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Cooperative Sustainability Report



MESSAGE FROM THE CEO

As our agricultural Cooperative approaches the century mark, what remains a bedrock principle is balancing the needs of the present with the needs of the future. We will never settle for status quo.

Our purpose, Connecting Our Farms to Families for a Better Life, means unlocking opportunities to introduce new consumers to our products and brands. It means providing strong financial performance in both the short- and long- term for our farmer-owners and their families. It means delivering with intention on the value proposition we make to our people.

Ocean Spray's Cooperative Sustainability Strategy offers a holistic, common-sense approach grounded in four pillars: Planet, Product, People, and Prosperity. Each of these pillars reflect the efforts we will make, and the values that guide us.

We will continue to understand and track our greenhouse gas emissions and identify areas of opportunity. We will work to improve our packaging and products portfolio globally. We will maintain a safe and inclusive workplace for our team members. We will develop the

next generation of farmer-leaders within our Cooperative.

To be sustainable is to be prepared for any challenges and ensure the longevity of Ocean Spray for the roughly 700 family farmers-owners who are the past, present, and future of this Cooperative. Sustainable practices are an important component of our organizational health over the long-term. It is what our farmer-owners, consumers, partners, and team members expect of us.

Each year, we report on this strategy not just to shine a light on what has been achieved, but to hold ourselves accountable for continued improvement with a data-driven approach. I am proud of the strides we have made on our sustainability journey and look forward to keeping our stakeholders informed as we continue to move forward.

Sincerely,

TOM HAYES



PLANET
PRODUCT
PEOPLE
PROSPERITY



CONTENTS

ABOUT THIS REPORT

This 2024 Cooperative Sustainability Report covers insights, projects, and data captured throughout Ocean Spray's fiscal year 2024 (FY24), which spans from September 1, 2023 to August 31, 2024. This year we share our Cooperative's progress since the 2023 report and include insights from Ocean Spray's stakeholders.

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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. Ocean Spray's products can be found in grocery, convenience, drug, and club stores, as well as on various online retailer and food-service outlets. United by passion and purpose, Ocean Spray is committed to trailblazing the power of the mighty cranberry to feed happier lives for all.



MAKING OUR OWN WAY SINCE
1930
WADE IN



OUR PEOPLE DESERVE
BETTER **THEY DESERVE
CHOICE.** TO CHOOSE
CRANBERRY CAUSE OVER
CRANBERRY CONVENTION.
**BECAUSE THEY DON'T
CONFORM ANYWHERE ELSE.**

WE BELIEVE IN

WE HAVE GRIT.

Our values are the foundation of how our team members work together and treat one another, guiding us both as a Cooperative and citizen of this planet. Unique to who we are as an agricultural Cooperative, we strive to live these values every day.

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 PURPOSE:

Connecting our Farms to Families for a Better Life.

OUR COOPERATIVE & HERITAGE



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.

Today, our farmer-owners continue to place their trust in this Cooperative to put their cranberries into innovative products and ingredients that meet the evolving needs and preferences of consumers. Just as our farmer-owners dedicate time, energy, and care into cultivating their cranberries, Ocean Spray is committed to reflecting these efforts in our products.

Our farmer-owners grow and harvest cranberries throughout the United States, Canada, and Chile.

Many of our farmer-owners have passed cranberry farming down from one generation to the next, helping us connect farms to families for a better life. Over the decades, this family legacy has helped our shared commitment to making a portfolio of cranberry products that are high quality and that help support our farmer-owners and serve communities around the world.



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.



OUR GROWING REGIONS



HIGHLIGHTS OF OUR HISTORY

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 forms.

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

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.



1990s

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 **1965** 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.

1980s



1980 The Ocean Spray Ingredient Technology Group forms.

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.





- 2010** Ocean Spray celebrates its farmer-owners with the launch of the heritage campaign.
- 2012** 50% Reduced Sugar Craisins® Dried Cranberries launches.
- 2013** Ocean Spray acquires 1st international acquisition – Agricola 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*.

2010s



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 launches 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 and the Revl Fruits™ brand of products for the natural channel.
- 2024** Ocean Spray and Pernod Ricard teamed up to launch Absolut Vodka-Cranberry range of ready to drink beverages.

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

NATURE'S MOST BEAUTIFUL HARVEST



Cranberries grow on long-running vines in sandy bogs and marshes. In the 1800s, cranberry farming expanded on a larger scale. At first, farmers picked the berries by hand until the cranberry scoop was invented to facilitate picking. This innovation eventually evolved into mechanical pickers to speed up harvest on dry land, called dry harvesting. In the 1960s, this process was revolutionized with wet harvesting.

Cranberries are one of only three commercially cultivated fruits native to North America. There are more than 100 varieties of cranberries that grow in North America, and they vary in size, color, and shape. While some of these varieties are native to specific regions, other varieties come from breeding programs used to improve cranberry yield and quality in the regions they grow. In many cases, farmers grow several cranberry varieties to stagger their harvest season. In North America, cranberry harvest season typically spans from late August through November. In South America, harvest season typically runs from the end of February through May.



WET HARVESTING

Wet harvesting is more common in cranberry agriculture production. The process involves flooding the cranberry beds and using innovative machinery to gently knock the berries off the vine. 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. The berries are then lifted by a conveyor or pumped into a truck to take them to the receiving station for further cleaning and processing.



DRY HARVESTING

The dry harvest method is an older method of harvest and involves a mechanical rake that knocks the berries off the vine, which are then collected in a container and taken to a fresh fruit facility for cleaning and packing. Some Ocean Spray farmer-owners still use this technique today!



OUR TEAMS & LOCATIONS

Ocean Spray's teams are located around the globe. Our food plants are strategically located close to where the fruit is grown, while our beverage manufacturing facilities are located close to our customers and consumers. The Ocean Spray manufacturing network includes company-owned and operated fruit processing and bottling facilities in the United States (Massachusetts, Pennsylvania, Wisconsin, Texas, Nevada, and Washington), as well as, Manseau, Canada, and Lanco, Chile. Ocean Spray's 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



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
- ▶ Wisconsin Rapids, Wisconsin
- ▶ Langley, British Columbia, Canada
- ▶ Richmond, British Columbia, Canada
- ▶ Lanco, Chile

OUR GLOBAL CUSTOMERS

CANADA



www.oceanspray.ca

EUROPE



www.oceanspray.co.uk
www.oceanspray.fr

ASIA



Ocean Spray 我们的产品
chinacloudsites.cn

UNITED STATES



www.oceanspray.com

LATIN AMERICA



www.oceanspray.mx

INDIA, MIDDLE EAST, AND AFRICA



AUSTRALIA AND NEW ZEALAND



www.oceanspray.com.au

We sell our products in close to 100 countries, giving our global consumers access to our full variety of products, juices with bold flavors, snacking favorites, and traditional holiday staples. Our goal is to provide the best-quality products, while also offering an amazing assortment of delicious options. We are proud of our product portfolio, and know our loyal consumers love it too.

OUR IMPACT



2024 HIGHLIGHTS

PLANET

Ocean Spray focused on expanding supply chain data collection and assessing renewable energy opportunities.

The FY24 Farm Survey represents over **85%** of the Cooperative's FY23 total barrels¹

FY22 and FY23 baseline created for **6** scope 3 categories²

Renewable energy assessment completed for all owned facilities³

PRODUCT

Ocean Spray continues to focus on expanding our portfolio of choice, packaging optimization, and setting a standard for our supply chain.

Launched the Ocean Spray Supplier Code of Conduct

Initial data baseline established for all **U.S. packaging footprint**⁴

Invested into the platform expansion for Zero Sugar Juice⁵

PEOPLE

Ocean Spray delivered on its employee value proposition through team member training and development, and fostering a culture of feedback and continuous improvement.

81% of Ocean Spray team members believe in our values, a hallmark of strong culture⁶

73% of Ocean Spray team members would recommend Ocean Spray as a great place to work⁶

MPOWER-ing manufacturing team members with technical training launch

PROSPERITY

Ocean Spray continued to drive value for the Cooperative and our farmer-owner members.

100% of Ocean Spray's net proceeds from our farmer-owners' fruit goes to our farm-owners who make up the cooperative

Enterprise Productivity launched — driving cost savings and efficiencies across the Cooperative

Ocean Spray Academy welcomed **47** new participants in FY24

¹In FY23, farmer-owners delivered a total of 8.034 million barrels. Farmer-owners are given a reimbursement for completing the Farm Survey.

²Scope 3 categories include Purchased Goods and Services, Transportation and Distribution, Waste, and Employee Commuting and Business Travel, more information can be found on [page 26](#).

³More information for the assessment can be found on [page 25](#).

⁴Baseline includes packaging for products in North America.

⁵Contains stevia leaf extract, which has been further processed.

⁶June 2024 Engagement Survey Results, 85% Participation Rate, offered to all team members with at least 3 months of tenure.

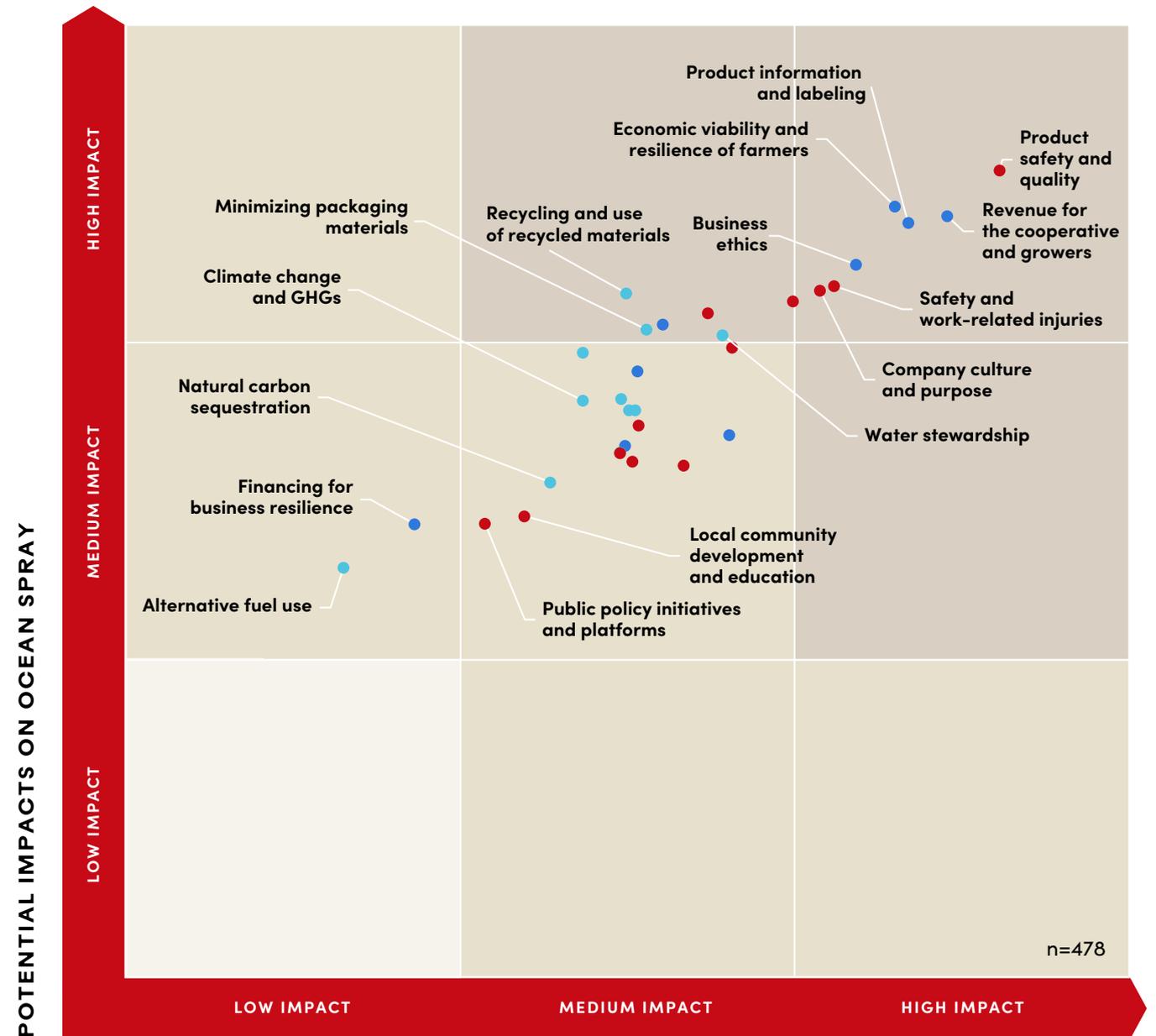
SUSTAINABILITY STRATEGY: MATERIAL TOPICS

