



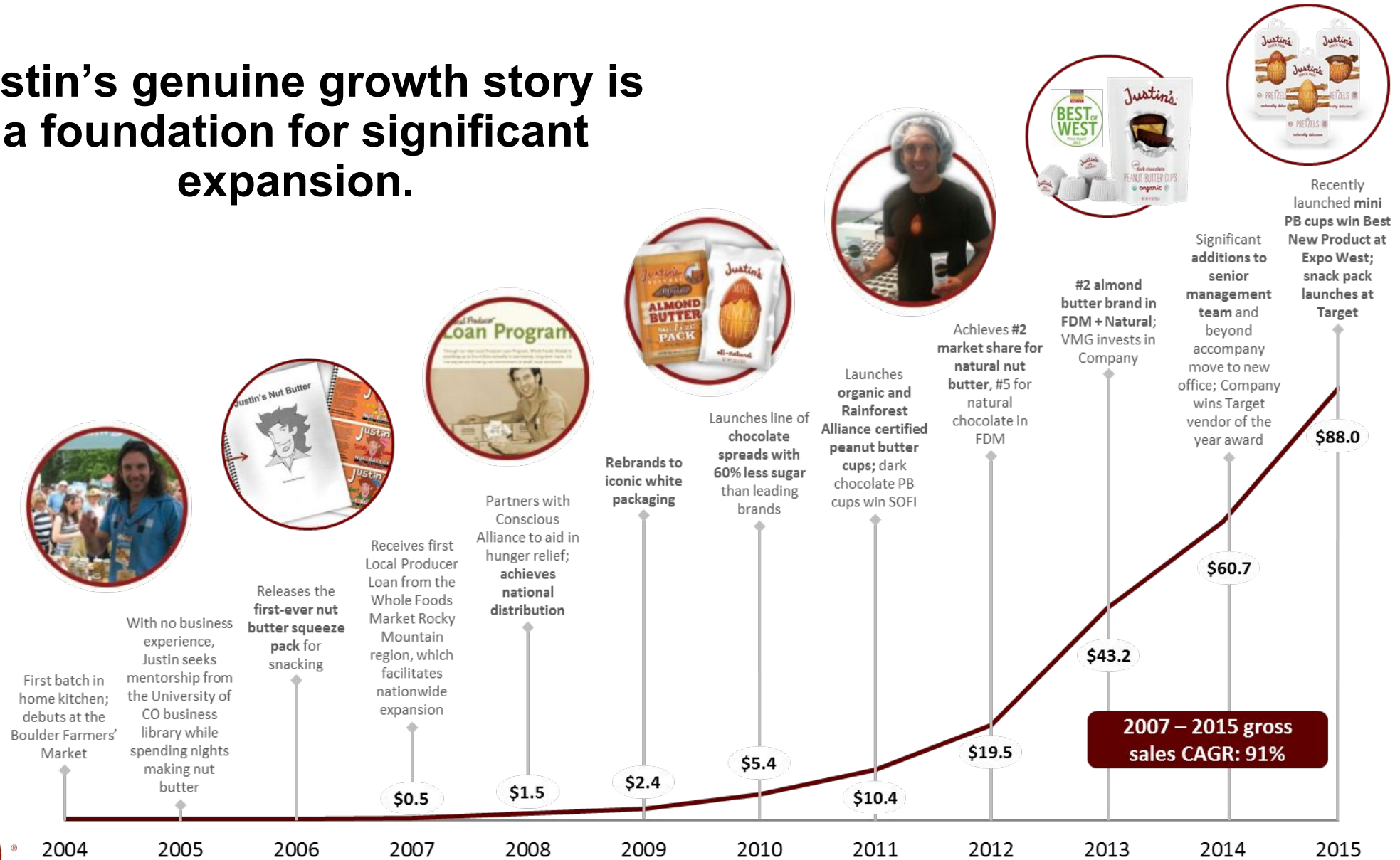
# Agenda

---

- Introductions
- Justin's Brand History/Story
- The Justin's Consumer
- High Level US Business Overview
- Canadian Launch Assortment
- Execution & Activation
- Initial Canadian Positioning
- What do you need from us?

