



**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:

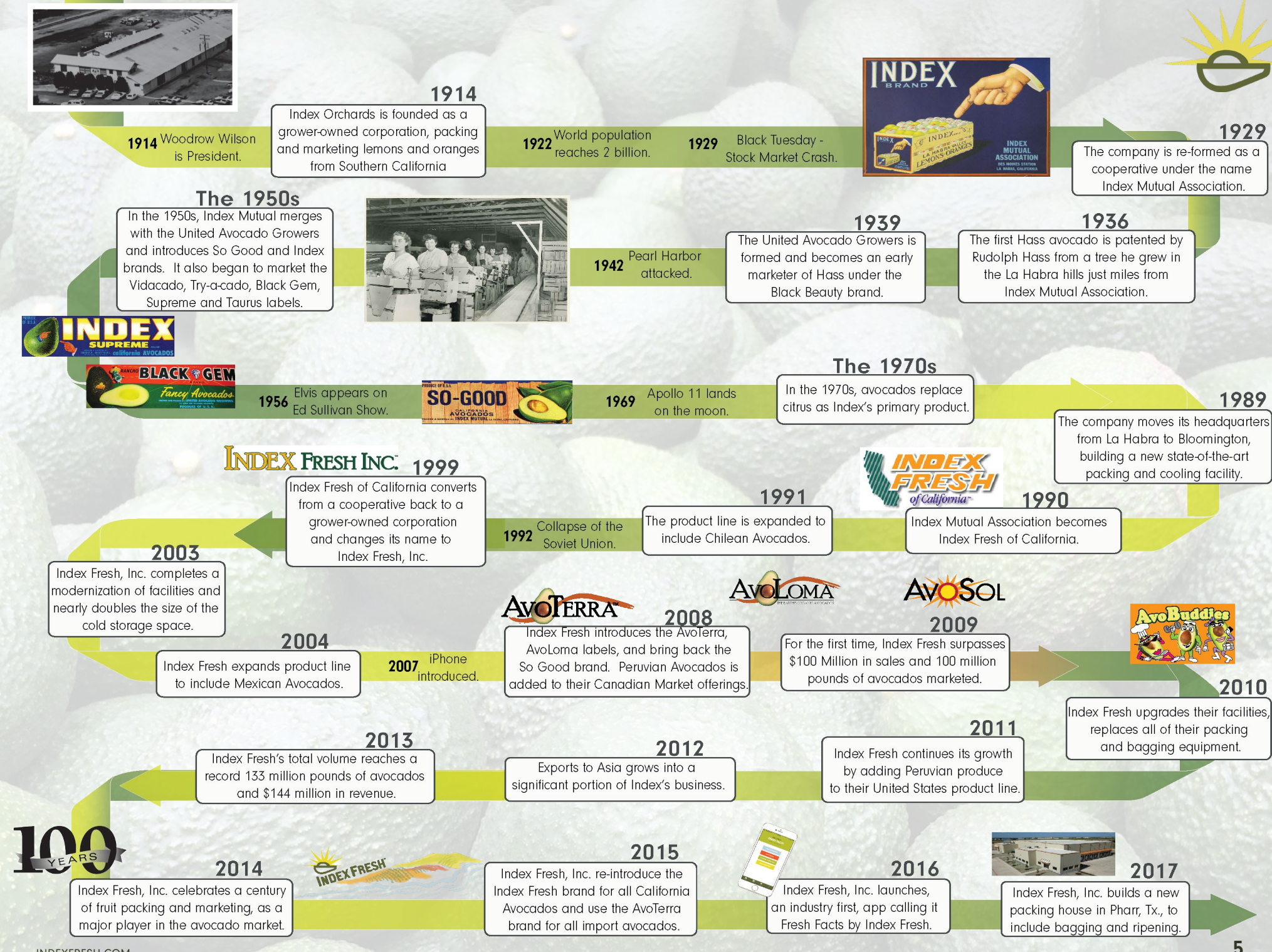
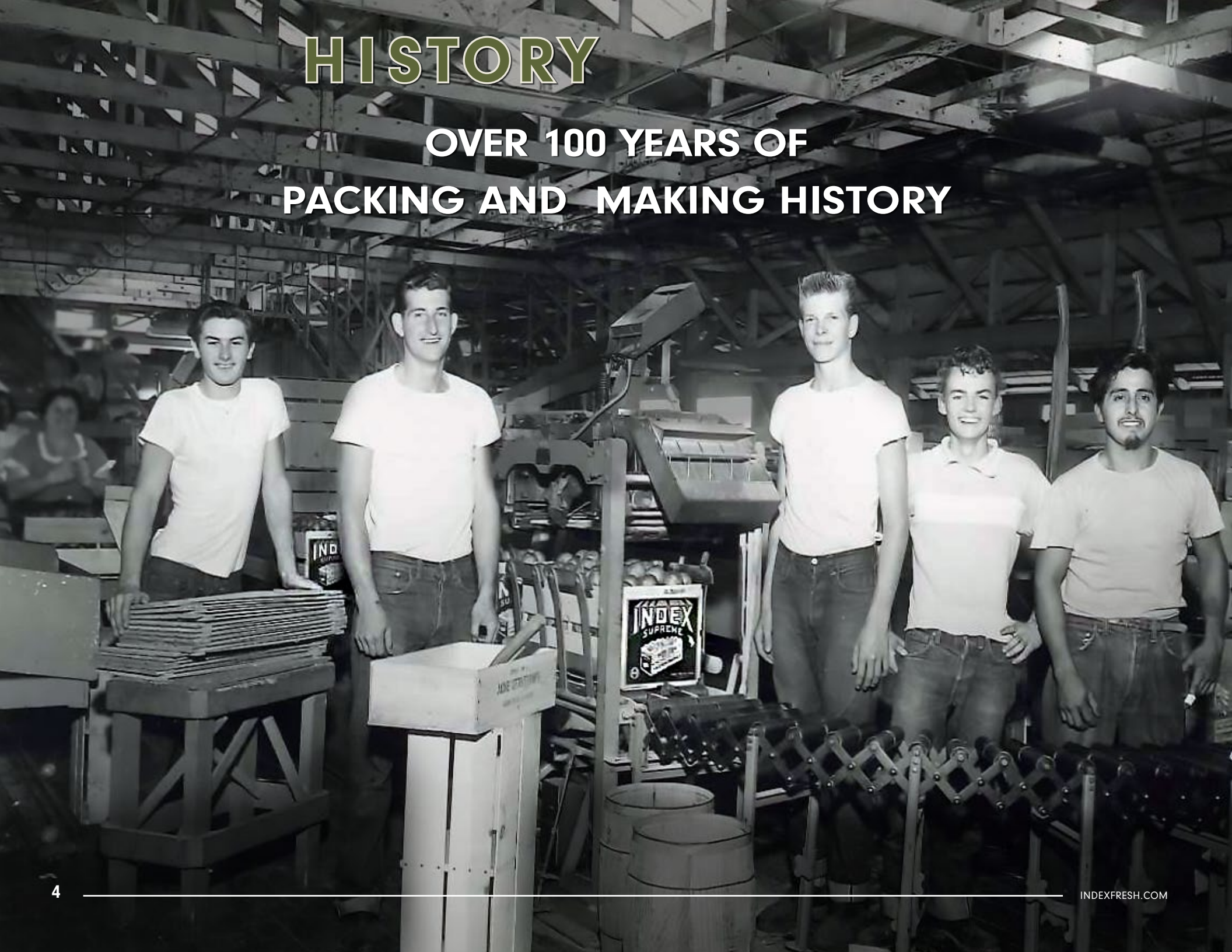
1. Embrace integrity and honesty.
2. Take responsibility for our actions, individually and as a company.
3. Respect our customers, growers, suppliers and each other.
4. Strive to develop innovative products, systems and relationships.
5. Cultivate a dynamic and safe workplace for employees.
6. Communicate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



