



COOPERATIVE SUSTAINABILITY REPORT

2025



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► This 2025 Cooperative Sustainability Report covers projects and data collected from September 1, 2024–August 31, 2025, which is Ocean Spray’s fiscal year 2025 (FY25).

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LEADERSHIP MESSAGE

The future of our Cooperative depends on our ability to adapt, invest, and remain resilient in the face of change.

Fiscal year 2025 was a year that demanded resilience and realism. Our farmer owners faced increasing climate volatility, including prolonged drought in key growing regions. Our teams navigated evolving regulations, rising costs, and geopolitical and economic uncertainty, while also delivering sustained business performance. These conditions tested how we operate and reinforced why sustainability must be practical, grounded, and durable.

Despite these challenges, Ocean Spray achieved meaningful progress across our People, Planet, Product, and Prosperity strategy pillars. We strengthened regenerative agriculture practices and third party verification on our farmer-owners' farms. We made critical investments in safety, talent development, and systems to better support our teams. We advanced product innovation, packaging improvements, and operational efficiency. We reinforced food safety, quality, and supply chain integrity. Throughout, we remained focused on ethical business practices and disciplined risk management that ensure the health of our cooperative.

As expectations from customers, consumers, and partners evolve, so do our sustainability priorities and efforts. That is why we will undertake a new dual materiality assessment in the upcoming year, keeping our strategy aligned with where our impacts are greatest, and where long term risks and opportunities intersect. This work will inform a refreshed sustainability strategy, concentrating our efforts where they matter most for our farmer owners, business, and communities we serve.

This report reflects an honest snapshot of where Ocean Spray is today and marks an inflection point. As we look ahead, we are continuing our efforts to strengthen focus and accountability, so that our sustainability strategy continues to support a resilient, competitive, and purpose driven cooperative for generations to come.

Katy Galle

Senior Vice President, Research & Development and Sustainability



PLANET
PRODUCT
PEOPLE
PROSPERITY



OUR SUSTAINABILITY STRATEGY



BUILDING A MORE RESILIENT COOPERATIVE

As a farmer-owned cooperative, our sustainability strategy is designed to address the risks and opportunities that most directly affect our farmer-owners, OSC operations, and business performance. Our approach focuses on measuring performance, managing material risks, and transparently reporting progress over time. We prioritize continuous improvement, operational execution, and actions that strengthen the resilience of our farms, business, and supply chain. In FY25, climate change, evolving regulations, and cost pressures reinforced the importance of a practical, data-driven strategy that supports both grower returns and long-term business performance.



STRATEGIC FOCUS AREAS

► REGENERATIVE AGRICULTURE & FARM RESILIENCE

Our farmer-owners are working to strengthen on-farm practices that are intended to support long-term productivity and help reduce risk. This includes advancing regenerative agriculture practices already in use across our network, increasing participation and performance in the Farm Sustainability Assessment (FSA), and continuing third-party verification efforts, where applicable. These efforts help standardize how farm practices are measured, improve visibility into performance, and respond to customer requirements.

► CLIMATE & GHG MANAGEMENT

We are working to improve how we measure and manage emissions across our operations and value chain. This includes efforts to expand Scope 3 data collection, strengthening GHG tracking systems, and working to improve emissions analytics.

► PRODUCT QUALITY, INNOVATION & RESPONSIBLE SOURCING

Our product work focuses on maintaining quality, driving innovation, supporting compliance with applicable regulatory requirements, and responding to evolving customer and consumer expectations.

This includes advancing food safety and quality systems, standardizing processes across our manufacturing network, expanding consumer choice through our product innovation, and improving traceability across our supply chain.

► PACKAGING

Our packaging work is focused on identifying opportunities to reduce material use, managing cost and regulatory compliance. We are researching opportunities for lightweighting, post-consumer recycled (PCR) content, and alternative formats. Our packaging footprint analysis is intended to help provide a baseline to prioritize actions and track reductions over time.

► PEOPLE, SAFETY & WORKFORCE CAPABILITY

Our people strategy is focused on maintaining a safe, productive, and engaged workforce across our operations. This includes continued investment in safety programs, training, and systems that are intended to help reduce risk and improve performance, as well as strengthening onboarding, leadership development, and technical capability across our teams. We are also enhancing tools and processes that support consistent ways of working and enabling teams to operate more efficiently across the Cooperative.

STRATEGY REFRESH & MATERIALITY

Looking ahead, we plan to update our strategy through a Double Materiality Assessment framework to better align our priorities with business risk, stakeholder expectations, and regulatory developments. This work will focus our efforts on areas where we can measure progress and drive consistent execution.

By focusing on measurement, execution and alignment with business priorities, our sustainability strategy is intended to support Ocean Spray's purpose of connecting our farms to families for a better life.



FY25 HIGHLIGHTS

PLANET

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

Completed our **3rd** Sustainability Assessment for Sustainably Grown Fruit verification, created by SAI Platform

Installed an **anaerobic digester** at our Kenosha Plant

Enhanced data collection and analytics for **Scope 1, 2 and 3 GHG** emissions

PRODUCT

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

Advanced the standardization of our **Food Safety Program**

Advanced fruit quality with **hyperspectral imaging** for greater consistency and less waste

Launched K-12 **reduced sugar Craisins®** dried cranberries with no artificial sweeteners

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.

86% Participation Rate for our Team Member Engagement Survey

Named **4th** Most Ethical Brand in the Nation by MarketBeat¹

Achieved lowest **DART** (Days Away, Restricted or Transferred) Injury rate in **20 years**²

PROSPERITY

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

Sustained results with **\$2B+** Net Sales in FY25

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

xELERATE Go live for ERP (Enterprise Resource Planning) Transformation

¹ www.marketbeat.com/articles/the-most-ethical-companies-in-america-2025-survey.

² Ocean Spray's FY25 DART rate was 0.76.

SUSTAINABILITY GOVERNANCE

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

THE BOARD OF DIRECTORS is comprised of 15 Directors—14 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 varied industry experience.

THE BOARD AUDIT & FINANCE 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 OVERSIGHT 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

BOARD OF DIRECTORS

- ▶ 15 Directors
- ▶ Strategic Advisors

BOARD GOVERNANCE COMMITTEE

- ▶ Subset of Directors
- ▶ Assigned Advisor

SUSTAINABILITY OVERSIGHT COMMITTEE

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

SUSTAINABILITY TEAM

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



SUSTAINABILITY

PARTNERS

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





COMPANY OVERVIEW

Connecting Our Farms to Families for a Better Life





OCEAN SPRAY

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 foodservice outlets. United by passion and purpose, Ocean Spray is committed to trailblazing the power of the mighty cranberry to feed happier lives for all.

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 GLOBAL FOOTPRINT

We proudly serve consumers in nearly 100 countries. Our goal is to deliver high-quality and delicious products.

United States
www.oceanspray.com

Latin America
www.oceanspray.mx

Australia and
New Zealand
www.oceanspray.com.au

Canada
www.oceanspray.ca

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

Ocean Spray's teams are located around the globe. The Ocean Spray manufacturing network includes company-owned and -operated fruit processing and bottling facilities in the United States, Canada, and Chile. Ocean Spray's facilities are committed to world-class safety and teamwork!

● Ocean Spray Facilities and Locations

● Ocean Spray Growing Regions

The size of each dot indicates the relative number of facilities in that area.



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

In the practice of cranberry cultivation, decisions made today can have significant impacts on a farm's productivity and long-term survival. To maintain the viability of their cranberry farms, Ocean Spray's farmer-owners apply regenerative agricultural principles that help them manage a range of environmental and economic risks, supporting profitability while also mitigating environmental impact.

IN PRACTICE

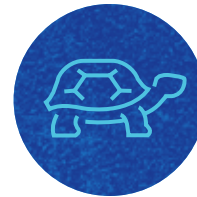
When applying regenerative agricultural principles, our farmer-owners focus on the following areas of impact: →



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 harvest their berries. To maintain healthy and functioning waterways our farmer-owners work to:

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



PROMOTE BIODIVERSITY

For every one acre of cranberry-producing land, our farmer-owners preserve an average of about 5.5 acres of surrounding land, such as forest or wetland. Our farmer-owners:

- ▶ Assess the presence of invasive species and take measures to mitigate future introduction
- ▶ Apply farming methods that minimize impact on beneficial insects



PRESERVE SOIL HEALTH

To maintain the soil structure that is essential for the health of cranberry vines, our farmer-owners:

- ▶ Maintain a living root ecosystem year-round
- ▶ Seek to build organic matter through specific cranberry agriculture practices
- ▶ Minimize soil disturbance unless essential



FOCUS ON FARMER LIVELIHOODS

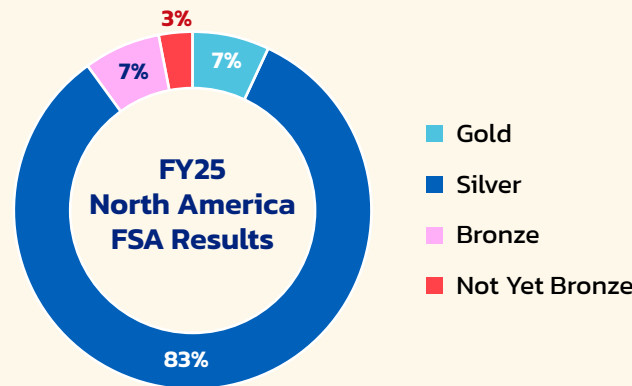
To promote social and economic prosperity, Ocean Spray's network of trusted advisors assist our farmer-owners in upholding all aspects of agriculture by helping them:

- ▶ Share resources in their communities and across regions regarding pest and nutrient management, root growth and development, and new potential cranberry varieties
- ▶ Apply innovative technological solutions for hard-to-solve problems
- ▶ Access to a large library of resources developed by 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.