Ocean Spray launched its sustainability journey in June 2021 after conducting a comprehensive materiality assessment to identify the sustainability-related topics most important to our internal and external stakeholders across three main areas: economic resilience, environmental stewardship, and social responsibility. This materiality assessment helped Ocean Spray identify the key interconnected material topics (see graphic), providing a foundation for our Cooperative’s sustainability strategy and program by linking the most relevant issues to our business and our stakeholders.

Based on the results from the assessment, Ocean Spray prioritizes the following topics:

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

These four topics are the most critical to ensuring the long-term resilience of our Cooperative and evolving our sustainability program, while aligning with the needs of our stakeholders.



POTENTIAL IMPACT OF OCEAN SPRAY ON SELECTED TOPICS

- Economic Resilience
- Environmental Stewardship
- Social Responsibility

OUR STRATEGY

These pillars help us structure our approach to sustainability efforts, helping us allocate resources in a thoughtful manner.

BUILDING THE NEXT WAVE



PLANET

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



PRODUCT

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



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.



PROSPERITY

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

SUSTAINABILITY GOVERNANCE

The teams informing our Cooperative’s sustainability strategy include the Board of Directors, the Advisors to the Board of Directors, Board Audit Committee, Senior Leadership Team, Sustainability Steering Committee, and Sustainability Team.

The Board of Directors is comprised of 15 Directors—14 of whom are farmer-owners and the other being our President and CEO. The farmer-owners on our Board of Directors come from each of our growing regions and serve three-year terms. Although the composition of the Board of Directors is intended to bring perspectives from the distinct regions of our Cooperative, all Directors represent the collective interests of all farmer-owners. They are highly engaged with quarterly meetings throughout the year, focusing on both annual and long-range strategies, including key sustainability initiatives that support the long-term goals of the Cooperative. The Board of Directors and Board Governance Committee are regularly updated on Ocean Spray’s business initiatives, including sustainability progress and challenges.

The Advisors to the Board of Directors are external professionals that complement the Board with various industry experience.

The Board Audit Committee provides direction and guidance on Enterprise Risk Management

topics, which may at times include elements of sustainability.

The Senior Leadership Team, led by our President and CEO, consists of ten Senior Leaders, including the General Counsel, Chief Human Resource Officer, VP of Grower Relations, and SVP of R&D and Sustainability. Our Senior Leadership Team meets with the Board of Directors on a quarterly basis to provide business updates, including sustainability performance.

The Sustainability Steering Committee consists of the CEO, General Counsel, Chief Human Resources Officer, VP of Grower Relations, and the SVP of R&D and Sustainability. The Sustainability Steering Committee is ultimately responsible for our Cooperative’s sustainability performance. Collectively, they provide guidance and enable the allocation of resources that will help us make sustainable strides across our Planet, Product, People, and Prosperity pillars.

The Sustainability Team, located within the Research & Development department, is responsible for recommending and implementing the sustainability strategy which is approved by the Sustainability Steering Committee and reviewed by the Board Governance Committee and the Board of Directors.

OUR SUSTAINABILITY STRATEGY TEAM



“Throughout our almost 100-year history, the heart, strength, and resilience of this cooperative has been our farmer-owners. To join Ocean Spray is to have a home for our beloved superfruit, a place where we can focus on the prosperity and health of our farms while the talented team members market, manufacture, and innovate our cranberries. It is a privilege to serve on our Board, represent our farmers’ interests, and ensure the continued growth of this historic brand and agricultural Cooperative.”

– ALISON GILMORE CARR
Board Member and Chair of the Governance Committee.

SUSTAINABILITY PARTNERS

Our sustainability partners are critical for the success of our strategy and initiatives.



“At 3Degrees, we are honored to have supported Ocean Spray in developing a renewable energy strategy that aligns with their sustainability efforts. Collaborations like this demonstrate the critical role of businesses in advancing the transition to a cleaner, greener future.”

– LAUREN TATSUNO
Director, Power Markets, 3Degrees

PLANET

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

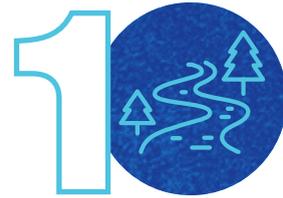


REGENERATIVE CRANBERRY AGRICULTURE

The cultivation of cranberry agriculture involves long-term planning, where decisions made today could have significant, lasting impacts on the farm. To maintain the continued viability of their cranberry farms, Ocean Spray’s farmer-owners apply several regenerative agricultural principles by considering both the environmental and economic sustainability of their farm’s ecosystem. Our farmer-owners achieve this by managing a range of risks, while working to ensure profitability, and mitigate environmental impact.

IN PRACTICE

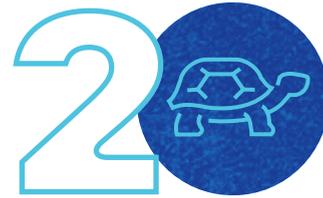
When applying regenerative agricultural principles, our farmer-owners focus on the following areas of impact:



1 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 farm-owners work to:

- ▶ Optimize water use on farm through the adoption of new technologies
- ▶ Minimize runoff of chemical inputs by using natural pest management practices and Integrated Pest Management (IPM)¹
- ▶ Renovate beds to promote efficient water movement



2 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. Our farmer-owners:

- ▶ Assess for the presence of invasive species and take measures to mitigate future introduction
- ▶ Target farming methods that minimize impact on beneficial insects and certifying these practices for fresh produce²



3 PRESERVE SOIL HEALTH

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. Our farmer-owners:

- ▶ Maintain a living root ecosystem year round
- ▶ Seek to continually build organic matter through specific cranberry agriculture practices
- ▶ Only renovate, when necessary, which helps minimize soil disturbance



4 FOCUS ON FARMER LIVELIHOODS

Regenerative agriculture is holistic and helps strengthen our farming communities. Ocean Spray’s network of trusted advisors assist our farmer-owners in all aspects of agriculture to promote social and economic prosperity. Our farmer-owners:

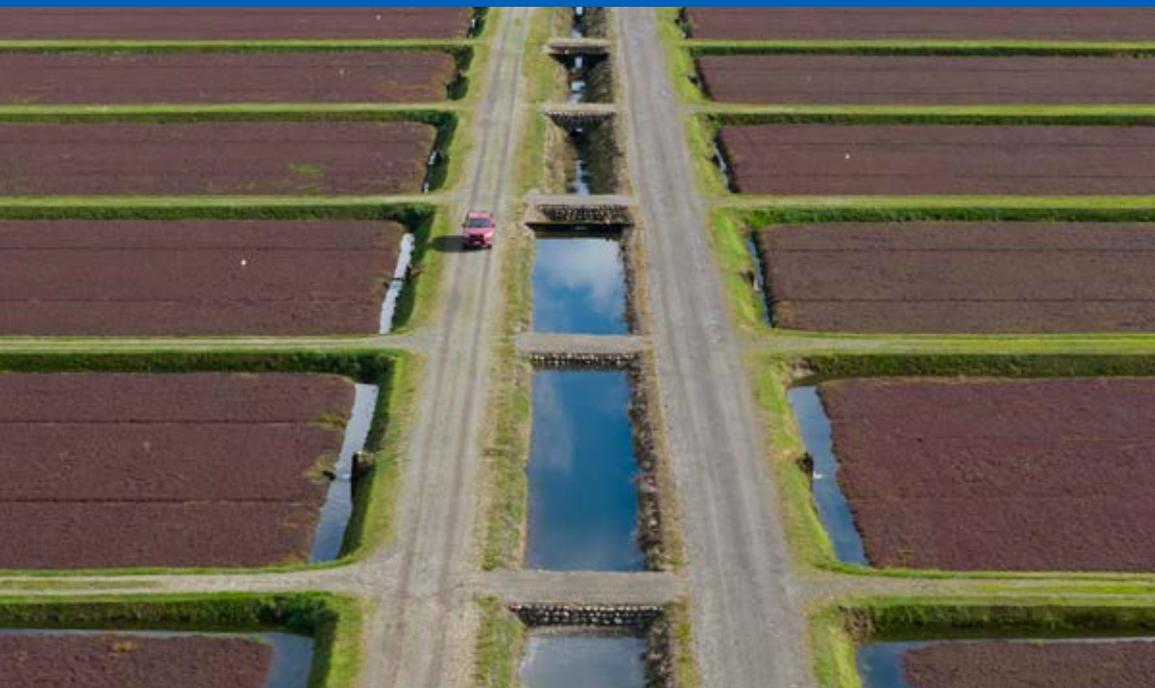
- ▶ Share resources within their communities and across regions around pest and nutrient management, root growth and development, and new potential cranberry varieties
- ▶ Use innovative technological solutions for hard-to-solve problems
- ▶ Have access to a large library of resources from the Cooperative Development Team

¹ Over 95% of the cooperative utilizes some form of IPM on farm based on results from the 2024 Farm Survey.

² Applies to Ocean Spray fresh fruit farmers.

TRACKING OUR PROGRESS

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 The second method is the Farm Sustainability Assessment (FSA), a third-party verification that occurs every three years.



