



Driscoll's
Only the Finest Berries™

Cal Poly SLO

Soren Bjorn, President Driscoll's of the Americas

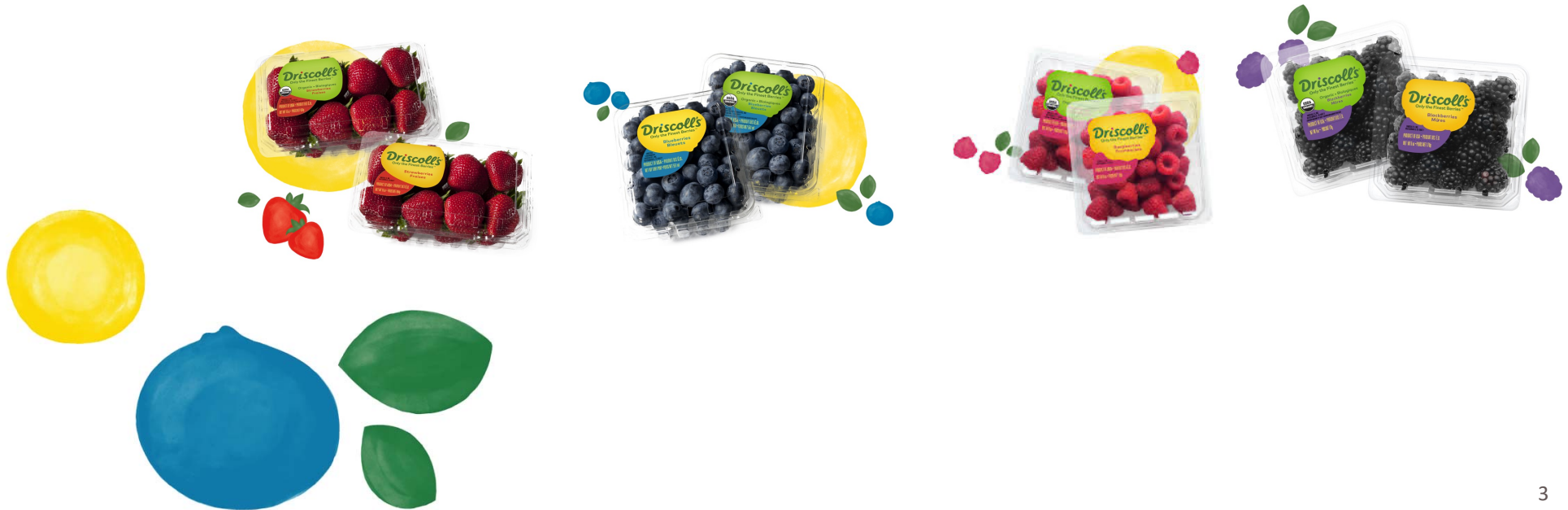


Most Important First



Mission:

To continually **delight** Berry Consumers
through alignment with
our Customers and our Berry Growers.





100 Years: Heritage of Innovation



1890

Strawberry industry begins in the Pajaro Valley, CA



1901

Banner strawberry variety discovered & commercialized



1940's

Strawberry Institute: 1st industry proprietary/private breeding program



1953

Driscoll's Strawberry Associates is Founded



1958

First patented variety: ZSA



1966

Strawberry Institute merges with Driscoll's to become the R&D dept.



1970's

All growers start shipping under one label (Driscoll)



2000's

Chilean Blueberries
Expand Blackberries & Blueberries
Develop Europe, Australian, China Markets



