

C-SUITE PANEL



June 4, 2024

The logo for Kinetic 12, consisting of the number "12" in white, the word "KINETIC" in red, and a white graphic element resembling a stylized "K" or a dynamic shape below it.

12
KINETIC
K

A dynamic, flowing graphic of green and blue smoke or energy waves that spans the width of the page, positioned behind the text.

strategy set in motion
www.kinetic12.com



Stuart McAllister

*Vice President of Sales and
Marketing
Dole Packaged Foods*



B2B Fruit Solutions
UMass 2024





Innovation

Innovate

- *Products*
- *Culinary*

Collaborate

Celebrate!





Campus Cravings

GRAB N' GO Snack Solutions



Students want snacking options that are convenient and of course, delicious. Dole offers a range of better-for-you choices to appeal to health focused consumers.

DOLE Whip®

A smooth & creamy non-dairy frozen treat made with real fruit and coconut purée in a 3.6 fl oz cup.



DOLE Good Crunch™

Crunchy and craveable fruit bites, dehydrated with solar energy – no added oil!

DOLE Fruit Bowls® Snacks

Ripe and ready to eat, enjoy your favorite fruits, on-the-go.



DOLE Wiggles® Fruit Juice Gels

A fun and fruity way to enjoy fruit with all the jiggle but no gelatin.

Avocado
Toast **+48%**
growth on U.S. Menus.¹

DRAGON FRUIT
is projected to be the
**#1 Fastest
Growing Fruit**
on menus.¹



Sources: 1) Datassential, 4-Year Menu Growth. 2) Datassential, 2024. 3) Datassential "College & University; Keynote Report" 2021.



CUT TIME, Not Fruit.™

Forget the prep, DOLE makes adding fruit to your menu simple with ready-to-use, quality fruit solutions.

- **Zero labor** – washed, prepped & ready-to-use
- **100% usable fruit** – zero product waste
- Choose from shelf stable or frozen solutions
- Available in a variety of flavors, year round

Frozen



DOLE CHEF-READY CUTS & IQF FRUIT

Shelf Stable



DOLE CANNED FRUIT & POUCH PACKS



Labor Savings: DOLE® Chef-Ready Cuts

Fruit Cost Yearly SAVINGS CALCULATOR

Overripe fruit, product waste and extensive prep times can have a negative impact on your bottom line. DOLE Chef-Ready Cuts deliver the same great flavor as fresh with zero prep or product waste, saving you time and money. Our foodservice team has developed a Fruit Cost Savings Calculator to show you how much you can save by choosing Dole.





Labor Savings: Yearly Savings Calculator

Select a Fruit Option:

Mango Cubes

Case Cost of Fresh Fruit:

16

Lbs of Fresh Fruit Per Case:

8

Lbs of Fresh Fruit Used per Week:

50

Case Cost of DOLE Chef-Ready Cuts:

32

Fruit	Fresh Fruit Recovery	Labor Rate per Hour	Time per unit fresh	Waste/Spoilage Percentage
Pineapple - (per pineapple)	60%	\$18	10 minutes	15%
Peach - (per peach)	53%	\$18	3 minutes	15%
Strawberries - (per basket)	85%	\$18	2 minutes	15%
Mango - (per mango)	66%	\$18	3 minutes	4%
Blueberries - (per basket)	94%	\$18	2 minutes	15%
Raspberries - (per basket)	94%	\$18	2 minutes	25%
Banana - (per banana)	50%	\$18	45 seconds	24%
Apple - (per apple)	60%	\$18	2.5 minutes	19%
Dragon Fruit - (per dragon fruit)	55%	\$18	2 minutes	15%
Avocado - (per avocado)	45%	\$18	1 minute	15%

Rates as of Nov 2022

True Cost/Lb. of Fresh Fruit Used

when accounting for labor, waste, and product yield

\$5.43

True Cost/Lb. of DOLE Chef-Ready Cuts

when accounting for labor, waste, and product yield

\$3.23

True Cost Savings/Lb.

