



2023 COOPERATIVE SUSTAINABILITY REPORT



MESSAGE FROM THE CEO

Sustainability is a component of our company’s Long-Range Plan, as we continue to strengthen and grow our historic brand and prosperity at the farm level over the next 100 years.

Sustainability has been an evolutionary journey, one that began almost 100 years ago when our agricultural Cooperative was born out of a shared desire to do better, and do right, cranberry farmer-owners across the U.S.

Sustainable practices have been embedded in our farming, our Cooperative structure, and our ways of working for generations. But the stakes today are much higher, and more critical for the family farms that make up Ocean Spray.

In fact, last year we put a stake in the ground, establishing the four pillars of our Cooperative Sustainability strategy: Planet, Product, People, and Prosperity. Each is uniquely tailored to our Cooperative, representing areas where Ocean Spray strives to have an impact today, and for years to come.

These pillars are designed to illustrate the long-term resiliency of our Ocean Spray Cooperative. We will activate initiatives in these areas in pursuit of continuous

improvement on farms, gaining a better understanding of our greenhouse gas emissions, diversifying our packaging portfolio, expanding our portfolio of products, and championing growth, inclusivity, and safety among our team members and farmer-owners.

This work remains embedded as a mindset across our Cooperative, grounded in our purpose to connect our farms to families for a better life, and always conducted with our values (Grower Mindset, Sustainable Results, Integrity Above All, and Inclusive Teamwork) at our core.

Last year was our inaugural report—sharing the path ahead with a data-based approach and a strategic imperative that we believe will drive actionable results. Looking ahead, we will continue to report on our projects and progress.

Sincerely,

Tom Hayes, CEO



PLANET
PRODUCT
PEOPLE
PROSPERITY

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**BUILDING
• THE •
NEXT
WAVE**

ABOUT THIS REPORT

As our Cooperative’s sustainability strategy has grown, this report details the progress we have made over the last year. Building upon our inaugural report in 2022, this year we aimed to provide more case studies, additional metrics, and a deeper perspective on our overall strategy. We hope that this report gives you more insight into our successes, challenges, and future plans. The report covers work that was done throughout Fiscal Year 2023, referred to as FY23 throughout the report (September 1, 2022 to August 31, 2023).



COMPANY OVERVIEW

Connecting Our Farms to Families for a Better Life



OUR STORY

Ocean Spray is a vibrant agricultural Cooperative, built on the strength of roughly 700 family farmers in the United States, Canada, and Chile. Together, we've worked to preserve the family farming way of life for nearly 100 years, and hope to continue to do so for generations to come.

Today, our cranberries show up in more than a thousand delicious consumer products and ingredients in over 100 countries worldwide. Ocean Spray's products can be found in grocery, foodservice outlets, convenience, drug, and club stores throughout the world, as well as on various online retailers to delight and nourish our consumers. United by passion and purpose, Ocean Spray is committed to trailblazing the power of the mighty cranberry through its taste and uncanny nutrition to feed happier lives for all.





WE HAVE G.R.I.T.

OUR PURPOSE:

CONNECTING OUR FARMS TO FAMILIES FOR A BETTER LIFE.

OUR VALUES:

Grower Mindset

We embrace our farmer-owners' innovative spirit and heritage through confidence, learning, and focus on the future.

Sustainable Results

Guided by purpose, we are focused on delivering results for our farmer-owners.

Integrity Above All

We are ethical, doing the right thing for our farmer-owners, customers, and each other.

Inclusive Teamwork

We build diverse and inclusive teams that strengthen our Cooperative.

OUR COOPERATIVE

Our farmer-owners trust us to put their cranberries into innovative, exciting products that consumers are looking for, just as they put time, energy, and care into cultivating the best cranberries for our products. On many of their farms, this cranberry farming tradition is passed down from one generation to the next, helping us connect farms to families for a better life. Over the decades, it has helped us meet our shared commitment to making a portfolio of cranberry products that are high quality and wholesome. We have nine distinct growing regions, all wonderful in their own way, generating a variety of cranberries. Our farmer-owners are predominately located in the areas shown on this map. We are also proud to have a select few farms in Minnesota, Michigan, Rhode Island, and Nova Scotia.



IN 2023, OCEAN SPRAY FARMER-OWNERS DELIVERED JUST OVER 8,000,000 BARRELS OF CRANBERRIES (UP 6% YEAR-OVER-YEAR)



OUR COOPERATIVE

Ocean Spray's offices are located around the globe. Our International Teams are focused on sharing the power of the mighty cranberry all throughout the world.

Our food plants are strategically located close to where the fruit is grown, while our beverage manufacturing facilities are located close to customers. This is intentional, as it helps us foster a more sustainable supply chain.

The Ocean Spray manufacturing network includes company-owned and operated fruit processing and bottling facilities in Massachusetts, Pennsylvania, Wisconsin, Texas, Nevada, Washington, Manseau, Canada, and Lanco, Chile. All of our facilities are committed to world-class safety and teamwork.











OFFICE LOCATIONS

-  • Boston, Massachusetts
-  • Lakeville, Massachusetts (Corporate Headquarters)
-  • Melbourne, Australia
-  • Toronto, Ontario, Canada
-  • Paris, France
-  • Berkshire, England
-  • Mexico City, Mexico
-  • Shanghai, China
-  • Dubai, United Arab Emirates

FOOD AND BEVERAGE MANUFACTURING LOCATIONS

-  • Middleboro, Massachusetts
-  • Henderson, Nevada
-  • Lehigh Valley, Pennsylvania
-  • Sulphur Springs, Texas
-  • Markham, Washington
-  • Wisconsin Rapids, Wisconsin
-  • Kenosha, Wisconsin
-  • Tomah, Wisconsin
-  • Manseau, Quebec, Canada
-  • Lanco, Chile

CRANBERRY FRUIT RECEIVING STATIONS

-  • Carver, Massachusetts
-  • Chatsworth, New Jersey
-  • Bandon, Oregon
-  • Long Beach, Washington
-  • Markham, Washington
-  • Babcock, Wisconsin
-  • Tomah, Wisconsin
-  • Langley, British Columbia, Canada
-  • Richmond, British Columbia, Canada
-  • Lanco, Chile

WE SELL IN OVER 100 COUNTRIES WORLDWIDE*



We want our global consumers to have variety—drink a juice with bold flavor, maybe indulge in a snacking favorite, or just grab that traditional holiday sauce staple. Our goal is to provide the best-quality products, and offer an amazing assortment of delicious options. We are so proud of our product portfolio, and know our loyal consumers love it too.

■ Most Sales ■ Less Sales

*Data is based on net sales for branded product in FY23.

OUR HERITAGE

GROWER MINDSET

The Ocean Spray story starts in 1930 when three passionate, independent cranberry farmers found the key to expanding the superfruit's success: a single cranberry-growing family! By coming together in one Cooperative, Marcus Urann, John Makepeace, and Elizabeth Lee worked together to create deliciously innovative products with the fruit they loved.

Since 1930, Ocean Spray has grown from producing a single product to unlimited innovations and a global footprint.



ELIZABETH LEE
of Enoch F. Bills
Company of New
Egypt, a leader in the
New Jersey Market.



MARCUS URANN
of United Cape Cod
Cranberry Company/
Ocean Spray
Preserving Company,
a pioneer in canning.



JOHN MAKEPEACE
of Makepeace
Preserving Company,
whose family is
currently in their 6th
generation of farmers.

- 1930** The Cooperative is formed, producing and marketing cranberry sauce under the Ocean Spray® brand.
- 1931** Ocean Spray® Cranberry Juice Cocktail is introduced to expand the Cooperative's product line.



1930s

- 1950** Ocean Spray Limited of Canada formed.
- 1952** First Ocean Spray® television commercial airs.
- 1958** Canadian farmers join the Cooperative.
- 1959** The Cooperative changes its name to Ocean Spray Cranberries, Inc.



1950s

- 1976** The Cooperative expands into grapefruit products.
- 1976** A new advertising campaign centered on the Cran-Man and his Cran-Wagon hits the airwaves.
- 1976-1977** Headquarters moves to Plymouth, MA.



1970s

1940s

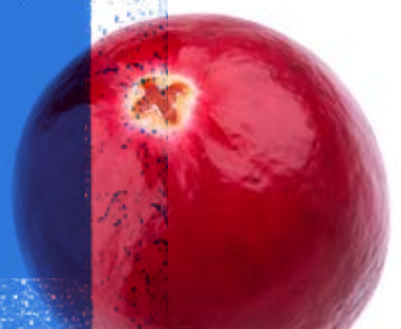


- 1940** Wisconsin cranberry farmers join the Cooperative.
- 1941** Oregon and Washington join the Cooperative, creating a coast-to-coast business.
- 1946** The Cooperative begins selling fresh cranberries under the Ocean Spray® brand.

1960s



- 1960-** The Cooperative broadens its beverage offering with blends and low-calorie options.
- 1963** Ocean Spray introduces the 1st blue and white curling wave logo.
- 1963** Cranberry Juice Cocktail is available nationwide.
- 1964** First blend, Cran•Apple™ Cranberry Apple Juice Drink, launches.





1990s

- 1990** Ocean Spray commits to expanding overseas with offices in the UK and Australia.
- 1990** The Cooperative moves its headquarters to Lakeville-Middleboro, MA.
- 1993** Ocean Spray introduces the Crave the Wave™ tagline.
- 1994** Major health research is published substantiating the role cranberries play in maintaining urinary tract health.
- 1995** Ocean Spray Cranberry Juice launched in Australia.
- 1995** Ocean Spray® introduces Craisins® Dried Cranberries into the retail marketplace, fueling growth.



2010s

- 2010** Ocean Spray celebrates its farmer-owners with the launch of the heritage campaign.
- 2012** 50% Reduced Sugar Craisins® Dried Cranberries launched.
- 2013** Ocean Spray acquires 1st international acquisition – Agrícola Cran Chile Limitada Cranberry Processing business in Lanco, Chile.
- 2014** Ocean Spray opens flagship beverage manufacturing plant in Lehigh Valley, PA.
- 2016** Ocean Spray launches Sparkling range available in Classic Cranberry and Cranberry Raspberry flavors.
- 2017** Ocean Spray Introduces Cranberry+health™ Juice Drink, its 1st product designed specifically for health.
- 2018** Ocean Spray acquires Atoka Cranberries processing facility, located in Manseau, Quebec, Canada.
- 2019** Ocean Spray expands its Pure Portfolio of unsweetened Premium Fruit Juices.
- 2019** Ocean Spray Cranberries is the 1st fruit Cooperative worldwide to be verified as sustainably grown using FSA*.



1980s



- 1980** The Ocean Spray Ingredient Technology Group was formed
- 1980** Ocean Spray® becomes North America's best-selling brand of canned and bottled juices and juice drinks.
- 1981** Ocean Spray introduces several major packaging innovations, including the 1st aseptic Paper Box in the U.S., as well as the 1st PET plastic bottle.
- 1985** Ocean Spray Cranberry Juice launched in Britain.
- 1988** The Craisins® brand is born as a dried cranberry ingredient.

2000s



- 2001** The Cooperative's 1st white cranberry harvest.
- 2002** Packaging innovation evolves with the introduction of a new rectangular bottle.
- 2004** Following a long debate over a possible sale, the farmer-owners vote to remain a Cooperative.
- 2007** Ocean Spray Cranberry Juice launched in Mexico.
- 2008** Ocean Spray enters China Market.

2020s



- 2020** Ocean Spray launches Cranberry Seeds, an upcycled ingredient with powerful nutritional benefits and a clean label.
- 2020** Ocean Spray and Cran-Raspberry take the internet by storm with the #cranberrydreams challenge.
- 2021** Ocean Spray launches Fruit Medley, a tasty dried fruit blend with key benefits.
- 2022** Ocean Spray launches function forward beverages made with real fruit juice, no artificial sweeteners, zero added sugar and great taste.
- 2023** Ocean Spray launches Zero Sugar Juice Drinks.
- 2023** Ocean Spray launches new Revl Fruits™ for the natural channel.

*Based on a 3rd-party audit of 9 randomly chosen representative set of Ocean Spray cranberry farms. <http://sajplatform.org/fsa/>



OUR IMPACT

- 3** GOOD HEALTH AND WELL-BEING
- 6** CLEAN WATER AND SANITATION
- 8** DECENT WORK AND ECONOMIC GROWTH
- 12** RESPONSIBLE CONSUMPTION AND PRODUCTION
- 15** LIFE ON LAND



2023 HIGHLIGHTS



PLANET

We are stewards of our planet, inherently connected to the lands our cranberry family farmers have and will protect for generations to come.

~6.5%↓ decrease in scope 1 & 2 GHG emissions¹
Year-Over-Year (YOY)

Suppliers representing
33% of annual spend are enrolled in Supplier Program (SLoCT)

~95% cranberry fruit solid pounds received is utilized²

PRODUCT

We are committed to creating nutritious, safe, high-quality products that are sustainably designed and packaged.

Ocean Spray **Zero Sugar** Juice launched³

Revl Fruits™ Juice brand launched
25% less sugar⁴ with carton made
70% of plant-based renewable materials⁵

1st milestone met for multi-year plastic resin reduction redesign for our flagship 60/64 oz bottle

PEOPLE

We put people first. We make investments in our team members, raise up the communities we serve, and support the livelihoods of our team members and our farmer-owners.

26% of total U.S. workforce is ethnically diverse

50% of Ocean Spray's Executive Leadership Team Are Women

U.S. Manufacturing Hourly Turnover Decreased
3.6%↓ YOY

PROSPERITY

We believe through ethical business practices we can minimize risk and support the economic resilience of our agricultural Cooperative.