2010's

Scale Growing Innovations for Sustainable Practices



Today

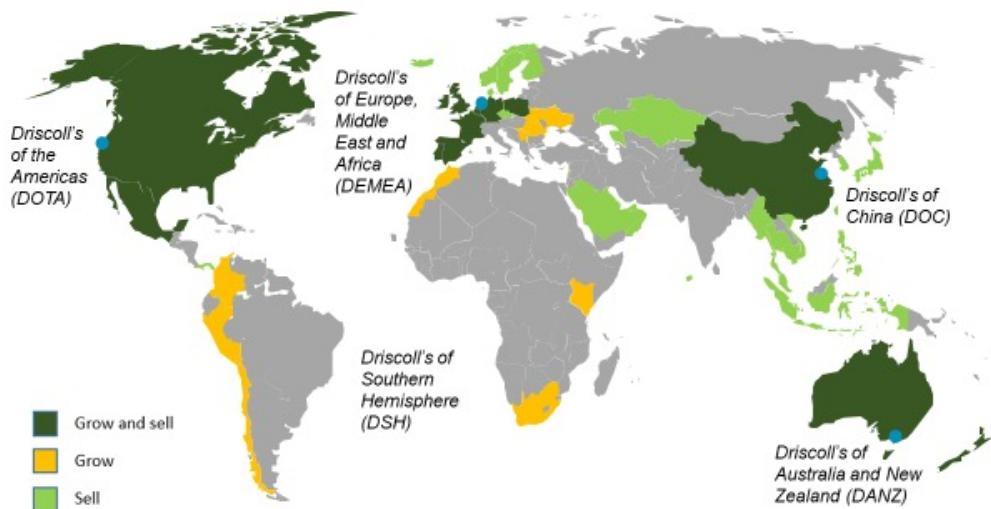
Preparing for Future Generations



Global Brand Delivering Delight

Driscoll's develops exclusive patented berry varieties using only natural breeding methods that focus on growing great tasting berries. Driscoll's unique business model allows for about 85% of our revenue to go back to the local independent farms that grow our berries.

Global Footprint



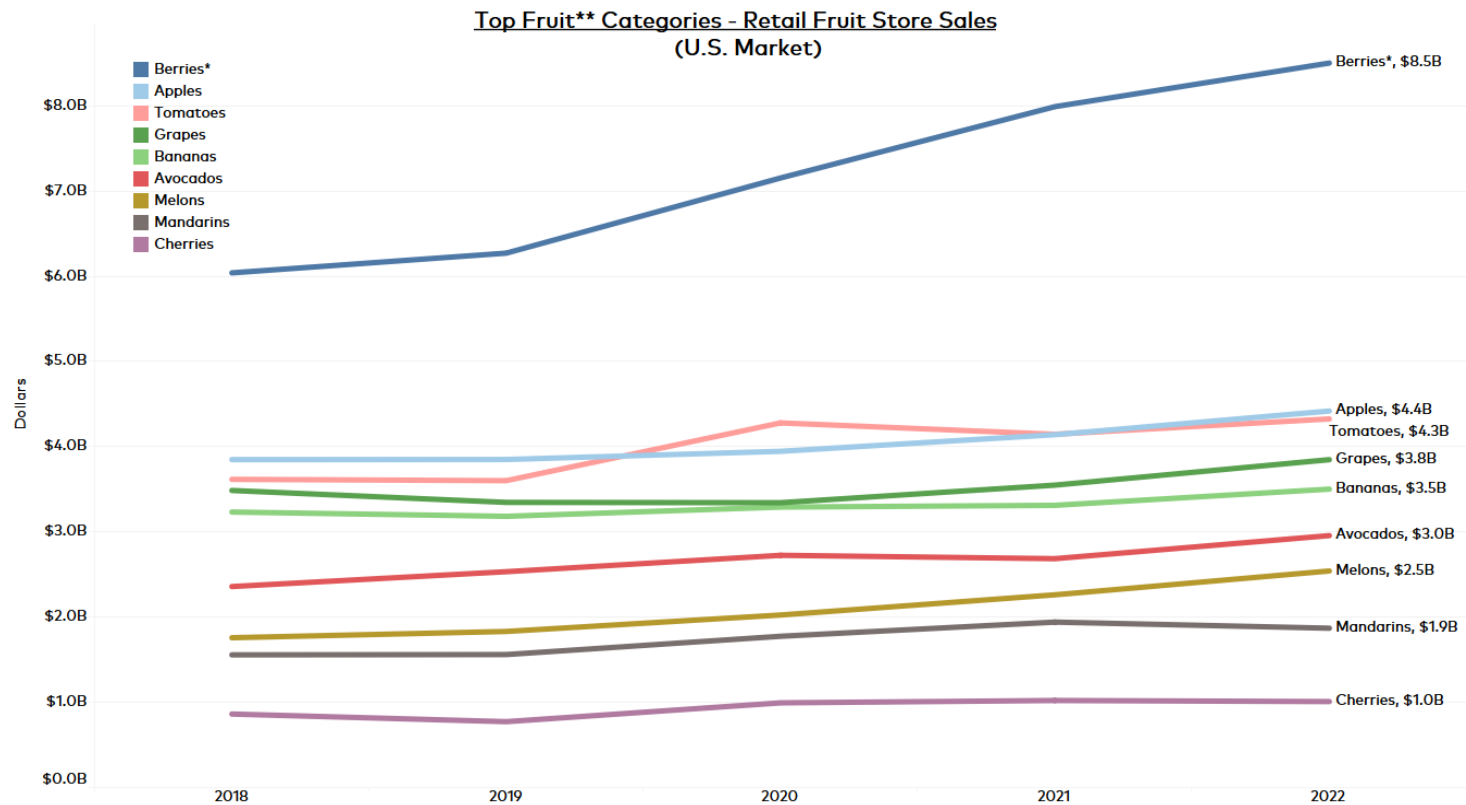
- **+\$5 Billion** in annual sales
- Global across **25** countries and **6** continents
- Over **350** million consumers around the world
- Employer of **7,000** seasonal and full-time workers
- Close to **900** independent growers who employ another **115,000** people around the world

