



**How FERRARA is Sharing Delight through Content & Experiential Activations**



# Our History



1908

The Ferrara Pan Candy Company began in 1908 when Salvatore Ferrara began selling candy-coated almonds from his bakery in Chicago's Little Italy neighborhood

1950s

The candy collection was expanded to include brands like Atomic Fireball, Red Hots and Boston Baked Beans



1960s

The iconic Lemonhead candies were introduced



1980s

The Black Forest brand was purchased from Germany and added to the portfolio



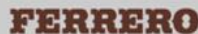
2012

Ferrara Pan merged with Farley's & Sathers to form the Ferrara Candy Company. The merger included brands such as Brach's, Now and Later, Jujyfruits and Chuckles



2017

Ferrara Candy Company was acquired by the Ferrero Group, one of the largest global confectionery businesses



2019

Ferrara Candy Company revitalizes the U.S. Nestlé confection business on behalf of the Ferrero Group



Today

Ferrara acquires Kellogg's Cookies and Fruit Snacks portfolio on behalf of the Ferrero Group



With a challenger mindset, we're punching above our weight

Ferrara

#1

Seasonal Sugar



#2

Sugar Confection



#3

Fruit Snacks







































#2

Cookies



# Our diverse portfolio of over 35 brands connects to every consumer



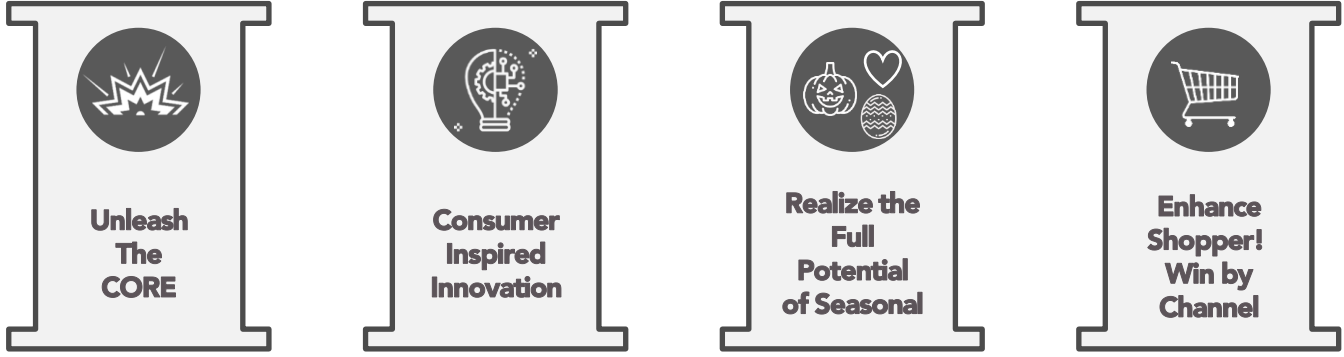
Multi-Cultural Consumers	Household Income Levels	Presence of Kids at Home	Generation
<p>African-Americans</p>    	<p>Lower Income</p>    	<p>1+ kids present</p>      	<p>Millennial</p>     
<p>Hispanic Consumers</p>    	<p>Middle Income</p>  	<p>No kids present</p>   	<p>Gen X</p>     
	<p>Upper income</p>   		

