTURAL RELEVANCE
IN A WAY THAT
DRIVES COMMERCIAL
RESULTS.”**

— YIN WOON RANI

**DEAR MILKPEP BOARD MEMBERS, PROCESSOR PARTNERS
AND INDUSTRY STAKEHOLDERS,**

For many years, MilkPEP has been relentlessly focused on one urgent goal: stem the decline of fluid milk consumption. In 2025, we are pleased to report a second year of progress against this goal, with total USDA volume declining only 0.9% year on year (including lapping the leap year of 2024).²

We are only a small part of the ongoing stabilization of volume in this complex value chain, but we remain very focused on our contribution to enhancing milk’s cultural relevance in a way that drives commercial results.

Based on our marketing mix analysis, MilkPEP marketing delivered measurable impact—driving 231 MM incremental gallons (short & long term). This is 3.3% more incremental gallons than MilkPEP drove in 2024, helping to offset underlying base decline.

Just as importantly, we improved efficiency while spending less. Total MilkPEP marketing spend in FY25 was \$54.5MM (including production costs and agency fees), down 3.8% vs. last year, while MilkPEP media efficiency increased 7.2%, to 4.2 incremental gallons per \$1 spent (fully loaded).³

These results reflect our culturally connected creative, constant measurement and optimization, and a media approach increasingly shaped by more efficient and impactful channels.

Our progress is not only about incremental volume. In FY25, the Consumption Driver Index (CDI) increased by 3 percentage points (from 56% to 59%) among our youth (age 9–17) audience, reinforcing that MilkPEP is strengthening the attitudes that underpin sustainable demand. Among Modern Parents, CDI agreement was flat (at 66%), suggesting stable demand-driving attitudes within this specific parent segment.⁴

I’m grateful to our board and members for the commitment and partnership that make this work possible. The path ahead is clear: we will keep applying disciplined stewardship, bolder creativity and sharper optimization to help the industry stabilize and grow—so milk can win not just for a moment but for the long term.

Source:

2. USDA AMS- 2025 Prime Analysis
3. Full Year 2025_Final Report_AP_Final Insights
4. Q4 Radius Campaign Impact Report

IMPACT SUMMARY

MOVING MILK FORWARD

U.S. Fluid Milk volume across all channels remained close to flat at 4,989MM gallons in FY25 based on data released by the USDA, declining slightly (-0.9% YoY, -43MM gallons). Tracked retail volume totaled 3,498MM gallons. But the story of the year was resilience and continued modernization.*

Even as total gallons softened, value added continued to grow (+8.3% VA NonOrganic; +1.4% VA Organic), showing consumers are still leaning into milk’s evolving role in their lives.⁷

Against this backdrop, MilkPEP’s marketing delivered measurable impact. MilkPEP media was the second largest positive driver of retail volume (after trade) more than offsetting base decline.⁶

Simply put, MilkPEP’s marketing played an outsized role in moving the category forward in 2025.

In 2025, we drove 231 MM gallons of incremental volume.

