



Treasury Report

July 2011-June 2012 Proposed Amended Budget

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July 2011-June 2012 Proposed Amended Budget Assumptions

Statement of Activities and Changes in Net Assets

| | Jul-June 2012 Estimate /Amended Budget | Jul-June 2012 Budget | \$ Over Budget | |
|--|--|-------------------------|-----------------------|--|
| VOLUME/ASSESSMENT | | | | |
| REVENUE AND OTHER SUPPORT | | | | |
| Volume in pounds (@Gross) | 680,168,264 | 600,000,000 | 80,168,264 | July -Nov '11 actual and Dec '11-June '12 estimate. (see pg. 12) |
| Volume in pounds (@Net) | 680,168,264 | 600,000,000 | 80,168,264 | |
| % membership participations | 100% | 100% | | MHAIA membership participation effective July 2011 |
| Assessments from HAB | 14,453,576 | 12,750,000 | 1,703,576 | Assessment revenue at 85% of 2.5 cents per pound. |
| Contributions from APEAM | 127,731 | 132,147 | (4,416) | Administrative services and support expenses |
| Interest Income | 11,198 | 10,500 | 698 | .07% of the average cash balance. |
| Total Operating Revenue and Other Support | \$14,592,504.35 | \$12,892,647.20 | \$1,699,857.15 | |
| EXPENSES | | | | |
| Restricted Expense | | | | |
| <i>Marketing and Promotional</i> | | | | |
| 6040 - Consumer campaigns | 10,220,481 | 7,392,000 | 2,828,481 | Ad and Media-\$8.3M, Research-\$32K,Seasonal Promo-\$1.403M,Admin/Oops-\$57K and Agency Fees-\$387K (300K Football under Seasonal promotion) |
| 6050 - Co-op funds | 2,000,000 | 2,000,000 | 0 | |
| 6130 - Public relations campaigns | 1,358,000 | 1,033,000 | 325,000 | New s Bureau/Prog Support-\$488K, FB /Twitter-\$199K, Food Serv.-\$26.5K, Agency Fees-\$604.5K and Admin exp/Oops-\$40K |
| 6140 - Retail campaigns | 1,050,000 | 1,050,000 | 0 | Retailer Sales Tools/Campaigns-\$619K,Prog Fulfillment-\$166K, Admin Exp-\$20K and Agency Fees-\$245K. |
| 6150 - Trade advertising | 300,000 | 300,000 | 0 | Food Arts, Produce business and new s, The Packer , Plate and Agency Fee |
| 6160 - Trade events/Associations | 200,000 | 200,000 | 0 | CIA \$70K, Regional Produce-\$100K,PMA/other related trade events- \$30K. |
| 6170 - Web/internet campaigns | 315,000 | 315,000 | 0 | Website/CRM -\$83K, Consumer Trade/Coop-\$45K, On-line Media-\$175K and Admin Expenses-\$12K. |
| 6900 - Out of Pocket | 106,519 | 60,000 | 46,519 | Opps and other exp \$96.5K plus 10K for web hosting/tech |
| 6025 - Brand and Logo review | 200,000 | | 200,000 | Brand Engineers Contract-\$133,986. This was approved last September 2011 |
| Total | 15,750,000 | 12,350,000 | 3,400,000 | |

July 2011-June 2012 Proposed Amended Budget Assumptions

| | Jul-June 2012 | | |
|---|--------------------|-------------------|---|
| | Estimate /Amended | Jul-June 2012 | |
| | Budget | Budget | \$ Over Budget |
| Marketing Support | | | |
| 6020 · AMS Program Fees | 62,409 | 74,636 | (12,227) \$5.803K for 3 months plus \$5K/mo. for 9 months-new rate |
| 6056 · Crop Report | 80,000 | 150,000 | (70,000) 50% share of Crop reporting fee |
| 6060 · Executive Director cont.(100%) | 143,750 | 143,750 | 0 Contract fee of \$125K plus a 15% 2011 performance bonus |
| 6070 · Executive Director exp.(100%) | 30,000 | 30,000 | 0 Travel and other charges |
| 6080 · Legal | 162,266 | 272,377 | (110,111) Preston Tully case |
| 6090 · Marketing Director contract | 199,238 | 199,238 | 0 Contract fee of \$181.9k plus 2010 performance bonus |
| 6100 · Marketing Director expenses | 30,000 | 30,000 | 0 Travel and other charges |
| 6540 · Board of Director/ Cmte Mtg | 47,134 | 12,000 | 35,134 Mktg related meeting for Nov-Dec \$1.1K,Jan-\$20K, Mar \$12K and May \$14K |
| 6550 · Strategic meeting/Consultant fee | 30,000 | 30,000 | 0 Strategic meeting and consultant fee-March 2012 meeting |
| 6555 · Meeting Fcitr.Fee/Interpreter | 6,854 | 8,000 | (1,146) Interpreter's fee for marketing/board meetings (Sep,Jan 12,Mar12, and May 12) |
| Total | 791,651 | 950,000 | (158,350) |
| Total Restricted Expenses | 16,541,650 | 13,300,000 | 3,241,650 |
| Unrestricted Administrative Expense | | | |
| 7020 · Bank Service Charges | 4,813 | 3,600 | 1,213 Bank analysis fee and charges |
| 7085 · Finance Director Contract(100%) | 90,000 | 90,000 | 0 Annual contract fee of \$82.5K plus 2010 performance bonus |
| 7086 · Finance Director Exp (100%) | 11,800 | 11,800 | 0 Travel-\$6K and other misc. chgs -\$5.8K |
| 7090 · Insurance-D&O/Fidelity Bond | 9,300 | 9,300 | 0 Fidelity-\$5K, D&O-3.3K |
| 7100 · Legal Fees | 0 | 10,000 | (10,000) |
| 7180 · Tax preparation/Audit | 10,596 | 9,825 | 771 Audit fee, 990 Tax prep, Election Fee and others |
| 7200 · Depreciation expense | 1,222 | 1,222 | 0 Depreciation (Finance computer) |
| Total Unrestricted Expenses | 127,731 | 135,747 | (8,016) |
| TOTAL EXPENSES | 16,669,381 | 13,435,747 | 3,233,633 |
| CHANGE IN NET ASSETS -Current Period | (2,076,877) | (543,100) | (1,533,777) July 2011-June 2012 result of operations |
| CHANGE IN NET ASSETS -Restricted | (2,076,877) | (543,100) | (1,533,777) |
| CHANGE IN NET ASSETS -Unrestricted | - | - | - |

July 2011-June 2012 Proposed Amended Budget Assumptions

Statement of Cash Flow (Cash Reserves)

| | <u>Jul-June 2012</u> <u>Amended Budget</u> | |
|--|---|---|
| CHANGE IN NET ASSETS -Current Period | (2,076,877) | July 2011-June 2012 estimated result of operations |
| Adjustments to reconcile to Net Assets | | |
| (Increase) decrease in operating activities: | | |
| Accounts Receivable | (111,107) | Increase in AR (June'11 of \$959,527 less June '12 of \$1,070,634) |
| Prepaid expenses Others/Insurance | 2,415 | Decrease in Prepaid (June ,11 of \$2,415 less June'12 of \$0) |
| Increase (Decrease) in operating liabilities | | |
| Accounts payable | 592,517 | Increase in AP (June'11 of \$123,819 less June'12 of \$716,337 |
| Accrued liabilities | 5,655 | Increase in Accrued liabilities (June'11of \$244,345 less June'12 of \$250K) |
| Depreciation | 1,222 | Depreciation of computer |
| Total Adjustments | 490,702 | |
| Net Cash Increase/(Decrease) in Cash and Cash Equivalents | (1,586,174) | |
| Cash and Cash Equivalents , Beginning of period | 4,649,003 | Cash and Cash Equivalent end of June'11-Actual. Approved budget w as \$4.431 M. |
| Cash and Cash Equivalents , End of period | 3,062,829 | Cash reserves end of June 30,2012 estimate or 21.19% of the assessment revenue. Approved budget w as \$ 4.036 M |
| At 20% reserve -Assessment | 2,890,715 | |

July 2011-June 2012 Proposed Amended Budget Assumptions

Statement of Financial Position

| | <u>Jul-June 2012</u> <u>Amended Budget</u> | |
|---|---|---|
| ASSETS | | |
| Cash and cash equivalents | 3,062,829 | Estimated cash and cash equivalents at the end of June 2012 |
| Accounts receivable-HAB | 1,062,500 | June 2012 assessment to be collected in July 2012 |
| Accounts receivable-APEAM | 8,134 | June 2012 administrative expenses to be collected in July 2012 |
| Prepaid Expenses | 0 | |
| Fixed Assets | | |
| Office Equipment | 3,667 | Computer and accessories |
| Accumulated depreciation | (2,423) | |
| Total Assets | <u><u>4,134,707</u></u> | |
| Liabilities and Net Assets | | |
| Accounts payable | 716,337 | Estimate at the end of June 2012 based on 50% of total marketing and promotional expenses |
| Accrued liabilities | 250,000 | Estimate at the end of June 2012-mostly Coop expenses |
| Total Liabilities | <u>966,337</u> | |
| Net Assets | | |
| Net Assets Restricted-Beginning of period | 5,245,245 | Retained Earnings Restricted - June 30 2011, Estimate |
| Net Assets Unrestricted-Beginning of period | 0 | Retained Earnings Unrestricted - June 30 2011, Estimate |
| Change in Net Assets-Current | (2,076,877) | July 2011-June 2012 result of operations |
| Total Net Assets | <u>3,168,369</u> | |
| Total Liabilities and Net Assets | <u><u>4,134,707</u></u> | |

