

Del Monte Pacific 4Q FY2024 Results

28 June 2024



Nourishing Families.
Enriching Lives.
Every Day.

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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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- FY2024 Results
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Notes to the Results



- 4Q FY2024 is from 1 February to 30 April 2024
- DMPL owns 89.54% of Del Monte Philippines, Inc. and 93.6% of Del Monte Foods, Inc. DMPL recognizes a 10.46% and 6.4% non-controlling interest (NCI) in these two subsidiaries, respectively. These comprise the NCI line in the P&L. Net profit/(loss) is net of NCI.
- The 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.

Highlights



Fourth Quarter FY2024

- Del Monte Pacific Limited (DMPL) Group sales grew by 2% to US\$597m on strong Fresh exports offsetting declines in USA
- The Group maintained its leading market share position across all core products
- Inventory-related waste, variable product, warehousing and distribution costs in U.S. subsidiary Del Monte Foods, Inc. (DMFI) led to lower gross profit of US\$62m
- Along with increased interest expense and one-off expenses, the Group incurred a net loss of US\$77m from a net loss of US\$12m in the prior year quarter

Full Year FY2024

- DMPL Group sales were maintained at US\$2.4bn on stable turnover in USA and the Philippines
- Gross profit was lower at US\$422m for the same reasons as in 4Q
- A net loss of US\$127m was recorded vs a net profit of US\$17m in the prior year period



Outlook



In FY2025, the Group's main priorities will be as follows:

- 1) Plans are underway for the selective sale of assets and injection of equity through strategic partnerships.
- 2) A task force has been formed to restore gross margins both in the U.S. and rest of DMPL from the 2H of FY2025 as the Group will still be carrying over high inflationary costs from FY2024 in the 1H, particularly in the U.S. Measures will include:
 - Continue with plans in the U.S. to reduce inventory
 - Reduce waste and inventory write offs across the Group
 - Reduce warehousing and distribution costs in the U.S.
 - Consolidate manufacturing footprint in the U.S.
 - Improve planning through digitization and clear organization accountability
 - Restore productivity for processed pineapple C74 variety in the next 12 to 24 months
- 3) Rightsize workforce and reduce fixed costs.
- 4) Continue focused growth for innovation such as Joyba bubble tea in the U.S. and dairy business in the Philippines.
- 5) Further invest in the growth of Fresh business in North Asia and other export markets.

The Group will pursue all these initiatives in FY2025 but the results will only be fully reflected in FY2026. The Group expects to incur a net loss in FY2025 although at a reduced amount.



4Q FY2024 Results Summary



- Sales of US\$597.3m, +2.2%

Sales	% Change
Americas	-1.7
Philippines	flat (in peso terms +3.3)
International	+9.4
India (equity accounted)	+16 (in rupee terms +17)

All figures below are vs prior year quarter and on recurring basis (without one-off expenses):

- EBITDA loss of US\$6.4m from EBITDA of US\$56.9m, mainly due to inventory-related waste, variable product, warehousing and distribution costs in DMFI
- Operating loss of US\$29.7m from operating profit of US\$36.7m
- Net loss of US\$65.6m from a net loss of US\$10.5m due to lower operating results and increased interest expense

One-Off Expenses



<i>Amounts in US\$ million</i>	For the three months ended		For the year ended	
	30 April		30 April	
	FY2024 (Unaudited)	FY2023 (Unaudited)	FY2024 (Unaudited)	FY2023 (Unaudited)
DMFI one-off expenses:				
Severance	7.6	-	7.6	-
Professional fees	4.6	-	4.6	-
IPO* cost	4.8	-	4.8	-
Settlement of legal claims	-	1.5	2.0	2.5
Excess of net realizable value over inventory cost related to the Kitchen Basics acquisition	0.5	0.5	1.6	5.0
Plant closure	(1.4)	-	(1.4)	-
Redemption fee	-	-	-	44.5
Write-off of deferred financing costs (non-cash)	-	-	-	26.3
Ticking fee	-	-	-	1.0
Total (pre-tax basis)	16.0	2.0	19.1	79.3
Tax impact	(4.1)	(0.5)	(4.9)	(20.3)
Non-controlling interest	(0.8)	(0.1)	(0.9)	(3.8)
Total DMFI one-off expenses (post tax, post NCI basis)	11.1	1.4	13.3	55.2

