



lemontree

# **There are more hungry New Yorkers than citizens of San Francisco.**

Can you imagine opening the fridge for family dinner and finding nothing there?

# When you're poor, you're constantly told you're not good enough.



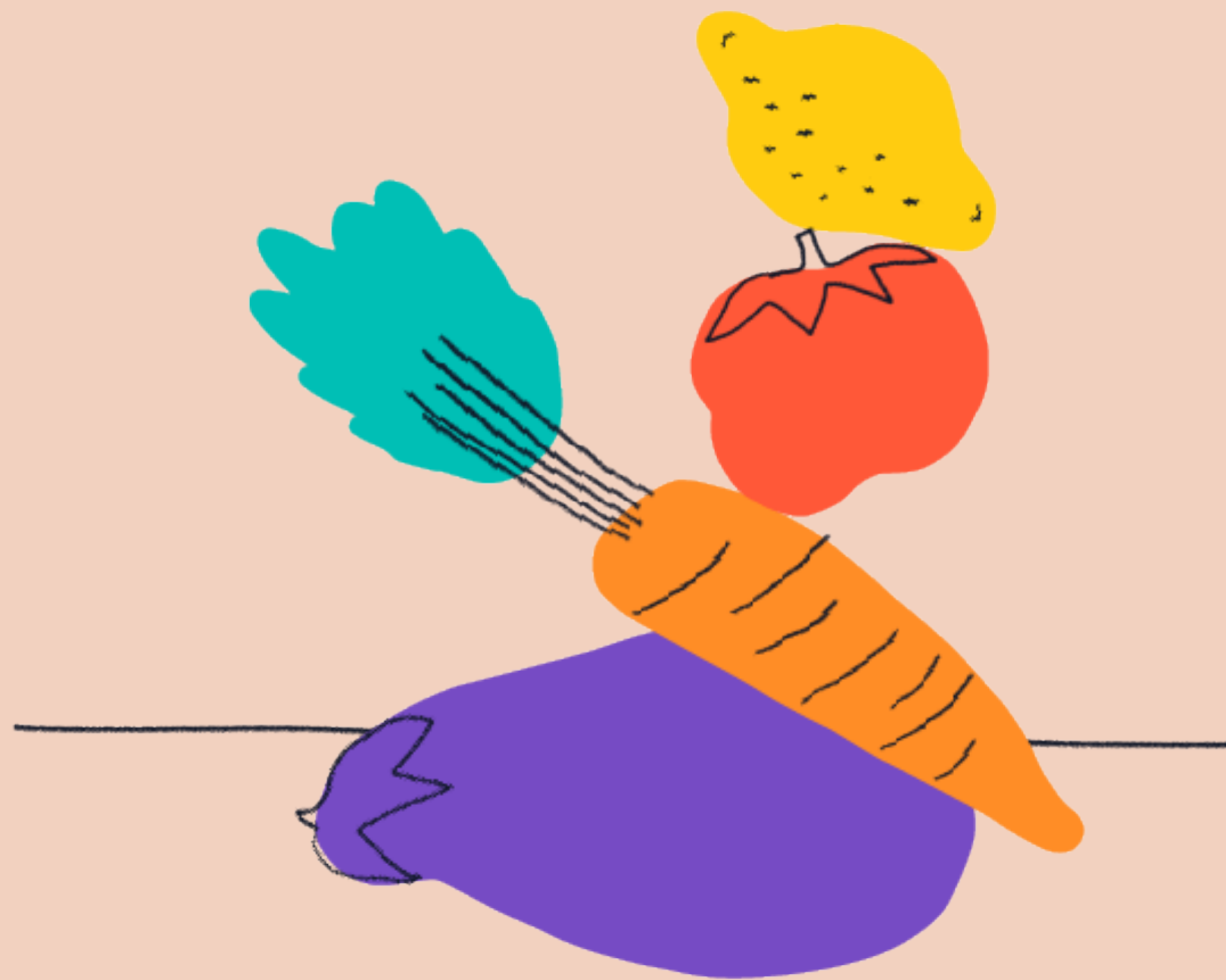
What it looks like to apply for food stamps. Imagine the DMV but even more humiliating and degrading...

Can you imagine sending your kid to school on an empty stomach?

Can you imagine waiting in a food pantry line for hours just to get food other people threw out?

Can you imagine the cloud of shame poor parents feel?