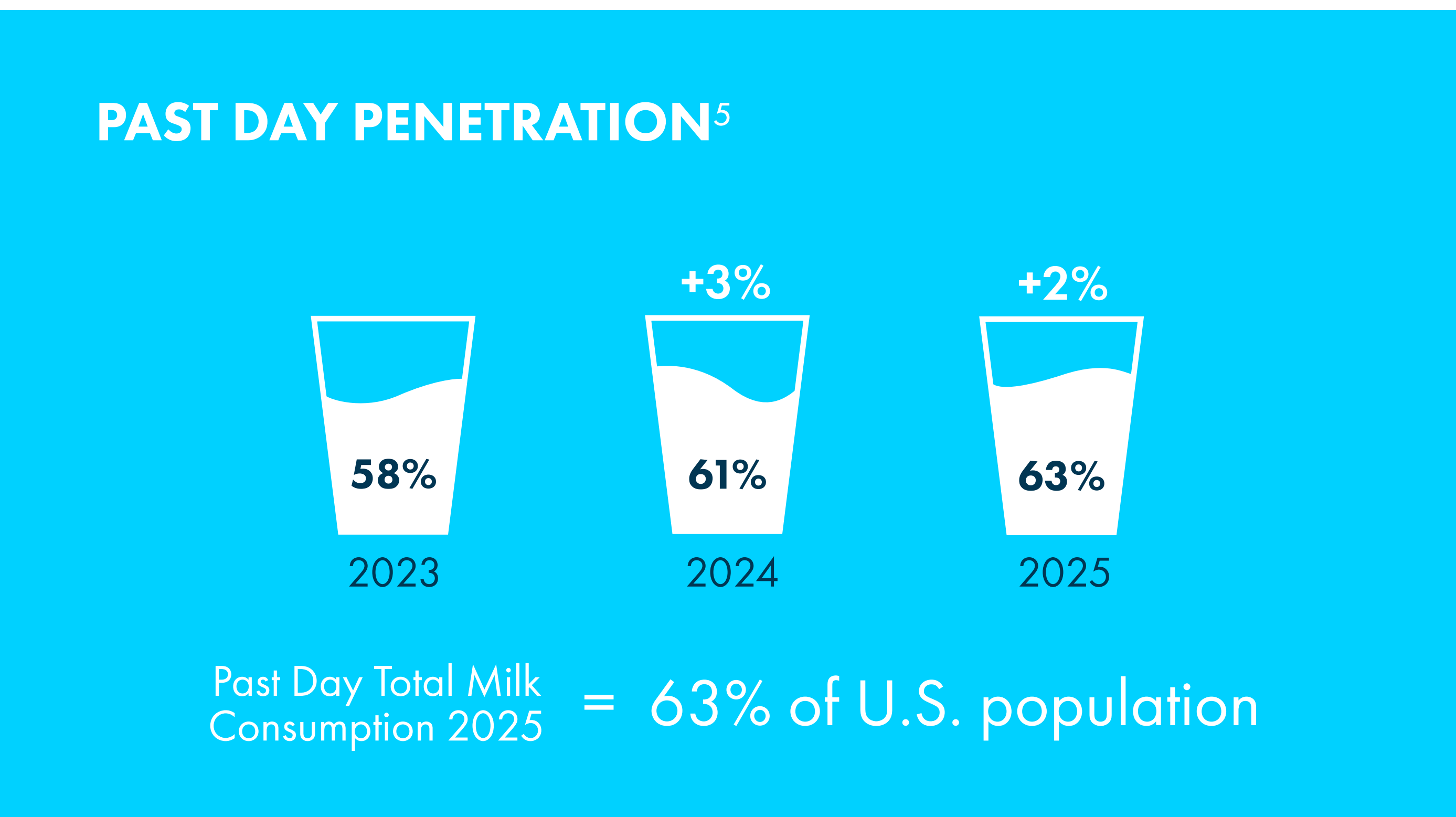
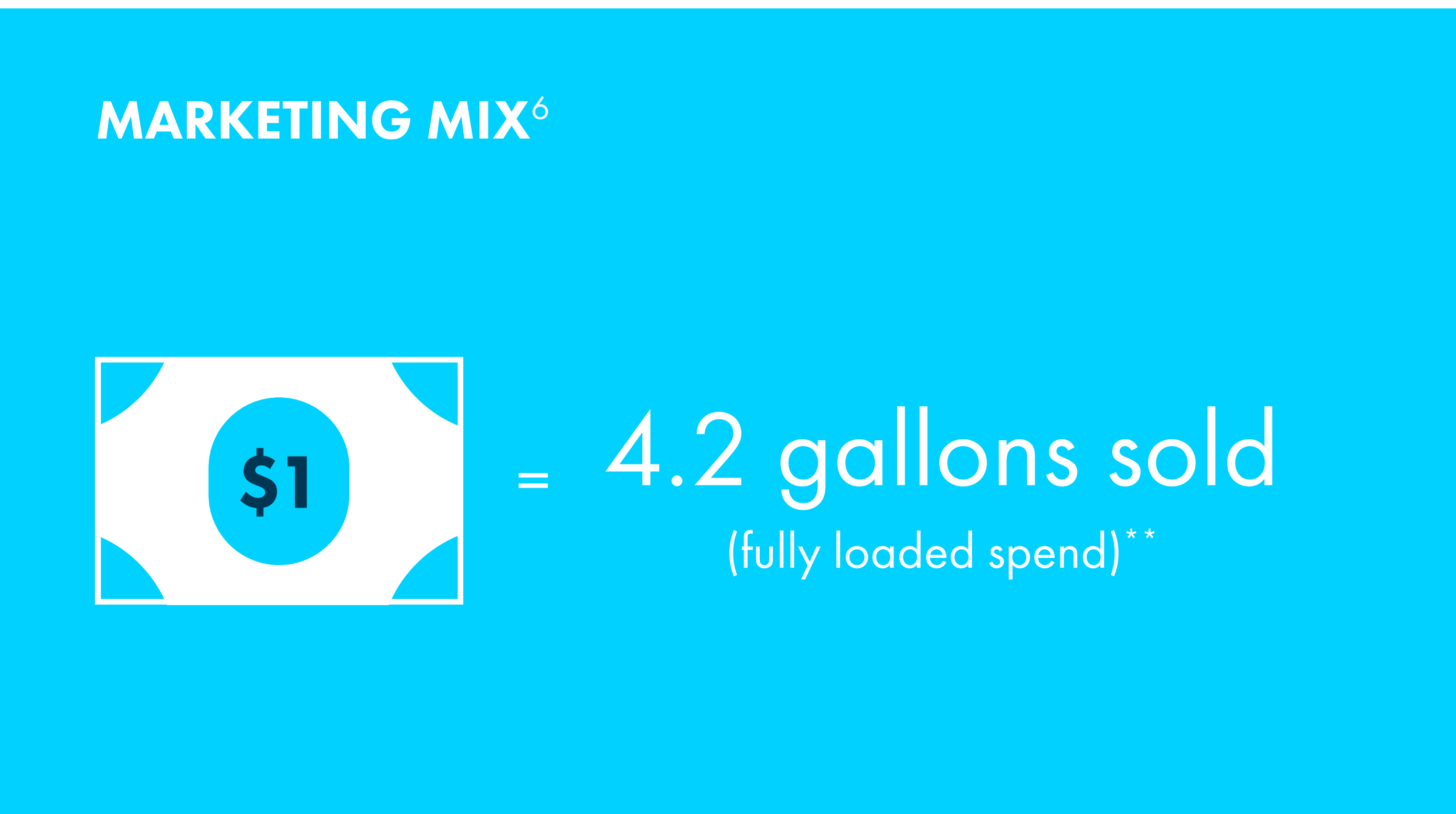
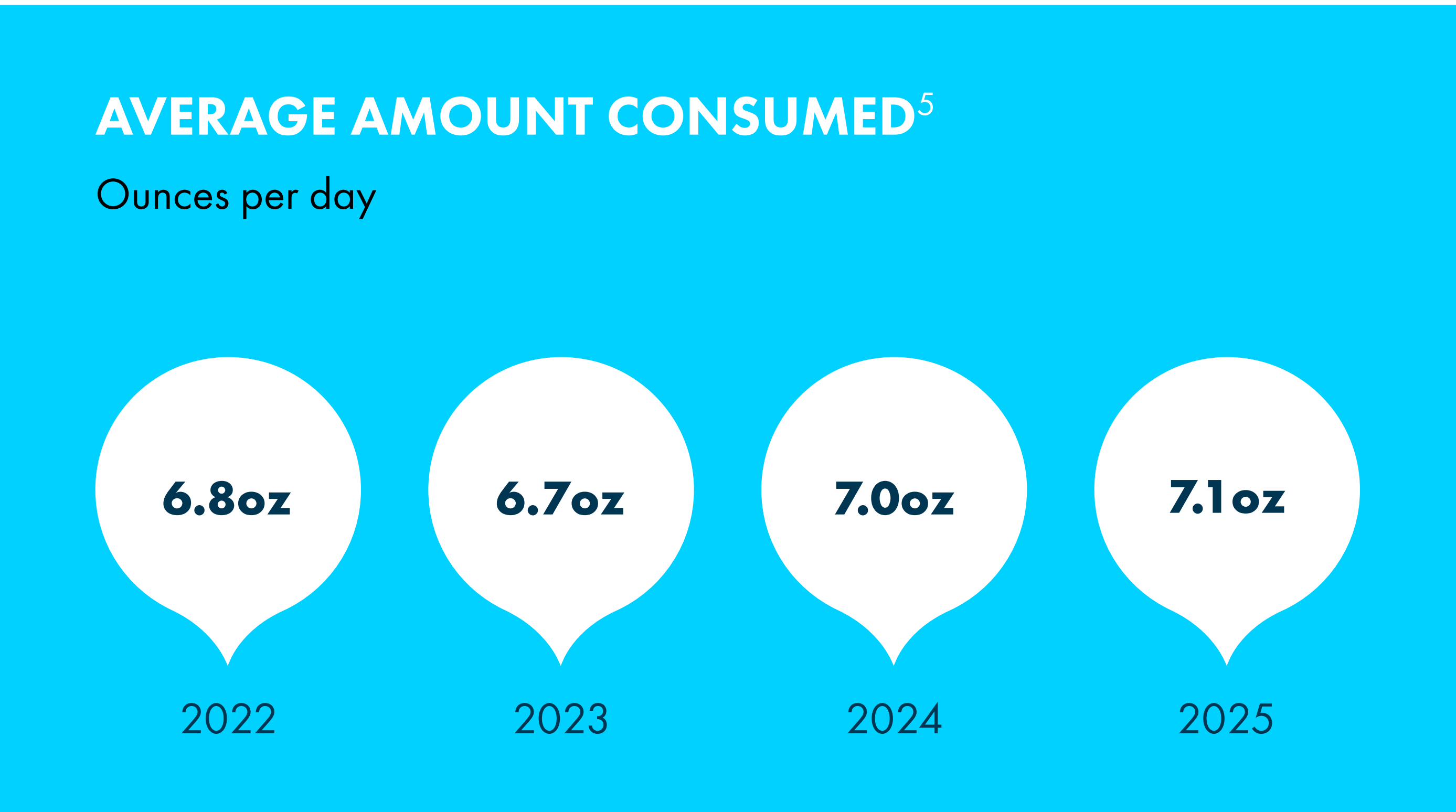
Past day total milk consumption is an important behavioral KPI that indicates whether shifts in awareness and attitudes are translating to more Americans drinking milk. In 2025, past day total milk consumption, across total consumers in the U.S., grew for the second year in a row.