# Brand History

Justin's genuine growth story is a foundation for significant expansion.



# Justin Gold

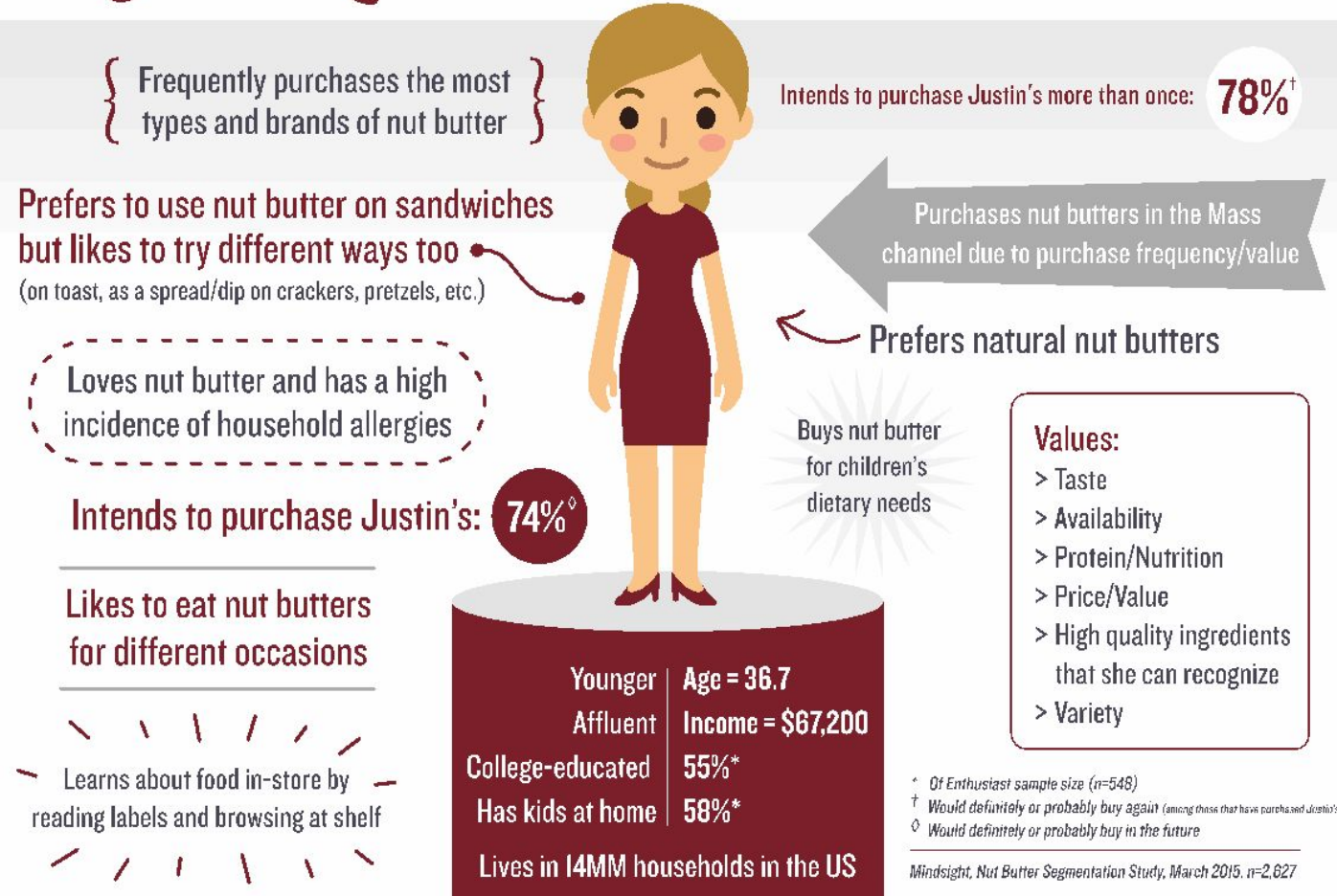


**Justin remains involved with the brand to this day, and has a personality that resonates with customers and consumers.**

*Justin's*

# 'Justine'

## Justine THE NUT BUTTER ENTHUSIAST



**Justin's US consumer target tends to be an educated affluent women in her mid-to-late 30's with kids in the household.**

Mindsight, Nut Butter Segmentation Study, March 2015. n=2,627

**Justin's**

# Justin's brand is strong enough to cross borders.

Amongst SNACK brands, Justin's Net Promoter Score is not only above average, but also ranks\* 5th among the 35 brands evaluated.

