

AGENDA

California Avocado Commission Marketing Committee Meeting

Meeting Information

Date: July 19, 2023

Time: 10:00 a.m.

Location: Hybrid Meeting

Physical Meeting Location:

California Avocado Commission 12 Mauchly, Suite L Irvine, CA 92618

Web/Teleconference URL:

https://californiaavocado.zoom.us/j/81946600889?pwd=cXlwLy8yNmMrdEtkd3dtelJRVjhHQT09

Conference Call Number: (669) 900-6833

Meeting ID: 819 4660 0889

Passcode: 878140

Meeting materials will be posted online at least 24 hours prior to the meeting at:

https://www.californiaavocadogrowers.com/commission/meeting-agendas-minutes

Committee Member Attendance

As of Monday, July 17, 2023, the following individuals have advised the Commission they will participate in this meeting:

Gary Caloroso Carson McDaniel

Peter Shore Hayden McIntyre

Maureen Cottingham Joe Nava

Dave Fausset Steve Taft

Robert Jackson Chris Varvel

Patrick Lucy Debbie Willmann

Time Item

10:00 a.m. 1. Call to Order

a. Roll Call/Quorum

10:05 a.m. 2. Opportunity for Public Comment

Any person may address the Committee at this time on any subject within the jurisdiction of the California Avocado Commission.

10:10 a.m. 3. Consent Calendar

Consent Calendar items are expected to be routine and non-controversial, to be acted upon by the Marketing Committee at one time without discussion. If any Committee member, staff member, or interested person requests that an item be removed from the Consent Calendar, it shall be removed so that it may be acted upon separately.

 Consider Approval of Marketing Committee's Web/Teleconference Meeting Minutes of April 18, 2023

10:15 a.m. 4. Discussion Items

- a. Chairman Caloroso's Welcome and Introductions
- b. 2023 California Crop Forecast
- c. 2023 Import Crop Projections
- d. 2023 Media and Programs Schedule
- e. Business Impact of Bagged Avocados
- f. 2023-24 Marketing Planning Update
- g. Consumer Agency RFP Update and Other Updates
- h. Marketing Committee Meeting Objectives and Content Group Discussion
- i. Industry Updates

12:00 p.m. 5. Adjourn Meeting

Disclosures

The times listed for each agenda item are estimated and subject to change. It is possible that some of the agenda items may not be able to be discussed prior to adjournment. Consequently, those items will be rescheduled to appear on a subsequent agenda. All meetings of the California Avocado Commission are open to the public and subject to the Bagley-Keene Open Meeting Act.

All agenda items are subject to discussion and possible action. For more information, or to make a request regarding a disability-related modification or accommodation for the meeting, please contact

April Aymami at 949-341-1955, California Avocado Commission, 12 Mauchly, Suite L, Irvine, CA 92618, or via email at aaymami@avocado.org. Requests for disability-related modification or accommodation for the meeting should be made at least 48 hours prior to the meeting time. For individuals with sensory disabilities, this document is available in Braille, large print, audiocassette or computer disk. This meeting schedule notice and agenda is available on the internet at https://www.californiaavocadogrowers.com/commission/meeting-agendas-minutes and https://it.cdfa.ca.gov/igov/postings/detail.aspx?type=Notices.

If you have questions on the above agenda, please contact David Cruz at dcruz@avocado.org or 949-341-1955.

Summary Definition of Conflict of Interest

It is each member's and alternate's responsibility to determine whether they have a conflict of interest and whether they should excuse themselves from a particular discussion or vote during a meeting. To assist you in this evaluation, the following *Summary Definition of Conflict of Interest* may be helpful.

A Commission *member or employee* has a conflict of interest in a decision of the Commission if it is reasonably foreseeable that the decision will have a material effect, financial or otherwise, on the member or employee or a member of his or her immediate family that is distinguishable from its effect on all persons subject to the Commission's jurisdiction.

No Commission member or employee shall make, or participate in making, any decision in which he or she knows or should know he or she has a conflict of interest.

No Commission member or employee shall, in any way, use his or her position to influence any decision in which he or she knows or should know he or she has a conflict of interest.

