

FINANCIAL STATEMENTS AND RELATED ANNOUNCEMENT::THIRD QUARTER RESULTS**Issuer & Securities****Issuer/ Manager**

DEL MONTE PACIFIC LIMITED

Securities

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Description (Please provide a detailed description of the event in the box below - Refer to the Online help for the format)

(1) SGX-ST / PSE / Media Release

(2) Management Discussion and Analysis of Unaudited Financial Condition and Results of Operations for the Third Quarter and Nine Months Ended January 2019

(3) 3Q FY2019 Results Presentation

- Please see attached.

Additional Details**For Financial Period Ended**

31/01/2019

Attachments

[DMPL 3QF19 PressRelease%20FINAL.pdf](#)

[DMPL%203Q%20FY2019%20MDA%20FINAL.pdf](#)

[DMPL 3QFY2019 presentation%20FINAL.pdf](#)

Total size = 7729K MB



DEL MONTE PACIFIC LIMITED

8 March 2019

SGX-ST/PSE/MEDIA RELEASE: (unaudited results for the third quarter ending 31 January 2019)

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Del Monte Pacific Posts Higher 3Q Net Income

Highlights

- DMPL generated a 3Q net income of US\$2.6m, reversing the loss of US\$38.4m in the prior year period, and a net income of US\$14.0m for 9M, a turnaround from the US\$40.4m loss in the prior year period
- The Group generated 3Q sales of US\$529m, lower than the prior year quarter
- Gearing improved to 2.5x equity from 2.7x in the prior year period

Singapore/Manila, 8 March 2019 – Singapore Mainboard and Philippine Stock Exchange dual listed Del Monte Pacific Limited (“DMPL” or the “Group”; Bloomberg: DELM SP, DELM PM) reported today its third quarter FY2019 results ending January.

The Group generated third quarter sales of US\$528.7 million, 12% lower than the prior year quarter mainly due to the divestiture of the Sager Creek vegetable business, lower sales in the USA and decreased exports of processed pineapple products. Stripping out Sager Creek’s sales, third quarter Group sales would have been lower by 6%.

DMFI contributed US\$386.2 million or 73% of Group sales. DMFI sales declined by 15% mainly due to reduced sales from the divested Sager Creek business and lower private label sales, in line with strategy. DMFI EBITDA improved versus the prior year quarter.

DMFI’s new product, *Del Monte Fruit & Oats* snack cups, the first ready-to-eat wholesome oatmeal with a full serving of luscious fruit, has been recognised as the 2019 *Product of the Year* in the Breakfast Category in the USA. *Product of the Year* is the world's largest consumer-voted award for product

innovation, where winners are determined by the votes of 40,000 consumers in a national representative survey conducted by research partner Kantar, a global leader in consumer research.

"The *Product of the Year* award is especially significant and meaningful to us as consumer response directly led to the honour," said Bibie Wu, Chief Marketing Officer of Del Monte Foods. "We take enormous pride in our innovation, and this recognition further validates our continued efforts to prioritise consumer response for every new product we debut, ensuring our food complements their everyday lives."

Del Monte Fruit & Oats is the latest example of Del Monte innovating to stay in tune with the evolving needs of its consumers, creating on-the-go snacks and meals that are convenient and nutritious, without sacrificing quality or flavour.

Consumers can expect further innovation from the brand as Del Monte continues to diversify beyond the canned goods aisle. DMFI is launching four innovative products in adjacent categories – the refrigerated produce and frozen sections.

In February, DMFI launched the new *Del Monte Citrus Bowls* in the refrigerated produce section. These are grapefruit and citrus salad in 100% juice with longer shelf life than fresh cut fruit. Del Monte will also introduce another innovative product, *Del Monte Fruit Crunch Parfaits*, which feature layers of non-dairy coconut crème, crunchy granola, and a full serving of fruit. For the frozen segment, DMFI will be launching *Del Monte Veggieful Bites* and *Contadina Pizzettas*, frozen snacks made with cauliflower crust, with a full serving of vegetable in five bites. These items are being accepted by retailers across the US and will begin shipping in April.

E-commerce sales in the USA grew by double-digit driven by retailers' expansion of their click & collect / in-store pick-up platforms, ramp up in Amazon sales, marketing investment across strategic accounts and DMFI's adult fruit cup innovation.

Sales in the Philippines domestic market decreased by 6% in peso terms and by 10% in US dollar terms mainly in the general trade and mixed fruit category as the Group continues to address operational issues in that channel. Key foodservice channels continued to grow.

Sales of the S&W business rose 19% in the third quarter due to healthy sales of fresh pineapple in North Asia, offsetting declines in packaged products. S&W created a WeChat account to engage with consumers in China. S&W Pineapple Juice in carton is also now available on Tmall.com of Alibaba. The S&W business delivered a much higher operating margin, up 6 ppts, due to better sales mix.

The Group reported an EBITDA of US\$39.7 million, 13% higher versus the prior year quarter's EBITDA of US\$35.1 million. Without the one-off expenses related to plant closures in the USA, the Group's recurring EBITDA would have been US\$40.6 million versus the prior year quarter's EBITDA of US\$46.4 million.

The Group reported a net income of US\$2.6 million, a turnaround from the US\$38.4 million loss in the prior year quarter. Excluding one-off items, the Group would have registered a recurring net income of US\$3.0 million versus the net income of US\$3.4 million in the prior year period. The change in tax rate in the US from 35% to 21% lowered the net income by US\$1.8 million.

Nine Months

The Group generated sales of US\$1.5 billion, down 10% versus the same period last year mainly due to the divestiture of Sager Creek and lower sales in the USA. The Group reported an EBITDA of US\$104.9 million, higher by 10%, and a net income of US\$14.0 million, a turnaround from the US\$40.4 million loss last year. Without one-off items, recurring EBITDA would have been US\$112.8 million and net income US\$6.6 million, both lower than the prior year period's US\$131.4 million and US\$14.9 million, respectively. The change in tax rate in the US lowered the net income by US\$6.6 million.

Strengthening Balance Sheet

The Group's gearing improved to 2.5x equity as of 31 January 2019, from 2.7x in the prior year period, due to a reduction in inventory in DMFI and the US\$100 million Preference Shares issued by DMPL in December 2017 to raise equity and reduce debt. The Group also purchased US\$225 million DMFI loans from the secondary market in the fourth quarter of FY2018 and the first quarter of FY2019. This is the highest interest-bearing loan of the Group, and will realise savings of over US\$10 million of interest payments in FY2019.

Prospects

The Group will continue to strengthen its core business by focusing on its product innovation strategy, growing its branded business and reducing non-strategic, non-branded business segments. The Group also continues to review its manufacturing and distribution footprint in the US to improve operational

efficiency, further reduce costs and increase margins. It is committed to improve cash flow, further strengthen the balance sheet, and reduce leverage and interest expense. Barring unforeseen circumstances, the DMPL Group is expected to be profitable in FY2019.

About Del Monte Pacific Limited (www.delmontepacific.com)

Dual listed on the Mainboards of the Singapore Exchange Securities Trading Limited and the Philippine Stock Exchange, Inc, Del Monte Pacific Limited (Bloomberg: DELM SP/ DELM PM), together with its subsidiaries (the “Group”), is a global branded food and beverage company that caters to today’s consumer needs for premium quality healthy products. The Group innovates, produces, markets and distributes its products worldwide.

The Group is proud of its heritage brands - *Del Monte*, *S&W*, *Contadina* and *College Inn* – majority of which originated in the USA more than 100 years ago as premium quality packaged food products. The Group has exclusive rights to use the *Del Monte* trademarks for packaged products in the United States, South America, the Philippines, Indian subcontinent and Myanmar, while for *S&W*, it owns it globally except Australia and New Zealand. The Group owns the *Contadina* and *College Inn* trademarks in various countries.

DMPL’s USA subsidiary, Del Monte Foods, Inc (DMFI) (www.delmontefoods.com) owns other trademarks such as *Fruit Naturals*, *Orchard Select*, *SunFresh* and *Fruit Refreshers*, while DMPL’s Philippines subsidiary, Del Monte Philippines, Inc (www.delmontephil.com), has the trademark rights to *Del Monte*, *Today’s*, *Fiesta*, *202*, *Fit ‘n Right*, *Heart Smart*, *Bone Smart* and *Quick ‘n Easy* in the Philippines.

The Group sells packaged fruits, vegetable and tomato, sauces, condiments, pasta, broth and juices, under various brands and also sells fresh pineapples under the *S&W* brand.

DMFI has joint ventures with Fresh Del Monte Produce Inc in chilled products – juices, packaged fruit, guacamole and avocado, and *Del Monte*-branded retail food and beverage outlets.

The Group owns approximately 95% of a holding company that owns 50% of FieldFresh Foods Private Limited in India (www.fieldfreshfoods.in). FieldFresh markets *Del Monte*-branded packaged products in the domestic market and *FieldFresh*-branded fresh produce. The Group’s partner in FieldFresh India is the well-respected Bharti Enterprises, which is one of the largest conglomerates in India.

DMPL’s USA subsidiary operates 10 plants in the USA and two in Mexico, while its Philippines subsidiary operates the world’s largest fully-integrated pineapple operation with its 25,000-hectare pineapple plantation in the Philippines and a factory that is about an hour’s drive away. It also operates a beverage PET plant and a frozen fruit processing facility in the Philippines.

Except the joint venture companies with Fresh Del Monte Produce Inc, DMPL and its subsidiaries are not affiliated with the other Del Monte companies in the world, including Fresh Del Monte Produce Inc, Del Monte Canada, Del Monte Asia Pte Ltd and these companies’ affiliates. *To subscribe to our email alerts, please send a request to jluy@delmontepacific.com.*

Disclaimer

This announcement may contain statements regarding the business of Del Monte Pacific Limited and its subsidiaries (the “Group”) that are of a forward-looking nature and are therefore based on management’s assumptions about future developments. Such forward-looking statements are typically identified by words such as ‘believe’, ‘estimate’, ‘intend’, ‘may’, ‘expect’, and ‘project’ and similar expressions as they relate to the Group. Forward-looking statements involve certain risks and uncertainties as they relate to future events. Actual results may vary materially from those targeted, expected or projected due to various factors.

Representative examples of these factors include (without limitation) general economic and business conditions, change in business strategy or development plans, weather conditions, crop yields, service providers’ performance, production efficiencies, input costs and availability, competition, shifts in customer demands and preferences, market acceptance of new products, industry trends, and changes in government and environmental regulations. Such factors that may affect the Group’s future financial results are detailed in the Annual Report. The reader is cautioned to not unduly rely on these forward-looking statements.

Neither the Group nor its advisers and representatives shall have any liability whatsoever for any loss arising, whether directly or indirectly, from any use or distribution of this announcement or its contents. This announcement is for information only and does not constitute an invitation or offer to acquire, purchase or subscribe for shares in Del Monte Pacific.



DEL MONTE PACIFIC LIMITED

Management Discussion and Analysis of Unaudited Financial Condition and Results of Operations for the Third Quarter and Nine Months Ended 31 January 2019

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AUDIT

Third Quarter FY2019 results covering the period from 1 November 2018 to 31 January 2019 have neither been audited nor reviewed by the Group's auditors.

ACCOUNTING POLICIES

The accounting policies adopted in the preparation of the unaudited interim condensed consolidated financial statements are consistent with those followed in the preparation of the Group's FY2018 annual consolidated financial statements, except for the adoption of the following amendments effective beginning 1 May 2018, which did not have significant impact to the Group:

- Amendment to IFRS 12, Clarification of the Scope of the Standard (Part of Annual Improvements to IFRSs 2014 - 2017 Cycle)
- Amendments to IAS 7, Statement of Cash Flows, Disclosure Initiative
- Amendments to IAS 12, Income Taxes, Recognition of Deferred Tax Assets for Unrealised Losses

New standards effective 1 May 2018:

- Amendments to IFRS 2, Share-based Payment, Classification and Measurement of Share-based Payment Transactions
- Amendments to IFRS 4, Insurance Contracts, Applying IFRS 9, Financial Instruments, with IFRS 4
- Amendments to IAS 28, Measuring an Associate or Joint Venture at Fair Value (Part of Annual Improvements to IFRSs 2014 - 2016 Cycle)
- Amendments to IAS 40, Investment Property, Transfers of Investment Property
- IFRIC-22, Foreign Currency Transactions and Advance Consideration
- IFRS 9, Financial Instruments
- IFRS 15, Revenue from Contracts with Customers

The Group will adopt the following new standards:

Applicable 1 May 2019

- IFRS 16, Leases
- IFRIC 23, Uncertainty over Income Tax Treatments
- Amendments to IFRS 9, Prepayment Features with Negative Compensation
- Amendments to IAS 28, Long-term Interests in Associates and Joint Ventures

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Representative examples of these factors include (without limitation) general economic and business conditions, change in business strategy or development plans, weather conditions, crop yields, service providers’ performance, production efficiencies, input costs and availability, competition, shifts in customer demands and preferences, market acceptance of new products, industry trends, and changes in government and environmental regulations. Such factors that may affect the Group’s future financial results are detailed in the Annual Report. The reader is cautioned to not unduly rely on these forward-looking statements.

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SIGNED UNDERTAKING FROM DIRECTORS AND EXECUTIVE OFFICERS

The Company confirms that the undertakings from all its Directors and Executive Officers as required in the format as set out in Appendix 7.7 under Rule 720(1) have been procured.

DIRECTORS’ ASSURANCE

Confirmation by Directors Pursuant to Clause 705(5) of the Listing Manual of SGX-ST.

We confirm that to the best of our knowledge, nothing has come to the attention of the Board of Directors of Del Monte Pacific Limited which may render these interim financial statements to be false or misleading in any material aspect.

For and on behalf of the Board of Directors of Del Monte Pacific Limited

(Signed)
Rolando C Gapud
Executive Chairman

(Signed)
Joselito D Campos, Jr
Executive Director

8 March 2019

NOTES ON THE 3Q FY2019 DMPL RESULTS

1. DMPL's effective stake in DMFI is 89.4%, hence the non-controlling interest line (NCI) in the P&L. Net income/(loss) is net of NCI.
2. FY means Fiscal Year for the purposes of this MD&A.
3. DMPL Group adopted the amendments to IAS 16 and IAS 41 (Agriculture: Bearer Plants in April 2017). The change in accounting standard was applied retrospectively. This involved reclassifying a portion of biological assets to plant, property and equipment leading to much higher depreciation expense. However, for EBITDA calculation, the Group retained the old calculation using the lower depreciation for comparability.