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CONFIDENTIAL

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Berry Category Took the Lead in 2008 and Never Looked Back – But Why?



	2018	2019	2020	2021	2022***
Berries Dollars	\$6.04B	\$6.27B	\$7.15B	\$7.99B	\$8.50B
% change		3.83%	14.07%	11.70%	6.40%



* Berries includes Strawberries, Blueberries, Raspberries & Blackberries.

** Select vegetable categories included to contrast growth.

Source: NielsenIQ
***2022 ending 12/31/2022





The Drivers of Berry Category Growth

Year-round Availability

Berries went from being highly seasonal to available at reasonable prices year-round

On Consumer Trend

Berry category has been perfect for Changing Consumer Lifestyles:

- Convenient
- Healthy
- Kid-friendly

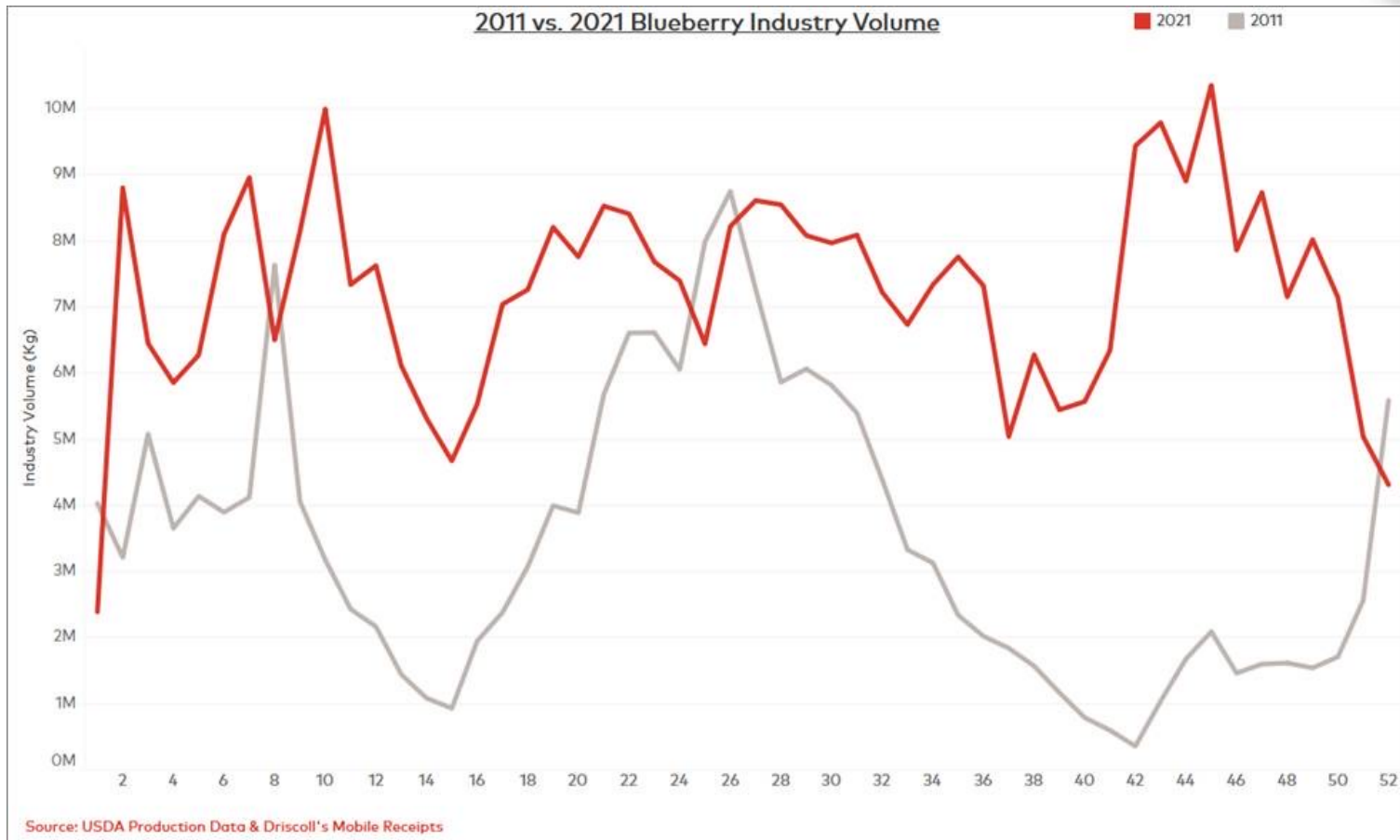
Berry Patch

The rise of berries as a category ensure presence (shelf space), promotability

Delight/ Flavour

Berries have gotten, and continue to get, better. That is not true for many other fruits.

Year-round Availability Creates Value



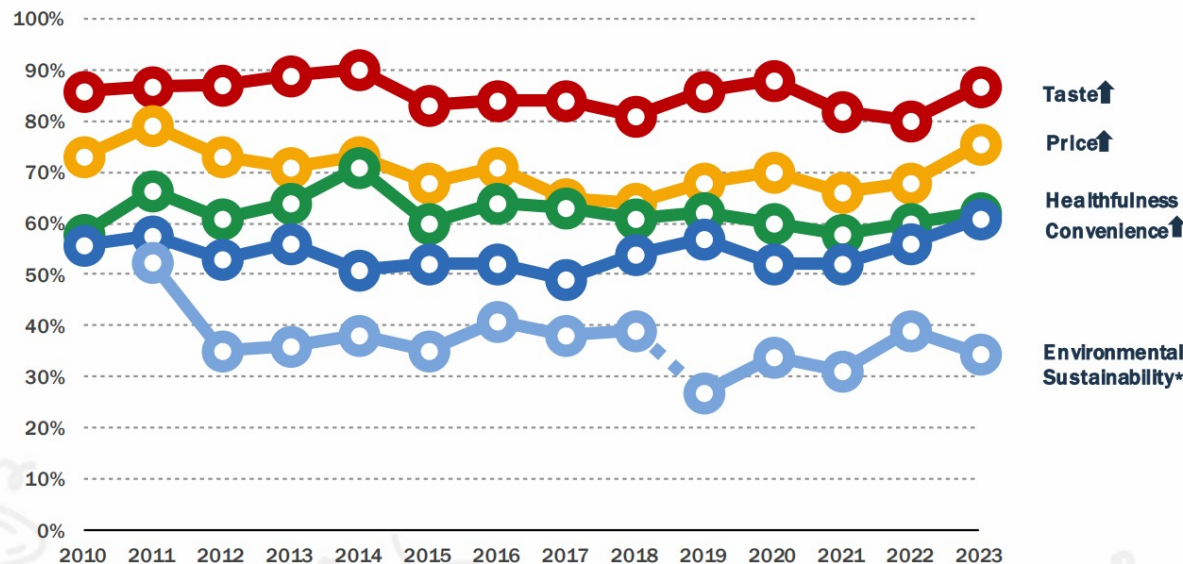
Consumer Trends – Food Category

Premiumization	On-the-go	International
Indulgence/Flavor	Niche Brands	Immunity building
Natural/Organic	Prepared Food / Ready to Eat	Plant-based
Wellbeing Mental & Emotional Health	Snacking	New business models
Purpose Driven Brands	Sustainability	Localization



