



SERVING *the* DEMAND

More Than a Produce Brand

AvocadosFromMexico.com/Foodservice

Building a Better Business With Avocados





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Make no mistake.
**OUR AVOCADOS
ARE 100% MEXICAN.**




WE ARE FAR MORE THAN A PRODUCE BRAND.

We are **innovation-driven, demand-boosting avocado advocates**. We are a **seasoned group of marketers** based out of Irving, Texas and **since 2013**, our team has collaborated **to drive equity** and **grow demand** for fresh avocados in the U.S.

We are known for **crossing channels, breaking through** and **evolving beyond the industry**. We're ready and willing to satisfy the **over two billion pounds of avocados** this country craves annually.

AND WE'RE HERE,
to help you get your slice.



Our Avocados Are Available Year-Round

from the Avocado Capital of the world

From the fertile land of Michoacán, Mexico—a combination of more than 30,000 orchards and four blooming seasons allow our avocados to grow throughout the year. This distinctive, rich geography allows for **avocado exports around the world all year long.**

THE MAGIC OF MICHOACÁN

- » Rich volcanic soil, abundant sunshine and timely rainfall
- » Surrounded by more than 80 volcanoes
- » Perfect weather all-year-round
- » More than 70% of avocado groves use natural irrigation
- » Varied elevations allow the fruit to grow throughout the year

Michoacán,
Mexico



DID YOU KNOW?

Avocados can arrive from an orchard in Mexico to a U.S. grocery store shelf or foodservice refrigerator in 3-6 days.



Blooming All Year

Each of the four bloom cycles have a name that corresponds to the time of year when avocados can be harvested. This year-round availability is why **Avocados From Mexico are Always in Season.**

1

Aug – Nov
AVENTAJADA
Advantaged

2

Nov – Mar
NORMAL
Normal

3

Mar – June
MARZEÑA
Bloom from March

4

July – Sept
LOCA
Full Bloom

Each avocado is carefully harvested by hand at the perfect moment of maturity.

To ensure the highest quality, each avocado can be traced back to its orchard and harvest time.



SHARE IN THE **GROWTH**





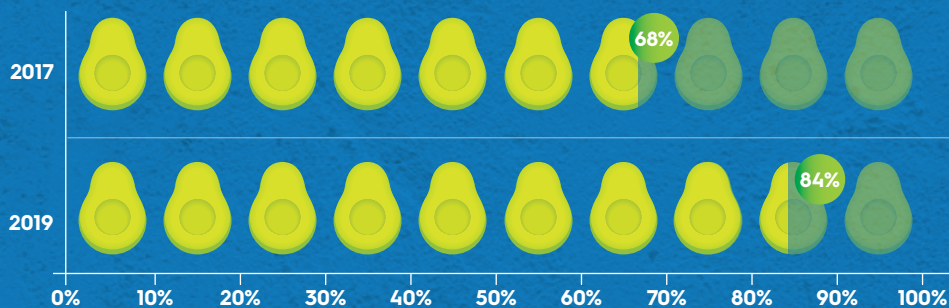
Demand Grows and So Do We

As people are consuming more and more avocados, we are growing too.

There's no doubt. Americans love their avocados. With **84% of market share**, the category is up 16% over the past 2 years.¹ In fact, **the U.S. is the #1 importer of avocados** in the world.² Remarkably, we are only the #2 country for avocado consumption.² With your help, we intend to make it #1.

Source: 1. HAB shipment actual arrival volume share from 1/4/2015 thru 12/29/2019

Total U.S. Avocado Market Share from 2017 to 2019¹



16% increase in just 2 years!¹



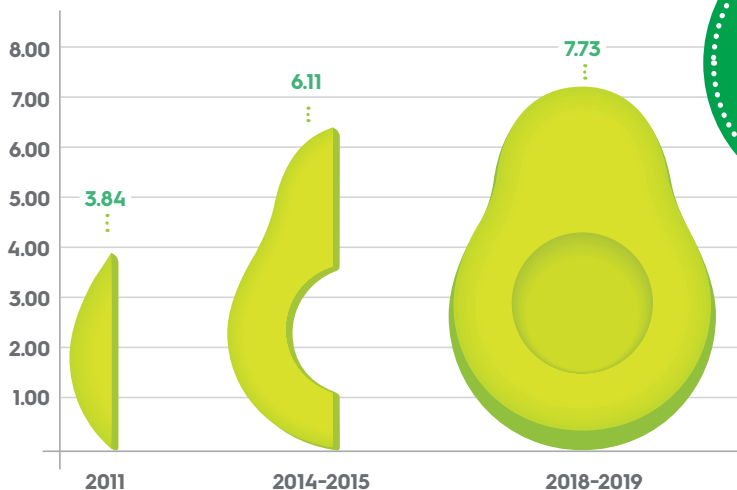
DID YOU KNOW?

Avocados are actually fruits! Because avocados have a fleshy pulp and single seed, they are classified as a berry.

Americans love their avocados.

IN THE LAST DECADE, AMERICANS DOUBLED AVOCADO CONSUMPTION PER PERSON TO ALMOST EIGHT POUNDS PER YEAR!

US POUNDS PER CAPITA 2010-2019³



Source: 3. Perspectiva Avocado Export Numbers from APEAM

101%
Per Capita
Consumption
Growth!

Anyway you slice it...
study participants use these 3 words
to describe avocados

1

"Healthy"

2

"Tasty"

3

"Delicious"



Source: 2016 Technomic Research Report,
Avocados From Mexico

We're Everywhere

Look around, you'll see us featured in all kinds of menus.

Avocados are the perfect add-on. Over the past four years, options to add avocado have seen the highest growth ever, nearly doubling on menus coast to coast. The growth has been incredible, and it's projected to continue.

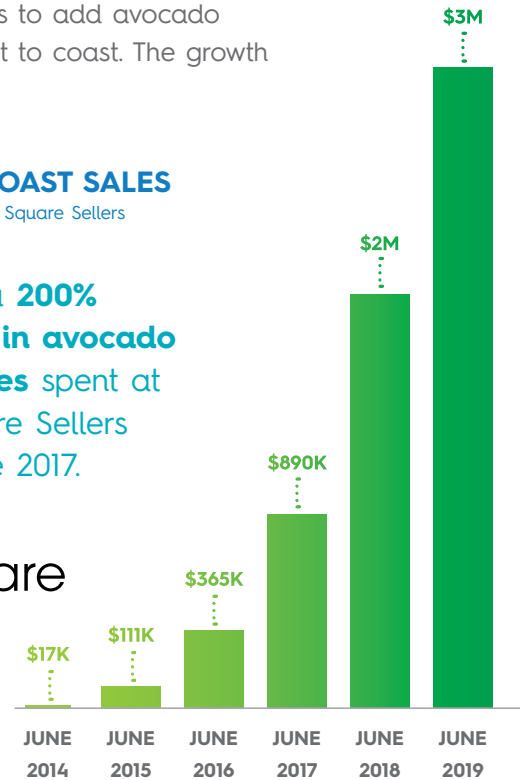
Consumers are spending \$3 million per month on Avocado Toast



AVOCADO TOAST SALES

Total \$ Spent at U.S. Square Sellers

There is a **200% increase in avocado toast sales** spent at U.S. Square Sellers since June 2017.



Source: Courtesy of Square, www.time.com/4861608/avocado-toast-cost-spending-americans-square/

Avocados are Foodservice Favorites



fresh avocado is popular in sandwiches, placing among traditional toppings like lettuce, tomato and onion.



AVOCADOS ARE ONE OF THE MOST INSTAGRAMMABLE FOODS OUT THERE.