# CLEAR STRATEGIC PILLARS FOR GROWTH

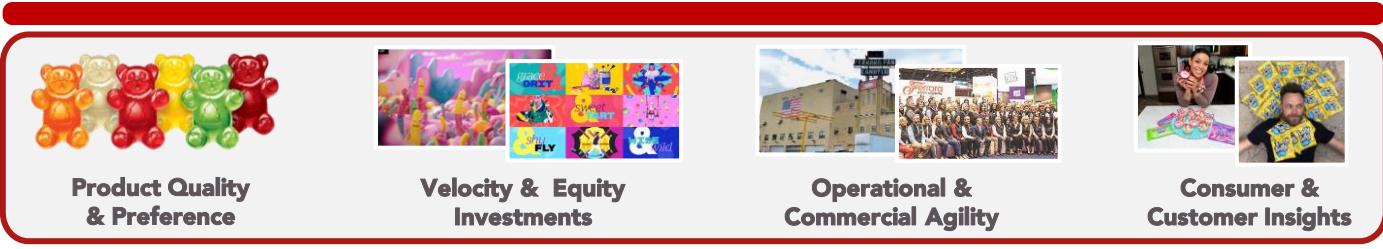


**VISION: Ignite the Growth Engine; Sharing Delight in Every Bite**

**Growth Pillars**



**Foundational Elements**



# Differentiated & Proven BRAND'S FOUNDATIONS to win in-market



**Trolli** in a Heart

**UNIVERSAL TRUTH:** We all want to shine. Individually, risk taking, humor, exploration, pushing boundaries.

**RELIEF:** We believe that we shine together more than apart.

**VISION:** To shine brightly together with joy through every product.

**MISSION:** Deliver joy through every product through unexpected product experiences.

**PERSONALITY:** Colorful, fun, mischievous, playful, cheeky.

**BRAND ARCHETYPE:** Hero, Rebel.

**BENEFITS:** Higher End Benefits: Encourage consumers to shine more than ever before. Emotional: Inspiring and fun. Traditional: Satisfaction when you shine together.

**IFE:** To Boundary Breakers who crave moments of joy to break away from the dull world around them, Trolli provides a moment to be unexpected and weirdly awesome every day.

**IT'S TROLLI:** To shine a (weirdly awesome) neon light in today's dark world

**SweetARTS** in a Heart

**UNIVERSAL TRUTH:** We all want to shine. Individually, risk taking, humor, exploration, pushing boundaries.

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**IFE:** To Boundary Breakers who crave moments of joy to break away from the dull world around them, Trolli provides a moment to be unexpected and weirdly awesome every day.

**BE BOTH:** To inspire and celebrate the duality and multiplicity within

**BLACK FOREST** in a Heart Foundation

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**IFE:** To Boundary Breakers who crave moments of joy to break away from the dull world around them, Trolli provides a moment to be unexpected and weirdly awesome every day.

**REAL JUICY, REAL GOOD:** REAL delicious treats you can feel "good" about enjoying

**Nerds** in a Heart

**UNIVERSAL TRUTH:** We all want to feel like we belong.

**RELIEF:** We believe that we belong together.

**VISION:** To shine brightly together with joy through every product.

**MISSION:** Deliver joy through every product through unexpected product experiences.

**PERSONALITY:** Colorful, fun, mischievous, playful, cheeky.

**BRAND ARCHETYPE:** Hero, Rebel.

**BENEFITS:** Higher End Benefits: Encourage consumers to shine more than ever before. Emotional: Inspiring and fun. Traditional: Satisfaction when you shine together.

**IFE:** To Life Long Learners (Laffers) who are invested in their own education, Nerds is the candy that inspires us to be better together through our continuous curiosity, science and fun to learn.

**NERD OUT:** We elevate & celebrate nerdiness together

**Laffy Taffy** in a Heart

**UNIVERSAL TRUTH:** We all want to feel like we belong.

**RELIEF:** We believe that we belong together.

**VISION:** To shine brightly together with joy through every product.

**MISSION:** Deliver joy through every product through unexpected product experiences.

**PERSONALITY:** Colorful, fun, mischievous, playful, cheeky.

**BRAND ARCHETYPE:** Hero, Rebel.

**BENEFITS:** Higher End Benefits: Encourage consumers to shine more than ever before. Emotional: Inspiring and fun. Traditional: Satisfaction when you shine together.

**IFE:** To those of us who love to share and laugh together, Laffy Taffy provides a moment to be unexpected and weirdly awesome every day.

