Driving Global Demand for California Almonds

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We have more choice than ever before.
• Retrospective on industry performance
• Building a model for future growth
• Closer look at our two largest markets
Looking back

1990’s: an ingredient in other products
Looking back

Challenges ahead:

- Negative perceptions
  - High in fat
  - High in cholesterol
  - Bad for your heart
  - Eat in moderation

- Fewer new products

- Declining perceptions
Building a model for growth

Market development approach:

• Create Value
• Get Noticed
• Gain Respect
• Change the Game
• Raise the Bar
Create **value**

**Dispel the negatives**
- No cholesterol
- Low saturated fat

**Promote the positives**
- Good fat
- Protein
- Fiber
- Vitamin E

**Build on our strengths**
- Taste and crunch
- Versatility

*First qualified health claim for conventional food – 2003*
Get noticed

Nutrition Research

Health Professionals

Public Relations

Consumer Advertising

Time
Gain respect

The New York Times

Here’s some good news about almonds that you can really take to heart.

Scientific evidence suggests but does not prove that eating 1 ounce per day of most nuts, such as almonds, as part of a diet low in saturated fat and cholesterol may reduce the risk of heart disease. See nutrition information for fat content.

Gain respect
Evolve positioning and messaging

- Ingredient that makes food better
- Balance of great taste and great nutrition
- Good for your body
- Improves your life

Change the game
Ingredient and Healthy snack

LEADERSHIP
Impact

ALMONDS LOWER CHOLESTEROL
2002

CAN EATING NUTS HELP KEEP YOUR HEART HEALTHY?
THE FDA'S NEW QUALIFIED HEALTH CLAIM
2003

FAT'S BACK:
EAT THEM BECAUSE THEY'LL DO YOUR HEART GOOD
2006

EXAMINING FOOD MYTHS: NUTS ARE FATTY
2013

HOW FATS CAN HELP YOU SLIM DOWN
2004

ALMOND SURPRISE: A SLIMMING HABIT
2004

TRICK YOURSELF THIN: SNACK ON ALMONDS
2005

Heart Health

Weight Management
10 Super Foods You Should Always Have on Hand

Power Your Pump: 6 Super Foods for Your Heart

Five Super Foods
Super Food No. 5: Almonds

Here’s How to Protect Yourself from Diabetes
“Regularly nibbling on a handful of almonds helps control blood sugar levels”

10 Diabetes Super Foods

Impact

2000 Nutrients/Antioxidants  2013 Diabetes
IF ALMONDS BRING YOU JOY, ENJOY MORE FOR FEWER CALORIES

A new study at the USDA found that when the average person eats almonds she receives just 128 calories per serving rather than the 170 calories on the label. The nutrient-dense nut fills you up without risk of weight gain, researchers say.

ALMOND BENEFITS: WHY ALMONDS ARE BASICALLY PERFECT

ARE ALMONDS THE PERFECT SNACK?
Jennifer Lawrence’s Oscars purse: “Candy, almonds, my phone, a Baby Ruth, Laffy Taffy.”

On Gwyneth Paltrow: “She adores snacking on almonds … ”

Oprah slims down for award shows “with almonds and green tea”

Dr. Oz’s Favorite Healthy Foods
- **Almonds**
  - “The best snack of all,” Dr. Oz says. “Because nuts are high in fiber and protein, they’ll sabotage you so you’ll never be hungry. Because of my Turkish culture, I grew up eating almonds that had been soaked in water first. I still do that. It makes them taste completely different—very sweet.”
Impact

56% have seen a positive article, more than any other nut

#1 nut associated with healthfulness

88% of consumers believe almonds are the most nutritious nut
Impact

79% rate almonds as being heart healthy

Health professionals are most likely to recommend almonds, and nearly 60% currently do so
Impact

- #1 nut in overall health profile
- #1 ranking as most essential and irreplaceable nut
- #1 nut included in retail product introductions globally
Almond Value Proposition

- Health
- Taste
- Convenience
- Versatility
Almond Value Proposition

The Perfect Snack
Active, Healthy, Energized Lifestyle
Bringing It Together
In Market
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Established Markets

Emerging Markets
Balanced Portfolio Approach

Established Markets

Emerging Markets

Exploratory Markets
Conclusions

- Almond health positioning and consumer marketing efforts have had a significant impact.
- We have a model and approach to developing markets that is working.
- There is still lots of upside potential in the US.
- The US model gives us a roadmap for success in other key markets like China.
Thank you!