\$2B+ in Net Sales for FY23

8M+ barrels delivered by Ocean Spray farmer-owners in 2023, up 6% YOY

100% of Ocean Spray net proceeds from our farmer-owners' fruit go to our farmer-owners who make up our Cooperative

¹These reductions were likely driven by several different factors, including continued progress in energy efficiency, changes in production volumes across our food network, and broader improvements to generation mix in our purchased electricity. Scope 1 and 2 emissions are accounted for in accordance with the GHG Protocol using the most current emission factors in our inventory each year. The current scope includes all Ocean Spray owned facilities (e.g. processing plants and receiving stations), and does not include leased office buildings, contract manufacturers, or contract packers.

²Calculations based on net fruit received at Ocean Spray Receiving Stations in FY23.

³Contains stevia leaf extract, which has been further processed.

⁴Revl Fruits™ juices have at least 25% less sugar (21 g sugar per 8 FL OZ) compared to the leading brand of 100% juice (28 g sugar per 8 FL OZ).

⁵More than 70% of the weight of this Tetra Pak® carton is made of paperboard and the cap is made of a bio-based plastic, both of which are derived from plant-based renewable materials. Because Ocean Spray utilizes a carton made from plant-based materials, less than 1/3 of the weight of the Revl Fruits™ juice carton is made from petroleum-based materials.

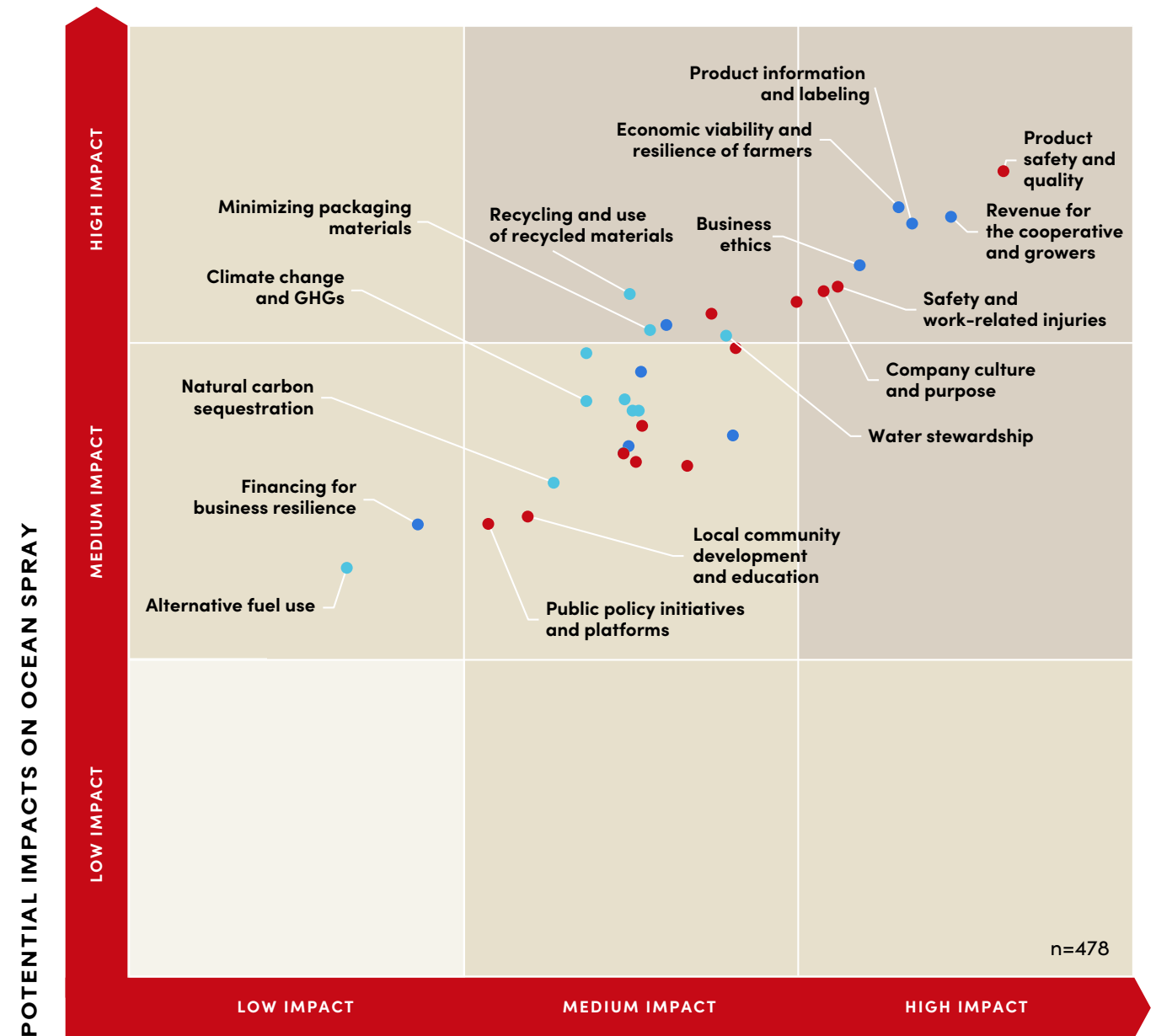
MATERIALITY ASSESSMENT

Our journey started in June 2021 when we partnered with Quantis to complete a comprehensive materiality assessment to identify material topics most important to our internal and external stakeholders across three main areas: economic resilience, environmental stewardship, and social responsibility. This research included a survey, key stakeholder interviews, peer benchmarks, social listening measurements, and market data analysis, which taken together synthesize our strategy. Throughout the materiality process, we engaged with a variety of key stakeholder groups, including farmer-owners, suppliers, business partners, consumers, team members, Ocean Spray managers across different functions, NGOs, and industry associations. We had nearly 500 respondents participate in our materiality survey and rank the 32 stewardship topics in terms of importance. We received the results in October 2021.

The results from this survey helped identify important and interconnected impact topics to Ocean Spray, which led us to prioritize the following topics:

- ▶ **Generating Economic Value for the Cooperative**
- ▶ **Product Information and Labeling**
- ▶ **Product Safety and Quality**
- ▶ **Climate Change and GHG Emissions**

Our materiality assessment provided us with the foundation for our Cooperative’s sustainability program that connects the most relevant issues to our business and our stakeholders, supporting our goal to evolve our program as it matures. Our four sustainability pillars structure our approach to managing our sustainability efforts, facilitate goal setting, and help to allocate resources in a thoughtful manner. As our material topics and four sustainability pillars cover a wide range of topic areas, it is an all-Cooperative effort to make progress.



POTENTIAL IMPACT OF OCEAN SPRAY ON SELECTED TOPICS

● Economic Resilience ● Environmental Stewardship ● Social Responsibility

SUSTAINABILITY GOVERNANCE

Implementing our Cooperative sustainability strategy will take work from the whole Cooperative. The team driving our sustainability strategy includes our Board of Directors, Board Governance Committee, Sustainability Steering Committee, and Sustainability Team.

Our Board of Directors is comprised of 15 Directors—14 of whom are farmer-owners, and the other being our President and CEO. The President and CEO lead the management team which is made up of 10 Senior Leaders, including the General Counsel, Chief Human Resource Officer, VP of Grower Relations, and SVP of R&D and Sustainability. The Advisors to the Board of Directors are external professionals that complement the Board with various industry experience. The Board of Directors and the Board Governance Committee are regularly updated on our initiatives, progress, and challenges.

The Board Audit Committee provides direction and guidance on Enterprise Risk Management topics, which may at times include elements of sustainability.

The Sustainability Steering Committee is comprised of the leadership that is ultimately responsible for our Cooperative’s sustainability performance. Collectively, they provide guidance and enable the allocation of resources that will help us reach our sustainability objectives for Planet, Product, People, and Prosperity. We are excited to announce the newest member of our Oversight Committee, the VP of Grower Relations. It was critical to add the perspective of our farmer-owners.

The Sustainability Team is responsible for recommending and implementing the sustainability strategy which is approved by the Sustainability Oversight Committee and reviewed by the Board Governance Committee and the Board of Directors.

We are taking a unique approach to our sustainability structure by marrying it with our technical organization, Research and Development, to facilitate a data-based approach to reaching our our sustainability objectives. Our governance structure allows us to drive continuous improvement and embed sustainability into our everyday operations.

OUR SUSTAINABILITY STRATEGY TEAM

BOARD OF DIRECTORS

- ▶ 15 Directors
- ▶ Strategic Advisors

BOARD GOVERNANCE COMMITTEE

- ▶ Subset of Directors
- ▶ Assigned Advisor

SUSTAINABILITY OVERSIGHT COMMITTEE

- ▶ President and CEO
- ▶ General Counsel
- ▶ Chief Human Resource Officer
- ▶ SVP R&D and Sustainability
- ▶ VP of Grower Relations

SUSTAINABILITY TEAM

- ▶ Reports into SVP R&D and Sustainability
- ▶ Dedicated team and cross functional participation across the organization



SUSTAINABILITY PARTNERS

Ocean Spray is actively participating in industry efforts to improve our sustainability efforts because we believe action is necessary. Our partnerships with organizations across the globe have provided us with valuable insights, which we are using to make progress toward our objectives.



MEMBER OF





PLANET

We are stewards of our planet, inherently connected to the lands our cranberry farmers have and will protect for generations to come.



HISTORY OF CRANBERRY AGRICULTURE

One of the three commercially cultivated fruits native to North America, cranberries grow on long-running vines in sandy bogs and marshes. The Cooperative's perennial crop is harvested in the Northeast United States as well as Wisconsin, the Pacific Northwest, and Northeastern Canada. Cranberries are also cultivated in Chile, with a harvest offset six months from our North America crop.

Surprisingly, cranberries were not farmed on a large scale until the 1800s. At first, farmers picked the berries by hand until the cranberry scoop was developed to facilitate picking. This innovation eventually evolved to mechanical pickers to speed up harvest on dry land. In the 1960's this process was revolutionized with wet harvesting, which involves flooding the cranberry bog with water and gently knocking cranberries off the vine using innovative machinery, nicknamed "beaters" or "spider tractors." The cranberry's air pockets create buoyancy allowing it to float to the surface of the water and booms are used to round up the floating berries, which are then lifted by conveyor or pumped into truck to take them to the receiving station for further cleaning and processing.

There are more than 100 varieties of cranberries that grow in North America and vary in size, color, and shape. While some of these varieties are native to the region in which they are farmed, others come from breeding programs to improve yield and quality in the regions they grow. Farmers tend to grow several varieties to spread their harvest season from late August through November in North America. In South America, harvest season typically runs from mid-November through June.

HARVEST

Our farmer-owners hard work comes to fruition for three months out of the year during the annual harvest season. There are two methods of harvesting cranberries: wet harvesting or dry harvesting.



WET HARVESTING

Wet harvesting is more common among cranberry agriculture. The process involves first flooding the cranberry beds, the berries are then knocked off the vine by machinery and float to the surface. Air pockets inside the cranberry allow them to float and create the characteristic sea of red during harvest. The berries are then corralled via a boom and suctioned out of the water.




DRY HARVESTING

The dry harvest method is an older method of harvest and involves a mechanical rake to knock the berries off the vine, which are then collected in a container and taken to a fresh fruit facility for cleaning and packing.


REGENERATIVE CRANBERRY AGRICULTURE

To maintain the continued viability of their cranberry farms, Ocean Spray's farmer-owners consider the environmental and economic sustainability of their farm's entire ecosystem. They work in complex agricultural systems and do so by managing risk, ensuring profitability, and trying to minimize their impact on the environment. Perennial generation and cultivation of vines means decisions today have important impacts long into the future.


These regenerative agriculture strategies are critical for the continued cultivation of cranberries and the livelihood of the farmers who produce them.



MAINTAIN WATERWAYS: Water is a critical natural resource and tool that our farmer-owners depend on year-round to maintain healthy vines, remove pests and/or diseases, protect the crop from frost, and eventually harvest their berries. Our farmer-owners are in areas that have readily accessible water. To minimize impacts on waterways, our farmer-owners are continually optimizing the use of regulatory approved fertilizer and pest control products.



PROMOTE BIODIVERSITY: On average, for every one acre of cranberry producing land, our farmer-owners preserve approximately 5.5 acres of surrounding ecosystems like forests and wetlands. Many cranberry growing regions are in ecologically significant environments like the New Jersey Pine Barrens and the Oregon Dunes. These buffer zones are important not just to support the unique ecosystem of cranberry farming but also the wide variety of flora and fauna residing there.



PRESERVE SOIL HEALTH: As a perennial crop, our farmer-owners' use different practices than farmers who plant annual row crops, which require planting every spring. Some cranberry vines can be over 100 years old and still produce fruit without disturbing the soil. However, most farmers will renovate their beds every few decades to plant new cultivars and eliminate problems such as poor drainage or weed infestations. The renovation process involves removing the old vine and the uppermost sand layers, leveling the bed, and planting a new vine/variety. Good soil structure is essential for the health of cranberry vines. As a result, our farmer-owners preserve and work to maintain soil health in everyday decision making.

WHERE SCIENCE MEETS AGRICULTURE

INTEGRATED PEST MANAGEMENT

Ocean Spray was an early adopter of Integrated Pest Management (IPM) practices. They were introduced at Ocean Spray roughly 35 years ago and have remained a fundamental component of cranberry agriculture. IPM refers to an approach to pest control that uses a matrix of solutions that includes biological, cultural, and chemical controls. These different solutions provide a kind of agricultural toolbox to help improve crop yields and reduce unnecessary spending and use of agrochemicals. Data from our 2022 Farm Survey indicates that 100% of our farmer-owners who responded to the survey monitor or "scout" their beds for pests or disease and about 60% of those farmers have a written IPM plan.* Our farmer-owners balance healthy plants, high yield, and business resilience with practices that include IPM.