FINANCIAL HIGHLIGHTS – THIRD QUARTER AND NINE MONTHS ENDED 31 JANUARY 2019

| in US\$'000 unless otherwise stated* | For the three months ended 31 January | | | For the nine months ended 31 January | | |
|--|---------------------------------------|---------------------|----------|--------------------------------------|---------------------|-------------|
| | Fiscal Year 2019 | Fiscal Year 2018 | % Change | Fiscal Year 2019 | Fiscal Year 2018 | % Change |
| With one-off items** | | | | | | |
| Turnover | 528,723 | 599,783 | (11.8) | 1,522,230 | 1,698,334 | (10.4) |
| Gross profit | 116,626 | 119,149 | (2.1) | 313,361 | 345,413 | (9.3) |
| Gross margin (%) | 22.1 | 19.9 | 2.2 | 20.6 | 20.3 | 0.3 |
| EBITDA | 39,728 | 35,150 | 13.0 | 104,885 | 95,696 | 9.6 |
| Operating profit | 24,227 | 16,715 | 44.9 | 56,234 | 38,957 | 44.3 |
| Operating margin (%) | 4.6 | 2.8 | 1.8 | 3.7 | 2.3 | 1.4 |
| Net profit attributable to owners of the Company | 2,576 | (38,369) | 106.7 | 14,020 | (40,446) | 134.7 |
| Net margin (%) | 0.5 | (6.4) | 6.9 | 0.9 | (2.4) | 3.3 |
| EPS (US cents) | (0.12) | (2.20) | 94.5 | (0.04) | (2.65) | 98.5 |
| EPS before Preference Dividends (US cents) | 0.13 | (1.97) | 106.7 | 0.72 | (2.08) | 134.7 |
| Without one-off items** | | | | | | |
| Gross profit | 115,975 | 121,451 | (4.5) | 319,918 | 347,715 | (8.0) |
| EBITDA | 40,554 | 46,392 | (12.6) | 112,839 | 131,412 | (14.1) |
| Operating profit | 25,053 | 27,952 | (10.4) | 64,188 | 74,656 | (14.0) |
| Net profit attributable to owners of the Company | 3,040 | 3,425 | (11.2) | 6,607 | 14,918 | (55.7) |
| Net debt | 1,531,394 | 1,605,091 | (4.6) | 1,531,394 | 1,605,091 | (4.6) |
| Gearing (Net Debt/Equity) (%) | 251.4 | 266.9 | (15.5) | 251.4 | 266.9 | (15.5) |
| Cash flow from operations | 235,597 | 218,082 | 8.0 | 56,736 | 139,956 | (59.5) |
| Capital expenditure | 53,457 | 32,166 | 66.2 | 101,063 | 67,497 | 49.7 |
| Inventory (days) | 141 | 151 | (10) | 169 | 183 | (14) |
| Receivables (days) | 33 | 30 | 3 | 28 | 24 | 4 |
| Account Payables (days) | 36 | 35 | 1 | 39 | 36 | 3 |

*The Company's reporting currency is US dollars. For conversion to S\$, the following exchange rates can be used: 1.36 in January 2019, 1.36 in January 2018. For conversion to Php, these exchange rates can be used: 53.16 in January 2019, 50.67 in January 2018.

**Please refer to the last page of this MD&A for a schedule of the one-off items

REVIEW OF OPERATING PERFORMANCE

Third Quarter

The Group generated sales of US\$528.7 million for the third quarter of FY2019, down 11.8% versus the prior year period primarily due to the divestiture of the Sager Creek vegetable business in September 2017, lower sales in the USA, decreased exports of processed pineapple products and lower pineapple juice concentrate (PJC) pricing. Sales in the Philippines were slightly lower mainly driven by operational issues and distribution transition in the general trade channel.

Stripping out Sager Creek's sales, the Group sales in the third quarter would have been lower by 6.0%.

The Group's US subsidiary, Del Monte Foods, Inc (DMFI) generated US\$386.2 million or 73% of Group sales. DMFI's sales declined by 14.5% from US\$451.5 million a year ago driven by the Sager Creek divestiture and lower private label sales, in line with strategy, as well as the unfavourable impact of lower pricing in foodservice for PJC.

DMFI's commitment to innovation continues to be on track. In synch with trends for health and convenience, DMFI continued to expand its successful launch of the new *Del Monte Fruit & Oats* snack cups, the first shelf stable oatmeal item containing real fruit. This year *Del Monte Fruit & Oats* was voted Product of the Year in the Breakfast Category in the USA, backed by votes of 40,000 consumers in a national representative survey, conducted by research firm Kantar, a global leader in consumer research.

Consumers can expect further innovation from the brand as Del Monte continues to diversify beyond the canned goods aisle. DMFI is launching four innovative products in adjacent categories – the refrigerated produce and frozen sections.

In February, DMFI launched the new *Del Monte Citrus Bowls* in the refrigerated produce section. These are grapefruit and citrus salad in 100% juice with longer shelf life than fresh cut fruit. Del Monte will also introduce another innovative product, *Del Monte Fruit Crunch Parfaits*, which feature layers of non-dairy coconut crème, crunchy granola, and a full serving of fruit. For the frozen segment, DMFI will be launching *Del Monte Veggieful Bites* and *Contadina Pizzettas*, frozen snacks made with cauliflower crust, with a full serving of vegetable in five bites. These items are being accepted by retailers across the US and will begin shipping in March and April.

DMFI posted higher gross profit than prior year period, generating higher gross margin of 17.9% compared to 15.1% in the same period last year. Higher gross margin was in line with DMFI's strategy to lower trade spend plus the favourable impact of the divestiture of low margin Sager Creek vegetable business, partly offset by higher delivered costs. DMFI generated a higher operating income for the quarter driven by the improvement in gross margin and lower operating expenses.

DMPL ex-DMFI generated sales of US\$150.2 million (inclusive of the US\$7.7 million sales by DMPL to DMFI which were netted out during consolidation) or 3.0% lower than US\$154.9 million sales in prior year period. Sales were lower mainly due to decreased exports of processed pineapple products, and lower PJC pricing as a result of the oversupply situation in Thailand, the main exporter of PJC partly offset by higher sales of S&W fresh pineapple. In the Philippines, lower sales were driven by lower volume in retail mainly the packaged fruit category and unfavourable mix.

DMPL ex-DMFI delivered slightly lower gross margin of 29.6% from 30.9% in the prior year quarter mainly driven by lower PJC and packaged pineapple pricing for exports, unfavourable sales mix and higher product costs due to commodity headwinds and devaluation of peso. These were partly offset by price increases in the Philippine market in line with inflation. DMPL ex-DMFI generated an EBITDA of US\$25.9 million which was lower by 8% and a net income of US\$11.2 million, lower versus the US\$13.4 million in the same period last year driven by lower margin as explained above partially offset by lower operating expenses.

The Philippine market sales were down in both peso and US dollar terms by 6.1% and 9.8%, respectively, mainly in the general trade and mixed fruits category as the Group continued to address operational issues in the general trade. Key foodservice channels continued to grow. Price increases were implemented across several categories to offset the impact of sugar tax and mitigate inflation.

Sales of the S&W branded business in Asia and the Middle East grew by 18.6% in the third quarter versus the prior year period mainly driven by higher sales of S&W fresh pineapple. S&W packaged product volume also improved but sales declined due to lower pricing from intense competition from Thailand and Indonesia. Due to the oversupply situation in Thailand, their exporters cut their canned pineapple prices significantly. The S&W business delivered a much higher operating margin, up 5.7 ppts, due to better sales mix, driven by fresh pineapple.

DMPL's share in the Field Fresh joint venture in India was lower at US\$0.01 million profit from a US\$0.1 million profit in the prior year period due to commodity headwinds and devaluation of Indian Rupee.

The Group's EBITDA of US\$39.7 million was higher than prior year quarter's EBITDA of US\$35.1 million. This quarter's EBITDA included a US\$0.7 million one-off net expenses mainly related to the closures of several facilities in the US. In the same period last year, these plant closures and Sager Creek divestiture, which were part of the Group's strategy to improve operational excellence and streamline operations, largely resulted in one-off expenses amounting to US\$11.2 million pre-tax. Without the one-off adjustments, the Group recurring EBITDA was US\$40.6 million. It was lower versus prior year quarter's recurring EBITDA of US\$46.4 million due to the factors mentioned above. Please refer to the last page of this MD&A for a schedule of the one-off items.

The Group reported a net income of US\$2.6 million for the quarter, a turnaround from the net loss of US\$38.4 million in the prior year quarter. This quarter's net income included US\$0.5 million of one-off expenses (net of tax), while prior year period's included US\$41.8 million of one-off expenses (net of tax). Without the one-off adjustments, the Group generated a recurring net income of US\$3.0 million, lower than last year's recurring net income of US\$3.4 million. The change in tax rate in the US from 35% to 21% lowered the recurring net income by US\$1.8 million.

DMFI contributed an EBITDA of US\$10.7 million and a net loss of US\$17.5 million to the Group. Excluding the one-off items, DMFI contributed an EBITDA of US\$11.5 million and a net loss of US\$16.9 million.

The Group's cash flow from operations in the third quarter was US\$235.6 million, higher than last year's US\$218.1 million driven by higher trade payables and lower current portion of biological assets.

Nine Months

For the nine months of FY2019, the Group generated sales of US\$1.5 billion, down 10.4% versus prior year period. DMFI generated US\$1.1 billion or 73% of Group sales, lower by 12.6% largely driven by the divestiture of the Sager Creek vegetable business in September 2017, lower volume of retail branded products due to promotion reduction and distribution losses. There was also a decline in non-branded products which was in line with DMFI's strategy, partially offsetting lower retail trade spend.

The Company's thrust on innovation continued. Following the success of *Del Monte Fruit Refreshers* and *Del Monte Fruit & Chia*, *Del Monte Fruit & Oats* was launched in the USA in June 2018. *Del Monte Fruit & Oats* combines healthy fruit and wholesome oats in a cup, is delicious, filling as well as convenient for breakfast and snack. As mentioned above, *Del Monte Fruit & Oats* was voted Product of the Year in the Breakfast Category in the USA. The Group also entered new product categories for foodservice with shipments of *Riced Cauliflower* and other vegetables with broadly positive industry reception.

DMFI's gross margin for the nine-month period increased to 16.5% from 15.5% in the same period last year driven by lower trade spend, higher USDA pricing and favourable sales mix, partially offset by higher costs.

As part of the Group's strategy to improve operational excellence and streamline operations, DMFI divested its underperforming Sager Creek vegetable business and also shut its Plymouth, Indiana tomato production facility in FY2018. These resulted in incremental one-off expenses amounting to US\$8.0 million pre-tax in the nine months, mostly for Sager Creek. Please refer to the last page of this MD&A for a schedule of the one-off items.

Excluding the one-off items, DMFI contributed an EBITDA of US\$34.3 million and a net loss of US\$47.3 million to the Group.

The Philippine market sales were down 3.3% and 7.8% in peso and US terms, respectively. Decline was mainly in the general trade and mixed fruit categories as a result of operational issues and distributor transition. Decline in

sales was further driven by unfavourable sales mix in the Philippines and higher direct promotion spending. These were partly offset by price increases implemented across several categories in line with inflation.

The S&W branded sales in Asia and the Middle East were higher versus last year driven by S&W fresh pineapple which grew significantly by 17.3% due to higher volume. This was partly offset by lower sales of the packaged segment mostly in North Asia and Turkey.

The Group's Nice Fruit joint venture successfully launched frozen pineapple spears in 7-Eleven Japan last June. Individually packaged and known as *Pineapple Stick*, it is positioned as an on-the-go healthy snack placed in the store's chiller section, and has received good consumer response. The JV followed this with the launch of frozen pineapple chunks called *Golden Pineapple* in the same convenience store chain in November.

DMPL ex-DMFI posted lower gross profit and margin of 28.3% from 31.0% in the prior year period due to unfavourable impact of lower, cyclical PJC pricing, unfavourable sales mix and higher product costs. These were partly offset by price increases in the Philippine market in line with inflation. DMPL ex-DMFI generated an EBITDA of US\$72.8 million which was lower by 15.5% and a net income of US\$33.7 million, lower versus the US\$45.8 million in the same period last year driven by lower margin as explained above partially offset by lower operating expenses.

DMPL's share in the Field Fresh joint venture in India was favourable at US\$0.2 million profit, a significant improvement from the US\$0.4 million loss in the prior year period due to higher sales and margins.

The Group's gross profit was lower than prior year due to lower exports of processed pineapple products, lower sales of branded products in the US, unfavourable impact of lower, cyclical PJC pricing, unfavourable sales mix in the Philippines, incremental costs to liquidate residual Sager Creek inventory, and higher product costs both in the Asian operations and in the US. These were partly offset by the price increase in the Philippines in line with inflation, and lower trade spend in the US.

Despite lower gross profit, the Group posted higher operating profit than prior year period due to lower marketing and administrative expenses in the US. The one-off expenses related to the sale of the Sager Creek vegetable business and closure of two plants in the USA amounted to US\$8.0 million pre-tax or US\$5.4 million post-tax in the nine months. Please refer to the last page of this MD&A for a schedule of the one-off expenses.

The Group reported a net income of US\$14.0 million for the nine months, favourable compared to the prior year period's net loss of US\$40.4 million. This period's one-off adjustments from DMFI's continued restructuring initiatives and sale of Sager Creek were more than offset by the one-off gain worth US\$16.3 million pre-tax or US\$12.9 million post-tax from the purchase in May 2018 of US\$99.0 million of DMFI's second lien loan at a discount in the secondary market. Total loans bought back including the one from FY2018 amounted to US\$225 million out of the total US\$260 million.

Without the one-off items, the Group reported a recurring net income of US\$6.6 million as compared to last year's net income of US\$14.9 million. The change in tax rate in the US from 35% to 21% lowered the recurring net income by US\$6.6 million.

The Group posted an EBITDA of US\$104.9 million of which DMFI accounted for US\$26.4 million. Excluding one-off expenses, the Group's EBITDA would have been US\$112.8 million, 14.3% lower versus the recurring EBITDA of US\$131.6 million in the prior year period.

The Group reduced its gearing to 2.5x equity as of 31 January 2019, from 2.7x in prior year period, primarily due to reduction in inventory in DMFI and the purchase of DMFI loans at a discount in the fourth quarter of FY2018 and in the first quarter of FY2019.

The Group's cash flow from operations in the nine months was US\$56.7 million, lower versus last year's cash flow of US\$140.0 million driven by lower trade payables and higher other noncurrent assets.

VARIANCE FROM PROSPECT STATEMENT

The Group expects to generate a net profit for the balance of the year. It is on track to achieving a net profit for the full year which is in line with earlier guidance.

BUSINESS OUTLOOK

DMFI faces headwinds due to shifts in consumer demographics, shifts in the way American consumers are eating and shopping, as well as shifts in consumer preferences. It will continue to build on its Del Monte brand heritage and will realign its business with those consumer trends over time. It will continue to optimise its cost structure and invest in a multiyear restructuring project for its operations and supply chain footprint to more efficiently support its commercial strategy.

With the four new joint ventures with Fresh Del Monte Produce Inc, DMFI has the potential to greatly extend the reach of the Del Monte brand to the growing store perimeter while allowing both companies to optimise economies of scale. Business plans are being finalised for the joint ventures in chilled juices, guacamole and avocado products, and retail food and beverage outlets, while business plans are being executed for prepared refrigerated fruit snacks.

The Group will continue to expand its existing branded business in Asia, through the Del Monte brand in the Philippines, where it is a dominant market leader. S&W, both packaged and fresh, will continue to gain more traction as it leverages its distribution expansion in Asia and the Middle East, while the Group's joint venture in India will continue to generate higher sales and maintain its positive EBITDA.

The Nice Fruit frozen pineapple plant is in operation, with trial shipments to key markets.

The Group will be exploring e-commerce opportunities for its range of products across markets.

Barring unforeseen circumstances, the Group is expected to be profitable for FY2019.