TRACKING OUR PROGRESS

To better understand our farmer-owner's sustainability efforts, we work to track and verify farm management practices. In FY25, we conducted our third Farm Sustainability Assessment (FSA) verification of our of our North American crop through the SAI Platform.¹



The FSA is a recognized industry tool that allows food and beverage companies to assess, improve, and validate on-farm sustainability. Ocean Spray chose the FSA as our main verification tool for on-farm sustainability due to its approach and tailored insights for specialty crops.

In FY25 and early FY26, we conducted our third Farm Sustainability Assessment (FSA) verification of our North and South American crop. Based on the 3rd party assessment, our North American crop received 7% Gold, 83% Silver, 7% Bronze, and 3% Not Yet Bronze performance level from SAI Platform.¹ Our South American Crop received 100% Gold performance level.²

The FSA was originally implemented by Ocean Spray to address increasing market pressure around agricultural sourcing and certifications. Our organization had been receiving a growing number of customer requests related to agricultural management data, and the FSA provided a helpful framework

for capturing farm practices at a given point in time. The FSA has since evolved into an important element of our regenerative agriculture strategy, reinforcing our shared belief that thoughtful measurement supports continuous improvement in farm sustainability.

This has enabled our organization and farmer-owners to:

- ▶ Address evolving customer expectations
- ▶ Differentiate ourselves in the marketplace
- ▶ Document progress and track improvements over time

Looking ahead, we believe this program can help elevate the role of cranberries farmed with sustainable practices in the marketplace while informing our continuing efforts to build long-term value in this space.

¹ Based on a third-party audit of 40 randomly chosen representative Ocean Spray cranberry farms. <http://saiplatform.org/fsa/>

² Based on a third-party audit of the one Ocean Spray South American cranberry farms. <http://saiplatform.org/fsa/>

CLIMATE RISK AND RESILIENCE

ON OUR FARMS

As a farmer-owned agricultural Cooperative, climate change is a critical issue. Not only does the agriculture sector contribute to global emissions, but it is also often disproportionately harmed by climate impacts. Thus, we are working to take actionable steps to increase our resilience to the impacts of climate change.



MANAGING IMPACTS

While cranberry production is inherently regenerative, our small family farms, and in turn our Cooperative, are not immune to the impacts brought about by a changing climate. Natural resource scarcity, extreme weather events, changes in seasonal patterns, and increased pest pressure all pose risks to our farmer-owners.

DROUGHT RISK IN CRANBERRY AGRICULTURE

In 2024 and 2025, respectively, farmer-owners in New Jersey and Eastern Canada were impacted by an extreme and prolonged drought. Cranberries rely on water not just to grow but also to protect them from overheating and frost damage, for pest management, and eventually to harvest. Since water is intrinsic to cranberry agriculture, drought events like these can have detrimental impacts on farm operations.

In New Jersey, due to critical drought conditions from July through November of 2024, many farmer-owners had to drastically change frost protection parameters to retain enough water for harvest. Recharge rates to wells and reservoirs in the region were, and remain, slow which prevented growers from harvesting in a timely manner.

Similarly in Eastern Canada, drought conditions in 2025 put river levels at an all-time low. In September, some farmer-owners faced the same tough choices that impacted New Jersey farmer-owners the year prior: whether to use water to protect from frost or to save the water to harvest. Farmer-owners less impacted by the drought (such as those having larger reservoirs) still had to determine the most efficient way to route the water to prevent water loss in the process.



Unfortunately, events like extreme and prolonged drought are becoming more common as climate change impacts intensify. Drought conditions in one growing season can also impact future yields due to the perennial nature of the plant. For example, low levels of water in reservoirs could impact the ability to flood and form ice over cranberry beds during the harsh winter months, reducing the plants' winter protection and ultimately contributing to lower yields the following season. This practice is still fundamental for the survival of cranberries in Eastern Canada where temperatures can drop to -35°C on a regular basis. While our farmer-owners use ingenuity and resilience in the face of climate change, drought and other disruptions caused by climate change can increase uncertainty for growers and continue to stress the supply chain, underscoring the need for long-term resilience planning.

BUILDING 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 family farms. Ingenuity and collaboration have been at the forefront of our farmer-owner's 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 target climate resilience characteristics to deliver goals of high yield and fruit quality.

BIOLOGICAL CONTROL FOR FLEA BEETLE IN WISCONSIN

Flea beetle is a recurring pest in Wisconsin cranberry agriculture, characterized by a single annual life cycle, limited long-range mobility, and periods of sudden population increase that can cause economic damage. These qualities make flea beetles strong candidates for targeted biological control. While moderate populations can be tolerated, severe infestations have traditionally required multiple late-season treatment and harvest timing challenges.

Over the past five years, the Ocean Spray Agricultural Science Team in Wisconsin collaborated with an external partner to assess the effectiveness of commercially available nematodes as a biological control solution for flea beetles. Multi-year field trials tested application rates, timing, and frequency using standard pressurized spray equipment. Capsanem® (*Steinernema carpocapsae*) was identified as the most effective treatment, with optimal control achieved through four applications in June. Monitoring confirmed that this approach significantly reduced flea beetle pressure and provided effective control for up to two years.

This project demonstrates the potential of biological control to replace or reduce chemical pesticide use within an integrated pest management framework. Compared with conventional insecticides that often require repeated late-season applications, the nematode-based approach offers a targeted and environmentally responsible alternatives.



OUR EMISSIONS

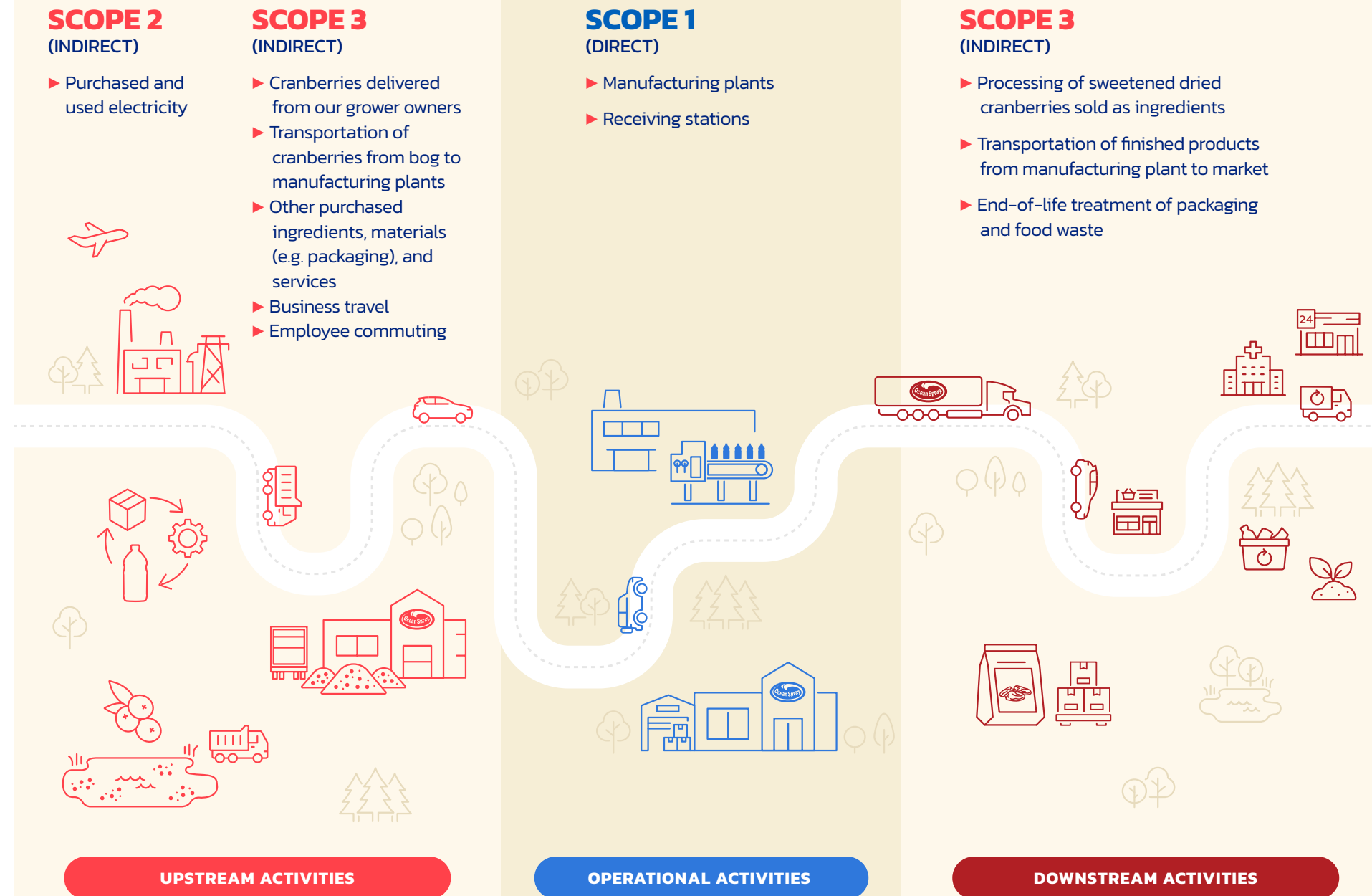
Our climate strategy, which is embedded in our long-term planning framework, includes our continued assessment of our emissions footprint and identifying opportunities for meaningful action.

