



2021-2025 Strategic Plan

www.hassavocado.com

HASS
AVOCADO
BOARD



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The Hass Avocado Board (HAB)

The Hass Avocado Board's job is to make avocados America's most popular fruit. There's been a 200% increase in avocado consumption per capita in the U.S. since 2003 when HAB was established – so we know it's working. Plus, we are the only independent avocado organization and our goal is to equip the entire industry for success. The industry counts on us to be a catalyst for action and a reason to be confident.

At the end of the day, we exist to give the industry more confidence in planning for the future of their business.

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The HAB Effect

The “HAB Effect” delivers confidence for the entire avocado industry.

The ability for members to do things they wouldn't be able to without the collective power of the Hass Avocado Board, and for all members to amplify the work done by others for their own growth.

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Purpose

The end benefit of Hass Avocados to people or society.

Hass avocados provide a unique, versatile, nutritious, and flavorful eating experience that contributes to human health, the environment, societal benefits and economic prosperity.

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HAB's Mission

Our core business

HAB strengthens the global avocado industry and its stakeholders in our collective efforts toward market development in the U.S. through leadership in nutrition, communications, business support tools and information, and sustainability practices throughout the supply chain.

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HAB's Vision

Where we see ourselves in 2025

Fresh Hass avocados will be America's most popular and desired fruit by 2025. The average annual increase in the value of the fruit consumed on a per person basis in the U.S. will be 6%.

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Guiding Values

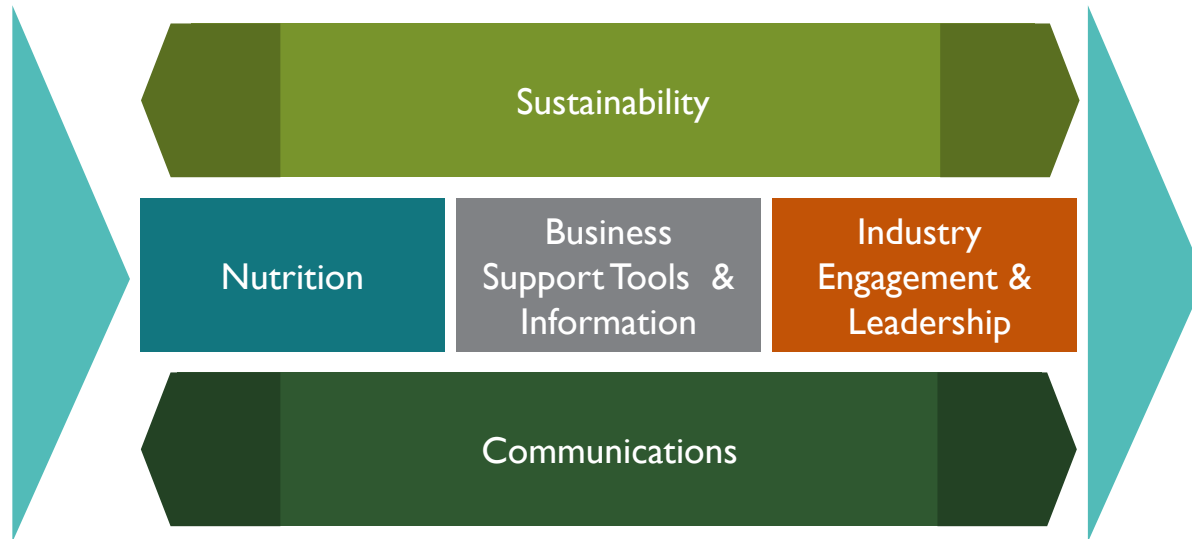
Core principles that drive HAB's decision making

- We are focused on growing the U.S. Hass avocado market
- We operate with transparency, inclusiveness, open-mindedness, and mutual trust
- We recognize and value the global nature of the U.S. Hass avocado supply chain
- We believe that diversity makes the organization stronger and more effective
- We serve each part of the U.S. Hass avocado industry equally across geographies and cultures
- We believe and support the concept that fulfilling the needs of today's society can be accomplished without compromising meeting those of future generations
- We innovate, constantly finding new ways to build U.S. Hass avocado demand and improve the value and benefits of avocados to consumers
- We operate in a culture of inquiry, open to new ideas and exploring divergent views with mutual respect

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Strategic Priorities

MISSION



VISION

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Sustainability

STRATEGIES

- Strengthen the Hass avocado industry by developing research and data to inform practices that will fulfill today's needs without compromising those of future generations. We acknowledge that sustainability practices across the supply chain may be different in each geography and culture.