REVIEW OF TURNOVER, GROSS PROFIT AND OPERATING PROFIT

AMERICAS

For the third quarter ended 31 January

| In US\$'000 | Turnover | | | Gross Profit | | | Operating Profit/(Loss) | | |
|--------------------|----------|---------|--------|--------------|---------|-------|-------------------------|---------|---------|
| | FY2019 | FY2018 | % Chg | FY2019 | FY2018 | % Chg | FY2019 | FY2018 | % Chg |
| Packaged fruit | 145,712 | 156,664 | (7.0) | 26,542 | 26,841 | (1.1) | 1,112 | 3,669 | (69.7) |
| Packaged vegetable | 160,195 | 203,830 | (21.4) | 28,627 | 29,940 | (4.4) | 841 | (9,896) | 108.5 |
| Beverage | 2,629 | 5,796 | (54.6) | 114 | (1,446) | 107.9 | (1,127) | (2,571) | 56.2 |
| Culinary | 75,513 | 84,443 | (10.6) | 16,939 | 16,222 | 4.4 | (285) | 1,051 | (127.1) |
| Others | 923 | 746 | 23.7 | 231 | 214 | 7.9 | 53 | 65 | (18.5) |
| Total | 384,972 | 451,479 | (14.7) | 72,453 | 71,771 | 1.0 | 594 | (7,682) | 107.7 |

For the nine months ended 31 January

| In US\$'000 | Turnover | | | Gross Profit | | | Operating Profit/(Loss) | | |
|--------------------|-----------|-----------|--------|--------------|---------|--------|-------------------------|----------|---------|
| | FY2019 | FY2018 | % Chg | FY2019 | FY2018 | % Chg | FY2019 | FY2018 | % Chg |
| Packaged fruit | 457,626 | 466,260 | (1.9) | 74,455 | 78,629 | (5.3) | (2,963) | (857) | (245.7) |
| Packaged vegetable | 449,073 | 571,742 | (21.5) | 77,368 | 92,345 | (16.2) | (885) | (12,572) | 93.0 |
| Beverage | 11,815 | 16,259 | (27.3) | 537 | 689 | (22.1) | (3,066) | (3,434) | 10.7 |
| Culinary | 187,546 | 213,192 | (12.0) | 39,047 | 36,948 | 5.7 | 3,137 | (13,441) | 123.3 |
| Others | 2,945 | 1,684 | 74.9 | 749 | 414 | 80.9 | 108 | 101 | 6.9 |
| Total | 1,109,005 | 1,269,137 | (12.6) | 192,156 | 209,025 | (8.1) | (3,669) | (30,203) | 87.9 |

Reported under the Americas segment are sales and profit on sales in USA, Canada and Mexico. Majority of this segment's sales are principally sold under the Del Monte brand but also under the Contadina, S&W, College Inn and other brands. This segment also includes sales of private label food products. Sales in the Americas are

distributed across the United States, in all channels serving retail markets, as well as to the US military, certain export markets, the foodservice industry and other food processors.

Sales in the Americas declined by 14.7% to US\$385.0 million driven by the divestiture of the Sager Creek vegetable business in September 2017, lower volume of retail branded products as a result of price increase, promotion reduction and distribution losses. There was also a decline in sales of non-branded products which was in line with DMFI's strategy. These were partly offset by the decrease in retail trade spend. Stripping out Sager Creek's sales, sales in the Americas would have been down by 6.8%.

DMFI's commitment to innovation continues to be on track. In synch with trends for health and convenience, DMFI continued to expand its successful launch of the new *Del Monte Fruit & Oats* snack cups, the first shelf stable oatmeal item containing real fruit. This year *Del Monte Fruit & Oats* was voted Product of the Year in the Breakfast Category in the USA.

Consumers can expect further innovation from the brand as Del Monte continues to diversify beyond the canned goods aisle. DMFI is launching four innovative products in adjacent categories – the refrigerated produce and frozen sections. Please refer to page 4 for more details.

Gross profit was lower than prior year impacted by higher pack costs and procurement costs, partly offset by lower trade spend.

Americas reported a higher operating income for the quarter of US\$0.6 million versus prior year quarter's operating loss of US\$7.7 million due to lower trade and marketing spend, partly offset by higher cost of goods sold.

ASIA PACIFIC

For the third quarter ended 31 January

| In US\$'000 | Turnover | | | Gross Profit | | | Operating Profit | | |
|------------------------|----------|---------|--------|--------------|--------|---------|------------------|--------|---------|
| | FY2019 | FY2018 | % Chg | FY2019 | FY2018 | % Chg | FY2019 | FY2018 | % Chg |
| Packaged fruit | 27,478 | 34,303 | (19.9) | 8,632 | 11,624 | (25.7) | 4,962 | 7,471 | (33.6) |
| Packaged vegetable | 149 | 309 | (51.8) | (12) | 97 | (112.4) | (25) | 58 | (143.1) |
| Beverage | 32,054 | 34,336 | (6.6) | 7,128 | 8,965 | (20.5) | 1,591 | 2,689 | (40.8) |
| Culinary | 36,930 | 37,416 | (1.3) | 13,565 | 14,588 | (7.0) | 7,059 | 7,698 | (8.3) |
| Fresh fruit and others | 41,802 | 33,779 | 23.8 | 15,739 | 10,732 | 46.7 | 11,528 | 5,996 | 92.3 |
| Total | 138,413 | 140,143 | (1.2) | 45,052 | 46,006 | (2.1) | 25,115 | 23,912 | 5.0 |

For the nine months ended 31 January

| In US\$'000 | Turnover | | | Gross Profit | | | Operating Profit | | |
|------------------------|----------|---------|--------|--------------|---------|--------|------------------|--------|--------|
| | FY2019 | FY2018 | % Chg | FY2019 | FY2018 | % Chg | FY2019 | FY2018 | % Chg |
| Packaged fruit | 81,120 | 103,270 | (21.4) | 23,747 | 32,843 | (27.7) | 12,986 | 20,115 | (35.4) |
| Packaged vegetable | 1,030 | 1,005 | 2.5 | 231 | 315 | (26.7) | 166 | 215 | (22.8) |
| Beverage | 90,253 | 95,323 | (5.3) | 20,438 | 26,612 | (23.2) | 2,798 | 7,430 | (62.3) |
| Culinary | 98,647 | 100,989 | (2.3) | 37,166 | 40,080 | (7.3) | 20,110 | 22,174 | (9.3) |
| Fresh fruit and others | 120,371 | 105,244 | 14.4 | 40,821 | 30,992 | 31.7 | 27,142 | 16,369 | 65.8 |
| Total | 391,421 | 405,831 | (3.6) | 122,403 | 130,842 | (6.4) | 63,202 | 66,303 | (4.7) |

Reported under this segment are sales and profit on sales in the Philippines, comprising primarily of Del Monte branded packaged products, including Del Monte traded goods; S&W products in Asia and the Middle East both fresh and packaged; and Del Monte packaged products from the Philippines into Indian subcontinent as well as unbranded Fresh and packaged goods.

Asia Pacific's sales in the third quarter decreased by 1.2% to US\$138.4 million from US\$140.1 million mainly due to decreased exports of processed pineapple products and unfavourable sales mix in the Philippines. The sales of Del Monte packaged fruit declined in the Philippines, and S&W packaged sales in North Asia and Middle East were also impacted.

Sales in the Philippines domestic market were down in both peso and US dollar terms by 6.1% and 9.8%, respectively, mainly in the general trade and mixed fruit categories as a result of operational and transition issues. Key foodservice channels continued to grow. Price increases were implemented across several categories to offset the impact of sugar tax and mitigate inflation.

EUROPE

For the third quarter ended 31 January

| In US\$'000 | Turnover | | | Gross Profit | | | Operating Profit/(Loss) | | |
|----------------|----------|--------|--------|--------------|--------|---------|-------------------------|--------|---------|
| | FY2019 | FY2018 | % Chg | FY2019 | FY2018 | % Chg | FY2019 | FY2018 | % Chg |
| Packaged fruit | 3,470 | 6,510 | (46.7) | 296 | 2,057 | (85.6) | (105) | 1,297 | (108.1) |
| Beverage | 1,868 | 1,651 | 13.1 | (1,175) | (685) | (71.5) | (1,377) | (812) | (69.6) |
| Total | 5,338 | 8,161 | (34.6) | (879) | 1,372 | (164.1) | (1,482) | 485 | (405.6) |

For the nine months ended 31 January

| In US\$'000 | Turnover | | | Gross Profit | | | Operating Profit/(Loss) | | |
|----------------|----------|--------|--------|--------------|---------|---------|-------------------------|---------|---------|
| | FY2019 | FY2018 | % Chg | FY2019 | FY2018 | % Chg | FY2019 | FY2018 | % Chg |
| Packaged fruit | 13,994 | 17,755 | (21.2) | 2,558 | 6,550 | (60.9) | 1,250 | 4,537 | (72.4) |
| Beverage | 7,810 | 5,611 | 39.2 | (3,756) | (1,004) | (274.1) | (4,549) | (1,680) | (170.8) |
| Total | 21,804 | 23,366 | (6.7) | (1,198) | 5,546 | (121.6) | (3,299) | 2,857 | (215.5) |

Included in this segment are sales of unbranded products in Europe.

For the third quarter ended January 31, 2019, Europe's sales were down by 34.6% to US\$5.3 million from US\$8.2 million mainly on lower volume of beverage and unfavourable pricing for canned pineapples. Gross profit and operating profit decreased by 164.1% and 405.6%, respectively, driven by lower price and volume.

REVIEW OF COST OF GOODS SOLD AND OPERATING EXPENSES

| % of Turnover | For the three months ended 31 January | | | For the nine months ended 31 January | | |
|-----------------------------------|---------------------------------------|--------|--|--------------------------------------|--------|---------------------------------------|
| | FY2019 | FY2018 | Comments | FY2019 | FY2018 | Comments |
| Cost of Goods Sold | 77.9 | 80.1 | Lower trade spend and favourable mix in DMFI | 79.4 | 79.7 | Driven by lower sales of DMPL ex-DMFI |
| Distribution and Selling Expenses | 11.7 | 10.4 | Higher advertising expense and distribution costs | 10.4 | 10.1 | Same as 3Q |
| G&A Expenses | 5.5 | 7.3 | Lower personnel costs, professional fees, and contracted services | 6.6 | 7.7 | Same as 3Q |
| Other Operating Income | 0.3 | (0.7) | Higher miscellaneous income from sale of assets written down from the closures of several facilities in the US | (0.1) | 0.2 | Same as 3Q |

REVIEW OF OTHER MATERIAL CHANGES TO INCOME STATEMENTS

| in US\$'000 | For the three months ended 31 January | | | | For the nine months ended 31 January | | | |
|--|---------------------------------------|----------|-----------|--|--------------------------------------|-----------|---------|--|
| | FY2019 | FY2018 | % | Comments | FY2019 | FY2018 | % | Comments |
| Depreciation and amortisation | (35,245) | (39,755) | (11.3) | Mainly due to lower asset base due to plant disposal | (100,430) | (112,025) | (10.4) | Same as 3Q |
| Provision of asset impairment | (167) | (410) | (59.3) | Impairment loss mainly on Sager Creek assets which was higher in FY2018 | (1,425) | (22,301) | (93.6) | Same as 3Q |
| Reversal/(provision) for inventory obsolescence | (1,797) | (1,097) | 63.8 | Higher provision for processed pineapple and Contadina products | (2,148) | (1,685) | 27.5 | Due to reversal of provision for PJC |
| Reversal/(Provision) for doubtful debts | (4) | 33 | (112.1) | Higher provision for non-trade receivables | (65) | 255 | (125.5) | Same as 3Q |
| Net gain/(loss) on disposal of fixed assets | (598) | (321) | 86.3 | Mainly due to disposal of assets related to DMFI plant closures | 2,507 | 11,831 | (78.8) | Same as 3Q |
| Foreign exchange gain-net | (1,175) | 88 | (1,435.2) | Lower favourable impact of peso depreciation for the quarter | 282 | 3,602 | (92.2) | Same as 3Q |
| Interest income | 618 | 148 | 317.6 | Mainly due to gain on purchase of DMFI's 2nd lien loans | 18,439 | 389 | 4,640.1 | Same as 3Q |
| Interest expense | (25,051) | (25,580) | (2.1) | Lower level of borrowings due to purchase of 2nd lien loans of DMFI refinanced through loans with lower interest rates | (72,791) | (77,865) | (6.5) | Same as 3Q |
| Share of loss of JV, (attributable to the owners of the Company) | 33 | (74) | (144.6) | Lower operating expenses of Nice Fruit | (437) | (1,197) | (63.5) | Turnaround in FieldFresh results due to higher sales |
| Tax benefit | 2,114 | (36,141) | (105.8) | Due to write-off of non-cash deferred tax assets in DMFI last year | 6,064 | (15,311) | (139.6) | Same as 3Q |

REVIEW OF GROUP ASSETS AND LIABILITIES

| Extract of Accounts with Significant Variances | 31 January 2019 | 31 January 2018 | 30 April 2018 | Comments |
|--|-----------------|-----------------|---------------|---|
| in US\$'000 | | | | |
| Joint venture | 24,764 | 26,122 | 25,195 | Due to share in the net loss of Nice Fruit |
| Deferred tax assets | 94,734 | 80,896 | 79,829 | Due to higher future tax benefits from loss carryforwards of DMFI |
| Other assets | 50,813 | 47,952 | 41,223 | Due to receivable from sale of plant assets, higher land development costs and higher advances to growers |
| Biological assets | 52,441 | 44,784 | 43,592 | Favourable fair value adjustment in biological assets |
| Inventories | 750,415 | 905,003 | 760,981 | Lower inventory level at DMFI |
| Trade and other receivables | 191,217 | 213,342 | 161,627 | Due to timing of collection |
| Prepaid and other current assets | 29,811 | 29,221 | 30,782 | Higher prepaid rent |
| Cash and cash equivalents | 65,172 | 41,782 | 24,246 | Mainly due to higher borrowings |
| Financial liabilities – non-current | 935,903 | 1,165,680 | 983,603 | Due to additional purchase of DMFI 2nd lien term loans |
| Other non-current liabilities | 30,795 | 36,300 | 35,195 | Lower derivatives and workers compensation |
| Employee benefits– non-current | 71,764 | 90,110 | 76,905 | Due to lower employee retirement plan of DMFI |
| Financial liabilities – current | 660,663 | 481,193 | 481,620 | Due to working capital requirements |
| Trade and other payables | 213,045 | 275,968 | 276,618 | Due to lower trade payables of DMFI |
| Current tax liabilities | 4,577 | 7,089 | 2,008 | Due to timing of tax payment |

SHARE CAPITAL

Total shares outstanding remained unchanged at 1,973,960,024 (common shares 1,943,960,024 and preference shares 30,000,000) as of 31 January 2019 and 31 January 2018. Share capital is at US\$49.5 million as of 31 January 2019 (31 January 2018: US\$49.5 million). Market price options and share awards were granted pursuant to the Company's Executive Stock Option Plan and Restricted Share Plan as set out in the table below.

| Date of Grant | Options | Share Awards | Recipient(s) |
|------------------|-----------|--------------|-----------------------------------|
| 7 March 2008 | 1,550,000 | 1,725,000 | Key Executives |
| 20 May 2008 | – | 1,611,000 | CEO |
| 12 May 2009 | – | 3,749,000 | Key Executives |
| 29 April 2011 | – | 2,643,000 | CEO |
| 21 November 2011 | – | 67,700 | Non-Executive Director |
| 30 April 2013 | 150,000 | 486,880 | Key Executives |
| 22 August 2013 | – | 688,000 | Executive/Non-Executive Directors |
| 1 July 2015 | 75,765 | 57,918 | Executive/Non-Executive Directors |

The number of shares outstanding includes 975,802 shares held by the Company as treasury shares as at 31 January 2019 and 31 January 2018. There was no sale, disposal and cancellation of treasury shares during the quarter and as at 31 January 2018.

The Company does not have any subsidiary holdings as at 31 January 2019.

In April 2017, the Company successfully completed the offering and listing of 20 million Series A-1 Preference Shares at an offer price of US\$10 per share in the Philippines generating US\$200 million in proceeds. In December 2017, the Company raised and listed another US\$100 million of Preference Shares (10 million Series A-2 shares).

The Company used the net proceeds to substantially refinance the US\$350 million BDO Unibank, Inc loan due in February 2019.