DATA COLLECTION

Ocean Spray monitors and measures our emissions performance, engaging all levels of the business to capture input and feedback from stakeholders. Since FY20, we have conducted an annual inventory of our Scope 1 and 2 greenhouse gas emissions from data collected at our owned manufacturing facilities and receiving stations. In FY24, we initiated an internal discovery process to develop an estimated baseline for key Scope 3 value chain emissions.

In FY25 and early FY26, we implemented a new GHG tracking system to strengthen our ability to monitor Scope 1, 2, and 3 emissions. We are continuing to refine our Scope 3 baseline and will provide updates as our work progresses.

Ocean Spray's unique farmer-owned Cooperative model means our emissions footprint reflects both owned centralized operations, a network of farmer-owner farms, and other activities categorized across Scopes 1, 2, and 3.





Our calculation methodology is in line with the GHG Protocol’s Operational Control Approach, with emissions scopes defined as the following:

► SCOPE 1:

Direct emissions from fuel use in our facilities and vehicles, as well as CO₂, methane, and nitrous oxide released during manufacturing processes.

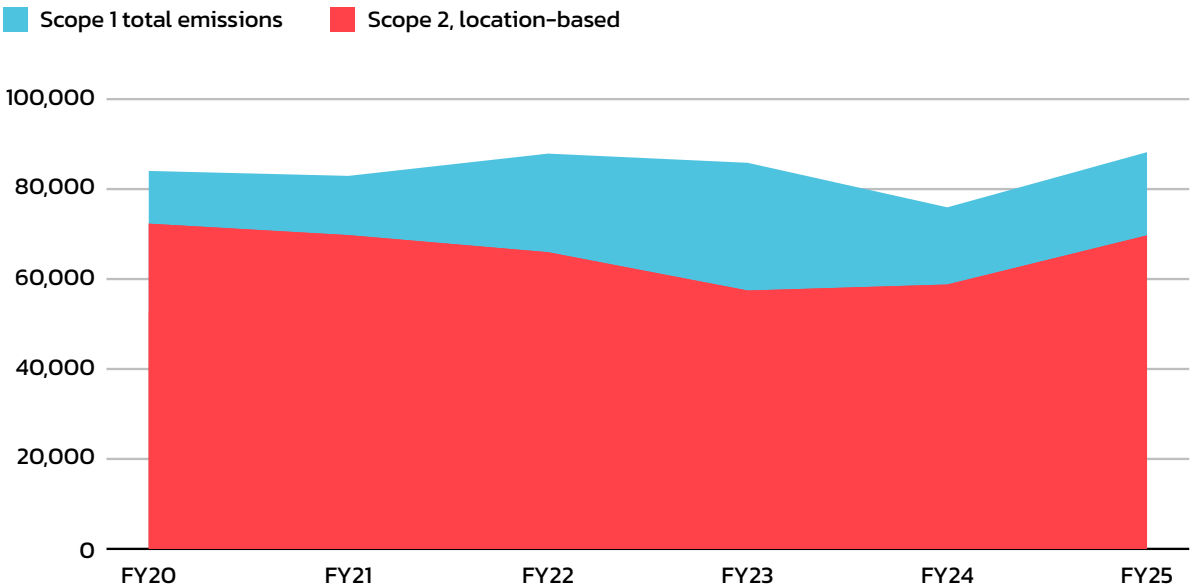
► SCOPE 2:

Indirect emissions from purchased electricity used in our operations. We primarily apply the location-based method to calculate these emissions.

► SCOPE 3:

Emissions from activities outside our direct control, such as those in our value chain.

SCOPE 1 AND 2 GHG EMISSIONS, BY YEAR (in tonnes CO₂e)



RENEWABLE ENERGY

In our FY24 report, we shared exciting progress on our Renewable Energy Options Assessment, a journey to uncover more sustainable energy options across our owned operations. Throughout FY25, we continued our pursuit of a more diverse energy portfolio, but faced challenges in implementing our comprehensive roadmap. These challenges included policy changes that reduced the incentives and tax credits that would have supported our renewable energy investments, increasing project costs and creating uncertainty for long-term planning.

Despite this, we remain engaged with key stakeholders to gather insights into the shifting landscape and stay abreast of emerging energy solutions. Our team will continue to work with policy advocacy organizations, utility providers, technical vendors, industry associations, and academic researchers to consider potential energy options.

OUR GHG EMISSIONS FOOTPRINT (in tonnes CO ₂ e) ¹				
Emissions Category	FY22	FY23	FY24	FY25
Scope 1 total emissions	87,886	85,841	75,942	88,210
Scope 2, location-based	65,959	57,438	58,778	69,698
Scope 2, market-based	66,147	58,268	59,128	72,633
Total (S1 + S2 location-based)	153,845	143,279	134,720	157,908
Total (S1 + S2 market-based)	154,033	144,109	135,070	160,843

¹Data Notes:

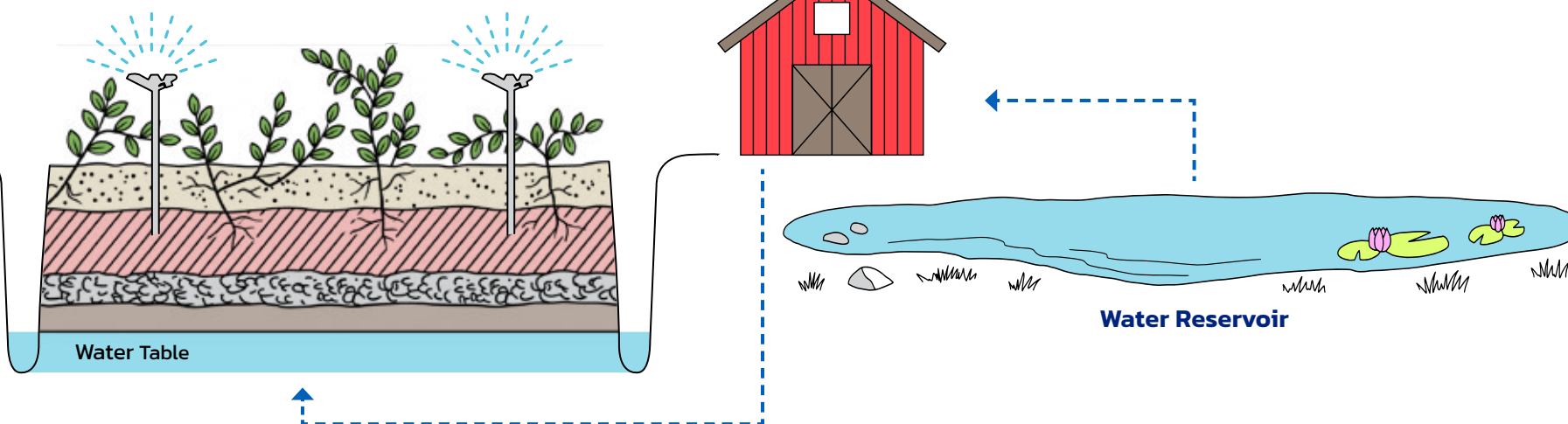
- **Methodology:** Scope 1 and 2 greenhouse gas (GHG) emissions are accounted for in accordance with the GHG Protocol Corporate Accounting and Reporting Standard using the Operational Control Approach.
- **Boundary:** The emissions inventory includes Ocean Spray owned and operated manufacturing facilities, receiving stations (excluding 2 receiving stations), and company-controlled vehicles. Emissions from independent farmer-owner farms, and third party co manufacturers are excluded.
- **Emission Factors:** Emissions are calculated using the most current, applicable emission factors available at the time of each inventory, including factors from government agencies and recognized international sources. As emission factors are updated annually, historical emissions may not be directly comparable year over year.
- **YOY comparability:** Year to year changes in emissions may reflect changes in operational activity, production volumes, energy sourcing, data quality improvements, or updated calculation methodologies. Verification: Emissions data reported has not been independently verified or assured by a third party.