\$2.20

Labor Savings:

316 Hours

Yearly Cost Savings:

\$5733.88

www.dolefoodservice.com

Calculate Savings



Carbon Reduction

- In FY2022, achieved overall 62% renewable energy use across all Dole processing facilities worldwide*
- Philippines:
 - Achieved 100% electricity from renewable energy for pineapple operations in South Mindanao
 - 1,130 MWh of electricity supplied by biogas plants (est. 2022) = 800 MT CO2e reduction
 - 3,108 MWh from solar power = 2200 MT CO2e reduction
 - Achieved 85% fuel in canneries from renewable energy
 - Biogas displaced 4 million litres of diesel fuel = 10,000 MT CO2e reduction
 - Biomass boiler facility (est. 2012, rice hulls) displaced 10 million liters of bunker fuel = 32,700 MT CO2e avoidance
- Thailand:
 - Achieved 18% of total electricity from solar rooftop facility (est. 2021) through PPA
 - 5,900 MWh of electricity = 2600 MT CO2e reduction



**Canneries/ factories, can plant, palletizing centers, cold storages, and other similar facilities owned by Dole Asia Holdings, for Food & Beverage Group*



Fruit Waste Materials

Dole Food and Beverage Group's waste disposed to landfill accounted for only 0.4% of Dole's total waste volume in 2022:

Upcycling programs include:

1. Food grade

- 1. Snack and juice products
- 2. High value specialty ingredients
- 3. Product line for off-spec fruits



2. Non-food grade

- 1. Biogas fuel
- 2. Composting agriculture waste
- 3. Selling as animal feed

56K MT*



*Reduced urea fertilizer by 21% vs 2019 due to survey based targeted spraying rather than whole farm blocks: 2.4K MT reduction



Culinary Platform - Fruitful Destinations



READY FOR AN *Adventure?*

Did you know - some of the best global cuisine can be found right here in the U.S.? Chefs are drawing inspiration from food cultures around the world and bringing those flavors to their hometowns, creating an exciting and ever-changing food landscape. Grab your forks and tag along as we explore some of our favorite dishes, inspired by local regional fare throughout the U.S.



ALL Roads LEAD TO DOLE®





Thank you.





Nestlé
Professional
Solutions

Fleur Veldhoven
*Vice President of Marketing
Nestle Professional*

Partnering with Colleges & Universities



Nestlé
Professional
Solutions



Innovate





Collaborate



Nestlé Professional Solutions



Excite



Nestlé
Professional
Solutions





Erasmus Nuzzi

*Platform and Channel
Marketing Director
General Mills*



North America
FOODSERVICE







Erasmus Nuzzi
June 4th, 2024

GENERAL MILLS MAKES FOOD THE WORLD LOVES









- From iconic brands, like Cheerios, Pillsbury and Häagen-Dazs, to brands you have yet to meet, we've been serving up food the world loves for 155 years (and counting).
- How we make our food is as important as the food we make. Our values are baked into our legacy and continue to accelerate us into the future as an innovative company that stands for good.




CEREAL

Cascadian Farm 	Cheerios 
Chex Cereal 	Cinnamon Toast Crunch 
Cocoa Puffs 	Cookie Crisp 







BAKING

Autumn's Gold 	Betty Crocker 
Bisquick 	Gold Medal 
Pillsbury 	Totino's / Jeni's 

SNACKS

Nature Valley 	Dunkaroos 
Fiber One 	

ORGANIC

Annie's 	Autumn's Gold 
Cascadian Farm 	EPIC 
Larabar 	Liberté 

PET



OUR VALUES

- **Win Together**, we compete to lead through shared goals, teamwork and heart.
- **Continuously Innovate**, we never stop learning, evolving and exploring to stay ahead.
- **Champion Belonging**, we respect and include all voices, ideas and perspectives.
- **Do the Right Thing, All the Time**, at our core we preserve and grow the trust we've earned from our consumers, customers and communities.





THE CHEFS OF THE MILLS

<https://www.generalmillscf.com/culinary/meet-our-chefs>



Thank
you!