Source:

- 5. Q3 2025_Radius_Consumption and Attitudes Tracker
- 6. Full Year 2025_Final Report_AP_Final Insights
- 7. 12.28.2025_MilkPEP_Sales Topline Period 13.pptx

* 2025 was one day shorter than 2024, which was a leap year.

** "Fully loaded" means it includes the full cost of all MilkPEP’s working media, production costs and agency fees. This number is sometimes reported solely based on media spend, without production and fees included. For 2025, incremental gallons without agency fees and production totaled 5.8 incremental gallons per \$1 spent vs. 5.3 incremental gallons per \$1 spent in 2024.



MEANINGFUL SHIFTS IN AWARENESS, ATTITUDES AND BEHAVIOR

TOP-OF-FUNNEL METRICS

AUDIENCE	CAMPAIGN AWARENESS ⁸		CDI ⁹		CONSUMPTION ⁹	
	'24 → '25	Change	'24 → '25	Change	(oz/day) '24 → '25	Change
MODERN MOMS	70% → 73%	+3pp	59% → 61%	+2pp	7.3% → 8.7%	+1.4pp
TEENS	72% → 76%	+4pp	53% → 59%	+6pp	8.6% → 9.0%	+0.4pp
TWEENS	81% → 80%	-1pp	59% → 60%	+1pp	9.4% → 10.8%	+1.4pp

pp = percentage point

Marketing effectiveness can be viewed as a progression from reach to mindset to behavior. Campaign awareness measures whether consumers are seeing and engaging with MilkPEP’s messaging. As awareness grows, it strengthens the attitudes and perceptions that influence milk consumption, as measured by the Consumption Driver Index (CDI).

CDI measures how strongly consumers agree with a set of key attitudes that are statistically linked to increased milk consumption, making it an important leading indicator of future demand.

By tracking CDI among priority audiences, MilkPEP is able to assess whether its marketing is successfully shifting the consumer mindsets that drive consumption over time. “Consumption” is the behavioral outcome, in this case, past day milk volume based on self-reported consumption.



OVERALL IMPACT

Total program impressions¹⁰

2.7B+	89.0M+	202
Paid Media Impressions	Owned Social Impressions	
\$7.74	13.0B+	Influencer Partnerships
Overall Paid CPM	Earned Impressions	

Source:

8. Q4 2025 Radius Ad Tracker Campaign Impact
9. Q3 2025 Radius Consumption and Attitudes Tracker
10. Impressions data provided by GALE Partners

ALWAYS-ON

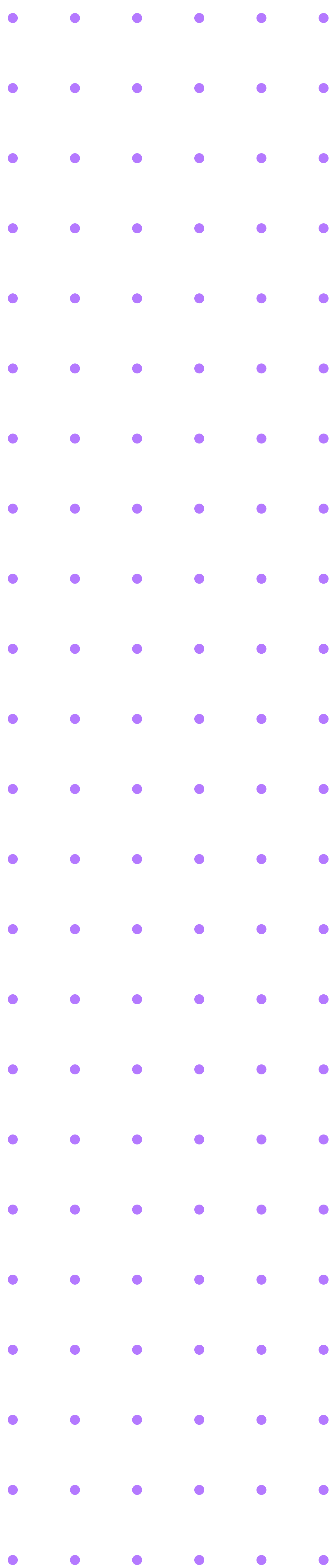
A GLASS FULL OF MILK IS A GLASS FULL OF BENEFITS

MilkPEP’s marketing is built on a foundation of always-on benefits messaging because relevance drives consumption. While milk’s nutritional credentials are well established, growth depends on helping consumers understand how those attributes translate into meaningful outcomes in their day-to-day lives.

With a focus on content, not commercials, MilkPEP is delivering a steady drumbeat of real, relevant benefits messaging to moms, youth, and women runners in the moments that matter most, integrated seamlessly into the platforms, routines and cultural spaces where they are already engaged.

WOMEN RUNNERS

MilkPEP’s always-on messaging for women runners connects milk’s functional benefits to the real rhythms of training and recovery. Our approach consistently reinforces performance-driven benefits like energy, hydration and muscle recovery through tailored content designed to fit naturally into pre- and post-workout routines.