WATER

Cranberry Bog/Marsh

Pump House

Water Reservoir



Contrary to popular belief, cranberries do not grow in water. However, cranberries and water are inexorably linked both in growing and harvesting.

Farmer-owners have 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. Advancing technologies have also improved farmer-owner livelihoods. Prior to advancements such as temperature and humidity sensors that feed into their phones and alert the irrigation system to turn on, farmer-owners were known to set alarms in the middle of the night for frost or even sleep out by their cranberry beds.

Managing water throughout the year is equally important as managing the cranberry vines. During harvest some farms operate within a closed loop system, water is pumped from a man made or natural reservoir, fed into the bog/marsh via dikes that surround the beds, held via bulkheads, and eventually pumped back into the reservoir. Other farms use nearby water sources, such as streams or lakes, to harvest and irrigate by pumping the water from one end of the bog and releasing at the other end as “filtered” water thanks to the wetland characteristics of the cranberry bed.

TURNING WASTEWATER INTO RENEWABLE ENERGY AT OUR KENOSHA, WI PLANT

In our FY24 report, we shared plans to install an anaerobic digester at our Kenosha beverage plant to convert high-strength wastewater from cranberry juice and sauce production into renewable biogas. In FY25, the project officially came online and is operating as intended. The digester processes several thousand gallons of high-strength wastewater per day, with feed volumes increasing as the microbial community acclimates toward a long-term capacity of up to 120,000 gallons per day. The biogas generated will be used to fuel the plant’s on-site boiler, supporting thermal needs such as heating wastewater to approximately 90°F prior to treatment.

Initial onsite observations show strong system performance, including consistent gas generation and seamless operation of supporting infrastructure such as the new equalization tank. The successful commissioning of this system reflects meaningful collaboration across Environmental Health & Safety, Operations, and Sustainability teams, as well as the determination and adaptability of the Kenosha plant team. Together, these efforts mark an important advancement in our broader efforts to resource efficiency, renewable energy generation, and continuous improvement across our manufacturing footprint.

WASTE MANAGEMENT

In FY25, we embarked on an initiative to analyze waste across our manufacturing network to identify opportunities for reduction, recycling, and innovative reuse. While each of our owned facilities has unique processes for making our delicious juice, snacks, and cranberry sauce, the types of waste we handle generally fall into four broad categories:



GENERAL WASTE

Everyday operational materials such as trash from offices and production areas. Historically, we have managed this stream through landfill or incineration, but we continue to explore ways to minimize, recycle, and divert this waste.



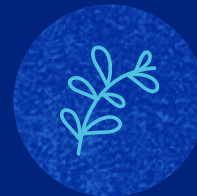
PACKAGING MATERIALS

Common materials such as paper and cardboard (ingredient bags, corrugate), plastics (clear stretch film, poly film, LDPE, HDPE), and PET bottles and preforms. These materials are increasingly recycled, and we are assessing opportunities to expand circular solutions.



METALS AND WOOD

Scrap metal, which originates from equipment and drums, along with wooden pallets and bins. These streams, which are typically recycled or repurposed, represent strong opportunities for continued reuse and recovery.



ORGANIC AND PROCESS WASTE

Food and beverage by-products such as bulk juice, packaged food waste, and pomace. We typically manage these streams through composting, animal feed programs, land application, or advanced solutions like anaerobic digestion.

REDUCING PROCESS FOOD WASTE THROUGH DATA-DRIVEN INSIGHTS

In FY25, our process engineering team identified opportunities to reduce juice and cranberry sauce waste at our Kenosha, WI facility. Using advanced analytics and data modeling, the team pinpointed root causes and implemented targeted corrective actions to minimize losses.

A new visualization model of Kenosha's juice lines now provides real-time insights, helping teams quickly identify where waste occurs. These insights have driven improvements in equipment maintenance, team member training, and process optimization—delivering measurable reductions in food waste.



“The juice loss model gave our operations, maintenance, and performance excellence teams actionable data and enhanced analytical capability, enabling focused and prioritized waste reduction efforts.”

– Paul Jasmin, Process Engineer



PRODUCT

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



OUR PRODUCTS

Cranberries are one of only three commercially cultivated fruits native to North America, with more than a hundred varieties across the continent, varying in size, color, and shape. Farmers typically grow multiple cranberry varieties to stagger their harvest seasons and take advantage of their regional climate.

After screening and cleaning, we transform our farmers' fresh, nutrient-dense cranberries into either:

- ▶ **FROZEN FRUIT:** Most of the harvested fruit is frozen to supply year-round production of Ocean Spray® products and ingredients; or,
- ▶ **FRESH FRUIT:** A portion of the fresh fruit is packaged at the farm, at an Ocean Spray manufacturing facility, or by a contracted partner, and then shipped straight to our distributors.

We incorporate our cranberries into more than a thousand delicious consumer products and ingredients that can be found across thousands of retail locations, restaurants, and even hospitals and schools.





ZERO SUGAR JUICE DRINK

Zero Sugar Juice (US)

After a strong debut featuring our iconic Cranberry and Mixed Berry Zero Sugar Juice Drinks in FY24, our Zero Sugar Juice Drink platform expanded to include new offerings such as Tropical Punch, Strawberry Mango, and Pink Cranberry flavors, along with additional package formats designed to meet a wider range of consumer needs and consumption occasions.¹ This growth reflects Ocean Spray's commitment to providing great-tasting, zero sugar beverage choices that support evolving consumer preferences while maintaining the fruit-forward flavor experience consumers expect from the brand.



Sparkling Zero Sugar Juice Drink

Building on the success and expansion of the Zero Sugar Juice Drink platform in the United States, Ocean Spray introduced Zero Sugar Sparkling Beverages in Canada, extending the platform into a new market and beverage occasion. Packaged in aluminum cans, the product combines the refreshment of sparkling beverages with the fruit-forward flavors consumers expect from Ocean Spray, all with zero sugar. The launch reflects growing consumer interest in zero sugar beverage choices and convenient packaging formats, while also supporting our commitment to expanding products in highly recyclable packaging. By leveraging a successful innovation platform across geographies, categories, and packaging formats, Ocean Spray continues to meet evolving consumer needs through thoughtful, consumer-driven innovation.



¹ Contains stevia leaf extract, which has been further processed.

SUPPORTING HEALTHIER CHOICES

4oz 100% Juice Cups

Ocean Spray’s 4oz 100% Juice Cups are designed to support the nutritional needs of students while helping schools meet meal program requirements. Offered in portion sizes aligned with K-12 school nutrition standards, these products provide a convenient way for students to access fruit juice-based nutrition as part of a balanced meal. Building on this platform, Ocean Spray has also introduced Cranberry+health® 4oz juice drink cups for healthcare and senior living settings, helping meet the nutritional needs of patients and residents through convenient, easy-to-serve formats. Together these offerings reflect our commitment to meeting consumers where they are throughout different stages of life while supporting schools, healthcare providers, and foodservice operators with high-quality fruit juice-based solutions.



Craisins® Dried Cranberries

To meet evolving K-12 school nutrition guidelines, Ocean Spray introduced a new Craisins® Dried Cranberries offering specifically designed for the school environment. Made with real sugar and no artificial sweeteners, this product delivers 50% less sugar while providing an excellent source of fiber—helping schools offer balanced, nutrient-dense snack options that students enjoy.

This innovation reflects the inherent goodness of sweetened dried cranberries. Sweetened dried cranberries contain beneficial polyphenols—naturally occurring plant compounds with antioxidant activity—which, together with the addition of intrinsic fruit fiber and the addition of soluble corn fiber, contribute to a balanced nutritional profile. Cranberries are also naturally low in intrinsic sugar, enabling flexible formulations that reduce total grams of sugar while maintaining taste—unlike raisins, where sugar is inherent and concentrated during the drying process.¹

Newly published clinical research (2026) further reinforces this approach, showing that dried cranberry snacks and raisins with similar total sugar levels produce comparable glucose and insulin responses—demonstrating that the body responds similarly to intrinsic and added sugars within whole fruit matrices. The study also highlights the role of fiber and polyphenols in supporting more moderate metabolic responses compared to traditional sweet snacks.²

As a result, Ocean Spray developed this fiber-forward formulation, maintaining exceptional taste and quality. This product exemplifies our commitment to fiber-forward innovation—delivering the nutritional benefits of cranberries in a way that supports student well-being.



¹This product contains 12 g sugar compared to 24 g sugar per serving of Craisins® Original Dried Cranberries.

²Gu et al SDC glucose insulin response JFF 2026.