The Haines family of New Jersey has been practicing IPM for more than 30 years. With about 1,450 acres in production, Mike Haines and his team still scout every day of the growing season, assessing each section of the farm once a week. The success of IPM at the Haines farm is a team effort that relies upon their crop management team, the Ocean Spray Agricultural Scientist in the region, and local college summer interns. Mike uses a variety of pest detection techniques including sweep nets, visual observation, and pheromone traps. The number of identified pests detected determines if it's time to apply an agrochemical, use some sort of biological control like nematodes, or a cultural control like flooding the whole bog or pruning.



"Our strategy considers the short- and long-term health of our beds—you need to think of everything from moisture management to nutrient management, pruning or raking to avoid growth, and sanding at appropriate times, which all contribute to fruit quality."

– Mike Haines (NJ), 5th generation farmer-owner

*The Farm Survey was completed by about 47% of the farmer-owners of the Cooperative and represents about 80% of the barrels delivered by Ocean Spray farmer-owners to Ocean Spray in 2021.



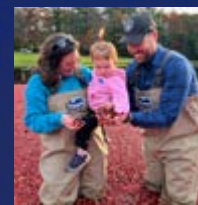
"Our relationship with our Ocean Spray Agricultural Scientist is key. Together we are always analyzing what we are doing right on the farm and where the opportunity for improvement lies."

– Nicole Hansen (WI), 3rd generation farmer-owner

A PARTNERSHIP OF SCIENCE

Across all of our growing regions, Ocean Spray has Agricultural Scientists supporting our farmer-owners' specific growing environments.

Agricultural Scientists and Area Managers are considered trusted advisors by farmer-owners. This relationship is critical to facilitate the communication of current research and implementing new management practices on farms. Nicole Hansen, a Wisconsin farmer-owner, scouts and monitors for pests and disease regularly and has a close relationship with Ocean Spray's Agricultural Scientist in Wisconsin, as well as with consultants, and local universities. At any point during the growing season her farm has over 15 research projects in different stages of practice. Recent projects from 2023 include: research into using nematodes for biological control; how fruit rot or quality can be managed with fungicide application timing and moisture control; and analyzing plant physiological changes with imagery in the field.



"What I love about my job is the opportunity to interface with farmers regularly and not be siloed into my specific discipline. Everything is interconnected and it's critical that we acknowledge how systems affect each other."

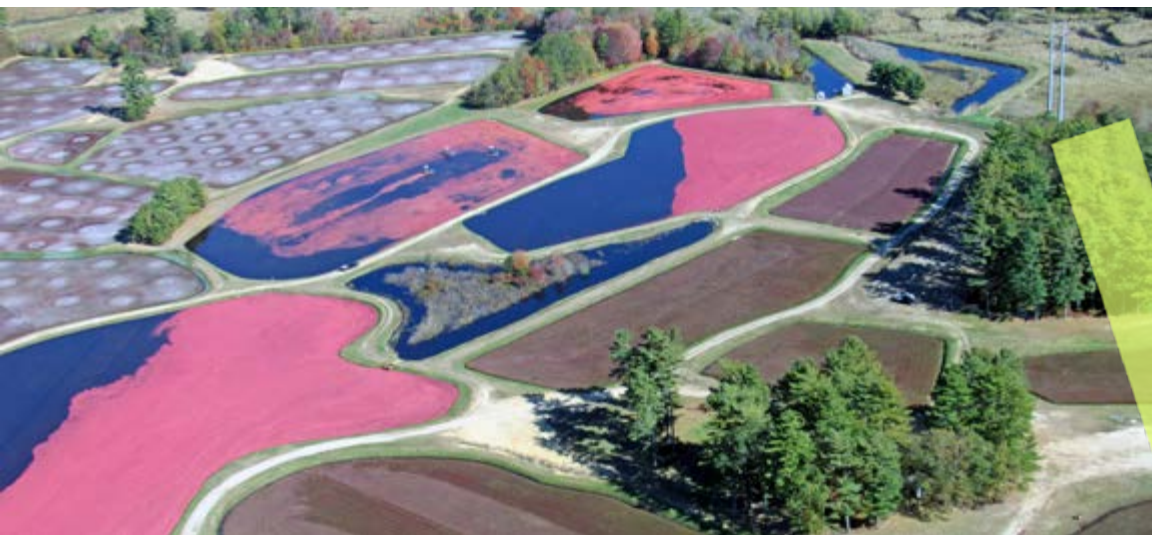
– Lindsay Wells-Hansen (NJ), Ocean Spray Agricultural Scientist

Our New Jersey Agricultural Scientist, Lindsay Wells-Hansen, has been instrumental in conducting research both in Wisconsin and New Jersey. She works closely with our New Jersey farmer-owners to help identify on-farm strategies to improve fruit quality and yield.

Unlike some of our larger growing regions, New Jersey only has about 20 farmer-owners which gives Lindsay the opportunity to visit each farmer weekly during the growing season. With a background in plant pathology, Lindsay has also been trained by Ocean Spray to build an understanding of other disciplines so she can provide the best possible guidance to farmer-owners with the whole agricultural system in mind.

REGENERATIVE AGRICULTURE METRICS

Ocean Spray uses two different data collection methods to understand on-farm sustainability efforts. The first method is the Farm Survey, a self-reported survey that is issued every other year to all of Ocean Spray's farmer-owners.¹ This survey includes a range of environmental, social, and economic questions developed internally that provides the Cooperative with information to analyze on-farm trends, identify areas of strengths and opportunities for improvement, and provides information needed to satisfy customer requirements. The 2nd method is the Farm Sustainability Assessment (FSA), a 3rd-party verification that is reverified every three years.



FARM SURVEY: Internal and Self-Reported

The Farm Survey has been conducted biennially since 2016 to document the practices our farmer-owners have been doing for generations and share their sustainability efforts with aggregated data to satisfy customer inquiries and help prepare for FSA reverification. Our historical data helps identify potential areas of strength and opportunities for members of the Cooperative.

The Farm Survey is adjusted each distribution cycle to align with evolving sustainability requests from our customers. Over the years, based on those who respond, it appears our farmer-owners continue to show strengths in nutrient management, integrated pest management, crop protection, and biodiversity enhancement.

Metrics collected also revealed areas for improvement, specifically, business stewardship, community engagement, energy and waste management, and water conservation. Our Agricultural Scientists use these metrics to inform our farmer-owners as they consider potential on-farm sustainability initiatives and continuous improvement.



FARM SUSTAINABILITY ASSESSMENT (FSA): External and Verified

Ocean Spray utilizes the FSA, created by SAI Platform, to have its on-farm sustainability efforts assessed, which include questions related to environmental, economic, and social performance.

The FSA collects and verifies data against their own standard on the following topics:

- ▶ AIR QUALITY AND EMISSIONS
- ▶ BIODIVERSITY
- ▶ CHEMICAL CONTROL
- ▶ FARM MANAGEMENT AND COMMUNITY
- ▶ GMO AND PLANT MATERIAL
- ▶ INTEGRATED PEST MANAGEMENT (IPM)
- ▶ LABOR CONDITIONS
- ▶ NUTRIENT MANAGEMENT
- ▶ SOIL MANAGEMENT
- ▶ WASTE MANAGEMENT
- ▶ WATER MANAGEMENT

This assessment is flexible for our specific crop, cranberries, and captures what we consider vital sustainability information. Our Ag Scientists use these insights to provide focused farm support and resources for continuous improvement.

In 2019, Ocean Spray became the 1st agricultural Cooperative to have its farmer-owners' fruit—cranberries—verified as sustainably grown by the FSA. In 2022, our farmer-owner's fruit was reverified as sustainably grown, demonstrating the Ocean Spray Cooperative's continuing commitment to its on-farm sustainability efforts².

¹A financial incentive is provided to encourage participation and to acknowledge the time required and cost incurred by farmer-owners to complete the survey.

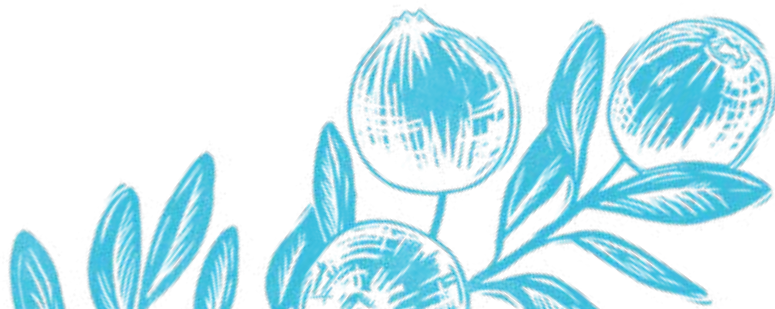
²Based on a 3rd-party audit of 9 randomly chosen representative set of Ocean Spray cranberry farms. <http://saipatform.org/fsa/>

OUR CLIMATE STRATEGY

CLIMATE RISK AND RESILIENCE ON FARM

As a farmer-owned agricultural Cooperative, future-proofing against climate change is a critical issue. Not only does the agriculture sector contribute significantly to global emissions, but it may also be disproportionately harmed by climate impacts. As such, we are working to help reduce our impact on climate change and increase our resilience to its impacts.

Cranberry production is inherently regenerative and may even support carbon sequestration; however, our small family farms, and in turn our Cooperative, are not immune to climate impacts. Natural resource scarcity, extreme weather events, changes in seasonal patterns, and increased pest pressure all pose risks to our farmer-owners.



FLOODING: Cranberry bogs have the capacity to store water in the event of a flood due to their physical structure. Cranberry farmers can allow flood water into their cranberry bogs to reduce the risk of flooding in local communities. Wetlands, however, have limited buffering power; heavy rains and flooding can negatively affect growing conditions and result in poor quality fruit. Farmers in some regions have seen an increase in intense rain events. In some cases, excessive flooding has resulted in reduced cranberry yields and has harmed fruit quality.

EXTREME TEMPERATURES: Heat extremes can cause heat stress and damage vines and cranberry flowers. In 2022, high temperature days in the British Columbia region shifted that area's harvest by two weeks, affecting harvest operations and fruit quality. Warmer winters make it more difficult to keep a layer of ice intact to insulate the cranberry plants. Regions that have historically been able to create an ice layer in the winter months, like New Jersey and Massachusetts, are no longer able to do so.

PEST PRESSURE: Many cranberry pests, weeds, and diseases thrive under warmer temperatures, wetter climates, and increased CO₂ levels. Our farmer-owners have seen increases in the geographic distribution and survival rate of pests during over-wintering, as well as a disruption of natural enemies. Failure to minimize pest pressures can result in severe crop loss, vine damage, or loss of large portions of production area.

Ingenuity and collaboration have been important in trying to address these changing climate concerns. For example, cranberry breeding programs include climate resilience characteristics to deliver goals of high yield and fruit quality. Ocean Spray farmer-owners are also focusing on climate resilience across their business. For example, farmers have been increasingly dedicated to enhancing preventative fruit rot approaches as rapid temperature and moisture changes have increased the likelihood of fruit rot.

“Older varieties used to be biennial in yields. These newer hybrids present a steadier yield and are more resilient to climate change.”

– John Mason (MA), 2nd generation farmer-owner

OUR CLIMATE STRATEGY

Also, farm technology such as moisture meters and tensiometers are used by farmers to use water only when the plants need it. Farmers monitor their bogs for early fall frost and leverage sprinkler and irrigation systems to blanket and protect the cranberry vines and fruit from potential damage. The blanket of water will freeze, and in this process insulate the vines below.

Ocean Spray farmer-owners continue to invest in modern technologies like GPS and auto start-stop irrigation to increase harvest efficiency and yield. Some farmers are also able to control this technology from their phones which frees up time for other important tasks.

One of our Wisconsin farmer-owners, John Moss, created a software program to increase efficiency and productivity. He can track data on nutrient management, pest management, and water management, in addition to other farm practices. He is also able to pull a variety of reports—making it a one stop shop for cranberry growing operational data that is also used by other farmers in the growing community.



“WE KEEP ECONOMICS AND EFFICIENCIES TOP OF MIND IN ALL DECISIONS WE MAKE. WE WANT OUR FARM, OUR BOGS, AND OUR CRANBERRY BUSINESS MADE SUSTAINABLE FOR FUTURE GENERATIONS.”

– John Mason (MA), 2nd generation farmer-owner

John Mason, a Massachusetts farmer-owner, has seen how the industry has changed since he was a child on his parents’ cranberry farm. Much of the industry has been forced to become more environmentally sensitive and efficient due to the economics of running a farm. Bog renovation has been the driver for these changes and farmers like John are seeing higher yields on the same footprint of land. These more recently renovated bogs lend themselves to better mechanics and more efficient harvest through laser-leveling during renovation, better sanding practices, eliminating old practices like interior ditches, and creating straight edged exterior ditches so they are easier to manage.

Massachusetts has seen an uptick in extreme weather events like many of our growing regions. In order to adapt, John has implemented infrastructure upgrades to handle these events, especially increased heavy rainfall events. Larger pipes are being installed during renovations to be better equipped to move large quantities of water on and off the bogs in less time, larger flumes are being installed as well as drainage tile systems in order to more effectively manage increased flooding. These infrastructure updates help farmers adapt to changing weather events and protect their crops from harm.



TRACKING AND ACTING ON CLIMATE CHANGE

Ocean Spray is continuing to work on potential initiatives intended to help address growing challenges of climate change. We recognize that agriculture and manufacturing sectors contribute to global greenhouse gas emissions; the impacts of climate change also pose significant risk to our operations. Direct threats, such as power outages resulting from severe weather events, and indirect threats like supply chain disruptions and compromised access to clean water sources may have destructive and long-term impacts.