Supplementary Schedule

July 2011-June 2012 Marketing Tracker

| | 2011 | | | | | | | | | | | | 2012 | | | | | | | | | | | | Total Jul 2011-June 2012 Estimate | | | Total Jul 2011-June 2012 Budget | | | \$ Over Budget |
|------------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|-------------|-------------|--------------|-------------|------------|--------------|------------|--|--|--|--|--|-----------------------------------|--|--|---------------------------------|--|--|----------------|
| | Jul-Act. | Aug-Act. | Sep-Act | Oct-Act | Nov-Act | Dec-Est. | Jan-Est. | Feb-Est. | Mar-Est. | Apr-Est. | May-Est | Jun-Est. | Total | Restricted | Unrestricted | Total | Restricted | Unrestricted | Total | | | | | | | | | | | | |
| Assessment Revenue/ Expense | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Volume | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total Mexico | 26,948,665 | 28,865,574 | 40,441,651 | 50,576,224 | 84,336,150 | 75,000,000 | 70,000,000 | 64,000,000 | 75,000,000 | 65,000,000 | 50,000,000 | 50,000,000 | 680,168,264 | 680,168,264 | | 600,000,000 | | | 80,168,264 | | | | | | | | | | | | |
| Non MHAIA Members | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | | | 0 | | | | | | | | | | | | |
| MHAIA Members | 26,948,665 | 28,865,574 | 40,441,651 | 50,576,224 | 84,336,150 | 75,000,000 | 70,000,000 | 64,000,000 | 75,000,000 | 65,000,000 | 50,000,000 | 50,000,000 | 680,168,264 | 680,168,264 | | 600,000,000 | | | 80,168,264 | | | | | | | | | | | | |
| % Participations | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | | 100% | | | 100% | | | | | | | | | | | | |
| Revenue | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total Mexico | 673,717 | 721,639 | 1,011,041 | 1,264,406 | 2,108,404 | 1,875,000 | 1,750,000 | 1,600,000 | 1,875,000 | 1,625,000 | 1,250,000 | 1,250,000 | 17,004,207 | 17,004,207 | | 15,000,000 | 15,000,000 | | 2,004,207 | | | | | | | | | | | | |
| Non MHAIA Members | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | | 0 | | | | | | | | | | | | |
| MHAIA Members | 673,717 | 721,639 | 1,011,041 | 1,264,406 | 2,108,404 | 1,875,000 | 1,750,000 | 1,600,000 | 1,875,000 | 1,625,000 | 1,250,000 | 1,250,000 | 17,004,207 | 17,004,207 | | 15,000,000 | 15,000,000 | | 2,004,207 | | | | | | | | | | | | |
| MHAIA Members-85% | 572,659 | 613,393 | 859,385 | 1,074,745 | 1,792,143 | 1,593,750 | 1,487,500 | 1,360,000 | 1,593,750 | 1,381,250 | 1,062,500 | 1,062,500 | 14,453,576 | 14,453,576 | | 12,750,000 | 12,750,000 | | 1,703,576 | | | | | | | | | | | | |
| Revenue | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4000 - Contributed support | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4010 - Assessment Revenues | 572,659 | 613,393 | 859,385 | 1,074,745 | 1,792,143 | 1,593,750 | 1,487,500 | 1,360,000 | 1,593,750 | 1,381,250 | 1,062,500 | 1,062,500 | 14,453,576 | 14,453,576 | | 12,750,000 | 12,750,000 | | 1,703,576 | | | | | | | | | | | | |
| 4000 - Contributed support - Other | 15,214 | 14,181 | 11,772 | 8,644 | 8,400 | 8,222 | 8,885 | 8,263 | 8,907 | 7,807 | 19,304 | 8,134 | 127,731 | | 127,731 | 132,147 | | 132,147 | (4,416) | | | | | | | | | | | | |
| Total 4000 - Contributed support | 587,873 | 627,574 | 871,157 | 1,083,389 | 1,800,543 | 1,601,972 | 1,496,385 | 1,368,263 | 1,602,657 | 1,389,057 | 1,081,804 | 1,070,634 | 14,581,306 | 14,453,576 | 127,731 | 12,882,147 | 12,750,000 | 132,147 | 1,699,159 | | | | | | | | | | | | |
| 5000 - Earned revenues | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5010 - Interest-Dividend Earnings | 1,161 | 1,388 | 879 | 927 | 834 | 758 | 875 | 875 | 875 | 875 | 875 | 875 | 11,198 | 11,198 | | 10,500 | 10,500 | | 698 | | | | | | | | | | | | |
| Total 5000 - Earned revenues | 1,161 | 1,388 | 879 | 927 | 834 | 758 | 875 | 875 | 875 | 875 | 875 | 875 | 11,198 | 11,198 | 0 | 10,500 | 10,500 | 0 | 698 | | | | | | | | | | | | |
| Total Assessment and other support | 589,034 | 628,962 | 872,036 | 1,084,315 | 1,801,378 | 1,602,730 | 1,497,260 | 1,369,138 | 1,603,532 | 1,389,932 | 1,082,679 | 1,071,509 | 14,592,504 | 14,464,774 | 127,731 | 12,892,647 | 12,760,500 | 132,147 | 1,699,857 | | | | | | | | | | | | |
| Net Revenue | 589,034 | 628,962 | 872,036 | 1,084,315 | 1,801,378 | 1,602,730 | 1,497,260 | 1,369,138 | 1,603,532 | 1,389,932 | 1,082,679 | 1,071,509 | 14,592,504 | 14,464,774 | 127,731 | 12,892,647 | 12,760,500 | 132,147 | 1,699,857 | | | | | | | | | | | | |

July 2011-June 2012 Marketing Tracker

| | 2011 | | | | | | 2012 | | | | | | Total Jul 2011-June 2012 Estimate | | | Total Jul 2011-June 2012 Budget | | | \$ Over Budget |
|---|----------------|----------------|----------------|-----------------|----------------|----------------|----------------|----------------|------------------|----------------|----------------|---------------|-----------------------------------|-------------------|--------------|---------------------------------|------------------|--------------|------------------|
| | Jul-Act. | Aug-Act. | Sep-Act | Oct-Act | Nov-Act | Dec-Est. | Jan-Est. | Feb-Est. | Mar-Est. | Apr-Est. | May-Est | Jun-Est. | Total | Restricted | Unrestricted | Total | Restricted | Unrestricted | Total |
| Expense | | | | | | | | | | | | | | | | | | | |
| 6000 - Expenses | | | | | | | | | | | | | | | | | | | |
| 6020 - AMS Program Fees | 5,803 | 5,803 | 0 | 0 | 0 | 0 | 25,803 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 62,409 | 62,409 | | 74,636 | 74,636 | | (12,227) |
| 6025 - Brand and Logo review | 0 | 0 | 0 | 0 | 0 | 44,662 | 44,662 | 44,662 | 66,013 | 0 | 0 | 0 | 200,000 | 200,000 | | | | | 200,000 |
| 6040 - Consumer campaigns | | | | | | | | | | | | | | | | | | | |
| 6040200 - Advertising and Medi | 777 | 504,719 | 713,939 | 104,275 | 960,526 | 544,030 | 517,735 | 634,650 | 1,168,000 | 805,000 | 768,000 | 710,000 | 8,341,652 | 8,341,652 | | 5,483,000 | 5,483,000 | | 2,858,652 |
| 6040300 - Research | 0 | 0 | 0 | 0 | 0 | 21,809 | 10,191 | 0 | 0 | 0 | 0 | 0 | 32,000 | 32,000 | | 125,000 | 125,000 | | (93,000) |
| 6040400 - Seasonal Promotion | 316,405 | 264,702 | 65,038 | (524) | 104,701 | 114,095 | 10,547 | 214,000 | 214,000 | 0 | 0 | 0 | 1,402,964 | 1,402,964 | | 1,324,000 | 1,324,000 | | 78,964 |
| 6040600 - Administrative Expens | 142 | 472 | 729 | 4,373 | 12,355 | 69 | 10,227 | 5,700 | 5,700 | 5,700 | 5,700 | 5,700 | 56,866 | 56,866 | | 40,000 | 40,000 | | 16,866 |
| 6040700 - Agency Fees | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 0 | 212,000 | 0 | 0 | 0 | 0 | 0 | 387,000 | 387,000 | | 420,000 | 420,000 | | (33,000) |
| Total 6040 - Consumer campaigns | 352,323 | 804,893 | 814,706 | 1053,124 | 112,582 | 680,003 | 860,701 | 854,350 | 1,387,700 | 810,700 | 773,700 | 76,700 | 10,220,481 | 10,220,481 | 0 | 7,392,000 | 7,392,000 | 0 | 2,828,481 |
| 6050 - Co-op funds | 0 | 0 | 7,000 | 4,000 | 138,928 | 88,300 | 176,700 | 200,000 | 250,000 | 296,500 | 350,000 | 488,572 | 2,000,000 | 2,000,000 | | 2,000,000 | 2,000,000 | | 0 |
| 6056 - Crop reports | 0 | 0 | 0 | 0 | 0 | 0 | 80,000 | 0 | 0 | 0 | 0 | 0 | 80,000 | 80,000 | | 150,000 | 150,000 | | (70,000) |
| 6060 - Executive director cont.(100%) | 10,417 | 10,417 | 10,417 | 10,417 | 10,417 | 10,417 | 10,417 | 10,417 | 29,167 | 10,417 | 10,417 | 10,417 | 143,750 | 143,750 | | 143,750 | 143,750 | | (0) |
| 6070 - Executive director exp.(100%) | 884 | 0 | 3,202 | 2,818 | 1,307 | 2,027 | 2,500 | 3,500 | 2,500 | 2,500 | 3,500 | 5,262 | 30,000 | 30,000 | | 30,000 | 30,000 | | 0 |
| 6080 - Legal | 0 | 9,884 | 8,856 | 8,526 | 34,237 | 0 | 100,763 | 0 | 0 | 0 | 0 | 0 | 162,266 | 162,266 | | 272,377 | 272,377 | | (110,111) |
| 6090 - Marketing director contract | 32,484 | 15,159 | 15,159 | 15,159 | 15,159 | 15,159 | 15,159 | 15,159 | 15,159 | 15,159 | 15,159 | 15,159 | 199,238 | 199,238 | | 199,238 | 199,238 | | 0 |
| 6100 - Marketing director expenses | 0 | 1,646 | 1,326 | 2,255 | 1,083 | 0 | 5,092 | 3,500 | 2,500 | 2,500 | 4,500 | 5,597 | 30,000 | 30,000 | | 30,000 | 30,000 | | 0 |
| 6130 - Public relations campaigns | | | | | | | | | | | | | | | | | | | |
| 6130100 - News Bureau/Program | 0 | 95,000 | 107 | 4,805 | 13,124 | 49,302 | 195,662 | 50,000 | 10,000 | 20,000 | 40,000 | 10,000 | 488,000 | 488,000 | | 338,000 | 338,000 | | 150,000 |
| 6130170 - Facebook/Twitter Stra | 0 | 5,022 | 11,500 | 0 | 96,163 | 34,831 | 5,484 | 3,000 | 2,000 | 15,000 | 18,000 | 8,000 | 199,000 | 199,000 | | 99,000 | 99,000 | | 100,000 |
| 6130180 - Food service | 0 | 43 | 359 | 12 | 176 | 7,139 | 3,771 | 4,000 | 3,500 | 3,500 | 2,000 | 2,000 | 26,500 | 26,500 | | 26,500 | 26,500 | | 0 |
| 6130190 - Agency Fees | 0 | 41,641 | 55,003 | 74,879 | 53,904 | 113,833 | 60,000 | 60,000 | 45,000 | 40,000 | 40,000 | 30,242 | 604,500 | 604,500 | | 539,500 | 539,500 | | 65,000 |
| 6130200 - Administrative Expens | 0 | 910 | 1,222 | 1,356 | 1,959 | 8,168 | 4,342 | 4,000 | 4,000 | 4,000 | 6,000 | 4,041 | 40,000 | 40,000 | | 30,000 | 30,000 | | 10,000 |
| Total 6130 - Public relations campaign | 0 | 142,617 | 68,191 | 81,053 | 165,326 | 203,272 | 269,260 | 121,000 | 64,500 | 82,500 | 106,000 | 54,282 | 1,358,000 | 1,358,000 | 0 | 1,033,000 | 1,033,000 | 0 | 325,000 |
| 6140 - Retail campaigns | | | | | | | | | | | | | | | | | | | |
| and Retail Campaigns | 13,892 | 11,660 | 33,844 | 63,091 | 52,791 | 98,107 | 239,615 | 2,000 | 96,000 | 6,000 | 2,000 | 0 | 619,000 | 619,000 | | 619,000 | 619,000 | | 0 |
| 6140260 - Program Fulfillment | 442 | 539 | 201 | 3,110 | 56,433 | 401 | 46,873 | 10,000 | 1,000 | 1,000 | 45,000 | 1,000 | 166,000 | 166,000 | | 166,000 | 166,000 | | 0 |
| 6140265 - Administrative Expense | 0 | 0 | 0 | 0 | 1,833 | 0 | 6,167 | 3,000 | 3,000 | 3,000 | 2,000 | 1,000 | 20,000 | 20,000 | | 20,000 | 20,000 | | 0 |
| 6140280 - Agency Fees | 20,417 | 20,417 | 20,417 | 20,417 | 20,417 | 20,417 | 20,417 | 20,417 | 20,417 | 20,417 | 20,417 | 20,413 | 245,000 | 245,000 | | 245,000 | 245,000 | | 0 |
| Total 6140 - Retail campaigns | 34,751 | 32,616 | 54,462 | 86,617 | 131,475 | 118,925 | 313,072 | 35,417 | 120,417 | 30,417 | 69,417 | 22,413 | 1,050,000 | 1,050,000 | 0 | 1,050,000 | 1,050,000 | 0 | 0 |