**PASS THE LAFF:** To share sweet joy one joke at a time

**NOW and later** in a Heart

**UNIVERSAL TRUTH:** We all want to feel like we belong.

**RELIEF:** We believe that where there is a party there is an opportunity.

**VISION:** To shine brightly together with joy through every product.

**MISSION:** Deliver joy through every product through unexpected product experiences.

**PERSONALITY:** Colorful, fun, mischievous, playful, cheeky.

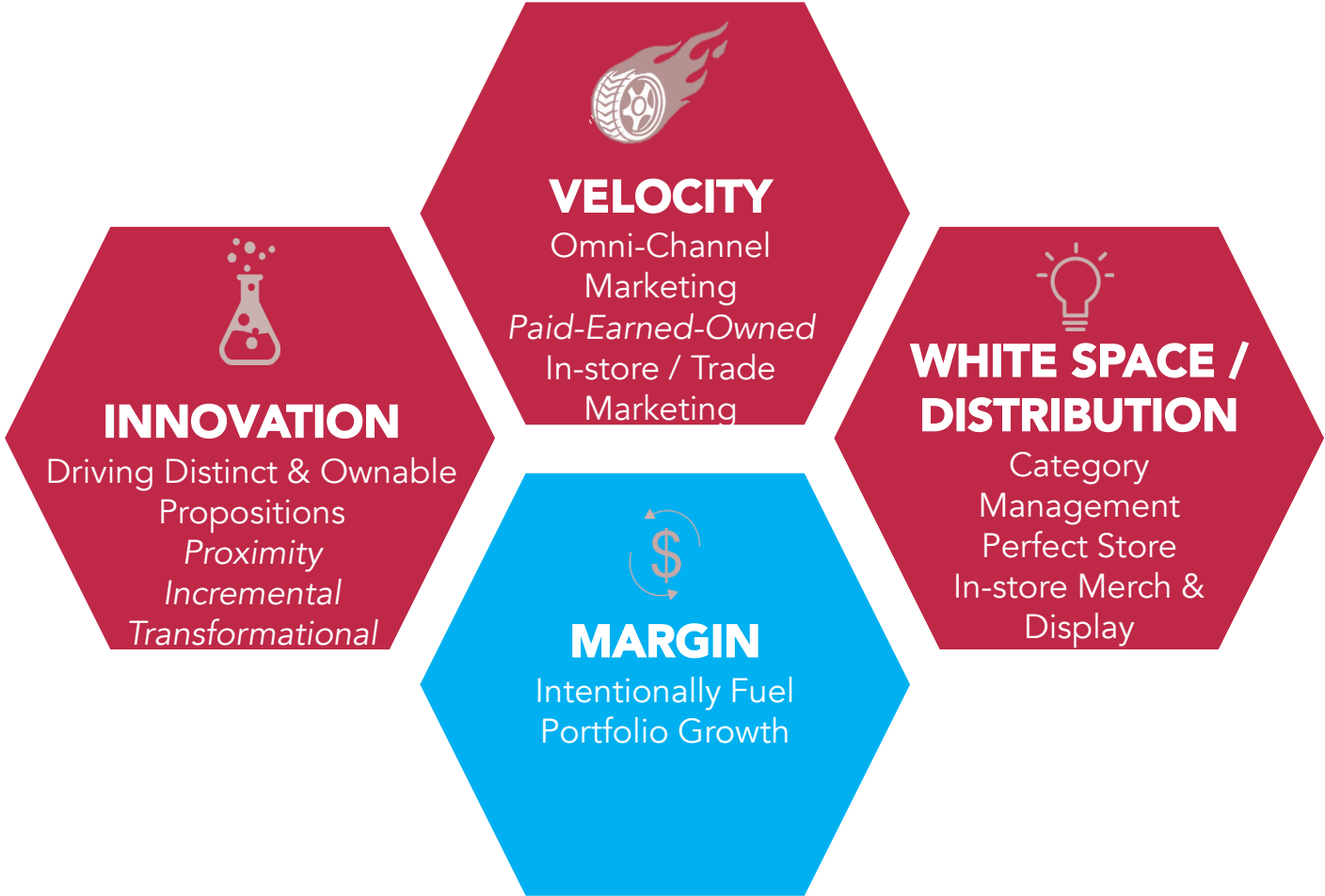
**BRAND ARCHETYPE:** Hero, Rebel.

**BENEFITS:** Higher End Benefits: Encourage consumers to shine more than ever before. Emotional: Inspiring and fun. Traditional: Satisfaction when you shine together.

**IFE:** In Union We Getters who are trying to make a difference, Now & Later provides you with a long lasting good feeling that we all love to share and enjoy all day long.