INGREDIENTS

Ocean Spray Ingredients is one of the world's premier fruit suppliers, selling to over 70 countries worldwide. We harness the bold, vibrant essence of the cranberry to deliver a diverse portfolio of premium ingredients. Guided by deep consumer insights and culinary ingenuity, we craft cran-centric solutions that spark innovation across a wide spectrum of applications from baked goods and beverages to snack mixes and more. Ocean Spray Ingredients offers a wide range of products including dried cranberries, frozen fruit, puree, seeds, and concentrate. Ocean Spray's passion for cranberries, depth of scientific knowledge, and market understanding, allows 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, and operates via a global network of distributors across North America, Europe, Africa, South America, Middle East, Asia, and Australia.



Baking



Dairy



Chocolate & Confection



Appetizers & Dishes



Cereal



Snacking



Smoothies & Beverages



Salad



Ocean Spray® Ingredients

Ocean Spray® Ingredients Product Selector

UPCYCLING

INNOVATION

We continually pursue innovative ways to transform cranberry byproducts into valuable resources. These upcycling initiatives are pursued to try to reduce waste, create new revenue streams for our Cooperative, and advance Ocean Spray’s sustainability and wellness efforts. Our upcycled initiatives include:

► **Cranberry hulls**, which contain antioxidant and anti-inflammatory polyphenols, are used to create our delicious Craisins® Dried Cranberries and a variety of sweetened dried cranberry ingredients and products such as dried fruit mixes and enrobed sweetened cranberries.¹

- **Cranberry presscake**, which is high in pectin and polyphenols, is used to provide a jellied consistency for our flagship cranberry sauce.²
- **Cranberry seeds**, which are rich in protein and contain omega-3 and omega-6 fatty acids, are extracted, dried, and sold as an ingredient.³
- **Cranberry pomace**, which contains polyphenols, triterpenoids, and ursolic and oleanolic acids, has emerging potential as an ingredient in the wellness field.^{4,5}

Our upcycling initiatives have transformed what was once considered waste into ingredients with useful food applications.



RESEARCH PARTNERSHIPS

Since 2021, we have been engaged in a partnership with Brightseed, an innovation platform for health and life sciences, to leverage AI technology to uncover bioactive compounds in cranberries, highlighting their potential to support human health. This work has emphasized the importance of triterpenoids—naturally occurring compounds in cranberries—sparking deeper scientific exploration.

In FY25, we expanded our work on triterpenoids through a collaboration with Dr. Catherine Neto’s lab at the University of Massachusetts Dartmouth. Last year, their team published groundbreaking research on the composition of pentacyclic triterpenoids in cranberry pomace and other raw materials, revealing pomace as a rich source of these compounds.⁶ Together, we are now investigating the biological activity of pentacyclic triterpenoids to better understand their potential role in promoting health. This research not only supports the value of cranberry pomace but also opens doors for innovative applications in functional foods, supplements, and beyond.

By connecting science with purpose, we are unlocking the full power of the cranberry—one discovery at a time.

“**Our collaboration with Brightseed enabled us to predict the occurrence and significance of triterpenoids in our berries, while our partnership with UMass is helping us validate these findings to help further support the value of our pomace.**”



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

References and notes:

¹ Kovacev, K., Hughes, B., & Smith, J. S. (2020). Polyphenol Stability and Physical Characteristics of Sweetened Dried Cranberries. *Foods*, 9(5), 551. <https://doi.org/10.3390/foods9050551>.

² Raghavan, S., Richards, M.P. (2007). Comparison of solvent and microwave extracts of cranberry press cake on the inhibition of lipid oxidation in mechanically separated turkey. *Food Chemistry*, 102, 818–26.

³ Piasecka, I., Brzezińska, R., Ostrowska-Ligeza, E. et al. (2023). Ultrasound-assisted extraction of cranberry seed oil: food waste valorization approach. *Eur Food Res Technol* 249, 2763–2775. <https://doi.org/10.1007/s00217-023-04326-6>

⁴ Xue, L., Carreiro, B., Mia, M.S., Paetau-Robinson, I., Khoo, C., Neto, C. (2024). Pentacyclic Triterpenoid Content in Cranberry Raw Materials and Products. *Foods*. 13(19):3136. doi: 10.3390/foods13193136.

⁵ White BL, Howard LR, Prior RL. (2010). Proximate and Polyphenolic Characterization of Cranberry Pomace. *Journal of Agricultural and Food Chemistry*. 58:4030–6.

⁶ Xue L, Carreiro B, Mia MS, Paetau-Robinson I, Khoo C, Neto C. Pentacyclic Triterpenoid Content in Cranberry Raw Materials and Products. *Foods*. 2024 Sep 30;13(19):3136. doi: 10.3390/foods13193136. PMID: 39410168; PMCID: PMC11475460.



THE POWER OF CRANBERRIES:

Cranberries are one of Mother Nature’s superfruits—naturally low in sugar and packed with nutrients that support a healthy lifestyle. Research shows that cranberries and certain cranberry food and beverage products can not only help meet daily fruit intake, they may also help support urinary tract¹, gut^{2,3}, oral^{4,5}, and heart health.⁶

FDA-QUALIFIED HEALTH CLAIM

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

CRANBERRY HEALTH CLAIMS

Cranberries are the only food with a qualified health claim (QHC) from the FDA for reducing recurrent urinary tract infections with consumption levels of certain products that meet specific criteria.⁷ International health claims for urinary tract health are also approved in Australia, New Zealand, and India, reflecting decades of Ocean Spray research and global regulatory engagement.

PREBIOTIC BENEFITS

Cranberries and certain cranberry products are a rich source of polyphenols and oligosaccharides that function as prebiotics, supporting a balanced gut microbiome.^{8,9} Cranberry pomace, a byproduct of juice production, has also been found to contain bioactive compounds that may promote growth of beneficial gut bacteria and produce short-chain fatty acids, which are crucial for gut health.⁸



References and notes:

¹Maki, K.C., Kaspar, K.L., Khoo, C., Derrig, L.H., Schild, A.L., Gupta, K. 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. *American Journal of Clinical Nutrition*. 2016;103(6):1434–42.

²Li, Z.X., Ma, J.L., Guo, Y., Liu, W.D., Li, M., Zhang, L.F., et al. Suppression of *Helicobacter pylori* infection by daily cranberry intake: A double-blind, randomized, placebo-controlled trial. *Journal of Gastroenterology and Hepatology*. 2021;36:927–35.

³Gao, T., Hou, M., Zhang, B., Pan, X., Liu, C., Sun, C., et al. Effects of cranberry beverages on oxidative stress and gut microbiota in subjects with *Helicobacter pylori* infection: a randomized, double-blind, placebo-controlled trial. *Food and Function*. 2021;12:6878–88.

⁴Wu, C.D., Huang, E., Li, W., White, M., Jung, S., Xie, Q. Beverages Containing Plant-Derived Polyphenols Inhibit Growth and Biofilm Formation of *Streptococcus mutans* and Children’s Supragingival Plaque Bacteria. *Beverages*. 2021;7(3):43.

⁵Wu, C.D., Li, W., Luu, M., Xie, Q., Kratunova, E. Cranberry Juice Inhibits Dental Plaque Bacteria Regrowth and Acid Production in Children and Adults. *Current Developments in Nutrition*. 2024;8, 103499.

⁶Novotny, J.A., Baer, D.J., Khoo, C., Gebauer, S.K., Charron, C.S. Cranberry juice consumption lowers markers of cardiometabolic risk, including blood pressure and circulating C-reactive protein, triglyceride, and glucose concentrations in adults. *Journal of Nutrition*. 2015;145(6):1185–93.

⁷FDA 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), July, 2020.

⁸Hotchkiss, A.T., Renye, J.A., White, A.K., Nunez, A., Guron, G.K.P., Chau, H., et al. Cranberry Arabino-Xyloglucan and Pectic Oligosaccharides Induce *Lactobacillus* Growth and Short-Chain Fatty Acid Production. *Microorganisms*. 2022; 10(7):1346.

⁹Lessard-Lord J., Roussel C., Lupien-Meilleur J., G  n  reux P., Richard V., Guay V., Roy D., Desjardins Y. Short term supplementation with cranberry extract modulates gut microbiota in human and displays a bifidogenic effect. *NPJ Biofilms Microbiomes*. 2024; 10(1):18.

FOOD SAFETY AND QUALITY ASSURANCE

RAPID HRM TESTING

GENE-UP® PRO HRM, developed with BioMerieux, represents the first DNA-based test commercially developed to detect heat-resistant molds at the molecular level. This project represents a strong industry collaboration and reinforces our leadership in the beverage industry. Ocean Spray now has a test that not only delivers cost savings for our Cooperative but also accelerates our ingredient purchasing decisions.

FOOD SAFETY AND HACCP STANDARDIZATION

In FY25, we advanced the standardization of our food safety, HACCP, and intentional adulteration programs across our internal manufacturing network to strengthen food safety, improve compliance, and reduce operational risk.