FIVE-YEAR WORKING GOALS

1. Establish the Hass Avocado Sustainability Center as the premier provider of research, data, and information pertaining to sustainability, for the avocado industry.
2. Develop the strategic framework for communicating the avocado industry sustainability story.
3. HAB messaging on sustainability will be widely distributed and available for use by all industry stakeholders.

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Nutrition

STRATEGIES

- Build the leading comprehensive body of trustworthy nutrition science about fresh Hass avocados and how they benefit human health.
- Ensure that scientific research is relevant, credible, and well understood to support that consuming fresh avocado has health benefits across many life stages and that eating avocados fits within recommended dietary patterns.
- Maintain independent research operations from the Board to ensure the integrity of the science.

FIVE-YEAR WORKING GOALS

1. Grow the contracted projects and subject participation in the nutrition-research pipeline each year.
2. Distribute HAB-funded research findings to key audiences including scientists, regulatory agencies, professional organizations, and the Hass avocado industry.
3. Establish policies for maintaining transparency and independence of the nutrition research pipeline from internal and external influence.

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Business Support Tools & Information

STRATEGIES

- Develop with, and provide to, industry stakeholders updated data, research, and information to facilitate more efficient and orderly supply; thorough understanding of demand and its drivers; and fluency in the societal trends affecting the performance of the Hass avocado industry
- HAB's quality information will be relevant and used in the U.S. supply chain.

FIVE-YEAR WORKING GOALS

1. Research and information about supply and demand will be available and widely used by the industry. This will include high levels of participation on AVIS and timely updates to country profiles & market reviews.
2. Grow HAB's research and information about supply and demand drivers and the avocado quality and societal trends affecting the performance of the Hass avocado business. Make the information available and increase the user reliance of that information.
3. Obtain and publish timely preseason volume projections, midseason updates, and accurate weekly actual shipments on the Hass Avocado Board website from supplying countries with more than 1% of the annual U.S. market share.

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Industry Engagement & Leadership

STRATEGIES

- Serve as a facilitator and industry leader to encourage innovation and sustainability in the U.S. Hass avocado supply chain.
- Build support among assessment payers in the U.S. for HAPRIO and the programs implemented directly by HAB.
- Encourage engagement with the Hass Avocado Board by the industry.
- Operate as a high-functioning organization with leadership development as a priority.

FIVE-YEAR WORKING GOALS

1. Convene the industry to solve common issues and encourage innovation and sustainability across the supply chain.
2. Increase familiarity, understanding, trust, and support towards HAB and its programs.
3. Cultivate a pipeline of future avocado leaders to serve on the HAB and HAPRI association's Boards.
4. HAB meetings and events will be well-attended and valued by attendees.

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Communications

STRATEGIES

- Undertake communication programs to key audiences that convey not only the unique and flavorful eating experience but also that drive public trust in how Hass avocados are healthy for people and the environment, have versatile uses, and bring societal and economic benefits to the community.
- The relationships between avocados and all aspects of human health, across relevant health pillars, will be well understood.
- Communicate leadership in sustainability to stakeholders and key audiences.

FIVE-YEAR WORKING GOALS

1. Target audiences in the U.S. will report an increase of x% from the baseline of x% in 2021¹, in how much they trust that Hass avocados are healthy and nutritious and have versatile uses.
2. Target audiences in the U.S. will report positive association between avocados with each of the nutrition research health pillars.
3. The association between Hass Avocado and the environmental, societal and economic impact will not be negative or become a significant barrier to purchase by consumer target audiences or a barrier to a recommendation by health professionals

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