Of the 21 NUT BUTTER brands evaluated, Justin's is, by far, the brand consumers are most likely to recommend.

P3M BRAND BUYERS		SATISFACTION	RECOMMENDATION	LIKELIHOOD TO REPURCHASE	NET PROMOTER SCORE (NPS)
		T3B%	T3B%	T2B%	
<i>Justin's</i>	<b>Mean</b>	84	82	89	59
	<b>Justin's</b>	85	85	89	62
	Wonderful	91	90	93	75
	Sahale	86	88	90	73
	Boomchickapop	88	86	91	64
	Pirate's Booty	85	81	91	64
	Late July	83	84	91	63
	Pretzel Crisps	85	82	91	63
	Brookside	87	81	89	62
	Popcom Indiana	85	84	91	62
	Pepperidge Farm	85	86	91	62
	KIND	84	84	89	61
	Popchips	83	81	88	60
	Chobani	86	83	88	60
	Foodshouldtastegood	87	84	91	59
	Reese's	86	82	88	59
	Fage	83	83	91	59
	Larabar	82	83	88	58
	Stacy's	83	82	89	58
	BarkTHINS	87	84	91	58

P3M BRAND BUYERS		RECOMMENDATION	NET PROMOTER SCORE (NPS)
		N	
<i>Above Average Brands</i>		T3B%	
<i>Justin's</i>	<b>Mean</b>	78	49
	<b>Justin's</b>	89	69
	Once Again	88	66
	Maranatha's	85	61
	Barney Butter	85	58
	Laura Scudder's	77	58
	Peanut Butter and Company	82	55
	SunButter	80	55
	Artisana	78	54
	Nutella	79	51
	NuttZo	80	50
	Wild Friends	80	50