FARM SURVEY

The Farm Survey includes a range of environmental, social, and economic questions developed internally to analyze on-farm trends, and to identify areas of strengths and opportunities for improvement. Since 2016, we’ve conducted the Farm Survey biennially to document the generational practices of our farmer-owners and share aggregated on-farm sustainability insights to respond to customer inquiries and assist with the Farm Sustainability Assessment (FSA) reverification. Ocean Spray’s Agricultural Scientists also use this data to inform our farmer-owners on potential methods for continuous improvement and sustainable practices.

This year we had a record participation in the FY24 Farm Survey, with about 65% of our farmer-owners responding, representing over 85% of the total barrels delivered to the Cooperative in 2023.

Based on farmer-owners who responded to the FY24 survey, our Cooperative demonstrated strengths in the areas of nutrient management, integrated pest management, and crop protection. Highlights include:

- ▶ About 91% of our reporting farmer-owners adjusted their fertilizer applications year to year to maximize vine uptake.²
- ▶ About 99% of our reporting farmer-owners used some form of integrated pest management (IPM) to better manage pests on the farm, and 83% of our farmer-owners rotated chemical products to protect crops and prevent resistance.²
- ▶ About 80% of our reporting farmer-owners manage invasive species, and 60% of our reporting farmer-owners promote pollinator habitats on their farms.²

The FY24 Farm Survey reflects strong participation and engagement, with many of the participating farmer-owners already implementing regenerative agriculture practices. Moving forward, we want to continue our collaborative efforts with farmer-owners to understand any challenges and explore effective solutions together.



FARM SUSTAINABILITY ASSESSMENT

Ocean Spray utilizes the Farm Sustainability Assessment (FSA), created by SAI Platform, to assess sustainable farm management practices because of its flexible approach and tailored insights for specialty crops such as our farmer-owners’ cranberries. Our Agricultural Scientists use these insights to provide focused farm support and resources for continuous improvement. In 2019, Ocean Spray became the first agricultural Cooperative to have its farmer-owners’ fruit verified as sustainably grown by the FSA. In 2022, our fruit was reverified as sustainably grown and in summer 2025, our Cooperative’s crop will once again undergo the FSA reverification process. The FSA will enhance our Cooperative’s efforts to improve sustainable management practices on our farms.³

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

² Of those farmer-owners who responded to the 2024 Farm Survey.

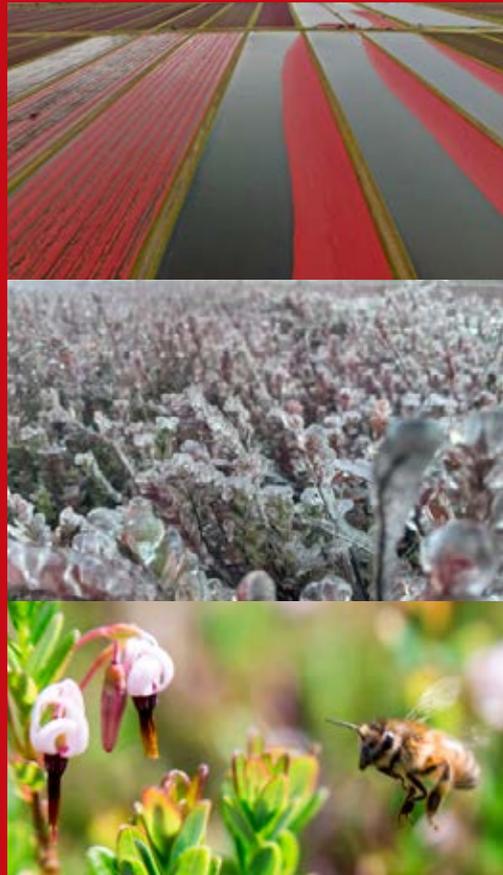
³ Based on a third-party audit of nine randomly chosen representative Ocean Spray cranberry farms.

<http://saiplatform.org/fsa/>

CLIMATE RISK & RESILIENCE

ON OUR FARMS

Not only does the agriculture sector contribute to global emissions, but it is also disproportionately harmed by climate impacts. Addressing the climate-related challenges of our farmer-owners requires an understanding of the climate risks to cranberry agriculture. These risks include:



IMPACTS OF CLIMATE CHANGE ON OUR FARM

FLOODING: Cranberry farmers in some regions have experienced an increase in intense rainfall events.

EXTREME TEMPERATURES: Heat extremes can cause heat stress and damage cranberry vines and flowers. Warmer winters make it more difficult to keep a layer of ice intact to insulate the cranberry plants. Rapid temperature swings in shoulder seasons like the spring and fall may also cause damage to the cranberry flowers, buds, and fruit.

PEST PRESSURE: Some pests, weeds, and diseases on cranberry farms thrive under warmer temperatures, wetter climates, and increased CO₂ levels. Our farmer-owners experience increases in the geographic distribution and survival rate of pests over the winter. These pest pressures can result in crop loss or vine damage. These elements could have a direct impact on the viability of our farmer-owners' operations. By recognizing these issues, we may better assist our farmer-owners in adjusting to changing climate conditions and maintaining the long-term viability of their farms.



BUILDING FARM RESILIENCE

For our farmer-owners, cranberry regenerative agriculture practices may play a pivotal role in promoting business viability, increasing resilience, fostering a sense of community, and helping to lessen the impacts of climate change for Ocean Spray's family farms. Ingenuity and collaboration have been at the forefront of our farmer-owner' cranberry regenerative agriculture practices. Ocean Spray's farmer-owners have been increasingly dedicated to preventative care approaches, such as cranberry breeding programs, to combat cranberry diseases and fruit rot as rapid temperature and moisture changes have intensified. These cranberry breeding programs often include climate resilience characteristics to deliver goals of high yield and fruit quality.

OUR CLIMATE APPROACH

Evaluating the complex risks of climate change requires awareness, and we are actively working to understand our emissions footprint. We believe that taking action on climate change is crucial for the future of our Cooperative, our customers, and the communities where we operate. Our climate strategy is integrated into our Cooperative’s long-term plan, with an aim to benefit the planet, our future operations, and our farmer-owners’ cranberry farms.

COLLECTING EMISSIONS DATA

Ocean Spray monitors and measures our emissions performance, engaging all levels of the business and capturing input and feedback from stakeholders.

Since FY20, Ocean Spray has conducted an annual greenhouse gas (GHG) emissions inventory of our scope 1 and 2 greenhouse gas emissions from data collected at our owned manufacturing facilities and receiving stations. In FY24, we began an internal discovery to develop an estimated baseline of key scope 3 value chain emissions. Our calculation methodology is in line with the GHG Protocol’s Operational Control Approach. Our emission strategies focus on the categories of GHG emissions that we believe are the most impactful and actionable for Ocean Spray.

GHG CALCULATION METHODOLOGY

SCOPE 1

Ocean Spray’s Scope 1 consist largely of direct emissions from fuel combustion at stationary and mobile sources under our operational control and direct release of CO₂, methane, and nitrous oxide from manufacturing processes.

SCOPE 2

Our Scope 2 emissions consist of indirect emissions from purchased and used electricity under our operational control. Ocean Spray primarily uses the location-based methodology for calculating our Scope 2 emissions.

SCOPE 3

Emissions from sources not under Ocean Spray’s direct operational control are recorded as Scope 3 emissions. In FY24, we began an initial internal discovery to develop an estimated baseline of certain of our Scope 3 emissions associated with key segments of our value chain.

OUR GHG EMISSIONS FOOTPRINT (in MTCO₂e)¹

Emissions Category	FY20	FY21	FY22	FY23	FY24
Scope 1 total emissions	84,034	82,891	87,886	85,841	75,942
Scope 2, location-based	72,308	69,763	65,959	57,438	58,778
Scope 2, market-based	70,739	69,807	66,147	58,268	59,128
Total (S1 + S2 location-based)	156,342	152,654	153,845	143,279	134,720
Total (S1 + S2 market-based)	154,772	152,698	154,033	144,109	135,070

¹Data 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. Data has not been 3rd party audited.

OUR CLIMATE APPROACH

ASSESSING OUR CLIMATE DATA

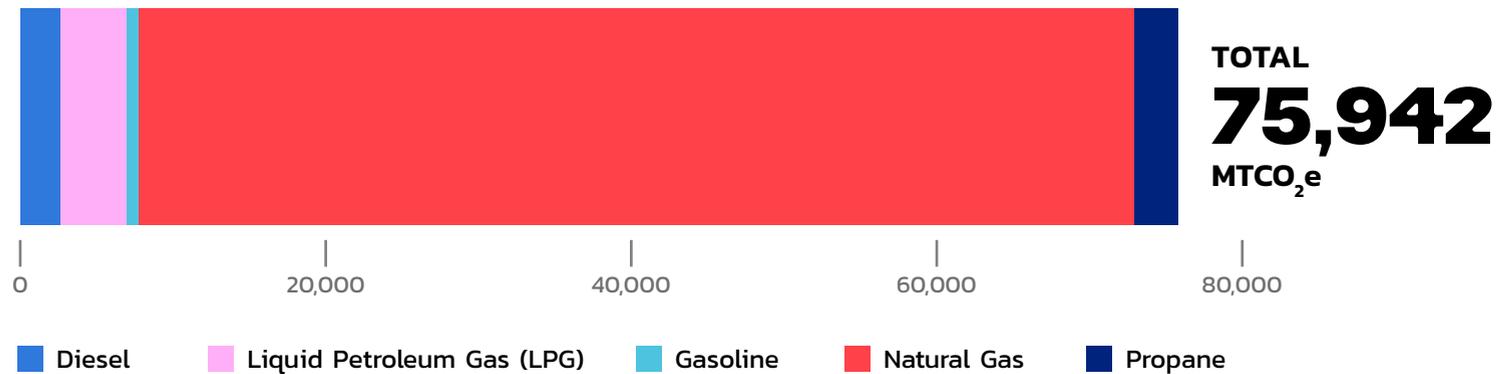
EMISSION MANAGEMENT IN OUR OWN OPERATIONS

Our owned manufacturing plants and receiving stations present unique opportunities for us to create positive impacts on the environment, people, and communities where we operate. Our manufacturing operations teams are dedicated to driving efficiency and supporting our pillars.

SCOPE 1 EMISSIONS

To improve fuel use efficiency, we employ simple measures like installing HVAC occupancy sensors and improving the efficiency of our heating and cooling production processes, as well as more robust approaches that redefine manufacturing processes, like the FY24 capital upgrades to beverage production at our Kenosha, Wisconsin manufacturing facility.

FY24 SCOPE 1 EMISSIONS BY SOURCE (in MTCO₂e)²



²Fuels with lower than 70 MTCO₂e have been omitted from this graphic.

ENHANCING EFFICIENCY THROUGH CAPITAL INVESTMENT: KENOSHA BEVERAGE LINE UPGRADE

In our ongoing commitment to continuous improvement and operational efficiency, Ocean Spray made significant capital investments in beverage manufacturing at our Kenosha, WI manufacturing plant.

The manufacturing line improvement features installation of state-of-the-art equipment, including a new filler, bottle-rinser, and capper. These advanced technologies are expected to better optimize our production processes, reduce waste, and lower energy consumption.