Addressing the multifaceted risks of climate requires concerted effort. We are actively working to decrease our emissions footprint of our value chain. We firmly believe that taking action on the climate is essential for the future of our Cooperative, our customers, and the communities where we operate. By working to reduce our impact, we aim to not only benefit the planet but also the future of our operations and farmer-owners' cranberry bogs.

Our climate strategy is incorporated into our Cooperative's long-range plan as we work to reduce our footprint, we monitor and measure our emissions performance, engaging all levels of the business and incorporate input and feedback from stakeholders.

REDUCING EMISSIONS IN OUR OWN OPERATIONS

Since fiscal year 2020, Ocean Spray has conducted an inventory of our scope 1 and 2 greenhouse gas emissions from data collected at our owned manufacturing facilities and receiving stations. Our scope 1 direct emissions are being generated at Ocean Spray owned sites by combustion of fuels in facilities and owned vehicles. Our scope 2 indirect emissions result from the off-site generation of purchased utilities such as electricity.

SCOPE 1+2 PERFORMANCE DATA

In fiscal year 2023, Ocean Spray's scope 1 and 2 emissions within our owned operations decreased approximately 6.5% compared to last year. These reductions were likely driven by several different factors, including continued progress in energy efficiency, changes in production volumes across our food network, and broader improvements to generation mix in our purchased electricity. In 2024, we are looking toward the future of scope 2 emission reduction possibilities at our facilities with a renewable energy assessment.

OUR GHG EMISSIONS FOOTPRINT (in MTCO ₂ e) ¹				
Emissions Category	FY20	FY21	FY22	FY23
Scope 1 total emissions	84,034	82,891	87,886	85,841
Scope 2, location-based	72,308	69,763	65,959	57,438
Scope 2, market-based	70,739	69,807	66,147	58,268
Total (S1 + S2 location-based)	156,342	152,654	153,845	143,279
Total (S1 + S2 market-based)	154,772	152,698	154,033	144,109

Notes:

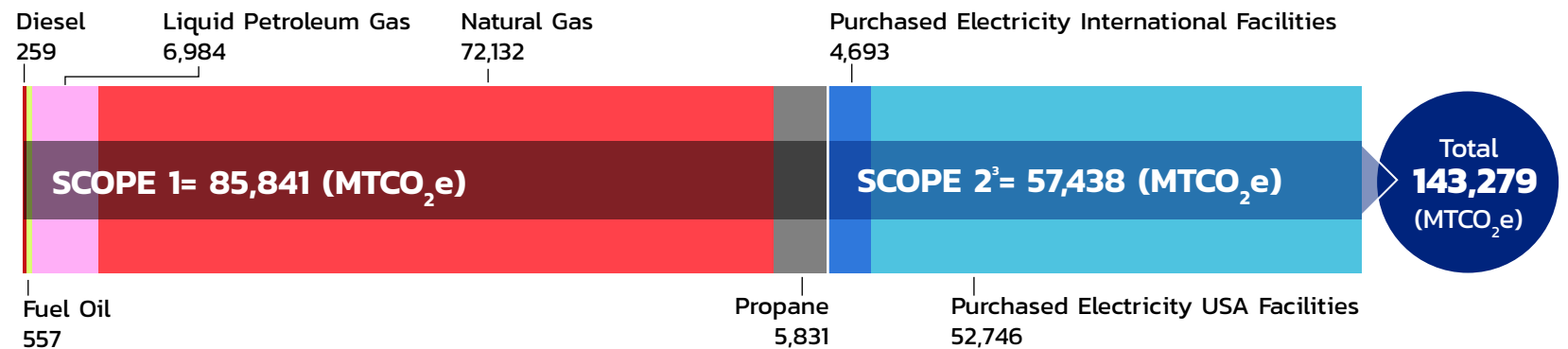
Scope 2 calculations have been adjusted to reflect both market-based and location-based emissions, as specified by Greenhouse Gas Reporting Protocol. Scope 1 and 2 emissions are accounted for in accordance with the GHG Protocol using the most current emission factors in our inventory each year. Emission factors include:

- Scope 1: EPA Emission Factors for Greenhouse Inventories, Canadian Government Greenhouse Gas Sources and Sinks, IPCC Fourth Assessment Report, IEA UK Government Conversion Factors for Company Reporting
- Scope 2: EPA Emissions & Generation Resource Integrated Database (eGRID), Green-e Residual Mix Emissions Rates

The current scope includes all Ocean Spray owned facilities (e.g. processing plants and receiving stations), and does not include leased office buildings, contract manufacturers, or contract packers.

In 2023, we improved our methodology for scope 1 and 2 emission data collection. This resulted in a revision to MTCO₂e estimates for data for all fiscal years across all scopes and calculations, compared to previous disclosures. We continue to enhance climate data collection and tracking methodologies.

FY23 EMISSIONS BY SOURCE (in MTCO₂e)²



²Fuels with lower than 50 MTCO₂e have been omitted from this graphic.

³Location based.

REDUCING EMISSIONS IN OUR OWN OPERATIONS

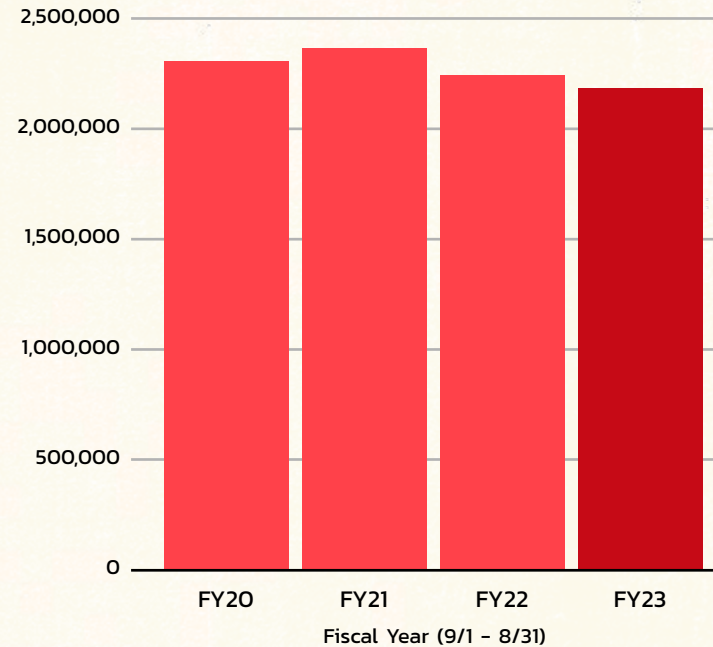
ENERGY EFFICIENCY

Increasing energy efficiency at our owned manufacturing facilities is an important part of our climate strategy and requires dynamic management, year-on-year improvements, and implementation of modern technologies.

In fiscal year 2023, Ocean Spray completed an energy assessment across our food and beverage manufacturing plants. This process was a pivotal step towards understanding energy use and efficiency at our facilities. By examining areas for optimization, we are set up to identify areas for improvement and implement targeted strategies to enhance overall efficiency. This not only has the potential to reduce operational costs, but also plays a significant role in possibly reducing our emissions footprint. We are actively prioritizing and sequencing the results of this project, specifically assessing diversified electricity generation and technologies like combined heat and power (CHP) and heat pumps. The insights gained from the assessment enable us to make informed decisions, guiding us toward more sustainable practices and ensuring that our manufacturing processes align with our sustainability values.

In 2023, we began incorporating sustainability into our capital review process, including efficiency as a necessary consideration in our future choices for new production lines and equipment change outs.

OCEAN SPRAY OWNED FACILITIES ENERGY USE TREND, FY20-FY23 IN MMBTUs)*



*We continue to enhance climate data collection and tracking methodologies.

During fiscal 2023, energy usage at our owned manufacturing plants decreased by 2.3% compared to the previous year.

RENEWABLE ENERGY

Increasing the use of renewable energy in our owned facilities is an element we are assessing to help reduce our scope 2 emissions. In 2023, we have accounted for sourcing electricity at viable facilities from renewable sources in our long-range plan. We are in the process of creating a roadmap for renewable energy procurement with a focus on sources from wind, solar, and hydropower.



UNDERSTANDING EMISSIONS IN OUR VALUE CHAIN

While we are proud of the work we have completed to track and understand our scope 1 and 2 emissions, we know our scope 3 value chain emissions make up a significant portion of Ocean Spray’s total footprint.

Ocean Spray has already begun tracking and analyzing some scope 3 data. Based on our initial spend-based investigation, we estimate that most of our scope 3 emissions are from purchased goods and services and upstream and downstream transportation and distribution of our sold products. With this in mind, we are currently evaluating our scope 3 footprint with a particular focus on these GHG Protocol scope 3 categories:

SCOPE 3 CATEGORY 1: PURCHASED GOODS AND SERVICES

Based on our initial spend-based investigation, we estimate that a large percentage of our scope 3 emissions are from our purchased goods and services, including cranberries received from our farmer-owners.

Potential Farmer Emissions

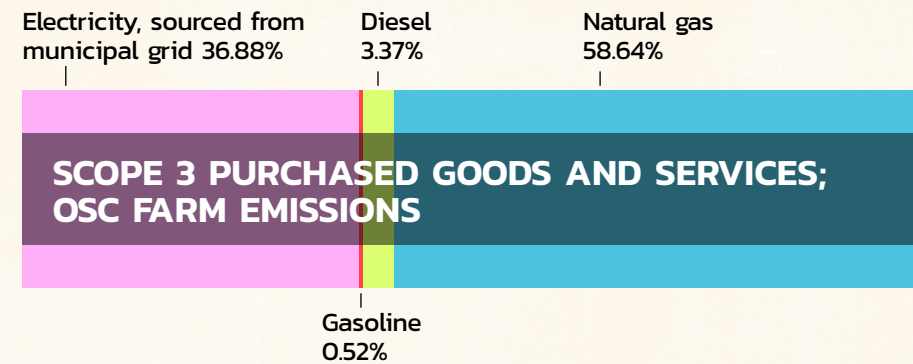
Ocean Spray is an agricultural Cooperative and a CPG company. Based on our business structure, emissions from cranberry agriculture are included alongside our traditional goods and services partners in our scope 3 category 1: purchased goods and services footprint. In 2023, we worked to create an estimated baseline for farm emissions based on data collected from our farmer-owners who responded to the 2022 Farm Survey*; it will be updated based on the results of the 2024 Farm Survey.

¹This 2021 data represents about 80% of the total barrels of cranberries delivered by our farmer-owners to Ocean Spray and 47% of the Cooperative’s farmer-owners. Data is self-reported from Ocean Spray’s farmer-owners on a bi-annual survey. Data is based on their reported utility usage and is not verified by Ocean Spray.

²Fuels representing less than 0.5% of farm emissions have been omitted from this graphic.

We recognize that there is still much work to be done when it comes to understanding our footprint on-farm. Calculating the impact of cranberry agriculture presents a complex challenge due to factors like the independent nature and small average size of our farmer-owners, limited data on specialty crops, and the unique ecosystem of a bog. However, we see this as an important step forward as we work to further understand and improve our on-farm sustainability. The data is broken down by various farm emissions and was calculated using the EPA’s Emissions Factors for Greenhouse Gas Inventories. This does not include farmer-owners who utilize renewable energy on farm, however, we hope to capture this data in 2024.

Ocean Spray Farm Emission Breakdown by Fuel Source, 2021-2022 (% of MTCO₂e)²



Carbon Stock at the Bog

Yale University performed collaborative research to understand the estimated carbon stock in cranberry bogs and surrounding areas. This research project is in progress and is looking into the role cranberry farms and their supporting lands play in the carbon cycle. The goal is to better understand, measure, and verify the carbon footprint of our farming operations.

SUPPLIER LEADERSHIP ON CLIMATE TRANSITION

Ocean Spray is an active partner in the Supplier Leadership on Climate Transition (Supplier LoCT), an association working with major consumer brands and suppliers to try to reduce emissions. Through Supplier LoCT, we’re helping to equip our value chain with necessary skills and strategies to transition to a low-carbon future.

Approximately 33% of our total fiscal year 2023 spend was with suppliers enrolled in SLoCT*. We are looking to further our involvement in initiatives like Supplier Leadership on Climate Transition.

ROBERTET

“SUPPLIER LOCT HAS BEEN INSTRUMENTAL IN ACCELERATING ROBERTET’S PROGRESS TOWARDS A MORE SUSTAINABLE FUTURE THANKS TO THE INFORMATIVE WEBINARS, SUPPORTIVE INSTRUCTORS, AND EXTENSIVE LEARNING RESOURCES PROVIDED.”

– Robertet Group, Ocean Spray-Sponsored Supplier LoCT participant

*Enrolled suppliers represent companies who are active or idle in the Supplier Leadership on Climate Transition program and who are sponsored by Ocean Spray or another Supplier LoCT brand partner.

UNDERSTANDING EMISSIONS IN OUR VALUE CHAIN

CATEGORY 4: UPSTREAM TRANSPORTATION AND CATEGORY 9: DOWNSTREAM TRANSPORTATION

Ocean Spray has been a U.S. EPA SmartWay® Partner since 2008. This program is dedicated to improving our transportation energy footprint throughout our distribution network by optimizing delivery routes where practical and using modern, more fuel-efficient equipment. Since 2019, over 80% of the 3rd-party logistics providers we work with are SmartWay® participants and as of 2022, our SmartWay® logistic partners has grown to over 95%.