Studies show that **69% of millennials** will take pictures of their food before eating, and with hashtags such as **#foodie** garnering millions of followers – the trend is showing no signs of slowing.



Source: www.freshfruitportal.com/news/2019/01/30/eu-new-trends-to-further-drive-avocado-growth-in-2019-says-wao

Avo menu opportunities are growing in these 3 categories:



Salad/Healthful



Mexican



Asian

Source: 2020 Datassential - AFM Industry + Trend Update

The Time for Fresh is Now

If there is a time to invest in the avocado category, this is it.

Consumers want avos! Research shows that patrons are increasingly looking to dine at locations that add fresh avocados to their menu items. In fact, avocados have become one of the most popular ingredients to include in handhelds.

**85% OF PATRONS
PREFER**
fresh
VS PROCESSED¹

Fresh avocados are those that arrive from crate to plate as **a whole fruit ready to cut and serve**. **Processed avocados** have been **cut and often smashed** and may contain additives or preservatives that **can alter both texture** and that delicious, fresh-avo **taste**.



It's Better With Avos

Avocados continue to grow in popularity with patrons as a delicious ingredient in both Mexican and traditional handhelds.²



Mexican Handhelds



Burgers



Sandwiches/Wraps

Source: 1. 2019 Technomic The Away-From-Home Guacamole Patron; 2. 2019 Technomic Operator A&U, Avocados From Mexico



fresh avocados are preferred.

Consumers describe the superiority of
fresh vs pulp using these four key descriptors³:

- 1
Quality
- 2
Flavor
- 3
Texture
- 4
Color

"There is a market demand for it
and more year-round growth."

Listen to What Operators Have to Say About the Fresh Avocado Trend³

"Because of its health properties
along with the fact that it provides
a great taste and texture."

"It has been like this for years.
[The Big Game] is a great trigger
for avocados. It's a healthy fruit,
really tasty and it is not that
hard to handle it. You can eat it
at any hour of the day."

"I feel like the biggest trend in
food right now is how healthy
you can make a dish that still
tastes really good and avocados
are perfect to achieve this."

Source: 3. 2019 Technomic Operator A&U, Avocados From Mexico

Delivery & Take-out are Taking Over

Deliver fresh options with avocados

Whether customers dine in or take out, they want to enjoy the same quality. Delivery and take out have become the fastest growing segment in foodservice, **projected to grow 33% in 2020 alone**,¹ so the opportunity is a significant one for restaurateurs. Fortunately, we have the avo-insights you need to make sure avocados are delivered fresh every time.



Learn more
about our
fresh Seal
on pg. 55

Details on delivery

THE GLOBAL FOOD DELIVERY MARKET IS NOW WORTH OVER \$100 BILLION

If current rates of growth are sustained,
**its size will have almost doubled
between 2017 and 2023.**¹



Delivery sales could rise an annual average of more than **20% to \$365 billion worldwide by 2030, from \$35 billion.**¹



In 2019, for the first time ever, **off-premise revenue surpassed on-premise sales.**²



of restaurant orders from **millennials** are **takeout or delivery.**³

Source: 1. <https://www.statista.com/outlook/374/100/online-food-delivery/worldwide>; 2. <https://www.nrn.com/consumer-trends/8-delivery-and-takeout-trends-expect-2020>; 3. <https://www.restaurantbusinessonline.com/consumer-trends/4-foodservice-trends-driven-millennials>;

Market changes

THE COVID-19 IMPACT

When asked to remain at home, many customers turned to delivery and pick-up to supply their meals during the COVID-19 pandemic. It's driven them to use digital platforms more than ever and caused the already-growing usage to turn prolific.

52% of consumers feel more comfortable ordering to-go from restaurants post-COVID-19

61% of consumers are concerned about going to a crowded restaurant

69% of consumers will avoid crowded places after restrictions are lifted even if government says it's safe

Source: Datassential COVID-19 Reports, April 2020



DID YOU KNOW?

To keep avocados fresher longer, pack them separately and away from hot food.



New Comfort Levels

During the COVID-19 pandemic, the only way to get restaurant food was through **delivery** or **pick-up**. This **forced consumers to become more comfortable with using third party delivery services**, even those who still used the drive-through or had never tried third party delivery before.

Source: <https://www.qsrweb.com/articles/covid-19-will-forever-change-the-foodservice-industry/>



Make Room for Meal Prep Kits

Home meal prep kits for making tacos, burgers, or even cocktails, have risen in popularity. Adding **fresh avocado to delivery and meal kits** can help you take advantage of this trend and **Avocados From Mexico can teach you all the avo-prep tricks to help ensure your success.**

Source: Datassential COVID-19 Report 11, slide 9



THINKING OUTSIDE THE **PRODUCE** **AISLE**





Think Outside the Produce Aisle





NEW IS WHAT WE DO

Avocados are always
exceeding expectations

Our AFM team is always looking to try something different. We're an insight-driven marketing machine, extending our reach through social, digital, collateral, experiential and so much more. Everywhere our avocados are found, we are there to help avocados breakthrough from retail to foodservice, and beyond.

Think Outside the Produce Aisle



AVOCADOS FROM MEXICO *At a Glance*

How we're succeeding in the PRODUCE CATEGORY

As a brand, Avocados From Mexico has done well where others haven't because we've dared to try things others don't. As a company, we've continually sought out new opportunities to reach retailers, foodservice professionals and shoppers in fresh, innovative ways. Then we put them in action.

The Avocados from Mexico teams

1



CONSUMER

2



SHOPPER & TRADE

3



DIGITAL

4



FOODSERVICE

How our brand is breaking through



MACY'S DAY PARADE

We made our first-ever appearance in the 89th Annual Macy's Thanksgiving Day Parade. The float featured Daughtry and encouraged viewers to include avocados in their holiday feast.

- ▶ People could digitally track the journey of the float from Mexico to NYC in the days leading up to the parade.
- ▶ Fans could use #MacysParade and #AvoTracker for a chance to win a \$1,000 Macy's gift card.
- ▶ We had the top #2 hashtag for the #MacysParade conversation.

Source: https://avocadosfrommexico.com/digital-press/wp-content/uploads/2017/08/AFM_Digital_MediaKit_FactSheet_v5_OL_LR.pdf



SXSW

We took over SXSW two years in a row, making an impact at perhaps one of the most innovative and impactful events of the year.

- ▶ We had the most popular 2016 SXSW campaign hashtag with #GuacNRoll. It earned more than 32,000 posts and 200 million impressions, nearly triple the second place hashtag.¹
- ▶ Nearly 23,000 attendees of the 2017 SXSW festival interacted with our brand.
- ▶ Our #AvoHappiness activities in 2017 generated over 90,000 mentions, which resulted in over 1.6 billion impressions for our 'Always in Season' brand.²

Source: 1. <https://www.entrepreneur.com/article/272906>
2. <https://www.freshfruitportal.com/news/2017/03/29/u-s-avocados-mexico-enjoys-strong-social-media-engagement-sxsw-festival>

FALL FOOTBALL

Our brand partnered with RO*TEL® to get consumers excited about football season with the Fall Football promotion, featuring the Rockin' Guac recipe using both products.

- ▶ Incentive offer featured a free can of RO*TEL® with purchase of three Avocados From Mexico.
- ▶ 12 sweepstakes winners received an AFM visit at their college football tailgate event with an AFM-branded van and plenty of sampling.
- ▶ Merchandising, consumer savings, digital/social media, retail specific programming and in-store radio supported the promotion.