BORROWINGS AND NET DEBT

| Liquidity in US\$'000 | As at 31 January 2019 | 2018 | As at 30 April 2018 |
|------------------------------|--------------------------|-------------|------------------------|
| Gross borrowings | (1,596,566) | (1,646,873) | (1,465,223) |
| Current | (660,663) | (481,193) | (481,620) |
| Secured | (225,441) | (134,160) | (10,416) |
| Unsecured | (435,222) | (347,033) | (471,204) |
| Non-current | (935,903) | (1,165,680) | (983,603) |
| Secured | (694,664) | (923,830) | (796,019) |
| Unsecured | (241,239) | (241,850) | (187,584) |
| Less: Cash and bank balances | 65,172 | 41,782 | 24,246 |
| Net debt | (1,531,394) | (1,605,091) | (1,440,977) |

The Group's net debt (cash and bank balances less borrowings) amounted to US\$1.5 billion as at 31 January 2019, lower than last year due to payment of borrowings, including the extinguishment of DMFI's second lien loans amounting to US\$225.0 million purchased from the secondary market at a discount.

DIVIDENDS

No dividends were declared for this quarter and the prior year quarter. The Group does not declare dividends based on first quarter, third quarter or nine months results. The last dividend declaration was in October 2018, based on first half FY2018 results, and paid on 8 October 2018.

INTERESTED PERSON TRANSACTIONS

The aggregate value of IPT conducted pursuant to shareholders' mandate obtained in accordance with Chapter 9 of the Singapore Exchange's Listing Manual was as follows:

| In US\$'000 | Aggregate value of all IPTs (excluding transactions less than S\$100,000 and transactions conducted under shareholders' mandate pursuant to Rule 920) | | Aggregate value of all IPTs conducted under shareholders' mandate pursuant to Rule 920 (excluding transactions less than S\$100,000) | |
|---|---|--------|--|--------------|
| | FY2019 | FY2018 | FY2019 | FY2018 |
| For the third quarter of the fiscal year | | | | |
| NutriAsia, Inc | – | – | 759 | 1,101 |
| DMPI Retirement Fund | – | – | 1,414 | 1,306 |
| NutriAsia, Inc Retirement Fund | – | – | 352 | 409 |
| Aggregate Value | – | – | 2,525 | 2,816 |

DEL MONTE PACIFIC LIMITED
UNAUDITED CONSOLIDATED INCOME STATEMENT

| Amounts in US\$'000 | For the three months ended 31 January | | | For the nine months ended 31 January | | |
|--|--|-----------------------|----------------|---|-----------------------|----------------|
| | FY2019 (Unaudited) | FY2018 (Unaudited) | % | FY2019 (Unaudited) | FY2018 (Unaudited) | % |
| Turnover | 528,723 | 599,782 | (11.8) | 1,522,230 | 1,698,334 | (10.4) |
| Cost of sales | (412,097) | (480,633) | (14.3) | (1,208,869) | (1,352,921) | (10.6) |
| Gross profit | 116,626 | 119,149 | (2.1) | 313,361 | 345,413 | (9.3) |
| Distribution and selling expenses | (61,879) | (62,424) | (0.9) | (158,741) | (171,234) | (7.3) |
| General and administration expenses | (29,185) | (44,002) | (33.7) | (100,259) | (131,591) | (23.8) |
| Other operating income/(loss) | (1,335) | 3,992 | 133.4 | 1,873 | (3,631) | (151.6) |
| Profit from operations | 24,227 | 16,715 | 44.9 | 56,234 | 38,957 | 44.3 |
| Financial income* | (644) | 236 | (372.9) | 19,128 | 4,312 | 343.6 |
| Financial expense* | (24,964) | (25,580) | (2.4) | (73,198) | (78,186) | (6.4) |
| Net finance expense | (25,608) | (25,344) | 1.0 | (54,070) | (73,874) | (26.8) |
| Share in net loss of joint venture, net of tax | 33 | (70) | 147.1 | (429) | (1,218) | 64.8 |
| Profit/(loss) before taxation | (1,348) | (8,699) | (84.5) | 1,735 | (36,135) | (104.8) |
| Taxation | 2,114 | (36,141) | (105.8) | 6,064 | (15,311) | (139.6) |
| Profit/(loss) after taxation | 766 | (44,840) | (101.7) | 7,799 | (51,446) | (115.2) |
| Profit(loss) attributable to: | | | | | | |
| Owners of the Company | 2,576 | (38,369) | (106.7) | 14,020 | (40,446) | (134.7) |
| Non-controlling interest** | (1,810) | (6,471) | (72.0) | (6,222) | (11,000) | (43.4) |
| Profit/(loss) for the period | 766 | (44,840) | (101.7) | 7,798 | (51,446) | (115.2) |
| Notes: | | | | | | |
| Depreciation and amortisation | (35,245) | (39,755) | (11.3) | (100,430) | (112,025) | (10.4) |
| Provision of asset impairment | (167) | (410) | (59.3) | (1,425) | (22,301) | (93.6) |
| (Provision)/reversal for inventory | (1,797) | (1,097) | 63.8 | (2,148) | (1,685) | 27.5 |
| Provision for doubtful debts | (4) | 33 | (112.1) | (65) | 255 | (125.5) |
| Loss on disposal of fixed assets | (598) | (321) | 86.3 | 2,507 | 11,831 | (78.8) |
| *Financial income comprise: | | | | | | |
| Interest income | 618 | 148 | 317.6 | 18,439 | 389 | 4,640.1 |
| Foreign exchange gain | (1,262) | 88 | (1,534.1) | 689 | 3,923 | (82.4) |
| | (644) | 236 | (372.9) | 19,128 | 4,312 | 343.6 |
| *Financial expense comprise: | | | | | | |
| Interest expense | (25,051) | (25,580) | (2.1) | (72,791) | (77,866) | (6.5) |
| Foreign exchange loss | 87 | — | n.m. | (407) | (320) | 26.8 |
| | (24,964) | (25,580) | (2.4) | (73,198) | (78,186) | (6.4) |

n.m. – not meaningful

| Earnings per ordinary share in US cents | For the three months ended 31 January | | For the nine months ended 31 January | |
|---|--|--------|---|--------|
| | FY2019 | FY2018 | FY2019 | FY2018 |
| Earnings per ordinary share based on net profit attributable to shareholders: | | | | |
| (i) Based on weighted average no. of ordinary shares | (0.12) | (2.20) | (0.04) | (2.65) |
| (ii) On a fully diluted basis | (0.12) | (2.20) | (0.04) | (2.65) |

**Includes (US\$6,230m) for DMFI and US\$9m for FieldFresh in the nine months ended FY2019 and (US\$10,978m) for DMFI and (US\$20m) for FieldFresh in the nine months ended of FY2018.

**Includes (US\$1,810m) for DMFI and US\$0.5m for FieldFresh in the third quarter of FY2019 and (US\$6,475m) for DMFI and US\$5m for FieldFresh in the third quarter of FY2018.

DEL MONTE PACIFIC LIMITED
UNAUDITED STATEMENT OF COMPREHENSIVE INCOME

Amounts in US\$'000

| | For the nine months ended 31 Jan | | |
|---|----------------------------------|-----------------|----------------|
| | FY2019 | FY2018 | % |
| Loss for the period | 7,799 | (51,446) | (115.2) |
| Other comprehensive income/(loss) (after reclassification adjustment): | | | |
| <i>Items that will or may be reclassified subsequently to profit or loss</i> | | | |
| Exchange differences on translating of foreign operations | (2,343) | (10,772) | (78.2) |
| Effective portion of changes in fair value of cash flow hedges | 1,219 | 6,939 | (82.4) |
| Income tax benefit on cash flow hedge | (299) | (3,512) | (91.5) |
| | (1,423) | (7,345) | (80.6) |
| <i>Items that will not be classified to profit or loss</i> | | | |
| Remeasurement of retirement benefit | 5,543 | 3,827 | 44.8 |
| Income tax benefit (expense) on retirement benefit | (1,289) | (1,872) | (31.1) |
| | 4,254 | 1,955 | 117.6 |
| Other comprehensive loss for the period | 2,831 | (5,390) | (152.5) |
| Total comprehensive loss for the period | 10,630 | (56,836) | (118.7) |
| Attributable to: | | | |
| Owners of the Company | 16,287 | (46,431) | (135.1) |
| Non-controlling interests | (5,657) | (10,405) | (45.6) |
| Total comprehensive loss for the period | 10,630 | (56,836) | (118.7) |

nm – not meaningful

Please refer to page 3 for the Notes

DEL MOTE PACIFIC LIMITED
UNAUDITED STATEMENT OF FINANCIAL POSITION

| Amounts in US\$'000 | Group | | | Company | | |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| | 31 Jan 2018 (Unaudited) | 31 Jan 2017 (Unaudited) | 30 April 2018 (Audited) | 31 Jan 2018 (Unaudited) | 31 Jan 2017 (Unaudited) | 30 April 2018 (Audited) |
| Non-Current Assets | | | | | | |
| Property, plant and equipment | 572,367 | 594,036 | 610,889 | – | – | – |
| Subsidiaries | – | – | – | 728,833 | 750,880 | 707,644 |
| Joint ventures | 24,764 | 26,122 | 25,195 | 1,037 | 2,665 | 1,636 |
| Intangible assets and goodwill | 709,660 | 716,318 | 714,651 | – | – | – |
| Other noncurrent assets | 50,813 | 47,952 | 41,223 | – | – | – |
| Deferred tax assets – net | 94,734 | 80,896 | 79,829 | 15 | 8 | 9 |
| Employee benefits | 11,348 | 4,610 | 10,607 | – | – | – |
| Biological assets | 1,674 | 1,547 | 1,629 | – | – | – |
| Due from a related party | – | – | – | 175,421 | – | 88,880 |
| | 1,470,589 | 1,471,481 | 1,484,023 | 905,306 | 753,553 | 798,169 |
| Current Assets | | | | | | |
| Inventories | 750,415 | 905,003 | 760,981 | – | – | – |
| Biological assets | 50,767 | 43,237 | 41,963 | – | – | – |
| Trade and other receivables | 191,217 | 213,342 | 161,627 | 177,754 | 105,038 | 180,948 |
| Prepaid and other current assets | 29,811 | 29,221 | 30,782 | 205 | 292 | 212 |
| Cash and cash equivalents | 65,172 | 41,782 | 24,246 | 384 | 8,987 | 2,709 |
| | 1,087,382 | 1,232,585 | 1,019,599 | 178,343 | 114,317 | 183,869 |
| Noncurrent assets held for sale | 13,550 | – | 5,504 | – | – | – |
| | 1,100,932 | 1,232,585 | 1,025,103 | 178,343 | 114,317 | 183,869 |
| Total Assets | 2,566,292 | 2,704,066 | 2,509,126 | 1,083,649 | 867,870 | 982,038 |
| Equity attributable to equity holders of the Company | | | | | | |
| Share capital | 49,449 | 39,449 | 49,449 | 49,449 | 49,449 | 49,449 |
| Retained earnings | 99,651 | 100,217 | 95,505 | 99,651 | 100,216 | 95,505 |
| Reserves | 416,852 | 410,535 | 414,241 | 416,990 | 400,848 | 414,380 |
| Equity attributable to owners of the Company | 565,952 | 550,201 | 559,195 | 566,090 | 550,513 | 559,334 |
| Non-controlling interest | 43,288 | 51,245 | 49,065 | – | – | – |
| Total Equity | 609,240 | 601,446 | 608,260 | 566,090 | 550,513 | 559,334 |
| Non-Current Liabilities | | | | | | |
| Loans and borrowings | 935,903 | 1,165,680 | 983,603 | 183,729 | 183,410 | 129,594 |
| Other non-current liabilities | 30,795 | 36,300 | 35,195 | – | – | – |
| Employee benefits | 71,764 | 90,110 | 76,905 | – | – | 3 |
| Environmental remediation liabilities | 689 | 4,346 | 144 | – | – | – |
| Deferred tax liabilities | 8,231 | 2,921 | 7,128 | – | – | – |
| | 1,047,382 | 1,299,357 | 1,102,975 | 183,729 | 183,410 | 129,597 |

To be continued

DEL MONTE PACIFIC LIMITED
UNAUDITED STATEMENT OF FINANCIAL POSITION (CONTINUED)

| Amounts in US\$'000 | Group | | | Company | | |
|-------------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| | 31 Jan 2019 (Unaudited) | 31 Jan 2018 (Unaudited) | 30 April 2018 (Audited) | 31 Jan 2019 (Unaudited) | 31 Jan 2018 (Unaudited) | 30 April 2018 (Audited) |
| Current Liabilities | | | | | | |
| Trade and other payables | 213,045 | 378,613 | 276,618 | 109,894 | 98,439 | 87,073 |
| Loans and borrowings | 660,663 | 614,501 | 481,620 | 223,936 | 35,532 | 206,034 |
| Current tax liabilities | 4,577 | 2,531 | 2,008 | – | (35) | – |
| Employee benefits | 31,385 | 39,013 | 37,645 | – | 11 | – |
| | 909,670 | 803,263 | 797,891 | 333,830 | 133,947 | 293,107 |
| Total Liabilities | 1,957,052 | 2,102,620 | 1,900,866 | 517,559 | 317,357 | 422,704 |
| Total Equity and Liabilities | 2,566,292 | 2,704,066 | 2,509,126 | 1,083,649 | 867,870 | 982,038 |
| NAV per ordinary share (US cents) | 29.80 | 29.40 | 29.75 | 27.58 | 26.77 | 27.23 |
| NTAV per ordinary share (US cents) | (6.71) | (7.45) | (7.02) | 27.58 | 26.77 | 27.23 |

DEL MONTE PACIFIC LIMITED
UNAUDITED STATEMENTS OF CHANGES IN EQUITY

| | Share capital | Share premium | Translation reserve | Revaluation reserve | Remeasure- ment of retirement plan | Hedging Reserve | Share Option reserve | Revenue reserve | Reserve for own shares | Totals | Non- controlling interest | Total equity |
|--|------------------|------------------|------------------------|------------------------|---|--------------------|----------------------------|--------------------|------------------------------|----------------|---------------------------------|-----------------|
| | US\$'000 | US\$'000 | US\$'000 | US\$'000 | US\$'000 | US\$'000 | US\$'000 | US\$'000 | US\$'000 | US\$'000 | US\$'000 | US\$'000 |
| Group | | | | | | | | | | | | |
| Fiscal Year 2019 | | | | | | | | | | | | |
| At 1 May 2018, as previously stated | 49,449 | 478,323 | (91,515) | 10,885 | 18,225 | (2,764) | 1,373 | 95,505 | (286) | 559,195 | 49,065 | 608,260 |
| Total comprehensive income for the period | | | | | | | | | | | | |
| Profit/(Loss) for the period | — | — | — | — | — | — | — | 14,021 | — | 14,021 | (6,222) | 7,799 |
| Other comprehensive income | | | | | | | | | | | | |
| Currency translation differences recognised directly in equity | — | — | (2,364) | — | — | — | — | — | — | (2,364) | 21 | (2,343) |
| Remeasurement of retirement plan | — | — | — | — | 3,807 | — | — | — | — | 3,807 | 447 | 4,254 |
| Effective portion of changes in fair value of cash flow hedges | — | — | — | — | — | 823 | — | — | — | 823 | 97 | 920 |
| Total other comprehensive income/(loss) | — | — | (2,364) | — | 3,807 | 823 | — | — | — | 2,266 | 565 | 2,831 |
| Total comprehensive loss for the period | — | — | (2,364) | — | 3,807 | 823 | — | 14,021 | — | 16,287 | (5,657) | 10,630 |
| Transactions with owners recorded directly in equity | | | | | | | | | | | | |
| Contributions by and distributions to owners | | | | | | | | | | | | |
| Transaction costs related to the issuance of preference share | — | 16 | — | — | — | — | — | — | — | 16 | — | 16 |
| Payment of dividends | — | — | — | — | — | — | — | (9,875) | — | (9,875) | — | (9,875) |
| Value of employee services received for issue of share options | — | — | — | — | — | — | 329 | — | — | 329 | (120) | 209 |
| Total contributions by and distributions to owners | — | 16 | — | — | — | — | 329 | (9,875) | — | (9,530) | (126) | (9,650) |
| At 31 January 2019 | 49,449 | 478,339 | (93,879s) | 10,885 | 22,032 | (1,941) | 1,702 | 99,651 | (286) | 565,952 | 43,288 | 609,240 |