July 2011-June 2012 Marketing Tracker

| | 2011 | | | | | 2012 | | | | | | Total Jul 2011-June 2012 Estimate | | | Total Jul 2011-June 2012 Budget | | | \$ Over Budget | |
|--|----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------------------------------|-------------|-------------|---------------------------------|------------|------------|----------------|-------------|
| | Jul-Act. | Aug-Act. | Sep-Act | Oct-Act | Nov-Act | Dec-Est. | Jan-Est. | Feb-Est. | Mar-Est. | Apr-Est. | May-Est | Jun-Est. | Total | Restricted | Unrestricted | Total | Restricted | Unrestricted | Total |
| Expense | | | | | | | | | | | | | | | | | | | |
| 6150 - Trade advertising | 15,081 | 8,191 | 23,505 | 40,418 | 41,536 | 31,027 | 20,242 | 20,000 | 25,000 | 25,000 | 25,000 | 25,000 | 300,000 | 300,000 | | 300,000 | 300,000 | | 0 |
| 6160 - Trade events/Associations | 7,854 | 662 | 1,075 | 8,019 | 49,000 | 779 | 30,000 | 20,000 | 17,000 | 20,000 | 30,000 | 15,613 | 200,000 | 200,000 | | 200,000 | 200,000 | | 0 |
| 6170 - Web/internet campaigns | | | | | | | | | | | | | | | | | | | |
| 6170320 - Website updates/new | 0 | 0 | 20,750 | 6,917 | 6,917 | 6,917 | 6,917 | 6,917 | 6,917 | 6,917 | 6,917 | 6,917 | 83,000 | 83,000 | | 83,000 | 83,000 | | 0 |
| 6170330 - Consumer, Trade and | 0 | 0 | 11,250 | 3,750 | 3,750 | 3,750 | 3,750 | 3,750 | 3,750 | 3,750 | 3,750 | 3,750 | 45,000 | 45,000 | | 45,000 | 45,000 | | 0 |
| 6170340 - On-line media | 0 | 0 | 0 | 100 | 0 | 0 | 17,900 | 16,000 | 35,000 | 35,000 | 35,000 | 35,000 | 175,000 | 175,000 | | 175,000 | 175,000 | | 0 |
| 6170350 - Administrative Expense | 0 | 0 | 0 | 0 | 0 | 0 | 1,000 | 1,000 | 2,000 | 2,000 | 2,000 | 4,000 | 12,000 | 12,000 | | 12,000 | 12,000 | | 0 |
| Total 6170 - Web/internet campaigns | 0 | 0 | 32,000 | 11,767 | 10,667 | 10,667 | 29,567 | 27,667 | 47,667 | 47,667 | 47,667 | 49,667 | 315,000 | 315,000 | 0 | 315,000 | 315,000 | 0 | 0 |
| 6180 - Brand and Logo review | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | | 0 |
| 6540 - Board of Director/ Committee Me | | | | | | | | | | | | | | | | | | | |
| 6540100 - BOD Travel (Board M | 0 | 0 | 0 | 0 | 299 | 835 | 20,000 | 0 | 12,000 | 0 | 14,000 | 0 | 47,134 | 47,134 | | 12,000 | 12,000 | | 35,134 |
| 6540200 - BOD Travel (Strategi | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | | 0 |
| Total 6540 - Board of Director/ Comm | 0 | 0 | 0 | 0 | 299 | 835 | 20,000 | 0 | 12,000 | 0 | 14,000 | 0 | 47,134 | 47,134 | 0 | 12,000 | 12,000 | 0 | 35,134 |
| 6550 - Strategic Mtg-Consultant Fee/C | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 30,000 | 0 | 0 | 0 | 30,000 | 30,000 | | 30,000 | 30,000 | | 0 |
| 6555 - Meeting Facilitator Fee | 0 | 0 | 0 | 854 | 0 | 0 | 2,000 | 0 | 2,000 | 0 | 2,000 | 0 | 6,854 | 6,854 | | 8,000 | 8,000 | | (1,146) |
| 6900 - Out of Pocket | 0 | 1,827 | 1,023 | 1,347 | 1,272 | 58 | 35,000 | 10,900 | 11,000 | 11,000 | 13,000 | 19,992 | 106,519 | 106,519 | | 60,000 | 60,000 | | 46,519 |
| | | | | | | | | | | | | | 0 | 0 | | 0 | 0 | | 0 |
| Total 6000 - Expenses | 459,597 | 1,033,714 | 1,040,922 | 1,326,373 | 17,8287 | 1,206,230 | 2,040,938 | 1,371,572 | 2,087,623 | 1,359,360 | 1,469,360 | 1,432,674 | 16,541,650 | 16,541,650 | 0 | 13,300,000 | 13,300,000 | 0 | 3,241,650 |
| 7000 - Administrative expenses | | | | | | | | | | | | | | | | | | | |
| 7020 - Bank Service Charges | 535 | 364 | 364 | 359 | 392 | 398 | 400 | 400 | 400 | 400 | 400 | 400 | 4,813 | | 4,813 | 3,600 | 3,600 | | 1,213 |
| 7085 - Finance Director Contract (100 | 14,375 | 6,875 | 6,875 | 6,875 | 6,875 | 6,875 | 6,875 | 6,875 | 6,875 | 6,875 | 6,875 | 6,875 | 90,000 | | 90,000 | 90,000 | | 90,000 | 0 |
| 7086 - Finance Director Exp (100%) | | | | | | | | | | | | | | | | | | | |
| 7086100 - Misc/Supp/Phone/We | 201 | 292 | 372 | 731 | 260 | 581 | 430 | 886 | 430 | 430 | 430 | 757 | 5,800 | | 5,800 | 5,800 | | 5,800 | 0 |
| 7086110 - Travel-Finance Directe | 0 | 647 | 831 | 577 | 0 | 266 | 1,078 | 0 | 1,100 | 0 | 1,500 | 0 | 6,000 | | 6,000 | 6,000 | | 6,000 | 0 |
| Total 7086 - Finance Director Exp (100 | 201 | 940 | 1,203 | 1,308 | 260 | 847 | 1,508 | 886 | 1,530 | 430 | 1,930 | 757 | 11,800 | 0 | 11,800 | 11,800 | 0 | 11,800 | 0 |
| 7090 - Insurance - D&O/Fidelity | 0 | 0 | 3,228 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6,072 | 0 | 9,300 | | 9,300 | 9,300 | | 9,300 | 0 |
| 7100 - Legal fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 10,000 | | 10,000 | (10,000) |
| 7180 - Tax preparation other acctng | | | | | | | | | | | | | | | | | | | |
| 7180100 - Tax Preparation and A | 0 | 5,900 | 0 | 0 | 771 | 0 | 0 | 0 | 0 | 0 | 925 | 0 | 7,596 | | 7,596 | 6,825 | | 6,825 | 771 |
| 7180200 - Election Fee (BOD) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,000 | 0 | 3,000 | | 3,000 | 3,000 | | 3,000 | 0 |
| Total 7180 - Tax preparation other acc | 0 | 5,900 | 0 | 0 | 771 | 0 | 0 | 0 | 0 | 0 | 3,925 | 0 | 10,596 | 0 | 10,596 | 9,825 | 0 | 9,825 | 771 |
| 7200 - Depreciation expense | 102 | 102 | 102 | 102 | 102 | 102 | 102 | 102 | 102 | 102 | 102 | 102 | 1,222 | | 1,222 | 1,222 | | 1,222 | 0 |
| Total 7000 - Administrative expense | 15,214 | 14,181 | 11,772 | 8,644 | 8,400 | 8,222 | 8,885 | 8,263 | 8,907 | 7,807 | 19,304 | 8,134 | 127,731 | 0 | 127,731 | 135,747 | 3,600 | 132,147 | (8,016) |
| Total Expenses | 474,811 | 1,047,895 | 1,052,694 | 1,335,017 | 17,216,87 | 12,14,451 | 2,049,824 | 1,379,835 | 2,096,530 | 1,367,167 | 1,488,664 | 1,440,807 | 16,669,381 | 16,541,650 | 127,731 | 13,435,747 | 13,303,600 | 132,147 | 3,233,634 |
| Change in Net Assets | 114,223 | (418,933) | (180,658) | (250,702) | 79,690 | 388,279 | (552,563) | (10,697) | (492,998) | 22,765 | (405,985) | (369,299) | (2,076,877) | (2,076,877) | 0 | (543,100) | (543,100) | 0 | (1,533,777) |
| Net Assets | 114,223 | (418,933) | (180,658) | (250,702) | 79,690 | 388,279 | (552,563) | (10,697) | (492,998) | 22,765 | (405,985) | (369,299) | (2,076,877) | (2,076,877) | 0 | (543,100) | (543,100) | 0 | (1,533,777) |
| Marketing and promotion | 410,010 | 990,805 | 1,001,961 | 1,286,344 | 1,650,785 | 1,177,792 | 1,779,204 | 1,333,996 | 1,989,297 | 1,323,784 | 1,414,784 | 1,391,239 | 15,750,000 | 15,750,000 | - | 12,350,000 | 12,350,000 | - | 3,400,000 |
| Marketing support | 49,588 | 42,909 | 39,961 | 40,029 | 62,503 | 28,438 | 261,734 | 37,576 | 98,326 | 35,576 | 54,576 | 41,435 | 791,651 | | 791,651 | 950,000 | | 950,000 | (158,350) |
| Total Marketing and Promotio | 459,597 | 1,033,714 | 1,040,922 | 1,326,373 | 17,8287 | 1,206,230 | 2,049,938 | 1,371,572 | 2,087,623 | 1,359,360 | 1,469,360 | 1,432,674 | 16,541,650 | 16,541,650 | - | 13,300,000 | 13,300,000 | - | 3,241,650 |
| Administrative Support | 15,214 | 14,181 | 11,772 | 8,644 | 8,400 | 8,222 | 8,885 | 8,263 | 8,907 | 7,807 | 19,304 | 8,134 | 127,731 | | 127,731 | 135,747 | | 132,147 | (8,016) |
| Total Expenses | 474,811 | 1,047,895 | 1,052,694 | 1,335,017 | 17,216,87 | 12,14,451 | 2,049,824 | 1,379,835 | 2,096,530 | 1,367,167 | 1,488,664 | 1,440,807 | 16,669,381 | 16,541,650 | 127,731 | 13,435,747 | 13,300,000 | 132,147 | 3,233,634 |

