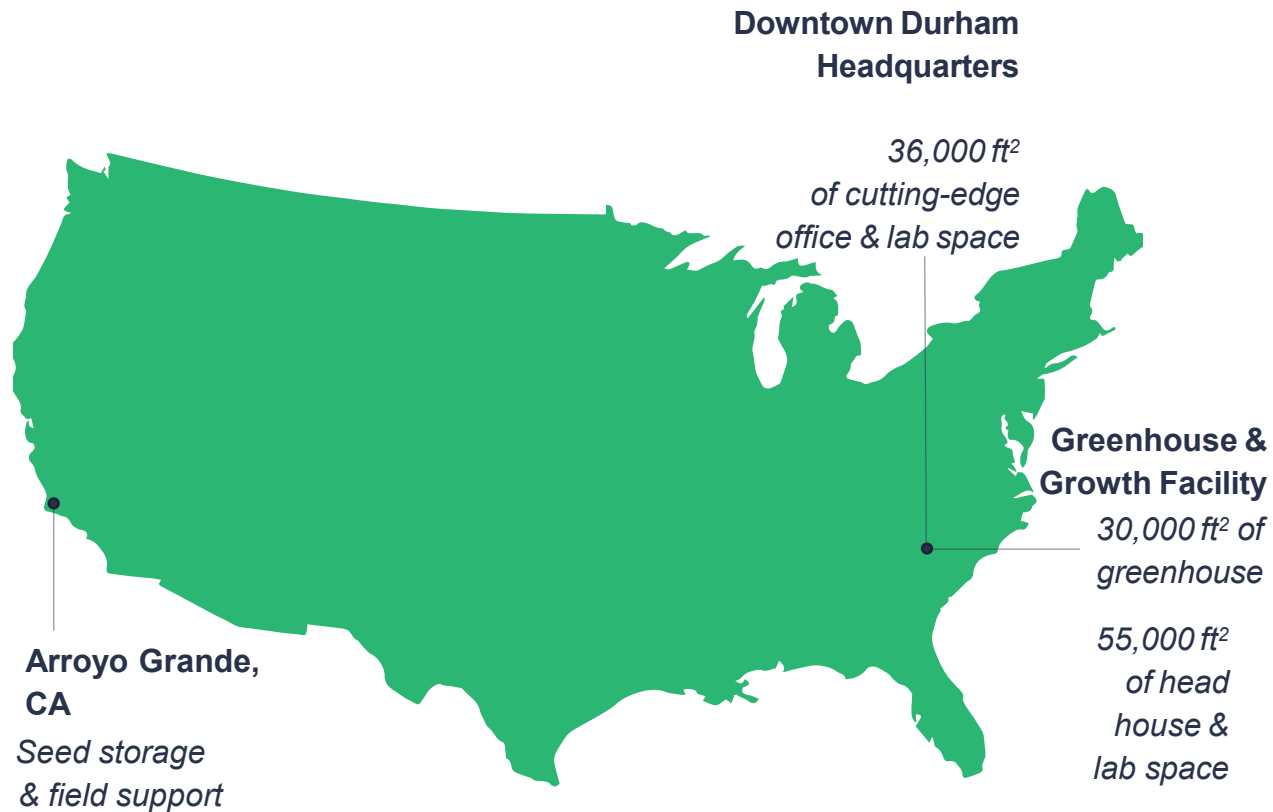


Pairwise

PAGE 1



PAIRWISE IS A HEALTH-FOCUSED FOOD & AGRICULTURE COMPANY TRANSFORMING WHAT WE EAT



ABOUT PAIRWISE

Powered by its best-in-class technology, Pairwise is creating a new consumer-centric category of novel, nutritious foods under its Conscious™ Foods brand.

An early innovator in applying CRISPR and gene editing to plants and plant-based systems, Pairwise holds exclusive licenses from Harvard and Massachusetts General Hospital to base editing and high-fidelity enzymes.