Source: <https://www.andnowuknow.com/bloom/avocados-mexico-introduces-its-fall-football-promotions/jordan-okumura/46358>

AVOCADOS DOMINATE THE BIG GAME CONVERSATION

Online, on-screen and in-store

Our game plan

As America's most-viewed game of the year, the Big Game always brings fierce competition, on and off the field. With **over 27 billion impressions** across 6 consecutive Big Game campaigns, Avocados From Mexico continues to thrive, consistently placing as the **#1** or **#2 most-talked-about brand**, digitally.¹

- » Avocados from Mexico is the **first fresh produce marketer to leverage blockchain** as an asset in a Big Game campaign
- » **All-time record for on-page engagement** for IBM's Watson AI technology and the Adopt-a-Pet.com platform



"Top Dog"

"GuacWorld"



PR

- » **15 billion impressions** across 6 consecutive years
- » **1,934 total PR placements** (online, broadcast, radio and print) in 2020

PLACEMENTS:

VARIETY

People

USA TODAY

ADWEEK

Forbes AdAge AOL.

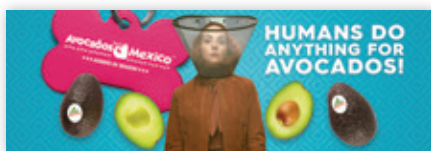
Source: 1. <https://www.prnewswire.com/news-releases/avocados-from-mexico-playbook-set-on-celebrating-american-avocado-obsession-during-the-big-game-300973177.html>



**Join
the team!**
Partner with
us for the
Big Game

Digital

- » **16 billion social impressions** over 6 consecutive Big Game campaigns
- » Top two Big Game digital campaign for **five consecutive years** in the Merkle Digital Bowl Report



Humans Do Anything for Avocados!
AFM's Big Game app reached
100 million users and delivered
100% click-through rate on text!



Shopper

- » **Previous partners:** Bud Light®, Cholula Hot Sauce®, Bud Light Lime®, Tabasco®
- » **Guac Nation program results:**
 - » 194,570 in-store displays since inception

Think Outside the Produce Aisle

AVOCADOS KNOW HOW TO CINCO

It's not a fiesta without guac and chips



Always Cinco ready

Cinco de Mayo is the second biggest holiday for fresh avocado sales, mainly because the most popular guest at every Cinco gathering is guac. We always take full advantage of this holiday, keeping Avocados From Mexico top of mind for shoppers. #NoGuacNoCinco

- » **37M broadcast impressions** of Cinco creative via AFM-owned social and digital platforms and female lifestyle networks
- » **22M+ audio impressions** with Pandora
- » **2M+ impressions** delivered through campaign on Chowhound



'Trek' TV Spot:
9M video
impressions



PR

- » Cinco-themed editor brunches at Rachel Ray Every Day, Southern Living and Delish
- » **136 media placements**
- » **5 influencer partners**
 - » **7.5M** earned influencer impressions
- » Reached more than **3,000 consumers** via sampling throughout New York City

PLACEMENTS:

People

USA
TODAY

NEW YORK POST

npr

FOX
NEWS
channel



Shopper

- » **Previous partners:** Tabasco® and Tostitos®
- » **Cinco Central program results:** Has sold **110,875 in-store displays** since its inception
 - › 2019 Tostitos® partnership distributed **2M coupons** and featured a co-branded SalsaGuac recipe on Tostitos bags, while its digital paid media generated **94.2M impressions**
 - › In 2018, our partnership with Tabasco® distributed **1.2M coupons**, and its digital campaign generated **1.03M completed views**

Digital

- » Hour-long Twitter party, featuring **celebrity chef Pati Jinich** using the hashtag **#NoGuacNoCinco**
 - › Tweets garnered 124,821 impressions and 3,454 engagements

#NoGuacNoCinco Campaign
301M total impressions and
4M video views
 › 23,000 engagements



Join
the fiesta!
Together we
can make your
Cinco worth it



In-Store



To celebrate Cinco, Fuzzy's Taco Shop and Avocados From Mexico partnered up to dish out free guac and chips for a year to 100 lucky customers.

OFFER HIGHLIGHTS

- » To enter to win, customers ordered any guac option on Cinco de Mayo through their rewards account.

RESULTS

- » Sales increased 25.9% over 2019
- » More than 1.2M impressions through email, push notifications and in-app messaging
- » Over 3.3M impressions

Think Outside the Produce Aisle

INTRODUCING AVOEATERY

The world's first polished-casual avocado restaurant



About AvoEATery

Where avocados reign supreme and every dish is made better with a fresh avocado twist, AvoEATery is brought to you by Avocados From Mexico in partnership with Trinity Groves. It's a must-visit, Instagram-worthy dining destination for patrons and a place where AFM can test new ideas and get real-time results.

- » **Location:** Trinity Groves in Dallas, TX
- » **Opening Date:** February 2020
- » **29 Menu Items and 10 Signature Cocktails that feature avocado as the hero of the dish or beverage**



DID YOU KNOW?

Bon Appétit magazine named Dallas, TX the Restaurant City of the Year for 2019!

Top-selling Menu Item:
Hot Chicken Sandwich



Most Instagrammed Dish:
Asian Shrimp
Avocado Salad

Top-selling Toast:
Maple Smoked
Salmon Toast



Top-selling Cocktail:
AvoRita

Top-selling Dessert:
Brownie À La Cado



Source: 1. <https://www.bonappetit.com/story/dallas-texas-city-of-the-year-2019>



PR

- » **138** media placements
- » Over **761,403,555** impressions
- » Sentiment: **100% positive** to neutral

Digital

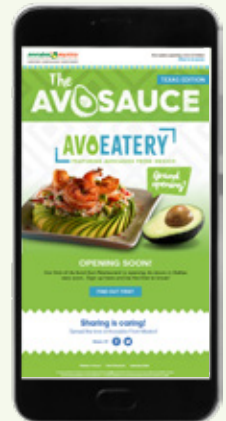
To boost awareness and create excitement for the opening, an Art of Avos contest drove consumers to the AvoEaterY website to enter to win \$1,200 towards a trip to Mexico to indulge their taste buds and eyes.

» AvoEaterY Website:

- » **99K+** sessions
- » **134K+** page views

» Avo Art Results:

- » **5.8M** video views
- » **78K** tweets
- » **5.9M** total engagements
- » **181M** potential impressions





FRESH WITH **BENEFITS**

Our foodservice Story





fresh with benefits



DELIVERING
FRESH OPPORTUNITIES
TO OUR PARTNERS
Coast to Coast



WE'VE GOT ALL YOU NEED TO SUCCEED

When you partner with
Avocados from Mexico,

we customize our relationship around your business needs, from menu analysis to creating custom Limited Time Offers (LTOs). We have a history of delivering unprecedented results for our foodservice partners, and in the following pages, we'll show you how we did it and how we can do the same for you.

fresh with Benefits

OUR RESTAURANT PARTNERS

Serve up fresh success
with avocados

Unique, custom-tailored programs and LTOs are our strongest tools in helping our restaurant operator partners entice customers and drive sales all year long.

WHAT WE OFFER

- › Customized Research/Concept Screens
- › Menu Ideations
- › Back of House Training
- › Avocado University
- › Equipment
- › Employee Incentives
- › Customized Marketing Campaigns and Creative
- › Digital and Social Media Campaigns and Support
- › 100% Fresh Seal Program
- › To-Go Packaging and Programming
- › Delivery Support Programs





A few of the partners we have worked with:



REAL RESULTS

What's working for our restaurant partners

Chipotle Mexican Grill



In our second major partnership with America's premier Mexican grill master, we supported Chipotle on two successful programs.