CALIFORNIA AVOCADO COMMISSION MARKETING COMMITTEE MINUTES April 18, 2023

A hybrid meeting of the Marketing Committee was held on Tuesday, April 18, 2023, with the following people participating:

<u>MEMBERS</u>	CAC STAFF PARTICIPATING	GUESTS PRESENT
<u>PARTICIPATING</u>	April Aymami	Gahl Crane
Jennifer Anazawa	Zac Benedict	Brittany Ferrant
Gary Caloroso	David Cruz	Robbie Granatelli
Maureen	Ken Melban	George Henderson
Cottingham	Jeff Oberman	Cheryl Hoefs
Dave Fausset	Terry Splane	Rachael Laenen
Patrick Lucy		Jill Netzel
Andy Lyall	<u>OFFICIALLY PRESENT</u>	Doug O'Hara
Carson McDaniel	David Anderson (Anderson Food	Rigo Perez
Hayden McIntyre	Sales and Marketing)	Sarah Sackett
Joe Nava	Carolyn Becker (CL Marketing)	Matt Schraut
Peter Shore	Brittany Ferrant (Mediahub)	Chuck Samuelson
Steve Taft	Candace Hollar (Mediahub)	
Debbie Willmann	Lauren Jacobson (Golin)	
Rob Grether (Ex Officio Member)	Kathleen Johnson (PJ/PR)	
Officio Merriber)	Lauren Kelley (MullenLowe)	
MEMBERS NOT	Kim Kurata (Kurata Communications)	
PARTICIPATING	Marji Morrow (Rockwell Morrow)	
	Steven Muro (Fusion Marketing)	
Robert Jackson Chris Varvel	Laura Paden (PJ/PR)	
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ITEM #1 ROLL CALL/QUORUM

The Marketing Committee web meeting was called to order at 10:02 a.m. by Chairman Gary Caloroso. A quorum was established.

ITEM #2 OPPORTUNITY FOR PUBLIC COMMENT

None.

ITEM #3 CONSENT CALENDAR

Mr. Fausset moved to approve the Consent Calendar that was comprised of the minutes from the December 15, 2022 meeting. Mr. Shore seconded the motion and it was unanimously approved.

(Fausset/Shore) MSC Unanimous

MOTION 23-04-18-1.

ITEM #4 DISCUSSION ITEMS

Chairman Caloroso's Welcome and Introductions – Item 4.A.

Mr. Caloroso welcomed the Committee and guests.

2023 California Crop Forecast – Item 4.B.

Ms. Aymami noted that the Committee packet included an update on crop timing based on the March 2023 forecast. During March it was projected that while harvest is slower than expected, the remaining volume would occur April through July. However, April is still considerably lower than projections. The crop volume forecast will be updated with information from the next survey and shared before the June CAC Board meeting. She asked for the Committee to provide input on expected timing for the season, noting that the for the first two weeks of April only 12 million pounds of California avocados were harvested so hitting the April forecast is unlikely.

Mr. Lucy now expects more fruit will go into August and September because of the weather delays plus the bloom is not yet out in the south so there is not an urgency to harvest in that region. In the north harvest timing is expected to be April through July, but some growers need more time and sunlight for sizing. Mr. O'Hara noted that the fruit can only be held on the trees for so long and he expects growers to be picking in the next couple of months even if prices aren't favorable.

It was asked if growers were waiting for size or some other reason to harvest, and It was noted that some growers may be hoping for better market conditions like what occurred in 2022, but those conditions were an aberration. There is grower concern that the California season is getting squeezed and they are frustrated with low returns. A grower noted that his handler wasn't willing to buy his fruit earlier in the season when he was ready to harvest, and another grower and a handler suggested he shop around for packers who are willing to purchase during the timing that works best for his crop.

Mr. Fausset noted that 2023 is a year like no other because of how much volume both Mexico and Peru have to get through. The industry is hoping for an uptick in demand for Cinco de Mayo. He noted the windows of May through July 4th and August-September as may be good for California with sizes 48/60/70. He noted concerns that after Independence Day retailers often reduce avocado sections to make room for seasonal produce like watermelons and corn and July could see considerable volume of imported avocados.

Mr. Oberman asked what the baseline volume is when CAC pushes the trigger for the marketing spend should start and Mr. Melban advised that it is usually 10 million pounds per week, because otherwise the Commission would be spending grower assessments when the majority of the crop in the marketplace is imported fruit.