THE DETAILS:

- Headquartered in Durham, North Carolina, USA, in the vibrant innovation community of the Research Triangle Park
- Employs 140+ people across the nation



WE ARE FOUNDED AND LED BY FOOD, AGRICULTURE, AND GENOMICS EXPERTS

CO-FOUNDERS



Tom Adams, PhD
Chief Executive Officer



Haven Baker, PhD
Chief Business Officer



Feng Zhang, PhD
MIT, Broad Institute



David Liu, PhD
Harvard



J. Keith Joung, PhD
Mass General Hospital

LEADERSHIP TEAM



Tom Adams, PhD
Chief Executive Officer



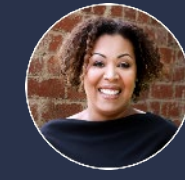
Lynsey Wenger, MBA
Chief Financial Officer



Ian Miller, JD
Chief Development Officer



**Haven Baker, PhD,
MBA**
Chief Business Officer



Wendy Williams, JD
*General Counsel & VP,
Corporate Operations*



PAIRWISE IS A PURPOSE-DRIVEN COMPANY

MISSION

To build a healthier world through better fruits and vegetables

VISION

To build a food company that uses technology to break down the barriers keeping us from eating fruits and vegetables



WHY OUR MISSION MATTERS

Shifting diets to increased fruit and vegetable consumption creates healthier people and a healthier planet



HEALTHIER PEOPLE

A broad sweeping Harvard School of Public health study published in 2021 found that those who at **5 servings of fruits and vegetables a day** had the lowest risk of death, even after adjusting for other factors



HEALTHIER PLANET

If American diets shifted just 10% to a plant-forward model defined by the USDA by 2030, **we could avoid ~30M MT of CO₂e emissions per year**; that's the amount of CO₂e sequestered by ~35M acres of forest – more than all the forest in California¹ – in a year



New, consumer focused produce have expanded markets and consumption

BLUEBERRY *available year-round*



- Blueberries grew the market by 4x



BABY CARROT *snack size, convenient*

- Today: **80% of retail carrot sales are baby carrots**
- Increased U.S. fresh carrot consumption by:
 - 30% after 1 year
 - 100% within 10 years



HALOS MANDARIN *seedless, easy peel*

- Captured **50%+** of U.S. mandarin market in **5 years**
- Increased total citrus consumption by 30%
- Ranked #1 healthy snack brand by parents and kids



We are creating differentiated consumer products by making genetic adjustments to...

1

CHANGE FLAVOR

...like making mustard greens less bitter (more like lettuce) or tomatoes spicier

2

IMPROVE YIELD

...like increasing kernels rows per ear of corn or beans per soybean pod

3

ELIMINATE ODOR

...like preventing broccoli and cauliflower from stinking up the fridge

4

ADJUST NUTRITION & PLANT COMPOSITION

...like improving nutrition, increasing protein content, or turning trees into bushes

5

CREATE DISEASE RESILIENCE

...like eliminating the threat of INSV in leafy greens or crippling diseases in soy

6

REMOVE SEEDS AND PITS

...like making pitless stone fruits and seedless berries that follow in the footsteps of watermelons and grapes



CRISPR / GENE EDITING MAKES RAPID ADVANCES IN PLANT BREEDING POSSIBLE, ACCELERATING NEW VARIETIES OF FRUITS AND VEGETABLES

For Example

A pitless cherry would take **at least a century** to develop through cross-breeding naturally occurring pitless plum.



