

Join our FRANCHISE OF FRESH

AVOCADOS FROM MEXICO'S CONCESSIONS GAME PLAN





Welcome to the **NATIONAL AVOCADO LEAGUE**





The draft is officially open! We're looking for new stadiums and arenas to join the NAL and are excited to extend the invitation to you and your team. Although COVID-19 has driven changes like an increase in mobile ordering and a decrease in employees, stadiums are still looking to provide a premium gameday experience.¹

When it comes to concessions, fan favorites like hotdogs and beer still score, but new, fresh options like Avocados From Mexico can really step up that gameday experience. As one of the fastest growing produce items in the country, avocados can quickly turn a fan favorite into a premium, yet affordable choice. Let us show you how you can start your franchise of fresh.

1. <https://www.foxbusiness.com/sports/nfl-stadium-safety-concessions-vendors-coronavirus>

Our fans ARE YOUR FANS



Guac is gold at sporting events, especially at tailgates and Big Game parties. **Fresh avocados are also a tasty upgrade** on burgers, hot dogs, nachos and more. In a recent foodservice taste test, people showed a clear preference for fresh with 70% saying they would purchase fresh avocados or guac if they were on the menu.²

Of course, avocados are a premium item many Americans crave – and happily pay for, at an average of **an additional \$3.29 per avocado shopping trip**¹. Avocados have reached high market penetration as well, with **nearly 70% of U.S. households buying avocados 10x per year**¹. The good news is that since **Avocados From Mexico are available year round**, you can be sure our avocados will always be ready.

1. Numerator: 5/20/2019 thru 5/17/2020

2. SRG Fresh vs. Processed Avocado Taste Test Report: November 2020

Make it fresh!



2

AVOCADOS FROM MEXICO

70% WOULD BUY
fresh avocado
IF IT WAS OFFERED¹

77% PREFER
FRESH AVOCADO
TO PROCESSED¹

fresh vs. processed

Texture is the largest differentiator between fresh and processed, followed closely by overall flavor and liking¹

1 Texture

2 flavor

3 Liking

4 Color

1. SRG Fresh vs. Processed Avocado Taste Test Report: November 2020



FEEDING THE AVOCADO TREND

Avocados are in high demand, in your arena and the entire country. **Avocados are #1 in growth in the U.S. produce category³** and the U.S. is also the #1 importer of avocados in the world⁴. In fact, over the last decade, Americans have doubled their avocado consumption to almost 8 lbs. per person per year.⁵



FANS WANT FRESH

It doesn't get better than fresh. **77% of patrons prefer fresh avocados** over processed, naming overall liking, texture, flavor, appearance and color as the key descriptors that differentiate fresh avocados.² Fresh avocados are also a heart healthy fruit with health benefits for patrons and athletes alike.



ALWAYS READY TO INNOVATE

AFM was named one of **Fast Company's Top 100 Best Workplaces for Innovators 2020** and we're excited to create something new for you.



³. Nielsen xAOC Calendar Year 2019 weeks ending 11/30/2019. Categories not included in the ranking: Herbs & Spices & Seasonings, dressings, baking related, salad toppings, dried fruit or veggies, condiments, and nuts. ⁴. Food and Agricultural Organization of the United Nations, 2020. ⁵. Perspectiva Avocado Export Numbers from APEAM.

Concessions Trends: FOLLOWING THE CROWD

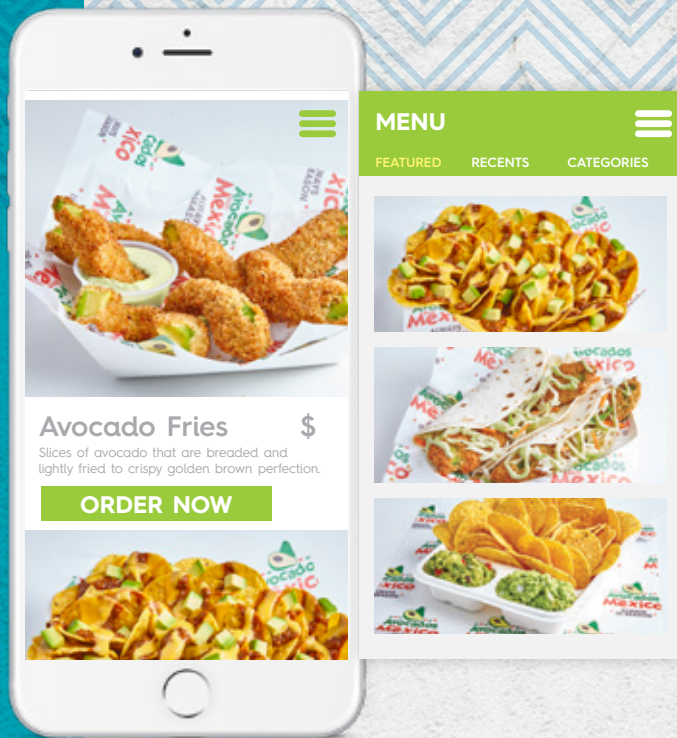
Concessions classics like hot dogs and beer are always a hit, but **fans are increasingly craving new and exciting options.** That's where AFM shines. Through careful research, we keep tabs on food trends and frequently check-in on fan preferences.