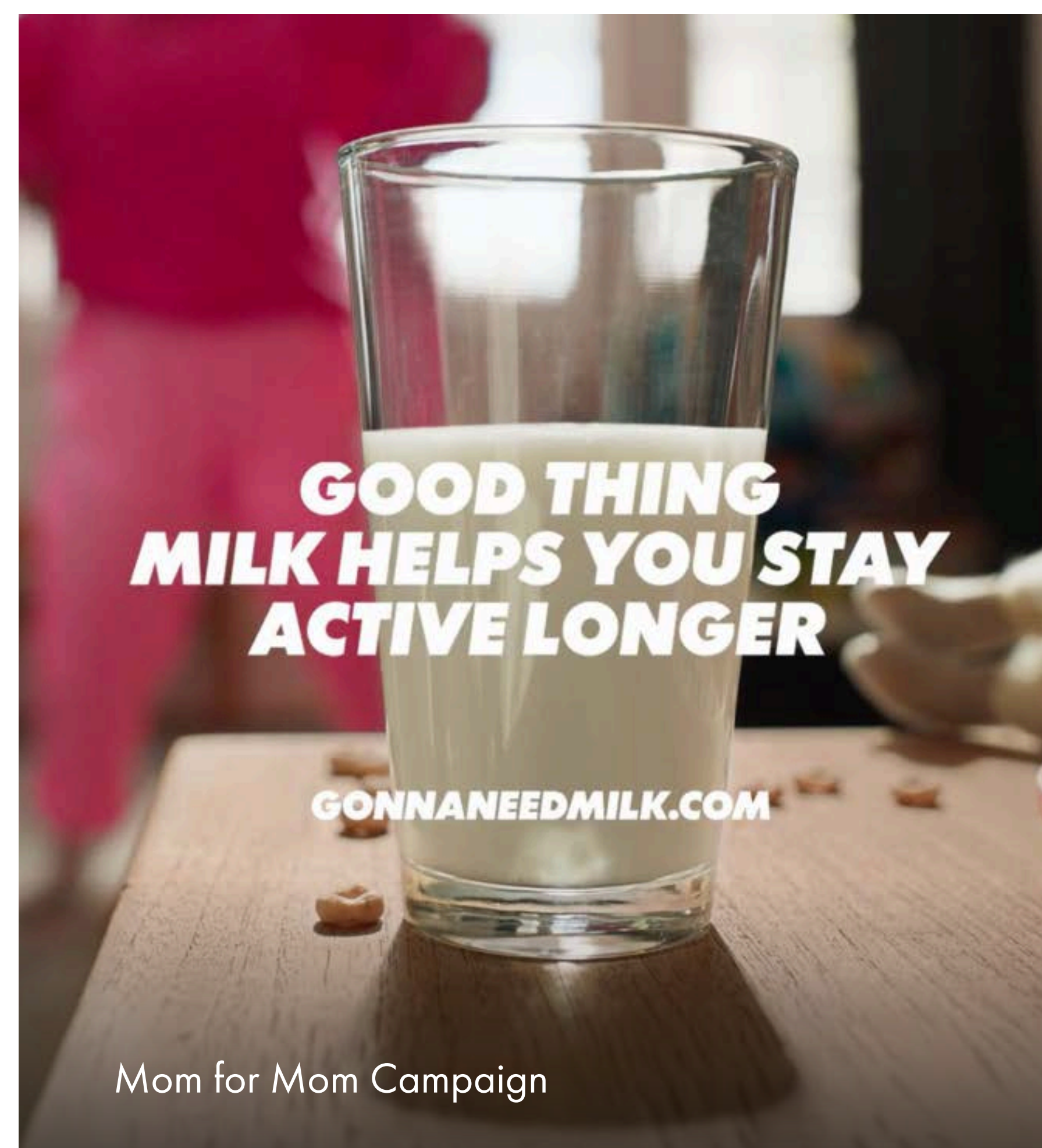
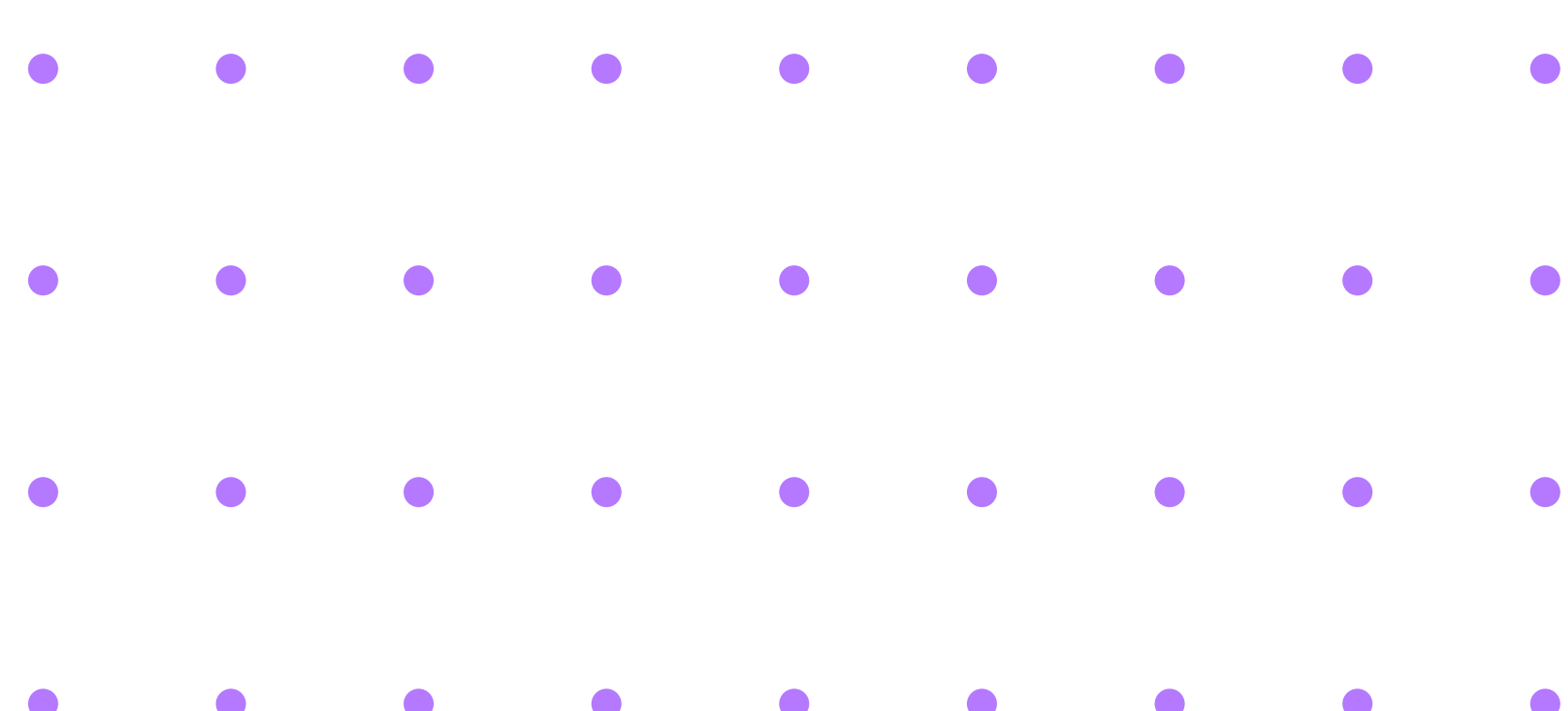
MOMS

From endurance to sleep and protein for strength, milk delivers the benefits moms need to conquer the day and raise healthy kids. In 2025, we rolled out a new round of funny, relatable “Mom Com” content across social, digital video and streaming platforms.