**RECOGNIZE THE CHEW:** Celebrating hard work & making a difference

# LEVERAGING A PROVEN GROWTH MODEL



# We're investing to grow the category across the algorithm



## VELOCITY

Omni-Channel Marketing *Paid-Earned-Owned*



## INNOVATION

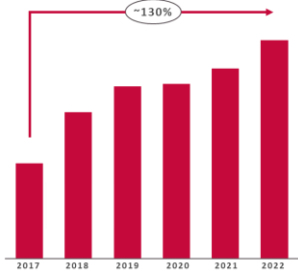
Driving Distinct & Ownable Propositions



## DISTRIBUTION

Category Mgmt, Perfect Store, Merchandising

Continually investing in A&P spend, **+130%** investment since 2017



Our impact out-paces our size



**+260%** increase in reach since 2017

**16% Share of Voice** at 14% Share of Category

**+11B Impressions** in 2020

Driving Category Innovation growth



Framework to deliver **EVEN MORE** Incremental Innovation & Meaningful Renovation



In-Store and Shopper Tools



Category Management Shelving Principles & Guidelines



\*IRI L52 12/27/20



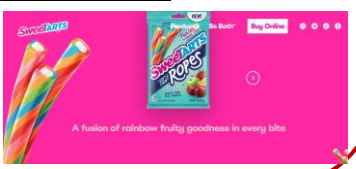
# VELOCITY: We're Connecting with consumers where they are...across Paid, Owned, and Earned



Paid



Owned



Earned



Catherine Lowe



Joel McHale



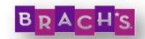
Melissa Joan Hart



Whitney Port



Ali Larter





L52: +54.9%

L13: +90.7%



L52: +15.5%

L13: +17.6%



L52: +21.1%

L13: +26.3%



Gummy Bears

L52: +10.4%

L13: +9.4%

Fruit Snacks

L52: +31.3%

L13: +11.6%

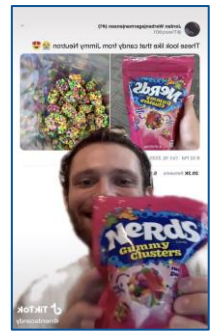
# TWO THINGS TO SHARE TODAY



## TROLLI GAMING



## NERDS GUMMY CLUSTERS



"Ask Send Me a Sample for Nerds Gummy Clusters"

# Trolli®

**Dave Foldes**  
Brand Director, Trolli



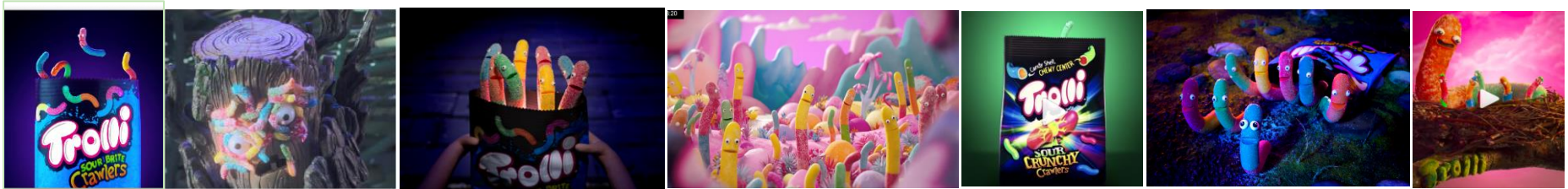


Brand Size =  
\$257MM\* Sales  
+15.5% YoY



### Ownable Proposition

Products that are **weirdly awesome**, delivering levity through Trolli's **unexpected** colors, flavors, shapes, and textures - with a punch of signature **Sour Brite**



### Consumer

- ✓ **GenZ & Millennials**
- ✓ **Digital Native**
- ✓ **Off-beat & comfortable** in their own skin
- ✓ **Fun-loving**

### Human Truth / Insight

The world today often feels **chaotic and stressful**. So now, more than ever, we need **moments of escape**, to **keep perspective**, and **keep moving forward**.

### Brand Purpose

To shine a **(weirdly awesome) neon light** in today's chaotic & stressful world.