2023 Import Crop Forecast – Item 4.C.

Avocado volume forecast in the U.S.:

 Mexico: There is expected to be some carryover of the current crop into June and an update on next year's estimate is not out yet; this is the second year of Jalisco volume, which is expected to drop off in June

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 Peru: Although volume is expected to be similar to last year, it will be pushed later because market conditions and demand in Europe is attractive to Peru now. Also, rain is delaying development of dry matter in the north. It may be late May to June before they get going in the U.S. then they will likely be very active July-August

Retail and Foodservice Tiered-Account Updates – Item 4.D.

Mr. Splane noted that he and his team had been out in the field and noted advised that Ms. Fraser was not in attendance because she was representing CAC on a panel at the International Fresh Produce Association's women's conference. He introduced the Retail Marketing Directors to discuss the new partners the Commission is bringing on board. Subsequently he introduced CAC agencies to provide updates on their programs.

Mr. Anderson advised that retail activity has gone "from idle to high gear" very quickly. He shared spring promotion plans with Walmart with digital advertising starting in mid-May, The Fresh Market GEM sales contest and Reed digital support, as well as Target western region's first year that they have agreed to CAC Marketing program support, including display bins. Other new or re-acquired retailers include Lunds & Byerlys (variety promotions) and Associated Wholesale Grocers (late April "Web Blast"). Target customers include Publix, Hy-Vee, Costco, Whole Foods and HEB. Returning customer Kroger will have targeted digital coupons on California bagged avocados in 3 divisions: Fred Meyer, King Soopers and Ralphs.

Ms. Becker advised that retailers on the West Coast are very excited to transition to California soon. Some were not happy about sales declines they experience last year by transitioning to Peru. Bristol Farms has an online and printed "passport to savings" ad backed by in-store samplings April 5-May 30; Mollie Stone's will kick off with a Cinco de Mayo sales contest May; all 27 Gelson's stores will have demos May 4-7; Sprouts (a national retailer) stores in California will have custom "locally grown" California avocado signage as well as spotlight signage for Hass, GEM and Reed avocados with a sales contest to drive sales.

Ms. Paden summarized retail communications programs presented to nicer retailers to date. Mr. Splane noted that retailers see the value of the customized programs and grower content. Engaging with different departments with the retailers builds relationships and puts deeper tentacles with partners. Ms. Becker said that additional CAC funding for retail this year equals shopper marketing programs through coupons and ads on retailer websites, noting retailers are responding very well to footage/videos of growers. CAC is actively trying to get more custom POS at stores, samplings, recipes and more, and is ensuring some of the funds are reserved for August and September as needed for late-season volume.

Mr. Caloroso noted that CAC staff is doing an excellent job with the customer/handler/CAC Promotion Agreements and Mr. Oberman thanked Carolyn and Dave for letting him participate in some retailer meetings.

Mr. O'Hara asked if CAC has conducted taste tests on GEM (no formal consumer sensory work has been done) or if retailers have given any feedback on performance. He wants to make sure the quality/picking time of the GEMs is well informed so that consumers and

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retailers have a good experience with the variety. Ms. Becker stated that retailers are excited about having a "new kid on the block" in their top one or two categories in the produce department. It gives them something new to share with their shoppers. She noted that the spend on other varieties is small and Hass is part of all of the promotions.

Ms. Kurata shared that the foodservice tier 1 chain partners are ones who fit strategically with the California Avocados brand and are repeat partners from last season. Seven of nine have committed already this season, including Erik's Delicafé, Wahoo's Fish Taco, Buckhorn BBQ & Grill, Nordstrom Restaurants, The Flame Broiler, Del Taco, Mixt and Split. She noted that Del Taco's team fought against corporate direction to use processed avocado in order to feature locally grown California Avocados.

New chain partner Mendocino Farms has 50 units and from May 1-June 16 they will feature National Salad Month (May) with California Avocados. Ms. Kurata noted that they loved California Avocado grower stories and that CAC has been pursuing them since 2017. In June, Norms will have a "Calicado Benedict" added to their menu, the result of a Commission menu ideation done last year. There also is strong interest from Robeks with locations in California, Arizona, Colorado and Ohio, as well as from Rubio's, Super Duper Burgers, Ike's Sandwiches and Denny's.

Tier 2 chains include Ladle & Leaf, Chipotle (461 units in California with a geo-targeted social media campaign) and Gott's Roadside. The foodservice team is talking to about 60 other chains. Ms. Kurata also shared information about foodservice events, advertising and PR.

