

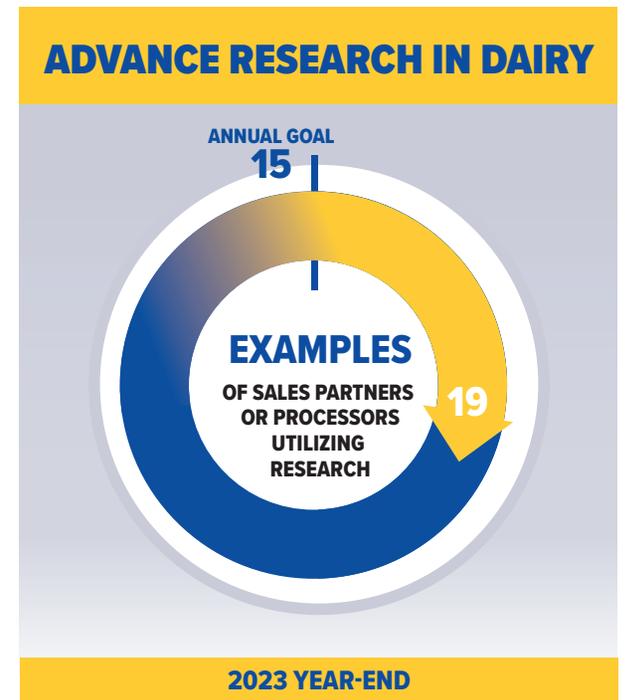


# SCORECARD

## BUSINESS OBJECTIVES

YEAR-END 2023

Results for 3-year goals are showing progress through this last year of the 3-year plan.



## GROW TRUST IN DAIRY

### Thought Leadership

3-YEAR (2021-23) GOAL  
**225**

**312**

THOUGHT LEADER ACTIVATIONS

### Youth

3-YEAR (2021-23) GOAL  
**75**

**164**

PARTNER PROJECTS

ANNUAL GOAL  
**+30%**

**184%**

YOUTH REACHED

### Change in Consumer Sentiment Measured via Attitudes, Awareness & Usage Survey

Compared to yearend 2022 survey results

ANNUAL GOAL FOR ALL IS +2 POINTS

86% (FALL 2022)

**-1**

**85%**  
(FALL 2023)

DAIRY IS HEALTHY

60% (FALL 2022)

**-2**

**58%**  
(FALL 2023)

ENVIRONMENTALLY FRIENDLY

87% (FALL 2022)

**-1**

**86%**  
(FALL 2023)

DAIRY IS SAFE

57% (FALL 2022)

**-8**

**49%**  
(FALL 2023)

DAIRY LOOKS OUT FOR ME

2023 YEAR-END

<sup>1</sup> Sales results are reported by the equivalent pounds of milk required to make specific dairy products.



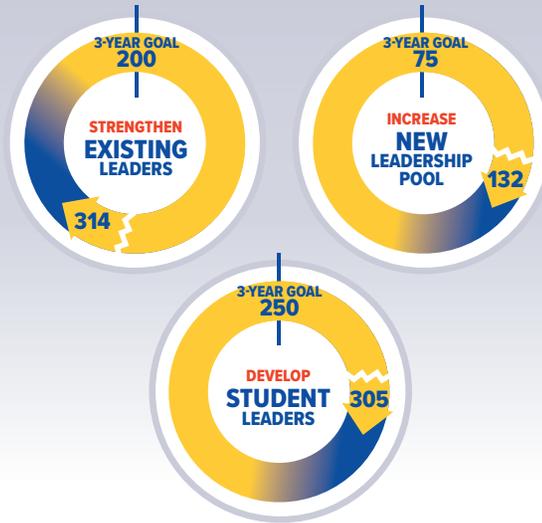
# SCORECARD

## FOUNDATIONAL OBJECTIVES

### YEAR-END 2023

Results for 3-year goals are showing progress through this last year of the 3-year plan.