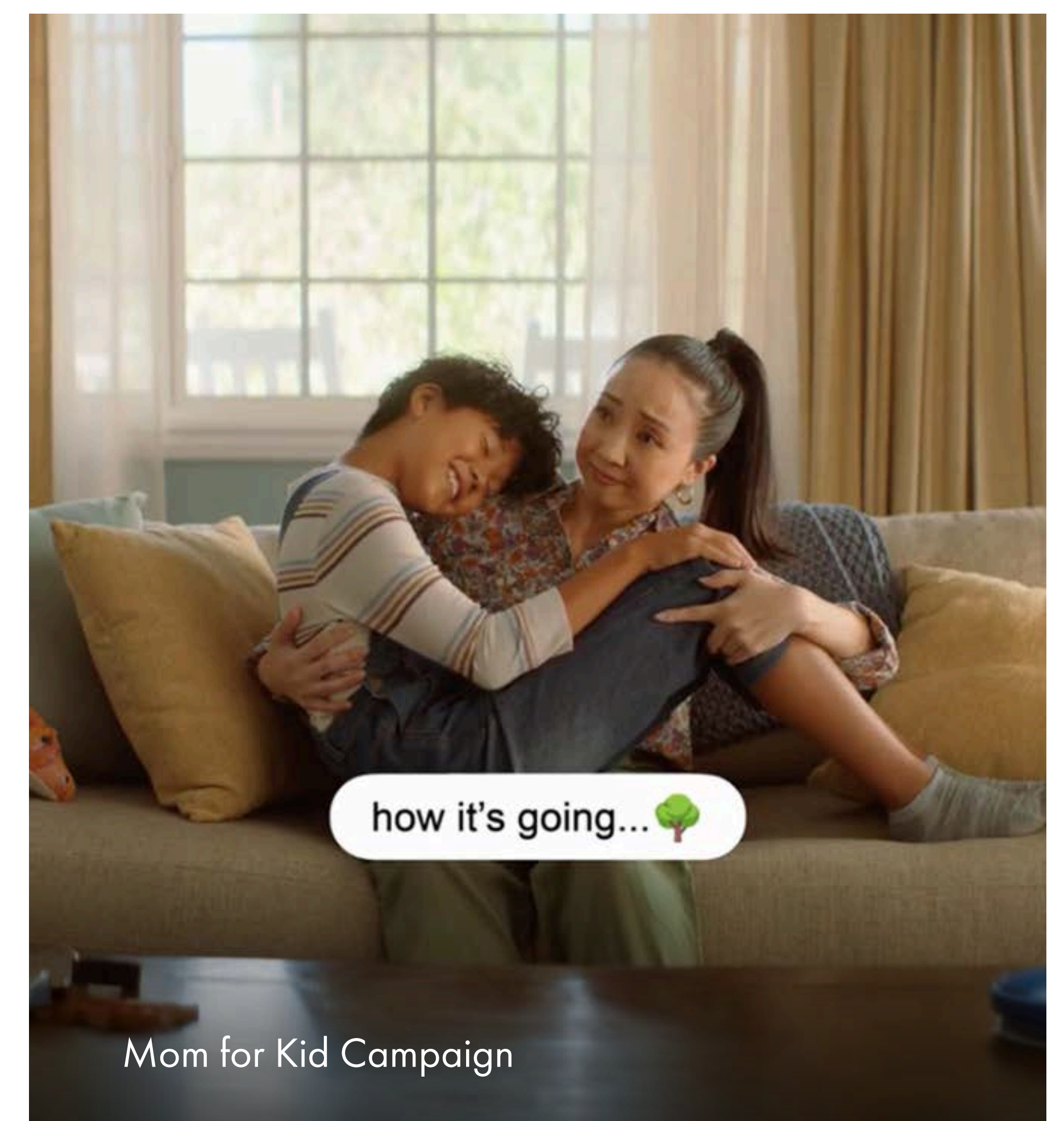
Influencers enable MilkPEP to meet moms where they are—amidst the content they already consume—delivering milk’s benefits through authentic, real-life experiences that resonate and inspire action.

By engaging credentialed experts, MilkPEP ensures milk benefits messaging is delivered with nuance and credibility—through the platforms and moments where their expertise carries the greatest influence.

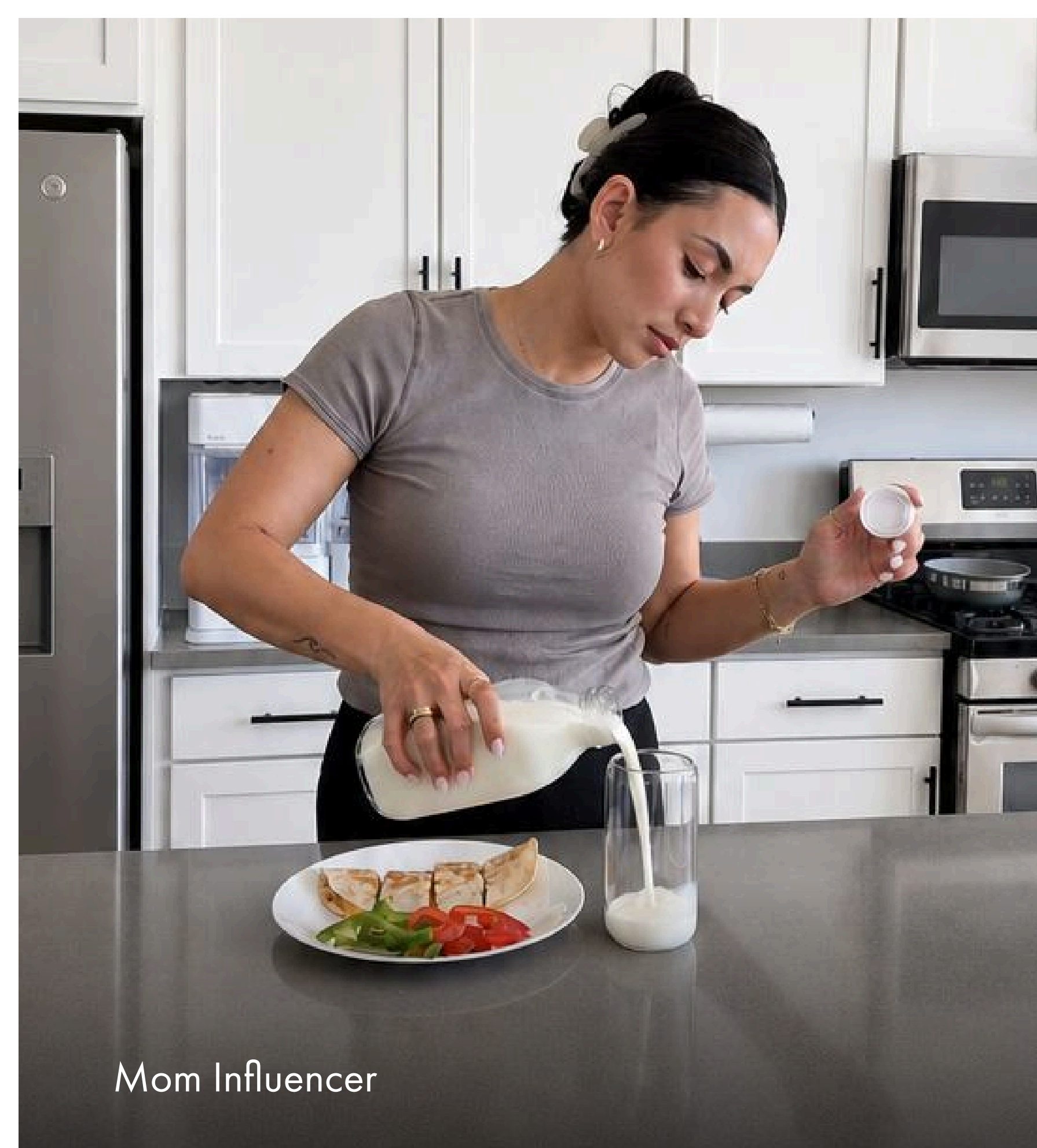
We also brought milk benefits messaging to moms across an expanded retail media landscape, meeting them at the digital point of purchase—from national retailers like Walmart and Kroger to quick commerce platforms like DoorDash—while exploring new shoppable touchpoints for milk within the recipe content they already love on social media.



