



**A LOOK  
BEHIND THE  
SCENES**





## MISSION

*"To consistently provide superior service and returns to our growers and global partners by being an exceptional supplier of premium fresh avocados to valued customers."*

### STRATEGIES

1. Provide excellent service for customers and growers.
2. Deliver safe, high quality products.
3. Provide superior returns for growers and trading partners.
4. Aggressively build and market the Index Fresh and AvoTerra brands.
5. Operate strong communication and education platforms for our growers.
6. Maintain state of the art packing and marketing infrastructure.

## VISION

*"To be an industry leader as a packer, shipper and premium marketer of avocados domestically and internationally, and recognized by growers as the preferred avocado marketer."*

### STRATEGIES

1. Work as a team to build unparalleled competence.
2. Grow Index Fresh's market share to 12% over the next 10 years.
  3. Commit to preserve the California premium.
  4. Nourish a growth oriented culture for employees.
5. Grow shareholder value through long-term sustainable growth.

## VALUES

To achieve our Mission and Vision, we:

1. Embrace integrity and honesty.
2. Take responsibility for our actions, individually and as a company.
3. Respect our customers, growers, suppliers and each other.
4. Strive to develop innovative products, systems and relationships.
5. Cultivate a dynamic and safe workplace for employees.
6. Communicate openly and transparently.