As we assess equipment replacements or upgrades at other facilities, energy efficiency and emissions reductions will remain key considerations in our capital planning and decision-making process. We believe that our investments today will pave the way for a more sustainable and efficient future.

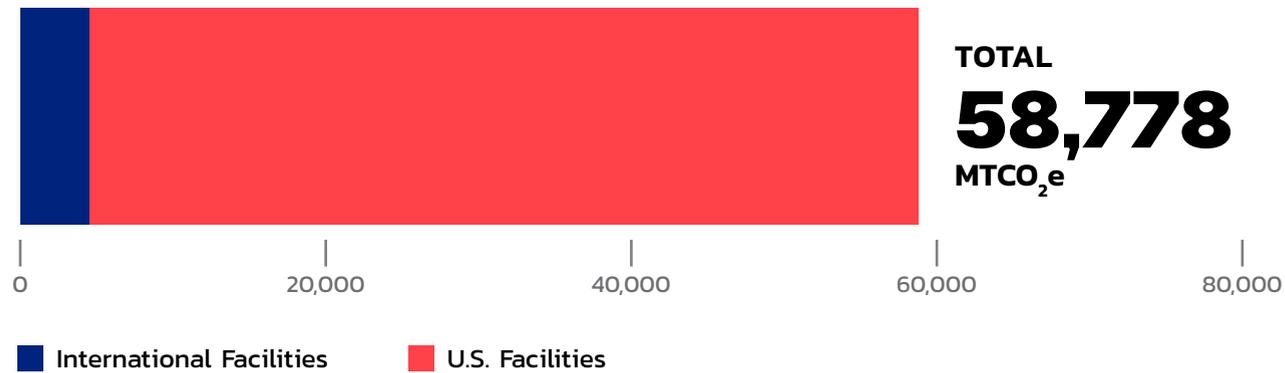


OUR CLIMATE APPROACH

SCOPE 2 EMISSIONS

Ocean Spray currently sources most of our electricity for our owned manufacturing facilities and headquarters in the U.S. from the local grid. Considering our electricity use and scope 2 emissions, we have employed measures like switching to LED bulbs, installing lighting occupancy sensors, and creating a culture of efficiency through initiatives like energy efficiency training.

FY24 SCOPE 2 (LOCATION-BASED) BY GEOGRAPHY (in MTCO₂e)



PARTNERING FOR A RENEWABLE FUTURE: 3DEGREES X OCEAN SPRAY

In partnership with renewable energy and decarbonization expert 3Degrees, Ocean Spray completed a preliminary, internal renewable energy assessment for all our owned facilities.

Our partnership with 3Degrees provided insight into potential renewable energy options for each manufacturing facility tailored to our Cooperatives' unique needs.

The steps taken in this assessment included evaluating current energy use, determining potential renewable energy sources, understanding the feasibility of these options, and identifying the most effective solutions.



OUR CLIMATE APPROACH

UNDERSTANDING EMISSIONS IN OUR VALUE CHAIN

SCOPE 3 EMISSIONS

Building on our scope 1 and 2 emissions groundwork, in FY24 we began an internal discovery to develop an estimated baseline of our scope 3 value chain emissions.

Despite the complexities of collecting scope 3 emissions from our network of approximately 5,000 suppliers, we consider scope 3 emissions as part of our overall climate strategy. The scope 3 data we collected for our baseline is predominantly emissions factor and spend-based.

Our initial internal baseline estimate focused on greenhouse gas (GHG) emissions in our value chain upstream of our direct operations, in agriculture, co-manufacturing, packaging, and transportation, and leverages primary activity-based data reports pulled from functions across the organization. The majority of cradle-to-gate emission factors used to calculate our scope 3 footprint are sourced from the U.K. Department for Environment, Food and Rural Affairs (DEFRA), the U.K. Department of Energy and Climate Change (DECC), the U.S. Environmental Protection Agency (EPA), World Resources Institute (WRI), and The Greenhouse Gas Protocol Initiative.

We will spend the next few years improving our understanding of our scope 3 GHG emissions baseline, including exploring options to leverage custom and/or supplier-specific emission factors within our scope 3 inventory. These emission factors may also help address gaps in publicly available databases.

BASELINE SCOPE 3 EMISSIONS ACROSS OUR VALUE CHAIN*



PURCHASED GOODS AND SERVICES

Key drivers:

- ▶ Co-manufacturing
- ▶ Agriculture
- ▶ Packaging



TRANSPORTATION AND DISTRIBUTION

Key drivers:

- ▶ U.S. freight
- ▶ International ocean freight



WASTE

Key drivers:

- ▶ Organic waste
- ▶ Waste to landfill



EMPLOYEE COMMUTING AND BUSINESS TRAVEL

Key drivers:

- ▶ Air travel (flights)
- ▶ Single-occupancy vehicle use

*Percentages next to each category represents the portion of Ocean Spray's calculated FY23 value chain GHG emissions footprint.

OCEAN SPRAY WINS 2024 U.S. TRANSPORTATION AWARD

In FY24, Ocean Spray received SmartWay's Partnership Award from the Environmental Protection Agency (EPA) for our domestic transportation initiatives. This award recognizes top-performing, environmentally responsible SmartWay Partners who move more goods, more miles, with lower emissions and less energy. Receiving this award highlights Ocean Spray's efforts to achieve superior freight performance, conserve fuel, minimize greenhouse gas emissions, and contribute to cleaner air in communities we operate. We are honored to be among the select few recognized for this achievement.



WATER

ON THE FARM

Water management is vital to our farmer-owners. Together with regenerative cranberry agricultural practices, strategic water management assists farmer-owners in increasing the resilience of their farms to mitigate climate related risks.

Contrary to popular belief, cranberries do not grow in water. However, freshwater quantity and quality are crucial to cranberry cultivation. Cranberry beds are flooded to facilitate harvest and protect the beds with insulating ice during the winter. As freshwater is a finite resource, farmer-owners solve water resource issues by recycling and reusing water from farm to farm and farmer to farmer. Additionally, cranberry farms have the capacity to store water in the event of a flood. As a result, our farmers can help build community resilience by allowing excess rainwater into their bogs during high precipitation events.

Water quality is equally critical to cranberry agriculture and the health of the surrounding environment and communities. Our farmer-owners are sure to optimize nutrients added to the vines to ensure it matches the uptake of the vines without impeding fruit development and water quality.

Many Ocean Spray farmer-owners have also implemented technologies on the farm to manage water, such as bed temperature monitoring, moisture probes, and auto-irrigation systems. These technologies alert farmers when cranberry beds need water or if frost is about to occur, which can be detrimental to cranberries during the growing season. Tensiometers are used to measure soil tension and ensure that irrigation occurs only when the soil and plants require it. These new technological advances give farmers an added layer of security while also helping to limit water consumption on the farms.



WATER

AT OUR PLANTS

Water is not only a key ingredient in many of Ocean Spray’s products, but it is also used extensively through the end-to-end production process in processing, cleaning, and sanitation.

Our plants have taken innovative measures to manage water usage more efficiently 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
- ▶ Providing training for team members
- ▶ Prioritizing repairs and maintenance to eliminate leaks
- ▶ Securing water systems when equipment is not in service

Although each facility implements different processes based on their functions, they are collectively advancing our water stewardship practices.

In FY24, Ocean Spray conducted an internal, preliminary water management assessment at our owned manufacturing plants. Our sustainability and environmental health and safety teams continue to collaborate on developing an action plan to further identify and assess risks related to our water footprint.

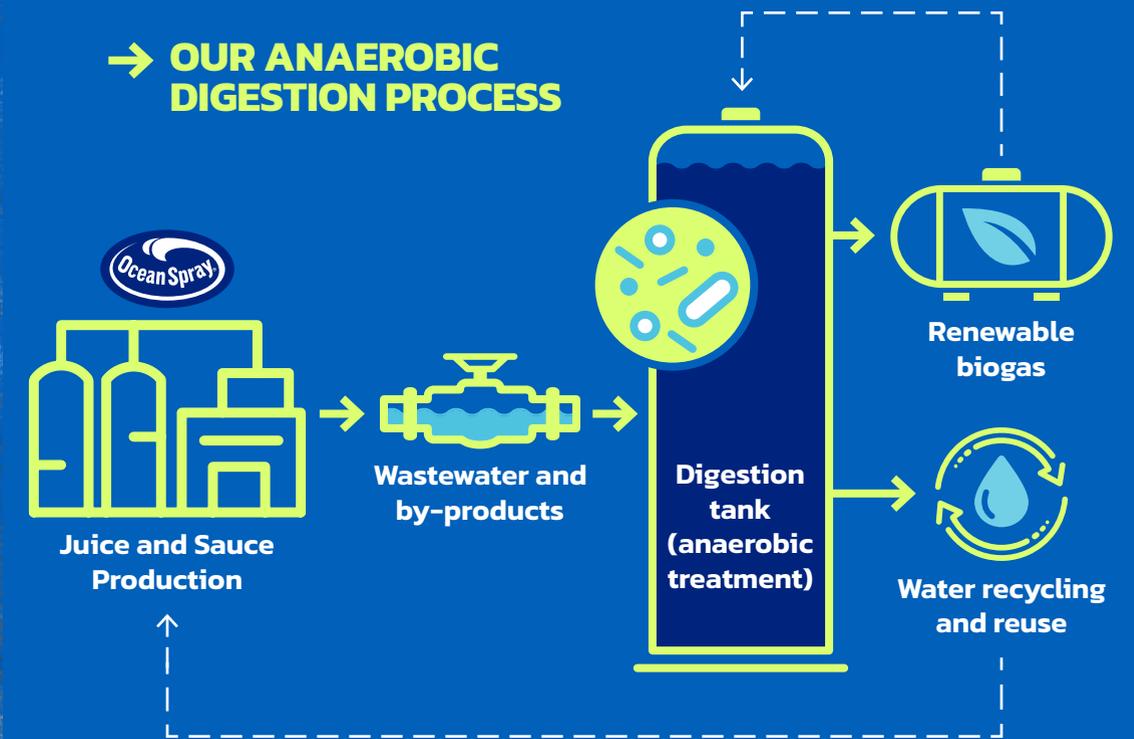


ON THE HORIZON: FROM WASTEWATER TO RENEWABLE ENERGY

Anaerobic digestion at our Kenosha, WI beverage plant

In FY24, Ocean Spray secured funding to install an innovative wastewater solution at our Kenosha, WI beverage manufacturing plant. The anaerobic digester will process wastewater from the production of cranberry juice and sauce, converting wastewater containing organic waste into renewable biogas that will be used by for steam generation.

→ OUR ANAEROBIC DIGESTION PROCESS



WASTE PRACTICES & MANAGEMENT

We are committed to understanding our waste footprint and strive to minimize waste across our manufacturing processes, in balance with the best interests and resilience of our cooperative. We continue to explore opportunities for source reduction, recycling, and composting across our manufacturing processes and facilities.