July 2011-June 2012 Monthly Cash Flow

| Statement of Operations-2011-2012 Budget | Total-June 2011-Actual | Jul-2011 Act | Aug-2011 Act | Sep-2011 Act | Oct-2011 Act | Nov-2011 Act | Dec-11 | Jan-12 | Feb-12 | Mar-12 | Apr-12 | May-12 | Jun-12 | Fiscal Yr July 11-June 2012 |
|--|------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|-----------------------------|
| Volume Jan July 2011-June 2012 Estimate | | | | | | | | | | | | | | |
| Mexico-MHAIA members | 380,088,326 | 26,948,665 | 28,865,574 | 40,441,651 | 50,576,224 | 84,336,150 | 75,000,000 | 70,000,000 | 64,000,000 | 75,000,000 | 65,000,000 | 50,000,000 | 50,000,000 | 680,168,264 |
| Non MHAIA Members | 41,881,786 | - | - | - | - | - | - | - | - | - | - | - | - | - |
| MHAIA MEMBERS | 338,206,539 | 26,948,665 | 28,865,574 | 40,441,651 | 50,576,224 | 84,336,150 | 75,000,000 | 70,000,000 | 64,000,000 | 75,000,000 | 65,000,000 | 50,000,000 | 50,000,000 | 680,168,264 |
| % Participations | 89% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | |
| Assessment revenue--\$ | | | | | | | | | | | | | | |
| Total MEXICO | \$ 9,502,208 | 673,717 | 721,639 | 1,011,041 | 1,264,406 | 2,108,404 | 1,875,000 | 1,750,000 | 1,600,000 | 1,875,000 | 1,625,000 | 1,250,000 | 1,250,000 | 17,004,207 |
| Cash and Cash Equivalents | | | | | | | | | | | | | | |
| Assessment Revenue-100% membership, 85% Rebate | 7,189,386 | 572,659 | 613,393 | 859,385 | 1,074,745 | 1,792,143 | 1,593,750 | 1,487,500 | 1,360,000 | 1,593,750 | 1,381,250 | 1,062,500 | 1,062,500 | 14,453,576 |
| Contributed Support | 80,327 | 15,214 | 14,181 | 11,772 | 8,644 | 8,400 | 8,222 | 8,885 | 8,263 | 8,907 | 7,807 | 19,304 | 8,134 | 127,731 |
| Interest Revenue | 4,796 | 1,161 | 1,388 | 879 | 927 | 834 | 758 | 875 | 875 | 875 | 875 | 875 | 875 | 11,198 |
| Total Ordinary Income | 7,274,509 | 589,034 | 628,962 | 872,036 | 1,084,315 | 1,801,378 | 1,602,730 | 1,497,260 | 1,369,138 | 1,603,532 | 1,389,932 | 1,082,679 | 1,071,509 | 14,592,504 |
| 2011 Marketing expenses | (4,552,133) | (459,597) | (1,033,714) | (1,040,922) | (1,326,373) | (1,713,287) | (1,206,230) | (2,040,938) | (1,371,572) | (2,087,623) | (1,359,360) | (1,469,360) | (1,432,674) | (16,541,650) |
| 2011 Administration Expenses | (59,984) | (15,214) | (14,181) | (11,772) | (8,644) | (8,400) | (8,222) | (8,885) | (8,263) | (8,907) | (7,807) | (19,304) | (8,134) | (127,731) |
| CHANGE IN NET ASSETS -(Restricted) | 2,642,048 | 114,223 | (418,933) | (180,658) | (250,702) | 79,690 | 388,279 | (552,563) | (10,697) | (492,998) | 22,765 | (405,985) | (369,299) | (2,076,877) |
| CHANGE IN NET ASSETS -(Unrestricted) | 20,343 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Change in Net Assets-Total | 2,662,391 | 114,223 | (418,933) | (180,658) | (250,702) | 79,690 | 388,279 | (552,563) | (10,697) | (492,998) | 22,765 | (405,985) | (369,299) | (2,076,877) |
| Cash End of Period-Gross of Movement in Working Capital | 4,695,550 | 4,809,774 | 4,390,841 | 4,210,183 | 3,959,481 | 4,039,171 | 4,427,450 | 3,874,887 | 3,864,190 | 3,371,192 | 3,393,957 | 2,987,973 | 2,618,674 | 2,618,674 |
| Movement in Working Capital | 31,264 | 270,155 | 592,326 | (122,972) | 72,978 | 182,954 | 293,168 | 118,574 | (87,885) | 35,848 | (114,582) | 247,773 | 490,702 | 490,702 |
| Cash and Cash Equivalents at the end of 6/30/2012 | 4,649,003 | 5,033,382 | 4,936,620 | 4,040,664 | 3,985,912 | 4,175,578 | 4,674,071 | 3,946,913 | 3,729,757 | 3,360,493 | 3,232,829 | 3,189,199 | 3,062,829 | 3,062,829 |
| Cash and Cash Equivalents at the end of 6/30/2012-Adjusted-Rounded | 4,649,000 | 5,033,000 | 4,937,000 | 4,041,000 | 3,986,000 | 4,176,000 | 4,674,000 | 3,947,000 | 3,730,000 | 3,360,000 | 3,233,000 | 3,189,000 | 3,063,000 | 3,063,000 |
| YTD Reserve-At 20% of Revenue-Rounded | 1,437,877 | 1,552,409 | 1,675,088 | 1,846,965 | 2,061,914 | 2,420,342 | 2,739,092 | 1,598,715 | 1,870,715 | 2,189,465 | 2,465,715 | 2,678,215 | 2,890,715 | 2,890,715 |
| Rounded | 1,438,000 | 1,552,000 | 1,675,000 | 1,847,000 | 2,062,000 | 2,420,000 | 2,739,000 | 1,599,000 | 1,871,000 | 2,189,000 | 2,466,000 | 2,678,000 | 2,891,000 | 2,891,000 |
| Breakdown of Working Capital Movement | | | | | | | | | | | | | | |
| Adjustments to Reconcile to Net Income (used by operating activities) | | | | | | | | | | | | | | |
| (Increase)Decrease in operating assets: | | | | | | | | | | | | | | |
| Accounts Receivable-aAssessment from HAE | 879,200 | 575,157 | 613,393 | 859,385 | 1,074,745 | 1,792,143 | 1,593,750 | 1,487,500 | 1,360,000 | 1,593,750 | 1,381,250 | 1,062,500 | 1,062,500 | 1,062,500 |
| (Increase)Decrease in Accounts Receivable | 372,183 | 304,043 | 265,806 | 19,815 | (195,545) | (912,943) | (714,550) | (608,300) | (480,800) | (714,550) | (502,050) | (183,300) | (183,300) | (183,300) |
| Accounts receivable-APEAM | 80,327 | 35,557 | 49,737 | 61,509 | 40,759 | 28,743 | 8,222 | 8,885 | 8,263 | 8,907 | 7,807 | 19,304 | 8,134 | 8,134 |
| (Increase)Decrease in Accounts Receivable-APEAM | (60,857) | 44,770 | 30,590 | 18,818 | 39,568 | 51,584 | 72,105 | 71,442 | 72,064 | 71,420 | 72,520 | 61,023 | 72,193 | 72,193 |
| Prepays-Restricted | 2,415 | 1,811 | 1,207 | 603 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (Increase)Decrease in Prepaid expenses | 48,138 | 604 | 1,208 | 1,812 | 2,415 | 2,415 | 2,415 | 2,415 | 2,415 | 2,415 | 2,415 | 2,415 | 2,415 | 2,415 |
| Prepays-APEAM | | | | | | | | | | | | | | |
| (Increase)Decrease in Prepaid expenses-APEAM | | | | | | | | | | | | | | |
| Increase(Decrease) in operating Liabilities: | | | | | | | | | | | | | | |
| Accounts Payable | 123,819 | 139,994 | 602,684 | 204,443 | 594,298 | 1,409,554 | 1,300,752 | 1,020,469 | 685,786 | 1,043,811 | 679,680 | 734,680 | 716,337 | 716,337 |
| (Decrease)Increase in Accounts Payable | (186,972) | 16,174 | 478,864 | 80,623 | 470,478 | 1,285,735 | 1,176,932 | 896,650 | 561,967 | 919,992 | 555,860 | 610,860 | 592,517 | 592,517 |
| Accrued Liabilities | 244,345 | 148,807 | 60,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 250,000 | 250,000 |
| (Decrease)Increase in Accrued Liabilities | (141,838) | (95,539) | (184,345) | (244,345) | (244,345) | (244,345) | (244,345) | (244,345) | (244,345) | (244,345) | (244,345) | (244,345) | 5,655 | 5,655 |
| Total Adjustments | 30,653 | 270,053 | 592,123 | (123,278) | 72,571 | 182,445 | 292,557 | 117,861 | (88,700) | 34,931 | (115,600) | 246,653 | 489,480 | 489,480 |
| Net Cash Flow used by Operating Activities | | | | | | | | | | | | | | |
| Cash Flow from Investing Activities | | | | | | | | | | | | | | |
| Fixed assets-Office Equipment | 3,667 | 3,667 | 3,667 | 3,667 | 3,667 | 3,667 | 3,667 | 3,667 | 3,667 | 3,667 | 3,667 | 3,667 | 3,667 | 3,667 |
| Accumulated Depreciation | 1,201 | 1,303 | 1,405 | 1,506 | 1,608 | 1,710 | 1,812 | 1,914 | 2,016 | 2,118 | 2,219 | 2,321 | 2,423 | 2,423 |
| Net Cash Provided by Investing activities | 2,466 | 2,364 | 2,263 | 2,161 | 2,059 | 1,957 | 1,855 | 1,753 | 1,651 | 1,550 | 1,448 | 1,346 | 1,244 | 1,244 |
| (Increase)Decrease in Investing Activities | 611 | 102 | 204 | 306 | 407 | 509 | 611 | 713 | 815 | 917 | 1,019 | 1,120 | 1,222 | 1,222 |
| Movement in Working Capital | 31,264 | 270,155 | 592,326 | (122,972) | 72,978 | 182,954 | 293,168 | 118,574 | (87,885) | 35,848 | (114,582) | 247,773 | 490,702 | 490,702 |