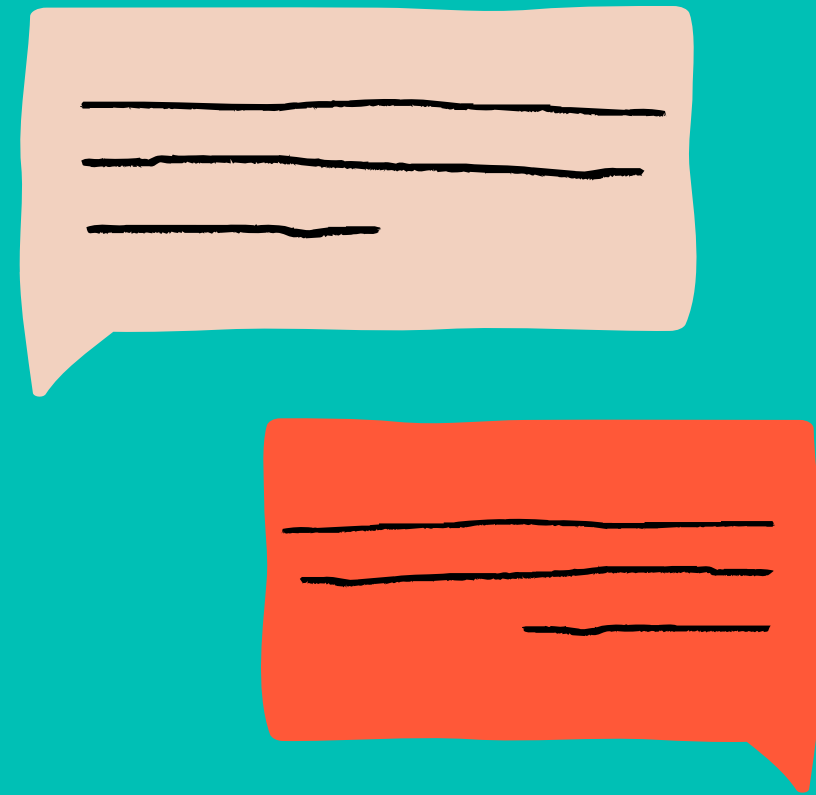
# Lemontree helps low-income families cook meals they can be proud of.

Our dinners cost less than a grocery store because families need help stretching a tight budget.

Lemontree boxes have all the filling and healthy ingredients needed to cook something a mom can be proud of.

We have a new non-profit model that grows like a startup and operates sustainably at scale.

# How it works:



## Order

Families order food by text message...



## Pickup

They pick up at one of our distribution sites...



## Cook

And use our recipe to make a fresh, home-cooked, meal.

LEMONTREE IS A CHOICE

# Most non-profits offer hand-outs, we sell a product.

Baking choice into our product has big advantages:



## Dignified

Families value themselves  
and their dinner.



## Measurable

We know it's working when  
customers purchase.



## Sustainable

Over time, grocery revenue  
funds all operations.

# Our scalable solution avoids the traditional cost sinks of meal-kits and similar businesses:



## Labor

Our bags are packed by volunteers.



## Trucking

We work with partners to source donated trucking.



## Packaging

By maintaining the cold chain end-to-end we avoid costly ice packs.