OTHER RELEVANT SCOPE 3 CATEGORIES

We also understand that other scope 3 categories have an impact. We are also striving to better understand our other relevant scope 3 emission categories such as:

- ▶ Category 2: Capital goods
- ▶ Category 3: Fuel- and energy-related activities
- ▶ Category 5: Waste generated in operations
- ▶ Category 6: Business travel
- ▶ Category 7: Employee commuting
- ▶ Category 10: Processing of sold products

As we continue to learn more about our footprint, we plan to share more information regarding our emissions. We are working to learn more, track, and make changes to reduce our impact.



TAKING ACTION ON SCOPE 3, CATEGORY 7: EMPLOYEE COMMUTING

EV CHARGING STATIONS IN MANSEAU

In 2023, our food manufacturing facility in Manseau, QC installed 4 additional electric vehicle (EV) charging ports to its onsite parking area. The expansion completes Manseau's EV charging station, with 6 total charging ports for team members and guests to use while at the facility. The project, which runs almost entirely off renewable hydropower, was in response to team member demands for increased sustainable commuting options. The spots are being utilized daily and the final installation stands as a testament to the team's dedication to environmental stewardship and employee well-being.



"I AM PROUD TO DO OUR PART TO ADDRESS SCOPE 3 EMISSIONS WITH PARTNERSHIPS, SUCH AS SMARTWAY FOR OUR LOGISTICS, AND SUPPORTING LOCAL INITIATIVES THAT ARE GOOD FOR THE PLANET AND ALIGN WITH OUR VALUES."

– Earl Larson, Chief Supply Chain Officer

A BOUNTIFUL BERRY

One of our goals in the receiving and manufacturing process is to utilize as much of the cranberry as possible.

We are proud to be able to say that we leave little waste in our production process, as approximately 95 percent of our cranberries are utilized to create our delicious products!*

- ▶ **FREEZING FOR USE.** The majority of our fruit is sent to a freezing step so we have it available all year long to supply production needs. During the freezing process there is a small amount of loss due to what we describe as “Freezer Shrink” caused by the evaporation of water.
- ▶ **CONCENTRATE.** Frozen fruit is carefully pressed into a nutrient dense juice at our processing plants. Approximately 75 percent of the water removed from the cranberry juice concentration

process is reclaimed through reverse osmosis and evaporation technologies. This reclaimed water is re-utilized in our plant operations for fruit washing, extraction, and sanitation of equipment.

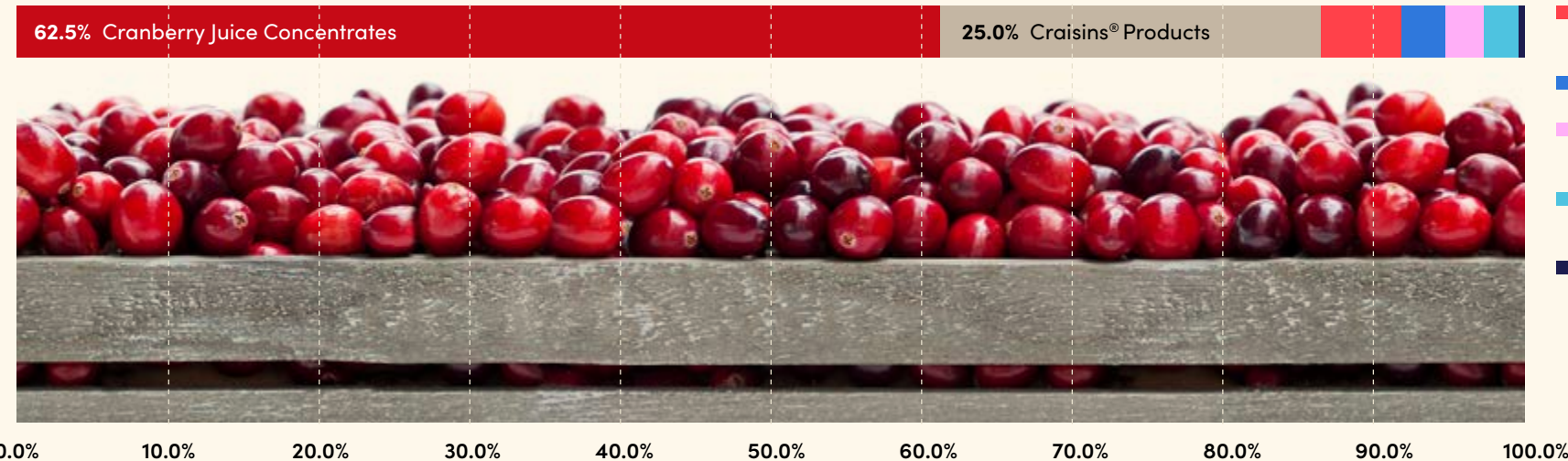
- ▶ **HULLS AND PRESS CAKE.** During the fruit pressing process, hulls and press cakes are created. The cranberry hulls, which are high in fiber, are collected and upcycled to create Craisins®, sweetened dried cranberries. The press cake is also collected and frozen for later use to make our beloved Ocean Spray® Cranberry Sauce.
- ▶ **FRESH.** Fresh cranberries are packaged immediately after harvesting from the farm.

We are always trying to find ways to use the waste we generate for productive purposes (“upcycling”). Most recently we’ve integrated a process to capture cranberry seeds that are full of fiber and omega 3 and 6 fatty acids. These are currently sold through our ingredient division along with other terrific cranberry products.

The small remaining amount of fruit waste (known as “pomace”) is composted. However, we are funding several research programs to understand alternative upcycling opportunities to continue efforts to utilize all parts of the cranberry in the production process.

*Calculations based on net fruit received at Ocean Spray Receiving Stations in FY23.

BOUNTIFUL BARREL (100 lbs of cranberries/barrel—percentages based on fruit solid pound breakdown)



WATER

ON FARM

Contrary to popular belief cranberries do not grow in water. Typically, bogs are only flooded to facilitate harvest and to protect the beds under a layer of insulating ice during the winter. Water quantity is crucial to the continued cultivation of cranberries and resilience of our farms. Water is recycled and reused from bog to bog and farmer to farmer. As a finite resource, farmer-owners use grit and ingenuity to solve water resource issues. The interconnected nature of wetlands and cranberry bogs allows bogs to harbor stormwater in the event of a flood or share during a drought. Water quality is also critical to cranberry agriculture and the health of the surrounding environment and communities. Nutrients added for increased yield and quality are closely monitored as excess nutrients drive the cranberry plants to produce more vegetation than berries. To monitor nutrients availability, plant tissues and soil are tested to ensure that nutrients applied matches the uptake of the cranberry plant.

Many Ocean Spray farmer-owners have also included modern technologies on the farm that help conserve and preserve water. Bed temperature monitoring and moisture probes assist farmers and alert when cranberry beds need water or if frost is about to occur. Frosts can be detrimental to farmer crops, so farmers must closely monitor their beds during the growing season. These new tech advances give farmers an added layer of security. Tensiometers are used to measure soil tension and ensure that irrigation occurs only when the soil and plant requires it. Another advancement in water conservation and preservation is auto-irrigation systems.

Carl Boissoneault is a 1st-generation farmer-owner in Quebec who has implemented unique technology on the farm that has increased water use efficiency and reduced labor costs. He has created an advanced pump system that is more efficient at moving water around the property which is key during the growing season, especially for spring and fall frost protection, and harvest. In addition to the pump-house innovation he also has a remote-control boom system to corral the berries and jets of water that push the berries into the loading pump for harvest. This is one of the many ways our farmer-owners utilize technology to increase efficiency on farms and free up time to implement new management practices.

“OUR FARM IS 160 ACRES. NORMALLY YOU WOULD NEED 10 WORKERS TO HARVEST THE BERRIES. BECAUSE OF THIS TECHNOLOGY 3 PEOPLE CAN HARVEST ALL BEDS IN A THREE-WEEK PERIOD.”

– Carl Boissoneault (Q.C. Canada),
1st generation farmer-owner



WATER

AT OUR PLANTS

As a food and beverage company, we understand that manufacturing our products can be a water intensive process. Not only is water a key ingredient in many of Ocean Spray's products, but it is also used extensively through the end-to-end production process in utilities, processing, cleaning, and sanitation. Our plants have taken innovative measures to reduce water usage during the manufacturing process, including:

- ▶ Implementing specialized recapture and reuse technology
- ▶ Monitoring water use through innovative sensors
- ▶ Improving design and process controls
- ▶ Recirculating utilities during pasteurization and cooling
- ▶ Trainings for team members
- ▶ Prioritizing repairs and maintenance to eliminate leaks
- ▶ Securing water systems when equipment is not in service

To better understand our water footprint and develop an action plan to minimize our water impacts, we are conducting a preliminary water assessment at our manufacturing facilities. This strategic knowledge-mapping will help us build an informed foundation for our future water strategy. As we continue to understand our water impact, we aim to prioritize action in areas most vulnerable to drought and water-stress.

Moving forward, our focus will be on addressing identified risks through responsible water management strategies. We are committed to continuous improvements in the ways our Cooperative monitors, reviews, and adjusts our water footprint and look forward to reporting about these updates in the future.





PRODUCT

We are committed to a portfolio of choice that provides nutritious, safe, high-quality products that are sustainably designed and packaged.



NEW PRODUCTS



We want our global consumers to have variety—drink a juice that packs a bold punch, maybe indulge in a snacking favorite, or just grab that traditional holiday sauce staple. Our goal is to provide only the best quality products, with an amazing assortment of delicious options. We are so proud of our product portfolio, and know our loyal consumers love it, too. While we launched numerous new flavors and products this year, we are excited to highlight two projects:

ZERO SUGAR

We are excited to introduce our 1st juice drink with 0 grams of sugar and no artificial sweeteners*. Ocean Spray® Zero Sugar Juice Drinks are available in two flavors, Ocean Spray's iconic Cranberry flavor and Mixed Berry, a new flavor to the brand's beverage portfolio. This new product is made with real fruit juice and sweetened with Stevia Leaf Extract*. Ocean Spray® Zero Sugar Juice Drinks are the latest in Ocean Spray's developments to create more sugar-conscious options for today's shoppers. Ocean Spray® Zero Sugar Juice Drinks are available nationwide in the United States.

“From full flavor blends to refreshing diet and now bold zero sugar, Ocean Spray is committed to developing product innovations that continually meet the needs and desires of consumers who are seeking out more options for their juice drink.”

– Trinh Le, Vice President, Next Generation Beverages

*Contains stevia leaf extract, which has been further processed.



NEW PRODUCTS

Revl Fruits™

Revl Fruits™ is a new premium juice brand from Ocean Spray. Revl Fruits™ juices extend our reach to a new consumer target available in the natural channel with a focus on what consumers want: nutrient packed refreshments that are thoughtfully packaged to reduce our reliance on fossil fuel-based packaging. Revl Fruits™ juices balance 100% juice from nutrient-dense fruits with a splash of coconut water. The result is a Refreshingly Different™ beverage with 25% less sugar¹, that comes in 4 delish juice blends. It's all served up in a Tetra Pak® carton made from more than 70% plant-based materials.²

“For a long time, consumers have been forced to choose between products that fit their lifestyle and meet their values while conceding on taste, joy, and value. We crafted Revl Fruits™ juices with the belief that premium juice doesn’t have to mean heavy glass bottles, excessive pricing, a boring experience, or lackluster taste.”

- Christina Zwicky, Head of Brand Marketing for Revl Fruits™

¹Revl Fruits™ juices have at least 25% less sugar (21 g sugar per 8 FL OZ) compared to the leading brand of 100% juice (28 g sugar per 8 FL OZ).

²More than 70% of the weight of this Tetra Pak® carton is made of paperboard and the cap is made of a bio-based plastic, both of which are derived from plant-based renewable materials. Because Ocean Spray utilizes a carton made from plant-based materials, less than 1/3 of the weight of the Revl Fruits™ juice carton is made from petroleum-based materials.



BERRY WILD

A fusion of nature's most vibrant superfruits, cranberry, pomegranate, and açai.

TART CHERRY

A celebration of this vibrant fruit. Each sip delivers the distinctive tartness that cherry enthusiasts crave.

BOLDLY CRAN™

Packed with cranberries' bold, tangy essence and naturally low sugar, Boldly Cran spotlights the naturally rich flavor of cranberries.

TRULY TROPICAL

Featuring an enchanting blend of pineapple and mango.

INNOVATION THROUGH UPCYCLING

Ocean Spray’s Research and Development Team is always looking to build the next wave of products by finding innovative ways to use all parts of the cranberry and inspire the next generation of product developers. Like our founders, we encourage an innovative spirit and hold an annual Student Product Development Competition to give aspiring product developers an opportunity to develop a new cranberry product and connect Ocean Spray with future talent.

UPCYCLING THEME IN 2022 ANNUAL STUDENT PRODUCT DEVELOPMENT COMPETITION

Ocean Spray Cranberries, Inc. Student Product Development competition is designed to challenge and encourage creativity using our favorite superfruit—the cranberry! With powerful nutrients and well-documented health benefits, the cranberry can play a significant role in a balanced diet and healthy lifestyle. Since 2015, this event has empowered undergrad, masters, and PhD students from the U.S. and Canada to utilize Ocean Spray’s current portfolio of ingredients and upcycled by-products to create fun and exciting snacks and beverages.

This competition also helps Ocean Spray imagine the future. Ideas like Cran-Pop go into our ideation funnel and contribute to future sustainable product research ideas.



Student Product Development Competition Finalist Team (left to right) Chandler, Melissa, Mackenzie and Nathan.

“I was thrilled to be part of Ocean Spray’s student competition as I am committed to sustainable food chains and innovation in this space. Our creation, Cran-Pop, tackles this challenge by upcycling by-products for both environmental impact and improved nutrition. Through by-product incorporation, reduced emissions, and eco-friendly packaging, we’re stepping towards a greener future.”