These facilities handle a variety of waste streams, including plastic, metals, organic waste, wood, electronic waste, office paper, and cardboard. We have implemented robust waste management practices across these facilities to divert waste streams from landfills. Our efforts include avoiding manufacturing waste with improved processes and up front quality controls and enhancing recycling program. Incorporating organic material into soil and composting, standard practices in agriculture, are also leveraged in waste practices. Additionally, we are investing in research to identify innovative ways to upcycle a variety of materials for new value.

Looking ahead, we will continue to refine our waste management strategies and explore new opportunities to further track waste.

CRATE REUSE AT RECEIVING STATIONS

For about three months a year, Ocean Spray's receiving stations are actively taking in the annual cranberry harvest. Once received, the cranberries are put into wooden crates for transport to facilities for manufacturing or storage. These crates are re-used annually, with over 600,000 crates in circulation. Damaged crates are sent to receiving stations for repair, ensuring the Cooperative has a steady stream of available crates, while avoiding the unnecessary disposal of crates that have years of useful life remaining. Our receiving stations take care to repair, as needed, and keep crates in circulation for as long as we can, which could be anywhere from a few years to a few decades.



PRODUCT

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



THE POWERFUL CRANBERRY

Cranberries are known as one of Mother Nature’s superfruits. Cranberries are not only delicious — but they are also packed with powerful nutrients and certain well-documented health benefits, that can make cranberries a good addition to a balanced diet and healthy lifestyle.

Research suggests there are multiple, powerful elements found within cranberries that are linked to a variety of health benefits. Besides helping consumers meet their recommended daily fruit intake, cranberries and certain cranberry beverage and food products may also help support urinary tract, gut, oral, and heart health.



Prebiotics and probiotics support the immune and digestive systems and are essential for a balanced gut microbiome. Cranberries are naturally low in sugar and rich in polyphenol antioxidants. Some cranberries and cranberry products may 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).



PREBIOTIC IN POMACE

Cranberry pomace, a byproduct of cranberry juice production, has been found to contain valuable bioactive compounds with potentially significant health benefits. Recent studies have focused on the richness of pomace in cell wall materials such as oligosaccharides. These bioactive components, derived from pectinase-treated cranberry pomace, include complex structures such as xyloglucan and pectic oligosaccharides.¹ Cranberry oligosaccharides have been shown to have anti-adhesion activity against pathogenic bacteria associated with UTI.¹ These structures also seem to exhibit a potential in promoting the growth of beneficial gut bacteria and producing short-chain fatty acids, which are crucial for gut health.²

¹Hotchkiss AT, Jr., Nuñez A, Strahan GD, Chau HK, White AK, Marais JP, et al. Cranberry Xyloglucan Structure and Inhibition of Escherichia coli Adhesion to Epithelial Cells. J Agric Food Chem. 2015;63:5622-33.

²Hotchkiss AT, Renye JA, White AK, Nunez A, Guron GKP, Chau H, et al. Cranberry Arabino-Xyloglucan and Pectic Oligosaccharides Induce Lactobacillus Growth and Short-Chain Fatty Acid Production. Microorganisms2022.

A VERSATILE BERRY

We transform the cranberries we receive into a variety of delicious ingredients and products for consumers to enjoy.



FRESH FRUIT

Once these fresh, nutrient dense cranberries are harvested, the berries are screened, cleaned, and packaged at the farm, at an OSC manufacturing facility, or a contracted partner. Once packaged, they are ready to be shipped to distribution.

FROZEN FRUIT

Most of the fruit received from harvest is sent to a freezer to help supply an all year-round production of products and ingredients.

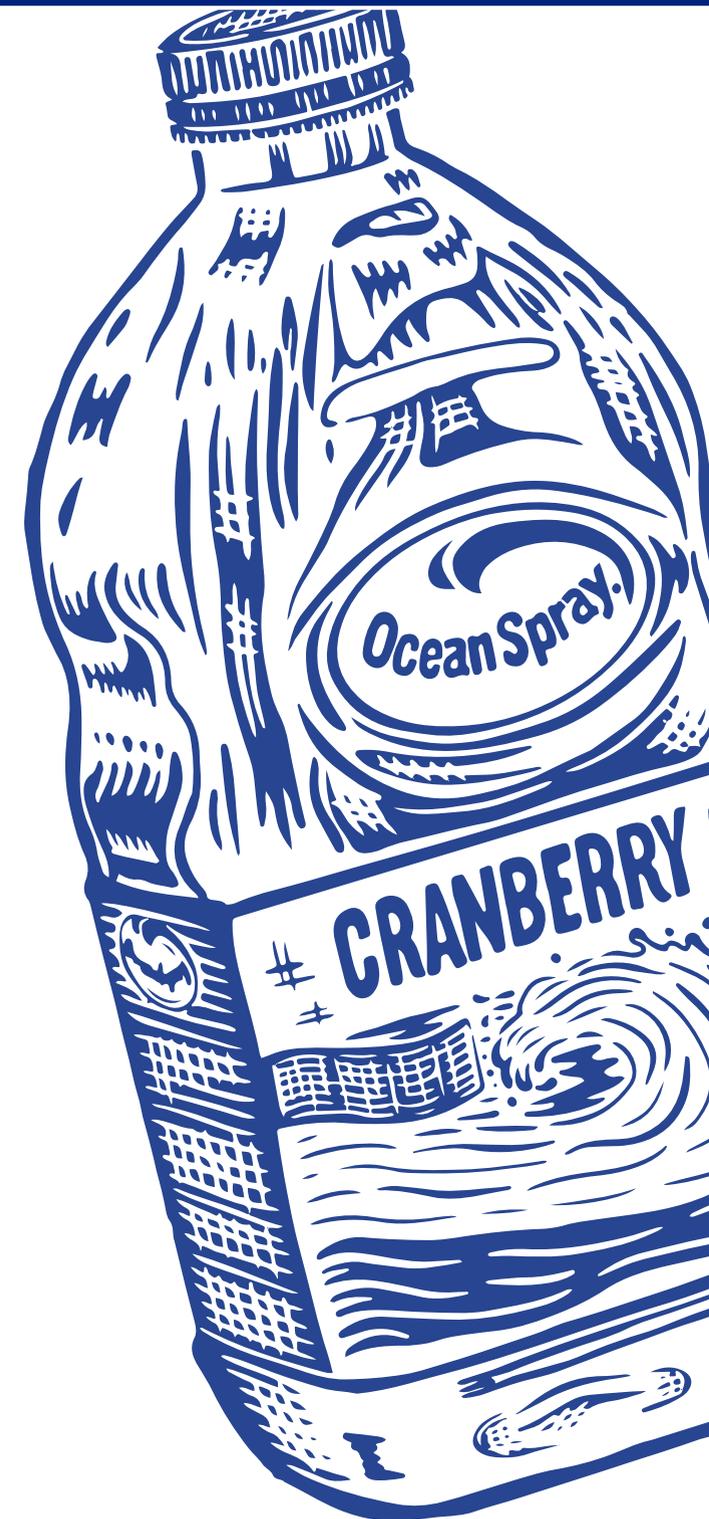
JUICE

Frozen fruit is either carefully pressed or extracted into a nutrient dense juice at our

processing plants. Approximately 75 percent of the water that is removed from the juice during a concentration process is reclaimed through reverse osmosis and evaporation technologies. Some of the reclaimed water is re-used in our plant operations for fruit washing, extraction, and sanitation of equipment.

SOFT & SMALL FRUIT

Most of the soft & small fruit is sent to the juice concentrator and used in beverages or sold as an ingredient. Some of the remaining berries are sent for composting, and we are researching potential ways to further transform our by-products.



UPCYCLED COMPONENTS FROM CRANBERRY JUICE PROCESS:

Our manufacturing processes enable us to upcycle many components of the fruit to create value for our farmer-owners.

HULLS	Cranberry hulls, which have polyphenols, are used to create our delicious Craisins® Dried Cranberries and a variety of sweetened dried cranberry ingredients and products like dried fruit mixes and enrobed sweetened cranberries.
PRESSCAKE	Cranberry Presscake which is high in pectin and polyphenols are used to make our flagship Cranberry Sauce to help provide a jellied consistency.
SEEDS	Cranberry Seeds are rich in protein and contain Omega 3 & 6 fatty acids. These cranberry seeds are captured, dried, and sold as an ingredient.
POMACE	Cranberry Pomace contains triterpenoids and polyphenols. Currently, the majority of cranberry pomace is composted, and we are actively researching ways to draw out the benefits of pomace and further process it for a variety of consumer products.

INGREDIENTS

Ocean Spray's success in bringing cranberries to food and beverage 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 offer 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 closely 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.

A SNACKING SUCCESS

Our trailblazing Culinary Team continues to push the boundaries of culinary innovation by continuously exploring and demonstrating novel and unexpected ways to incorporate the cranberry into a variety of dishes, including snacks. By bringing culinary innovation to cranberries, the Culinary Team is not only meeting consumer preferences but is helping cranberries become a star ingredient in the new wave of snacks, thereby spreading cranberry goodness far and wide.



APPLICATIONS



Baking



Dairy



Chocolate & Confection



Appetizers & Dishes



Cereal



Snacking



Smoothies & Beverages



Salad

Visit oceanspray.com/ingredients for more information.

NEW PRODUCTS

We want our product portfolio to match the diverse needs of our consumers whether they are looking for a refreshingly bold flavor, a portable snack, or a staple for their holiday table. With consumer insights, we are continuously pioneering and testing new products to enhance our portfolio of choice. While we launched numerous products in FY24, our beverage innovations have really made a splash!



REVL FRUITS™

In FY24, Ocean Spray proudly introduced the Revl Fruits™ brand. A premium juice brand developed with the principles of sustainability and wellness in mind. Packaged in Tetra Pak® cartons made from over 70% paperboard and bio-based plastic caps,¹ Revl Fruits™ juices reflect our mad respect for Mama Earth. Each 32 oz. carton contains 100% juice with a splash of coconut water, offering 25% less sugar than leading competitors,² and is free from GMOs and added sugars.³

Revl Fruits™ juices cater to the growing demand to spotlight recognizable ingredients without compromising on taste, joy, and value. Named People Magazine’s “Best Juice of 2024”, in March 2025 Revl Fruits™ released their first new flavor Paradise Guava, a delicious 100% juice blend of apple, strawberry, and guava, available at Kroger, Target, and Whole Foods Market.

¹More 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.

²Revl 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).

ZERO SUGAR

In FY24, Ocean Spray proudly introduced its first zero sugar juice drink, Ocean Spray® Zero Sugar Juice Drink, to the shelf-stable aisle. Available in two flavors—our iconic Cranberry and the new Mixed Berry—this innovative product contains zero grams of sugar and no artificial sweeteners, appealing to sugar conscious consumers while delivering bold, refreshing flavors. Sweetened with Stevia Leaf Extract, Ocean Spray® Zero Sugar Juice Drinks are made with real fruit juice, aligning with our commitment to providing more sugar-conscious options as consumer preferences continue to shift.⁴

We are looking forward to expanding our Zero Sugar line in FY25 with new flavors and sizes!