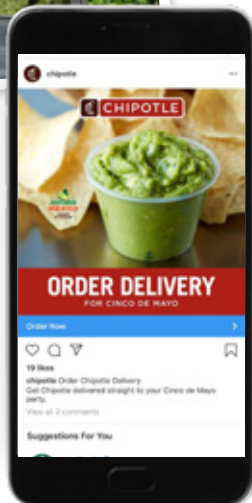
PROGRAM HIGHLIGHTS

- » **Promotion 1:** Digital ads featured Chipotle's new large guac and free guac with online orders for National Guac Day
- » **Promotion 2:** Digital ads featured free delivery on Cinco weekend



RESULTS

- » National Guac Day partnership led to a triple digit increase in guac sales
- » Digital ads delivered millions of impressions and thousands of delivery orders for Chipotle

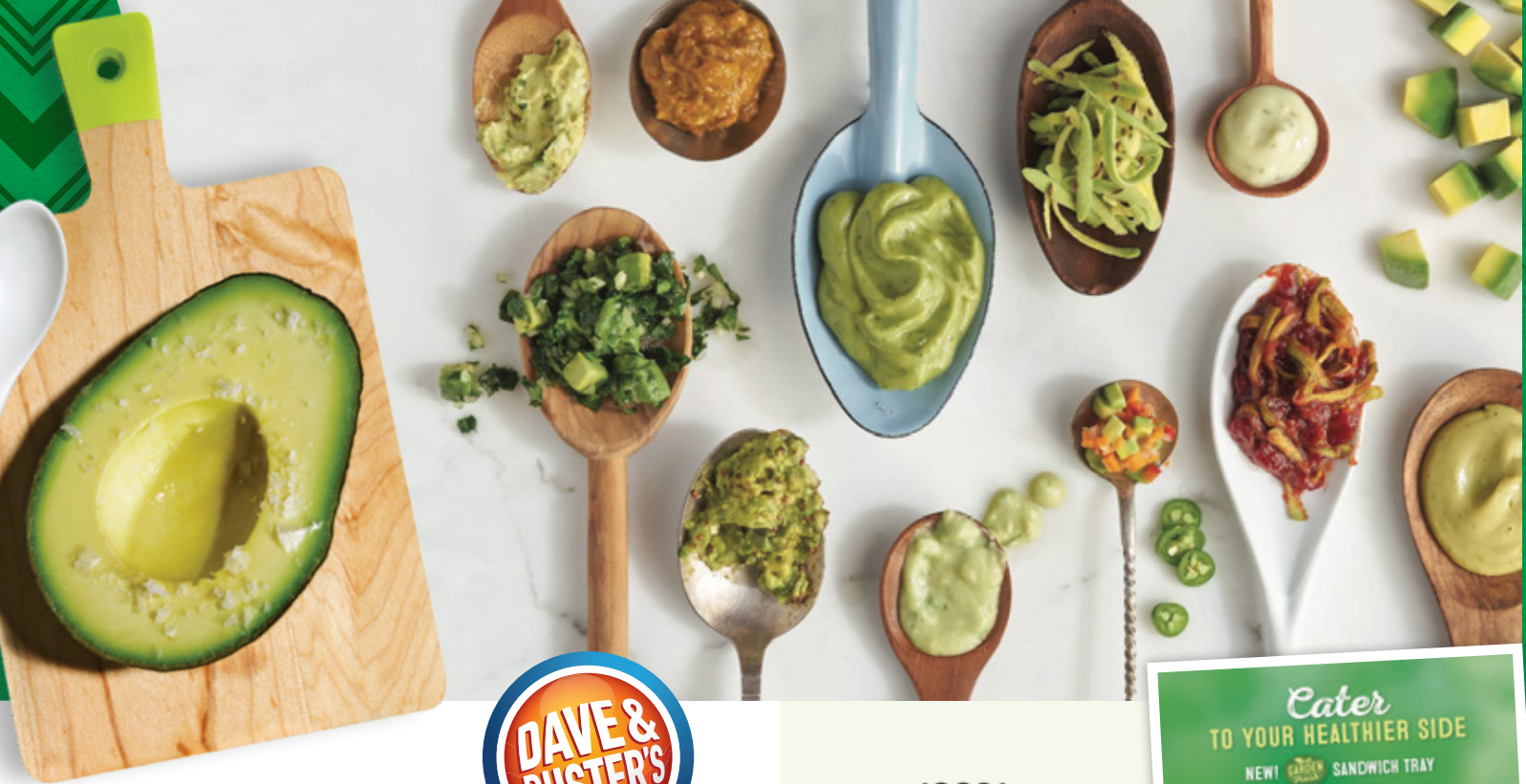


Potbelly Sandwich Shop

We helped Potbelly develop a winning new LTO menu item: Avo Toast.

PROGRAM HIGHLIGHTS

- » Avo Toast window clings
- » Digital media marketing
- » Fresh Seal stickers on item packaging nationwide



Dave & Buster's

"Avocado Toast with Mexican Street Corn" was a popular appetizer featured prominently on the Dave & Buster's menu.

PROGRAM HIGHLIGHTS

- » A custom AFM Fresh Seal was designed specifically to fit our partner's unique visual brand.

RESULTS

- » Triple digit increase in fresh avocado usage over promotion period



Dave & Buster's - Avocado Toast with Mexican Street Corn



McAlister's Deli

In May 2019, McAlister's Deli switched to 100% fresh avocado throughout their menu and highlighted two new avocado LTO menu items to support the change.

PROGRAM HIGHLIGHTS

- » New permanent menu items: Jalapeño Turkey Crunch Sandwich with Avocado and Southwest Chicken & Avocado Salad
- » New LTO: Chicken Avocado BLT
- » In-Store: Avocados From Mexico branded napkin dispenser, poster and menu board
- » E-Blast, app rewards and media
- » Avocado storytelling through Grove Video Series

RESULTS

- » McAlister's fresh avocado menu items sold so well that they decided to only offer 100% fresh avocados on their menu, fully eliminating all processed avocado products

fresh with benefits

OUR COLLEGE & UNIVERSITY PARTNERS

Where avocados are always the smart choice

Delicious, nutritious and so easy to prepare, avocados score an easy A for the on-the-go student lifestyle. They elevate on-campus events and are great for guac carts as grab-n-go menu items students can enjoy year-round.

WHAT WE OFFER

- › Avocado University
- › Back of House Training
- › Operator Support
- › Bulk Recipes and Concepts
- › Avocado Cart Programs
- › Eco Rack Program
- › Concessions Programs
- › Smart Snack Program
- › Build-Your-Own Guac Programs
- › Grab 'N Go Programs
- › Equipment Recommendations
- › Customized Campus Dining Programs and Marketing Support
- › Digital and Social Media Campaigns
- › 100% Fresh Seal Program



Displaying our avo cart with a BYO guacamole at college dining partners at the annual conference





AFM hosted our annual Avocado University class for our college and university partners for some avo-education and to encourage avo-innovation on college campuses throughout the country.