**postponed*

4Q FY2024 Results

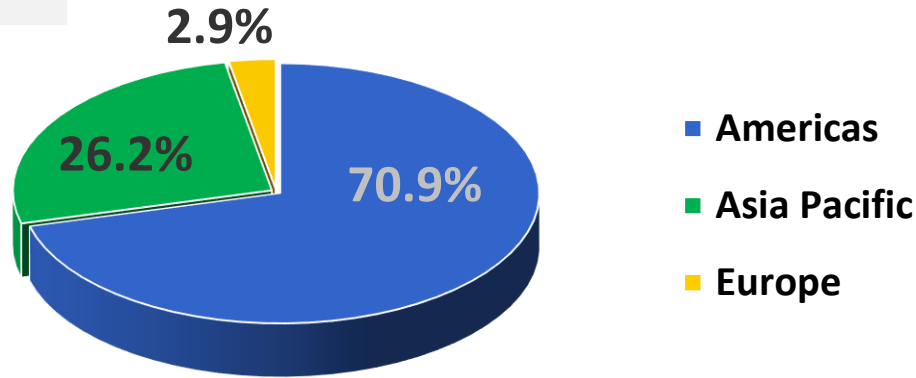


In US\$m	4Q FY2023	4Q FY2024	Chg (%)	Comments
Turnover	584.6	597.3	+2.2	Strong fresh pineapple exports which offset lower sales in USA
Gross profit	117.8	61.8	-47.6	Mainly due to inventory-related costs
Gross margin (%)	20.2	10.3	-9.9ppts	Same as above
EBITDA	55.0	(22.4)	-140.7	Same as above
Net profit	(11.9)	(76.7)	<i>nm</i>	Lower operating results and higher interest expense
Net margin (%)	(2.0)	(12.8)	<i>nm</i>	Same as above
Net debt	2,253.5	2,282.9	+1.3	Not much change due to working capital management
Gearing (%)	584.2	894.7	+310.6ppts	While overall debt level did not increase much from prior year, significantly lower EBITDA, and consequently net loss, reduced total equity resulting in increased leverage
Net debt/EBITDA (x)	6.7	15.0	+8.3x	Same as above

4Q FY2024 Turnover Analysis



Sales



	Sales growth	Comments
Americas	-1.7%	<ul style="list-style-type: none"> Driven by strategic shift away from lower-margin co-pack products (products which DMFI packs for other manufacturers), as well as lower packaged fruit sales on declining category trends
Asia Pacific	+9.6%	<ul style="list-style-type: none"> Higher exports of fresh pineapples, including improved volume of the higher-margin S&W Deluxe pineapple Flat Philippine sales in US dollar terms but +3% in Peso terms
Europe	+56.6%	<ul style="list-style-type: none"> Higher sales of pineapple juice and packaged pineapple

FY2024 Results Summary



- Sales of US\$2.4bn, flat

Sales	% Change
Americas	+0.6
Philippines	flat (in peso terms flat)
International	-11.5
India (equity accounted)	-1.2 (in rupee terms +2.4)

All figures below are vs prior year and on recurring basis (without one-off expenses):

- EBITDA of US\$152.3m, down 55% from US\$337.2m, mainly due to inventory-related waste, variable product, warehousing and distribution costs, and sale of high-cost FY2023 pack inventory in DMFI. In Asia, lower pineapple supply resulted in lower productivity in the cannery as well under absorption of fixed spends.
- Operating profit of US\$66.8m, down 74% from US\$253.1m
- Net loss of US\$114.0m from a net profit of US\$72.2m due to lower operating results