Previously, facilities conducted risk assessments independently, resulting in variability in methodologies and outcomes. Through HACCP standardization, all facilities now assess food safety risks

using a consistent framework and applying controls in a uniform manner. We also delivered advanced training to plant teams to enhance vulnerability assessment capabilities. This training enables more accurate identification of high-risk process steps, allowing resources and mitigation efforts to be focused where risk is greatest.

UPDATING OUR CO-MANUFACTURING MANUAL

We strive to always be ahead of the curve when it comes to Food Safety and Quality at all our manufacturing facilities, whether Ocean Spray-owned or belonging to our external network of co-manufacturing (“co-man”) plants. In FY25, the FSQA Co-Man Team worked to update our co-man manual and deploy it across our global co-man network. This effort helped streamline FSQA requirements to be more global in nature without duplicating GFSI standards. The updated manual includes references to the Codex Alimentarius, GFSI standards, and specific requirements for Ocean Spray® products. As of FY25 all co-manufacturers have signed and are using the updated comprehensive manual.



OUR RESPONSIBLE SUPPLY CHAIN

From fruit to sweeteners to stabilizers, our procurement team prioritizes partnering with suppliers who share our values and uphold high standards.

OUR SUPPLIER CODE OF CONDUCT

Our [Supplier Code of Conduct](#) sets clear expectations for labor practices, environmental stewardship, and ethical business conduct with companies in our value chain. We ask suppliers and their subcontractors to make reasonable efforts to align with these principles, reinforcing shared responsibility across our network.



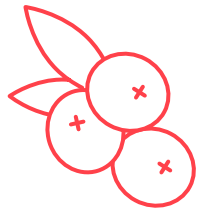
STRENGTHENING SUPPLIER ACCOUNTABILITY

To enhance transparency and accountability, we rolled out Sedex across our supplier base. This platform, combined with SMETA audit results, helps us proactively identify and address risks related to labor, health and safety, environment, and business ethics. Additionally, our expanded focus and partnership with Sedex enables us to:

- ▶ Monitor compliance more effectively
- ▶ Benchmark performance against global standards
- ▶ Drive continuous improvement in responsible sourcing
- ▶ Protect the integrity of our Cooperative and brand

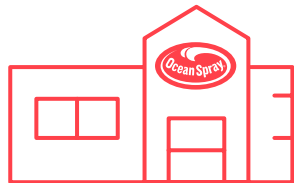


TRACING OUR SUPPLY CHAIN



1 CRANBERRIES

Ocean Spray's farmer-owners plant, maintain, grow, and harvest the cranberries, most of which are then transported to one of our receiving stations. Some fresh fruit is packaged right on the farm and then sent directly to distribution centers.



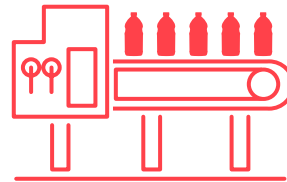
2 RECEIVING

We deliver our cranberries to one of ten receiving stations strategically placed in each growing region where they are inspected, washed, and packed into crates for shipment to our manufacturing facilities. During peak harvest, some of our receiving stations can process over a hundred trucks in day!



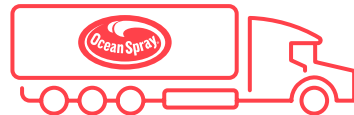
3 OTHER INGREDIENTS

Our Procurement Team works diligently to source all other ingredients that go into our products from a network of trusted supply partners.



4 MANUFACTURING

Our cranberries are processed at ten different Ocean Spray owned and operated food and beverage manufacturing facilities. We also work closely with manufacturing partners to efficiently manage production and to meet consumer demand.



5 DISTRIBUTION

Once products are manufactured, they are sent to distribution centers across the globe, where they are then shipped to our customers.



6 MARKETPLACE

Our products are sold worldwide across a wide range of retail and institutional 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.

2 A NEW ERA IN FRUIT EVALUATION

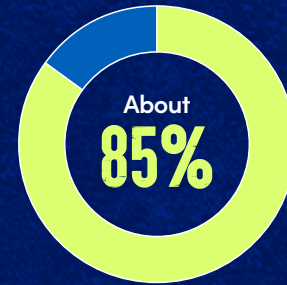
Hyperspectral imaging is the future of fruit quality evaluation at Ocean Spray. This new technology provides greater accuracy, consistency, and efficiency ensuring every delivery sample is tested the exact same way across all receiving locations.

Hyperspectral imaging works by capturing an image of the fruit beyond what the human eye or even a regular camera can see. Paired with specialized computer software, it can detect defects such as rot, red frost, mechanical damage, and insect damage in greater detail.

Early trials began in 2023, and we expect every growing region to complete final trials through 2026. The goal is now to roll this technology out to analyze inbound fruit for the 2027 harvest at all Ocean Spray receiving locations. From there, we will expand the technology to outbound fruit used during our manufacturing processes, enabling more intentional and efficient fruit utilization across products and less food waste.

With hyperspectral imaging, we are evolving how we evaluate fruit: faster, more consistently, and with greater transparency; a testament to our focus on continuous improvement and investing in the future of our Cooperative.

OUR PACKAGING FOOTPRINT



How2Recycle®

About 85% of Ocean Spray's U.S. retail portfolio's primary packaging features a How2Recycle® label.



As a consumer goods company, the packaging of our products is our customers' first touchpoint with our juices, dried cranberries, and cranberry sauce. It tells the story of our company and identifies our brand in the marketplace.

We also acknowledge that, as a food and beverage company, our packaging contributes significant amounts of plastic, corrugate, and metal to the recycling and waste streams where our products are sold and consumed. To understand and lessen our impact, we have been working to develop a sustainable packaging strategy.

UNDERSTANDING OUR PACKAGING MIX

In FY25, we completed a packaging footprint analysis based on a FY22 packaging baseline. Our footprint encompasses all United States domestically-owned manufacturing plants, co-manufacturers, and co-packers and includes the previous three fiscal years of products produced at these facilities. This important step will help us make informed packaging decisions and identify areas for optimization going forward.

DEVELOPING OUR STRATEGY

Ocean Spray's packaging baseline has helped the team to understand where our actions and initiatives could have the greatest impact on the company and the environment. With plastic as a significant part of our packaging, it is clear that our focus should be on plastic reduction. As there is no single solution to reducing virgin plastic usage, we are focusing on the following options for change:

- ▶ Continuing to use lightweight packaging
- ▶ Shifting to alternative packaging formats
- ▶ Researching post-consumer recycled (PCR) content opportunities
- ▶ Driving innovation

Our hope is that, by purposefully working toward each of these goals, Ocean Spray will resonate more with our consumers, and increase our overall brand sustainability.

CHALLENGES

Although we are working towards more sustainable packaging as an organization, we have also run up against challenges in the global packaging landscape, including packaging integrity, availability and cost of material, and a patchwork regulatory and policy landscape.

OUR ACHIEVEMENTS

In FY25, our Packaging Development Team achieved several exciting packaging transformations:

- ▶ Lightweighted single serve 10oz bottle and removed 2.7 million pounds of virgin plastic from circulation;
- ▶ Reduced corrugate weight by 0.2 million pounds from food service 4oz beverage secondary packaging;
- ▶ Addressed key technical challenges at our Sulphur Springs facility to support the rollout of our lightweight 60oz and 64oz bottles.

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.



AN ENGAGED CULTURE

AND TEAM

86%

Engagement Survey Employee Participation Rate

75%

of employees would recommend Ocean Spray as a great place to work

78%

of employees stated they are proud of Ocean Spray's efforts to have a positive impact in the world

82%

of employees believe in our values

BENEFITS AND WELLNESS

In FY25, Ocean Spray was again honored as a Workwell Massachusetts Award recipient, which recognizes exemplary worksite healthcare.

Ocean Spray's comprehensive benefit programs cover a wide array of services with offerings that are tailored to our team members. That is because we want team members to feel secure in knowing they and their families are well taken care of when it comes to their physical and mental health.

A hallmark of our benefits remains 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 delivers results for this Cooperative and farmer-owners.

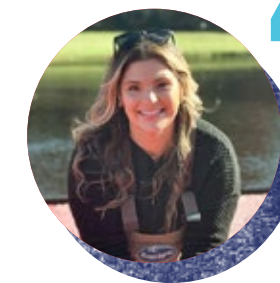
A PLATFORM FOR RECOGNITION: SUPERFRUIT

In FY24, Ocean Spray launched its "Superfruit" recognition program, enabling team members to broadly recognize their peers and teams. In FY25, the platform truly came to life with hundreds of team members honoring and thanking their peers globally.

There's power in bringing people together and celebrating what we achieve. Whether day-to-day accomplishments, above-and-beyond passion or living our values, we will continue to recognize and honor the individuals and teams at Ocean Spray that work so hard for our farmer-owners.

