

2027: New Product Competition

Developing Innovative,
Dairy-Based Products
for Health & Wellness
Consumers

The statements made and information provided in the current and subsequent slides are based on consumer insights and cannot be used to make product claims. Claims must be truthful and not misleading, supported by scientific data and aligned with regulations in the current marketing environment.



DISCLAIMER

THE USE OF BRANDS AND IMAGES OF BRANDED PRODUCTS IS INTENDED ONLY TO PROVIDE EXAMPLES OF CONCEPTS BEING DISCUSSED, AND DOES NOT IMPLY ENDORSEMENT OF ANY BRAND OR PRODUCT.

2027 New Product Competition

Reimagine dairy as a modern solution for sustained energy – helping consumers maintain momentum and stamina throughout the day. Your dairy-forward innovation should reframe energy *from* “quick boost” *to* “lasting fuel”.



For more details, see competition rules and guidelines here: <https://www.usdairy.com/research-resources/new-product-competition>

Consumer Understanding

Insights & Key Benefits Sought

Energy Redefined

Consumers have fundamentally redefined "energy" — it's no longer about a quick caffeine hit but about consistent, steady energy for sustained performance across the day.

Sensory Signals

Consumers expect energy that feels healthy, natural, and transparent. Every ingredient and flavor choice needs to reinforce the clean, balanced positioning.

Moment-Based and Ritual-Driven

Consumers seek formats that are light, daily and slot into existing routines. Products should be designed around specific daily energy moments rather than generic occasions.

Consumers seeking energy look to:

- Maintain steady energy throughout the day
- Reduce fatigue and feel more energized
- Improve energy or stamina
- Feel less tired or sluggish
- Increase energy and reduce tiredness
- Improve sleep quality



Dairy + Health & Wellness Consumer?

Visit usdairy.com/dairy-nutrition to see how dairy plays a role in these health and wellness benefit areas consumers are looking to treat and/or prevent.

Source: DMI Strategic Intelligence

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Consumer Understanding

Point of Tension/Problem, Job-to-be-Done, Core Consumer Desire



Consumer Point of Tension

Tension / Problem

Consumers are seeking a more balanced way to **power through the day**, as traditional quick fix solutions often leave them feeling tired, hungry or unfocused. As a result, they are turning towards **nutrient dense foods and beverages** that deliver steady, sustained support **without disruptive highs and lows**.



Job-to-be-Done

When I need steady stamina throughout the day,

I want a food/beverage/snack that keeps my energy even

So I can feel fueled without the spikes and crashes that sometimes come from traditional energy sources.



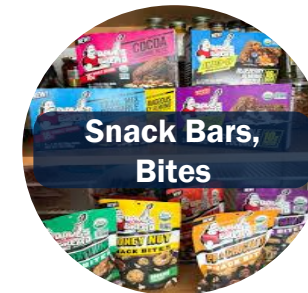
Core Consumer Desire

Shake off tiredness and **keep energy even** without jittery stimulation or crashes

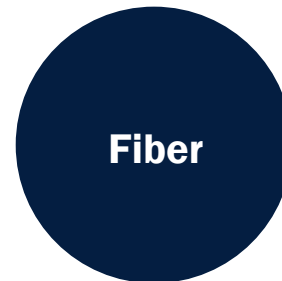
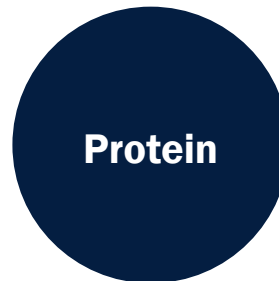
Consumer Understanding

What are they using and why

Top Foods & Beverages to Address Energy*:



Top Nutrients Sought:



*Top foods used to address energy health objective with 120+ index;
Source: DMI Strategic Intelligence

In Market Examples

Lucky Energy Gummies contain 128mg caffeine per pack of 10. Claims to promote advanced energy and focus with L-theanine, maca and ginseng.