Ms. Morrow shared information about trade public relations support and Mr. Muro summarized trade advertising plans as well as retail data and analysis, noting that results of a bagged avocado study will be available soon.

Mr. Grether asked what the consumer sees with foodservice promotions and Ms. Kurata advised that since the pandemic CAC only requires logo placement on their websites and social platforms as well as tagging us too. Mr. Oberman asked about the role of broadline distributors and noted CAC is working with the handlers about how to verify that the fruit is getting to participating operators during promotion periods.

2023 Media Schedule - Item 4.E.

Ms. Hollar reviewed the current media schedule, noting pre-season social was cut short due to delayed harvesting and the kickoff of "in-season" media was pushed to April 7. She shared media examples and noted that retail customized support tactics Waze and YouTube have strong traction with targeted customers. Mr. Splane asked if there were any questions or concerns about the timing and there were none.

Ms. Kelley shared high-impact outdoor examples and social media support. Ms. Ferrant discussed audio advertising as well as custom content with Food52, Tastemade and more.

<u>Consumer Public Relations and Living Well Brand Advocates Plans – Item 4.F.</u>

Ms. Jacobsen explained the season opener press release that occurred on April 12 to

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encourage consumers to seek out in-season California Avocados. Always-on earned media key timing includes California Avocado Month (June) and other culturally relevant moments. She shared brand advocates plans and noted that for California Avocado Month celebrity chef and Californian Brooke Williamson developed two recipes for a press release in late May. Her short rib recipe will be featured at the local restaurant Playa Provisions in June.

Ms. Johnson shared the Living Well Brand Advocates programs including themes, assets, dietitians and timing.

Mr. Grether requested that the team ensure that any promotion (retail and foodservice) will be driving enough value to growers. How do we know that the volume would not come anyway without the promotional spend? Value could mean driving volume/lift as well as premium. He asked that CAC evaluates promotional performance and if the spending is "worth it". Mr. Splane will follow up on this request.

Industry Updates - Item 4.G.

Mr. Melban announced that CAC annual meetings will be held May 8 in San Luis Obispo, May 9 in Ventura and May 10 in Temecula. Times, locations and more information is available on CaliforniaAvocadoGrowers.com.

ADJOURN

Mr. Caloroso adjourned the web/teleconference meeting at 12:01 p.m.

Submitted by:

Terry Splane

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CALIFORNIA AVOCADO COMMISSION

AB 2720 Roll Call Vote Tally Summary

To be attached to the Meeting Minutes

Meeting Name:	Meeting Location:	Meeting Date:
California Avocado	Hybrid	April 18, 2023
Commission Marketing Committee Meeting	In-Person – Irvine Online – Zoom	

Attendees Who Voted	<u>MOTION</u> 23-04-18-1		
Gary Caloroso	Yea		
Peter Shore	Yea		
Jennifer Anazawa	Not Present		
Maureen Cottingham	Yea		
Dave Fausset	Yea		
Patrick Lucy	Yea		
Andy Lyall	Yea		
Carson McDaniel	Yea		
Hayden McIntyre	Not Present		
Joe Nava	Yea		
Steve Taft	Yea		
Debbie Willmann	Yea		
Outcome	Unanimous		

California Avocado Mid-Season Crop Update

As part of CAC's crop estimating efforts, an annual mid-season crop estimating survey is conducted among growers and handlers. Both sets of surveys collect volume information, as well as variety distribution. Additionally, the handler survey requests each organization to provide harvest projections for the remaining months of the season. The results of these surveys are used to inform the industry of the total crop that is expected to come to market and as a guide that helps shape the timing of CAC's marketing efforts.

Below is a summary of the results of these surveys as it relates to total industry volume:

HANDLER SURVEY RESULTS – 247 MILLION POUNDS (ALL VARIETIES)

- Hass 233 million pounds
- Lamb-Hass 7 million pounds
- GEM 6 million pounds
- Other 1 million pounds

GROWER SURVEY RESULTS – 254 MILLION POUNDS (ALL VARIETIES)

- Hass 243.5 million pounds
- Lamb-Hass 5.5 million pounds
- GEM 4 million pounds
- Other 1 million pounds

Based on discussion with industry stakeholders in late-May/early-June, it is CAC management's position that the handler survey results are likely to be a more accurate estimate of total volume for the current season. The California industry did not receive the much-anticipated bump in fruit size after the winter rains, and has experienced darkening fruit as well as drop. All of these factors combined lead management to believe the California crop will be less than the grower estimate, and perhaps even the mid-season handler estimate.