These insights guide our recommendations and help us collaborate with your team to create new programs, recipes and more. We've learned that **fresh avocados offer fans a fresh twist on an old classic**, such as guac on a hot dog or fresh avocado slices on a hamburger. It's an upgrade fans love - and are willing to pay a premium for.

While COVID-19 has changed the game, stadiums and arenas continue to successfully adapt. Some are providing concessions through home-gating opportunities and innovating in-arena partnerships to deliver contactless experiences for fans and employees. The NFL even has its first on-demand food-delivery partner in PostMates.¹

¹. <https://techcrunch.com/2020/09/09/postmates-nfl/> ². Pre-COVID (Oracle Fan Experience Report)
³. <https://soonersports.com/news/2020/9/3/football-2020-game-day-policies-procedures.aspx>, <https://lsusports.net/news/2020/9/16/football-xxxx.aspx>,
<https://www.foxbusiness.com/sports/nfl-stadium-safety-concessions-vendors-coronavirus>, and <https://tappit>



CASHLESS IS KING

Many arenas and stadiums have gone cashless since COVID-19, transitioning food, beverage and retail stands to touchless payment options. Reverse ATMs, where you can use cash to purchase a prepaid debit card, and Apple Pay and Android Pay are also taking off.³ Mobile ordering has become more popular as well as it allows for touchless payment and interactions through a variety of apps. If your teams haven't already done so, consider adding this tool to your ordering and payment options.³



CONTACTLESS CONCESSIONS

To accommodate public health concerns, several arenas and stadiums have either limited or eliminated tailgating all together. Concessions hawkers have also been eliminated and there are less workers behind the counter. With limited worker contact, concessions have found that pre-packaged items in tamper-proof containers are creating much needed efficiency and reducing overall transaction time.² Avocados From Mexico can work with you to ensure your packaging delivers a quality experience for the guest at any point during the game.

A fresh Take ON CONCESSIONS



At Avocados From Mexico, we've got a full concessions innovation pipeline ready to feed your most discerning fans. From **menu ideation and operations support** to avocado-themed concessions stands and mobile guac trays, we can meet your needs and help build some avo-excitement.

What we offer

Menu Ideation

Avo University

Training & Operation Support

Avo Carts/Guac Trays

Grab 'N Go Solutions and Packaging

Branded Concessions Stand Concepts

Digital Delivery Programs

Marketing Materials



MENU IDEATION

Taking into account your fanbase, regional preferences, and the latest market research, we can help develop bulk recipes or a variety of new and exciting menu items for your concessions operation. Using our new Dallas, TX restaurant, AvoEatery, as our living lab, we've developed and tested countless successful avocado-inspired recipes we can pass on to you.

AVO UNIVERSITY

AvoU can turn your entire team into avocado experts. Our online training program can be done completely on your schedule. Through short, engaging videos, we'll equip your team with back-of-house prep tips, ways to reduce waste and much more.



Delicious new
recipes
for you!



AVOCADOS FROM MEXICO

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Build
your own!

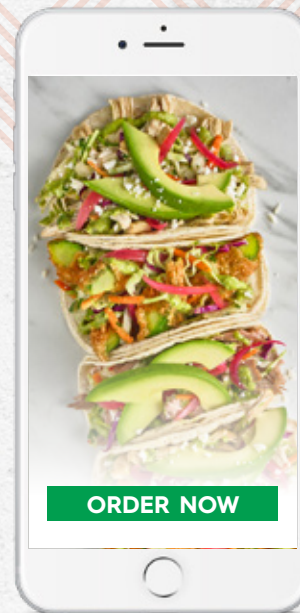


TRAINING & OPERATION SUPPORT

Through careful research and in-market testing, we've developed all the avocado tricks and tips for your team to successfully execute fresh avocado packaging and delivery across your operation.

