



**Driscoll's**  
Only the Finest Berries™



## The World's Favourite Fruit

Soren Bjorn, President Driscoll's of the Americas



# 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: 1<sup>st</sup> industry proprietary/private breeding program



1953

Driscoll's Strawberry Associates is Founded



1958

First patented variety: Z5A



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



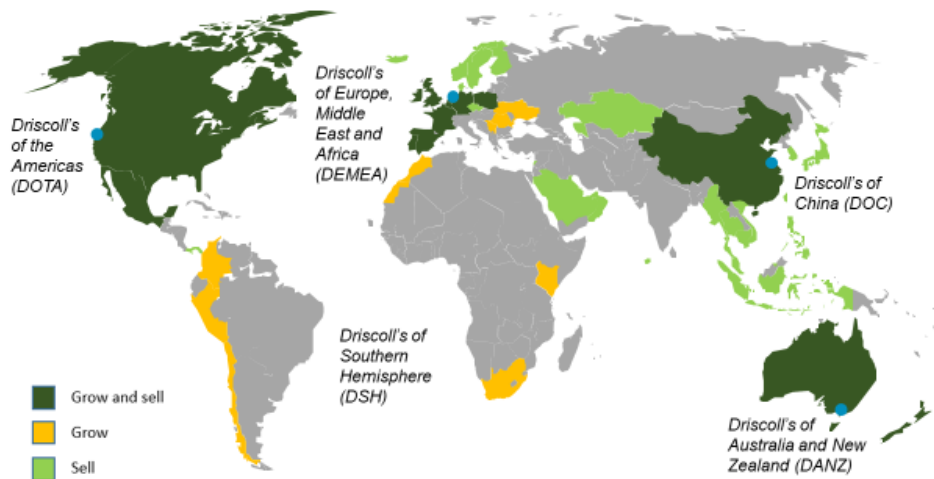
Today

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



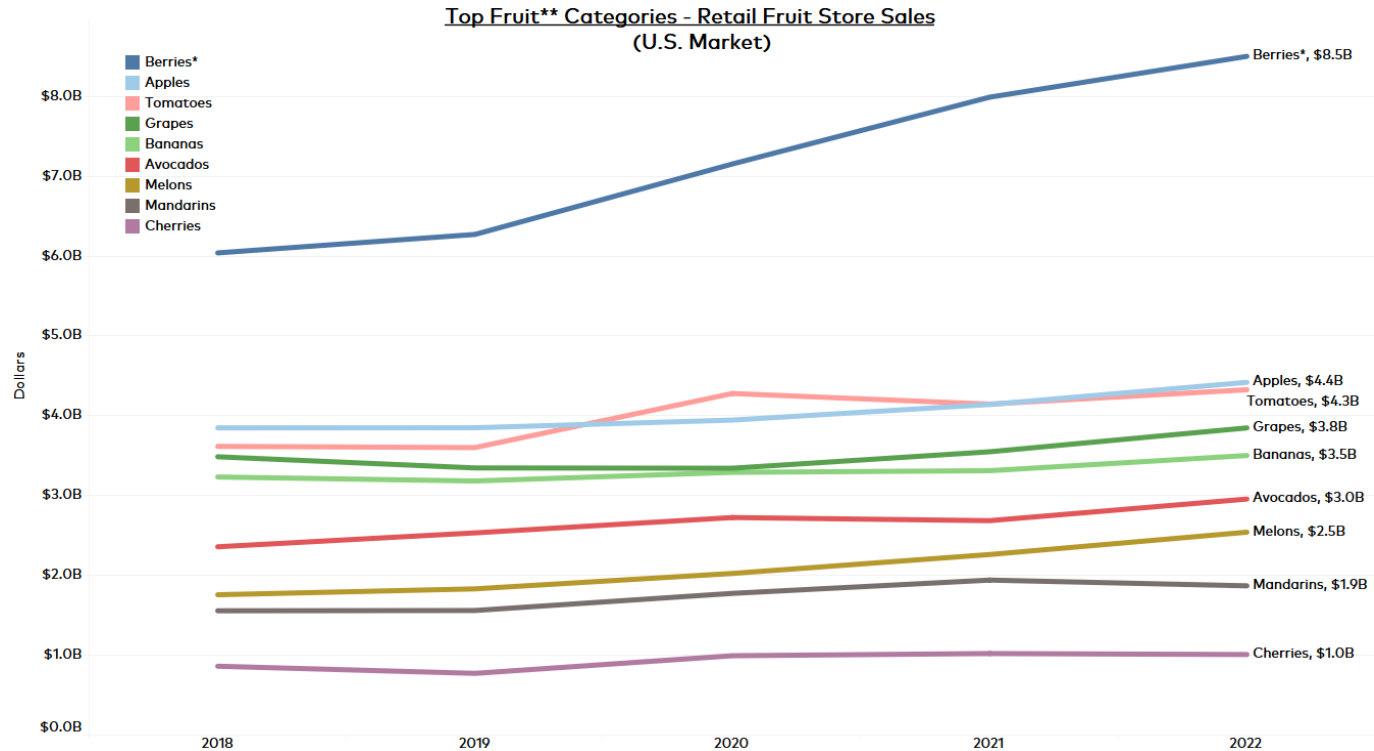
**Driscoll's**  
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CONFIDENTIAL