Pitless Plum



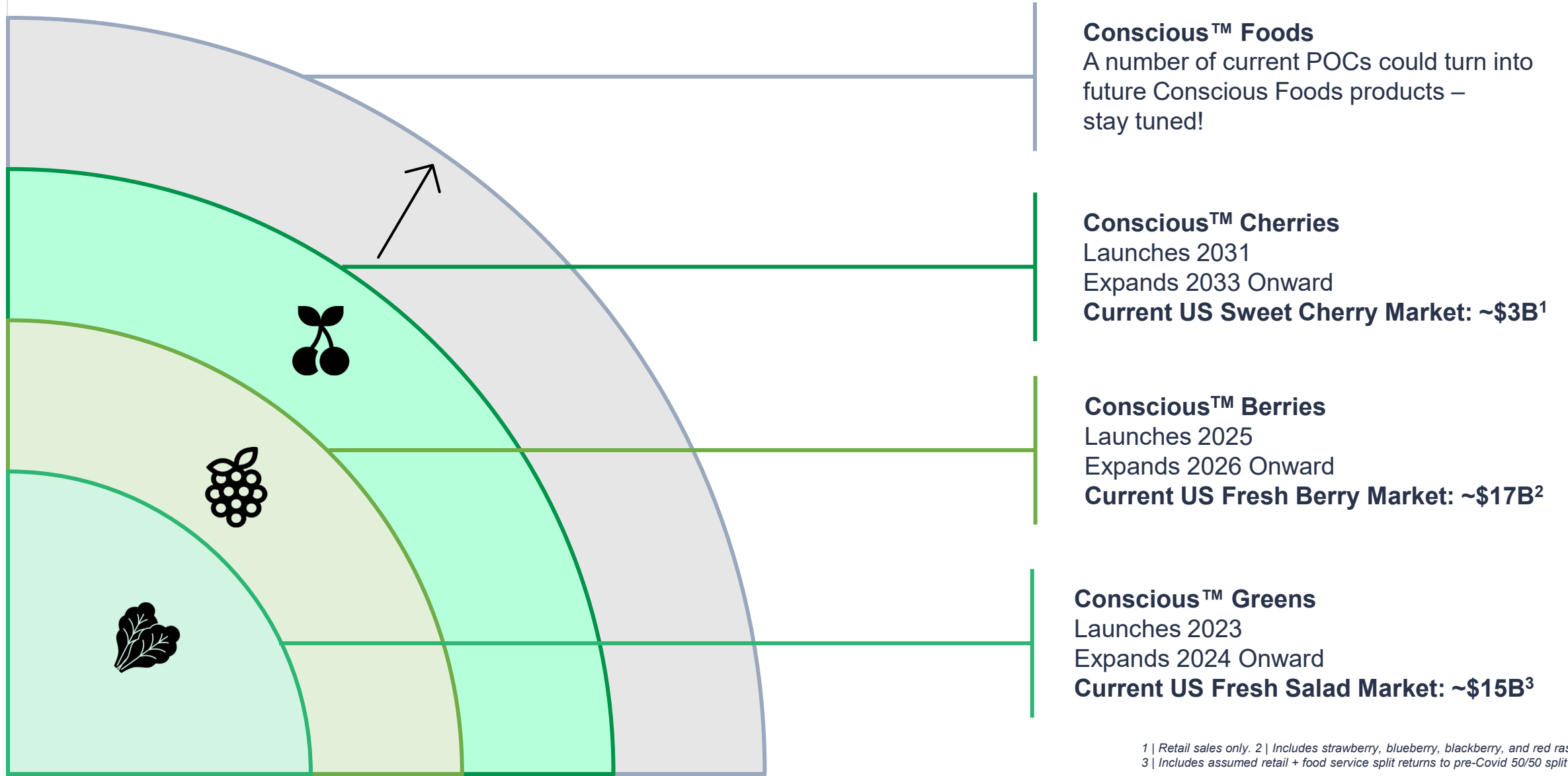
Cherry with Pit



With CRISPR / gene editing, it now can be achieved in around five years.



OUR PORTFOLIO OF HEALTHY, CONVENIENT PRODUCTS WILL TRANSFORM WHAT AMERICANS EAT



¹ | Retail sales only. ² | Includes strawberry, blueberry, blackberry, and red raspberry. ³ | Includes assumed retail + food service split returns to pre-Covid 50/50 split



WE CREATE VALUE FOR THE ENTIRE CHAIN

Our business model is built on genetics, consumer marketing, and leveraging the existing value chain in the US Retail and Food Service produce market.



Own



Own/Brand

Partner

Genetics

Seed/Propagation

Growers

Packer-Shipper

Food Service/Retail

Consumers





Launching great tasting seedless blackberries in 2026

Pairwise believes caneberry consumption will rise by increasing **consistency** of quality and **convenience**



In the US, ~85% of consumers like berries and more than half state that berries are among their favorite fruit, but only ~25% of households buy blackberries

Berries are great snack, but the taste is inconsistent, and most people do not like the seeds

Pairwise is developing berries that will deliver to consumers seeking fresh, healthy snacking options

Source: Proprietary Fruit Concepts Study, N=1,250, March 2019 and The Packer Fresh Trends



What if new types of fruits were widely available for healthy snacking?