DEL MONTE PACIFIC LIMITED

UNAUDITED STATEMENTS OF CHANGES IN EQUITY (CONTINUED)

| | Share capital | Share premiu m | Translatio n reserve | Revaluation reserve | Remeasure- ment of retirement plan | Hedging Reserve | Share Option reserve | Revenue reserve | Reserve for own shares | Totals | Non- controlling interest | Total equity |
|--|------------------|----------------------|-------------------------|------------------------|---|--------------------|----------------------------|--------------------|------------------------------|----------------|---------------------------------|-----------------|
| | US\$'000 | US\$'000 | US\$'000 | US\$'000 | US\$'000 | US\$'000 | US\$'000 | US\$'000 | US\$'000 | US\$'000 | US\$'000 | US\$'000 |
| Group | | | | | | | | | | | | |
| Fiscal Year 2018 | | | | | | | | | | | | |
| At 1 May 2017 | 39,449 | 390,320 | (78,087) | 10,885 | 1,808 | (7,443) | 1,779 | 159,169 | (802) | 517,078 | 61,477 | 578,555 |
| Total comprehensive income for the period | | | | | | | | | | | | |
| Loss for the period | – | – | – | – | – | – | – | (40,446) | – | (40,446) | (11,000) | (51,446) |
| Other comprehensive income | | | | | | | | | | | | |
| Currency translation differences recognised directly in equity | – | – | (10,774) | – | – | – | – | – | – | (10,774) | 2 | (10,772) |
| Remeasurement of retirement plan | – | – | – | – | 1,724 | – | – | – | – | 1,724 | 231 | 1,955 |
| Effective portion of changes in fair value of cash flow hedges | – | – | – | – | – | 3,065 | – | – | – | 3,065 | 362 | 3,427 |
| Total other comprehensive income | – | – | (10,774) | – | 1,724 | 3,065 | – | – | – | (5,985) | 595 | (5,390) |
| Total comprehensive (loss)/income for the period | – | – | (10,774) | – | 1,724 | 3,065 | – | (40,446) | – | (46,431) | (10,405) | (56,836) |
| Transactions with owners recorded directly in equity | | | | | | | | | | | | |
| Contributions by and distributions to owners | | | | | | | | | | | | |
| Value of employee services received for issue of share options | – | – | – | – | – | – | 146 | – | – | 146 | 172 | 318 |
| Issuance of new ordinary/preference shares | 10,000 | 90,000 | – | – | – | – | – | – | – | 100,000 | – | 100,000 |
| Transaction cost from issue of preference shares | – | (2,085) | – | – | – | – | – | – | – | (2,085) | – | (2,085) |
| Release of share awards | – | (50) | – | – | – | – | (466) | – | 516 | – | – | – |
| Payment of Dividends | – | – | – | – | – | – | – | (18,507) | – | (18,507) | – | (18,507) |
| Total contributions by and distributions to owners | 10,000 | 87,865 | – | – | – | – | (320) | (18,507) | 516 | 79,554 | 172 | 79,726 |
| At 31 January 2018 | 49,449 | 478,185 | (88,861) | 10,885 | 3,532 | (4,378) | 1,459 | 100,216 | (286) | 550,201 | 51,244 | 601,445 |

DEL MONTE PACIFIC LIMITED
UNAUDITED STATEMENTS OF CHANGES IN EQUITY (CONTINUED)

| Company | Share Capital US\$'000 | Share Premium US\$'000 | Translation Reserve US\$'000 | Revaluation reserve US\$'000 | Remeasure- ment retirement plan US\$'000 | Share option reserve US\$'000 | Hedging Reserve US\$'000 | Reserve for own shares US\$'000 | Retained earnings US\$'000 | Total Equity US\$'000 |
|--|------------------------------|------------------------------|------------------------------------|------------------------------------|--|--|--------------------------------|---------------------------------------|----------------------------------|-----------------------------|
| Fiscal Year 2019 | | | | | | | | | | |
| At 1 May 2018 | 49,449 | 478,462 | (91,515) | 10,885 | 18,225 | 1,373 | (2,764) | (286) | 95,505 | 559,334 |
| Total comprehensive income for the period | | | | | | | | | | |
| Profit for the period | – | – | – | – | – | – | – | – | 14,021 | 14,021 |
| Other comprehensive income | | | | | | | | | | |
| Currency translation differences recognised directly in equity | – | – | (2,364) | – | – | – | – | – | – | (2,364) |
| Remeasurement of retirement plan | – | – | – | – | 3,807 | – | – | – | – | 3,807 |
| Effective portion of changes in fair value of cash flow hedges | – | – | – | – | – | – | 823 | – | – | 823 |
| Total other comprehensive income | – | – | (2,364) | – | 3,807 | – | 823 | – | – | 2,266 |
| Total comprehensive loss for the period | – | – | (2,364) | – | 3,807 | – | 823 | – | 14,021 | 16,287 |
| Transactions with owners, recorded directly in equity | | | | | | | | | | |
| Contributions by and distributions to owners | | | | | | | | | | |
| Value of employee services received for issue of share options | – | – | – | – | – | 329 | – | – | – | 329 |
| Refund of transaction costs related to the issuance of share capital | – | 15 | – | – | – | – | – | – | – | 15 |
| Dividends | – | – | – | – | – | – | – | – | (9,875) | (9,875) |
| Total contributions by and distributions to owners | – | 15 | – | – | – | 329 | – | – | (9,875) | (9,531) |
| At 31 January 2019 | 49,449 | 478,477 | (93,879) | 10,885 | 22,032 | 1,702 | (1,941) | (286) | 99,651 | 566,090 |

DEL MONTE PACIFIC LIMITED
UNAUDITED STATEMENTS OF CHANGES IN EQUITY (CONTINUED)

| Company | Share capital US\$'000 | Share premium US\$'000 | Translation Reserve US\$'000 | Revaluation Reserve US\$'000 | Remeasure- ment retirement plan US\$'000 | Share Option Reserve US\$'000 | Hedging Reserve US\$'000 | Reserve for own shares US\$'000 | Retained earnings US\$'000 | Total Equity US\$'000 |
|--|------------------------------|------------------------------|------------------------------------|------------------------------------|--|--|--------------------------------|---------------------------------------|----------------------------------|-----------------------------|
| Fiscal Year 2018 | | | | | | | | | | |
| At 1 May 2017 | 39,449 | 390,459 | (78,087) | 10,885 | 1,808 | 1,779 | (7,443) | (802) | 159,169 | 517,217 |
| Total comprehensive loss for the period | | | | | | | | | | |
| Loss for the period | – | – | – | – | – | – | – | – | (40,446) | (40,446) |
| Other comprehensive income | | | | | | | | | | |
| Currency translation differences recognised directly in equity | – | – | (10,774) | – | – | – | – | – | – | (10,774) |
| Remeasurement of retirement plan | – | – | – | – | 1,724 | – | – | – | – | 1,724 |
| Effective portion of changes in fair value of cash flow hedges | – | – | – | – | – | – | 3,065 | – | – | 3,065 |
| Total other comprehensive income | – | – | (10,774) | – | 1,724 | – | 3,065 | – | – | (5,985) |
| Total comprehensive loss for the period | – | – | (10,774) | – | 1,724 | – | 3,065 | – | (40,446) | (46,431) |
| Transactions with owners, recorded directly in equity | | | | | | | | | | |
| Contributions by and distributions to owners | | | | | | | | | | |
| Value of employee services received for issue of share options | – | – | – | – | – | 319 | – | – | – | 319 |
| Issuance of preference shares | 10,000 | 90,000 | – | – | – | – | – | – | – | 100,000 |
| Transaction cost from issue of preference shares | – | (2,085) | – | – | – | – | – | – | – | (2,085) |
| Release of share awards granted | – | (50) | – | – | – | (466) | – | 516 | – | – |
| Payment of dividends | – | – | – | – | – | – | – | – | (18,507) | (18,507) |
| Total contributions by and distributions to owners | – | 87,865 | – | – | – | (147) | – | 516 | (18,507) | 79,727 |
| At 31 January 2018 | 49,449 | 478,324 | (88,861) | 10,885 | 3,532 | 1,632 | (4,378) | (286) | 100,216 | 550,513 |

DEL MONTE PACIFIC LIMITED
UNAUDITED CONSOLIDATED STATEMENT OF CASH FLOWS

| Amounts in US\$'000 | For the three months ended 31 January | | For the nine months ended 31 January | |
|---|--|-----------------------|---|-----------------------|
| | FY2019 (Unaudited) | FY2018 (Unaudited) | FY2019 (Unaudited) | FY2018 (Unaudited) |
| Cash flows from operating activities | | | | |
| Profit for the period | 766 | (44,840) | 7,799 | (51,446) |
| Adjustments for: | | | | |
| Depreciation of property, plant and equipment | 33,582 | 38,088 | 95,439 | 105,080 |
| Amortisation of intangible assets | 1,663 | 1,667 | 4,991 | 6,117 |
| Impairment loss on property, plant and equipment | 167 | 410 | 1,425 | 22,301 |
| Gain/(loss) on disposal of property, plant and equipment | 598 | 321 | (2,507) | (11,831) |
| Equity-settled share-based payment transactions | 57 | 103 | 209 | 314 |
| Share of loss of joint venture, net of tax | 120 | 70 | 429 | 1,218 |
| Finance income | 644 | (236) | (19,128) | (4,312) |
| Finance expense | 24,964 | 25,580 | 73,198 | 78,186 |
| Tax expense (benefit) – net | (2,114) | 36,141 | (6,064) | 15,311 |
| Net loss on derivative financial instrument | (417) | (123) | (10,030) | 528 |
| Operating profit before working capital changes | 60,030 | 57,181 | 145,761 | 161,466 |
| Changes in: | | | | |
| Other assets | (5,108) | 3,440 | 395 | 21,940 |
| Inventories | 164,876 | 196,308 | 21,294 | 6,551 |
| Biological assets | 20,094 | (8,343) | 8,336 | (23,971) |
| Trade and other receivables | 51,467 | 60,978 | (22,453) | (36,379) |
| Prepaid and other current assets | 511 | 5,650 | 2,988 | 17,215 |
| Trade and other payables | (65,062) | (100,793) | (114,010) | (17,379) |
| Employee Benefit | 4,415 | 4,174 | 11,819 | 12,010 |
| Operating cash flow | 231,223 | 218,595 | 54,130 | 141,453 |
| Income taxes paid | 4,374 | (513) | 2,606 | (1,497) |
| Net cash flows from operating activities | 235,597 | 218,082 | 56,736 | 139,956 |
| Cash flows from investing activities | | | | |
| Interest received | 261 | 145 | 506 | 378 |
| Proceeds from disposal of property, plant and equipment | 59 | 26 | 9,304 | (12,432) |
| Purchase of property, plant and equipment | (53,457) | (32,166) | (101,063) | (67,497) |
| Additional investment in joint venture | – | (595) | – | (1,544) |
| Net cash flows used in investing activities | (53,137) | (32,590) | (91,253) | (81,095) |
| Cash flows from financing activities | | | | |
| Interest paid | (23,132) | (23,811) | (65,315) | (72,170) |
| Proceeds of borrowings | 109,485 | 60,872 | 677,284 | 582,039 |
| Repayment of borrowings | (232,475) | (296,705) | (531,942) | (648,715) |
| Dividends paid | (9,875) | – | (9,875) | (18,507) |
| Proceeds from issue of share capital | – | 100,000 | – | 100,000 |
| Refund of transactions costs related to rights issue | – | (2,086) | 16 | (2,086) |
| Net cash flows from financing activities | (146,122) | (161,730) | 70,168 | (59,439) |
| Net increase/(decrease) in cash and cash equivalents | 36,338 | 23,762 | 35,651 | (578) |
| Cash and cash equivalents at 1 May | 33,863 | 23,030 | 24,246 | 37,571 |
| Effect of exchange rate fluctuations on cash held | (5,029) | (5,010) | 5,275 | 4,789 |
| Cash and cash equivalents at 31 January | 33,863 | 41,782 | 65,172 | 41,782 |

| <u>One-off expenses/(income)</u> | For the three months ended | | | For the nine months ended | | |
|---|-----------------------------------|--------------------|---------------|----------------------------------|--------------------|---------------|
| | 31 January | | | 31 January | | |
| in US\$ million | FY2019 | FY2018 | % | FY2019 | FY2018 | % |
| | (Unaudited) | (Unaudited) | Change | (Unaudited) | (Unaudited) | Change |
| DMFI one-off expenses: | | | | | | |
| Closure of Sager Creek Arkansas plant | (0.7) | 8.1 | (108.3) | 6.6 | 14.6 | (55.0) |
| Closure of Plymouth, Indiana plant | 0.8 | (0.8) | (195.2) | (0.1) | 13.3 | (100.6) |
| Seed operations | – | – | – | (1.1) | – | nm |
| Severance | 1.4 | 1.8 | (24.2) | 3.2 | 3.1 | 2.0 |
| Others | (0.8) | 2.1 | (136.0) | (0.7) | 4.7 | (113.8) |
| Total (pre-tax basis) | 0.7 | 11.2 | (93.7) | 8.0 | 35.7 | (77.7) |
| Write off of deferred tax assets (non-cash)* | – | 39.8 | (100.0) | – | 39.8 | (100.0) |
| Tax impact | (0.2) | (4.3) | (95.9) | (1.9) | (13.6) | (86.2) |
| Non-controlling interest | (0.1) | (4.9) | (98.7) | (0.6) | (6.5) | (90.2) |
| Total DMFI one-off expenses (post-tax, post NCI basis) | 0.5 | 41.8 | (98.9) | 5.4 | 55.4 | (90.2) |
| Second Lien Loan purchase: | | | | | | |
| Gain due to the purchase of DMFI's second lien loan at a discount | – | – | – | (16.3) | – | nm |
| Tax impact | – | – | – | 3.5 | – | nm |
| Total one-off gain on second lien loan purchase (post-tax basis) | – | – | – | (12.9) | – | nm |
| Total (post-tax and post non-controlling interest) | 0.5 | 41.8 | (98.9) | (7.4) | 55.4 | (113.4) |

nm. – not meaningful

*The Group wrote off US\$39.8 million of deferred tax assets at DMFI due to the change in Federal income tax rate from 35% to 21%. Other companies in the US with deferred tax assets have similar write-offs due to the reduction in income tax rates. However, this should be more than offset by the reduced tax rates in future years which will be substantial.



DEL MONTE PACIFIC

3Q FY2019 RESULTS

8 March 2019



NOURISHING FAMILIES. ENRICHING LIVES. EVERY DAY. ®



DISCLAIMER

This presentation may contain statements regarding the business of Del Monte Pacific Limited and its subsidiaries (the “Group”) that are of a forward-looking nature and are therefore based on management’s assumptions about future developments. Such forward-looking statements are typically identified by words such as ‘believe’, ‘estimate’, ‘intend’, ‘may’, ‘expect’, and ‘project’ and similar expressions as they relate to the Group. Forward-looking statements involve certain risks and uncertainties as they relate to future events. Actual results may vary materially from those targeted, expected or projected due to various factors.