Bolthouse Farms Protein Plus Banana Honey Protein Shake With Almond Butter
With 30g protein and 21 vitamins and minerals including 200% vitamin B12 DV helps boost energy.



GRYP Rock Road and Sea Salt Protein Bar
Made with SloRelease protein blend (casein, whey protein isolate, milk protein isolate, skimmed milk powder) for on the go lasting fuel.



Fuel 4 Ever Chocolate Chip Cookie Dough Protein Bites
8g protein and only 4g sugar per bite for clean, balanced energy without crashes. Tastes like a treat but fuels like whole food.



V8 Zero Sugar Strawberry Lemonade provides an excellent source of B (B3, B6, B12) vitamins, 80mg caffeine for steady energy.



Bullet Proof High Protein Coffee contains 2X the caffeine in 1 cup of coffee, 12g of whey protein and two of the most ketogenic MCTs that support body and mind energy.



Chobani High Protein Greek Yogurt has 20g of complete protein and vitamin B12 to help you feel fuller for longer and vitamin B12 to unlock energy naturally.



Mulu Cottage Cheese delivers 33% more protein than leading brands with a blend of whey and casein proteins for both fast and sustained amino acid delivery.

Just Ingredients Raspberry Rush Lemonade Energy + Brain Boost
Clean fast acting energy, without caffeine for fewer spikes and crashes. Powered by paraxanthine, a caffeine alternative, 0g added sugar, real fruit real energy.

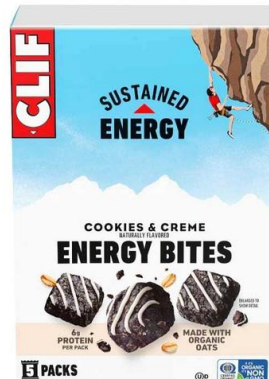


Ready Caramel Crunch Protein Bar delivers balanced protein, carbs and fat to help keep you fueled and satisfied. Crafted with a blend of whey protein isolate, whey protein concentrate, milk protein isolate, and pea protein, each bar provides 20g of protein, 200 calories, 4g of sugar and 5g real fiber.



Kates Real Food Snickerdoodle Protein Bar Almond butter, oats, honey, and cinnamon come together in a bakery-style bar that satisfies without feeling heavy. 15g of protein, keeps your energy steady without the crash and only clean ingredients with staying power.

Clif Bar Cookies & Crème Energy Bites deliver sustained energy to fuel active bodies before or during long, moderate-intensity activity. Made with quality ingredients, like wholesome organic rolled oats, they feature 6 grams of protein.



Inspirational Concept

Introducing InBalance Dairy Refreshers

Most drinks leave you wired or crashing—when what you really want is steady, balanced energy.

This lightly sweetened, refreshing dairy beverage combines fresh lactose-free milk, brewed tea, and functional botanicals to help support balanced energy and a calm, focused state. It smooths out energy swings without excess sugar or heaviness, so you can stay clear-headed, satisfied, and in control—any time of day.

Available in the following flavors:

- Cinnamon Vanilla Balance
- Honey Chamomile Calm / Cherry Cocoa Calm
- Matcha Vanilla Steady
- Ginger Peach Reset





- Consumer perception of different product “benefits” may differ from the scientific and regulatory views.

For example:

- The regulatory definition of “energy” is calories (food energy).
 - The regulatory definition of “healthy” is defined. Additionally, FDA is providing enforcement discretion here.
 - “Natural”/”All Natural”/”Made With Natural Ingredients” is not defined, but is being reviewed by FDA. A cautious approach is recommended.
- Products in the marketplace convey “benefits” in a variety of ways including by product name, ingredients or images.

Therefore

- ✓ Substantiation of product benefits must include support for all express and implied claims
- ✓ The substantiation must be truthful and not misleading and include a review of the totality of the scientific evidence and reflect the strength of the science at the time the claim is made
- ✓ Substantiation may include proprietary (non-public) research results
- ✓ It is advisable to seek the advice of counsel before making claims
- ✓ For further considerations, please see this link

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