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HISTORY

OVER 100 YEARS OF PACKING AND MAKING HISTORY



SHARE OF U.S. MARKET



INDEX FRESH®

CALIFORNIA



- California grower owned
 - 400+ Growers
- Top 8 growers provide 60% of volume
- 3rd largest supplier in the United States
- 35 - 44 loads per week March – August shipping period



MEXICO



- 60-70% of Index Fresh's annual volume
- 40 loads average per week shipped to the US
- Partnership with 4 packing sheds that pack the AvoTerra® label
 - Top 5 importer from Mexico



CHILE



- Largest US importer
- Program oriented shipment plan
- Long-term relationship with 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

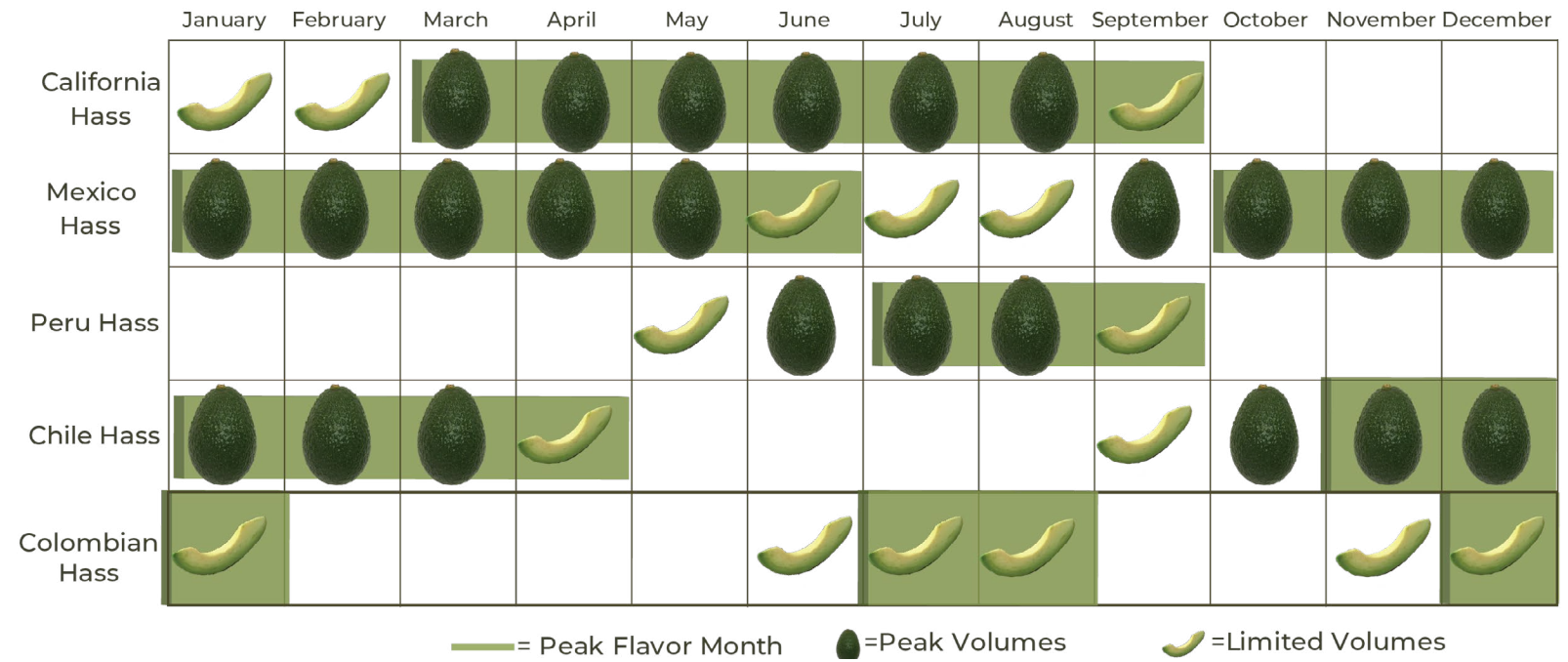
Singularly focused as avocados are Index Fresh's only commodity.

• Index Fresh sources large volumes of avocados from 5 countries of origin - **California, Mexico, Chile Peru and Colombia**. 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 Customer as all 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.

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

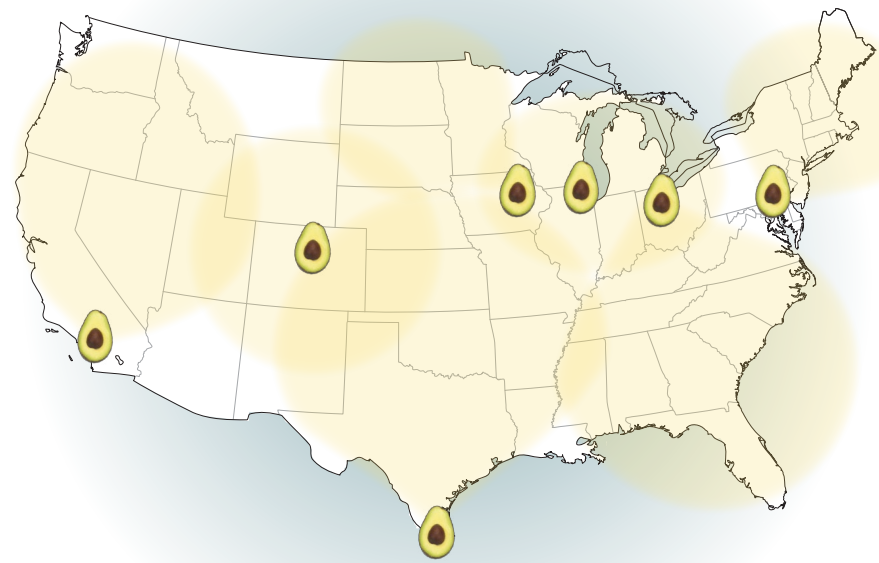
- 🥑 Right Fruit at the Right Time
- 🥑 Grow the category by supplying the right pre-conditioned fruit from the right COO, at the right time of year to ensure optimal freshness.
- 🥑 Index Fresh is a vertically integrated grower driven company who specializes in the unique needs of our clients
- 🥑 Focused 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.