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- **+\$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

# 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

# Drivers of 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

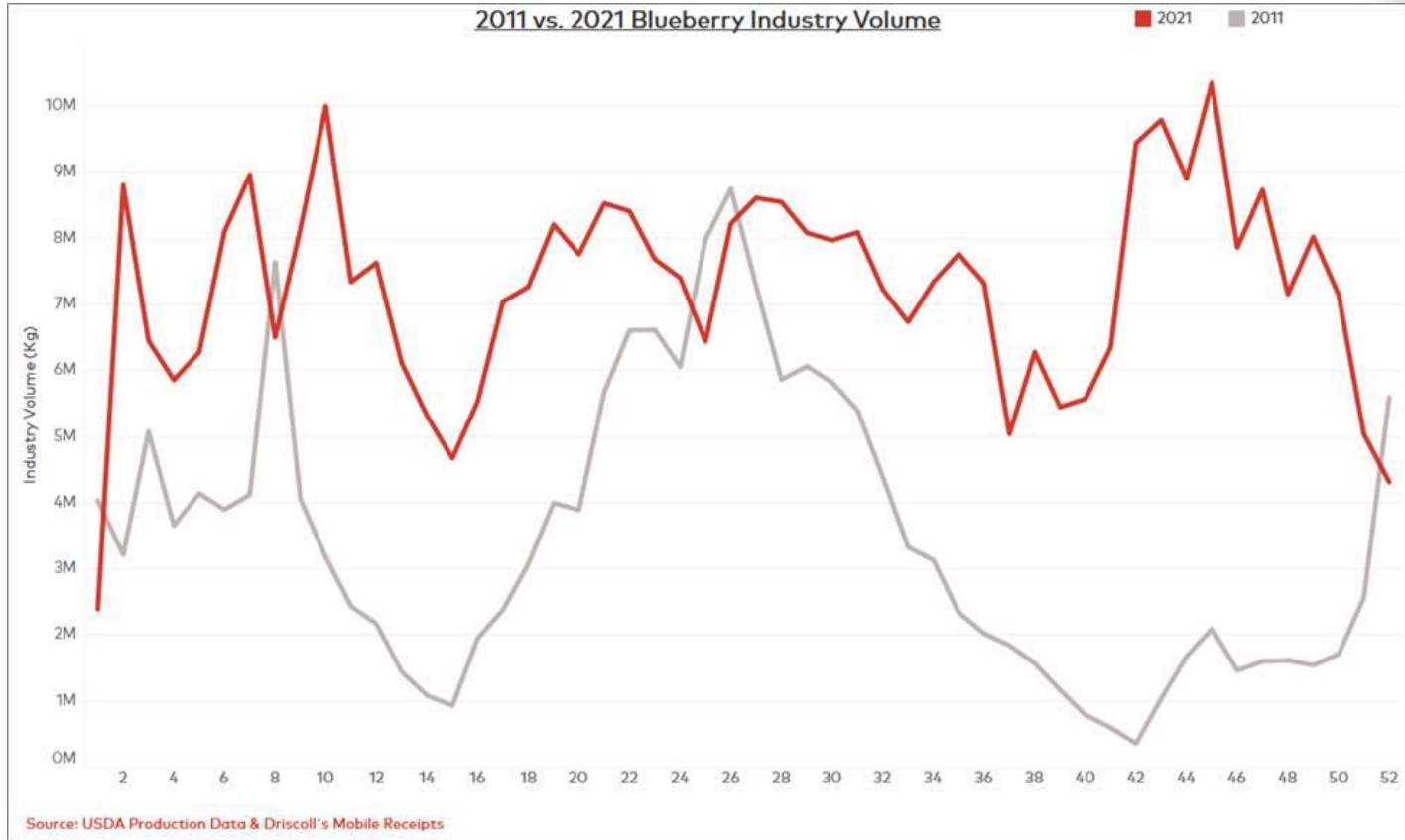
## Berry Patch

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

## Delight/ Flavour

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

# Year-round Availability Creates Value



# Consumer Trends – Food Category



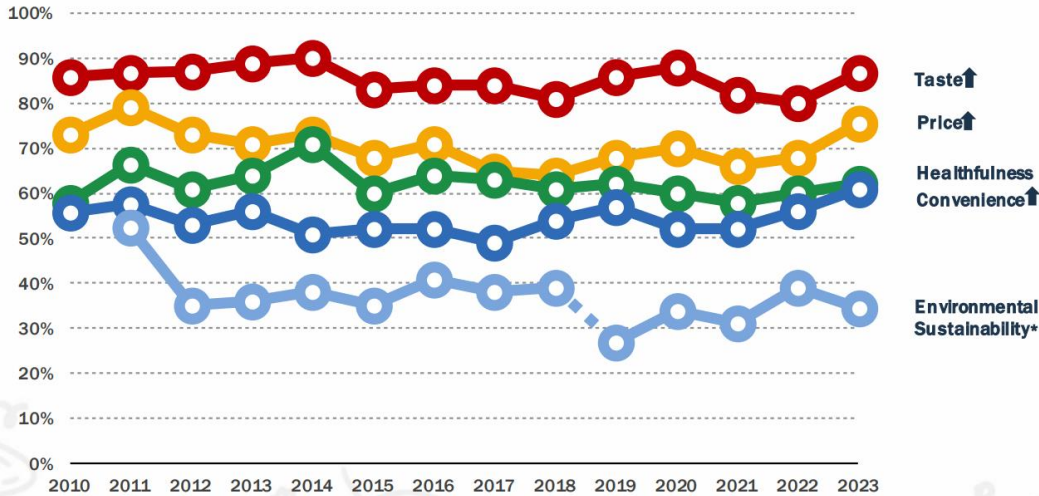
Premiumization	On-the-go	International
Indulgence/Flavor	Niche Brands	Immunity building