Representative examples of these factors include (without limitation) general economic and business conditions, change in business strategy or development plans, weather conditions, crop yields, service providers’ performance, production efficiencies, input costs and availability, competition, shifts in customer demands and preferences, market acceptance of new products, industry trends, and changes in government and environmental regulations. Such factors that may affect the Group’s future financial results are detailed in the Annual Report. The reader is cautioned to not unduly rely on these forward-looking statements.

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- Summary
- 3Q FY2019 Results
- 9M FY2019 Results
- Market Updates
- Sustainability
- Balance Sheet and Cash Flow
- Outlook



NOTES TO THE 3Q FY2019 RESULTS

- Third quarter is 1 November 2018 to 31 January 2019.
- DMPL's effective stake in DMFI is 89.4%, hence the non controlling interest line (NCI) in the P&L. Net income/(loss) is net of NCI.
- DMPL Group adopted the amendments to IAS 16 and IAS 41 (Agriculture: Bearer Plants in April 2017). The change in accounting standard was applied retrospectively. This involved reclassifying a portion of biological assets to plant, property and equipment leading to much higher depreciation expense. However, for EBITDA calculation, the Group retained the old calculation using the lower depreciation for comparability.





3Q AND 9M FY2019 HIGHLIGHTS

- 3Q net income of US\$2.6m, reversing the loss of US\$38.4m in the prior year period, and a net income of US\$14.0m for 9M, a turnaround from the US\$40.4m loss in the prior year period
- 3Q sales of US\$529m, 6% lower than prior year quarter mainly due to lower sales in the USA, excluding the divested Sager Creek vegetable business, in line with strategy
- Gearing improved to 2.5x equity from 2.7x in the prior year period





OUTLOOK

- Barring unforeseen circumstances, the Group is expected to be profitable in FY2019
- Major emphasis on responding to consumer trends through:
 - ✓ Strengthening the core business and innovating
 - Healthier options and new products (innovate outside the can)
 - Strategic investments in marketing in USA
 - ✓ Focusing on growing our branded business
 - Shifting to more branded consumer beverage in place of industrial pineapple juice concentrate (PJC)
 - Introducing more value-added, less commoditised foodservice products
- Improving financial performance through:
 - ✓ Review of manufacturing and distribution footprint in the USA to improve operational efficiency, further reduce costs and increase margins
 - ✓ Improving cash flow, strengthening the balance sheet, and reducing leverage and interest expense





DMPL 3Q FY2019 GROUP RESULTS SUMMARY

- Sales of US\$528.7m, -12%

| Sales | % Change |
|-------------------------------------|------------------------|
| US | -15 |
| Philippines | -10 (in peso terms -6) |
| S&W | +19 |
| FieldFresh India (equity accounted) | -2 (in rupee terms +8) |

All figures below without one-off items and vs prior year quarter:

- EBITDA of US\$40.6m, down 13% from US\$46.4m due to lower sales in USA, lower exports of processed pineapple, significantly reduced PJC prices and higher product costs that were partly offset by price increase in the Philippines and lower trade spend in the US
- Operating profit of US\$25.1m, down 10% from US\$28.0m
- Net profit of US\$3.0m, down 11% from net profit of US\$3.4m. The change in US tax rate to 21% from 35% had a negative impact of US\$1.8m



DMPL 3Q FY2019 ONE-OFF EXPENSE/(INCOME)

| In US\$ m | 3Q FY18 | 3Q FY19 | Booked under |
|---|-------------|------------|---------------------|
| Closure of Sager Creek, Arkansas plant | 8.1 | (0.7) | CGS |
| Closure of Plymouth, Indiana plant | (0.8) | 0.8 | G&A/Misc Expense |
| Severance | 1.8 | 1.4 | G&A Expense |
| Others | 2.1 | (0.8) | G&A/Interest Income |
| Total one-off expense/(income) (pre-tax basis) | 11.2 | 0.7 | |
| Write off of deferred tax assets (non-cash)* | 39.8 | - | |
| Tax impact | (4.3) | (0.2) | |
| Non-controlling interest | (4.9) | (0.1) | |
| Total one-offs (net of tax and NCI) | 41.8 | 0.5 | |

*The Group wrote off US\$39.8m of deferred tax assets at DMFI due to the change in Federal income tax rate from 35% to 21%. Other companies in the US with deferred tax assets had similar write-offs due to the reduction in income tax rates. However, this should be more than offset by the reduced tax rates in future years which will be substantial.

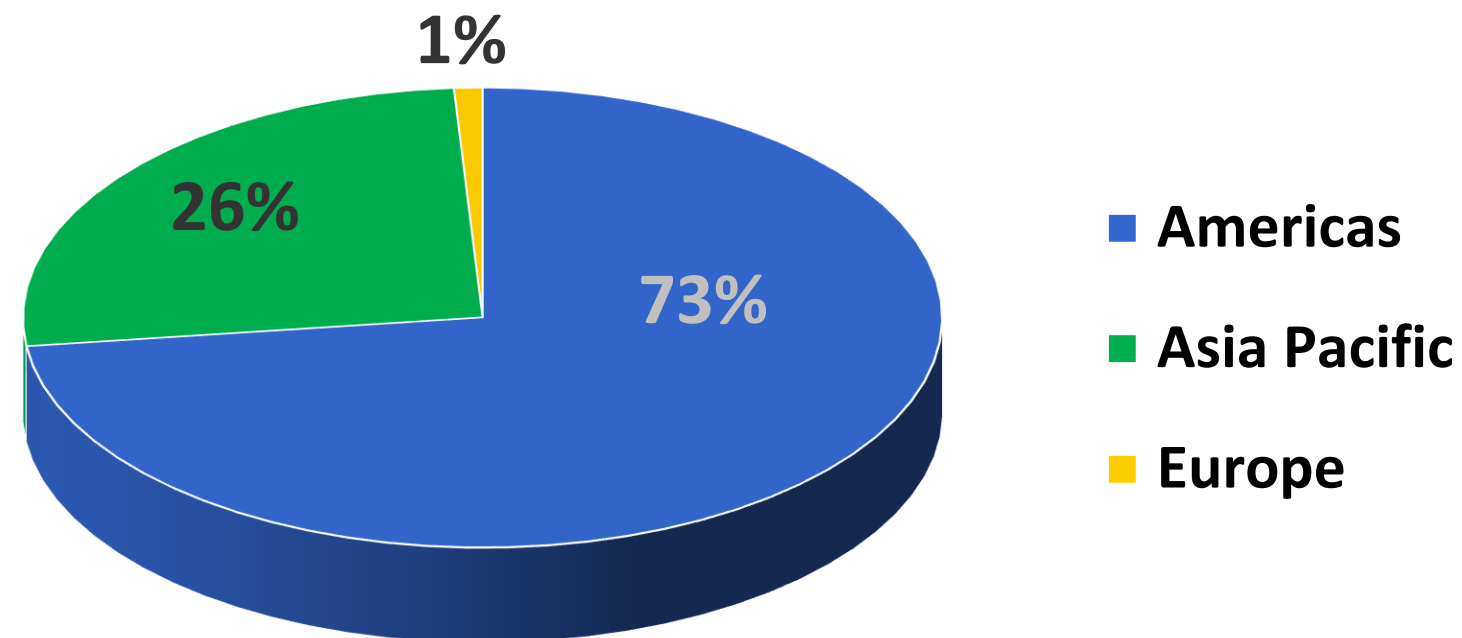


DMPL 3Q FY2019 RESULTS – AS REPORTED

| In US\$m | 3Q FY2018 | 3Q FY2019 | Chg (%) | Comments |
|--------------------------------|--------------|----------------|-----------|---|
| Turnover | 599.8 | 528.7 | -11.8 | Mainly due to the divested Sager business and lower USA sales. Excluding Sager, sales down 6% |
| Gross profit | 119.1 | 116.6 | -2.1 | Lower sales, significantly reduced PJC prices and higher product costs that were partly offset by price increase in the Philippines and lower trade spend in the US |
| EBITDA | 35.2 | 39.7 | +13.0 | Lower one-off expenses of US\$0.7m versus US\$11.2m in the prior year period |
| Operating profit | 16.7 | 24.2 | +44.9 | Same as EBITDA comment |
| Net finance expense | (25.3) | (25.6) | +1.0 | Higher net forex loss |
| FieldFresh equity share | 0.1 | 0.01 | nm | Commodity headwinds and devaluation of the Indian rupee |
| Tax benefit/(expense) | (36.1) | 2.1 | +105.8 | Due to write-off of non-cash deferred tax assets in DMFI last year |
| Net profit/(loss) | (38.4) | 2.6 | +106.7 | Last year included a write off of US\$39.8m for DTA |
| Net debt | 1,605.1 | 1,531.4 | -4.6 | Lower DMFI inventory, US\$100m Preference Share issuance and purchase of DMFI's loans in 4Q FY18 and 1Q FY19 |
| Gearing (%) | 266.9 | 251.4 | -15.5ppts | Same as above |



DMPL 3Q FY2019 TURNOVER ANALYSIS



| | | |
|--------------|--------|---|
| Americas | -14.7% | <ul style="list-style-type: none"> ■ In line with strategy, divested the Sager business and reduced private label sales in retail channel ■ Lower volume across categories as well as unfavourable impact of lower pricing in foodservice for PJC |
| Asia Pacific | -1.2% | <ul style="list-style-type: none"> ■ Philippines sales were lower mainly in the general trade and mixed fruit category as it addresses operational issues in that channel. Foodservice continued to grow ■ Higher S&W sales due to strong sales of fresh pineapple, which offset lower packaged sales |
| Europe | -34.6% | <ul style="list-style-type: none"> ■ Lower canned pineapple and PJC pricing |



DMPL 9M FY2019 GROUP RESULTS SUMMARY

- Sales of US\$1.5bn, -10%

| Sales | % Change |
|-------------------------------------|-------------------------|
| US | -13 |
| Philippines | -8 (in peso terms -3) |
| S&W | +5 |
| FieldFresh India (equity accounted) | +2 (in rupee terms +10) |

All figures below without one-off items and vs prior year period:

- EBITDA of US\$112.8m, down 14% from US\$131.4m due to lower sales in USA, lower exports of processed pineapple, significantly reduced PJC prices and higher product costs that were partly offset by price increase in the Philippines and lower trade spend in the US
- Operating profit of US\$64.2m, down 14% from US\$74.7m
- Net profit of US\$6.6m, down 56% from net profit of US\$14.9m. The change in US tax rate to 21% from 35% had a negative impact of US\$6.6m



DMPL 9M FY2019 ONE-OFF EXPENSE/(INCOME)

| In US\$ m | 9M FY18 | 9M FY19 | Booked under |
|---|-------------|--------------|-----------------|
| Closure of Sager Creek, Arkansas plant | 14.6 | 6.6 | CGS |
| Closure of Plymouth, Indiana plant | 13.3 | (0.1) | G&A/Misc Income |
| Seed operations | - | (1.1) | Misc Income |
| Severance | 3.1 | 3.2 | G&A Expense |
| Gain due to the purchase of DMFI's 2nd lien loan at a discount to par value | - | (16.3) | Interest Income |
| Others | 4.7 | (0.7) | G&A |
| Total one-off expense/(income) (pre-tax basis) | 35.7 | (8.4) | |
| Write off of deferred tax assets (non-cash)* | 39.8 | - | |
| Tax impact | (13.6) | 1.6 | |
| Non-controlling interest | (6.5) | (0.6) | |
| Total one-offs (net of tax and NCI) | 55.4 | (7.4) | |

*The Group wrote off US\$39.8m of deferred tax assets at DMFI due to the change in Federal income tax rate from 35% to 21%. Other companies in the US with deferred tax assets had similar write-offs due to the reduction in income tax rates. However, this should be more than offset by the reduced tax rates in future years which will be substantial.

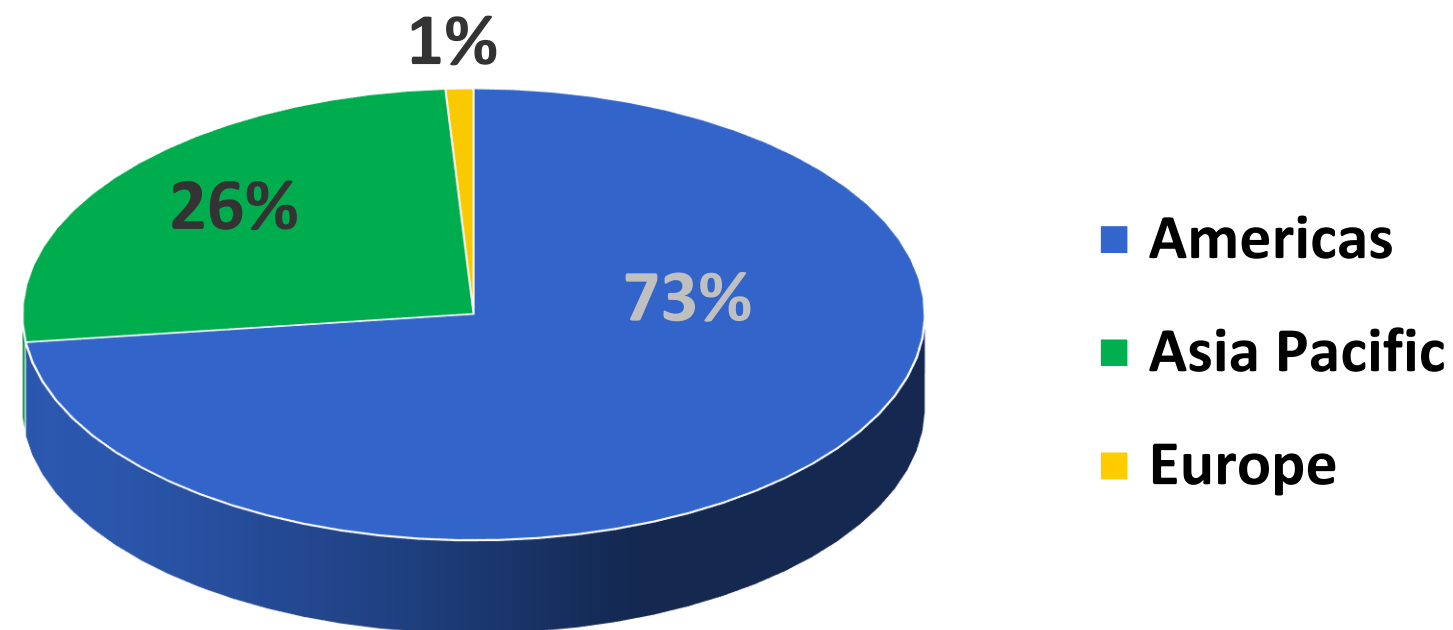


DMPL 9M FY2019 RESULTS – AS REPORTED

| In US\$m | 9M FY2018 | 9M FY2019 | Chg (%) | Comments |
|--------------------------------|--------------|----------------|-----------|---|
| Turnover | 1,698.3 | 1,522.2 | -10.4 | Mainly due to lower USA sales and the divested Sager business. Excluding Sager, sales down 6% |
| Gross profit | 345.4 | 313.4 | -9.3 | Lower sales, significantly reduced PJC prices and higher product costs that were partly offset by price increase in the Philippines and lower trade spend in the US |
| EBITDA | 95.7 | 104.9 | +9.6 | Lower one-off expenses; higher S&W fresh pineapple EBITDA |
| Operating profit | 39.0 | 56.2 | +44.3 | Same as EBITDA comment |
| Net finance expense | (73.9) | (54.1) | -26.8 | Lower level of borrowings due to lower DMFI inventory and purchase of DMFI loans |
| FieldFresh equity share | (0.4) | 0.2 | +141.0 | Improved Del Monte packaged product sales |
| Tax benefit/(expense) | (15.3) | 6.1 | +139.6 | Due to write-off of non-cash deferred tax assets in DMFI last year |
| Net profit/(loss) | (40.4) | 14.0 | +134.7 | Last year included a write off of US\$39.8m for DTA |
| Net debt | 1,605.1 | 1,531.4 | -4.6 | Lower DMFI inventory, US\$100m Preference Share issuance and purchase of DMFI's loans in 4Q FY18 and 1Q FY19 |
| Gearing (%) | 266.9 | 251.4 | -15.5ppts | Same as above |



9M FY2019 TURNOVER ANALYSIS



| | | |
|--------------|--------|--|
| Americas | -12.6% | <ul style="list-style-type: none"> ▪ In line with strategy, divested Sager vegetable business and reduced private label sales in retail channel ▪ Lower volume of retail branded products due to promotion reduction and distribution losses |
| Asia Pacific | -3.6% | <ul style="list-style-type: none"> ▪ Philippines sales were lower mainly in the general trade and mixed fruit category as it addresses operational issues and distribution transition in that channel. Modern trade and foodservice continued to grow ▪ Higher S&W sales due to strong sales of fresh pineapple, which offset lower packaged sales |
| Europe | -6.7% | <ul style="list-style-type: none"> ▪ Lower canned pineapple and PJC pricing |



Market Updates for 3Q FY2019



DEL MONTE FOODS GROWTH STRATEGY



A CLEAR AND FOCUSED PATH FORWARD...