**Families in our pilot are loving Lemontree...**

**1,500+**

MEALS DELIVERED TO DATE



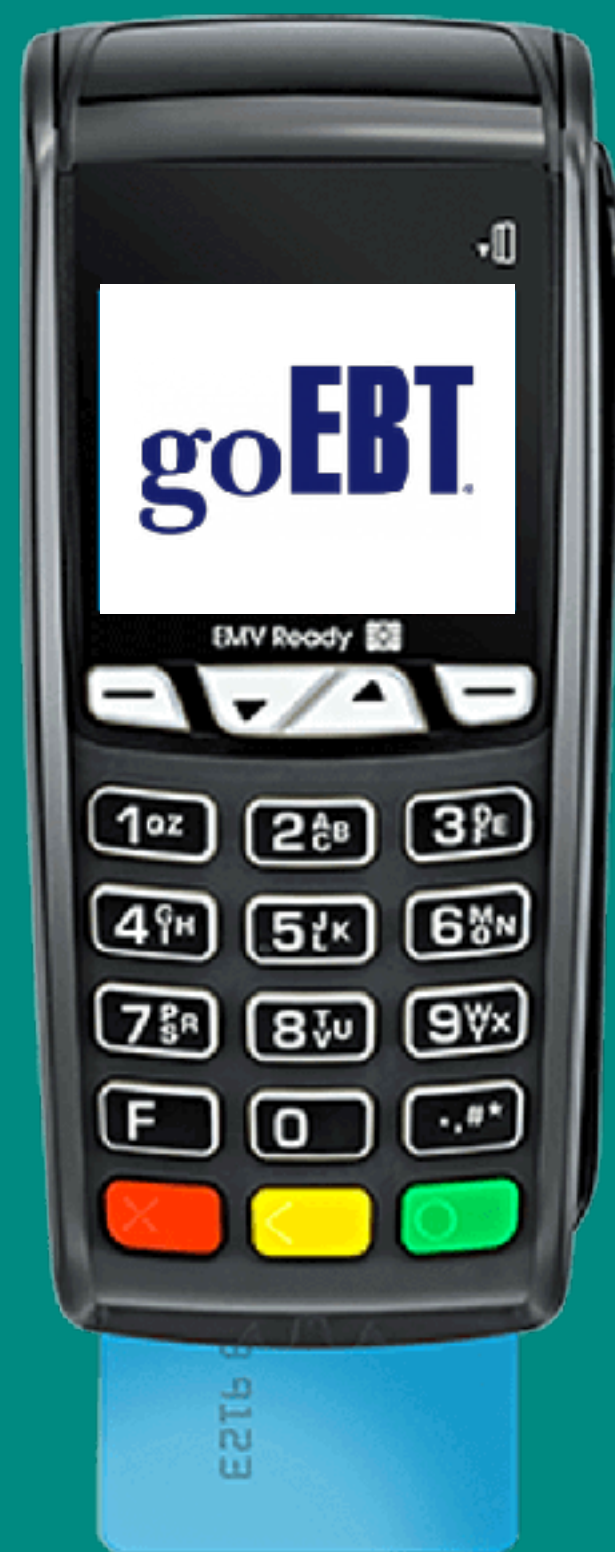
**And they're proud of what they're making:**

**“I cooked an eggplant for  
the first time last night.”**

-Ana Correa

**“My son ate ALL the  
Butternut Squash!”**

-Marilia Lacerda



# All of this is without a crucial component...

We are unable to accept EBT cards (food stamps); making 50%-100% of our demographic's grocery budget unreachable.

In late-October we're confident we'll receive USDA certification to accept EBT.

**We're preparing today for significant growth.**

# We're building a team to seize the opportunity.



**Jesse Hernandez**  
Operations

Makes sure the trains run on time.

Former Area Leader for the most successful territory @ delivery service Zoomer.  
Perfect blend of empathy, grit and smarts.



**Alex Godin**  
CEO

Organized a charity telethon that raised \$250k in four hours with 50+ celebs.

Before that, Co-Founded and sold Dispatch to Meetup.



**Bela Zecker**  
Empathy

Makes sure we are building something that really helps people.

Former music label head of events for artists you've heard of.

# A family of donors made our pilot possible:

**Albert Wenger** Partner, USV

**Amit Lubling** Partner, prehype

**Avi Flombaum** Founder, Flatiron School (acq. WeWork)

**Brad Gillespie** General Partner, IA Ventures

**Chris Fralic** Partner, First Round

**Chris Muscarella** Founder, Field Skillet, KitchenSurfing

**Dan Shipper** Founder Firefly (acq. Pega)

**Henrik Werdelin** Founder, Bark & prehype

**Hursh Agrawal** Founder, Branch (acq. Facebook)

**Jesse Beyrouty** Partner, IA ventures

**Joe Killian** Music Impresario

**Luke Schaefer** Professor, University of Michigan

**Meeta Gournay** Partner, prehype

**Nicholas Thorne** Partner, prehype

**Scott Heiferman** Founder, Meetup (acq. WeWork)

**Stacey Seltzer** Partner, prehype


**Susan Danziger** Founder, Ziggeo


**Swati Mylavarapu** Partner, Incite

# Appendix



# Families are cooking something special:

**Lemontree**  
**Chef de la semana**





**Lucia Brito**

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Ordene con nosotros, envíenos sus fotos, y podría ser elegido como el chef de la semana de la próxima semana!