A few of the partners we have worked with:



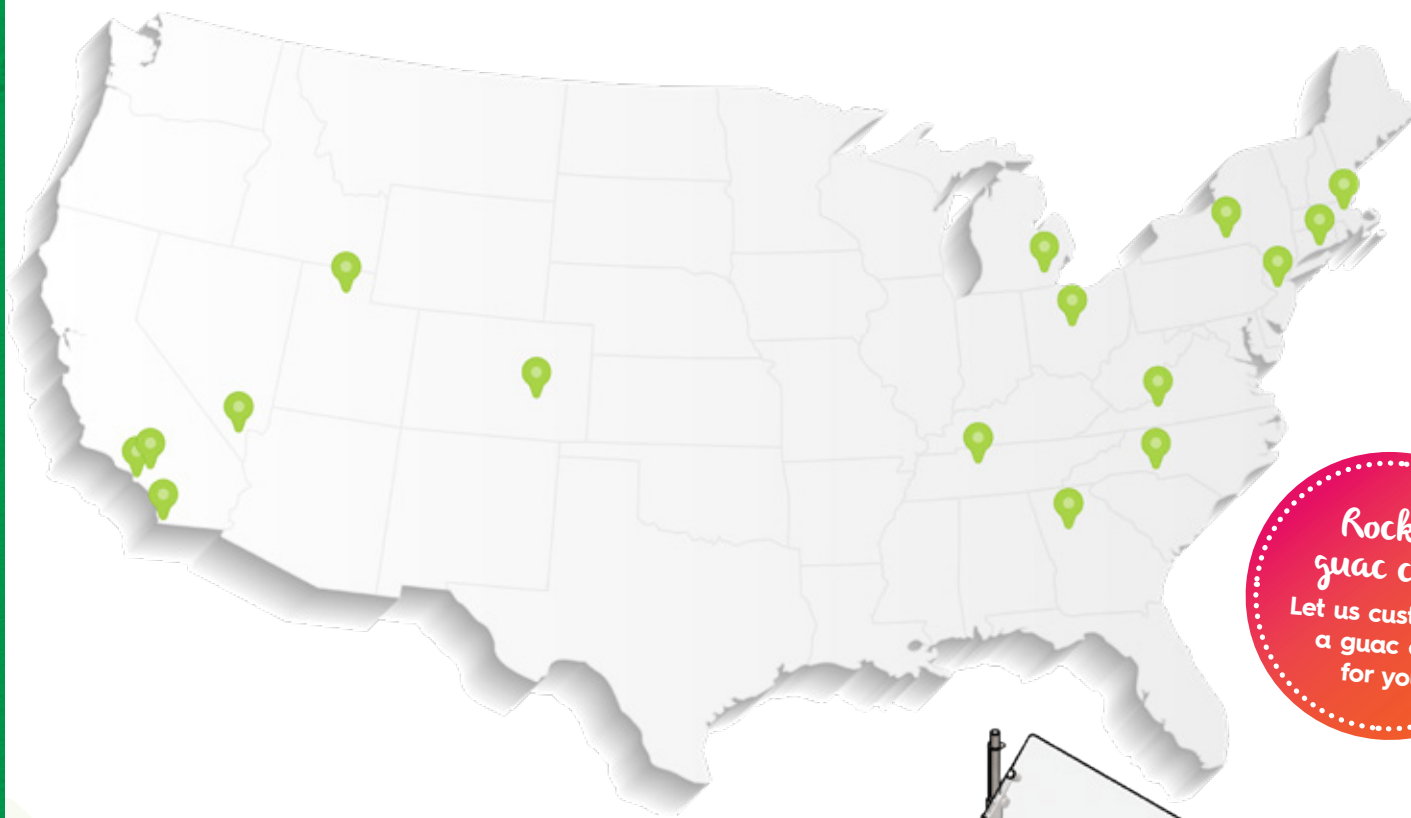
Virginia
Tech



fresh with Benefits

FINAL GRADES

How avocados are scoring on campus



C&U GUAC CART PROGRAM

Put your school on the map

Each of these schools is delighting students with fresh, whole avocado dishes and guacamole in their custom carts right on campus.





ECO-RACKS FOR YOUR STUDENT STORE

To help students eat healthy with their hectic lifestyles, keep fresh avocados at the ready in your on-campus c-stores with a convenient eco-rack display.



AvoTour Program

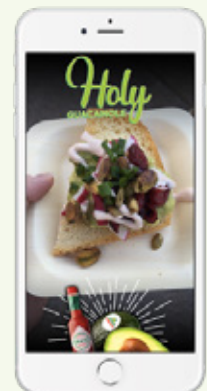
This fun program created an exciting, Insta-worthy opportunity for students to play games, enjoy giveaways and samples, and learn about Avocados From Mexico. The tour was free to participating campuses and has run successfully for three consecutive years.

PROGRAM HIGHLIGHTS

- » Utilized Snapchat's geofilter to reach the undergrad population across 13 schools
- » Hosted w classes that taught tips, tricks and insights into serving fresh avocado
- » Developed limited time offers and permanent menu items for select universities

RESULTS

- » Held at 25 learning institutions, AvoTour generated more than 21M media impressions



Some of our participating campuses:

Virginia
Tech



fresh with benefits

OUR CONCESSIONS PARTNERS

*Meeting big demands
in the stands*

At big venues, ordinary just doesn't cut it anymore. Customers want more than just hot dogs and popcorn. They want fresh and delicious, which is exactly what Avocados From Mexico does best. It's why we've been successful in working with our concession partners to develop new programs, collaborate on recipes and much more.

WHAT WE OFFER

- › Avocado University
- › Back of House Training
- › Operator Support
- › Bulk Recipes and Concepts
- › Booth and Kiosk Schematics
- › Avocado Cart Programs
- › Build-Your-Own Guac Programs
- › Grab 'N Go Programs
- › Equipment Recommendations
- › Marketing Collateral and Materials
- › Digital and Social Media Campaigns
- › 100% Fresh Seal Program
- › Cross-Functional Marketing Support



TACOS POR FAVOR
HARD ROCK STADIUM
MIAMI, FLORIDA



A few of the partners we have worked with:



Sodexo
at Michigan
Stadium

CROWD PLEASERS

Avocados are a fresh play at big events



American Airlines Center/Levy

This winning partnership set a strong course for future sales among its more than 3 million annual visitors at major events like NHL and NBA games, as well as major concerts. It's convinced the AAC to accept nothing less than fresh avocados stadium-wide for all its visitors.

PROGRAM HIGHLIGHTS

After a successful first year program, the AAC decided to expand the program the second year. The program included:

- » Full-sized Concession Stand
- » Two Smaller Concession Stands
- » Unique Avocado Menu Items
- » Main Concourse Guac Cart
- » Suite Level Guac Trays
- » Stadium-wide Fresh Avocado Integration
- » Video Board Signage

DID YOU KNOW?

Avocado Fries are the #1 seller at AAC.



AvoEats is the first avocado-based concession stand in the world!



AvoEats launched four new menu items:

- » Avocado Fries
- » Guac Sampler
- » Avocado Toast
- » Avocado Taco

RESULTS

- » +507% increase in fresh avocado case purchases in stadium vs. prior year
- » Garnered 13 national and regional media placements that yielded 19M impressions
- » Added third, larger concession stand the following year and launched four new menu items



NEW
CONCESSION
CONCEPT
LAUNCHING
IN 2020*!

Hard Rock Stadium



Rockin' the guac stadium-style, Hard Rock Stadium in Miami Gardens debuted our Tacos Por Favor concession stand and kiosks with an inventive avocado taco menu for fans to enjoy during all stadium events, including NFL and NCAA football games. They'll be expanding the program to the lower concourse to reach more fans with an exciting concept in the coming year.

PROGRAM HIGHLIGHTS

- » Full-service Concession Stand
- » Two Kiosks
- » Sauce Bar
- » Guac Carts
- » Fresh Avocado Menu Items



RESULTS

- » Sold more than 25,000 tacos during two-week Miami Open, 2019 activation period
- » Our main concourse Tacos Por Favor kiosks grew total sales +82% vs. the previous concept in the same location



OPENING
FOR THE
20-21
SEASON*!



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.