Black raspberries are native to North America, but plant architecture makes them difficult to cultivate for large-scale production. Pairwise is developing seedless black raspberries with an “easy-pick” architecture using CRISPR / gene editing; we expect to sell them in grocery stores within five years.

In addition to their novelty, seedless black raspberries are:

- ❑ A source of anthocyanins: 214-589 mg / g¹
- ❑ Excellent, unique taste
- ❑ Change color when ripe (thus, always harvested when ripe)



INTRODUCING



A portfolio of exciting, nutrient-dense leafy green blends coming to grocery stores and restaurants in 2023.

WHAT ARE CONSCIOUS™ GREENS?

They're not another boring salad. They're leafy greens **made better**.

We pair the latest tech with tried and true farming to grow purposeful produce uniquely curated for you.

With all the crunch and flavor of romaine, but with superior nutrition, Conscious Greens Blends:

- Have delightful flavors
- Come in beautiful, vibrant colors
- Are fresh and crisp
- And stand up to dressings and toppings alike



Creating The Best of Both Worlds

Combining the texture of lettuce and nutrition of kale



Iceberg



Mustard



Kale



Romaine

**Flavor &
Texture**

There are 100s of unique varieties



Spinach

Nutrition



NEW SALADS WITH TASTY, NUTRIENT-DENSE GREENS

Gene Editing



- Varieties are selected for **nutrient-dense** and texture qualities.
- Varieties are edited by Pairwise for improved taste.

Field Trials



- First POC completed in 6 months
- Edited field trials in progress
- Lack of susceptibility to INSV

Consumer Experiences



- Broad scale excitement and acceptance in 3 real world tasting events



EVENT OVERVIEW



We Demonstrate Transparency by Being Forthright about Technology on our Packaging

Consumers told us that our “Better Flavor by CRISPR” icon provided valuable information about our technology and was easy to find on the package.



Consumers who want more information about our products and process can scan this code to visit ConsciousFoods.net to find out more.



CONSCIOUS™ GREENS ON-PACK TECH COMMUNICATION



OUR PURPOSE

We are building a healthier world **one salad at a time** by providing you with exciting new choices in flavorful leafy greens with **up to double the nutrition of romaine**.

PURPOSEFULLY NUTRITIOUS

Conscious Foods pairs the latest tech with tried-and-true, field-grown farming to grow **innovative varieties** uniquely curated for you. Conscious Greens Salad Blends are thoughtfully grown to help you to create unique salad experiences. Our colorful blends of nutrient-dense greens come from the same family as highly nutritious Brussels sprouts, cauliflower and kale.

DELIBERATELY DELICIOUS

Plus, our greens are not just another boring salad! Conscious Greens are **leafy greens made better** - flavorful, power-packed greens with luxe purple and rich green leaves. We believe that choosing between great-tasting foods and eating healthy is a compromise you shouldn't have to make. In fact, one serving provides an Excellent Source of Vitamins A, C, and K.

TRANSPARENT

We are committed to transparency. Conscious Greens sprouted from an idea to use the latest tech to make it easier to eat healthier.

Visit consciousfoods.net/process to learn more about our process and how our greens are grown, or scan the QR CODE to find out more.



OUR COMMITMENT TO TRANSPARENCY

Transparency is one of our core values. Conscious™ Greens sprouted from an idea to use the latest CRISPR tech to make it easier to eat healthier.

Visit consciousfoods.net/process to learn more about our process and how our greens are grown.

LETTUCE CONNECT

-  @ConsciousFoodsUSA
-  @ConsciousFoodUS
-  @ConsciousFoodsUSA



PAIRWISE DATA SHOWS MINIMAL CONSUMER CONCERN REGARDING GENE-EDITING IN PRODUCE

- Over 6,000 curated salad samples were consumed across Seattle, Bay Area and Austin.
- Over 3,000 consumers completed an online survey via mobile devices and QR code
- Greater than 90% purchase intent
- Only 1% mentioned the technology, with half of those being both positive and negative



twitter.com/pairwisepl



facebook.com/pairwisePL



instagram.com/pairwiseproduce



linkedin.com/company/pairwise-plants



THANK
YOU