Natural/Organic	Prepared Food / Ready to Eat	Plant-based
Wellbeing Mental & Emotional Health	Snacking	New business models
Purpose Driven Brands	Sustainability	Localization



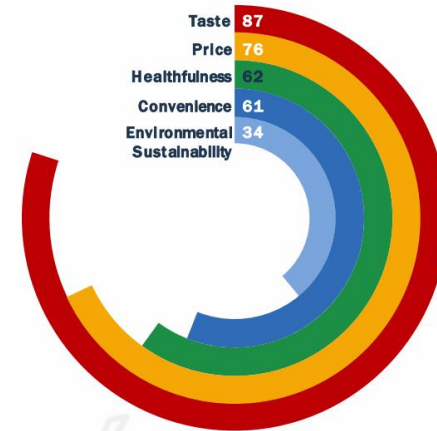
# Taste #1 Purchase Driver



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



**2023**



[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"



**2023 Food and Health Survey**  
International Food Information Council

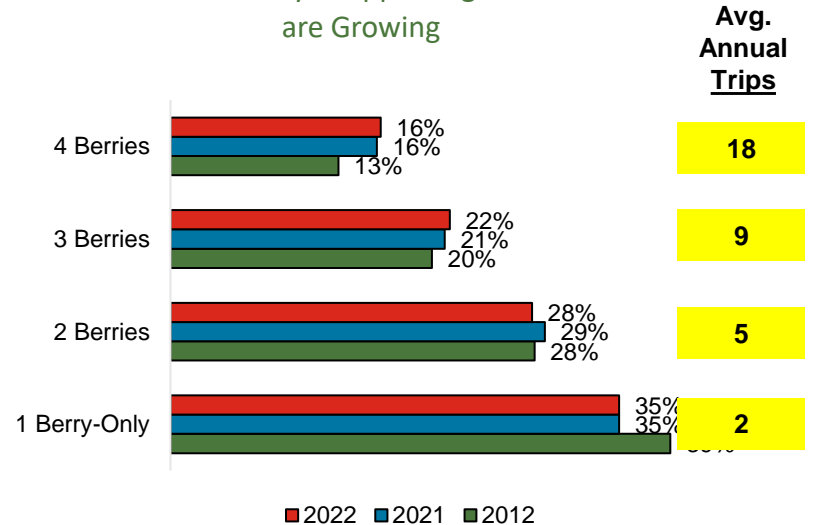
# The Value of the Berry Patch



The Full Berry Patch is Incredibly Powerful for Retailers



Multi-Berry Shopper Segments are Growing



# Future Looks **(Blue)**Berry Bright





Thank You!