PROGRAM HIGHLIGHTS

- » Full Stand in Main Area
- » Kiosk at First-Base Line

*Subject to change based on current partnerships, concepts and return of sporting events as allowed due to the COVID-19 pandemic.

fresh with Benefits

CONCESSIONS ARE CARRYING ON

Building demand for avocados

Customized Guac
Cart Program



University of Oklahoma

GAYLORD FAMILY - OKLAHOMA MEMORIAL STADIUM

Introduced for the 2019-2020 season, OU was the first Division One Football Program to launch a Fresh Avocado Program in-stadium, which included a suite level Build-Your-Own Guac Program.

fiserv.forum

Milwaukee Bucks fiserv forum



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

PROGRAM HIGHLIGHTS

- » Guac Carts
- » 13,000 Fresh Avocado Menu Items Sold During the 2019/2020 Season

RESULTS

- » Sales increased 823% YOY on the suites' "Traditional Nacho" menu item
- » Launching avo concessions in the club level garnered a 160% YOY revenue increase
- » To date, stadium-wide fresh avo volume has increased 28% YOY





Guacamole Sampler
from AvoEats at
American Airlines Center



Fried Avocado Taco
from AvoEats at
American Airlines Center

The AfM Difference

We collaborate with partners to analyze their existing menu and innovate new avo-inspired recipes to surprise and delight guests. We also train their team Avocado-University-style, with best practices for serving fresh avocados.

Avocados
from Mexico
has all the tools you
need for flawless
avocado integration
throughout all
your concessions
programs.



BASE GUAC RECIPE

- 4 Avocados From Mexico*
- 2 tsp. Salt and Pepper Mixture
- Juice of 1 Lime

Recommended toppings can include but are not limited to:

- Bacon
- Crumbled Cheese
- Mango
- Black Beans
- Roasted Corn
- Peppitas
- Pineapple
- Walnuts



Essentials to be stored underneath Guac Cart:

Top Shelf:

- Serving Boats
- Box of Gloves
- Tray of pre-prepped avocado halves on parchment paper for expedited service
- Deep hotel pan for food disposal

Bottom Shelf:

- Sanitation Bucket

Sanitation Procedures:

- Always wear gloves when handling product
- Ensure all holding pans containing ingredients are covered during transport
- Empty trash bin after every service
- Always ensure all sanitation materials are located on the bottom level

Hospitality Recommendations:

- Ensure consumer preferences are met
- Ensure avocados on display are aesthetically pleasing



Note: All guidelines outlined here are recommendations and AT&T Stadium will be responsible for ensuring all processes are in compliance with Texas Food Establishment Rules as specified in the Texas Health and Safety Code.

Avocados from Mexico YOUR LOGO HERE

Guac Cart
Training Materials

fresh with Benefits

OUR DISTRIBUTOR PARTNERS

Extending
our reach

For our partners meeting the foodservice needs of universities, colleges, tradeshow, conventions and a wide variety of companies, training, menu support and marketing programs can help better serve their customers.

WHAT WE OFFER

- › Customized Volume-Driving Promotions and Marketing Support
- › 100% Fresh Seal Program
- › Tradeshow Support
- › Employee Sales Incentives
- › Avo University
- › Education Materials

Class presentation at the Pro*Act Culinary Summit Avocado University.



Setting up for the Pro*Act Culinary Summit Avocado University Demo.



Sharing new education and innovation collateral at the Vesta Annual Show Sponsorship.



Displaying our guac cart with a BYO guacamole activation at the Pro*Act Culinary Summit Conference Sponsorship to build awareness for our avo cart program.



ONLINE EDUCATION



SALES INCENTIVE GIFTS

SWITCHING SIZES IS EASY

Avocados From Mexico makes it so easy to switch sizes, we've created a handy guide to help you choose the right size for your needs. This guide is available in Spanish and English. Visit AvocadosFromMexico.com/switchingsizes for more information.

	36 CT	48 CT	60 CT	72 CT	96 CT	144 CT
WHOLE WEIGHT	12.5	16.7	20.0	25.0	37.5	56.2
AVO WEIGHT	12.5	16.7	20.0	25.0	37.5	56.2
AVO VOLUME	1.0	1.3	1.7	2.1	3.1	4.7
NUMBER OF 1/2 SLICES	24	32	40	48	72	112
NUMBER OF 1/4 SLICES	48	64	80	96	144	224
NUMBER OF 1/8 SLICES	96	128	160	192	288	448
NUMBER OF 1/4 SLICES	48	64	80	96	144	224
NUMBER OF 1/8 SLICES	96	128	160	192	288	448
NUMBER OF 1/4 SLICES	48	64	80	96	144	224
NUMBER OF 1/8 SLICES	96	128	160	192	288	448



TRAINING MATERIALS



A few of the partners we have worked with:



fresh with benefits

CONTRACT MANAGEMENT COMPANIES

Promote healthy
eating at every level

For our partners who touch the foodservice industry at multiple points of entry, multi-faceted solutions are key.

WHAT WE OFFER

- › Avocado University
- › Avocado Cart Programs
- › Menu Ideations
- › Build-Your-Own Guac Programs
- › Grab 'N Go Programs
- › Equipment Recommendations
- › Customized Dining Programs and Marketing Support
- › Digital and Social Media Campaigns
- › Uniforms (Aprons & Hats)





REAL RESULTS

In the field

Restaurant Associates

HOSPITALITY EXCELLENCE
PREMIER CLIENTS

Restaurant Associates Guac Cart Program

Since implementing guac carts in November 2018, RA has seen a healthy growth in YOY monthly fresh avocado volume across all their accounts.

PROGRAM HIGHLIGHTS

- » Placed AFM-branded guac carts in corporate cafeterias across 32 accounts
- » Operators use guac carts daily to serve a variety of creative avocado dishes

RESULTS

- » Volume-driving guac cart program launched in 32 of RA's most prominent accounts in the NE



A few of the partners
we have worked with:



fresh with benefits

OUR HOTEL PARTNERS

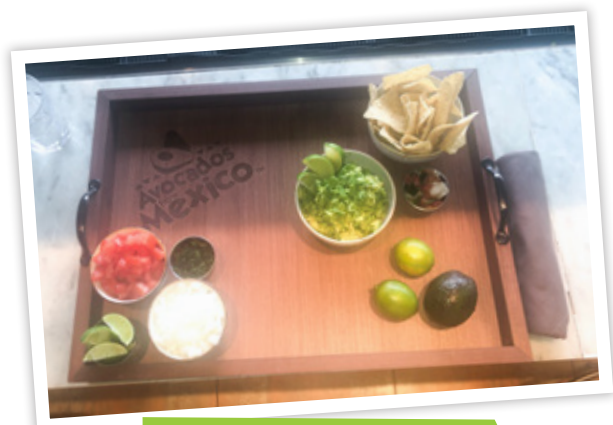
Build a menu
with avocados

As avocados continue to trend, hoteliers across the U.S. are getting creative with dishes that embrace the classics, but also go beyond the traditional applications of avocados.

WHAT WE OFFER

- › Avocado University
- › Back of House Training
- › Operator Support
- › Bulk Recipes and Concepts
- › Avocado Cart Programs
- › Menu Ideations
- › Build-Your-Own Guac Programs
- › Grab 'N Go Programs
- › Equipment Recommendations
- › Customized Dining Programs and Marketing Support
- › Digital and Social Media Campaigns
- › 100% Fresh Seal Program





**BUILD-YOUR-OWN
GUAC TRAY**



GUAC CART



**GRAB 'N GO
FRIDGE**



**TRAINING
MATERIALS**

GRAB 'N GO, FRESH GROCERY AND CONVENIENCE

*An up-and-coming
opportunity*

As patrons have sought out ready-to-go, healthy meals, convenience stores, fresh grocery and Grab 'N Go locations have made significant strides to bring fresh, nutritious items to their operations.