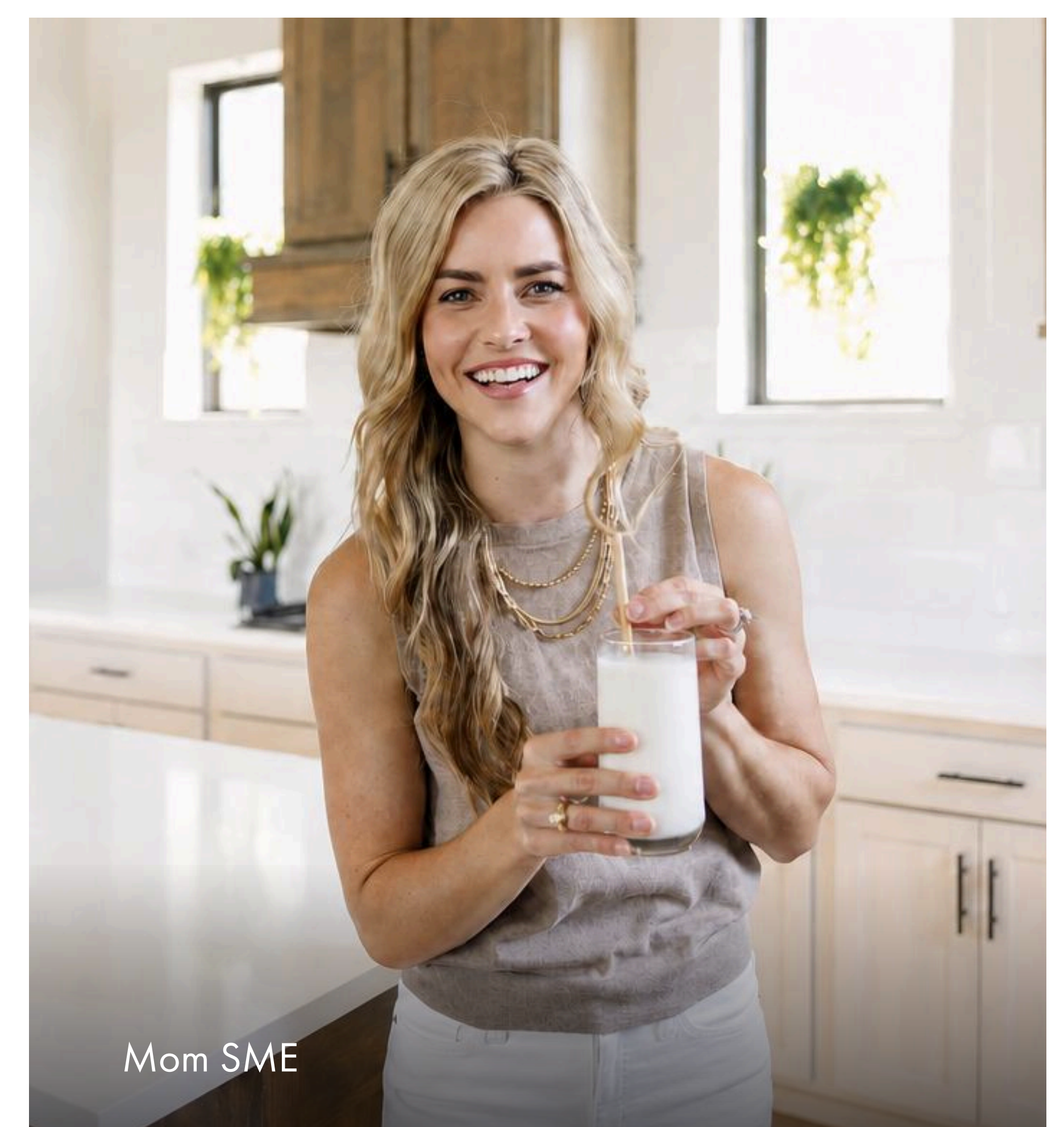
Mom for Mom Campaign



Mom for Kid Campaign



Mom Influencer



Mom SME



Mom Retail Media

YOUTH

MilkPEP’s always-on youth strategy focuses on delivering culturally relevant, digital-first content that connects with teens and tweens in relevant ways.

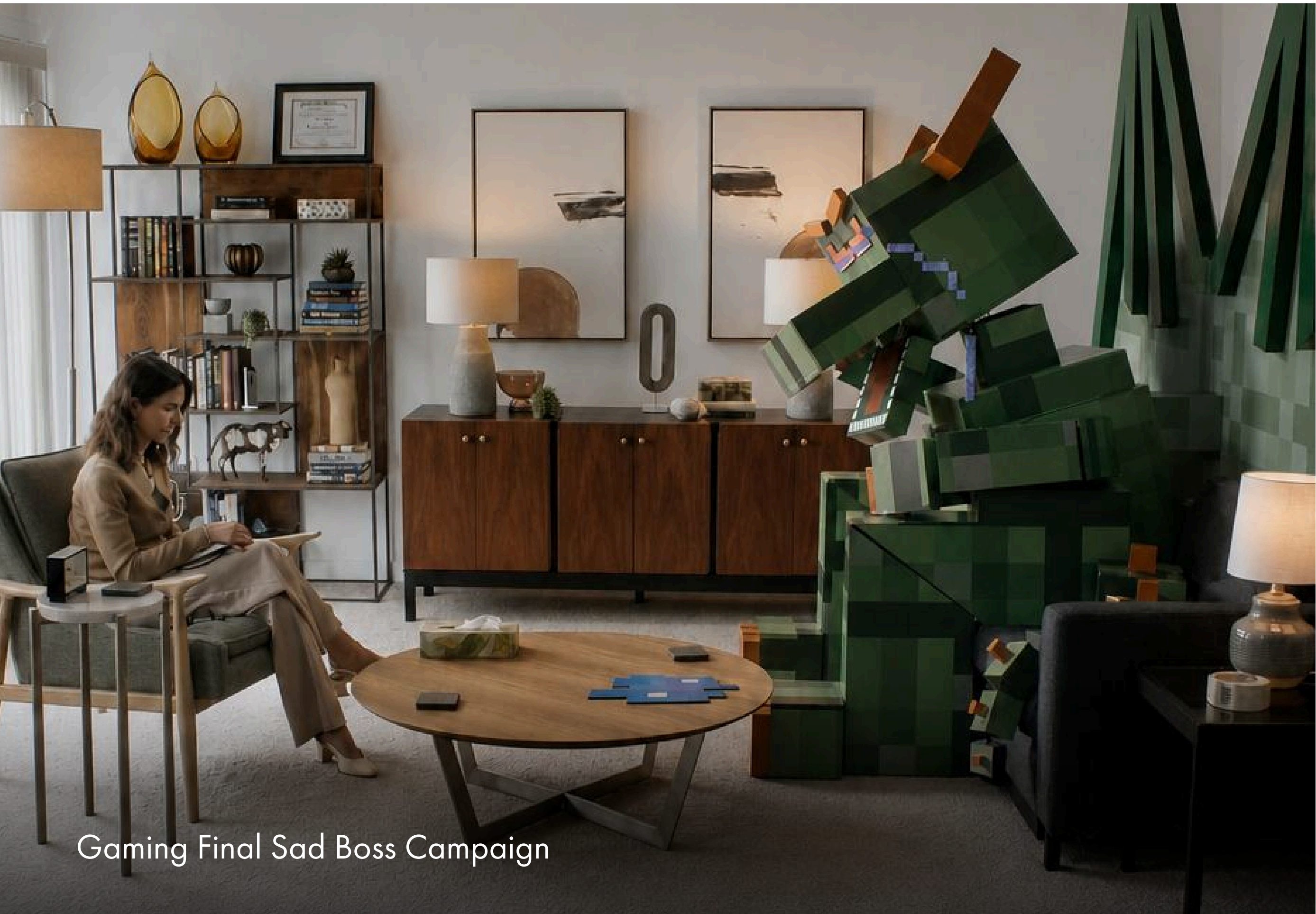
In 2025, we leaned into anime, a visually distinctive style of storytelling which is enormously popular among this target, to deliver milk's strength and height benefits in a way that feels authentic, entertaining and self-aware.