CAC has developed the weekly harvest projections below based the mid-season handler estimate of 247 million pounds and monthly harvest projections, with actual season-to-date harvest through Week Ending 7/16/23. As you'll see below, these assumptions result in a steep drop off of harvest the first week of August and an ending total crop volume of 243 million pounds.

California Avocado Mid-Season Crop Update

Week Ending	Hass	Lamb-Hass	GEM	Other	Total	
Through W/E 7/9/23	156,684,284	2,175,634	4,464,110	451,708	163,775,736	
7/16/2023	13,974,794	1,796,761	77,575	109,935	15,959,065	
7/23/2023	14,000,000	949,100	17,200	38,000	15,004,300	
7/30/2023	14,000,000	645,800	-	30,600	14,676,400	
8/6/2023	6,836,800	452,400	37,600	34,400	7,361,200	
8/13/2023	6,485,100	425,000	700	33,400	6,944,200	
8/20/2023	5,905,800	259,500	12,200	19,200	6,196,700	
8/27/2023	3,228,500	252,400	2,900	22,300	3,506,100	
9/3/2023	2,533,000	262,600	600	24,100	2,820,300	
9/10/2023	1,925,300	80,900	9,000	38,200	2,053,400	
9/17/2023	1,835,900	72,600	9,900	10,400	1,928,800	
9/24/2023	1,378,500	63,100	-	11,000	1,452,600	
10/1/2023	474,000	83,900	-	18,400	576,300	
10/8/2023	241,700	600	1,200	9,300	252,800	
10/15/2023	203,100	27,400	-	3,200	233,700	
10/22/2023	230,500	-	-	2,000	232,500	
10/31/2023	-	-	-	4,900	4,900	
11/5/2023	-	-	-	-	-	
11/12/2023	-	-	-	1,400	1,400	
11/19/2023	-	-	-	1,400	1,400	
11/26/2023	-	-	-	2,200	2,200	
12/3/2023	-	-	-	2,100	2,100	
12/10/2023	-	-	-	11,500	11,500	
12/17/2023	-	-	-	3,900	3,900	
12/27/2023	-	-	-	7,400	7,400	
12/31/2023	-	_	-	13,000	13,000	
Total Mid-Season Handler	229,937,278	7,547,695	4,632,985	903,943	243,021,901	