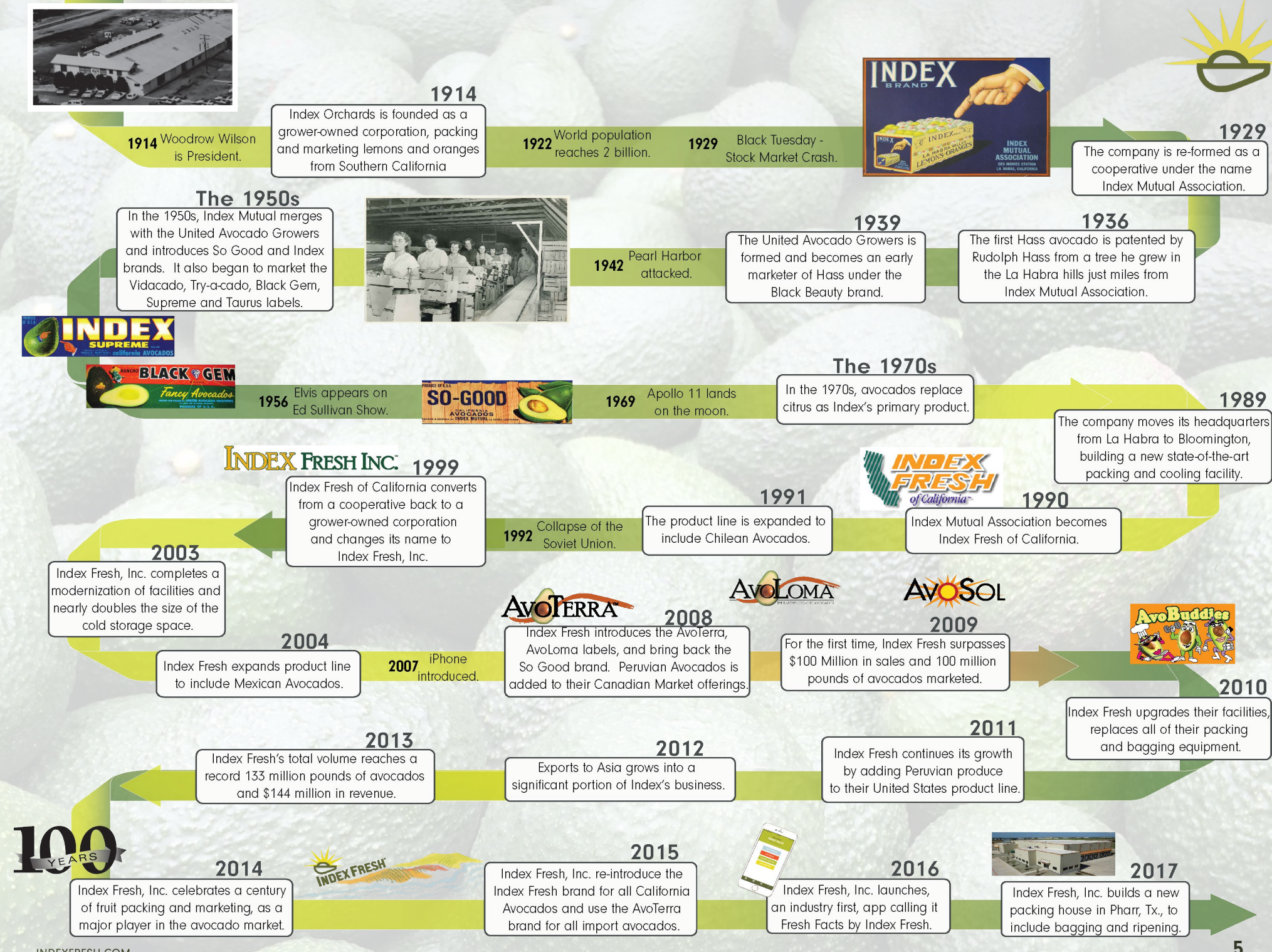
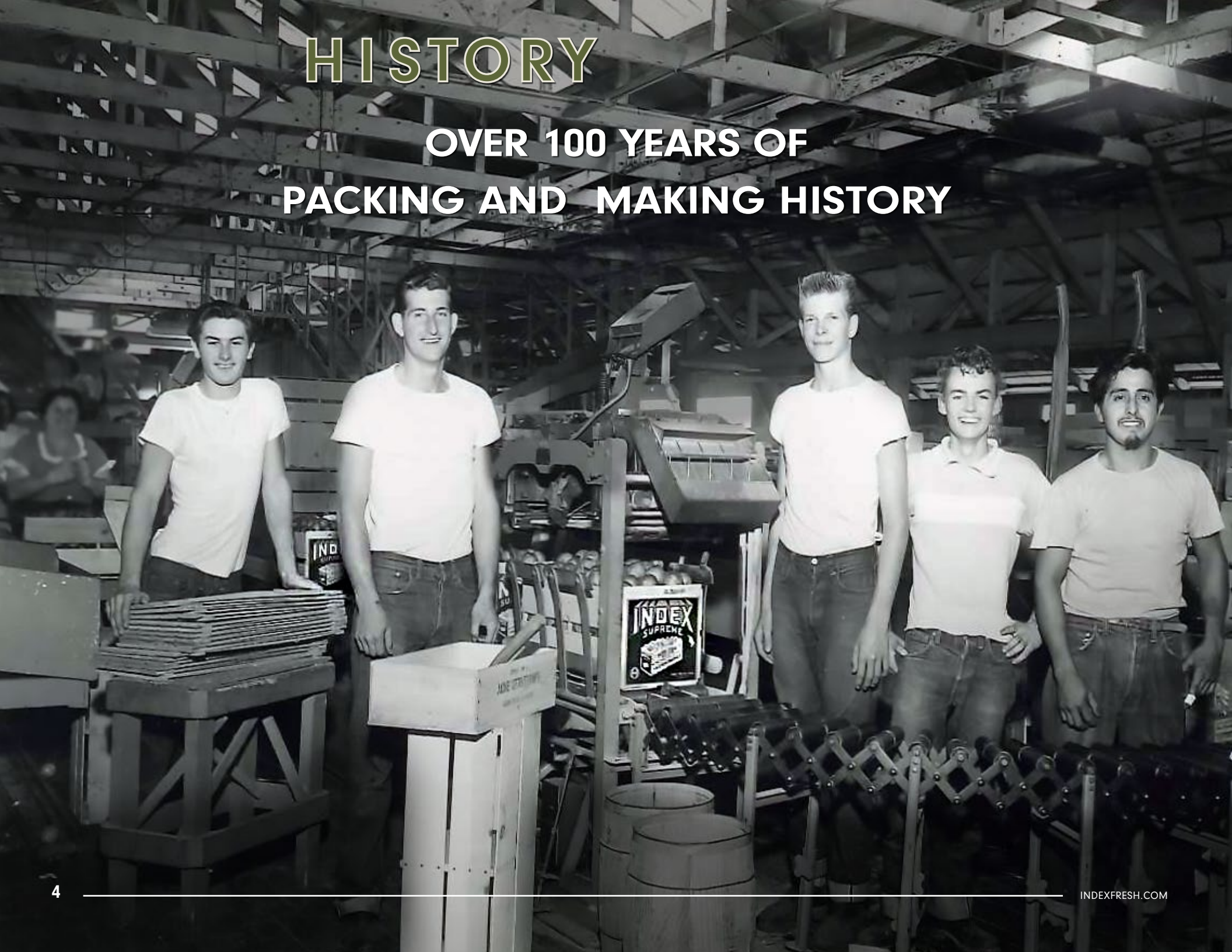