AVO CARTS/GUAC TRAYS

Whether it's making your existing equipment ready for increased food safety measures or getting you new custom carts for your arena or stadium, our Avo Cart program lets you add fresh avocados to all of your existing concessions favorites. Additionally, our mobile Guac Trays allow you to develop exciting suite-level programs or BYO opportunities where fans can get creative with their guac. Whatever your preference, we'd love to develop a program just for you.



GRAB 'N GO PROGRAMS

Our Grab 'N Go programs are a perfect solution for offering pre-packaged foods that limit worker contact. It also helps speed up the line so your fans can get back to the game sooner. Plus, you can show your fans your commitment to using fresh Avocados From Mexico by displaying our 100% Fresh Seal throughout your packaging!

BRANDED CONCESSIONS STAND CONCEPTS

We are Concessions Champions, having successfully launched concessions stands and kiosks at two major arenas. We launched AvoEats concessions stands at the American Airlines Center in Dallas, TX in 2018, at the Hard Rock Stadium in Miami Gardens in 2019 and we will be opening another at Fenway Park in Boston, MA tentatively during the 2021 season.

DIGITAL DELIVERY PROGRAMS

Take advantage of the mobile ordering trend with our Digital Delivery program. We can cater your program to serve both on- and off-premise needs and help develop marketing materials from signage to brochures. We can also help facilitate influencer partnerships to bring further attention to your program.

MARKETING MATERIALS

Need help spreading the word about all of your fan favorites? Our team can create everything from social distancing floor decals to in-stadium signage. Just point us in the right direction and we can get creating for you!



Our BEST PLAYS

We're bringing out our heavy hitters. **Gold Standard Guac and Fried Avocados** are our most popular and best-performing recipes. We've developed strategic on-demand, make-in-advance techniques for these delicious, always-ready recipes that we're excited to share with you. We know how to make fresh avocados perform at their best. Let us show you how.



Our fans love
to tag us!

52%

prefer **fresh guacamole**
to processed¹

69%

would buy **fresh guacamole**
if it was offered¹

TEXTURE

was the biggest differentiator between

FRESH GUAC

vs processed¹





GOLD STANDARD GUAC

We know guac and we've tested several recipes to get this golden combination that's always a crowd pleaser. Score the recipe here.

WHY IT WORKS

- **Tried and True** – Perfection isn't accidental and a lot of testing has gone into getting this guac just right.
- **Made in Advance** – This golden recipe can be made up to 48 hours in advance and held until ready to serve from a cold well, condiment fridge or your customized guac cart. Let us show you how!



FRIED AVOCADOS

Not only have they been a homerun with fans, but fried avocados are also an ideal solution for concessions efficiency.

WHY IT WORKS

- **Freeze in Advance** – Fresh avocados can be easily battered then frozen to preserve ripeness.
- **Fry on Demand** – Just fry once they're ordered, sprinkle with a little salt and serve with a craveable dipping sauce like Avocado Ranch.

How WE SCORED

We've succeeded across the country and we have the results to prove it. Take a look.



AMERICAN AIRLINES CENTER

This winning partnership set a strong course for future sales among its more than 3 million annual visitors, and convinced the AAC to accept nothing less than fresh avocados stadium wide. The successful program has now been expanded to a third location in the arena.

HOW WE HELPED

- Provided on-site training for employees and an AvoU class at AFM
- Helped optimize the existing Avo Toast and Avo Taco and introduce three new items including a Chili Cheese AvoDog
- Implemented premium and GA level creative signage directing fans to stands serving fresh avocado
- Created a 100% Fresh Seal program to promote fresh avocados
- Established a build your own guac stand and three full-service branded concessions stands
- Provided equipment to successfully implement fresh avocados



RESULTS

- **12,663 individual units were sold** from July 2019 – February 2020; an **increase of 116%** vs the same period YGO
- Fresh avocado case **sales increased +30%** vs. YGO
- Garnered 13 national and regional media placements that yielded **19M impressions** and a lot of attention for AAC

Top Sellers!