Gaming remains one of the most popular pastimes for teens and tweens, offering a highly relevant and engaging space to deliver milk’s focus benefits to younger audiences. In 2025, we showed up authentically across the gaming ecosystem, partnering with influencers, activating across livestreams and social channels, and integrating milk directly into gameplay experiences to reinforce its relevance in the space.

Our influencers and creators deliver milk’s benefits through authentic, culturally relevant storytelling that integrates naturally into the gaming social content our teen and tween audiences already consume.



Youth Anime Campaign



Gaming Final Sad Boss Campaign

ALWAYS ON MEDIA IMPACT

Total program impressions (moms, youth, women runners)¹¹

1.9B+ Paid Media Impressions	79.9M+ Owned Social Impressions
\$6.65 Paid CPM	117 Influencer Partnerships

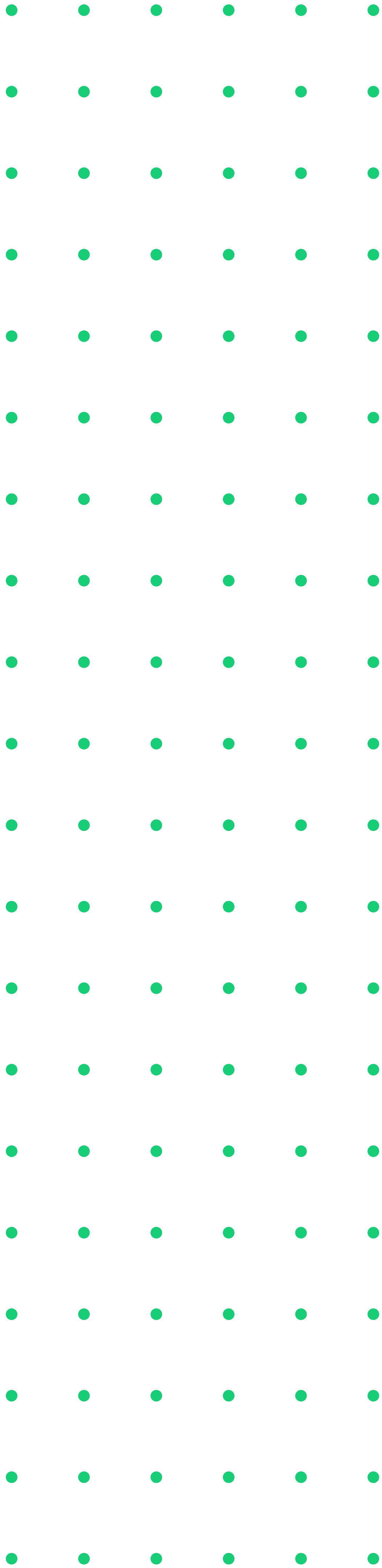
Source:

11. GALE Partners

PLATFORM PROGRAMS

BUILDING MILK COMMUNITIES

MilkPEP’s platform approach—brought to life through Every Woman’s Marathon and The Milk Cup—transforms marketing from singular moments into sustained engagement, building owned expansive ecosystems that deepen connection, foster community and embed milk meaningfully into these communities. By meeting key audiences where their passions live, these platforms drive sustained relevance, stronger brand connection and measurable growth for the category.



EVERY WOMAN’S MARATHON

Following the success of our inaugural 2024 race in Savannah, MilkPEP brought Every Woman’s Marathon to Scottsdale in October of 2025, delivering a distinctly women-first, supportive, welcoming and community-building race for a second year. EWM is so much more than a race; it’s a months-long community-led journey that builds connection, engagement and momentum through training, content and shared experiences leading up to the starting line. From the heartfelt stories of our #RookieRoute influencers, who share every step of their journey, to the training and nutrition programs, to connections with coaches, to the undeniable energy of the Wellness Fair and Expo and Finish Festival, EWM delivers an immersive experience that drives loyalty and shifts perceptions of milk among runners in a meaningful, measurable way.



“I FELT STRONG, PROUD AND HUMBLLED BEING SURROUNDED BY OTHER INCREDIBLE SUPPORTIVE WOMEN. THIS IS THE FIRST MARATHON I’VE RUN WHERE TIME DIDN’T MATTER. IT WAS ABOUT SHOWING UP AND RUNNING WITH TEAM MILK.”

— HEATHER, EWM RUNNER 2025



EWM IMPACT

Total program impressions¹²

180M+ Paid Media Impressions	9.2M+ Owned Social Impressions	52 Influencer Partnerships
\$11.85 Overall Paid CPM	569M+ Earned Impressions	

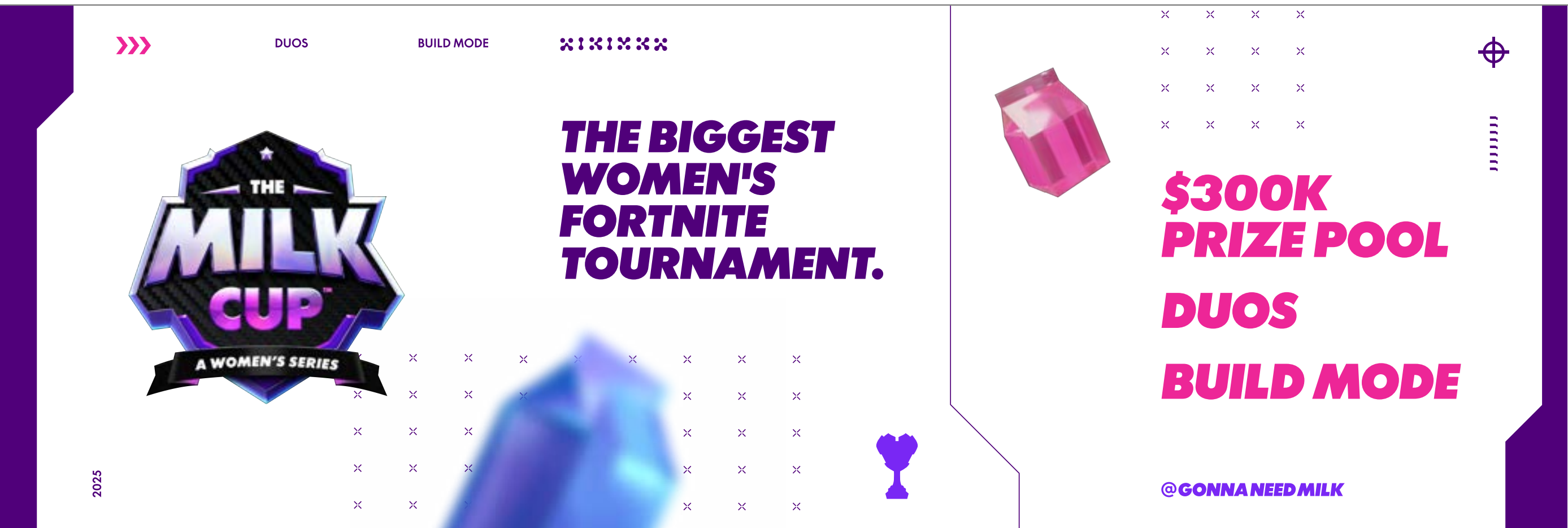
Source:

12. GALE Partners



THE MILK CUP

In 2025, we reprised The Milk Cup with an expanded, multi-phased competition designed to deepen engagement and grow community among women gamers. The program featured a series of live-streamed online qualifiers throughout the year, attracting a strong field of returning competitors and new participants, culminating in a live LAN championship at TwitchCon San Diego—one of the most prominent gatherings in gaming. The finals brought top players together in person and on stream, drawing millions of views and reinforcing milk’s role in gaming culture, while continued integrations across streaming, social and influencer channels sustained excitement and participation at every stage of the journey.



THE MILK CUP IMPACT

Total program impressions¹³

117.3M Paid Media Impressions	21.2M+ Owned Social Impressions	31 Influencer Partnerships
\$8.65 Paid CPM	2.9B+ Earned Impressions	15,353 Discord Members

Source:

13. GALE Partners

THE CULTURE MACHINE

MOVING AT THE SPEED OF CULTURE

The Culture Machine, launched in the second half of 2025, represents an evolution from MilkPEP’s traditional tentpole approach to a more-agile, always-on model, delivering a steady drumbeat of smart, low-cost, high-upside cultural moments that drive earned media and keep milk in the conversation. From outfitting WNBA superstar Skylar Diggins in 422g of protein during the playoffs to tapping into Scott Disick’s viral GLP-1 moment to spotlight milk’s protein benefits, to staging a contest in search of NYC’s strongest Santa, we moved at the speed of culture—showing up in timely, relevant ways that reinforce milk’s place in modern life.

Alongside these efforts, cultural relevance among youth increased in 2025, with significant growth among teens.

AUDIENCE	CULTURAL RELEVANCE (Milk fits in with today’s culture)	
	’24 → ’25	Change
MODERN MOMS	64% → 63%	– 1pp
TEENS	56% → 64%	+8pp
TWEENS	62% → 63%	+1pp

pp = percentage point



Skylar Diggins walks the WNBA tunnel with 422 grams of protein.

IN THE NEWS



Skylar Diggins shows off milk jacket before Tuesday’s game.



Storm star Skylar Diggins wears bags-of-milk coat clinching WNBA playoff spot.



This is our new preferred way to hit our protein goals!!! 🥛✨



422 grams of protein—made by milk.

Source:

14. Q4 2025 Radius Ad Tracker Campaign Impact

IN THE NEWS

People

Scott Disick Photographed with Gallon of Milk in Various Locations After Kim Kardashian’s Call Her Daddy Milk Revelation.

Page Six

Scott Disick trolls Kim Kardashian by posing with gallons of milk after her clueless cost-of-living confession.



Scott Disick caught in viral moments carrying the GLP-1 milk jug



Milk Energy Experiential Activation



Swole Santa event with Mary Beth Barone

CULTURE MACHINE IMPACT

Total program impressions¹⁵

74.5M
Paid Media Impressions

\$4.01
Paid CPM

2.0B
Earned Impressions

Source:

15. GALE Partners

COMMERCIAL MARKETING

EMPOWERING BRANDS THROUGH SCALABLE PROGRAMS AND PARTNERSHIPS

In 2025, we leveled up our scalable programs and partnerships, offering processors even more ways to power their marketing with the tools, content and insights needed to reach consumers more effectively and drive growth.

RETAIL MEDIA

Building on strong momentum, MilkPEP continued to partner with processors on custom Instacart campaigns that kept brands visible and competitive on the digital shelf. MilkPEP's co-op funding and category insights allowed brands to extend campaigns with measurable sales impact.





CUSTOMIZER TOOL

In 2025, we introduced our Customizer tool along with 14 unique recipes to give processors a new way to create their own branded marketing assets. The tool enables brands to leverage MilkPEP’s proven claims and benefits messaging, along with a library of high-quality video, to quickly develop content tailored to their needs, including the ability to upload their own labels and customize packaging to reflect their brand. By making it easier to produce polished, on-brand creative, the tool helps processors show up more consistently and effectively across their channels.

CATEGORY LEADERSHIP

MilkPEP continued to strengthen its category leadership efforts in 2025, equipping processors with practical tools and forward-looking insights to drive growth at retail. This included expanded Growth Driver decks focused on distribution, shelving and merchandising, along with a suite of six new special-interest topic resources designed to keep processors at the leading edge of category insights. Category leadership also hosted a first-of-its-kind Small Format Roundtable with processors and state/regional organizations, helping uncover new growth opportunities in the convenience channel. These efforts continue to build on a strong foundation while elevating the support provided to processors, enabling more strategic decisions and driving high-impact sales growth.

BUDGET OVERVIEW

NATIONAL FLUID MILK PROCESSOR PROMOTION BOARD BUDGET YEAR 2025	
Revenues	
Assessments	\$76,160,000
Other Revenue	—
Carry Forward Funds	\$9,300,000
Total Revenues	\$85,460,000
Program Expenses	
Consumer	\$66,055,000
Industry	\$8,980,000
Unallocated	—
Total Program Expenses	\$75,035,000
Other Expenses	
Administrative	\$3,180,000
USDA Expenses	\$695,000
California Grant	\$6,550,000
Subtotal	\$10,425,000
Total Expenses and Unallocated	\$85,460,000

LOOKING AHEAD

THE FUTURE OF MILK

MilkPEP continues to move the category forward, driving measurable impact, strengthening consumer perceptions and expanding the ways milk shows up in culture and in market. From our new Culture Machine initiative to AI-powered creative, in 2025 we continued to find new and innovative ways to Make Milk Matter More.

Looking ahead, we will keep moving at the pace of culture, staying relevant in the moments that matter most. We remain focused on driving greater efficiency and effectiveness, constantly measuring and refining our approach, and leveraging the platforms that deliver the strongest results. As technology evolves, we will also continue to keep pace, finding new ways to connect with consumers and strengthen milk's role in modern life.



milk  pep | **GONNA
NEED MILK**