Mission, Vision, Values	Page 2
History	Page 4-5
Share of Market	Page 6-7
Growth and Strengths	Page 8-9
Distribution and Ripening	Page 10-11
Packaging	Page 12-13
Merchandising	Page 14-15
Food Safety	Page 16-17
Contacts	Page 19



# HISTORY

## OVER 100 YEARS OF PACKING AND MAKING HISTORY



**1914** Woodrow Wilson is President.

**1914** Index Orchards is founded as a grower-owned corporation, packing and marketing lemons and oranges from Southern California

**1922** World population reaches 2 billion.

**1929** Black Tuesday - Stock Market Crash.



**1929** The company is re-formed as a cooperative under the name Index Mutual Association.

**The 1950s**  
In the 1950s, Index Mutual merges with the United Avocado Growers and introduces So Good and Index brands. It also began to market the Vidacado, Try-a-cado, Black Gem, Supreme and Taurus labels.



**1942** Pearl Harbor attacked.

**1939** The United Avocado Growers is formed and becomes an early marketer of Hass under the Black Beauty brand.

**1936** The first Hass avocado is patented by Rudolph Hass from a tree he grew in the La Habra hills just miles from Index Mutual Association.



**1956** Elvis appears on Ed Sullivan Show.



**1969** Apollo 11 lands on the moon.

**The 1970s**  
In the 1970s, avocados replace citrus as Index's primary product.

**1989** The company moves its headquarters from La Habra to Bloomington, building a new state-of-the-art packing and cooling facility.

**INDEX FRESH INC. 1999**

Index Fresh of California converts from a cooperative back to a grower-owned corporation and changes its name to Index Fresh, Inc.

**2003** Index Fresh, Inc. completes a modernization of facilities and nearly doubles the size of the cold storage space.

**1992** Collapse of the Soviet Union.

**1991** The product line is expanded to include Chilean Avocados.



**1990** Index Mutual Association becomes Index Fresh of California.

**2004** Index Fresh expands product line to include Mexican Avocados.

**2007** iPhone introduced.

**2008** Index Fresh introduces the Avoterra, Avoloma labels, and bring back the So Good brand. Peruvian Avocados is added to their Canadian Market offerings.



**2009** For the first time, Index Fresh surpasses \$100 Million in sales and 100 million pounds of avocados marketed.



**2010** Index Fresh upgrades their facilities, replaces all of their packing and bagging equipment.

**2013** Index Fresh's total volume reaches a record 133 million pounds of avocados and \$144 million in revenue.

**2012** Exports to Asia grows into a significant portion of Index's business.

**2011** Index Fresh continues its growth by adding Peruvian produce to their United States product line.



**2014** Index Fresh, Inc. celebrates a century of fruit packing and marketing, as a major player in the avocado market.



**2015** Index Fresh, Inc. re-introduce the Index Fresh brand for all California Avocados and use the Avoterra brand for all import avocados.