### DEVELOP FARM & COMMUNITY LEADERS FOR DAIRY

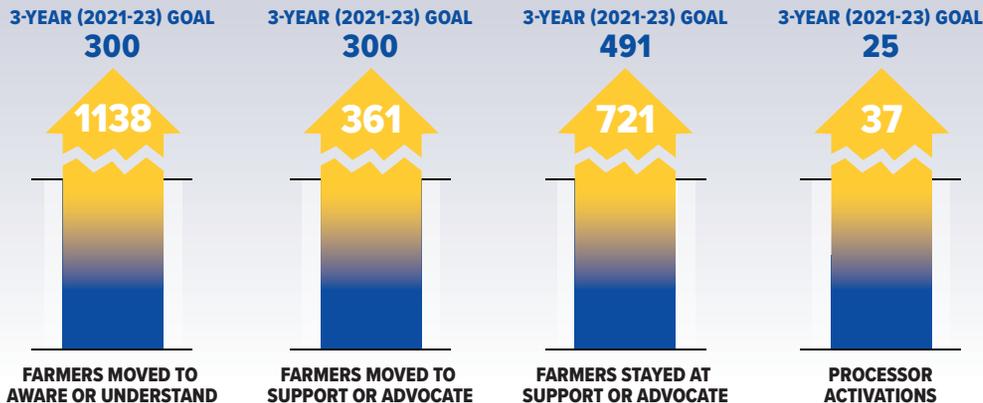
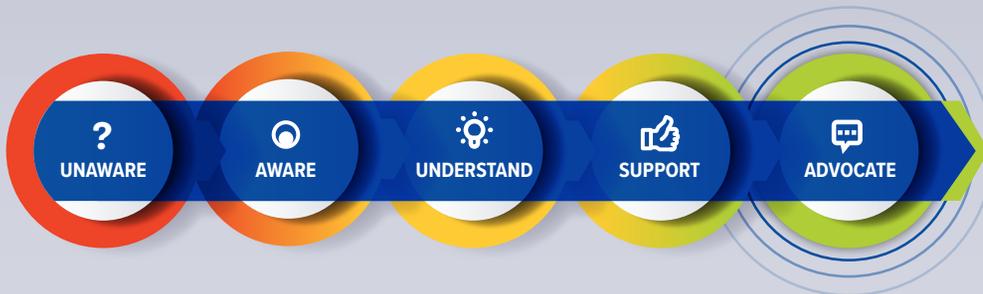


### ENHANCE MIDWEST DAIRY EMPLOYEE CULTURE

Gallup Q12 scores reflect the status of 12 items that Gallup research has consistently found to measure employee engagement as linked to business outcomes.

| Item  | Score | Change (2023 over 2022) |
|---|-------|-------------------------|
| Q1 I know what is expected of me at work.   | 4.42  | .00                     |
| Q2 I have the materials and equipment I need to do my work right.                     | 4.19  | ↓.25                    |
| Q3 At work, I have the opportunity to do what I do best every day.                    | 3.89  | ↓.09                    |
| Q4 In the last seven days, I have received recognition or praise for doing good work. | 4.26  | ↓.01                    |
| Q5 My supervisor, or someone at work, seems to care about me as a person.             | 4.43  | ↑.10                    |
| Q6 There is someone at work who encourages my development.                            | 3.90  | ↓.02                    |
| Q7 At work, my opinions seem to count.  | 3.68  | ↓.13                    |
| Q8 The mission or purpose of my organization makes me feel my job is important.       | 4.42  | ↑.03                    |
| Q9 My associates or fellow employees are committed to doing quality work.             | 4.23  | ↓.06                    |
| Q10 I have a best friend at work.   | 3.96  | ↑.40                    |
| Q11 In the last six months, someone at work has talked to me about my progress.       | 4.47  | ↑.16                    |
| Q12 This last year, I have had opportunities at work to learn and grow.               | 4.08  | ↓.21                    |

### CREATE DAIRY CHECKOFF ADVOCATES



These are baseline mean scores on a 5 point scale.

Midwest Dairy's Engagement Index was 58%—compared to U.S. Average Engagement Index of 34% for the same timeframe.