³Not a low calorie food — see Nutrition Facts for sugar and calorie content.

⁴Contains stevia leaf extract, which has been further processed.

INNOVATION THROUGH UPCYCLING

Ocean Spray's Research, Development, and Sustainability Team is constantly exploring innovative ways to create the next wave of products by finding new uses for every part of the cranberry. In 2024, we expanded our partnership with Brightseed, a bioactives company, to uncover and validate potential novel health benefits of bioactive compounds found in various cranberry varieties using AI technology.

Cranberries have long been celebrated for their rich polyphenol content and high antioxidant activity. Through our collaboration with Brightseed, we're uncovering bioactive compounds in cranberries and finding creative ways to upcycle what was once considered waste into valuable ingredients.

Since 2021, our collaboration with Brightseed has been instrumental in decoding the potential of cranberries. As we continue to profile and validate these bioactive compounds, we remain committed to our mission of strengthening the support for health and wellness through the power of the mighty cranberry.



AI-DRIVEN UPCYCLING DISCOVERIES IN CRANBERRY HEALTH

The collective work between Ocean Spray and Brightseed is to uncover hidden health benefits of cranberries. As part of the collective research between Ocean Spray and Brightseed, we analyzed six cranberry samples of different varieties and growing regions to predict compounds and their associations with human health. The AI model predicted four times more phytonutrients related to new areas of human health potential that Ocean Spray and Brightseed will investigate further through pre-clinical and clinical validation.



“Working with Brightseed’s AI-powered platform helped us highlight unique compounds within cranberries and research additional insights linked to potential health benefits, shedding more light on the power that superfruits like cranberries can hold.”

– Lindsey Christman
Ph.D, Sr. Scientist, Emerging Science & Technology

OCEAN SPRAY SUPPLY CHAIN

1 CRANBERRIES

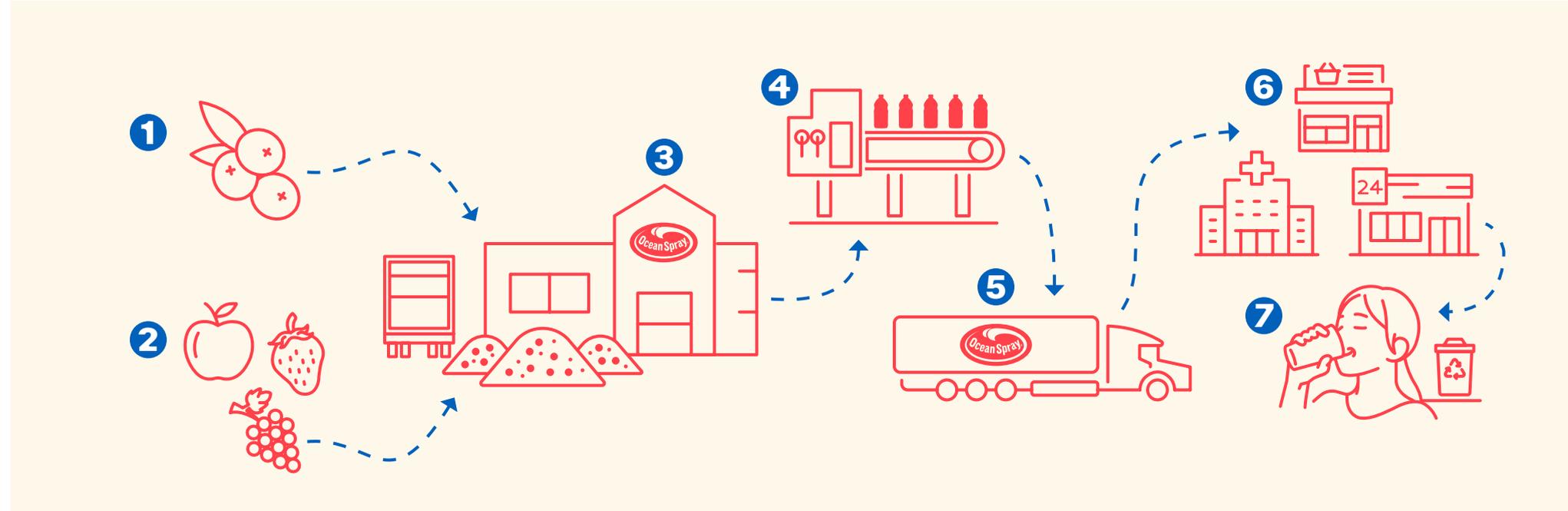
Ocean Spray's farmer-owners plant, maintain, and grow the cranberries! Once the cranberries are ready to harvest, the farmer-owners, along with their team, collect the berries and load them into a truck for transport to one of Ocean Spray's receiving stations. For some of our fresh fruit, the berries are packaged right at the farm and then sent to distribution centers.

2 OTHER PRIORITY INGREDIENTS

Our Procurement Team works diligently to source all other ingredients that go into our products. At Ocean Spray, Our Purpose is simple: to connect our farms to families for a better life. This commitment extends to creating the highest quality products in balance with our impact on people and planet. To uphold these principles, we ask our suppliers to join us in this mission. Implemented in FY24, our Supplier Code of Conduct provides a framework for this shared responsibility. We ask our suppliers to align with our values, making reasonable efforts to ensure they and their sub-contractors follow [Ocean Spray's Supplier Code of Conduct](#).

3 RECEIVING

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



4 MANUFACTURING

Ocean Spray has 10 food and beverage manufacturing facilities where the berries are processed to become fresh fruit, juice concentrate, juice puree, juice beverages, presscake, cranberry sauce, cranberry seeds, and a variety of sweetened dried cranberries. We also work with contract manufacturing partners to efficiently manage production and meet consumer demand.

5 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.

6 MARKETPLACE

Our products are sold in close to 100 countries worldwide, and available across a wide range of channels, including grocery stores, club stores, convenience stores, hospitals, and more.

7 CONSUMPTION

Once our consumers purchase and enjoy our products, about 85% of our products contain the How2Recycle® label, which helps to inform consumers how to properly dispose of the packaging.

CRANBERRY HEALTH CLAIMS

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.

Before approving the qualified health claim, the FDA reviewed extensive scientific research conducted over the past 25 years on studying the relationship between cranberries and recurrent UTIs.

This qualified health claim applies to cranberry juice beverages containing at least 27% cranberry juice and cranberry dietary supplements containing at least 500 mg of cranberry fruit powder (100% fruit). As a result, Ocean Spray is able to offer certain products to consumers that meet these criteria.¹

¹Products include: The Original Cranberry Juice Cocktail, Light 50 Cranberry, Pure Cranberry, and Cranberry +Health™ Juice Drink.

²Cranberry products that meet or exceed a “Cranberry Fruit Equivalency” of 50 whole fresh cranberries have been established as contributing to the maintenance and support of urinary tract health by reducing bacterial adhesion.

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. 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.

***References:**

- Tang M, Quanstrom K, Jin C, Suskind AM. Recurrent Urinary Tract Infections are Associated With Frailty in Older Adults. *Urology*. 2019;123:24–27. doi: 10.1016/j.urol.2018.09.025
- Foxman B. Urinary tract infection syndromes. Occurrence, recurrence, bacteriology, risk factors, and disease burden. *Infect Dis Clin North Am*. 2014;28(1):1-13. doi:10.1016/j.idc.2013.09.003
- Foxman B. The epidemiology of urinary tract infection. *Nat Rev Urol*. 2010;7(12):653–660. doi: 10.1038/nrurol.2010.190
- Meena et al. Non-antibiotic interventions for prevention of urinary tract infections in children: a systematic review and meta-analysis of randomized controlled trials. *European Journal of Pediatrics*. 2021 Dec;180(12):3535–3545. doi: 10.1007/s00431-021-04091-2

INTERNATIONAL HEALTH CLAIMS

Cranberry and urinary tract health has been well recognized and backed up by science with health claims also in use in ANZ and India markets.

AUSTRALIA/NEW ZEALAND

In 2018, Ocean Spray Cranberries obtained approval to make claim on certain cranberry products in the Australia/New Zealand market. Ocean Spray® 100% Pure Cranberry Juice is one example of a product carrying this health claim that is currently available in the ANZ market.²

INDIA HEALTH CLAIMS

In 2019, after years of cranberry research completed by Ocean Spray’s Emerging Science Team and the Cochrane Review, the Food Safety and Standards Authority of India recognized that ‘cranberry may help maintain urinary tract health.’

- Maki et al. Consumption of a cranberry juice beverage lowered the number of clinical urinary tract infection episodes in women with a recent history of urinary tract infection. *The American Journal of Clinical Nutrition* 2016 Jun;103(6):1434–42
- Cranberries for preventing Urinary tract infections. *Cochrane Database of Systematic Reviews* 2023, Issue 4. Ar. No:CD001321 doi: 10.1002/14561858.pub6
- Disease burden and long-term trends of urinary tract infections: A worldwide report. Xiaorong Yang, Hui Chen, Yue Zhen, Sifeng Qu, Hao Wang and Fan Yi; published online 2022 Jul 27. *Frontiers in Public Health*. doi: 10.3389/fpubh.2022.88205
- 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.

ZERO ADDED SUGAR DRIED CRANBERRIES — KETOGENIC CERTIFIED

Cranberries are a very tart fruit – they are naturally low in sugar and high in acids. Dried cranberries offer a favorite way to eat cranberries as snacks or ingredients.

Zero Added Sugar¹ Dried Cranberries provide 25% daily recommended fruit needs² as well as an excellent source of fiber with only 70 calories per serving. After human testing³ and nutrition review, Ocean Spray’s Zero Added Sugar¹ Dried Cranberries has officially received keto certification granted by Ketogenic Certified!

¹Not a low-calorie food — see nutrition facts for sugar and calorie content.

²Each ¼ cup serving of Zero Added Sugar Craisins® Dried Cranberries provides ½ cup of fruit. The USDA My Plate recommends a daily intake of 2 cups of fruit for a 2,000 calorie diet.

³Tested through an acute human study by measuring blood glucose change (healthy adults, fasted and consumed 1 serving, blood samples were collected at several time points within 90 min after consumption).

FOOD SAFETY & 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 FY24, Ocean Spray’s company-owned manufacturing facilities achieved an average SQF Audit Score of 95.7/100. 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.

EMPHASIS ON FOOD SAFETY QUALITY CULTURE: A SHIFTING MINDSET

Ocean Spray implemented the Quality Proactive Observations (QPO) program in our manufacturing plants with certain employee incentives linked to participation in performance improvement and compliance programs. The QPO program helped capture additional data to support our manufacturing teams and reinforce a strong culture of food safety and quality. Since implementation, the program increased visibility for the identification of quality defects and assisted us in resolving such issues more efficiently and accurately.