**2016** Index Fresh, Inc. launches, an industry first, app calling it Fresh Facts by Index Fresh.



**2017** Index Fresh, Inc. builds a new packing house in Pharr, Tx., to include bagging and ripening.



# SHARE OF U.S. MARKET



# INDEX FRESH®

## CALIFORNIA



California grower owned  
400 Growers  
Top 8 growers provide 70% of volume  
3rd largest supplier in the United States  
33 loads per week February - August shipping period



## MEXICO

60-70% of Index's annual volume  
80 loads average per week shipped to the US  
Partnership with 8 packing sheds that pack the AvoTerra® label  
Sole marketer and distributor for 2 sheds into the U.S. Combined capacity of 45 loads per week  
Top 5 importer from Mexico



## CHILE



Largest US importer  
Program oriented shipment plan  
2 packing houses  
30 year relationships



## PERU

Average of 30 loads per week shipped to the U.S. June - September  
Partnership with 5 packing sheds that pack AvoTerra® label  
Enables Index Fresh to have total country coverage to ship throughout the season





# INDEX FRESH GROWTH & STRENGTHS INDEX FRESH®



\*California and Mexico suffered from small crops

## INDEX FRESH CORE STRENGTHS

Singularly focused as avocados are Index Fresh's only commodity.

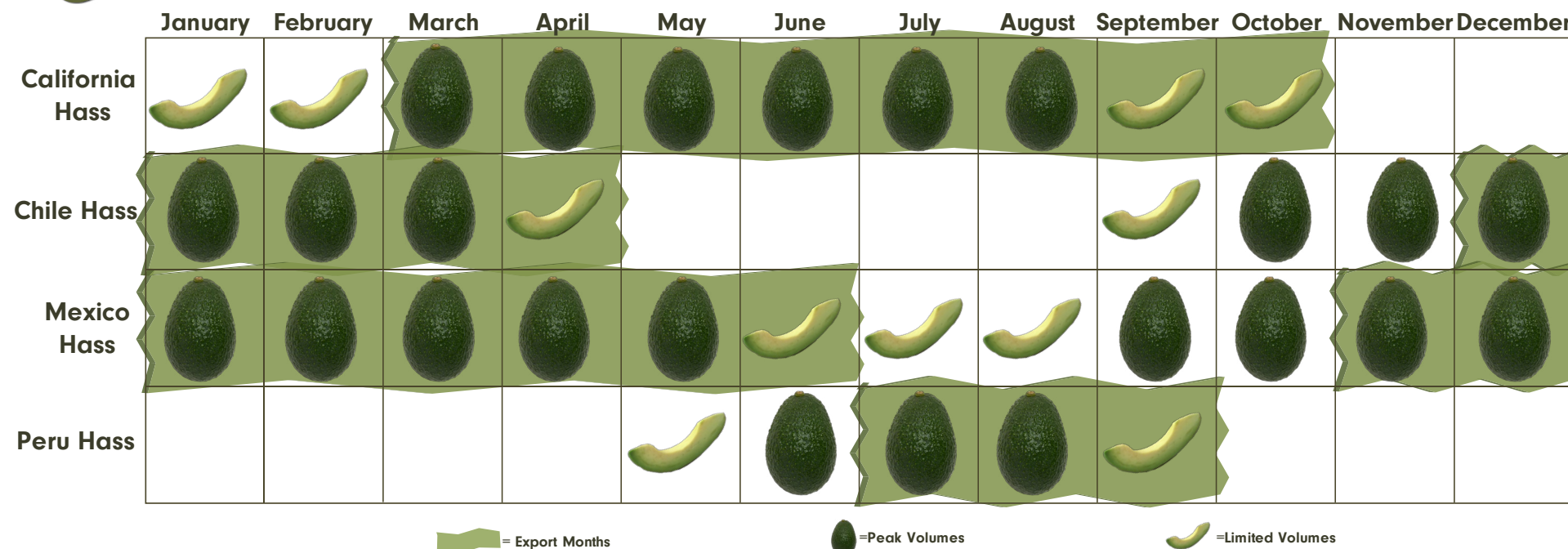
- Index Fresh sources large volumes of avocados from all 4 countries of origin - **California, Mexico, Chile and Peru**. By doing so, it insures that all accounts receive the best possible market price during all months of the year. With the **"Right Fruit at the Right Time"** approach, each COO has a time of year to be the top performer. This allows us to provide highest flavor fruit at most economical price when each COO is at peak season.

