AGRICULTURAL OUTLOOK FORUM
Transforming Agriculture
Washington, D.C.
26 February 2016
Per capita consumption of whole milk in the United States (in pounds)

Source USDA
Brands can transform commodities.

$1.00 ➔ $4.00
Why we are confident the industry can rebound

Simply Orange did it with:

- Different Thinking
- Innovation
- Marketing

Billions

Total Retail $ Sales

$1.5B

$1B
Everything starts with thinking differently

Past – They buy what we make

Today – We make what they ask for

We anticipate what they want
It’s all about building relationships with people.
People are re-assessing everything they eat & drink

- clean label
- less processing
- natural ingredients
- nothing artificial
- more nutrition
- great taste
- sustainability
provide what she is looking for…

✔ Great taste
✔ Real pure milk
✔ More nutrition
What nutrition is she looking for?

50% more protein
30% more calcium
50% less sugar
Simple, innovative filtration

- Cold filtered milk
- Increases nutrition
- Removes lactose
- Lowers sugar
- Extends freshness

Diagram:
- Water
- Vitamins & Minerals
- Lactose
- Protein
- Fat
Disrupt and Stand Out
In-store activation to drive trial

Co-promote with popular brands

Coupon to incent trial

Target Almond milk with Catalina

Sample

Banners to interrupt
Multiple locations throughout the store
Expand availability to everywhere people want to enjoy milk
Over $30B opportunity in the $180B RTD beverage category

- $20B family nutrition in home
- $2B fitness nutrition
- $2B supplement
- $1B+ snack & weight loss
- $1B+ yogurt
- $1B+ breakfast
- $1B flavored milk
- $1B probiotic
- $1B smoothies
- $1B coffee

Reinventing Categories
Everyone can do what we do…

✔ Start with the highest quality milk we can produce

✔ Create a brand dialogue to establish a relationship based on trust and values

✔ Provide product benefits that we think they will like

✔ Regular dialogue with consumers to understand their needs and attitudes

✔ Differentiate and Disrupt at the point of purchase to drive reconsideration and trial

✔ Believe in better…learn and change quickly

✔ Constant innovation of product benefits
We can't solve problems by using the same kind of thinking we used when we created them.