UNLOCKING QUALITY TESTING VIA NIR

Since our FY23 Sustainability Report, our Analytical Chemistry Lab Team’s use of Near Infrared Spectroscopy (NIR) rapidly evolved. We are excited to announce that the NIR moved from the pilot phase and internal laboratory validation with much experimentation into two of our manufacturing facilities for further validation. Validation at our two manufacturing facilities helps to ensure that NIR works for every product we manufacture with the potential to expand our usage into other manufacturing facilities.



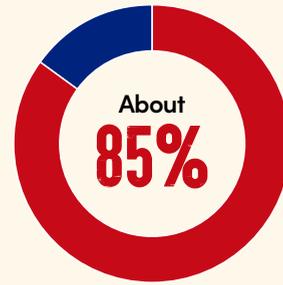
UNDERSTANDING OUR PACKAGING FOOTPRINT

Packaging is the first touchpoint a consumer encounters with our products, and sustainability is a key consideration for many.

To better understand our environmental impact and create better optimized packaging, Ocean Spray began an internal assessment to establish a baseline for our U.S. packaging portfolio to understand our footprint. This baseline will enable us to accurately account for and assess any areas for packaging optimization such as lightweighting, material changes, efficiencies, and more moving forward. In FY24, our Packaging Development Team began researching areas for opportunities related to packaging liners, flexible films, bottles, and labels. Looking ahead, Ocean Spray will continue understanding our packaging baseline for the U.S. packaging portfolio and exploring opportunities for our packaging.

¹To calculate this estimate, Paktech's total weight sold to Ocean Spray was converted to the original packaging format weight and multiplied to determine the estimated total amount of re-purposed containers used in creation of the dog-bone handle used for Ocean Spray Juice 96 fl. oz, 2 pack.

²Estimated recycled corrugate data is based on the amount of corrugate purchased from Pratt.



How2Recycle

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

DIVERSIFYING OUR PACKAGING PORTFOLIO

Since 2022, Ocean Spray has continued to invest in a multi-year plastic resin redesign for our flagship 60/64 oz. bottle packaging. Although progress on the project implementation slowed in FY24, we remain committed to exploring ways to launch a redesign in the future.

In FY24, our Packaging Development Team achieved several exciting developments that laid the foundation for future packaging innovation:

- ▶ Based on the amount of handles purchased in FY24, Ocean Spray used 384,842 lbs of recycled HDPE in the "dog-bone handle" of our twin 96 ounce bottles.¹
- ▶ In FY24, we sourced about 1.4 million lbs. of recycled corrugate from Pratt for use in our transportation and delivery of products.²



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.



EMPLOYEE VALUE PROPOSITION

Our more than 2,000 passionate team members across Ocean Spray are united in Our Purpose: to connect our farms to families for a better life. In return for their commitment, we make a promise to our employees:

Our employee value proposition (EVP) is unique to Ocean Spray and based on our knowledge of what (1) drives people to come work with us and (2) what inspires them to remain part of our Ocean Spray family. The pillars of that promise—Work for a Purpose, Roll Up Our Sleeves, and Create Powerful Teams—are embedded in how we operate to attract and retain talent and continually shape our culture.

WORK FOR A PURPOSE

As a Cooperative, we rally around each other to make our purpose a reality: to champion cranberries and support the farmer-owners who grow them.

ENGAGEMENT

According to Ocean Spray's FY24 Engagement Survey 73% of our team members noted they would recommend Ocean Spray as a great place to work, while another 77% stated they were proud of Ocean Spray's efforts to have a positive impact in the world. Another 81% said they believe in our values, a hallmark of a strong culture.



If there is one common refrain from our team members, it is absolutely our purpose and farmer-centric culture. People want to be part of this company, and they want to stay, because we are farmer-owned, It is a wonderful and unique opportunity you truly cannot get anywhere else: come make a difference for generations of small family farms and have fun and build your career while you do it."



– Sarah Evans
Chief Human Resources Officer

CHAMPIONING OUR BRAND AND CULTURE

To further embed and amplify our value proposition and promise, in fiscal year 2023, Ocean Spray identified a cross-functional group of our team members that are the true "ambassadors" of our Cooperative. These 50 team members, called Ocean Spray Champions, were nominated by their leaders and peers, and represent a wide-ranging cross-section of our team with varying roles, levels, organizational tenure, physical location, and experience.

In FY24, these Champions were fully activated, meeting quarterly throughout the year to provide them support and guidance around further embodying our values, demonstrating ambassadorship of our brand (internally or externally), and advancing communications and culture. By coming together as a collective, they shared valuable insights on how to make Ocean Spray an even better place to work, discussed upcoming initiatives and activities, supported our brand in social media, and recommended Ocean Spray roles to others throughout their networks.



We all instinctively knew who our Champions were—active with our ERGs, always welcoming and supporting their peers, posting on social. They are engaged, caring, passionate, and all about Ocean Spray. Now, by bringing these team members together with a more established cadence, we better cultivate their already incredible commitment to championing Ocean Spray."

– Kate Leonard
Director of Global Communications and Culture



SUPERFRUIT RECOGNITION

In addition to our Champions promoting our brand, "Superfruit" went live this year to enable team members to regularly champion and recognize each other. Ocean Spray created this recognition platform with the recommendations and feedback of many team members across Ocean Spray, ensuring we had a right-fit approach for our global, corporate, and operational teams. While recognition occurs regularly at Ocean Spray, we wanted a more consistent, easy-to-use place for team members to redeem points for awards and share their thanks and praise for those moments that matter.

EMPLOYEE VALUE PROPOSITION

ROLLING UP OUR SLEEVES

We want all team members to have an opportunity to get involved with the heart of the business through hard work, breakthrough processes, and new products. What often draws people here, alongside our purpose, is the chance to jump in, take ownership, grow a career, and have a meaningful impact.

ROTATIONAL DEVELOPMENT: xELERATE

When launching our multi-year xELERATE transformation project, Ocean Spray recognized a need for the strongest team possible to lead this major investment for our Cooperative. We offered key opportunities to our subject matter experts and high performing team members. By taking on a new role within the xELERATE project, team members opened a new door in their career development and stretched their capabilities. For Ocean Spray, we were able to put the right talent in place to take on this transformation.

INTERNSHIPS AND FINANCIAL DEVELOPMENT PROGRAM

Ocean Spray annually offers a comprehensive corporate Internship program, building the next wave of future team members. The three-month program, which in FY24 had participants from colleges and universities across the U.S., gives students the opportunity to shape their career path and direction, but it also benefits Ocean Spray. New ideas, fresh perspectives, and a burgeoning talent pipeline.

Additionally, our Finance Team launched a Finance Development Program in FY24 specifically for aspiring finance professionals. Through rotations in various financial roles, mentorship from seasoned leaders, and access to robust learning resources, participants gain the tools they need to thrive and grow in their careers. "Reflecting on my own journey, I know how invaluable a program like this can be. It's not just about building financial expertise, it's about becoming a well-rounded professional

prepared to take on any challenge," noted Lukas Durkin, who helped jumpstart this program before moving to our xELERATE project.

MPOWER TECHNICAL TRAINING

In our operational settings, we are also prioritizing investment in team members' learning and development to ensure a safe, productive workplace. In response to operational team member feedback that we could improve how we share procedures, processes, and knowledge, Ocean Spray launched the MPOWER training platform. Specifically tailored to our manufacturing teams, MPOWER is an innovative digital platform that enables team members to share procedures, technical documentation, industry knowledge, and internal best practices quickly and easily. MPOWER fosters strong connections between tenured team members and those new to Ocean Spray.

BERRY BEGINNINGS

Berry Beginnings is Ocean Spray's reinvigorated onboarding and orientation program for salaried new hires, welcoming them to our Cooperative. Providing a more immersive and holistic experience, the Berry Beginnings program includes three distinct sections:

- ▶ **Day 1:** The basics of Ocean Spray are covered, with an orientation around technology, benefits, our purpose and values, team onboarding, and other "starter" information.
- ▶ **WADE In:** This next phase is a more comprehensive welcome session to acclimate and engage our new hires. We include a conversation with senior leadership, operational and financial overviews, marketing and sales learning, and overviews from multiple departments. The goal is to provide a much more detailed look at how Ocean Spray functions and give new hires a broad understanding of our connection to our farmer-owners.
- ▶ **Next Wave:** The program concludes with a survey at the end of new team members' first 90 days, ensuring new team members are thriving, and to capture insights for potential program improvements.



IN FY24, **130**
SALARIED NEW HIRES
PARTICIPATED IN
BERRY BEGINNINGS.



EMPLOYEE VALUE PROPOSITION

CREATE POWERFUL TEAMS

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 ways we all contribute to the prosperity of this Cooperative for our farmer-owners.

MEASURING TEAM EFFECTIVENESS

Sustaining inclusive teamwork requires long-term planning from our leaders to set the tone for our culture by measuring progress and seeking opportunities for improvement along the journey. Ocean Spray developed a TEAM Scorecard for our Senior Leadership team to assess their teams' effectiveness, a composite score of metrics identified as important pieces of Ocean Spray's culture, such as engagement survey results, turnover statistics, and performance management to name a few. The report data generates insights to help develop action plans to support a healthy, engaged, and ultimately productive team.

EMPLOYEE RESOURCE GROUPS (ERG)

Our ERGs are voluntary groups established and led by our team members that help Ocean Spray continue to foster an inclusive, collaborative workplace. Our ERGs have senior leadership sponsors and host events throughout the year that support Ocean Spray's values, provide resources for team members, and offer networking opportunities.

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. We endeavor to lead in offerings that are tailored to our team members. A true hallmark of our benefits: breadth. Whether strong mental health services, reproductive and other care options, 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 2024 was again honored as a Workwell Massachusetts Award recipient, which recognizes exemplary worksite healthcare.

INTEGRITY IN ACTION

77%

of Ocean Spray's team members are proud of our efforts to have a positive impact on the world.

73%

would recommend Ocean Spray as a great place to work.

81%

believe in Ocean Spray's Values.



LIVING OUR VALUES

Considered the highest honor Ocean Spray awards our team members, the Board of Directors Award of Excellence, recognizes team members who go above and beyond in their daily work and have had a lasting positive impact on our Cooperative. Our winners, up to four annually, do more than just deliver results, they activate and live our values.



AWARD OF EXCELLENCE



SUSTAINABLE RESULTS

CHRIS MCNAMARA, Senior Manager, Food Safety and Quality Assurance, has been with Ocean Spray for more than 15 years, living and breathing all things quality and safety. In FY24, he established improved quality metrics, took on value-added work that generated savings for the Cooperative, and pushed research forward that will benefit Ocean Spray FQSA processes for years to come. He achieved all this while also being there for his entire team, which had a 100% engagement score for the year.



INTEGRITY ABOVE ALL

Manseau Operations Supervisor **CESAR TOVAR** cares deeply about the safety and health of his team members, and the integrity of our operations. He has implemented a series of activities that both optimized dryer times and reduced oil consumption for machinery. He also continually develops strong connections across teams to foster improved processes and always leads with a safety mindset as if he were performing each task himself.