– Melissa Marsh, Utah State University



OCEAN SPRAY INGREDIENTS

Ocean Spray has innovative cranberry ingredients to suit your needs! Ocean Spray's success in bringing cranberries to food and beverages manufacturers has secured its place as one of the world's premier fruit ingredient suppliers, selling to over 70 countries worldwide. Different cranberry formats add value to products in sectors as diverse as breakfast cereal, confectionery, dairy, salads, snacks, and bakery!

Ocean Spray Ingredients offers a wide range of products including dried cranberries, frozen fruit, puree, and concentrate. Ocean Spray's passion for cranberries, depth of scientific knowledge, and market understanding allow for highly innovative ingredient development. The Ocean Spray Ingredients team works in close partnership with food and beverage manufacturers to bring successful new products to market across the globe.

Ocean Spray operates via a global network of distributors across North America, Europe, Africa, South America, Middle East, Asia, and Australia.



APPLICATIONS



Baking



Dairy



Chocolate & Confection



Appetizers & Dishes



Cereal



Snacking



Smoothies & Beverages



Salad

Visit oceanspray.com/ingredients for more information.

FARM TO CONSUMER



BOGS & MARSHES

- ▶ Ocean Spray's farmer-owners are responsible for planting, maintaining, and growing the cranberries! Once the cranberries are ready to harvest, the farmer-owner, along with their team, collects the berries and loads them into a truck to transport them to the Receiving Station. For some of our fresh fruit, the berries are packaged right at the farm and then sent to distribution centers.



RECEIVING

- ▶ Ocean Spray has 10 receiving stations strategically placed in each growing region. The farmer-owner delivers the berries to the facility where they are checked, washed, and packed to be delivered to our manufacturing facilities. During peak harvest, our receiving stations can process over 100 trucks in day!



MANUFACTURING

- ▶ Ocean Spray has 10 food and beverage manufacturing facilities where the berries are processed to become fresh fruit, juice concentrate, juice puree, a variety of juice beverages, presscake, cranberry sauce, cranberry seeds, and a variety of sweetened dried cranberries.



DISTRIBUTION

- ▶ Once the products are made, in most cases, the next step is to send our products to a distribution center where they are shipped to our customers.



MARKETPLACE

- ▶ Our products can be found in a variety of channels for our consumers to purchase and enjoy!



CONSUMER

- ▶ Once a consumer purchases and consumes the snack or beverage, on about 85% of our products, the How2Recycle® label will inform them on how to properly dispose of the packaging.

THE POWERFUL CRANBERRY

Cranberries are known as one of Mother Nature’s superfruits! With powerful nutrients and well documented health benefits, the cranberry can play a significant role in a balanced diet and healthy lifestyle. The healthfulness of the cranberry begins at the farm. Our farmer-owners pour their hearts into growing the fruit every day. Cranberries aren’t only delicious—they’re also packed with surprising health benefits. Here’s what they can do for you.

THE BERRY

► This superfruit promotes many unique health benefits. Among the more well-known benefits are its anti-bacterial properties that can help prevent certain bacteria from sticking within the body and causing urinary tract infections. The cranberry is also naturally low in sugar and packed with antioxidant polyphenols. In addition, the cranberry contains vitamins, minerals, dietary fiber, and more!

WHOLE BODY HEALTH

► Research suggests that there are multiple, powerful elements found within cranberries that are linked to a variety of overall health benefits. Besides helping consumers meet their recommended daily fruit intake, cranberries work hard for your whole body and may help support urinary tract, stomach, gastrointestinal or gut, oral, and heart health.

ANTIOXIDANTS

► Cranberries are a rich source of polyphenols with antioxidant activity. Cranberries are bursting with more beneficial polyphenol antioxidants than other commonly consumed fruits.

PREBIOTICS

► In recent years, you have likely heard the terms “prebiotics” and “probiotics” countless times. If you’re still not sure what they mean, the main idea is that prebiotics and probiotics can be used to keep the good gut bacteria balanced. Probiotics, or beneficial bacteria, have been hailed as the ultimate support for the immune and digestive systems, however, probiotics would not be effective without prebiotics. Prebiotics are food ingredients that fuel the probiotics you consume and good bacteria in your gut. Some cranberries and cranberry products could be a rich source of polyphenols and oligosaccharides, which are considered to be prebiotics based on criteria defined by The International Scientific Association for Probiotics and Prebiotics (ISAPP).



FDA-QUALIFIED HEALTH CLAIM

“Limited and inconsistent scientific evidence shows that by consuming one serving (8 oz.) each day of a cranberry juice beverage, healthy women who have had a urinary tract infection (UTI) may reduce their risk of recurrent UTI.”

Cranberries are the only food with an approved qualified health claim from the FDA for reducing an infectious disease (recurrent UTIs) with the consumption of certain cranberry products. Qualified Health Claims were instituted by the FDA as part of the Consumer Health Information for Better Nutrition in 2003.

Before approving the qualified health claim, the FDA reviewed a great deal of scientific research conducted throughout the past 25 years that studied how the cranberry can help reduce recurrent UTIs in women who suffer from chronic UTIs.

The FDA’s announcement of a Qualified Health Claim for certain cranberry products and recurrent UTIs is fantastic news for Ocean Spray and our consumers. Ocean Spray first submitted its petition to the FDA on September 8, 2017, and the FDA responded with its decision on July 21, 2020. The Qualified Health Claim applies to cranberry juice beverages containing at least 27 percent cranberry juice and cranberry dietary supplements containing at least 500 mg of cranberry fruit powder (100 percent fruit). Per these qualifications, we can make a qualified health claim related to recurrent UTIs for several of our existing cranberry products:

- ▶ Ocean Spray® 100% Cranberry Juice
- ▶ Ocean Spray® Cranberry Juice Cocktail
- ▶ Ocean Spray® Light Cranberry Juice Drink
- ▶ Ocean Spray® Pure Cranberry

This Qualified Health Claim is distinct from the sort of structure/function claims about cranberries that you may already have seen in the market. A structure/function claim explains how a nutrient might help improve a normal structure or function of the body (e.g., “calcium helps build strong bones”). The qualified health claim the FDA has announced permits a bit more to be said, by informing consumers that the scientific evidence, while still characterized by the FDA as limited and inconsistent, demonstrates that covered cranberry products “may help reduce the risk of recurrent UTI’s in healthy women.”

In 2023, the Cochrane Review on Cranberries for Preventing UTIs supports the use of certain cranberry products to potentially help reduce the risk of UTIs with moderate certainty, which further strengthened the validation provided by the FSA qualified health claim. UTIs, one of the most common infections worldwide, are more prevalent in women than men. At least 50% of adult women will have more than one UTI in their lifetime.

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- 1416. Medicare Spending on Urinary Tract Infections: A Retrospective Database Analysis. Kate Sulham, MPH and Eric Hammelman, MBA. Published online 2012 Dec 4. DOI: 10.1093/ofid/ofab466.1608.



WE ARE PROUD THAT THE CUMULATIVE RESEARCH CONDUCTED OVER 25 YEARS ALLOWED CERTAIN CRANBERRY PRODUCTS TO HAVE THE FIRST QUALIFIED HEALTH CLAIM FOR A FOOD TO HELP REDUCE THE RISK OF AN INFECTIOUS DISEASE!

PACKAGING

Not only do we care about the ingredients in our products, but we also strive to be purposeful with the packaging used to protect our products.



Sold in Australia

WAYS WE REDUCE

We are working on projects that could reduce packaging material through a variety of light weighting initiatives.

WHAT WE REUSE

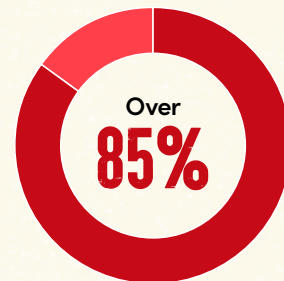
We strive to utilize recycled corrugated content or virgin fiber from certified sustainably managed forests.

WORKING TO RECYCLE

We are researching solutions for improved recyclability of hard to recycle materials. It is important for our consumers to know what to do next after finishing their product, so we have added How2Recycle® labels on certain US retail packaging to give the consumer clear instructions on how to recycle or throw away the packaging.



We believe in collaborating with suppliers who align with our values. That's why we are proud to use PakTech's innovative "dog-bone handles," crafted from recycled plastic. In 2023, Ocean Spray used 366,582 lbs of recycled plastic by sourcing PakTech handles.



How2Recycle

Over 85% of Ocean Spray's U.S. retail portfolio is labeled with a How2Recycle® label on pack.

PACKAGING



Not only do we care about the ingredients in our products, but we also strive to be purposeful with the packaging used to protect our products!

Upstream, Ocean Spray strives to find innovative ways to reduce its reliance on virgin plastic and improve transportation efficiency.

DIVERSIFYING OUR PACKAGING PORTFOLIO

- ▶ In last year's report, we shared that Ocean Spray is investing in a multi-year plastic resin reduction redesign for our flagship 60/64 oz. bottle packaging. This project is still on track with our Sulphur Springs, TX, plant ready to be the 1st site to launch the new bottle design with reduced virgin plastic in 2024.
- ▶ The Ocean Spray Packaging Development team completed research to reduce packaging in our liners, flexible films, bottles, and labels, with activities planned for implementation in 2024.
- ▶ A further review of our current packaging portfolio is underway to further assess additional opportunities to identify alternative packaging formats for all aspects of the business including food, beverage, and fresh fruit.

IMPROVE TRANSPORTATION EFFICIENCY

- ▶ Packaging transportation efficiency is how we work with our packaging material suppliers in sourcing and practices in truck loading and pallet configurations that can help maximize space and quality. In addition, the Ocean Spray Packaging Development team focuses on finding and implementing innovative solutions to enhance the recyclability of our packages.

It is important for our consumers to know what to do next after finishing their product; over 85% of Ocean Spray's U.S. retail portfolio is labeled with a How2Recycle® label on the packaging.

FOOD SAFETY AND QUALITY

Our approach to Food Safety and Quality Assurance (FSQA) is simple but vital: deliver safe, compliant, premium-quality products, every day, everywhere. We comply with all relevant food and safety standards, including but not limited to:

- ▶ Code of Federal Regulations
- ▶ Codex Alimentarius
- ▶ Safe Quality Food (SQF) code requirements
- ▶ Global Food Safety Initiative approved scheme such as Safe Quality Food (SQF) code.
- ▶ Ocean Spray Quality Operating Standards (QOS) including Product Safety and Process Control (PS&PC) documents
- ▶ FDA guidance applicable to processing and packaging our products.
- ▶ Under the Food Safety Modernization Act (FSMA), we have implemented mandatory preventive controls for food facilities
- ▶ Maintain Sanitation Standard Operation Procedures (SSOPs) and Hazard Analysis and Critical Control Points (HACCP)
- ▶ Customer requirements

Our Policies include food defense and food fraud to assess vulnerabilities and ensure sourcing of wholesome/authentic materials. FSQA Audits are performed to test the robustness of our system and to build a FSQA culture of continuous improvement. In FY23,

Ocean Spray's company-owned manufacturing facilities achieved an average SQF Audit Score of 95.9/100.

For consumers and customers, we have a well-established process for quality investigation, which includes incident notification, escalation within Ocean Spray, retrieval of sample (if applicable) followed by a strong corrective actions and preventive actions (CAPA) program. We handle each complaint with the utmost due diligence.

NEW PERFORMANCE METRICS VISUAL AND EMPHASIS ON FOOD SAFETY QUALITY CULTURE

Quality is always top of mind at our manufacturing plants. In 2023, the FSQA Team overhauled the way quality performance metrics are tracked, capturing additional data to better inform our manufacturing teams and to create a culture of food safety and quality. This project provides increased visibility to all areas of improvement, sustainable improvements in performance, and alignment on metrics, targets, and values at all Ocean Spray owned manufacturing plants. Additionally, certain employee incentives are now tied to participation in performance improvements and compliance programs that increase the likelihood of producing products that pass quality tests the first time. With the implementation of this program, we hope to drive organic improvement through increased visibility to what is driving incidents of quality defects, implement unified performance metrics across all Ocean Spray owned manufacturing plants, and foster a culture of food safety and quality.

UNLOCKING QUALITY TESTING VIA NIR

Our Analytical Chemistry Lab Team has been working on developing more accurate quality testing methods in our food products with Near Infrared Spectroscopy (NIR). NIR takes less time, provides results to various controls at once, and does not require the use of any chemical reagents. NIR has been validated in our laboratory and successfully passed pilot testing. Capital has been approved to implement NIR in our food manufacturing facilities with the goal of a higher-quality product, less waste, and more control around quality testing.



“Working in the analytical lab and on NIR is challenging at times but that is what makes it so rewarding, there are always new problems to solve. The plants have wanted this technology for a long time, so it has been fun to finally help make that dream a reality for them.”

– Ryan Kelly, Associate Analytical Scientist





PEOPLE

We put people first. We make investments in our team members, raise up the communities we serve, and support the livelihoods of our team members and our farmers.



OUR TEAM MEMBERS

We have more than 2,000 passionate team members across this Cooperative united in purpose: to connect our farms to families for a better life. It is all about doing the right thing for our Cooperative, our business and each other. Our job as a company is to care for their well-being (physical or otherwise), create an inclusive environment that enables them to live authentically at work, and offer opportunities that set team members up for personal and professional success.

VALUE PROPOSITION

What does it mean to work at Ocean Spray? To thrive at Ocean Spray? To achieve at Ocean Spray?