WHAT WE OFFER

- › Avocado University
- › Back of House Training
- › Operator Support
- › Bulk Recipes and Concepts
- › Avocado Cart Programs
- › Eco Rack Program
- › Menu Ideations
- › Build-Your-Own Guac Programs
- › Grab 'N Go Programs
- › Equipment Recommendations
- › Customized Dining Programs and Marketing Support
- › Digital and Social Media Campaigns
- › 100% Fresh Seal Program







FOODSERVICE **TOOLS & RESOURCES**







FROM INSIGHTS TO INNOVATION



MASTERING THE GAME

**Because for our patrons,
it's all about freshness.**

Whether you're upgrading a classic dish or looking to add something new to the menu, we're here to help. Our chefs can brainstorm with your team to develop new ideas, or we can provide some creative avo training to help your team get the creative juices flowing. Thanks to the latest research and key insights, we know what customers are looking for and we have the resources to help your team succeed.

WHAT WE OFFER

- › Research
- › Menu Innovation and Ideation
- › Education and Training
- › Marketing and Promotions Support
- › AFM Proprietary Research
- › Restaurant and Culinary Trends
- › Consumer Insights and Behavior



FOODSERVICE Innovations

Give your brand an AVOCADO BOOST

Our product is ready to go year-round and so is our support. Using education, innovation and collaboration, we can help give your brand the traffic and sales you're looking for any time of the year.

In-store

1 IN-STORE POP CREATIVE

We can create custom creative pieces for your space.



2 100% FRESH SEAL PROGRAM

A custom designed fresh seal can show patrons your commitment to using 100% fresh Avocados From Mexico.



75% of study participants said they are **more likely to visit a restaurant** where a fresh seal is displayed.¹

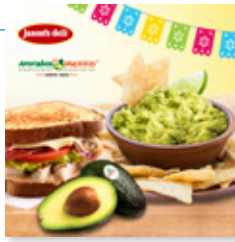
3 EMPLOYEE INCENTIVES

Keeping an eye on the front line, we can help you develop the right incentives to ensure sales goals are met.

Source: 1. 2019 Technomic, Inc., Guacamole Patron Topline Report, Avocados From Mexico.

Online

Instagram



Facebook



1

SOCIAL MEDIA CAMPAIGNS

We can help create content for your feeds and are happy to feature your brand in ours.

2

DIGITAL MARKETING

From banner ads to paid search, our team can build a plan that meets your goals.

Research & Education



1

CUSTOMIZED RESEARCH/CONCEPT SCREENS

We know you're busy, so let our chefs research and test fresh, innovative concepts for you. Then you can confidently incorporate avocados into your menu with ease.

2

MENU IDEATION

Using what we know about your customers, and the latest food and beverage research, we can work with you to reinvigorate your menu with sought-after avocados in a wide variety of new and inviting ways.

3

TRAINING

Gaining avo insights and best practices for your team couldn't be easier with our flexible training program. Options include:

- › Training materials sent to your team for at-home learning
- › Online training videos so you can take advantage of Avocado University on your schedule
- › In-person back-of-house training and support

Additional Support



1

CUSTOMIZED EQUIPMENT

We can customize the equipment that's right for you, to help you serve or display nearly any cuisine. Tell us your needs and we can create an avo-solution for you.

- › Guac Carts
- › Eco Racks
- › Grab 'N Go Fridges

OUR FRESH SEAL PROGRAM

Serving up fresh avocados
in whole new ways

Our 100% Fresh Seal program lets customers know instantly that you have what they crave, fresh avocados. Now we'll be taking that message directly to consumers through a new digital campaign.



Ask how you
can join our
100% Fresh Seal
Program today!





STANDARDIZED LOGO

A new logo designed in your brand colors and fonts will create instant recognition for consumers across all restaurants.



IN-STORE LOGO POS

Our 100% Fresh Seal can be displayed where it will have the most impact in your restaurant.



OPERATOR E-BLAST

We'll create a co-branded e-blast to inform and excite your patrons about your brand's commitment to fresh avocados.



SOCIAL CAMPAIGN

We'll announce fresh avocados are at your restaurant on all our feeds.



AFM PAID ADVERTISING

We will boost or amplify your brand's content to further build awareness with patrons.



WEBSITE PAGES

We will add your brand's logo to our website page where we showcase brands that are committed to use of 100% Fresh Avocados. Your logo will link directly back to your website.

MENU SUPPORT & INSPIRATION

*Creating perfectly
portioned solutions*

Innovating to your business needs is why we are here. We work with concepts of all sizes - large national brands, concessionaires, hotels and a variety of operators. We've developed a 3-stage process to apply to our partnerships that creates successful, measurable results.



DID YOU KNOW?

85% of survey respondents seek out fresh, whole superfoods and avocados are at the top of that list.



A Proven Innovation Model

We combine strategic marketing expertise with culinary-focused development using the Stage-Gate® business process and risk model to assure the successful launch of new menu items.

Stage 1:

INSIGHTS & INSPIRATION

We help to analyze the complete menu with our partners and discuss the patron demographic, needs, trends and overall business.

- » Food & beverage gold standards
- » Food & beverage offerings
- » Customer trends at restaurant
- » Retail consumer behavior



Stage 2:

INNOVATION & DESIGN

We develop unique recipes that will appeal to patrons and help establish a set of recipes to test as white paper concepts. These are scored, graded and adjusted before moving into the next stage.

- » Review current customer
- » Target guests
- » White paper concepts to meet consumer needs



Stage 3:

VALIDATE & LAUNCH

Based upon learnings from stage two, real recipes are prepared, tested and evaluated. These are tweaked and perfected for an eventual menu launch!

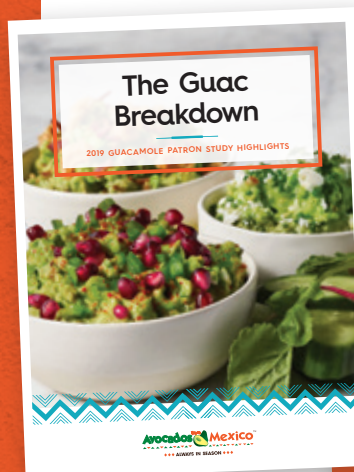
- » Insights based
- » Concept screened



INNOVATION & DESIGN

Always looking
for fresh ideas

In communication with our partners, we are constantly searching for new trends, inspirations and opportunities to educate and remove barriers. When we discover a new, innovative technique we bring all the details to you.



AVOCADO INSIDERS

Our Insiders help us gather trends and intel straight from the front lines, their operations. We reach out several times a year to share new research, trends and menu ideas, and gather their feedback and interests. Their valuable intel and partnership helps influence our plans, programs and research.

What avo
ideas are
you excited
about?

New Avocado Possibilities



MADE IN MEXICO

In this annual trip to Mexico, we travel with partners to visit the groves, see the extensive quality process our avocados go through and get a taste of chefs' creations and restaurants to inspire new thinking and trends.



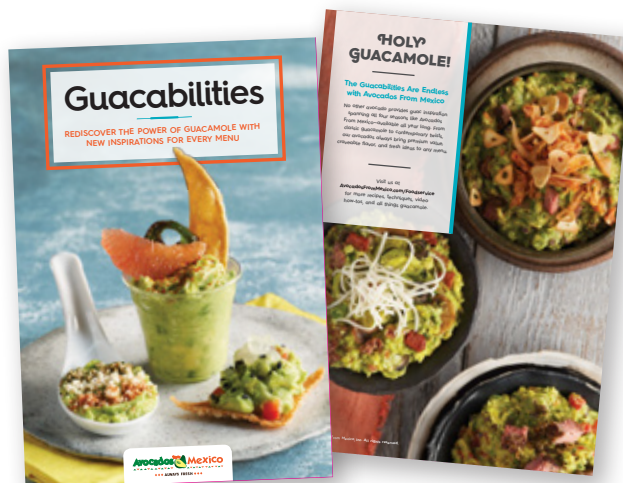
GREEN MARBLE

A simple way to add a whole new level of "wow" to plating with fresh avocados using this dramatic technique.