#1

Avo Fries



#2

Guac Sampler



#3

Avo Taco



HARD ROCK STADIUM

What started as a Suite Level Guac Cart program has turned into our AvoEats concession stand and kiosks at Hard Rock Stadium in Miami Gardens. It debuted with an inventive avocado taco menu for fans to enjoy during all stadium events and sold especially well at the the Miami Open.

HOW WE HELPED

- Provided equipment to successfully implement fresh avocados
- Provided on-site training for employees
- Colloborated to create a Chicken Mojo Taco, Pork Carnitas Taco, Vegan Avo Taco and a Guac Sampler
- Implemented premium and GA level creative signage directing fans to stands serving fresh avocado
- Created a 100% Fresh Seal program to promote fresh avocados
- Established multiple kiosks and a full service branded concessions stand

RESULTS

- Our full-service concessions stand became one of their best-performing areas, **selling more than 25,000 tacos** in a two-week activation period during Miami Open 2019
- Fresh avocado case sales **increased +310%** vs. YGO
- **2,800 transactions** rang up during the season
- Kiosks saw a **gross sales increase of +82%** vs. the prior concept
- Club level concession stand **grew +11%** vs. the prior concept

MILWAUKEE BUCKS

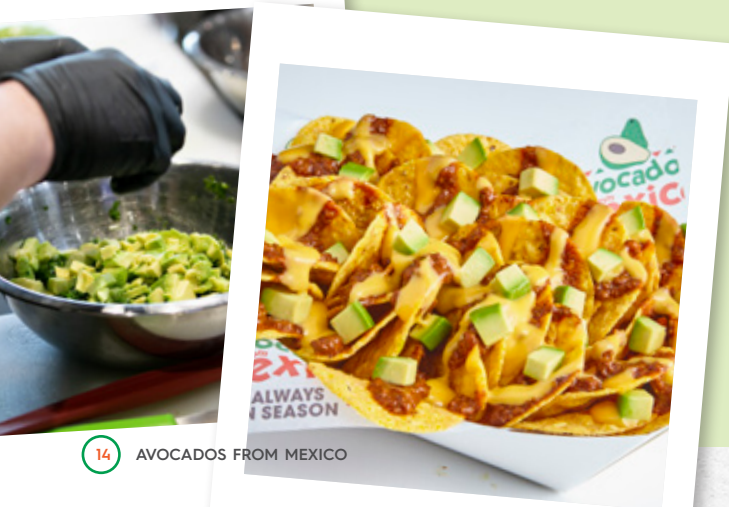
Fiserv Forum went all-in by adding fresh avocado to five new menu items and implementing Guac Carts throughout the stadium. Guac was also added to the suite menu along with AFM branding and laminates throughout the stadium.

HOW WE HELPED

- Provided on-site training for employees
- Collaborated on menu development
- Implemented creative signage throughout the stadium
- Created a 100% Fresh Seal program to affirm the stadium's commitment to fresh
- Provided multiple Guac Carts and established their popular Guac Cart program

RESULTS

- Sales **grew 823% YOY** on the suites' "Traditional Nacho" menu item
- Launching avo concessions in the club level earned a **160% YOY revenue increase**
- Stadium-Wide Fresh Avo Volume **increased 28% YOY**



Introducing Our GIFT SHOP

GUAC THE APPAREL

We're feeding the fans' love for avocados with our Avocados From Mexico Gift Shop! Be sure to grab some avocado swag for your fans to build the excitement for fresh avocados in your arena.



FAN SHIRTS



TOTE BAGS



SPORTS GEAR

Your fans will love these!



FAN CAPS

WATER BOTTLES



FAN SIGNS

future PROJECTS



Coming soon!

HARD ROCK STADIUM

At the home of the Miami Dolphins, Miami Hurricanes and the Miami Open, strong sales have prompted a third location set to open in 2021.

FENWAY PARK

At a historic stadium like Fenway, ballpark favorites like hot dogs, pretzels and nachos are still selling strong. Now they'll be offered with fresh guac, too.



Join the NATIONAL AVOCADO LEAGUE

There are so many reasons to partner with us and become a part of the National Avocado League. Fans are expecting more in technology, excitement and of course food, and value organizations that are forward thinking.

Offering fans a great product and experience is paramount to your business, and we are eager to hear about those opportunities. Team up with Avocados From Mexico as we expand our National Avocado League to bring fresh delicious avocados into your arena. We'd love for you to become the next – Franchise of Fresh!



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AvocadosFromMexico.com