- Index Fresh is not forced to supply a COO that may not be the right fit for a DC as all four COO options are available -when in season. Due to our presence in all four growing regions, **Index Fresh is a better source of market information**. We provide realistic budget analysis and market information.

- Index Fresh was able to fulfill 100% of our commitments during the summer months of 2016, including the grower strike in Mexico. Our clients stayed supplied!



## HASS AVAILABILITY BY COUNTRY OF ORIGIN



Our consistent, steady growth is the result of providing our customers with consistent quality and a year-round supply of avocados.

Index Fresh actively develops relationships with multiple international avocado growers to offer flexible customer programs designed to fit your needs.



## SUMMARY

- Right Fruit at the Right Time
- Grow the category by supplying the right pre-conditioned fruit from the right COO, at the right time of year to ensure optimal freshness.
- Index Fresh is a vertically integrated grower driven company who specializes in the unique needs of our clients
- Focused on selling avocados - not profits from preconditioning avocados

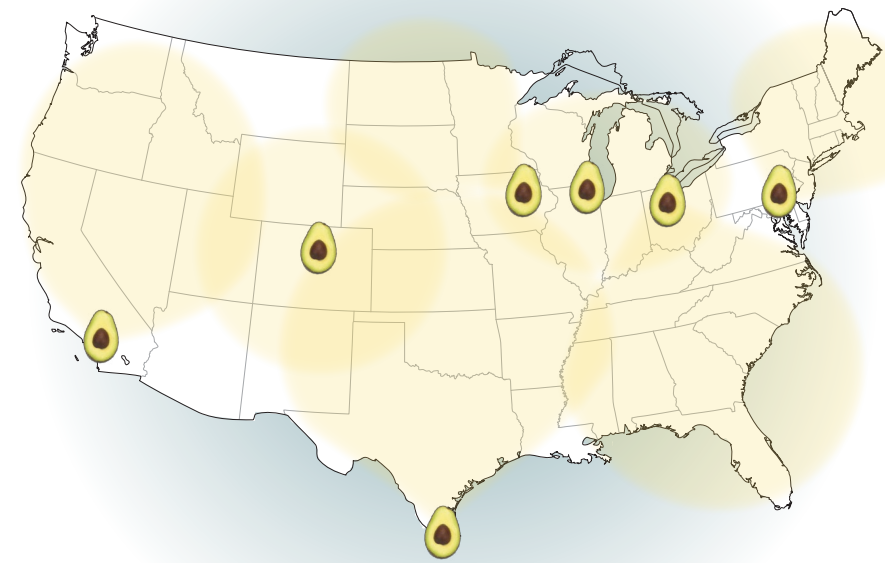



# DISTRIBUTION & RIPENING

## INDEX FRESH DISTRIBUTION

Index Fresh has regional storage and ripening centers located in **California, Colorado, Texas, Iowa, Illinois, Ohio, and Pennsylvania.** We have developed **partnerships** with broad line distributors to create superior **cost-efficient ripening, storage and distribution programs.** We supply our customers with transparency of all costs through the distribution channel, along with daily deliveries to most locations. At all ripening locations, we have Index Fresh trained ripening staff to ensure the proper stage of ripeness is achieved for all customers.