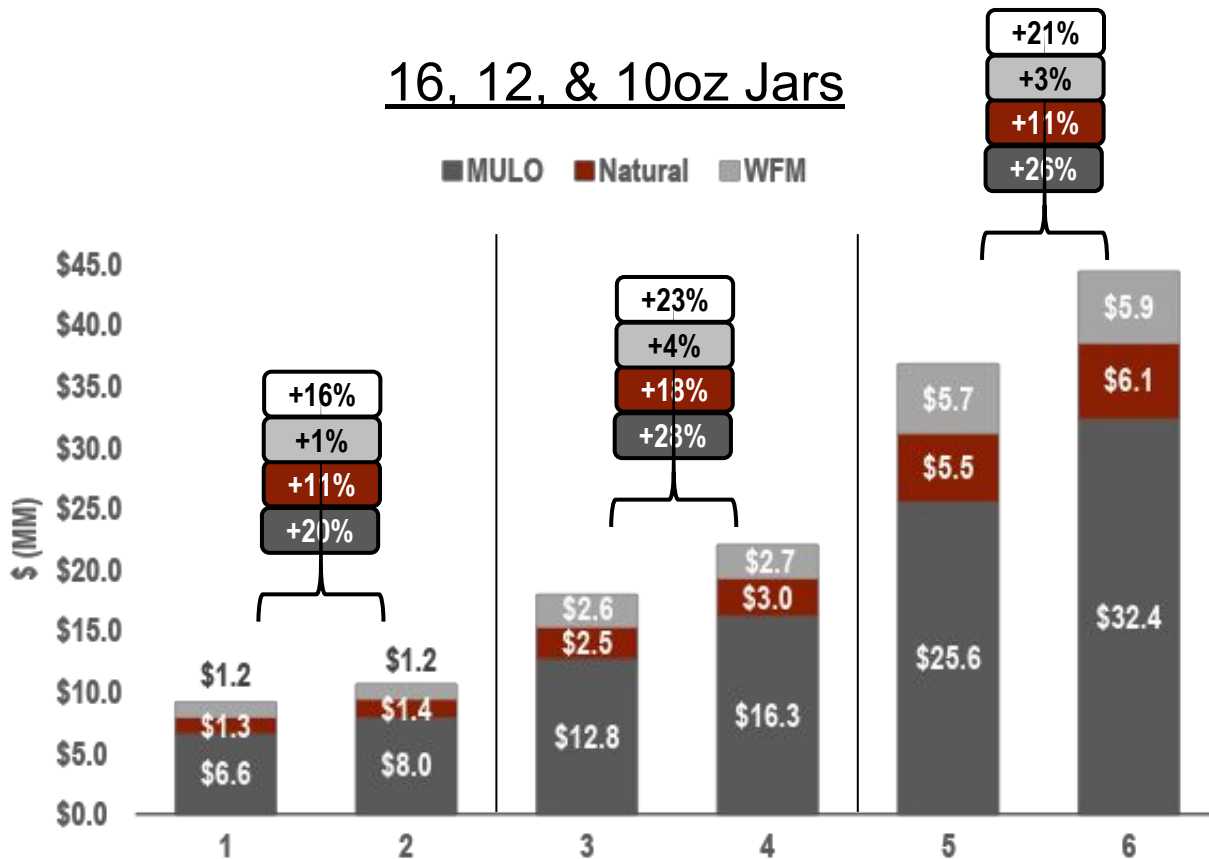


# Justin's Performance: Almond + Other

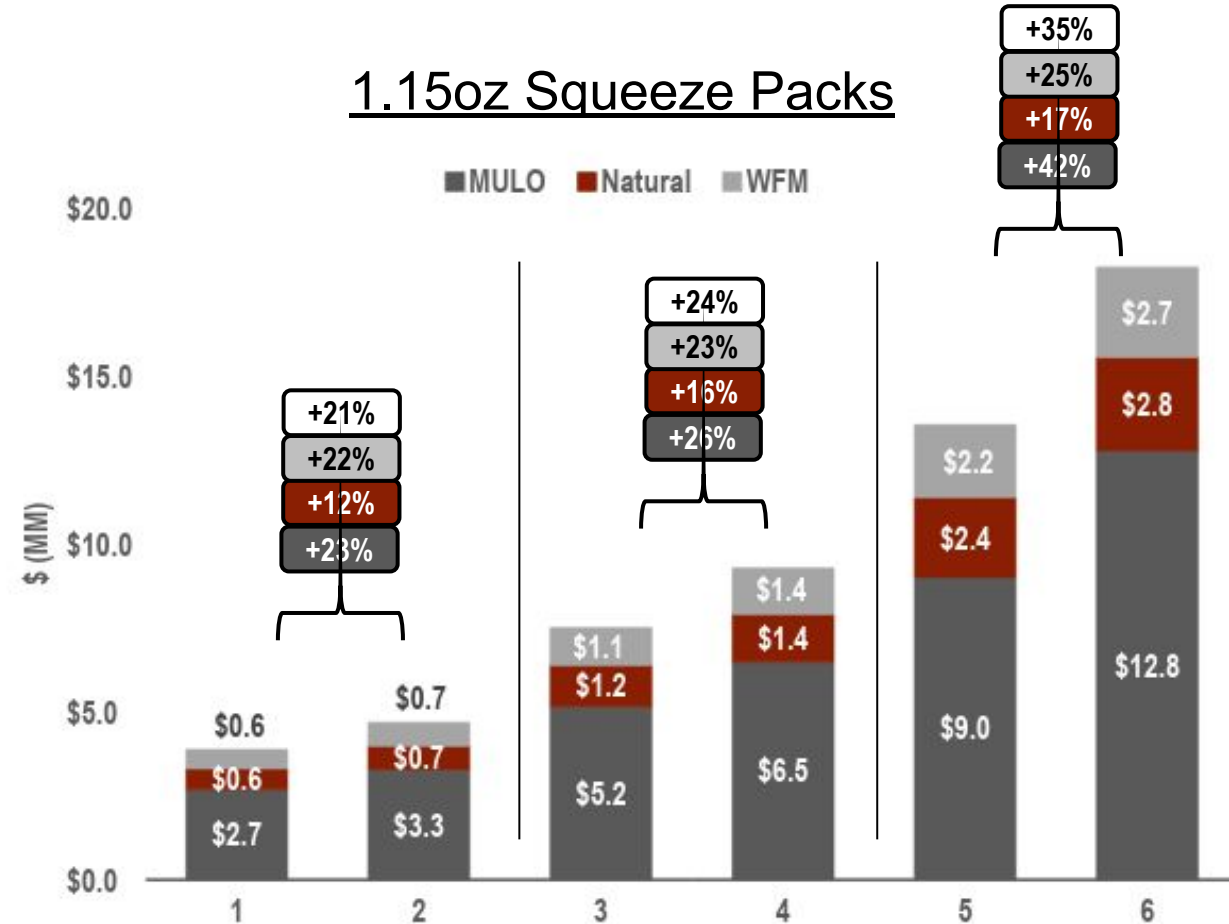
2016 YTD POD Gains:  
 AL/HZ Jars = 4,753 | AL/HZ Packs = 10,727