Mid-Season Handler 233,000,000 7,000,000 6,000,000 1,000,000 247,000,000

TOTAL U.S. HASS-LIKE VOLUME* 2023 ACTUALS & PROJECTIONS

Week	Year	Status	Total Volume	California	Chile	Mexico	Peru	Colombia	Dominican Republic
8-Jan-23	2023	Actual	50,679,360	-	101,589	50,237,771	-	210,000	130,000
15-Jan-23	2023	Actual	57,517,543	-	203,178	57,130,870	-	143,494	40,000
22-Jan-23	2023	Actual	71,067,972	73,850	50,794	70,101,518	-	621,808	220,000
29-Jan-23	2023	Actual	68,706,272	202,930	100,000	67,513,702	-	669,640	220,000
5-Feb-23	2023	Actual	61,752,009	163,025	100,000	60,737,174	-	621,809	130,000
12-Feb-23	2023	Actual	43,713,589	493,996	-	42,836,941	-	382,651	-
19-Feb-23	2023	Actual	54,983,549	771,052	_	53,340,688	_	621,808	250,000
26-Feb-23	2023	Actual	55,300,240	528,320	_	54,253,605	_	478,314	40,000
5-Mar-23	2023	Actual	64,151,583	305,633	_	63,298,961	_	286,988	260,000
12-Mar-23	2023	Actual	66,239,702	1,424,850	_	64,480,032	_	334,820	-
19-Mar-23	2023	Actual	70,821,149	1,015,807	_	69,489,679	-	95,662	220,000
26-Mar-23	2023	Actual	55,612,299	863,874	_	54,371,436	-	286,988	90,000
2-Apr-23	2023	Actual	63,153,825	2,417,313	_	60,142,538	94,815	239,157	260,000
9-Apr-23	2023	Actual	42,132,892	4,867,815	_	36,835,865	142,223	286,988	-
16-Apr-23	2023	Actual	65,703,305	7,032,154	-	58,201,534	182,627	286,988	
23-Apr-23	2023	Actual	77,422,679	9,505,468	-	67,359,198	284,518	143,494	130,000
30-Apr-23	2023	Actual	73,791,455	12,432,701	-	60,794,652	237,113	286,989	40,000
	2023	Actual		9,900,439	-		796,668	200,989	130,000
7-May-23	2023	+ +	54,146,548 59,091,513	11,810,377	-	43,319,440 45,965,129	1,042,511	143,494	130,000
14-May-23		Actual						•	·
21-May-23	2023	Actual	57,334,841	10,572,446	-	45,355,356	1,359,207	47,831	-
28-May-23	2023	Actual	61,191,398	11,821,530	-	47,106,081	1,888,966	334,820	40,000
4-Jun-23	2023	Actual	59,460,572	9,541,482	-	44,923,165	3,460,981	1,434,943	100,000
11-Jun-23	2023	Actual	59,205,783	10,934,561	-	41,765,804	5,173,968	1,291,448	40,000
18-Jun-23	2023	Actual	49,910,921	12,278,471	-	30,161,295	6,562,357	908,797	-
25-Jun-23	2023	Actual	46,632,754	14,239,754	-	25,521,974	6,411,025	460,000	-
2-Jul-23	2023	Actual	61,560,887	15,269,673	-	35,576,061	8,815,153	1,730,000	170,000
9-Jul-23	2023	Actual	50,022,013	11,692,051	-	28,284,400	9,705,560	340,000	-
16-Jul-23	2023	Projection	60,023,005	9,875,800	-	35,575,308	13,834,232	737,664	-
23-Jul-23	2023	Projection	58,149,561	9,422,600	-	36,519,779	11,534,605	672,576	-
30-Jul-23	2023	Projection	53,926,762	8,613,400	-	29,886,567	14,971,178	455,616	-
6-Aug-23	2023	Projection	55,989,951	6,692,800	-	32,253,784	16,891,495	151,872	-
13-Aug-23	2023	Projection	61,468,229	6,208,800	-	39,212,702	15,916,550	130,176	-
20-Aug-23	2023	Projection	60,915,249	5,876,900	-	40,517,922	14,411,946	108,480	-
27-Aug-23	2023	Projection	55,973,188	5,113,800	-	37,927,119	12,823,787	108,480	•
3-Sep-23	2023	Projection	60,125,316	2,514,900	-	46,447,906	11,140,813	21,696	-
10-Sep-23	2023	Projection	56,130,550	2,086,700	-	43,734,679	10,287,474	21,696	-
17-Sep-23	2023	Projection	52,720,256	1,348,700	-	43,691,505	7,680,050	-	ı
24-Sep-23	2023	Projection	58,449,948	1,279,400	-	52,003,106	5,167,441	-	-
1-Oct-23	2023	Projection	52,930,221	976,000	-	48,683,088	3,271,132	-	-
8-Oct-23	2023	Projection	55,370,853	671,900	-	54,324,432	374,520	-	-
15-Oct-23	2023	Projection	54,235,682	258,200	-	53,835,259	142,223	-	-
22-Oct-23	2023	Projection	58,890,368	270,800	-	58,619,567	-	-	-
29-Oct-23	2023	Projection	58,011,059	245,200	-	57,765,858	-	-	-
5-Nov-23	2023	Projection	55,838,233	-	-	55,838,232	-	-	-
12-Nov-23	2023	Projection	59,931,518	_	-	59,931,518	-	_	_
19-Nov-23	2023	Projection	53,984,864	_	-	53,984,864	-	_	-
26-Nov-23	2023	Projection	50,585,014	-	-	50,585,014	-		<u> </u>
3-Dec-23	2023	Projection	50,678,003	-	-	50,678,003	-	<u> </u>	
10-Dec-23	2023	Projection	54,389,207	-	-	54,389,207	-	<u> </u>	-
10-060-23	2023	TOTALS	2,840,023,690	221,615,472	555,561	2,415,510,288	184,605,138	15,097,187	2,640,000