FY2024 Results – Reported Basis

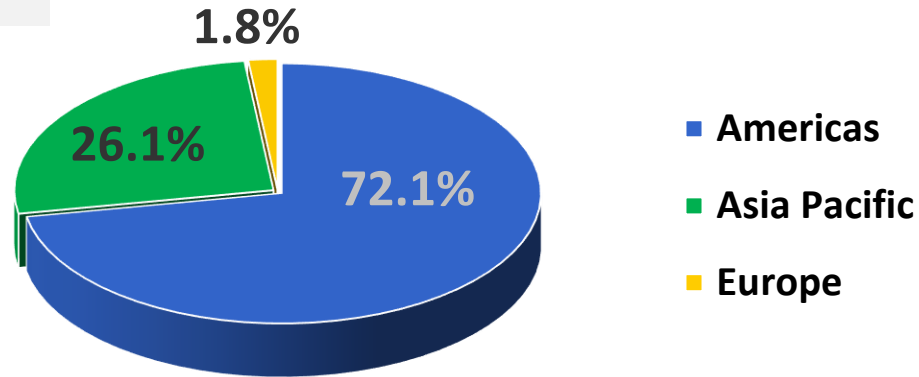


In US\$m	FY2023	FY2024	Chg (%)	Comments
Turnover	2,421.3	2,427.7	+0.3	Higher sales in USA and higher exports of fresh pineapple to China and South Korea offset lower exports of packaged products
Gross profit	607.0	422.2	-30.4	Mainly due to inventory-related costs in USA and lower pineapple supply in Asia
Gross margin (%)	25.1	17.4	-7.7ppts	Same as above
EBITDA	329.7	133.2	-59.6	Same as above
Net profit	16.9	(127.3)	<i>nm</i>	Lower operating results
Net margin (%)	0.7	(5.2)	<i>nm</i>	Same as above
Net debt	2,253.5	2,282.9	+1.3	Not much change due to working capital management
Gearing (%)	584.2	894.7	+310.6ppts	While overall debt level did not increase much from prior year, significantly lower EBITDA, and consequently net loss, reduced total equity resulting in increased leverage
Net debt/EBITDA (x)	6.7	15.0	+8.3x	Same as above

FY2024 Turnover Analysis



Sales



	Sales growth	Comments
Americas	+0.6%	<ul style="list-style-type: none"> Driven by pricing actions in FY2023 and FY2024 Incremental volume from USDA Higher sales of College Inn and Kitchen Basics broth and stock Partly offset by lower sales from the non-strategic co-pack business and higher trade spends
Asia Pacific	-0.1%	<ul style="list-style-type: none"> Higher exports of fresh pineapple offset by IAS adjustments Philippine sales were relatively flat
Europe	-9.0%	<ul style="list-style-type: none"> Lower sales of pineapple juice and packaged pineapple



Market Updates



Del Monte Foods USA 4Q FY2024



- Sales of US\$420m or 70% of Group sales
- Sales down 2% mainly due to the strategic shift away from lower-margin co-pack products that it packs for other manufacturers, as well as lower packaged fruit sales on declining category trends
- This offset the strong growth of Joyba bubble tea, Kitchen Basics and College Inn broth and stock, increased foodservice and USDA sales, and price increases
 - ✓ Retailer reception to the national launch of Joyba has been extremely strong, and Joyba is performing better than the category
 - ✓ Kitchen Basics is projected to continue its momentum, after growing ~3x faster than the overall Broth & Stock category in FY2024
- New products contributed 8.4% to DMFI's total sales in 4Q
- Higher EBITDA loss of US\$52.8m versus prior year quarter's loss of US\$36.7m due to higher variable product, warehousing and distribution costs, and one-off expenses amounting to US\$11.1m from severance payments, IPO and various professional fees
- Net loss of US\$73.3m versus prior year quarter's loss of US\$76.7m
- For the full year, EBITDA of US\$25.6m, down from US\$206.0m and bottom line was a net loss of US\$109.1m from a loss of US\$127.3m



USA Market Shares



23.0% +0.5pt

Canned Vegetable (#1)

18.3% -1.1pt

Canned Fruit (#1)

24.9% -1.1pt

Fruit Cup Snacks (#2)

5.8% -0.4pt

Canned Tomato (#3)

9.2% +0.0pt

Broth & Stock (#2)



Source for market shares: Circana OmniMarket Core Outlets, DMFI Custom DBs, Eq Vol share, Total US MULO, Latest 3M ending 28 April 2024
**brand positioning excludes Private Label*

- Category dynamics continued to shift as consumers change the way they eat and shop in response to economic uncertainty, higher average prices and changes to industry supply
- Despite this, Del Monte has maintained its leading market shares across its traditional canned categories and fruit cup snacks