Taste #1 Purchase Driver

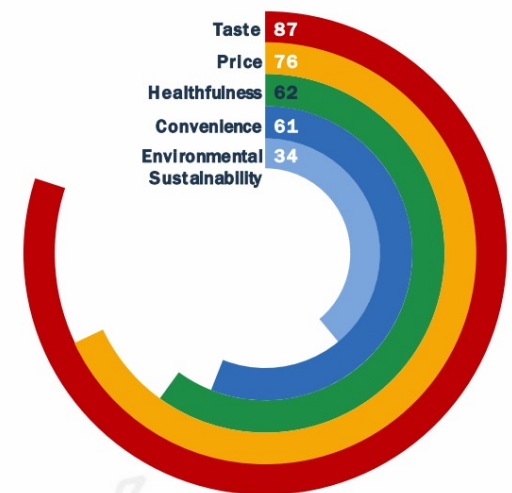
Purchase Drivers Over Time
(% 4-5 Impact out of 5)



[TREND] Q6 How much of an impact do the following have on your decision to buy foods and beverages? SUMMARY: TOP 2 (Great Impact/Somewhat of an Impact); (n=1,022)
Note: Prior to 2019, "Environmental Sustainability" was addressed as "Sustainability"

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2023



2023 Food and Health Survey

International Food Information Council

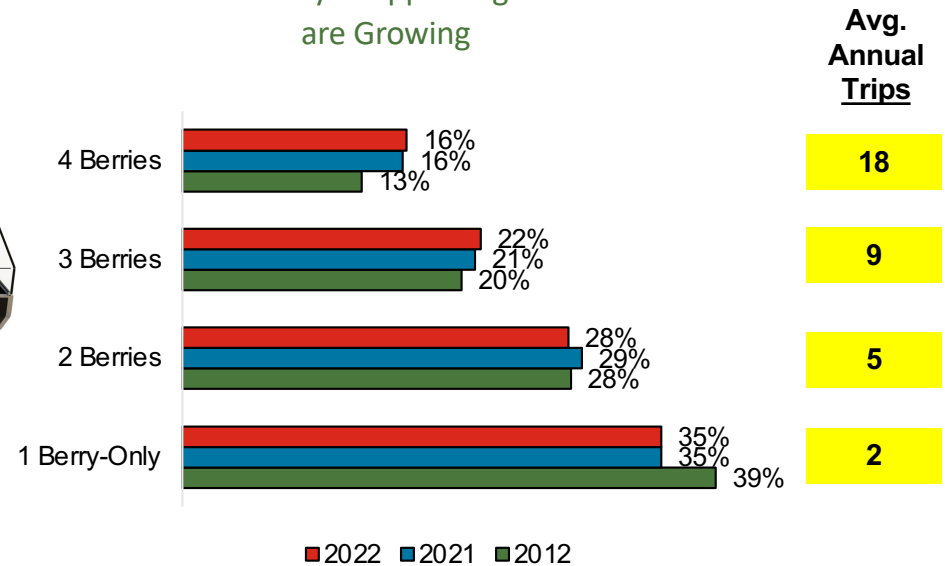


The Value of the Berry Patch

The Full Berry Patch is Incredibly Powerful for Retailers



Multi-Berry Shopper Segments
are Growing



Pop Quiz

Who Is the Number 1 Brand in Retail Grocery?



Guess Who Else Was
in Top 10?



Future Looks Berry Bright



The background is a light-colored wooden plank with a visible grain. In the top right corner, there is a red paper cutout of a flower and a fresh raspberry. In the bottom right corner, there is a purple paper cutout of a flower and a cluster of blackberries. In the bottom center, there are three blueberries and a teal paper cutout of a flower. On the left side, there is a large red paper cutout of a heart and a fresh strawberry.

Thank You!