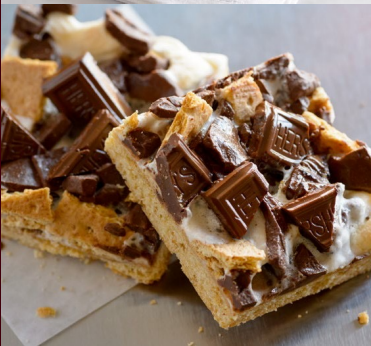
Herb Ring

*National Foodservice Director
The Hershey Company*



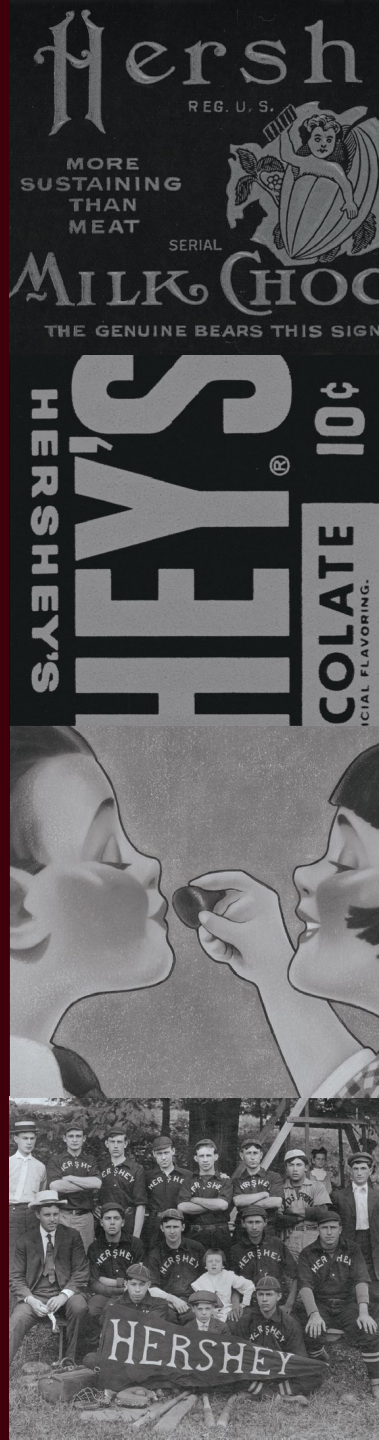
2023 Overview

October 2023



ABOUT THE HERSHEY COMPANY

For more than 125 years, Hershey has made **moments of goodness** for people around the world with our iconic, beloved brands. We have more than 90 brands and products, including chocolate, sweets, mints and other great-tasting snacks. A few of our most notable brands include: HERSHEY'S, REESE'S, HEATH, KIT KAT®, JOLLY RANCHER, YORK, Skinny Pop, Dot's Pretzel's and many, many more!



A HISTORY OF GOODNESS

Milton Hershey's love for confection started at a young age and flourished when he established The Hershey Chocolate Company in 1894. By 1900, we sold our very first candy bar. Today, our portfolio of brands has expanded far beyond the beloved and iconic HERSHEY'S Milk Chocolate Bar.

BUILT WITH PURPOSE

Over 125 years ago, Milton Hershey created a chocolate company with the purpose of giving back and sharing joy. Today, we're proud to continue his mission of making a difference in our local communities and around the globe.

1876

Milton begins first candy business in Philadelphia

1903

Milton builds a model town complete with trolley systems, houses, schools and even a zoo

1909

Milton and his wife establish the Milton Hershey School, a home and school for orphaned boys

1918

In 1918, three years after his wife Catherine died, Milton gave his entire fortune to the Milton Hershey School



SO MUCH TO LOVE

BRANDS CONSUMERS LOVE

Hershey brands top the list for the
MOST-LOVED BRANDS.¹

HERSHEY
**#1 CONFECTIONARY
MANUFACTURER²**

Reese's
**#1 CANDY
BRAND³**



ROOTED IN OUR VALUES

Together | Integrity | Making a Difference | Excellence

Caring for our people and communities, taking care of the planet, helping children succeed and making the best quality, affordable snacks for people everywhere to enjoy have driven us for more than 125 years and will continue to do so.