*Right fruit at the right time...*






**HARD**

Very hard fruit, usually green in color.



**BREAKING**

Will feel softer, but if cut, the seed will be difficult to remove.



**RIPE**

Darker in skin color, will be soft to touch, perfect for eating.

## BENEFITS TO RIPENING WITH INDEX FRESH

### Avocados are our sole focus!

Nationwide, Index Fresh ripens and ships over 100,000 cases of fresh avocados each week.

### We understand maturity!

Not all avocados are the same. Country of origin, seasonality, temperature and weather all play a role in an avocado's post-harvest performance. Our ripening specialists take all of this into account when processing your orders.

### Rotation! Rotation! Rotation!

Keeping things fresh is the name of our game. Our inventory turn rate is extremely efficient. This means fresh fruit on each and every order.



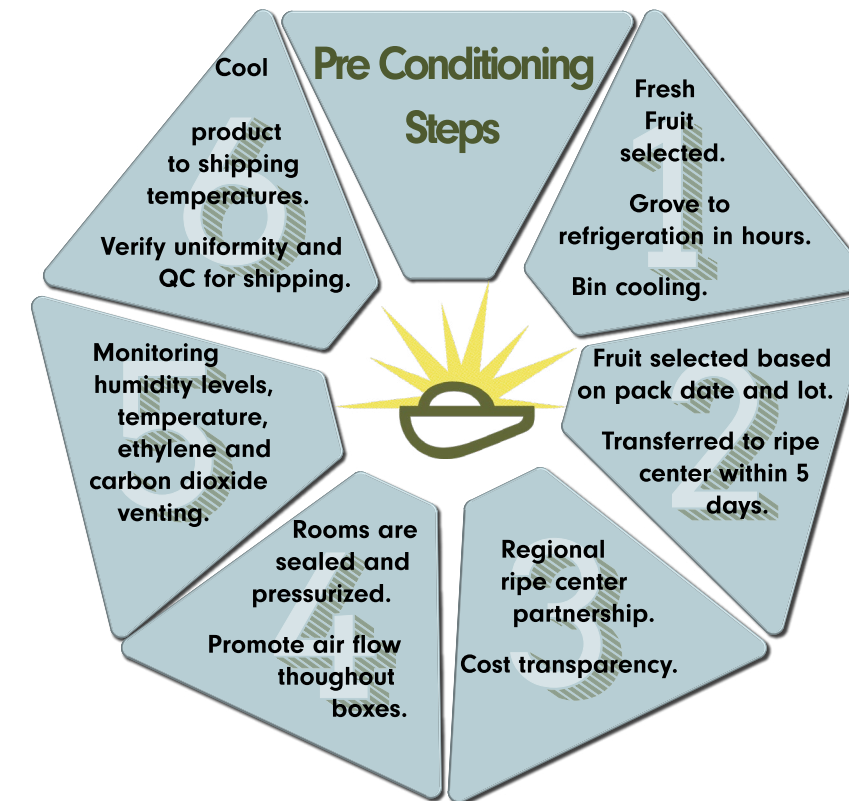
# INDEX FRESH®






## PRECONDITIONING PROCESS

All avocados are preconditioned and shipped to the DC's within 7 days of arrival at center.

As soon as the avocados arrive, a quality control report with fruit temperatures, PSI and ripe stage are noted at the DC. Quality control is also done after the preconditioning process to ensure that fruit meets desired specifications.