Building Relevance

Differentiating our brands and products to drive customer and consumer preference

- Investing to communicate our points of difference
- Improving our taste, health, and wellness across portfolio
- Pursuing new more contemporary packaging solutions

Driving Innovation

Addressing consumer needs, shifts in eating behaviors, and evolving demographics

- Reaching new younger consumer targets
- Extending plant based into new usage: Healthy snacking, morning & dinner meals
- Entering attractive adjacencies for Del Monte and Contadina

Expanding Distribution

Extend our reach into growing sales channels and new grocery store aisles

- Expanding Center of Store Leadership
- Establishing long-term growth plans in Latin America, Foodservice, Convenience, Deli, and Produce.
- Ramping up DM Fresh Joint Venture activity

Optimizing Organization

Building org model and cost structure which enables agility and fuels growth

- Rationalizing non-strategic businesses and focusing on brand
- Realigning our manufacturing and supply chain footprint
- Driving efficiencies in global sourcing and procurement



USA

31%

Market Share (#1)
Canned Vegetable

38%

Market Share (#1)
Canned Fruit

31%

Market Share (#2)
Fruit Cup Snacks

8%

Market Share (#2)
Canned Tomato

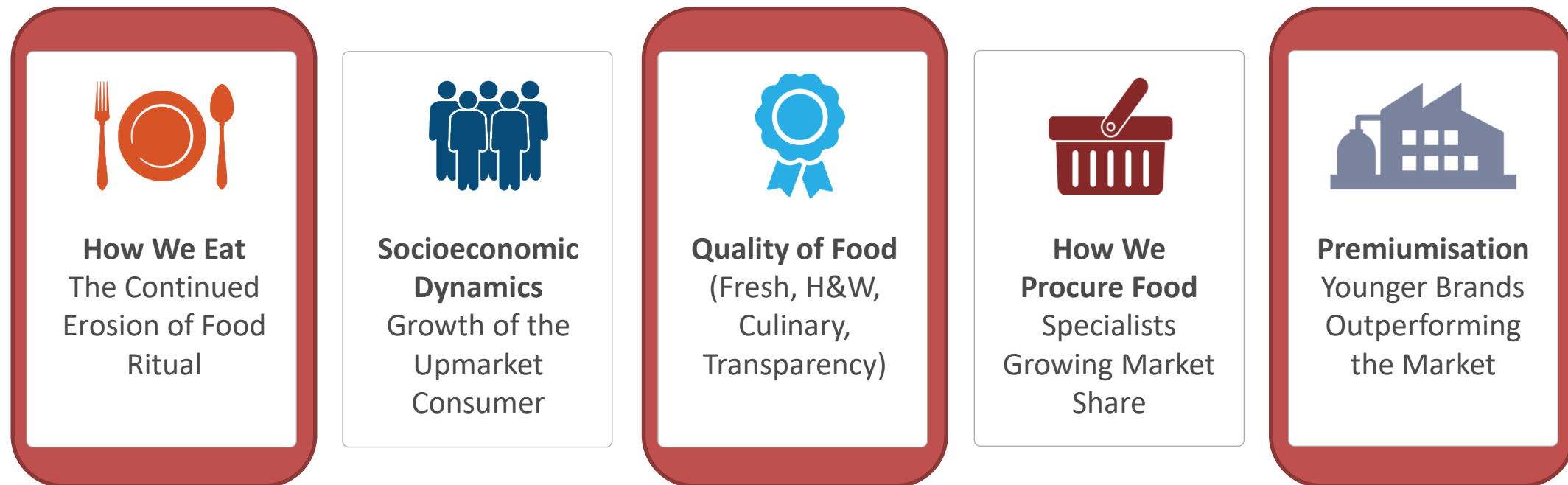
- Maintained share leadership across core categories
- Innovation continues to drive growth behind new Fruit & Oats and Bone Broth products
- Business fundamentals remain on solid ground with strong shelving, new innovation, and sustained marketing investments
- Continued to develop foodservice and e-commerce channels
 - ✓ Double-digit e-commerce sales growth driven by retailers' expansion of their click & collect / in-store pick-up platforms, ramp up in Amazon sales, marketing investment across strategic accounts and DMFI's adult fruit cup innovation



To drive growth in market, Del Monte will continue to invest in building its brands, bringing differentiated and innovative products to market, and expanding distribution channels.



From macro-trends => behavioural shifts => innovation



**Rooted in these macro-trends are 3 key behavioural shifts,
that are indicators of both risk and opportunity:**

How We Eat => **Snacking**

Quality of Food => **Fresh, Healthy, Plant-forward Eating**

Quality of Food & Premiumisation => **Transparency and Sustainability**



DEL MONTE FOODS NEW INNOVATION GOAL

BECOME LEADER IN PLANT BASED INNOVATION



Revitalize Current Categories

- New Benefits
- New Occasions
- New Consumers



Expand Beyond Current Categories

- Refrigerated Deli, Produce, Frozen & high-growth COS categories



Expand in Strategic Growth Channels

- Convenience
- Club
- E-Commerce



Unlock Food Service Growth Potential

- New Foodservice products to address Health & Convenience
- A solutions based approach for Operators & End Users



DEL MONTE FOODS USA

DMFI's 3Q sales down 15% to US\$386.2m

- Stripping out the Sager Creek business which was divested in September 2017, DMFI sales were down 6%
- Lower volume across categories most significantly branded tomatoes, fruits and private label sales; Lower pricing in foodservice for PJC
- Majority of the decline in sales was in line with DMFI's strategy
- Del Monte Fruit & Oats won Product of the Year for the Breakfast Category

DMFI EBITDA improved versus the prior year quarter

Upcoming New Products

- Consumers can expect further innovation from the brand as Del Monte continues to diversify beyond the canned goods aisle
- 4 innovative products in adjacent categories – the refrigerated produce and frozen sections
 - *Del Monte Citrus Bowls*, grapefruit and citrus salad in 100% juice with longer shelf life than fresh cut fruit; launched in February in the refrigerated produce section
 - *Del Monte Fruit Crunch Parfaits* feature layers of non-dairy coconut crème, crunchy granola, and a full serving of fruit; to begin shipping in end-April
 - For the frozen segment, *Del Monte Veggieful Bites* and
 - *Contadina Pizzettas*, frozen snacks made with cauliflower crust, with a full serving of vegetable in five bites. These items are being accepted by retailers across the US and will begin shipping in end-April





USA - INNOVATION

Fruit & Oats

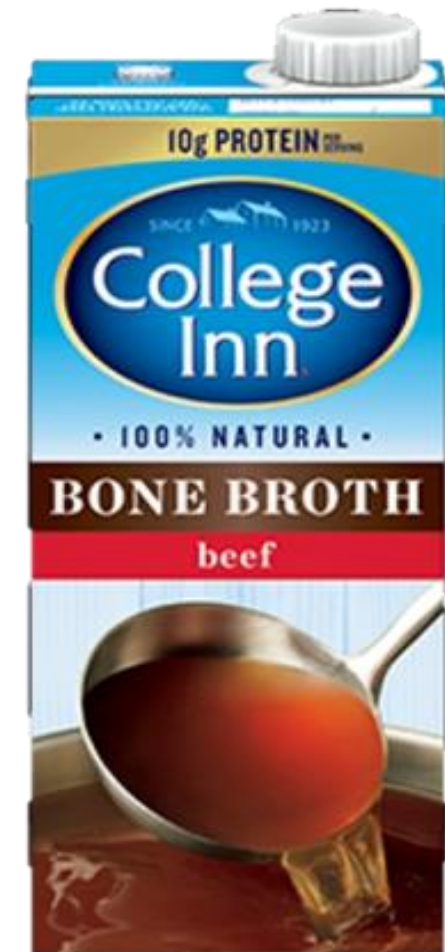


- Del Monte Fruit & Oats Best New Product of the Year for Breakfast Category!

Woman's Day Newsletter



College Inn Bone Broth



College Inn is off to a strong start:

- Now 5% share of the Bone Broth segment, **passing Swanson**
- Strongest Bone Broth velocities in the category**, surpassing Pacific the current leader.



USA - RETAIL MARKETING HIGHLIGHTS

Del Monte Growers of Good



TV/OLV



FSI/In-store Shelf Sign

- Continuance of Growers of Good Master brand Campaign TV, Digital & Social
- Holiday Green Bean Casserole Partnership across top customers supported with display

100% Juice Fruit Cup® Snacks

Print



FSI



Social



Digital



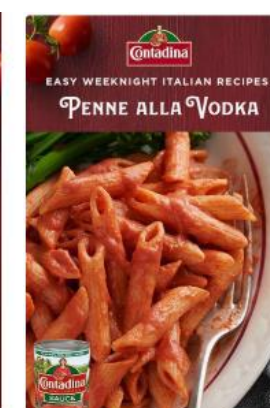
- Launch of Fruit Cup 100% juice with support across Print, Digital, FSI, Social
- Fruit & Oats with marketing support across Print, Social, FSI, Shopper & Digital

Contadina

Print



Pinterest



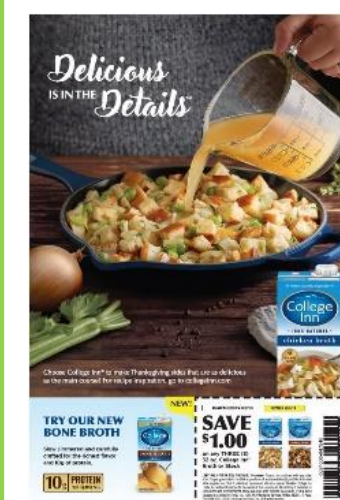
Digital



- Relaunch, new campaign
- Print, Digital, Social, In-store

College Inn

FSI



Pinterest



Digital



- Holiday FSI, Digital, TV, Pinterest, Pallet Displays



USA – FOODSERVICE HIGHLIGHTS

Vending Channel Realignment



- Vending channel sales have now been realigned for management by our Foodservice Regional Sales Managers. This channel was previously managed in conjunction with our Food Ingredient sales.
- Vending business has evolved beyond actual vending machines, into self-service and micro-mart alternatives. This realignment will extend the reach of our Sales team into this undertapped channel.

Segmentation Focus



- Foodservice Sales teams are focusing efforts and Broker attention on key channels where we have strongest opportunity to succeed: College and University (C&U), Healthcare, and Lodging channels.
- Del Monte product benefits (branded quality, healthy ingredients, labour solutions) resonate most with the needs of these channels, and these operators are drawn to our new innovation items.

Aramark C&U



- New placement of Adult Fruit Cup Singles with Aramark's college and university division will provide 12 facings of our products in grab-and-go coolers.
- Initial shipment will place all six of our single-serve products into approximately 500 convenience locations in college and university locations across the US.
- Provides expansion pathway for innovation within grab-and-go



PHILIPPINES

84%

Market Share (#1)
Packaged Pineapple

67%

Market Share (#1)
Canned Mixed Fruit

83%

Market Share (#1)
Canned and Carton Juices

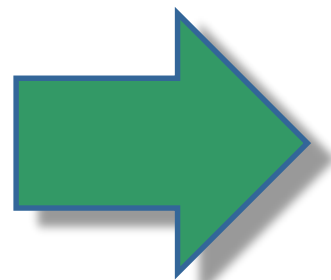
83%

Market Share (#1)
Tomato Sauce

38%

Market Share (#1)
Spaghetti Sauce

- Del Monte is the market leader across several categories
- Modern trade and foodservice are growing: Del Monte is strong in modern trade, generating about 30% of sales, while foodservice accounts for about 20% of Philippine sales
- E-commerce and digital are growing



To drive growth, continue to build new categories, channels and markets to ensure future competitiveness and growth

Source for market shares: Nielsen Retail Index as of 3 months to December 2018; Canned mixed fruit is a combined share for Del Monte and Today's brands; Spaghetti sauce is a combined share for Del Monte, Today's and Contadina brands

PHILIPPINES

- 3Q sales were down 6% in peso terms but down 10% in US dollar terms due to peso depreciation
- Down mainly in the general trade and mixed fruits category as we continue to address operational issues in that channel
- Foodservice continued to grow



How are we strengthening the General Trade?