Across all time frames, Justin's Almond Jars and Packs are growing YOY.

## 16, 12, & 10oz Jars



## 1.15oz Squeeze Packs



# Canadian Launch Assortment

## (3) 454 Gram Jars



- Tentative SRP of \$18.99 to \$21.99
- Classic -> Maple -> Choc HZ Priority
- Traditional Multi-serve Panty Option

## (3) 32 Gram Squeeze Packs



- Tentative SRP of \$1.89 to \$2.19
- Classic -> Maple -> Choc HZ Priority
- Low Barrier to Entry Trial Driver with 'Protein on the go' positioning



# Execution & Activation

## Shelving Principles



Shelve in home set with like brands (e.g., Maranatha & Nuts to You), staying in SWAS set only migrating to mainline when velocities/price gaps make sense.



Drive trial using proven US Jar/Pack facing system.

## Trade Plan



Follow US Trade Calendar, where applicable (Jan/March/BTS/Oct) while leveraging Canadian retailer best practices.



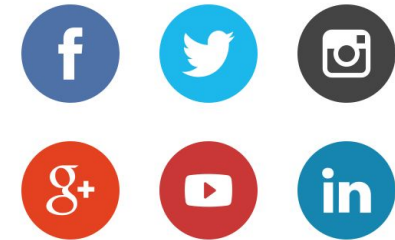
Justin's in bread aisle



Justin's in produce section

Secondary placements as well as squeeze pack multiples have driven awareness/velocities in the US.

## Marketing Support



Bilingual digital assets (e.g. webpage, facebook, etc. in exploratory phase.

High-value VIP coupon for influencers is under development.

**Work with Justin's on awareness driving shopper/customer marketing/distributor marketing programs as appropriate.**

# High Level Canadian Competitive Positioning

## Nuts to You



- Canadian made quasi private label with **substantial** shelf space.
- Offers wide variety of sizes and flavors with organics, raws, and blends.

## Maranatha



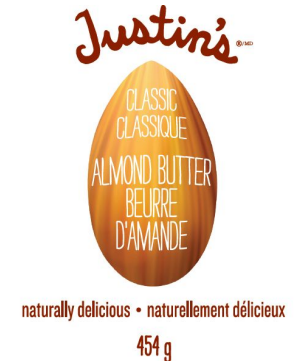
- Top US Competitor (Hain Celestial) with several SKUs in conventional and Natural.
- Branding/product similar to US with Peanut, Almond, Coconut, Dark Chocolate offerings.

## Others



- Kraft is the dominant PB player and Nutella has a strong presence in Conventional.
- Several other minor players exist in the market including imports such as Earth Balance and Adams or niche natural brands such as Buff Bake who offers protein squeeze packs.

## Justin's Opportunity



- Justin's with its iconic white packaging, premium but accessible branding and low barrier to entry squeeze pack can bring excitement to a category filled with commodity brands and niche players.