## RIPENING TIMELINE



- Stage 1**  **HARD**  
 Very hard fruit. Usually green in color, some fruit may be a darker shade. (More than 25 lbs. of pressure)
- Stage 2**  **PRE-CONDITIONED**  
 Ready to eat in approximately 3 days if held at room temperature. (15-25 lbs. of pressure)
- Stage 3**  **BREAKING**  
 (Pre-Ripened) Slight give to fruit. Ready to eat in approximately 2 days if held at room temperature. (10-15 lbs. of pressure)
- Stage 4**  **FIRM RIPE**  
 (Pre-Ripened) Yields to gentle pressure. Good for slicing. Fully ripe next day if held at room temperature. (5-10 lbs. of pressure)
- Stage 5**  **RIPE**  
 Easily yields to gentle pressure. Good for all uses. Will remain in this condition for 2-3 days if held at room temperature. (5 lbs. of pressure)





# PACKAGING

## INDEX FRESH®



### CALIFORNIA PACKAGING

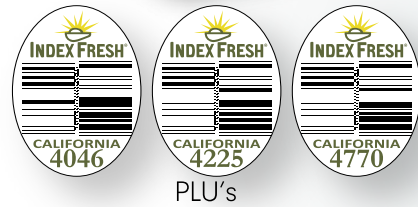
25 lbs. box



12.5 lbs. box



RPC Program



Seasonal Recipe Bags



Organic Bags



NEW! Pouch Bags with Re-sealable top



### IMPORT PACKAGING (MEXICO, PERU, & CHILE)

25 lbs. box



12.5 lbs. box



RPC Program



PLU's

Organic Bags



Seasonal Recipe Bags





# MERCHANDISING

## PROGRAMS

Index Fresh offers:

Contract Pricing

Bags and Racks

Custom Packs

Volume Incentive Rebates

Demos

RPC Containers

Marketing Funds

Preconditioned Fruit From Trigger To Ripe Stages

Grove Tours and Educational Seminars

Trips to Sourcing Regions

**Let us create a promotional calendar that meets your needs.**

# INDEX FRESH®







# INDEX FRESH®

Index Fresh has introduced our GAP incentive to our California growers, with 60% compliance level. Our California packing house is HACCP and Primus GFS certified with a superior rating. Index Fresh scored 99% in 2016. In 2017, Index Fresh, Inc. achieved a B in the BRC Audit.

Mexico- Primus GFS - Social responsibility / Davis Fresh Certifications, Grower 10 % GAP certified

Chile- Global, TESCO Europe, Euro FAP, Primus- Grower 100% Global GAP certification

Peru- Primus, SQF certified- Grower 100% Global GAP certification.

# FOOD SAFETY



## CERTIFICATE



DQS CFS GmbH (BRC CB No. 038) certifies that, having conducted an audit at

### Index Fresh

18184 Slover Ave.  
Bloomington, CA 92316  
United States of America

BRC Site Code: 1551218

meets the requirements set out in the  
**GLOBAL STANDARD for FOOD SAFETY**  
(Issue 7: January 2015).

For the scope of activities:  
Pre-cooling, grading, sizing, and packing of whole avocados in netted bags and corrugated cardboard boxes.

Including voluntary modules of: None  
Exclusions from scope: None  
Product categories: 05

### Achieved Grade: B

Audit programme: Announced  
BRC Auditor No.: 038052

Date of audit	08.03.2017
Re-audit due date	from 08.02.2018 to 08.03.2018
Certificate expiry date	19.04.2018
Certificate registration no.	10015410 BRC7
Frankfurt am Main	14.04.2017



**DQS CFS GmbH**  
German Association for Sustainability

Joachim Mehnert  
Head of Certification Body

Accredited Body: DQS CFS GmbH, August-Schanz-Straße 21, 60433 Frankfurt am Main, Germany  
This certificate remains the property of DQS CFS GmbH.  
If you would like to feedback comments on the BRC Global Standard or the audit process directly to BRC,  
please contact [enquiries@brcglobalstandards.com](mailto:enquiries@brcglobalstandards.com) or TOLL BRC hotline +44 (0)20 7717 5959.  
Visit the BRC Directory [www.brcdirectory.com](http://www.brcdirectory.com) to validate certificate authenticity.