Historical Volume by Origin-(Pounds)

| 2012 | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan - Jun | Jul - Dec | Total | |
|---|--------------------|-------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|----------------------|-------------|
| CA | 4,000,000 | 9,000,000 | 28,600,000 | 47,500,000 | 66,600,000 | 61,500,000 | 83,500,000 | 63,500,000 | 21,000,000 | 4,000,000 | 400,000 | 400,000 | 217,200,000 | 172,800,000 | 390,000,000 | |
| MX | 70,000,000 | 64,000,000 | 75,000,000 | 65,000,000 | 50,000,000 | 50,000,000 | 31,000,000 | 36,000,000 | 44,000,000 | 53,000,000 | 77,000,000 | 65,000,000 | 374,000,000 | 306,000,000 | 680,000,000 | |
| CL | 26,300,000 | 14,300,000 | 3,300,000 | - | - | - | 600,000 | 16,400,000 | 27,100,000 | 27,400,000 | 26,500,000 | 28,100,000 | 43,900,000 | 126,100,000 | 170,000,000 | |
| PERU | - | - | - | - | 18,000,000 | 19,000,000 | - | - | - | - | - | - | 37,000,000 | - | 37,000,000 | |
| Total | 100,300,000 | 87,300,000 | 106,900,000 | 112,500,000 | 134,600,000 | 130,500,000 | 115,100,000 | 115,900,000 | 92,100,000 | 84,400,000 | 103,900,000 | 93,500,000 | 672,100,000 | 604,900,000 | 1,277,000,000 | |
| <i>* MX-total volume for the FY July 2011-June 2012 =680.168 million pounds (July-Dec 2011-306.168 M lbs plus Jan-June 2012-374 M lbs). CA estimated total Hass-370M pounds, REF-HAB DATA</i> | | | | | | | | | | | | | | | | |
| 2011 | CA | 3,300,000 | 6,300,000 | 20,100,000 | 32,500,000 | 40,900,000 | 61,700,000 | 65,400,000 | 46,800,000 | 8,900,000 | 1,500,000 | 100,000 | - | 164,800,000 | 122,700,000 | 287,500,000 |
| MX | 75,212,824 | 63,763,415 | 77,308,846 | 63,832,638 | 51,644,029 | 48,326,574 | 26,948,665 | 28,865,574 | 40,441,651 | 50,576,224 | 84,336,150 | 75,000,000 | 380,088,326 | 306,168,264 | 686,256,589 | |
| CL | 22,600,000 | 21,100,000 | 12,900,000 | 3,500,000 | 1,800,000 | 100,000 | 100,000 | 7,800,000 | 26,200,000 | 24,900,000 | 18,300,000 | 26,100,000 | 62,000,000 | 103,400,000 | 165,400,000 | |
| PERU | - | - | - | - | - | - | - | 700,000 | 15,800,000 | 3,300,000 | - | - | - | 19,800,000 | 19,800,000 | |
| Total | 101,112,824 | 91,163,415 | 110,308,846 | 99,832,638 | 94,344,029 | 110,126,574 | 92,448,665 | 84,165,574 | 91,341,651 | 80,276,224 | 102,736,150 | 101,100,000 | 606,888,326 | 552,068,264 | 1,158,956,589 | |
| <i>* MX-FY Jan-June '11 act, MX -FY Jul '11-Jun '12 w/ Jul to Nov act and Dec to June '12 est.; CA, CL and Peru Jan to Oct Actual, Nov to Dec 2011 Estimate. CA includes organics and other varieties, estimated Hass-279 M lbs. REF-HAB DATA</i> | | | | | | | | | | | | | | | | |
| 2010 | CA | 8,400,000 | 10,700,000 | 37,600,000 | 52,200,000 | 66,000,000 | 79,900,000 | 87,300,000 | 78,600,000 | 73,200,000 | 38,600,000 | 14,000,000 | 1,200,000 | 254,800,000 | 292,900,000 | 547,700,000 |
| MX | 55,855,287 | 55,017,979 | 68,231,080 | 67,832,721 | 52,109,548 | 46,920,454 | 32,080,620 | 21,993,020 | 31,016,806 | 30,386,640 | 51,041,728 | 67,568,426 | 345,967,069 | 234,087,240 | 580,054,310 | |
| CL | 34,700,000 | 31,600,000 | 17,400,000 | 1,800,000 | - | 100,000 | 600,000 | 1,500,000 | 5,800,000 | 10,500,000 | 17,900,000 | 21,200,000 | 85,600,000 | 57,500,000 | 143,100,000 | |
| PERU | - | - | - | - | - | - | - | 100,000 | 200,000 | - | - | - | - | 300,000 | 300,000 | |
| Total | 98,955,287 | 97,317,979 | 123,231,080 | 121,832,721 | 118,109,548 | 126,920,454 | 119,980,620 | 102,193,020 | 110,216,806 | 79,486,640 | 82,941,728 | 89,968,426 | 686,367,069 | 584,787,240 | 1,271,154,310 | |
| 2009 | CA | 2,900,000 | 4,700,000 | 10,600,000 | 29,900,000 | 32,800,000 | 35,700,000 | 32,900,000 | 13,200,000 | 1,000,000 | 200,000 | 1,300,000 | 116,600,000 | 48,600,000 | 165,200,000 | |
| MX | 63,072,001 | 66,037,675 | 81,839,329 | 72,982,650 | 60,881,450 | 61,527,392 | 38,623,985 | 30,379,929 | 30,971,162 | 59,188,632 | 40,654,213 | 53,925,176 | 406,340,498 | 253,743,096 | 660,083,594 | |
| CL | 17,800,000 | 12,300,000 | 8,000,000 | 900,000 | - | - | 9,200,000 | 28,200,000 | 49,000,000 | 46,000,000 | 45,800,000 | 31,300,000 | 39,000,000 | 209,500,000 | 248,500,000 | |
| PERU | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Total | 83,772,001 | 83,037,675 | 100,439,329 | 103,782,650 | 93,681,450 | 97,227,392 | 80,723,985 | 71,779,929 | 80,971,162 | 105,388,632 | 86,454,213 | 86,525,176 | 561,940,498 | 511,843,096 | 1,073,783,594 | |
| 2008 | CA | 8,000,000 | 12,300,000 | 35,000,000 | 48,000,000 | 44,800,000 | 54,600,000 | 61,200,000 | 43,900,000 | 17,100,000 | 2,600,000 | 400,000 | 1,000,000 | 202,700,000 | 126,200,000 | 328,900,000 |
| MX | 43,814,015 | 40,199,308 | 52,059,878 | 42,492,749 | 43,449,772 | 36,369,144 | 28,396,350 | 24,488,937 | 39,262,055 | 49,772,154 | 46,348,562 | 61,386,381 | 258,384,866 | 249,654,440 | 508,039,306 | |
| CL | 32,600,000 | 20,700,000 | 5,800,000 | 200,000 | - | - | - | 3,500,000 | 14,200,000 | 25,600,000 | 20,000,000 | 21,300,000 | 59,300,000 | 84,600,000 | 143,900,000 | |
| PERU | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Total | 84,414,015 | 73,199,308 | 92,859,878 | 90,692,749 | 88,249,772 | 90,969,144 | 89,596,350 | 71,888,937 | 70,562,055 | 77,972,154 | 66,748,562 | 83,686,381 | 520,384,866 | 460,454,440 | 980,839,306 | |
| 2007 | CA | 16,400,000 | 6,300,000 | 14,100,000 | 31,600,000 | 39,700,000 | 43,400,000 | 45,400,000 | 36,200,000 | 10,000,000 | 1,500,000 | 52,000 | 1,248,000 | 151,500,000 | 94,400,000 | 245,900,000 |
| MX | 35,172,154 | 36,083,114 | 41,120,923 | 53,057,370 | 49,940,834 | 42,004,173 | 38,642,689 | 28,473,364 | 31,513,803 | 38,230,489 | 47,731,062 | 37,185,640 | 257,378,568 | 221,777,047 | 479,155,615 | |
| CL | 49,200,000 | 23,200,000 | 30,500,000 | 9,100,000 | 5,100,000 | 400,000 | 200,000 | 11,400,000 | 34,200,000 | 30,800,000 | 23,320,000 | 29,680,000 | 117,500,000 | 129,600,000 | 247,100,000 | |
| Total | 100,772,154 | 65,583,114 | 85,720,923 | 93,757,370 | 94,740,834 | 85,804,173 | 84,242,689 | 76,073,364 | 75,713,803 | 70,530,489 | 71,103,062 | 68,113,640 | 526,378,568 | 445,777,047 | 972,155,615 | |