The promise we make to our team members in return for their commitment is our employee value proposition (EVP). Our EVP is unique to Ocean Spray; what we know drives people to come work with us, and stay part of our Ocean Spray family:

- ▶ Three maverick farmers started it all—and we’ve been making our own way ever since. We’re a team of farmer-owners, thinkers, creators, and doers. Whatever your title, whatever your role—it always comes back to this: we’re a farmer-owned Cooperative where everyone rolls up their sleeves to get the job done.
- ▶ We grow cranberries and careers with purpose and pride. Our Cooperative is a catalyst to experiences you can’t get anywhere else—from working across disciplines to cultivating rich relationships to being plunged into the trailblazing spirit of an iconic brand.
- ▶ We’re built on 100-year-old tradition, but we don’t stand on it. We push it forward. With maverick spirit and uncommon grit. Together, we’re Ocean Spray. Born tart. Raised bold.™

More than just words on a page, the pillars of that promise are embedded in how we operate to attract and retain talent and continually shape an inclusive culture.

WORK FOR A PURPOSE

Ocean Spray is a standout brand not because of what we do—but how we do it. As a Cooperative, we make a commitment to our farmer-owners. Families. People. We rally around each other to make our purpose a reality: to champion cranberries and support the farmer-owners who grow them—now and for generations to come.

CREATE POWERFUL TEAMS

We look out for each other and genuinely care for each person’s success and happiness. There’s power in bringing people together with distinct skills, backgrounds, and personalities into one mighty team. Teamwork, integrity, and challenging each other to grow is our special sauce. We value the many different ways we all contribute to make our Cooperative a force for our farmer-owners.

ROLL UP OUR SLEEVES

We do things our own way, so we all have the opportunity to get involved with the heart of the business through hard work, breakthrough processes and new products. Titles and experience do not limit us. We’re drawn to Ocean Spray for the chance to jump in, take ownership, grow our careers, and make a difference for our farmer-owners and their communities.



ACTIVATING OUR PROMISE



Learning opportunities, world-class benefits, culture-building, leadership development, mentoring, and more. To bring our promise to life, Ocean Spray is committed to offering team members the right resources and experiences that enhance their career while also ensuring our Cooperative attracts and retains an incredible team of dedicated people.

TEAM MEMBER BENEFITS

We want our team members to bring their energy and passion to work every day and feel secure in knowing they and their families are well taken care of when it comes to their physical and mental health. Ocean Spray's comprehensive benefit programs cover a wide array of services to meet team member needs. We endeavor to lead in offerings that are as diverse as our team members. A true hallmark of our benefits: inclusivity and breadth. Strong mental health services, reproductive care options, transgender services, paternity leave or caregiver support, we pride ourselves on providing the best care for the team that cares for this Cooperative. It's why Ocean Spray in 2023 was again named a 2023 Workwell Massachusetts Award.

POWERFUL TEAMS AND LEADERS

Ocean Spray is dedicated to offering opportunities, resources, and experiences that enhance team members' professional development and contribute to their personal growth.

CORE COMPETENCIES: Ocean Spray developed and launched its unique Core Competency Model in 2023, which provides the standards for how we expect our team members and leaders to lead themselves and others by level. The model offers insights for team members

as they make decisions on their learning, development, and career growth, and are now a cornerstone for Ocean Spray's talent management and development strategy.

LEADING WITH LEARNING: In 2023, Ocean Spray introduced two comprehensive programs that empower and strengthen our people and strategic leaders: Leading@OceanSpray and Managing@OceanSpray. Whether through quarterly training sessions for newly promoted/hired managers, or individualized coaching of our top leaders to shape their development and capabilities, these are investments in the team members that have a significant impact on our culture and success as an organization. In 2023, 100% of Director-level and above leaders participated in Leading@OceanSpray. For our inaugural Managing@OceanSpray program, more than 50 people managers were able to participate.

For Leading@OceanSpray, we partnered with APTMetrics, a well-known, world-class talent assessment company that has worked with more than half of the Fortune 100 companies. Using the best practices they've refined through years of experience, Ocean Spray leaders participated in APT's comprehensive online assessment center, tailored to objectively measure and reflect our core competencies for existing leaders. They also received a private executive coaching session, custom reporting on developmental strengths and opportunities,

and individual development planning (IDP) that will guide career development for years to come.

MENTORING: Through a formalized mentorship program in 2023, Ocean Spray brought together close to 50 paired team members with talented mentors to share their wisdom, guidance, and experience. Any team member is welcome to participate, no matter their level, location, or role.

OCEAN SPRAY CHAMPIONS

To further embed and amplify our value proposition and promise, Ocean Spray has identified a cross-functional group of our team members that are the true "champions" of our Cooperative. These 50 team members, nominated by their leaders and peers, continually embody our values, demonstrate ambassadorship of our brand (internally or externally), and regularly advance communication and culture. These ambassadors represent a diverse cross-section of our team members with varying roles, levels, organizational tenure, physical location, and experience to name a few.

By bringing these team members together formally, they share perspectives for how to make Ocean Spray an even better place to work, highlight upcoming initiatives, and recommend roles to others throughout their networks.



INCLUSIVE TEAMWORK

IT'S ONE OF OUR CORE VALUES. We build diverse and inclusive teams that strengthen our Cooperative. Whether through strategic DEIA work, active and engaged employee resource groups (ERGs), or building our culture, we bring people together to deliver sustainable results for the farmer-owners that make up this Cooperative.

50% of Ocean Spray's Executive Leadership Team Are Women

50% of Senior Leaders (Director Level and Above) Are Women

26% of total U.S. workforce is ethnically diverse

23% of U.S. leaders are ethnically diverse

U.S. Manufacturing Hourly Turnover Decreased **3.6%** ↓ YOY

DEIA COMMITMENT

Ocean Spray is committed to fostering an inclusive culture, where all individuals thrive. Our different backgrounds, experiences, and ways of thinking inspire us to be exceptional. Be collaborative. Be innovators. Team members, farmer-owners, consumers, and communities alike—we value what makes us unique and strive to create a better life...for all. We continuously strive to foster a workplace where all voices are welcome and team members feel they belong. We invite and encourage unique perspectives. We listen, give feedback, and learn from one another. We break down barriers that bar collaboration. We openly share knowledge and information across functions for better results.

INCLUSIVE LEADERSHIP TRAINING

More than 100 newly hired/promoted people leaders across our corporate and manufacturing settings participated in our required Inclusive Leadership Training in 2023. Facilitated by DEIA scholar and educator Dr. Marlette Jackson, this engaging learning session was developed and launched to better connect our values and culture to best practices in inclusive leadership.

EMPLOYEE RESOURCE GROUPS (ERG)

Our ERGs are voluntary, team member-led groups that help us continue to shape a diverse and inclusive workplace. They are an important voice that helps us build an equitable foundation for all team members. We take pride in our ERG programs, leveraging executive sponsors, supported through annual funding, and rewarding and recognizing the team members who lead the work.



► WOMEN'S COALITION: Creating a sustainable framework for the professional growth of women at Ocean Spray through initiatives designed to have a positive impact on women and our business. "This coalition has had a massive impact on me and my work, because they focus on empowering women, both professionally and personally. We are creating an environment to have open and honest conversations about challenges women may face in the workplace, but more importantly, shape the opportunities ahead," Pooja Deb, Associate Brand Manager and Women's Coalition Member Engagement Lead.



► MULTICULTURAL: Working to increase cultural awareness, support talent development, and promote diversity. "I appreciate the ways we connect team members from diverse backgrounds across the Cooperative. This has been such a joyful opportunity to represent various cultures, be a voice for inclusivity, and actively embody the values of Ocean Spray," Juan Yepes, Marketing Manager, Multicultural Co-Lead.



► PRIDE: Fostering a supportive and affirming environment for lesbian, gay, bisexual, transgender, queer/questioning, intersex, and asexual (LGBTQIA) team members and their allies. "The gratitude I have for our PRIDE ERG is immeasurable. We're shaping a sense of belonging and understanding within the organization, helping to break down barriers and promote diversity and acceptance," Lee-Anne Babineau, End User Services Analyst, PRIDE ERG Co-Lead.



► TOTAL CARE: Bringing together caregivers of all kinds—with a focus on wellness and self-care for team members and their loved ones. "Caregivers, whether of kids, parents, disabled loved ones, themselves, or even pets, tend to put themselves last. It's so important to have a community who share in the daily struggles of balancing all these things, and have access to resources, tips, tricks and just general support," Melanie DiBiasio, Director, Media and Total Care Member Engagement Lead.



LIVING OUR VALUES

Considered the highest honor Ocean Spray awards our team members, the Board of Directors Award of Excellence was created a number of years ago to recognize team members who go above and beyond in their daily work and have had a lasting positive impact on our Cooperative.



In Fiscal Year 2023, Ocean Spray’s Board of Directors reframed the criteria for this annual honor, embedding our GRIT values, and how nominees impact our culture, as part of the recognition. With four winners annually, one for each value, we broadened the scope of this recognition to focus on what someone achieves, as well as how they achieve it.



GROWER MINDSET

Laura Tobin, Senior Manager, Sales Operations, has demonstrated a passionate commitment to the Cooperative, not to mention care for her fellow team members, for the past 33 years. She was lauded for always working to get the job done for our farmer-owners, and embedding new members of the Sales team in our culture and purpose for this Cooperative.



SUSTAINABLE RESULTS

A 35-year Ocean Spray veteran, Ed Picone has delivered day in and day out as our Middleboro Maintenance Manager and ensures operations stay humming all year long. Of note, Ed identified a way to save 3.4 million gallons of water per year by re-routing a syrup evaporator condensate.



INTEGRITY ABOVE ALL

Kelsey Olsen, Customs and Trade Compliance Lead, was honored for “having our Cooperative’s back” and making sure we are following critical trade and customs regulations, and aligning to sustainable practices in that space.



INCLUSIVE TEAMWORK

Data Governance Lead Katie Gagne pulled together cross functional teams and stakeholders in her work, making sure they are represented in all crucial data definitions and requirements.



PROSPERITY

We believe through ethical business practices we can minimize risk and support the economic resilience of our agricultural Cooperative.



ECONOMIC RESILIENCE

OUR COOPERATIVE IS ONLY SUCCESSFUL IF OUR FARMER-OWNERS ARE SUCCESSFUL. Ocean Spray is approaching our 100-year mark and we are continuing to look for creative ways to build our next wave! Ocean Spray is not a typical CPG (consumer packaged goods) company. Operating as a Cooperative, Ocean Spray's shareholders are its farmer-owners. So, they both deliver cranberries to the Cooperative as patrons and also own the company as shareholders. As shareholders, Ocean Spray's farmer-owners elect the Board of Directors. The Board oversees the business and works with the company's senior leadership team.

As patrons of the Cooperative, our farmer-owners receive all the profits realized from the sale of their fruit delivered to the Cooperative. In turn, farmer-owners can invest in improvements to their farms, land, and the quality of their crops. This cycle of reinvestment enables the continued development of high-quality product from our farmer-owners and helps them keep their farms running for generations.



“Being a member of this Cooperative gives me a guaranteed home for my fruit. I focus on the farm, and Ocean Spray focuses on selling and marketing what I deliver.”

– John Moss (WI), 4th generation farmer-owner



“As a daughter of farmers, I deeply understand that our financial results have a real and lasting impact on our farmer-owners' livelihoods. Our purpose and commitment to them is what drew me to join this historic Cooperative, and it is what rallies the entire Ocean Spray team to work harder and smarter every day.”

– Kris Forney, Chief Financial Officer

With farmer-owners dedicated to farming traditions and in the cranberry itself—the Cooperative can continue to produce high-quality and wholesome products that support our farmer-owners' prosperity and benefit our consumers.

ECONOMIC IMPACT ANALYSIS

Ocean Spray has a large business presence in the U.S. with approximately 2000 employees, 10 manufacturing facilities, and millions of barrels of cranberry fruit produced by our farmer-owners yearly. In 2023, with the support of ComplEat Analytics, LLC, Ocean Spray conducted an economic impact analysis to better understand the Cooperative's contributions to the U.S. economy. The analysis reviewed Ocean Spray owned manufacturing facilities including the Massachusetts, New Jersey, Nevada, Oregon, Pennsylvania, Texas, Washington, and Wisconsin locations. Based on a high-level review of Ocean Spray data, the analysis estimated: “For every 1 job created by Ocean Spray farmer-owners and their further processing facilities in the U.S., a total of 2.67 jobs are supported in the overall U.S. economy.”*

*Based on data collected and analyzed by ComplEat Analytics.

\$2B+

in Net Sales for FY23

100%

of Ocean Spray net proceeds from our farmer-owners' fruit go to our farmer-owners who make up our Cooperative

2023 crop is 2nd largest on record at just over

8M Barrels

(up 6% YOY)

BUSINESS TRANSFORMATION INVESTMENT

Our journey to modernize Ocean Spray's Enterprise Resource Planning (ERP) and Product Lifecycle Management (PLM) systems has commenced with committed capital investments to automate data collection, analysis, and synchronization with various business functions such as finance, operations, supply chain management, research, and development. Automation of data flow and work processes will drive efficiencies across our supply chain, manufacturing, inventory management, asset utilization and service management to our customers as well as advance our sustainability initiatives to reduce waste and carbon emissions and improve real time visibility into our business.

ECONOMIC RESILIENCE

HOW WE'RE STRUCTURED

Our Board of Directors represents all growing regions with three-year terms. Strategic Advisors to the Board augment the Board with external perspective, knowledge, skills, and experience.

Ocean Spray's governance structure has some uncommon attributes for a typical CPG company. Our Board of Directors is made up of 15 directors—currently, 14 of whom are farmer-owners elected by our farmer-owners as shareholders plus our President and CEO. The make-up of the Board is intended to reflect the distinct regions of our Cooperative, but all directors represent the collective interests of all farmer-owners. They are highly engaged with multiple touchpoints throughout the year focused on annual and long-range strategies.