# MEET THE SALES TEAM

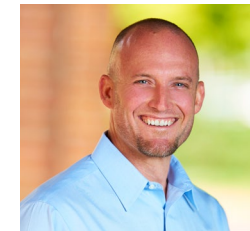
3880 Lemon Street Suite 210 • Riverside, CA 92501 • (800) 352-6931 • (909) 877-1577 • sales@IndexFresh.com • www.IndexFresh.com



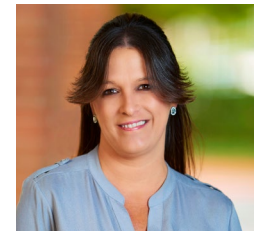
**DANA THOMAS**  
President and CEO  
E: dthomas@indexfresh.com  
Office (909) 877-0999



**TODD ELDER**  
Vice President  
E: telder@indexfresh.com  
Mobile: (909) 724-1208



**JOHN DMYTRIW**  
Director of Sales  
E: jdmytriw@indexfresh.com  
Mobile: (909) 972-2425



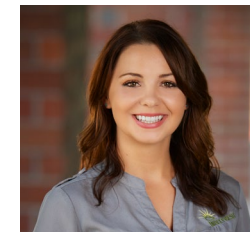
**DEBBIE WILLMANN**  
National Account  
Manager  
E: dwillmann@indexfresh.com  
Mobile: (909) 213-0594



**BOBBY FINGERLIN**  
Sales Account  
Manager  
E: rfingerlin@indexfresh.com  
Mobile: (951) 323-3811



**MATT GOLDEN**  
Sales Account  
Manager  
E: mgolden@indexfresh.com  
Mobile: (951) 850-4018



**ASHLEY CASTOE**  
Sales Account  
Manager  
E: acastoe@indexfresh.com  
Mobile: (909) 745-7664



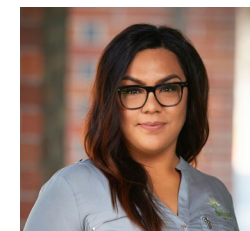
**JORGE REYES**  
Sales Account  
Manager  
E: JReyes@indexfresh.com  
Mobile: (909) 233-5289



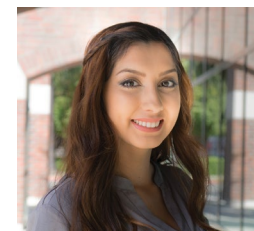
**BILL FRANK**  
Account Manager  
E: bfrank@indexfresh.com  
Mobile: (909) 223-8264



**BELLE YANG**  
Account Manager  
E: byang@indexfresh.com  
Mobile: (909) 543-7514



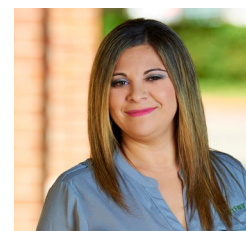
**JESSICA CHAVEZ**  
Account Manager  
E: jchavez@indexfresh.com  
Mobile: (909) 213-6650



**ERIKA VEGA**  
Account Manager  
E: evega@indexfresh.com  
Mobile: (909) 546-1793



**JACKIE CERDA**  
Office Administrator  
E: jcerda@indexfresh.com  
Phone: (909) 877-0999



**DALILA RIVERA**  
Planning and  
Scheduling Manager  
E: drivera@indexfresh.com  
Mobile: (951) 236-8064



**SOFIA SCHLAPKOHL**  
Marketing and  
Advertising Manager  
E: sschlapkohl@indexfresh.com  
Mobile: (909) 213-9517







3880 Lemon Street Suite 210 • Riverside, CA 92501 • (800) 352-6931 • (909) 877-1577  
sales@IndexFresh.com • www.IndexFresh.com