TEAM-MEMBER LED, CULTURE FOCUSED

Our Employee Resource Groups (ERGs) are voluntary, team member-led groups that play a vital role in fostering an inclusive and collaborative workplace. In FY25, these groups continued their business and cultural impact with a calendar of events, learning experiences, and community activities. Participation also increased, with more than 270 team members now active participants across our four ERGs. Each group benefits from dedicated senior leadership sponsors who offer mentorship, champion initiatives, and help strengthen ERG strategies and programming. Together, these efforts are helping to support team member development and reinforce Ocean Spray's values throughout the organization.



"I joined the Women's Coalition as Co Lead to build connections within Ocean Spray as a new employee. Since then, I've formed lasting relationships and meaningful community connections that help provide essential services to those in need. The Women's Coalition has created a strong internal network where we can support, empower, and learn from one another."

– Danielle DiTommaso,
Director, Enterprise PMO



**WOMEN'S
COALITION**



MULTICULTURAL



PRIDE



**TOTAL
CARE**

DEVELOPING TALENT

A FOCUS ON OUR TEAM MEMBERS TO xELERATE FORWARD

When undertaking a significant Enterprise Resource Planning transformation, one of the critical focus areas is not just the systems, but our people.

Training and testing were major focus areas of our xELERATE project, ensuring our team was ready to activate our new systems and ways of working.

Ocean Spray held more than 70 training sessions to prepare more than 650 team members across the Cooperative with the knowledge needed to confidently navigate the new tools and processes.

“This has been a transformation powered by collaboration. We brought together expertise from across Ocean Spray to modernize how we work, unlock smarter processes, and provide long-term value for our Cooperative,” shared Chris Domey, xELERATE Program Lead. “What has and continues to impress me most, from our end-users to our leadership team, is the shared understanding of how important this project is to our business, and in the long-run our farmer-owners’ returns.”

BERRY BEGINNINGS FOR ONBOARDING EXCELLENCE

Berry Beginnings continued successfully in FY25, offering a clear, structured onboarding experience for new salaried team members. In FY25, roughly 100 team members went through the program, reinforcing Berry Beginnings as a meaningful and impactful start to a career at Ocean Spray.

The program guides team members through three key milestones: a typical Day 1 orientation, our WADE In deep dive, and the 90 Day Survey.

Day 1 introduces new hires to our technology, history, culture, values, and benefits, helping them feel settled from the start. WADE In, held quarterly, is a comprehensive full day session—hybrid-friendly and hosted from our Lakeville headquarters—that immerses new team members in the full Ocean Spray story. Through presentations and Q&A sessions with internal subject matter experts, participants gain an understanding of everything from our manufacturing process and innovation pipeline to the journey of the cranberry and how our products reach consumers.

The onboarding journey concludes with a 90 Day Survey, inviting feedback to strengthen the new hire experience.



MPOWER

MPOWER-ING MANUFACTURING TEAMS

To strengthen safety, productivity, and continuous learning across our operations, we launched MPOWER, giving team members easy access to the knowledge they need to succeed. The platform streamlines how we share procedures, technical documentation, and best practices, capturing the expertise of our incredibly knowledgeable team members and making it consistently available to new hires.

This year, our Food and Beverage Plants made significant progress building out their content libraries, and we successfully deployed a Workday to MPOWER integration. Some additional milestones include the rollout of Plant Training Strategy guidelines and templates, and the incorporation of xELERATE trainings directly into MPOWER.

By putting the right information in the hands of the right people at the right time, MPOWER is helping build a safer, more confident, and more capable workforce.

SUPERVISING @ OCEAN SPRAY

In FY25, Ocean Spray launched Supervising@Ocean Spray, which was created in direct response to supervisor feedback, recognizing their critical role in driving performance, engagement, and culture.

Launched in FY25, Supervising@Ocean Spray provides flexible, interactive eLearning designed for supervisors across Operations, Food Safety & Quality, Supply Chain, Maintenance, and Production. The courses are delivered in 30-minute modules through Workday every two to three weeks, supported by local HR-led activities that help supervisors apply new skills on the job. The curriculum included six topics, with four additional topics planned for FY26, and will become part of the onboarding experience for all new supervisors.

By year end, 100% of our operating supervisors completed the program, a milestone that reflects both the commitment of our frontline leaders and the company's strong focus on investing in people. Supervising@Ocean Spray is more than a training series—it strengthens leadership capability, supports team engagement, and reinforces our commitment to building a strong, confident manufacturing workforce for the future.



MENTORING @ OCEAN SPRAY

Mentorship is a powerful catalyst for professional growth, innovation, and connection. Bringing together seasoned professionals and career-focused team members creates a dynamic exchange of knowledge, support, and perspective that benefits individuals and organizations alike.

Mentoring@Ocean Spray embodies these strengths by fostering collaboration, continuous learning, and career development across the organization. Since launching in FY24, more than 200 mentors and mentees have participated, each gaining opportunities to build leadership capabilities, enhance communication skills, and broaden cross-functional partnerships.

For mentees, the program creates a safe, supportive space to ask questions, seek direct and constructive feedback, and actively build capabilities aligned with Ocean Spray's Core Competencies. For mentors, the experience sharpens leadership, deepens empathy, and strengthens connection to emerging talent.

These benefits are echoed across research, which shows mentors often experience increased job satisfaction and meaningfulness at work. These relationships help cultivate strong, connected, growth-minded teams and reinforce a culture of shared leadership and continuous development.



“Engaging in this program has been like using a trusted compass along my career journey. Having someone walk beside me, offering perspective and encouragement, has shaped my professional growth and my personal outlook. It’s a reminder that progress isn’t a solo act; it’s a shared experience that makes the path richer and more meaningful.”

– Lee-Anne Babineau,
ITSM Analyst

INTEGRITY

ABOVE ALL

POLICY IMPROVEMENT AND ALIGNMENT

Across our Cooperative, Integrity Above All isn't just something we believe in, it is something we put into action. Through purposeful initiatives, everyday behaviors, and team-driven activities, we bring this value to life in meaningful, measurable ways.

In FY23, we began a wholesale consolidation and review of our company-wide policies, designing a philosophy, template, and approach. In FY25, we finalized that work with all Human Resources or "people-related" policies completed for consistency and alignment with business imperatives. Additionally, enhancement work began with our Internal Controls policies to strengthen them even further for our Cooperative.

AWARD-WINNING INTEGRITY

In FY25, Ocean Spray was [named the 4th most ethical brand in the nation by MarketBeat](#). One of the chief reasons consumers cited was that we are a farmer-owned, agricultural Cooperative with a long history of great products and strong values. We are incredibly proud of this honor, as it speaks to our strong purpose, inherent values, and ethical commitment by all team members.



FROM PROTECTION TO POSSIBILITY: OCEAN SPRAY'S AI EVOLUTION

Ocean Spray's approach to AI has rapidly evolved, from protecting the Cooperative, to educating our teams, to now enabling wider adoption. What began as a defensive posture has transformed into a forward-looking strategy that positions us to activate AI more confidently across the business.

In FY25, we launched the management-led Responsible AI Committee to safeguard Ocean Spray amid the surge of new AI, especially fast-moving GenAI tools. The committee—made-up of team members from our IT, Legal, and Commercial teams—established the Cooperative's first AI Usage Policy, reviewed all incoming AI requests, and partnered with Legal as they developed standard AI contract terms to ensure we were covered from every angle.

The cross-functional NextWave AI Team was created for this very purpose, giving teams the greenlight, tools, and trust to experiment with and apply AI in ways that actually move the business—fast, responsibly, and together. With a strong foundation and growing capability, Ocean Spray is now better positioned than ever to unlock AI's full potential.



“As momentum and curiosity grew across the organization, it became clear that simply guarding against risk wasn't enough. Team members wanted to understand how to use AI safely and well. So, toward the end of last fiscal year, we shifted deliberately from defense to offense.”

– Paul Cavacas,
Director of Data, Analytics, and AI

EXCELLENCE AND COMMITMENT

The Board of Directors Award of Excellence is the highest honor at Ocean Spray. In the spirit of our farmer-owners rich history of service, care, and passion for our Cooperative, our Board recognizes team members who go above and beyond in their daily work and have had a lasting positive impact on our business and organization. These team members both deliver results and live our values with their peers. Of note, the slate of honorees for FY25 have a combined 81 years of service with Ocean Spray.



2025 AWARD WINNERS



GROWER MINDSET

SARA MOSELEY, SENIOR SUPPLY PLANNER

Sara was instrumental in transforming Ocean Spray's fresh fruit business into a record-setting, million case operation through exceptional end-to-end planning, cross-functional coordination, and unwavering dedication. Her deep cranberry expertise, dual-role leadership, and passionate advocacy for the brand and grower community embody continuous growth, ownership, and commitment to Ocean Spray's future.



SUSTAINABLE RESULTS

COLLEEN LONG, SENIOR DIRECTOR, IT STRATEGY & ENTERPRISE ARCHITECTURE

Colleen demonstrated extraordinary leadership in driving our xELERATE data transformation—building and guiding high-performing teams, establishing disciplined, high-quality data processes, and serving as the unifying force across all workstreams. Her relentless commitment, holistic thinking, and personal sacrifices exemplify empowered leadership and a deep dedication to Ocean Spray's success.