Our Board has four standing committees—Audit, Governance, Talent & Compensation, and Grower. In addition, the Board has established a Grower Council to advise the Grower Committee, made up of farmer-owners from each of the regions.

“I am a firm believer in the Cooperative model. I count my lucky stars that we can just focus on the farm and grow cranberries and not have to worry about marketing them. Ocean Spray is the best place for my fruit and my farm. I have always been an advocate for the Cooperative and always will be.”

– John Mason (MA), 2nd generation farmer-owner



HOW WE'RE STRUCTURED

15

Directors elected by our farmer-owners (as shareholders) on three-year terms representing all farmer-owners of the Cooperative.

3

Strategic Advisors retained by the Board of Directors to provide guidance to the Board based on their knowledge, skills, and experience.

Standing Board Committees (Audit, Governance, Talent & Compensation, and Grower) that focus on certain specialized areas of responsibility, facilitating efficient review of specific issues.

4

1

Grower Council made up of farmer-owners from each region to help advise the Board Grower Committee relating to grower-specific topics.

10

Senior Leaders (including the President and CEO) that oversee all operations of our business and report to the Board.

INTEGRITY ABOVE ALL

CODE OF CONDUCT

Ocean Spray's Code of Conduct represents our rules of the road. It establishes the behavior that each of us expects from ourselves, our team members, and our Cooperative as a whole. Grounded in our purpose and values, the Code ensures we act with Integrity Above All in every aspect of our work.

ENHANCING OUR POLICIES

Our Code is activated through our policies and procedures, which every Ocean Spray team member is required to learn and understand. It's how we hold each other accountable and ensure the well-being of this agricultural Cooperative is preserved long term.

In 2023, Ocean Spray embarked on a reinvigorated approach to revise and improve all company-wide policies and standard operating procedures. The goal of this revision process was to create consistency and equity among policies and enhance the use of clear language. Work began in 2023 to create standardized templates, and establish guidance on policy consolidation or creation. By the end of the revision process, more than 35 company-wide policies were enhanced or consolidated, starting with people-related policies (benefits, employment, philanthropy, etc.)

“Henderson’s Voluntary Protection Program (VPP) journey began in 2018, fostering a culture of ownership in safety processes and best practices. Safety is ingrained into our plant culture—we are collectively committed to removing potential risks before they become an injury. Today, with recertification of our VPP, it validates that team member safety is still our primary focus and enables Henderson to provide mentorship to the rest of the Cooperative.”

– John Fiumara, Plant Manager



At Ocean Spray's Corporate Offices, all new team members are required to complete the following trainings, with regular compliance refreshers on an annual basis to ensure compliance with our policies and procedures:

- ▶ Conflicts of Interest
- ▶ PII and You (Personally Identifiable Information)
- ▶ Anti-Corruption and Anti-Bribery
- ▶ Security Awareness (i.e., Phishing & Data Security)
- ▶ Code of Conduct - Playing by the Rules (Grower Mindset), Protecting Information (Sustainable Results), Doing the Right Thing (Integrity Above All) and Working Together (Inclusive Teamwork)
- ▶ Preventing Discrimination & Harassment

SAFETY ALWAYS

In our pursuit of sustainable growth and responsible business practices, ensuring the safety and well-being of our team members, consumers, and the environment is paramount. At Ocean Spray, safety is not just a priority; it's a core value embedded in our corporate culture. We believe that a safe and secure work environment is a foundation for sustainable business success. Ocean Spray champions and measures against five core principles that underpin our commitment to safety:

1. THE SAFETY OF EVERY TEAM MEMBER IS A PRIORITY. Over the past six years, Ocean Spray's OSHA Recordable Injury and DART (Days Away, Restricted or Transferred) Injury rates have been among the top quartile of our industry peers.

3. WE STRIVE TO MEET OR SURPASS ALL SAFETY REGULATORY REQUIREMENTS. We have a rigorous internal audit program, which has been augmented in the past five years by inviting State OSHA agencies into our plants/receiving stations through two of OSHA's national safety programs: SHARP (Safety & Health Achievement Recognition Program) and VPP (Voluntary Protection Program). At this time, 10 of our 18 facilities have achieved SHARP or VPP status, with the remaining actively engaged in the process. These programs encourage collaboration to establish and maintain a proactive safety and health management system. State honors that Ocean Spray received this past year that recognized our dedication to employee safety include:

- Chatsworth – Governors Safety Award (2023)
- Long Beach – Washington L&I SHARP Certification (2023)
- Lanco – Mutual Regional Safety Award (2023)

2. SEEK TO BE AMONG INDUSTRY BEST. A Root Cause Analysis is conducted following each Recordable Incident with an emphasis on both what the Cooperative could have done to prevent the injury, as well as the employee.

4. SAFETY CAN ONLY IMPROVE WITH TEAM MEMBER ENGAGEMENT. In the spirit of continuous improvement, Ocean Spray has a robust Behavioral Safety Observation (BSO) program. All team members proactively report physical or behavioral risks they observe, along with recommendations for addressing those risks. Ocean Spray's team members are financially rewarded for those reports and recommendations, as their engagement is critical to this program's success. Each year, the number of submitted BSO's is in the thousands, which really gives "eyes on" to the risks employees are exposed to.

5. BEST PRACTICES GUIDE OUR SAFETY PERFORMANCE. Our locations do not operate in a vacuum—we share learnings and best safety practices such as new technologies, program implementation, reward systems, policies, and more across facilities. Recent examples include adoption of the GemOne® shock alert software systems on all of our forklifts, as well as use of the Envoy® iPad check-in process, which includes mandatory viewing of a safety video prior to contractors/visitors entering our facilities.

INTEGRITY ABOVE ALL

SEDEX MEMBERSHIP

Our drive for a responsible supply chain starts with our own manufacturing facilities. To support certain operations and supply chain initiatives, we conduct Sedex Members Ethical Trade Audit (SMETA) 4-Pillar audits* at all Ocean Spray-owned manufacturing plants every three years to monitor compliance and proactively identify opportunities for continuous improvement. In fiscal year 2023, we successfully completed SMETA audits at our facilities in: Breinigsville, PA; Henderson, NV; Manseau, QC Canada. Corrective action plans and follow-up audits are required if any non-compliances are identified. We are pleased to report that the results of our 2023 audits revealed zero instances of non-compliances at the evaluated facilities.

Ocean Spray has been an active Sedex member since 2018. Our Sedex membership provides us with the tools to manage and improve working conditions, adhere to responsible sourcing practices, and manage risks in our global supply chain. SMETA is one of the most widely used social audit schemes in the world, providing a globally recognized way to assess responsible supply chain activities, including labor rights, health & safety, environment, and business ethics.

CYBERSECURITY

We are increasingly aware of the risks we face from our technical infrastructure and the need to keep our data, including that of our farmer-owners, our team members, and our customers, secure. We have an information security department, focused solely on protecting information and systems from unauthorized access, use, disclosure, disruption, modification, and/or destruction. But it is not their job alone—all team members are required to understand and follow Ocean Spray’s cybersecurity procedures, comply with regulatory and industry requirements, and follow best practices around reporting and responding to suspicious activity.

Ocean Spray’s security program is based on the National Institute of Standards and Technology (NIST) Framework for Improving Critical

Infrastructure and Cybersecurity, which includes policies and standards to keep information secure.

We also share our expertise to help strengthen the information security community at large. We have strong, active partnerships to share intelligence and cybersecurity risk across CPG and other business verticals. Ocean Spray values the importance of knowledge sharing to improve risk security across the CPG industry and will remain involved in the cybersecurity space in the future.

POLITICAL CONTRIBUTIONS

We believe it is important to engage with political candidates who support both our Cooperative’s and farmer-owners’ interests. Federal policies and programs directly affect our Cooperative, farmer-owners, and team members. Ocean Spray’s Political Action Committee (OSPAC) supports federal candidates who represent our farmer-owners or facilities, who reflect our values and hold constructive positions on important issues to our farmer-owners, our Cooperative, and the industry. OSPAC also contributes to federal candidates who sit on a wide range of committees with jurisdiction over issues affecting our Cooperative or farmer-owners.

MANAGING RISK

In 2020, Ocean Spray established a cross-functional and cross-company Enterprise Risk Management (ERM) program to be both proactive and protective, a best practice approach that ensures we stand ready to manage any possible risk.

Structurally, we have a Management Risk Committee and Charter (to guide the Management Risk Committee), with clearly identified risk owners who have responsibility for all risk mitigation planning activities. These plans, and related actions, are reviewed with the Management Risk Committee and reported to the Audit Committee and Board, so that all levels of our organization have line of sight to protect our Cooperative—and by extension our farmer-owners.

In FY23, we continued to mature our ERM program, moving closer to the intended steady-state design.



*The Sedex Members Ethical Trade Audit (SMETA) 4-Pillar audit protocol is composed of four modules: Labor Standards (including human rights and forced labor topics), Health and Safety, Environment, and Business Ethics.

LEARNING ON THE FARM



OUR FUTURE FARMER LEADERS

Because our farmer-owners are dedicated to the long-term growth and success of the Cooperative, our organization developed the Ocean Spray Grower Academy, which develops future farmer-owner leaders for the cranberry industry and our farmers' communities.

Any farmer-owner, family member or farm employee is welcome to join for the entire curriculum or participate in individual classes that interest them.

OCEAN SPRAY GROWER ACADEMY

The learning model has three components:

- ▶ **LEARNING FROM INSTRUCTION:** Formal learning to provide the foundation of basic knowledge necessary to build upon and practice.
- ▶ **LEARNING FROM OTHERS:** Coaches, mentors, feedback.
- ▶ **LEARNING FROM EXPERIENCE:** Developing from challenging assignments on/off the farm by being placed in situations where you learn and apply new skills.

Launched in 2020, the first Ocean Spray Grower Academy class officially completed their coursework in Spring 2022 with 60 participants and 26 graduates who completed the full program. From this class alone, we saw seven different regions represented, from first generation farmer-owners all the way to sixth generation.

Travis Hopcott, one of our OS Academy 2023 graduates was invited to attend an Ocean Spray leadership event in Boston and present on his farming operations.



“The benefits of being a member of the Cooperative really hit me when I presented to some of the top leaders at Ocean Spray. Seeing how invested our leaders are in helping farmer-owners and the surrounding community was huge.”

- Travis Hopcott (B.C. Canada), 2nd generation farmer-owner



18 GROWERS COMPLETED THE OCEAN SPRAY GROWER ACADEMY IN FY23.



LOOKING FORWARD

2023 marked the beginning of our sustainability journey with continuous improvement programs to support our sustainable farming practices, data collection for GHG emissions and investment in R&D to diversify our portfolio of product and packaging.



“Our focus in 2024 will be to build on this work with the same passion and commitment, always rooted in data and science.”

- Katy Galle, SVP Research, Development & Sustainability

PILLARS

PRIORITIES AHEAD

UNSDG ALIGNMENT

PLANET

- ▶ **SUSTAINABLY GROWN CONTINUOUS IMPROVEMENT:** Field our biennial Farm Survey and expand our sustainability resource library to empower farmer-owners with more learning tools, templates, and resources.
- ▶ **CARBON FOOTPRINT:** Scope 1 & 2 Data health, identify baseline scope 3 GHG emissions, and assess potential renewable energy procurement opportunities within our company-owned facilities.
- ▶ **KNOWLEDGE MAPPING:** Assess water use and waste types across our facilities to support future focus areas.



PRODUCT

- ▶ **RESEARCH:** Ongoing research investments in cranberry whole-body health, functional ingredients, and sweeteners to fuel the future.
- ▶ **PACKAGING:** Continued focus on diversifying our portfolio with investments towards lighter weight packages, enhanced packaging diversification to match consumer usage behavior, and greater engagements on sustainable design.
- ▶ **PORTFOLIO OF CHOICE:** New product offerings that delight and meet the nutritional needs of our consumers.



PEOPLE

- ▶ **EMPLOYEE VALUE PROPOSITION:** Investment in leadership development and technology-enabled training of manufacturing workforce.
- ▶ **GROWER COMMUNITY:** Continued partnership and engagement through Grower Academy, Grower Council, and Annual Growers Meeting.
- ▶ **COMMUNITY FUND:** Continue to engage with the communities where we operate.



PROSPERITY

- ▶ **STRATEGIC OVERSIGHT:** Tracking progress with ERM, reviews with Sustainability Oversight Committee and Board Governance Committee updates throughout the year.
- ▶ **SMART INVESTMENTS:** Enabling business transformation, processes, technology, and manufacturing to drive growth for our farmer-owners.
- ▶ **SUSTAINABILITY REPORTS:** Document our journey annually.





CLOSING THOUGHTS AND THANK YOU

Ocean Spray believes that our approach to sustainability reflects our values and purpose to **Connecting our Farms to Families for a Better Life.** We thank all of you, our readers, for coming on this journey with us!

WE'D LIKE TO ALSO ACKNOWLEDGE AND THANK ALL THAT HAVE MADE THIS POSSIBLE:

- ▶ **Our farmer-owners**, who are the heart of our Cooperative and deeply support our sustainability commitments and our Cooperative's sustainability journey.
- ▶ **Our Sustainability Oversight Committee**, who continually challenged us to think broadly in our strategy, always prioritizing what is best for our Cooperative, people, and planet.
- ▶ **Our external partners**, who provided integral guidance, insights, and support for this report, and across our sustainability work.
- ▶ **Our internal Ocean Spray subject matter experts**, who contributed their time and talent to provide detailed information and data.

Most importantly, thank you to our extended Sustainability Team, who spent countless hours documenting, connecting with key stakeholders, and verifying all of our metrics.

For more information, please reach out to sustainability@oceanspray.com



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