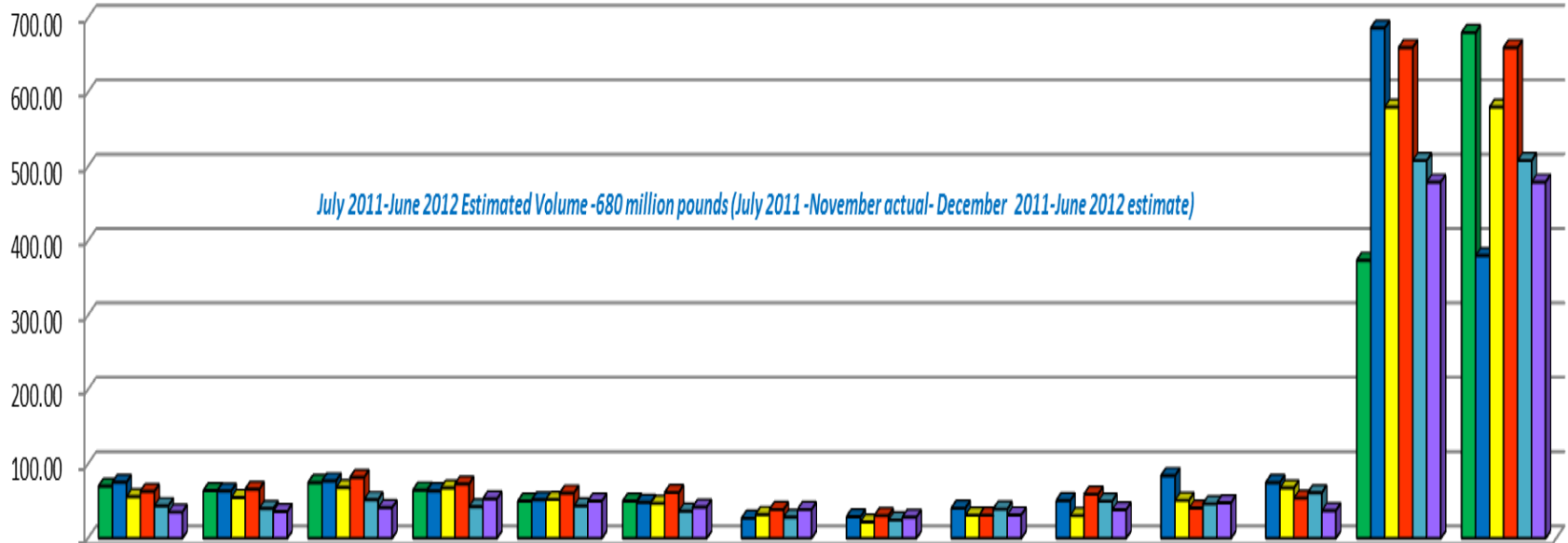
Historical Volume by Origin-(Ratio)

| 2012 | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan - Jun | Jul - Dec | Total |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| CA | 3.99% | 10.31% | 26.75% | 42.22% | 49.48% | 47.13% | 72.55% | 54.79% | 22.80% | 4.74% | 0.38% | 0.43% | 32.32% | 28.57% | 30.54% |
| MX | 69.79% | 73.31% | 70.16% | 57.78% | 37.15% | 38.31% | 26.93% | 31.06% | 47.77% | 62.80% | 74.11% | 69.52% | 55.65% | 50.59% | 53.25% |
| CL | 26.22% | 16.38% | 3.09% | 0.00% | 0.00% | 0.00% | 0.52% | 14.15% | 29.42% | 32.46% | 25.51% | 30.05% | 6.53% | 20.85% | 13.31% |
| PERU | 0.00% | 0.00% | 0.00% | 0.00% | 13.37% | 14.56% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 5.51% | 0.00% | 2.90% |
| Total | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| <i>* MX-total volume for the FY July 2011-June 2012 =680.168 million pounds (July-Dec 2011-306.168 M lbs plus Jan-June 2012-374 M lbs). CA estimated total Hass-370M pounds, REF-HAB DATA</i> | | | | | | | | | | | | | | | |
| 2011 | | | | | | | | | | | | | | | |
| CA | 3.26% | 6.91% | 18.22% | 32.55% | 43.35% | 56.03% | 70.74% | 55.60% | 9.74% | 1.87% | 0.10% | 0.00% | 27.15% | 22.23% | 24.81% |
| MX | 74.39% | 69.94% | 70.08% | 63.94% | 54.74% | 43.88% | 29.15% | 34.30% | 44.28% | 63.00% | 82.09% | 74.18% | 62.63% | 55.46% | 59.21% |
| CL | 22.35% | 23.15% | 11.69% | 3.51% | 1.91% | 0.09% | 0.11% | 9.27% | 28.68% | 31.02% | 17.81% | 25.82% | 10.22% | 18.73% | 14.27% |
| PERU | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.83% | 17.30% | 4.11% | 0.00% | 0.00% | 0.00% | 3.59% | 1.71% |
| Total | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| <i>* MX-FY Jan-June '11 act, MX -FY Jul '11-Jun '12 w/ Jul to Nov act and Dec to June '12 est.; CA, CL and Peru Jan to Oct Actual, Nov to Dec 2011 Estimate. CA includes organics and other varieties, estimated Hass-279 M lbs. REF-HAB DATA</i> | | | | | | | | | | | | | | | |
| 2010 | | | | | | | | | | | | | | | |
| CA | 8.49% | 10.99% | 30.51% | 42.85% | 55.88% | 62.95% | 72.76% | 76.91% | 66.41% | 48.56% | 16.88% | 1.33% | 37.12% | 50.09% | 43.09% |
| MX | 56.44% | 56.53% | 55.37% | 55.68% | 44.12% | 36.97% | 26.74% | 21.52% | 28.14% | 38.23% | 61.54% | 75.10% | 50.41% | 40.03% | 45.63% |
| CL | 35.07% | 32.47% | 14.12% | 1.48% | 0.00% | 0.08% | 0.50% | 1.47% | 5.26% | 13.21% | 21.58% | 23.56% | 12.47% | 9.83% | 11.26% |
| PERU | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.10% | 0.18% | 0.00% | 0.00% | 0.00% | 0.00% | 0.05% | 0.02% |
| Total | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| 2009 | | | | | | | | | | | | | | | |
| CA | 3.46% | 5.66% | 10.55% | 28.81% | 35.01% | 36.72% | 40.76% | 18.39% | 1.24% | 0.19% | 0.00% | 1.50% | 20.75% | 9.50% | 15.38% |
| MX | 75.29% | 79.53% | 81.48% | 70.32% | 64.99% | 63.28% | 47.85% | 42.32% | 38.25% | 56.16% | 47.02% | 62.32% | 72.31% | 49.57% | 61.47% |
| CL | 21.25% | 14.81% | 7.97% | 0.87% | 0.00% | 0.00% | 11.40% | 39.29% | 60.52% | 43.65% | 52.98% | 36.17% | 6.94% | 40.93% | 23.14% |
| PERU | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Total | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| 2008 | | | | | | | | | | | | | | | |
| CA | 9.48% | 16.80% | 37.69% | 52.93% | 50.77% | 60.02% | 68.31% | 61.07% | 24.23% | 3.33% | 0.60% | 1.19% | 38.95% | 27.41% | 33.53% |
| MX | 51.90% | 54.92% | 56.06% | 46.85% | 49.23% | 39.98% | 31.69% | 34.06% | 55.64% | 63.83% | 69.44% | 73.35% | 49.65% | 54.22% | 51.80% |
| CL | 38.62% | 28.28% | 6.25% | 0.22% | 0.00% | 0.00% | 0.00% | 4.87% | 20.12% | 32.83% | 29.96% | 25.45% | 11.40% | 18.37% | 14.67% |
| PERU | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Total | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| 2007 | | | | | | | | | | | | | | | |
| CA | 16.27% | 9.61% | 16.45% | 33.70% | 41.90% | 50.58% | 53.89% | 47.59% | 13.21% | 2.13% | 0.07% | 1.83% | 28.78% | 21.18% | 25.29% |
| MX | 34.90% | 55.02% | 47.97% | 56.59% | 52.71% | 48.95% | 45.87% | 37.43% | 41.62% | 54.20% | 67.13% | 54.59% | 48.90% | 49.75% | 49.29% |
| CL | 48.82% | 35.37% | 35.58% | 9.71% | 5.38% | 0.47% | 0.24% | 14.99% | 45.17% | 43.67% | 32.80% | 43.57% | 22.32% | 29.07% | 25.42% |
| Total | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |

Historical Volume MHAIA

| Gross | Jul 11-Act | Aug 11-Act | Sep 11-Act | Oct 11-Act | Nov 11-Act | Dec 11-Est | Jan 12-Est | Feb 12-Est | Mar 12-Est | Apr 12-Est | May 12-Est | June 12-Est | Total | July to Dec 2011 | Jan to June 2012 | Total Fiscal YR |
|---------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|-------------|-------------|------------------|------------------|-----------------|
| MHAIA-2012 Est | 26,948,665 | 28,865,574 | 40,441,651 | 50,576,224 | 84,336,150 | 75,000,000 | 70,000,000 | 64,000,000 | 75,000,000 | 65,000,000 | 50,000,000 | 50,000,000 | 680,168,264 | 306,168,264 | 374,000,000 | 680,168,264 |
| MHAIA-2011-2012 Bgt | 31,389,000 | 21,519,000 | 30,348,000 | 29,731,000 | 49,941,000 | 66,111,000 | 73,590,000 | 62,388,000 | 75,641,000 | 62,456,000 | 50,982,000 | 45,904,000 | 600,000,000 | 229,039,000 | 370,961,000 | 600,000,000 |
| MHAIA-2011 | 75,212,824 | 63,763,415 | 77,308,846 | 63,832,638 | 51,644,029 | 48,326,574 | | | | | | | 380,088,326 | 380,088,326 | - | 380,088,326 |
| MHAIA-2010 | 55,855,287 | 55,017,979 | 68,231,080 | 67,832,721 | 52,109,548 | 46,920,454 | 32,080,620 | 21,993,020 | 31,016,806 | 30,386,640 | 51,041,728 | 67,568,426 | 580,054,310 | 345,967,069 | 234,087,240 | 580,054,310 |
| MHAIA-2009 | 63,072,001 | 66,037,675 | 81,839,329 | 72,982,650 | 60,881,450 | 61,527,392 | 38,623,985 | 30,379,929 | 30,971,162 | 59,188,632 | 40,654,213 | 53,925,176 | 660,083,594 | 406,340,498 | 253,743,096 | 660,083,594 |
| MHAIA-2008 | 43,814,015 | 40,199,308 | 52,059,878 | 42,492,749 | 43,449,772 | 36,369,144 | 28,396,350 | 24,488,937 | 39,262,055 | 49,772,154 | 46,348,562 | 61,386,381 | 508,039,306 | 258,384,866 | 249,654,440 | 508,039,306 |
| MHAIA-2007 | 35,172,154 | 36,083,114 | 41,120,923 | 53,057,370 | 49,940,834 | 42,004,173 | 38,642,689 | 28,473,364 | 31,513,803 | 38,230,489 | 47,731,062 | 37,185,640 | 479,155,615 | 257,378,568 | 221,777,047 | 479,155,615 |
| | | | | | | | | | 10,000,000 | | | | | | | |
| NET | Jul-11 | Aug-11 | Sep-11 | Oct-11 | Nov-11 | Dec-11 | Jan-12 | Feb-12 | Mar-12 | Apr-12 | May-12 | Jun-12 | Total | July to Dec 2011 | Jan to June 2012 | Total Fiscal YR |
| MHAIA-2011-2012 Est | 31,389,000 | 21,519,000 | 30,348,000 | 29,731,000 | 49,941,000 | 66,111,000 | 73,590,000 | 62,388,000 | 75,641,000 | 62,456,000 | 50,982,000 | 45,904,000 | 600,000,000 | 229,039,000 | 370,961,000 | 600,000,000 |
| MHAIA-2011-2012 Bgt | 31,389,000 | 21,519,000 | 30,348,000 | 29,731,000 | 49,941,000 | 66,111,000 | 73,590,000 | 62,388,000 | 75,641,000 | 62,456,000 | 50,982,000 | 45,904,000 | 600,000,000 | 229,039,000 | 370,961,000 | 600,000,000 |
| | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | | | | |
| MHAIA-2011 | 68,528,493 | 57,855,526 | 70,187,359 | 56,382,026 | 46,895,215 | 42,225,366 | | | | | | | 342,073,984 | 342,073,984 | - | 342,073,984 |
| MHAIA-2010 | 51,188,490 | 50,073,798 | 62,991,553 | 59,743,224 | 47,246,735 | 42,543,700 | 28,971,420 | 19,359,288 | 27,186,926 | 24,981,292 | 44,576,651 | 58,888,599 | 517,751,675 | 313,787,499 | 203,964,177 | 517,751,675 |
| MHAIA-2009 | 58,609,526 | 58,548,565 | 70,792,959 | 62,997,385 | 56,010,476 | 56,577,269 | 35,908,390 | 28,144,296 | 28,410,465 | 53,201,221 | 36,628,198 | 48,395,715 | 594,224,466 | 363,536,181 | 230,688,286 | 594,224,466 |
| MHAIA-2008 | 36,428,314 | 34,889,921 | 44,811,095 | 35,312,932 | 40,024,106 | 33,579,821 | 26,605,862 | 23,620,007 | 37,283,802 | 47,374,050 | 43,025,646 | 56,739,478 | 459,695,034 | 225,046,189 | 234,648,845 | 459,695,034 |
| MHAIA-2007 | 30,329,508 | 31,462,742 | 34,412,949 | 42,577,280 | 39,496,186 | 33,895,873 | 31,657,071 | 21,587,083 | 25,786,593 | 32,010,562 | 39,044,761 | 31,563,500 | 393,824,110 | 212,174,539 | 181,649,571 | 393,824,110 |
| | | | | | | | | | | | | | | | | |
| % Membership | Jul-11 | Aug-11 | Sep-11 | Oct-11 | Nov-11 | Dec-11 | Jan-12 | Feb-12 | Mar-12 | Apr-12 | May-12 | Jun-12 | Total | July to Dec 2011 | Jan to June 2012 | Total Fiscal YR |
| MHAIA-2011-2012 Est | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| MHAIA-2011-2012 Bgt | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Total | | | |
| MHAIA-2011 | 91.11% | 90.73% | 90.79% | 88.33% | 90.80% | 87.38% | | | | | | | 90.00% | | | 90.00% |
| MHAIA-2010 | 91.64% | 91.01% | 92.32% | 88.07% | 90.67% | 90.67% | 90.31% | 88.02% | 87.65% | 82.21% | 87.33% | 87.15% | 89.26% | | | 89.26% |
| MHAIA-2009 | 92.92% | 88.66% | 86.50% | 86.32% | 92.00% | 91.95% | 92.97% | 92.64% | 91.73% | 89.88% | 90.10% | 89.75% | 90.02% | | | 90.02% |
| MHAIA-2008 | 83.14% | 86.79% | 86.08% | 83.10% | 92.12% | 92.33% | 93.69% | 96.45% | 94.96% | 95.18% | 92.83% | 92.43% | 90.48% | | | 90.48% |
| MHAIA-2007 | 86.23% | 87.20% | 83.69% | 80.25% | 79.09% | 80.70% | 81.92% | 75.82% | 81.83% | 83.73% | 81.80% | 84.88% | 82.19% | | | 82.19% |