INTEGRITY ABOVE ALL

LARRY SAARI, SENIOR MANAGER, PLANT TECHNOLOGY

Larry consistently leads with transparency, accountability, and an unwavering commitment to doing what's right. He guided major manufacturing IT initiatives with honesty, purpose, and deep dedication to Ocean Spray's growers and teams. His reliability, humility, and willingness to go above and beyond, day and night, earned trust across the organization and exemplified integrity in action.



INCLUSIVE TEAMWORK

WEI WANG-NOLAN, SENIOR MANAGER, PRODUCT DEVELOPMENT

Wei has continually demonstrated exceptional leadership in beverage innovation—building major growth platforms like Zero Sugar and Flavor Splash, driving millions in cost savings, and ensuring Ocean Spray's competitive edge through rigorous science, smart decision making, and unwavering dedication. Her deep expertise, GRIT, and commitment to developing others exemplify the highest standards of excellence and impact.



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 firmly embedded in our culture. We believe that a safe and secure work environment is the foundation for sustainable business success, and that the safety of every team member is our top priority.

CONTINUOUS SAFETY IMPROVEMENT

Safety at Ocean Spray starts with rigorous standards, accountability and a commitment to always improve. Over the past seven years, we've strengthened our internal audit program by partnering with OSHA (Occupational Health and Safety Administration) agencies to evaluate all 14 of our U.S. manufacturing plants and receiving stations. In FY25, every US-based location underwent comprehensive reviews, further improving our strong safety commitment.

As a result of our continued efforts, Ocean Spray has earned multiple safety awards across the United States, including the Texas LoneStar Safety Award, the New Jersey Governor's Safety Award, and several Washington State START certifications. Today, Ocean Spray has one OSHA Voluntary Protection Program (VPP) certified Plant, and four other plants have submitted VPP applications and are actively engaged in the certification process with their respective OSHA office.

This approach went global in FY25, as our Lanco, Chile facility became the first Ocean Spray plant to obtain PEC EXCELLENCE



“Este reconocimiento valida la cultura de cuidado que trabajamos constantemente por fortalecer. No se trata solo de cumplir un estándar, sino de proteger el bienestar de cada persona en nuestra organización.”

“This recognition validates the culture of care we work so hard to cultivate. It's not just about meeting a standard; it's about protecting the well-being of every person in our organization.”

– Marcela Paz Bascuñán Haarmann,
EHS Manager

Certification (ISO 45001), the leading international standard for preventing workplace injuries and strengthening proactive, risk-based safety management. This certification was the culmination of a two-year effort by the Lanco team to strengthen controls, modernize documentation, and deepen cross-functional collaboration across the site.

ENGAGING OUR TEAM MEMBERS

In addition to external review and partnership, Ocean Spray's Behavioral Safety Observation (BSO) program empowers team members to proactively report physical or behavioral risks and suggest improvements. Our Environmental Health & Safety (EHS) team also comes together regularly to exchange insights, discuss trends, and share innovative solutions. These efforts give leadership real-time insights and enable proactive risk management.



MEASURING SAFETY RISK USING TECHNOLOGY

Ocean Spray's Receiving Stations repair thousands of wooden bins after harvest using vibratory tools like reciprocating saws—a task that can expose team members to Hand-Arm Vibration Syndrome (HAVS). To address this risk, we launched a six-month pilot funded by a National Safety Council Grant, using HAV-SENTRY smart gloves to measure real-time vibration exposure. Technology-driven insights helped us identify and correct unsafe practices, select better tools, and reinforce a culture of safety.

In FY25, Ocean Spray's annual DART (Days Away, Restricted or Transferred) Injury Rate¹ was in the top quartile of our industry peers² and the LOWEST FOR OCEAN SPRAY IN OVER 20 YEARS.

¹ Ocean Spray's FY25 DART rate was 0.76.

² Industry peer benchmarking shows that the top quartile DART threshold is <0.98.

BUILDING A RESILIENT AND RESPONSIBLE ENTERPRISE

RISK MANAGEMENT

Ocean Spray's Enterprise Risk Management (ERM) program is designed to be preventative and protective, while at the same time enabling progress against business strategies, 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, we have identified the top Key Risks to Ocean Spray so that specific mitigation plans can be developed and implemented against those risks as part of the Company's overall strategies. The Management Risk Committee, composed of our Senior Leadership Team, appoints Risk Owners for each Key Risk category that 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.

xELERATE ERP TRANSFORMATION

Building a foundation that lasts is the hallmark, the central tenet of what xELERATE is all about. From day one, xELERATE has been more than a technology upgrade—it is a needed step toward a more agile, efficient, and connected Ocean Spray.

Ocean Spray's xELERATE transformation project gained momentum throughout FY25. With the Design and Build phases behind us, the team shifted focus in FY25 to testing, training, and preparing for deployment—bringing us one step closer to realizing our future-ready Cooperative.

After months of robust planning and preparation, the xELERATE team successfully launched the first go-live of the new financial and corporate SAP systems in October 2025.



Sustained results with

\$2B+

Net Sales
in FY25

100%

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

UNLOCKING VALUE WITH ENTERPRISE PRODUCTIVITY

Enterprise Productivity pushed forward in FY25 as a fully formed, cross-functional movement to reimagine how we work, make, and grow. The goal is to go beyond just cost or efficiency savings and build a smarter, stronger, more sustainable Ocean Spray.

Led by our Senior Leadership Team and powered by a dedicated Productivity Office, we have been tackling productivity through:

- **SMART MANUFACTURING.** Streamlining operations with automation, predictive maintenance, and lean principles to reduce waste and boost throughput.
- **SUPPLY CHAIN REINVENTION.** Reconfiguring our end-to-end supply network for agility, resilience, and cost efficiency—because every link matters.
- **IMPROVED SOURCING.** Expanding our supplier ecosystem to unlock value, mitigate risk, and ensure continuity.
- **DESIGN-LED SAVINGS.** Rethinking product and packaging design to reduce materials and optimize logistics, without compromising quality.

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.

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.

SEDEX MEMBERSHIP

We conduct voluntary Sedex Members Ethical Trade Audit (SMETA) 4-Pillar audits¹ at all Ocean Spray-owned manufacturing plants. 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.



¹The 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 & Safety, Environmental Management, and Business Ethics.

SUPPORTING OUR COOPERATIVE

28

Grower Academy graduates in FY25



“OS Academy was genuinely eye-opening for me. It helped me understand the ‘why’ behind Ocean Spray and how growers like us fit into the bigger picture. I left with ideas I’ve already put into practice on our farm.”

– Travis Hopcott,
British Columbia

GROWER ACADEMY

Ocean Spray’s Grower Academy develops future farmer-owner leaders for our Cooperative, the cranberry industry, and local communities. Our growers are driven by their dedication to long-term growth and success of the Cooperative. Over 180 farmers have participated over the last 5 years.

Any farmer-owner’s family members or farm employees are welcome to join the entire curriculum or participate in individual classes of interest. There are 25 classes with 43 Ocean Spray instructors that participants can take. The learning model has three components: Learning from Instruction, Learning from Others, and Learning from Experience.

COMMUNITY FUND

We care deeply about supporting the communities where we live and work. Each year, Ocean Spray invites deserving non-profit organizations that are making a meaningful difference in their communities to apply for a grant through the Ocean Spray Community Fund. The Community Fund provides small, local donations (\$5,000 and under) to organizations serving our growing regions and the communities where our offices and facilities are located.

In FY25, Ocean Spray distributed \$100,000 in grants to more than 40 exceptional organizations, including those focused on agricultural education, food pantries and meal programs, veterans services, after-school care, local fire and rescue departments, and many others working to strengthen their communities.

MANAGING OUR CRANBERRY SUPPLY

As an agricultural Cooperative, the balance of fruit supply and demand is always an ongoing area of focus for our prosperity and resilience. We accept 100% of our growers’ fruit from specified areas, but if the crop from our farmer-owners is



larger than anticipated and exceeds projected demand, it can negatively affect our receiving, storage, transportation, and other operational capabilities and efficiencies. To immediately address some of that excess fruit in FY25, we screened for the highest quality fruit, sorted out lower quality, and composted where feasible to help mitigate any negative impacts.

POLITICAL CONTRIBUTIONS

Federal policies and programs directly affect our Cooperative and our farmer-owners, and we believe educating, engaging, and developing relationships with elected officials who represent us is important. 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.



LOOKING FORWARD AND THANK YOU

In FY25, we made meaningful progress across our four pillars, driven by an evolving, cooperative approach to sustainability. Our grower mindset keeps us grounded in the needs of our farmer-owners, who are focused on long-term farm resilience and guided by our core values.

As we move into FY26, we remain focused on continuous improvement. We plan to conduct a new materiality assessment to gather stakeholder feedback and help shape our future sustainability strategy, aligned with our purpose: Connecting Farms to Families for a Better Life.

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 report 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 challenge 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



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