INCLUSIVE TEAMWORK

ERIN CARLSON, Senior Manager, Demand Planning is a shining example of how Inclusive Teamwork delivers results. She actively seeks input from cross-functional teams to make sure that all viewpoints are heard to promote a collaborative atmosphere where informed decisions are made. Erin's approach has directly contributed to improved forecasting accuracy, increased innovation, and strengthened teamwork across departments, resulting in a tangible positive impact on our bottom line.

PROSPERITY

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



SAFETY ALWAYS

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 the foundation for sustainable business success. Ocean Spray champions and measures our safety progress against five core principles:



1 THE SAFETY OF EVERY TEAM MEMBER IS A PRIORITY.

Over the past seven years, Ocean Spray's annual OSHA Recordable Injury or DART (Days Away, Restricted or Transferred) Injury rates have been among the top quartile of our industry peers.

2 SEEK TO BE AMONG INDUSTRY BEST.

Our teams conduct a Root Cause Analysis after each Recordable Incident with an emphasis on establishing preventable measures and process improvements.

3 WE STRIVE TO MEET OR SURPASS ALL SAFETY REGULATORY REQUIREMENTS.

We have a rigorous internal audit program, which we've augmented within the past six years by inviting State OSHA agencies into our manufacturing plants and receiving stations through two of OSHA's national safety programs: SHARP (Safety & Health Achievement Recognition Program) and VPP (Voluntary Protection Program). At this time, 12 of our facilities have achieved SHARP or VPP status, with the remaining 6 facilities actively participating in the process. These programs encourage collaboration to establish and maintain a proactive safety and health management system.

4 SAFETY CAN ONLY IMPROVE WITH TEAM MEMBER ENGAGEMENT.

In the spirit of continuous improvement, Ocean Spray developed a robust Behavioral Safety Observation (BSO) program. The BSO program provides a streamlined process for team members to proactively report physical or behavioral risks they observe, along with recommendations for addressing those risks. Team members are incentivized for those reports and any accompanying recommendations, as their engagement is critical to the BSO program's success. The reports submitted through the BSO program also provide leadership with a direct insight into the risks team members are exposed to, allowing them to implement proactive measures for risk management.

5 BEST PRACTICES GUIDE OUR SAFETY PERFORMANCE.

Collaboration and visibility are key drivers for our safety performance. As a result, our locations do not operate in a vacuum—we develop and share continued learnings and best safety practices such as innovative technologies, program implementation, reward systems, policies, and more across all Ocean Spray facilities. In FY24, our EHS team implemented plant-wide adoption of glove-clips to be worn while on the production floor. Additionally, we use Eagle-Eye's Wireless Camera Systems for forklifts at several plants to provide team members with better visibility when managing loads at a significant height.

INTEGRITY ABOVE ALL

ENTERPRISE PRODUCTIVITY

To help drive cost savings and efficiencies across the Cooperative, Ocean Spray's Senior Leadership Team developed a cross-functional Enterprise Productivity Team and role in our organization, evaluating initiatives and projects related to:

- ▶ Cost savings initiatives for manufacturing
- ▶ Collective development and prioritization of high-impact ideas
- ▶ Optimization of supply chain
- ▶ Alternative raw material suppliers
- ▶ Product and packaging savings through design optimization

Through these initiatives and projects, our Enterprise Productivity approach aims to foster a culture of continuous improvement throughout the Cooperative. This strategic approach not only helps cultivate bottom-line growth and promote long-term economic resilience but also creates capacity to help sustain the Cooperative's success well into the future.

SEDEX MEMBERSHIP

Our drive for a responsible supply chain starts with our own manufacturing facilities. We conduct voluntary Sedex Members Ethical Trade Audit (SMETA) 4-Pillar audits* at all Ocean Spray-owned manufacturing plants to proactively identify opportunities for continuous improvement. Ocean Spray has been an active Sedex member since 2018. 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 emerging risks facing our technical infrastructure and the need to keep our data secure, including data belonging to our farmer-owners, team members, and customers. We have an Information Security Department, focused solely on protecting our data and systems from unauthorized access, use, disclosure, disruption, modification, and destruction.

However, we understand that this duty extends beyond our Information Security Department—all team members are required to understand and follow Ocean Spray's cybersecurity policies and procedures, comply with regulatory and industry requirements, and follow best practices related to reporting and responding to suspicious activity.

*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.

HOW WE'RE STRUCTURED

15

Board 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.

1

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

4

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

10

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



Our agricultural cooperative has done more than just work together. We have innovated. We have thrived. With the strength of our roughly 700 farmer-owners, for close to a century Ocean Spray shaped the very trajectory of the cranberry. Our Cooperative carries a remarkable legacy, one that has established a globally recognized brand, and brought prosperity to our owners' farms, generation after generation."



– Peter Dhillon
Chairman of the Board, BC

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 and collaborate with external stakeholders to help strengthen the information security community at large. We have strong, active partnerships to share best practices related to intelligence and cybersecurity risk across consumer-packaged goods and other business verticals. Ocean Spray values the importance of knowledge-sharing to improve our risk profile and security posture and will remain actively involved in the cybersecurity space in the future.

OCEAN SPRAY COMMUNITY FUND

We deeply value the importance of supporting the communities where we live and work. Each year, Ocean Spray invites deserving non-profits working hard to brighten their community to apply for an impact grant through the Ocean Spray Community Fund.

Our Community Fund awards small, local donation requests (\$5,000 and under) to those organizations doing good in our growing regions, as well as communities where our team members are located. In FY24, Ocean Spray awarded just under \$100,000 to dozens of deserving organizations and programs, serving in various areas such as after school care, agricultural education services, food banks, veterans support, local fire and rescue, and many more.

POLITICAL CONTRIBUTIONS

Federal policies and programs directly affect our Cooperative and our farmer-owners, and we believe it is important to

educate, engage, and develop relationships with the elected officials who represent us. Ocean Spray’s Political Action Committee (OSPAC) supports federal candidates who not only represent our farmer-owners and facilities, but also reflect our values, serve on a wide variety of committees with relevant jurisdiction, and are willing to have meaningful dialogue on issues important to our farmer-owners, Cooperative, and the cranberry industry. OSPAC enables us to tell the story of our Cooperative and share our voice with elected officials whose decisions affect our business.

MANAGING RISK

Ocean Spray’s Enterprise Risk Management (ERM) program is designed to be both preventive and protective, ensuring we are fully prepared to manage enterprise risks across the business (“Key Risks”). With the support and guidance of the Management Risk Committee, Audit Committee, and our Board of Directors, the top Key Risks to Ocean Spray have been identified so that specific mitigation plans can be developed and implemented against those risks. The Management Risk Committee, composed of our Senior Leadership Team, appoints Risk Owners for each Key Risk category, who are subject matter experts across all business areas. Risk Owners help develop response plans, monitor the effectiveness of mitigation strategies for Key Risks, and ensure effective tracking and progress of mitigation efforts within the ERM program. These plans, and related actions, are shared quarterly with the Management Risk Committee and annually with both the Audit Committee and Board of Directors to enhance transparency and risk management across our Cooperative.

\$2B

in Net Sales for FY24.

100%

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

SUPPLY/DEMAND BALANCE AND INVENTORY MANAGEMENT

As an agricultural cooperative, the balance of fruit supply and demand is always an ongoing area of focus for our prosperity and resilience. When the crop from our farmer-owners is larger than anticipated and exceeds projected demand, as it did in the fall of 2024, it can negatively affect our receiving, storage, transportation, and other operational capabilities and efficiencies. For example, excess fruit can be a major processing challenge for our receiving and manufacturing facilities. Additionally, freezing excess fruit, which is needed to ensure fruit quality over its shelf life, is expensive and operationally inefficient.

To immediately address some of that excess fruit in 2024, we incrementally sorted out low-quality fruit and composted already received fruit where feasible to help mitigate the negative impacts. Looking ahead, we will need to continue to balance our supply/demand and operational efficiency for the health of our Cooperative and in the best interest of our farmer-owners. That will include optimizing fruit utilization, looking for new value opportunities, and maintaining operational efficiencies.

OUR FUTURE FARMER LEADERS

Driven by our farmer-owners' dedication 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 our Cooperative, the cranberry industry, and local communities. Any farmer-owner, family member or farm employee is welcome to join the entire curriculum or participate in individual classes of interest.

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:** Access to coaches, mentors, and feedback.
- ▶ **LEARNING FROM EXPERIENCE:** Challenging assignments on and off the farm to learn and apply new skills.

Since 2020, the Ocean Spray Academy has attracted participants from all cranberry growing regions with a total of 154 participants and 63 graduates to date.

47 GROWERS PARTICIPATED IN OCEAN SPRAY'S GROWER ACADEMY IN FY24.



LOOKING FORWARD

In 2024, our efforts reflected strides across our four pillars, driven by a shift toward a cooperative sustainability mindset. This approach ensures our work remains deeply connected to the legacy of farmer-owners who prioritize long-term resilience and practices rooted in our core values and purpose.

As we continue our journey in 2025, we remain committed to improvement and advancing key initiatives through the focus areas below — underpinned with data and science — Connecting Farms to Families for a Better Life.

PLANET

- ▶ Complete the Farm Sustainability Assessment Reverification
- ▶ Assess and explore renewable energy options
- ▶ Continued research on fruit upcycling opportunities

PRODUCT

- ▶ Continued research on packaging optimization
- ▶ Implement Supplier Code of Conduct
- ▶ Scale Zero Sugar Platform
- ▶ Build presence in new channels & occasions (natural, immediate consumption, other)

PEOPLE

- ▶ Continued leadership & talent development for team members
- ▶ Continued engagement at our manufacturing plants and growing regions

PROSPERITY

- ▶ Publish FY25 Cooperative Sustainability Report
- ▶ Continued focus on Enterprise Productivity

CLOSING THOUGHTS AND THANK YOU

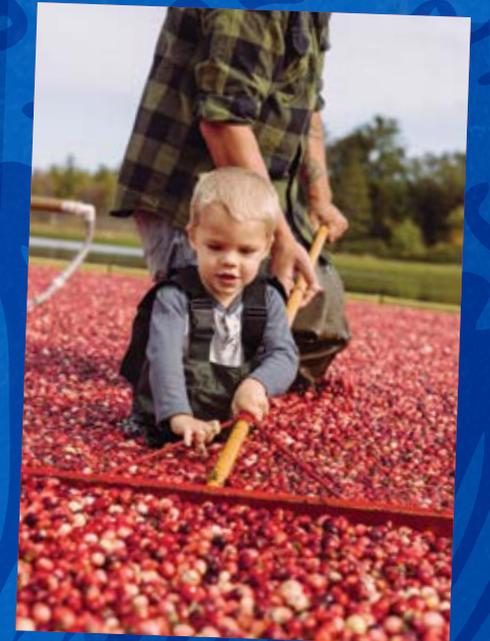
Ocean Spray believes that our approach to Cooperative Sustainability reflects our values and purpose to Connecting our Farms to Families for a Better Life. We thank all of you, our readers, for coming on this journey with us!

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



www.oceanspray.com



Report designed by [Curran & Connors](#)