AVO RINGS

An innovative cutting technique that adds appeal, value and profit potential to your menu.



GUACABILITIES

Elevating the guacamole classic into a modern-day menu star, this guide details exciting new guac possibilities you can use every day.



SAUCIBILITIES

From Avocado Tarragon Steak Sauce to Avocado Romesco Sauce, our inspired sauces can add value to your menu with recipes for avocados at every stage of ripeness.



MYTH BUSTERS

Through a series of short videos, we've set out to bust all the avocado myths your chefs have learned and show them how easy it is to work with avocados.

CUSTOM RESEARCH & INSIGHTS

Tools to help your trade

We make it easy (and inexpensive) for chefs to benefit from our insights and stay on-trend with tips and techniques that make avocado recipes taste and look even more amazing. We will equip you and your staff with the knowledge and innovation you need to successfully implement fresh avocado items into your menu. We can also conduct custom research to fuel insight-driven collateral you can use in-store or online.

WHAT WE OFFER

- › Annual Innovation and Recipe Collateral
- › Research Studies
- › Education and Training Materials
- › Equipment and Tools
- › Registered Dietitian Support
- › Quarterly Email Communication



VIDEO TRAINING
BROCHURE



BACK-OF-HOUSE
COLLATERAL



ONLINE EDUCATION
PROGRAM



AVOCADO UNIVERSITY AT THE CULINARY CENTER

Learn all the avo
tips and tricks

Our Culinary Center is where the avocado magic happens. It's also our Avocado University campus and the ultimate location to equip your team with every solution to tackle your most challenging barriers.

WHAT WE OFFER

- › Avocado University
- › Online Avocado University
- › Video or Photoshoot Space
- › Operator Support and Training
- › Back-of-House Training and Tools
- › Meeting, Brainstorm or Menu Innovation Space
- › Trend Tours
- › Presentation and To-Go Packaging





AvoU at the AFM Culinary Center

CENTRALLY LOCATED

Our state-of-the-art Culinary Center in Irving, TX is in the heart of our headquarters, an innovation hub for all things avocado.

CUSTOMIZABLE SPACE

Our huge kitchen is entirely flexible, so we can customize it to accommodate a variety of needs from trainings to events. We've hosted everything from annual meetings, to Culinary Institute of America events and more.

EDUCATION READY

The Culinary Center is also where we host Avocado University, our ACF and RCA accredited, custom-designed avocado education classes. Since its inception in 2018, AFM has graduated over 350 fresh avocado enthusiasts from chefs to sales teams, franchisees, distributors and even a CMO or two. Avocado University is also now available in a virtual session for a live, interactive experience or online, so our partners can learn on their own schedule.

What to expect at AvoU

Attendees will enjoy an interactive day learning about:

- » Avocado Supply and Demand
- » Nutrition and Health Benefits
- » Custom AFM Research
- » Procurement
- » Hands-on BOH Techniques (handling, holding and prep)
- » Culinary Innovation/Menu Ideation and Challenges
- » Hispanic Market Insights



YOUR MARKETING PARTNER

Gain the avocado
advantage

Ready to capitalize on the ever-growing demand for fresh avocados? Few brands, let alone produce brands offer the kind of comprehensive, innovative, integrated marketing support AFM offers all its partners. Let us show you the results you're looking for.

WHAT WE OFFER

- › Research
- › Menu Innovation and Ideation
- › Training
- › Equipment and Tools
- › 100% Fresh Seal Program
- › Conference Experiences and Engagement
- › Year-Round Custom Promotions and Marketing Support
- › Custom LTO Promotions
- › Turn-Key Programs and Support
- › Digital and Social Campaigns and Support
- › Contests and Team Engagement
- › Case Studies
- › Trend Tours

Get the Latest
Avo News!

Be sure to sign up
for our quarterly
newsletter to stay up
to date on all the
latest avo tips
& insights.



QUARTERLY
NEWSLETTER



RESEARCH &
INNOVATION



100% FRESH SEAL PROGRAM

Always Ready

Avocados From Mexico are always available and so are our programs. We offer year-round, customized promotions from concept ideation to implementation and everything in between. Our team can support you with collateral and POP, as well as digital and social campaigns, influencer partnerships and so much more. Wondering if it can be done? We can make it happen.



CUSTOM LTO PROMOTIONS

Who we've partnered with:

- » Top 100 Chains
- » Distributors
- » Colleges and Universities
- » Dietitians
- » Contract Management Companies
- » Hotels
- » Concessionaries
- » Regional and Local Chains



ONLINE TRAINING



DIGITAL & SOCIAL CAMPAIGNS



WHAT CAN WE DO **FOR YOU?**





Promotional Calendar

Avocados are always ready to celebrate

There's no limit to our creativity when it comes to pairing fresh avocado with the most popular food trends. Whether you need an LTO idea for a single day or to drive sales year-round, we're up for the challenge.



JANUARY

- » 1st: Bloody Mary Day
- » 7th: Tempura Day
- » 24th: Green Juice Day



FEBRUARY

National Heart Month

- » 2nd: Tater Tot Day
- » 22nd: Margarita Day
- » 24th: Tortilla Chip Day
- » 27th: Protein Day



MARCH

- » 10th: Ranch Dressing Day
- » 16th: Corn Dog Day
- » 21st: Crunchy Taco Day
- » 23rd: Chips and Dip Day
- » 24th: Cheesesteak Day



APRIL

- » 2nd: Burrito Day
- » 8th: Empanada Day
- » 12th: Grilled Cheese Sandwich Day
- » 26th: Pretzel Day



MAY

- » 5th: Cinco De Mayo
- » 28th: Hamburger Day



JUNE

- » 5th: National Veggie Burger Day
- » 14th: Bourbon Day
- » 18th: International Sushi Day
- » 21st: Smoothie Day



JULY

- » 10th: Pina Colada Day
- » 14th: Mac and Cheese Day
- » 19th: Ice Cream Day
- » 23rd: Hot Dog Day
- » 24th: Tequila Day
- » 27th: Creme Brulee Day
- » 27th: Scotch Day
- » 30th: Cheesecake Day
- » 30th: Chili Dog Day:
- » **31st: AVOCADO DAY**



AUGUST

- » 1st: Mustard Day
- » 18th: Fajita Day



SEPTEMBER

- Hispanic Heritage Month
- » **16th: GUACAMOLE DAY**



OCTOBER

- » 1st: World Vegetarian Day
- » 4th: Taco Day
- » 14th: Dessert Day
- » 16th: Liqueur Day
- » 17th: Pasta Day
- » 21st: International Day of the Nacho



NOVEMBER

- » 3rd: Sandwich Day
- » 6th: Nachos Day
- » 14th: Pickle Day



DECEMBER

- » 8th: Brownie Day
- » 9th: Pastry Day
- » 13th: Ice Cream Day



What We Can Do for You





Always **READY TO HELP**

From research to implementation, Avocados From Mexico is excited to partner with you and help grow your business. As the food industry continues to evolve, so will our solutions. Come to us with your questions and challenges and we'll come to you with insight-driven, custom methods for success.

Contact us today!

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AvocadosFromMexico.com/Foodservice