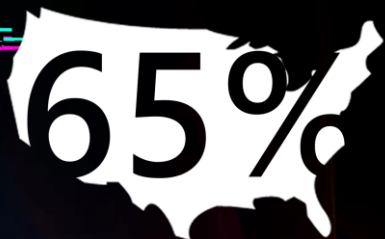
### Product Truth

- ✓ **Unexpected** colors, flavors and textures
- ✓ **Unique & Unusual** shapes
- ✓ Punch of **signature 'Sour Brite'**

\*Source: IRI Scans L52wks ending 3.21.21

Gaming is attractive for Trolli, given the brand's digital native consumer target and gaming's sweet snacking occasions

MAJORITY OF AMERICANS ARE GAMERS



96%\* OF GEN Z ARE GAMERS

NATURAL TOUCH SCREEN USERS

WATCH VIDEO GAME STREAMERS MORE THAN TRADITIONAL TV

VALUE STORY & GAMEPLAY EQUALLY

MOST LIKELY TO HAVE A CONSOLE

VALUE LOOT THROUGH MICROTRANSACTIONS MORE THAN PREVIOUS GENERATIONS

UNDERSTAND AND VALUE 'INFLUENCE'

Male Gen Z Gamers

AGES: 10-17  
FAVORITE GENRES:  
Action, Puzzle & Sports Games

FAVORITE GAMES:  
Fortnite, Overwatch, Halo Infinite

Female Gen Z Gamers

AGES: 10-17  
FAVORITE GENRES:  
Casual & Puzzle

FAVORITE GAMES:  
Angry Birds, Candy Crush, Pokémon

GEN Z GAMERS



GAMING IS BIGGER THAN MUSIC AND MOVIES, COMBINED

US ENTERTAINMENT COMPARISONS  
(annual revenue, 2019)

🎵 \$11.1B

🎬 \$11.4B

🎮 \$48.2B

GAMES HAVE MUCH LONGER WINDOWS OF RELEVANCE.  
YOU DON'T NEED TO BE TIED TO "OPENING WEEKEND"

GAMERS ARE SNACKERS

87% of Gamers snack while gaming

94% of Gamers consider themselves snackers

69% of Gamers Like to Indulge their sweet tooth

An avg game brings in over 400 hours of engagement.  
Hours of game time means many more snacking opportunities.

Source: SuperData



\*Includes Console, PC or Mobile games

Sources: ESA Essential Facts, NPD, NewZoo (gaming), Box Office Mojo (film), RIAA (music), Mintel



## Why Trolli + Gaming

We know Trolli indexes high with gamers, so this is our chance to corner the market and become the go-to snack for Gamers

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Partnering with a gaming brand will launch Trolli as a truly gaming-centric brand

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### **Our Ambition for Trolli for 2020 & beyond:**

*We want candy shoppers to salivate and reach for Trolli as their go-to gaming snack!*

The Trolli logo is located in the bottom right corner of the slide. It is a pink, bubbly font with a white outline. The background of the slide is a vibrant purple and blue gradient with various gaming-related icons like a joystick, a controller, and a keyboard, along with colorful Trolli worms scattered throughout.



LTO Packaging

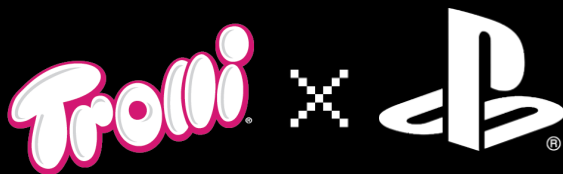


Consumer Prizes  
Valued over \$80K!

> 360



Exclusive Trolli  
PS Dynamic  
Theme



SEPT - DEC 2020



In-store  
Display

Authentic  
Trolli Gaming  
Website



Trolli

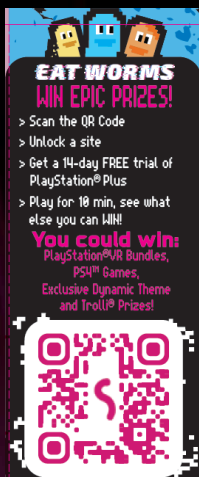


# Consumer Journey

Eat Worms



Scan QR Code



Enter Trolli game

Register & receive code for 2 Weeks free PlayStation Plus\* & Trolli Dynamic Theme



Choose level & play until you beat the level or the 10 minutes runs out, see your final score and how many sweepstake entries you got (get up to 6)

Buy more Worms to continue to play the game for more chances to win







# DELICIOUSLY DARK ESCAPE



Shipments  
**175 Index vs. Forecast**

★ = Campaign goal achieved

\*Vs Trolli.com as benchmark.