- 1 Develop the distributor core processes (policies, ways of working) and implement a clear-cut expectations on Service Level Agreement to instill excellence in execution
- 2 Develop a scalable business model framework to have effective coverage while managing cost-to-serve and track performance
- 3 Assess current distributors' performance and apply a rigid selection process for new partners
- 4 Transform to high performing team through mentoring, standard cadence, clear measures of productivity and recognition scheme to improve collaboration



PHILIPPINE MARKET – FRUITS, CULINARY & BEVERAGE

- ✓ Online recipe for Fruits during the holiday season



- ✓ SpagSarap Squad sampling activation of the 5 delicious spaghetti sauce variants in malls



- ✓ Contadina's active collaboration with culinary schools & online culinary experts



- ✓ Peak season gifting & Christmas recipe push



- ✓ Continuous TVC airing to drive consumption for Del Monte core brands – 100% Pineapple Juice, Fit 'n Right and Juice Drinks



- ✓ Sustained aggressive digital Ads





PHILIPPINE MARKET – QUICK-SERVICE RESTAURANTS

- ✓ Optimise growth opportunities behind dispenser juice expansion and meal tie-ups with major QSR chains








- ✓ Expand portfolio range via menu ideations with strategic QSR clients

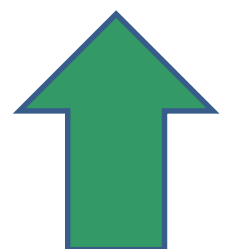


Grow & Expand

Menu-Inclusion Mapping

| MOST CONSUMED IN QSRs |  FRIES |  CHICKEN |  BURGER |  PASTA |  PIZZA |
|-----------------------|---|---|--|---|---|
| WHAT WE HAVE NOW | Ketchup | | Pineapple Slice | Pasta, Pasta Sauce | Tidbits, Pizza/Tom Sauce |
| OPPORTUNITIES | Fries Dips Flavouring | Gravy Breading Nuggets Sauces | Mayonnaise/ Dressings | Customised Sauces | Hotsauce Customised Sauces |

Jollibee Group
McDonald's
Bonchon
Kenny Rogers



Strong double-digit growth



PHILIPPINE MARKET – CONVENIENCE STORES

7-Eleven
Family Mart
Lawson
Others



**Strong
double-digit
growth**

- ✓ Drive aggressive growth in convenience stores (CVS) by increasing market share and share-of-wallet with high-impact activations in 5 consumption zones

**Awareness/
Consumption Builders**
“Increase transaction size”

**Frequency/
Incidence Builders**
“Make them buy more”

Traffic Building Programmes
“Get the people into the store”

| MEALS ZONE | CHILLED ZONE | GRAB 'n GO ZONE | TOP UP ZONE | IMPULSE ZONE/ SEASONAL TREATS |
|--|---|---|---|---|
| Combo Meals / Upsize  Menu Activation  Merchandising  | Space-Grab Program  Cross-merch in food chiller  | Fast Solution Center Tie-up with snacks players  Counter-top chiller  | Multi-serve rack Capture take home occasion  Quick refill cooking packs Side by side with multi-serve packs to capture take home occasion  | Limited Time Offers For excitement & News  Condiments Activation  |



PHILIPPINE MARKET – CONVENIENCE STORES

- ✓ Drive dispenser juice and condiments sachet expansion to grab opportunities from CVS as emerging channel for ready-to-eat (RTE) meals amongst young, urban professionals



- ✓ Expand portfolio range via RTE recipe ideations with CVS commissaries



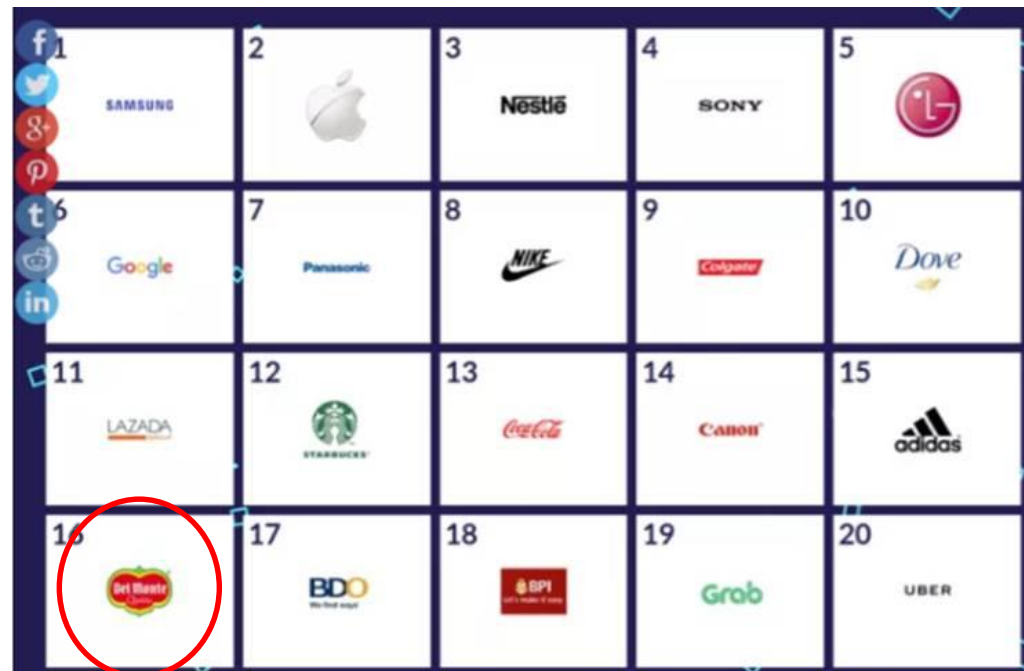
Grow & Expand Menu-Inclusion Mapping

| MOST CONSUMED IN CVS |  RICE MEALS |  SIOPAOS |  HOTDOGS |  COMMISSARIES |
|----------------------|--|---|---|--|
| WHAT WE HAVE NOW | BBQ Marinade, Tomato Sauce | | Ketchup | |
| OPPORTUNITIES | Single Use condiments (vinegar) | Siopao Sauce | Dressing Mustard | Other relevant institutional packs |



PHILIPPINE MARKET – FY2019 RECOGNITIONS

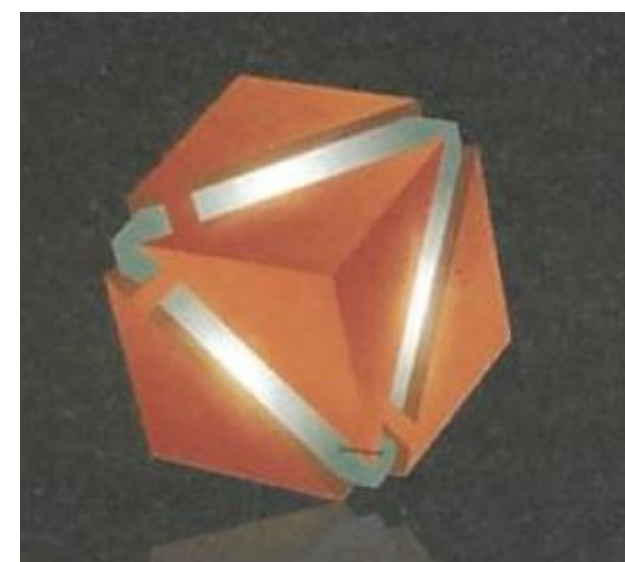
- ✓ One of only 3 food & beverage companies in the Campaigns Asia Top 20 Brands in the Philippines



- ✓ PANAta Awards for Excellence in Marketing Innovation (Silver), Excellence in Brand Positioning (Bronze)



- ✓ Won Gold in the Philstar Packaging Excellence Awards for Clear Can Packaging Innovation
- ✓ In contention for Asia Star Awards



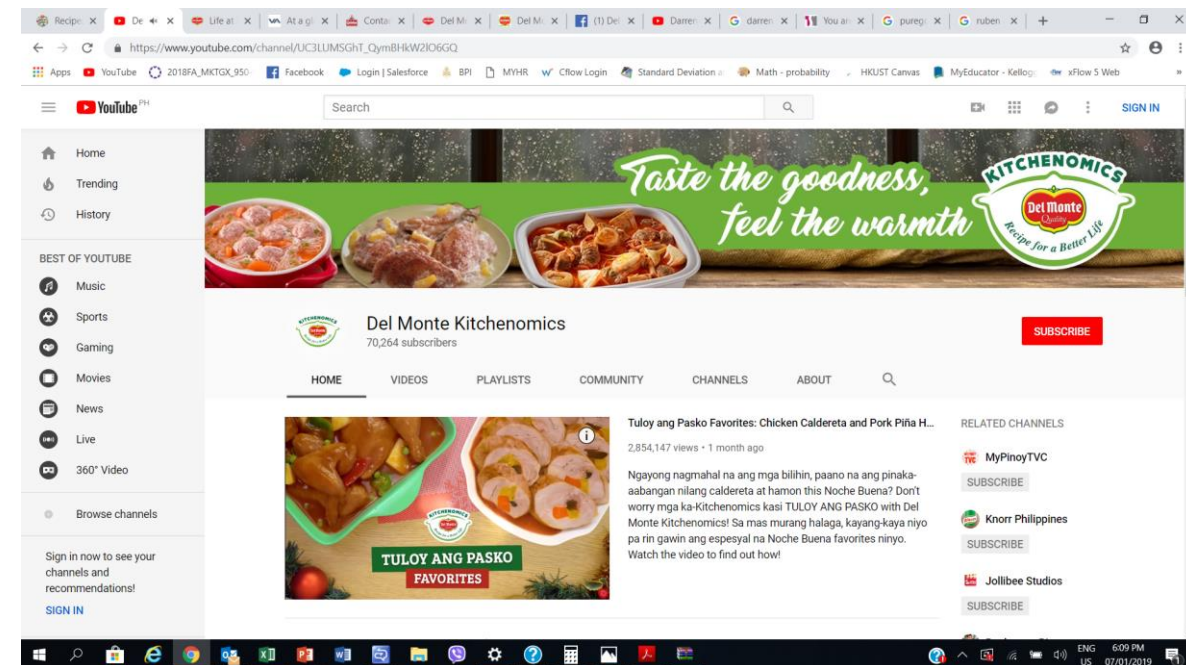
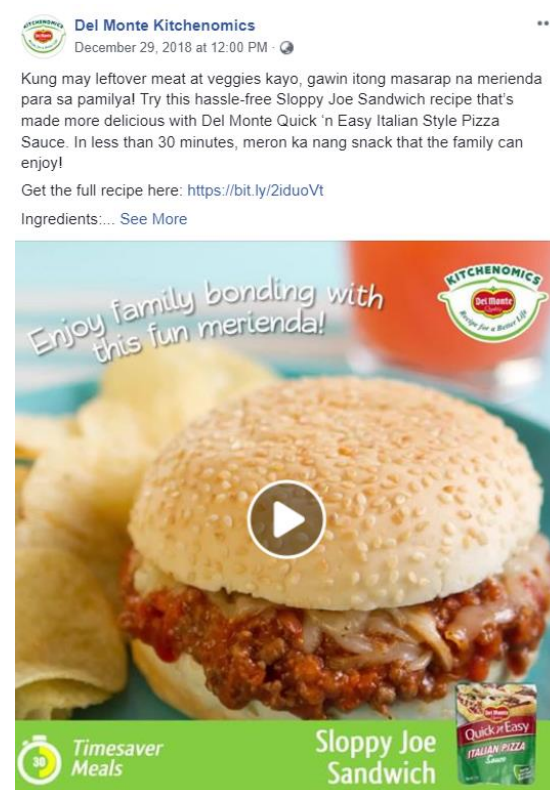
The InnoCube™ is a symbol of continuous innovation. Measuring a perfect 10x10 (cm), the six "I"s connected edge to edge portray the snowballing effect of an innovation to another innovation: enhancing and taking it one step forward, hence making the impossible, possible!





PHILIPPINE MARKET – DEL MONTE KITCHENOMICS

3+ million strong community on Facebook, one recipe per day post



Recipe videos housed on YouTube;
Recipe database in consumer site:
www.lifegetsbetter.ph

One of the highest, branded cooking segments on TV in one of the country's biggest networks.





PHILIPPINE MARKET – INFLATION BUSTERS!

Continue to drive consumption in high-inflationary competitive landscape via:

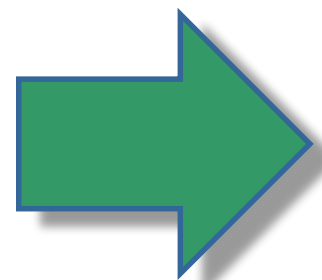
- ✓ Relevant value messaging meant to sustain relevance
- ✓ Supported by discounted multi-packs in-trade that drive pantry-loading and system-usage





S&W ASIA

- Consumers moving towards less processed and more natural food: S&W expanding sales of S&W Sweet 16 fresh pineapple
- E-commerce and digital are growing with North Asia having the largest share of E-commerce pie: S&W is actively developing this channel



To drive growth, realise S&W's full potential in fresh pineapple and other products, channels, and build S&W's brand equity in key markets





S&W ASIA

- Sales of the S&W business improved by 19% in 3Q due to strong sales of fresh pineapple in North Asia
- Offset decline in packaged products
- S&W business delivered a much higher operating margin, up 6 ppts, due to better sales mix

S&W Pineapple Juice in carton now available on Tmall.com of Alibaba



Creation of S&W's WeChat account to engage with consumers/followers in China





S&W SINGAPORE

Chinese New Year promotion of S&W 100% Pineapple Juice in 4S Pack (ad feature in Cheers CNY catalogue). Single can format is also available for sale in the chillers.





S&W PARTNERSHIPS

China



Co-branding with
China's No. 1 Fresh player;
Our fresh pineapples are
Top 2 in China



Japan

Co-branding with *Farmind*®
Japan's leading Fresh player



France



South Korea

Partnered with CJ
Freshway, South Korea's
biggest foodservice player
and Wonil, largest Fresh
Cut player



Co-branding with *St MAMET*
France's leading fruit
processor. These Clear Cans
won a Product Innovation
Award in LSA, France's most
widely read retail distribution
magazine. Our processed
pineapples are Top 3 in France



NICE FRUIT

- Individually-wrapped frozen “Pineapple Stick” sold about 4 million pieces from June 2018 to February 2019 in 7-Eleven Japan outlets
- Average sales record of about 300,000 pieces per week for the first 3 weeks from launching
- Launched frozen “Golden Pineapple” chunks pack





NICE FRUIT



- Selling soon in:
 - St. Mamet, France
 - Migros, Switzerland
 - Other markets in Europe
 - Saudi Arabia
 - Qatar
 - China
 - Hong Kong
 - Singapore

Fairprice Singapore



Europe and Middle East



China and Hong Kong





FIELDFRESH INDIA

- FieldFresh sales were up 8% in 3Q due to higher Del Monte packaged product sales
- DMPL's share of profit was US\$0.01m, lower than prior year quarter's US\$0.1m due to commodity headwinds and devaluation of the Indian rupee

With the onset of winter, the emphasis this quarter was on extensive, cross category, consumer sampling drive in our top 3 cities – Delhi, Mumbai, Bangalore



6

Categories sampled: Olives, Olive Oil, Pasta, Emulsion and Dried Fruits

500+

Outlets Covered both General Trade and Modern Trade

250,000

People reached



INDIA – SAMPLING IN OUR HEAD OFFICE

Gourmet Sauces – Launch Activity



Trail mix sampling





SUSTAINABILITY

- Del Monte Pacific's maiden Sustainability Report, published in Oct 2018, was shortlisted by the Asia Sustainability Reporting Awards as "Asia's Best First Time Sustainability Report" amongst eight companies listed in Singapore, Malaysia, Indonesia and India
- Published DMFI's 2018 Sustainability Report
- DMFI joined the Sustainable Packaging Coalition
- DMFI uses HOW2RECYCLE labels
- DMPI implemented a Power Efficiency Programme, including renewable energy
- DMPI Research developed a new design for the water treatment that saves water usage and improve mould control





IMPROVED BALANCE SHEET AND CASH FLOW

- Committed to improve cash flow, reduce debt and interest expense
- Raised US\$300m from two Preference Share tranches in April and December 2017 to repay loans
- In 4Q FY2018 and 1Q FY2019, DMPL purchased US\$225m out of the total US\$260m second lien loans of DMFI at a discount in the secondary market. This is the highest interest-bearing loan of the Group at 10.15% p.a., and will save DMPL >US\$10m of interest payments in FY2019
- Reduced gearing to 2.5x equity as of 31 January 2019, from 2.7x in the prior year quarter





OUTLOOK

- Barring unforeseen circumstances, the Group is expected to be profitable in FY2019
- Major emphasis on responding to consumer trends through:
 - ✓ Strengthening the core business and innovating
 - Healthier options and new products (innovate outside the can)
 - Strategic investments in marketing in USA
 - ✓ Focusing on growing our branded business
 - Shifting to more branded consumer beverage in place of industrial pineapple juice concentrate
 - Introducing more value-added, less commoditised foodservice products
- Improving financial performance through:
 - ✓ Review of manufacturing and distribution footprint in the USA to improve operational efficiency, further reduce costs and increase margins
 - ✓ Improving cash flow, strengthening the balance sheet, and reducing leverage and interest expense