FIRST-QUARTER 2023 FINANCIAL RESULTS SUMMARY³

Consolidated net sales of \$2,987.6 million, an increase of 12.1%.

Organic, constant currency net sales increased 12.2%.

Foreign currency exchange was a 0.1-point headwind.

Reported net income of \$587.2 million, or \$2.85 per share-diluted, an increase of 10.9%.

Adjusted earnings per share-diluted of \$2.96, an increase of 17.0%.

¹ Datassential, FLAVOR database 2020, Ranked by Love It, 552 brands including: Beer, Candy, Cereal, Condiment, Deli, Non-Alcoholic, Snack, Spirit, Wine

² IRI 52 weeks ending 04/23/2023 Total U.S.

³ All comparisons for the first quarter of 2023 are with respect to the first quarter ended April 3, 2022

Source: <https://www.thehersheycompany.com/content/hershey-corporate/en-us/home/newsroom/press-releases/press-release-detail.html?122717>

**THANK
YOU!**





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Erasmus Nuzzi

*Platform and Channel Marketing
Director
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THE IFMA OCM RELATIONSHIP PYRAMID

MANUFACTURER PERSPECTIVE

OPERATOR PERSPECTIVE



THE SUPPORT MATRIX: C&U MODEL

The Support Matrix defines each level of the relationship, from Transactional to Strategic, across 6 areas of support (labelled 1-6 on the accompanying chart), and across a total of 9 sub-areas.

	TRANSACTIONAL	PREFERRED	COLLABORATIVE	STRATEGIC
COMMITMENT TO C&U	Understands C&U Willingness to collaborate (time, \$, strategy)	No C&U specific understanding demonstrated Not actively collaborating	Experienced in C&U, but does not proactively demonstrate understanding Willing to invest time when asked depending on the project	Experienced in C&U, brings value proactively Proactive, open to collaboration, shares some elements of their C&U plans
INSIGHT/MKTG SUPPORT	Provides actionable insights Provides mktg. & merchandising support	Not providing any insight Not providing any mktg. or merchandising support	Provides insight either on an ad-hoc basis or when asked Provides some off-the-shelf merchandising & display support	Provides C&U insights & unique research on a regular basis Brings off-the-shelf & some custom C&U merchandising & display materials/tools
INNOVATION SUPPORT	Brings relevant innovation Willing to customize product	Presents no innovation No customization	Occasionally brings new products, usually branded products designed for all segments Will provide some degree of customization if asked/forced	Presents innovative products/solutions & some C&U specific innovation Collaborative innovation on an ad-hoc basis, will do some research with our customer base
ASSURED SUPPLY	Product is easily available	Product not always readily available through my current distribution network	Product usually available through my current distribution network	Product not always readily available through my current distribution network
RESPONSIVE PROACTIVITY	Degree of responsiveness	No relationship with supplier	Broker/DRS responds when called	Supplier responsive, proactive when selling
TRANS-PARENCY	Degree of transparency (nutrition, ingredients, process, source, etc.)	Provides only basic required data through website or broker/DSR	Higher degree of data availability & visibility when asked	Engages C&U and provides visibility to product/supply chain & cost data
				Highly knowledgeable, proactively demonstrates understanding through custom initiatives & insight sharing Committed to segment, open to collaborating & investing time/\$, shares plans/capabilities Provides a high level of C&U specific insights, open to custom research, insights go beyond supplier portfolio to include C&U consumer Provides customized C&U merchandising, mktg/display/serving materials/tools – open to develop unique custom tools Well thought-out C&U specific innovation ideas, products & solutions Engages in collaborative innovation with us – customized solutions that solve C&U's unique problems – engages in research with our student/client base Goes above & beyond to ensure product availability – proactively solves my supply issues Integrated functional responsiveness & proactiveness, proactively works to understand/address my issues Provides a high degree of visibility to product data, supply chain data/sourcing, product costs

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