*lemontree* TRYLEMONTREE.COM

**Lemontree**  
**Chef de la semana**





**Max Jimenez**

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**Lemontree**  
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**Angelica Walker**

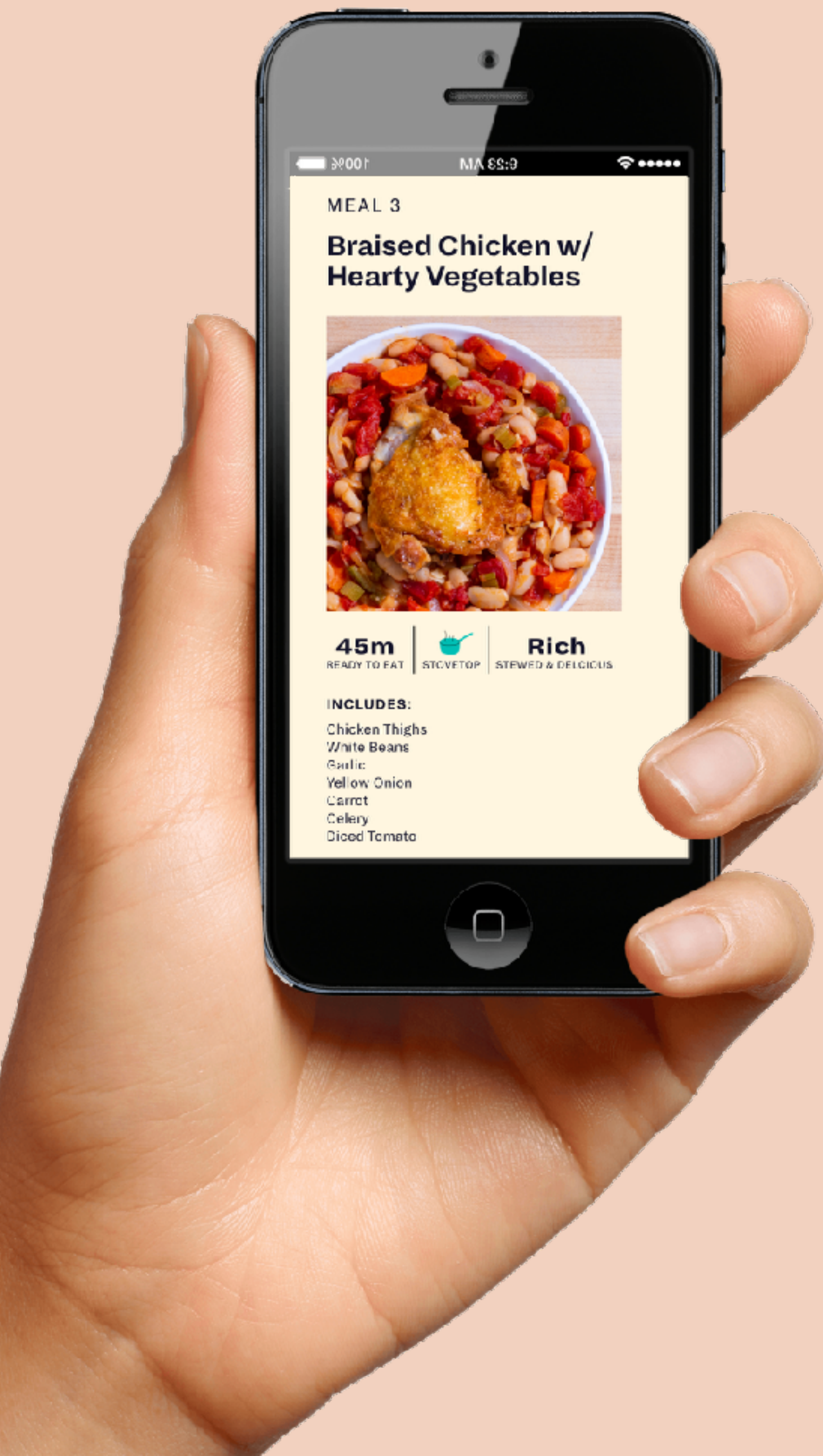
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Every week we celebrate our customers by naming a “chef of the week”





WHY NOW?

# Smartphone Penetration

Most low-income households now have regular access to the internet through a smart phone.

This lets us centralize ordering and reach more people than we ever could without the internet.



WHY NOW?

## EBT Online

Online processing of EBT (food stamps) has been impossible. In 2017, the USDA launched a pilot of an online system with seven retailers.

There is broad bi-partisan support for online payments and we expect to take advantage of the new system in the coming years.





### **\$1.50 Groceries**

We pay for our groceries because we believe our customers deserve quality.



### **\$0.26 Head Count**

At scale we expect to support 40 schools per employee.



### **\$0.08 Real Estate**

Cost of cold storage and packing area.

\*we are exploring opportunities to receive this as an in-kind donation.



### **\$0.06 Grocery Helpers**

At each site, a volunteer helps unpack groceries. We compensate them with discounted meals.



### **\$0.02 Customer Acquisition**

We reward Ambassadors for referrals with discounted meals.

**For every \$2 of meals we sell at scale, we spend \$2.**