Users  
**114.0K**

Campaign Goal: 99,855

Registered Users  
**27.9K**

Campaign Goal: 30,678



Pageviews  
**1.6M**

vs \*293.9K



Package Scans  
**51.9K**

Campaign Goal: 50,000



Avg. Time in Game

**08:59**

vs Trolli.com's 1:04



Avg. Pages Per Visit

**9.3 vs \*1.8**



Sweepstakes Entries

**120.2K**



Email Opt-Ins

**12.8K**



Levels Completed

**111.9K**



14-Day Trial + Dynamic Theme Code Redemptions

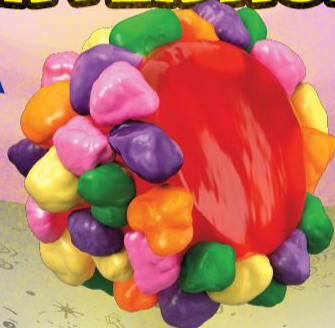
**3,588**



# TASTE THE CRUNCHY GUMMY YUMMY INVENTION

tangy &  
crunchy  
outside

sweet &  
gummy  
inside





# Nerds Gummy Clusters launch drove 1+ billion impressions!



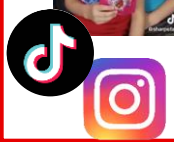
## CREATE BUZZ WITH PR

We started building excitement with PR outreach and achieved **1+ BILLION IMPRESSIONS** before launch!



## DRIVE AWARENESS WITH INFLUENCERS

A team of paid influencers drove awareness and trial with our **#NERDSBetterTogether** challenge on TikTok and Instagram.



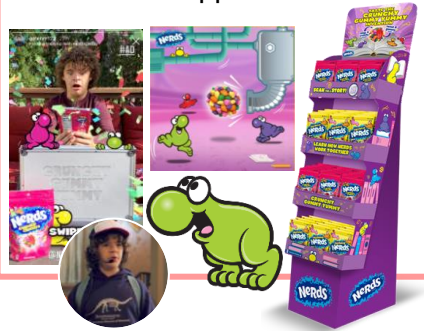
## BUILD MOMENTUM IN-STORE

Nerds Gummy Clusters **velocity is 4X** Big Chewy Nerds and drove **\$7.5MM** in 2020 retail sales.



## ACCELERATE WITH 360 SUPPORT IN Q1

We are accelerating momentum by engaging fans on the **Clusters origin story**. Our 360 program launched with Gaten Matarazzo from Stranger Things and will be amplified with paid social and digital, sampling and in-store support.





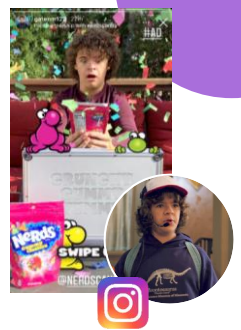
Nerds is just getting started with a full 360 support plan!



Awareness → Shop → Engagement



PR & Celebrity



Sampling



Media Support



In-Store Displays



On-Pack QR Code



Paid Social & Digital



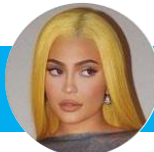


# Celebrities and influencers are driving buzz for Nerds Gummy Clusters!



## Gaten Matarazzo

The *Stranger Things* star kicked off our 360 support plan by asking fans, "Where did this crunchy gummy yummy invention come from?"



## Kylie Jenner

Kylie Jenner called Nerds Gummy Clusters "next level" in her Instagram Stories, driving earned press and based google searches!