Historical Volume MHAIA



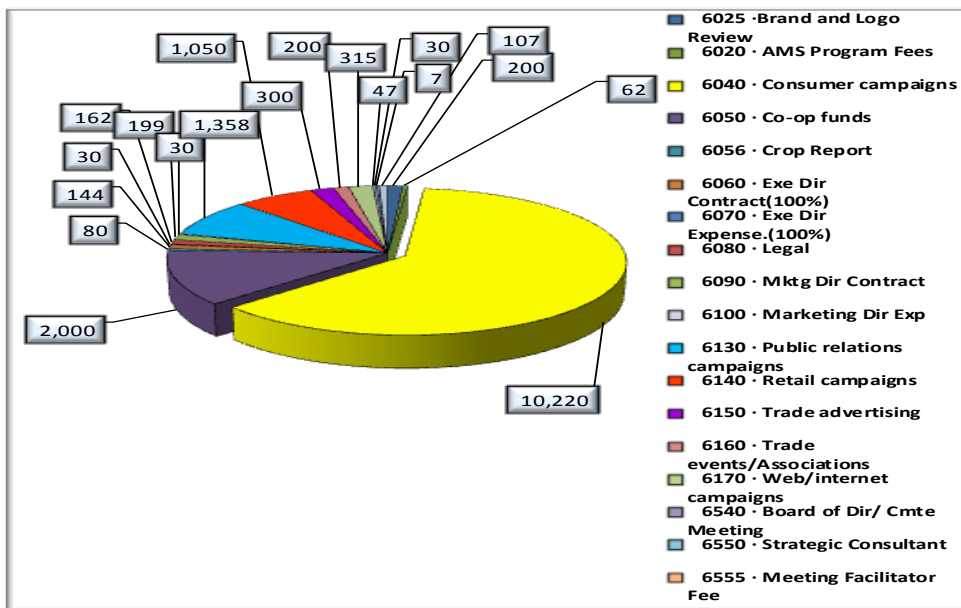
| | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Total | Fiscal Yr |
|--------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|-----------|
| ■ 2012 | 70.00 | 64.00 | 75.00 | 65.00 | 50.00 | 50.00 | | | | | | | 374.00 | 680.17 |
| ■ 2011 | 75.21 | 63.76 | 77.31 | 63.83 | 51.64 | 48.33 | 26.95 | 28.87 | 40.44 | 50.58 | 84.34 | 75.00 | 686.26 | 380.09 |
| ■ 2010 | 55.86 | 55.02 | 68.23 | 67.83 | 52.11 | 46.92 | 32.08 | 21.99 | 31.02 | 30.39 | 51.04 | 67.57 | 580.05 | 580.05 |
| ■ 2009 | 63.07 | 66.04 | 81.84 | 72.98 | 60.88 | 61.53 | 38.62 | 30.38 | 30.97 | 59.19 | 40.65 | 53.93 | 660.08 | 660.08 |
| ■ 2008 | 43.81 | 40.20 | 52.06 | 42.49 | 43.45 | 36.37 | 28.40 | 24.49 | 39.26 | 49.77 | 46.35 | 61.39 | 508.04 | 508.04 |
| ■ 2007 | 35.17 | 36.08 | 41.12 | 53.06 | 49.94 | 42.00 | 38.64 | 28.47 | 31.51 | 38.23 | 47.73 | 37.19 | 479.16 | 479.16 |

MHAIA-2011-2012 Total Expenses

July 2011 - June 2012 Expenses

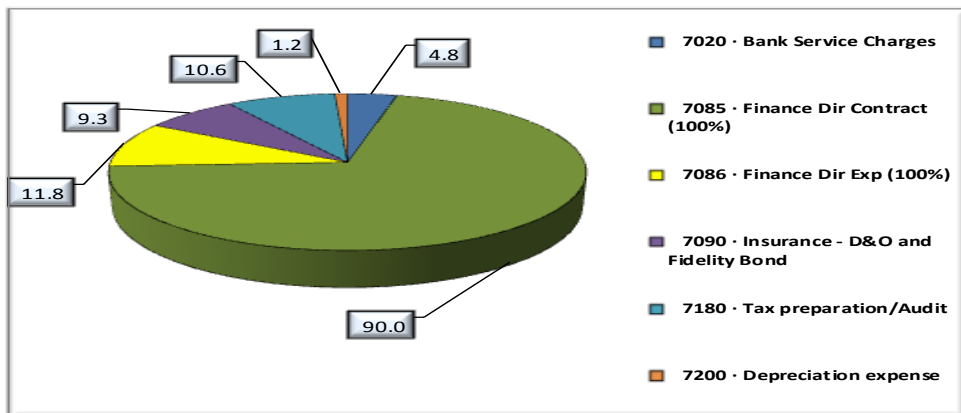
6000 - Expenses

| | Total | % to Revenue |
|-----------------------------------|---------------|----------------|
| 6025 · Brand and Logo Review | 200 | 1.37% |
| 6020 · AMS Program Fees | 62 | 0.43% |
| 6040 · Consumer campaigns | 10,220 | 70.04% |
| 6050 · Co-op funds | 2,000 | 13.71% |
| 6056 · Crop Report | 80 | 0.55% |
| 6060 · Exe Dir Contract(100%) | 144 | 0.99% |
| 6070 · Exe Dir Expense.(100%) | 30 | 0.21% |
| 6080 · Legal | 162 | 1.11% |
| 6090 · Mktg Dir Contract | 199 | 1.37% |
| 6100 · Marketing Dir Exp | 30 | 0.21% |
| 6130 · Public relations campaigns | 1,358 | 9.31% |
| 6140 · Retail campaigns | 1,050 | 7.20% |
| 6150 · Trade advertising | 300 | 2.06% |
| 6160 · Trade events/Associations | 200 | 1.37% |
| 6170 · Web/internet campaigns | 315 | 2.16% |
| 6540 · Board of Dir/ Cmte Meeting | 47 | 0.32% |
| 6550 · Strategic Consultant | 30 | 0.21% |
| 6555 · Meeting Facilitator Fee | 7 | 0.05% |
| 6900 · Out of Pocket | 107 | 0.73% |
| Total | 16,542 | 113.36% |



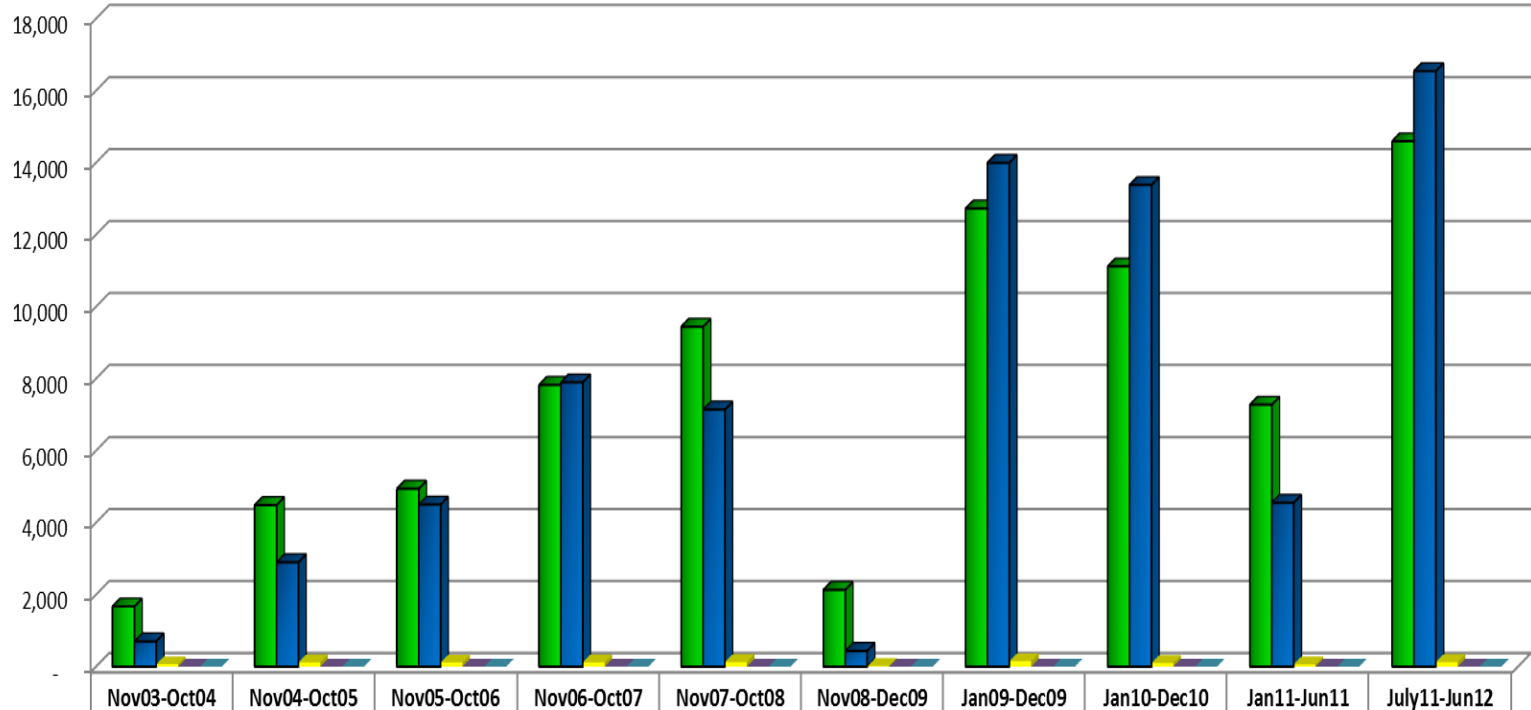
UNRESTRICTED

| | | |
|--|------------|--------------|
| 7020 · Bank Service Charges | 4.8 | 0.03% |
| 7085 · Finance Dir Contract (100%) | 90.0 | 0.62% |
| 7086 · Finance Dir Exp (100%) | 11.8 | 0.08% |
| 7090 · Insurance - D&O and Fidelity Bond | 9.3 | 0.06% |
| 7180 · Tax preparation/Audit | 10.6 | 0.07% |
| 7200 · Depreciation expense | 1.2 | 0.01% |
| Total | 128 | 0.88% |



| | | |
|--|---------------|----------------|
| Total MHAIA Expenses-2011-2012 FY | 16,669 | 114.23% |
|--|---------------|----------------|

MHAIA Historical Expenses-2003-June '12



| | Nov03-Oct04 | Nov04-Oct05 | Nov05-Oct06 | Nov06-Oct07 | Nov07-Oct08 | Nov08-Dec09 | Jan09-Dec09 | Jan10-Dec10 | Jan11-Jun11 | July11-Jun12 |
|--------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| Revenue-HAB/APEAM/Interest | 1,671 | 4,487 | 4,941 | 7,824 | 9,441 | 2,132 | 12,723 | 11,117 | 7,275 | 14,593 |
| Marketing Expenses | 700 | 2,900 | 4,500 | 7,897 | 7,141 | 436 | 13,995 | 13,379 | 4,552 | 16,542 |
| Administrative Expenses | 67 | 118 | 112 | 119 | 126 | 18 | 147 | 98 | 60 | 128 |
| % of Mktg Expenses to Revenue | 42% | 65% | 91% | 101% | 76% | 20% | 110% | 120% | 63% | 113% |
| % of Admin Expenses to Revenue | 4% | 3% | 2% | 2% | 1% | 1% | 1% | 1% | 1% | 1% |