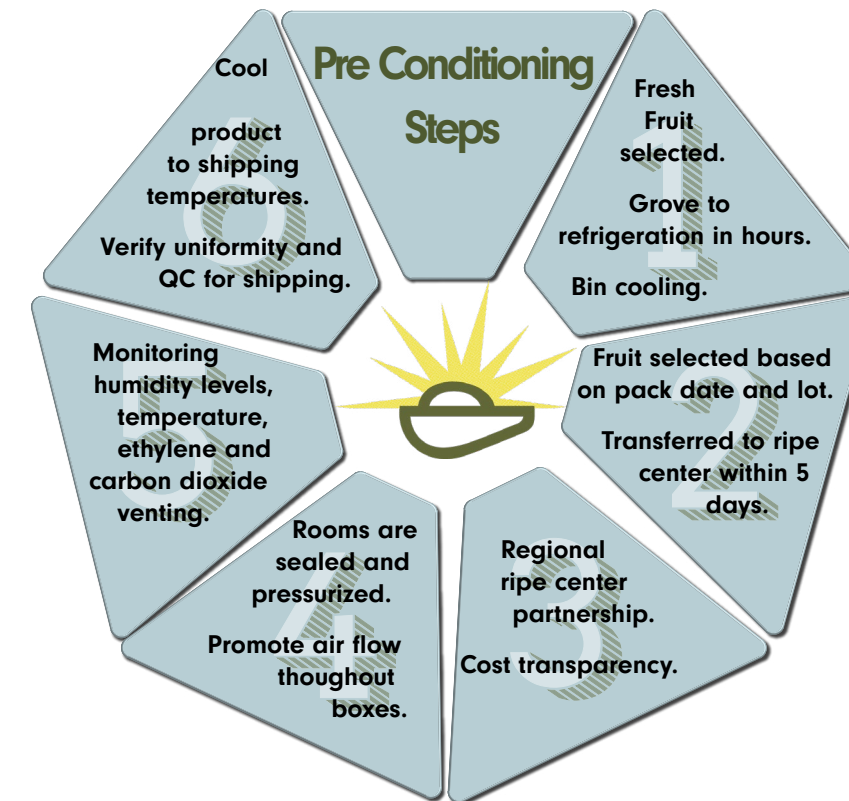
INDEX FRESH®

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

4+ days remaining until ripe

HARD
Very hard fruit. Usually green in color, some fruit may be a darker shade. (More than 25 lbs. of pressure)

Stage 2

3+ days remaining until ripe

PRE-CONDITIONED
Ready to eat in approximately 3 days if held at room temperature. (15-25 lbs. of pressure)

Stage 3

2+ days remaining until ripe

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

1+ days remaining until ripe

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

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



PLU's



Seasonal Educational & Recipe Bags



Organic Bags

IMPORT PACKAGING (MEXICO, PERU, & CHILE)

RPC Program



25 lbs. box



12.5 lbs. box



PLU's



Organic Bags



Seasonal Educational & 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®

FOOD SAFETY

Index Fresh has introduced our GFSI incentive to our California Growers, with 60% compliance level. Index Fresh of California packing house is PRIMUS GFSI certified with a superior rating of 98%.

All packinghouses from Mexico, Chile and Peru are certified GFSI Primus or BRC with superior ratings. They also hold SMETA social responsibility certifications for all locations.

PRIMUSGFS AUDIT NUMBER: 165783
 CB REGISTRATION No.: PA-PGFS-5599
 AUDIT DATE: Apr 26, 2019

Revision 2



CERTIFICATE

Issued to:

ORGANIZATION
Index Fresh Inc.
 3880 Lemon Ave Suite 210 Riverside, California 92501, United States

OPERATION
Index Fresh, Inc.
 18184 Slover Avenue Bloomington, California 92316, United States
 Operation type: PACKINGHOUSE

PRELIMINARY AUDIT SCORE:

98%

CERTIFICATE VALID FROM:

May 29, 2019 To May 28, 2020

FINAL AUDIT SCORE:

98%

Primus Auditing Operations certifies that this operation has complied with the applicable requirements of PrimusGFS Version 3.0
 See subsequent certificate page(s) for scope details



#1183
 ISO/IEC 17065
 Product Certification Body



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Authorized by:
 President
Javier Sollozo

This document is subject to changes. The current information and status of this operation is posted in the scheme's website at PrimusGFS.com

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Report



MEET THE SALES TEAM

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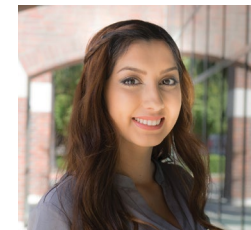
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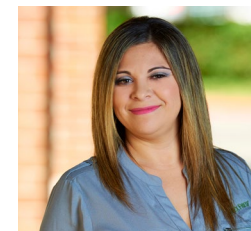
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