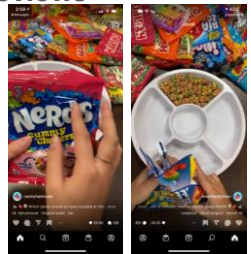


Here's Where To Buy Nerds Gummy Clusters That Kylie Jenner Called "Next Level"



## Influencers

Great organic influencer content and reviews



@candyfunhouse (100K followers)



@katiolan (593K followers)



@lovliecakes (234K followers)

People food Hollywood Life

elite daily NEWS BREAK J-14

Gaten Matarazzo Shares 'Stranger Things 4' Update: It's 'The Coolest Job On Planet Earth'

Gaten Matarazzo Teases 'Scariest' Season of 'Stranger Things' Yet, How He Knew Hopper Was Coming Back

yahoo!entertainment









# Gummy Clusters sales surpass \$18MM since launch and velocities outpace top tier competition!



## Performance in the latest 26 weeks ending 3/21/2021

### Stand Up Bag



	Nerds Gummy Clusters 8oz SUB	Hi Chew Assorted Fruit Chew 12.7oz SUB	Skittles Gummies Original 12oz SUB	Big Chewy Nerds 10oz SUB
Dollar Sales	\$6,149K	\$1,301K	\$220K	\$1,210K
ACV Weighted Distribution	41.7	58.7	19.0	57.1
Avg Wkly \$/ Store Selling	<b>\$18.95</b>	\$17.46	\$16.32	\$8.04
Avg Wkly Units/ Store Selling	5.8	3.6	5.3	2.3
Quartile	1	1	1	2

### Medium Peg



	Nerds Gummy Clusters 5oz Peg	Haribo Gold Bears 4.0oz Peg	Hi Chew Assorted Fruit Chew 4.3oz Peg	Big Chewy Nerds 6oz Peg
Dollar Sales	\$4,637K	\$10,935K	\$1,207K	\$4,532K
ACV Weighted Distribution	5.1	39.0	18.6	21.4
Avg Wkly \$/ Store Selling	<b>\$13.32</b>	\$13.46	\$16.04	\$5.17
Avg Wkly Units/ Store Selling	5.7	13.5	8.1	2.1
Quartile	1	1	1	2

### Theater Box



	Nerds Gummy Clusters 3oz T-Box	Sour Patch Original 3.5oz T-Box	Skittles Original 3.5oz T-Box	Big Chewy Nerds 4.25oz T-Box
Dollar Sales	\$2,438K	\$11,280K	\$7,753K	\$622K
ACV Weighted Distribution	24.4	81.4	65.7	7.4
Avg Wkly \$/ Store Selling	<b>\$10.33</b>	\$6.85	\$6.98	\$2.30
Avg Wkly Units/ Store Selling	10.0	6.5	6.7	2.05
Quartile	1	2	2	3

### Sharepack



	Nerds Gummy Clusters 3oz Share Size	Airheads Xtremes Sour 3oz Share Size	Skittles Original 4oz Share Size	Big Chewy Nerds 4oz Share Size
Dollar Sales	\$3,785K	\$2,938K	\$18,200K	\$1,156K
ACV Weighted Distribution	30.2	21.6	44.4	5.3
Avg Wkly \$/ Store Selling	<b>\$20.61</b>	\$8.74	\$6.36	\$2.24
Avg Wkly Units/ Store Selling	13.3	6.3	3.3	2.0
Quartile	1	1	2	3

# Largest EVER Ferrara innovation launch



sweet &  
gummy  
inside



tangy &  
crunchy  
outside



Great influencer  
engagements,  
like Kylie Jenner  
and Gaten  
Matarazzo



1+ BILLION  
PR Impressions...



and  
counting!



Over \$18MM in  
retail sales  
since launch  
&  
Velocities out-  
pacing  
competition



1

**The importance of understanding your Equity and your Foundations. When you know who you are, you know what to do!**

2

**Know your consumer – and their passions. Connect with them where they are!**

3

**Consider the role of partnerships – and how affiliations / influencers can further drive your brand message**

4

**“It takes a Village” – Internal partnership is essential – R&D and Ops help make the magic happen**

5

**Embracing agility & a growth mindset – scenario plan over and over – Listen, Pivot & Act**