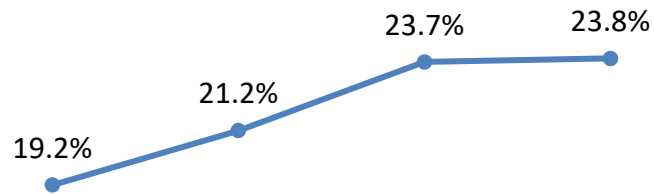
To drive growth long-term, Del Monte will continue to invest in bringing differentiated and innovative products to market, expanding distribution channels, and building its brands

USA Easter Holiday Performance



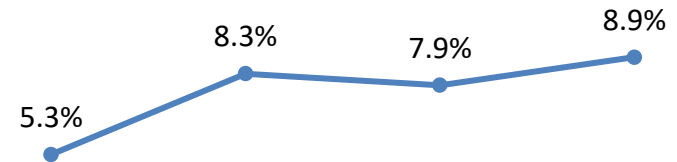
Del Monte reached historic Canned Vegetable and Pineapple share levels in Easter 2024

Del Monte Canned Vegetable
Easter Volume Share



Easter 2021 Easter 2022 Easter 2023 Easter 2024

Del Monte Canned Pineapple
Easter Volume Share



Easter 2021 Easter 2022 Easter 2023 Easter 2024

Source: Circana OmniMarket Core Outlets, DMFI Custom DBs, Eq Vol, Total US MULO.
Easter 2024 4 W/E 3/31/24, Easter 2023 4 W/E 4/9/23, Easter 2022 4 W/E 4/17/22, Easter 2021 4 W/E 4/4/21.

- Del Monte continues to gain share during a key holiday period, +4.6 pts over the past three years in Canned Vegetable and +3.6 pts in Canned Pineapple

USA 4Q – Marketing Highlights



Strong Easter Execution Drove Canned Pineapple and Vegetable Share Gains at Walmart



Dollar Share Gains
4 Weeks Ending 3/31/24

Del Monte: **+1.4pts**
Private Label & Dole: **(0.7pts)**

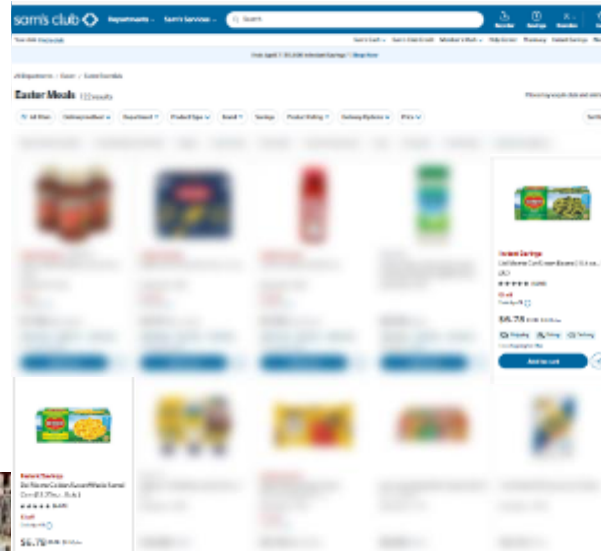


Del Monte: **+0.44pts**
Private Label: **(0.24pts)**
Libby's: **(0.41pts)**
Le Sueur: **(0.18pts)**

USA 4Q – Marketing Highlights



Easter Execution at Sam's Club Drove Double-Digit Sales Growth



8pk Veg Sales Growth
4 Weeks Ending 3/31/24

+21.7% vs. YA



USA 4Q – Marketing Highlights

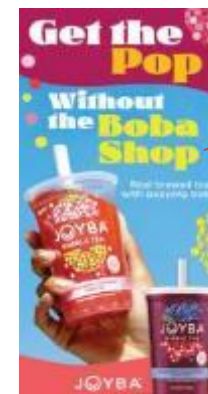


Take Root Organics campaign to drive awareness and trial via shoppable landing pages



We promoted JOYBA during the National Bubble Tea Day

Giant Eagle JOYBA Launch Shelf Signage, Catalina Offer Incentive, On-Platform Digital Media



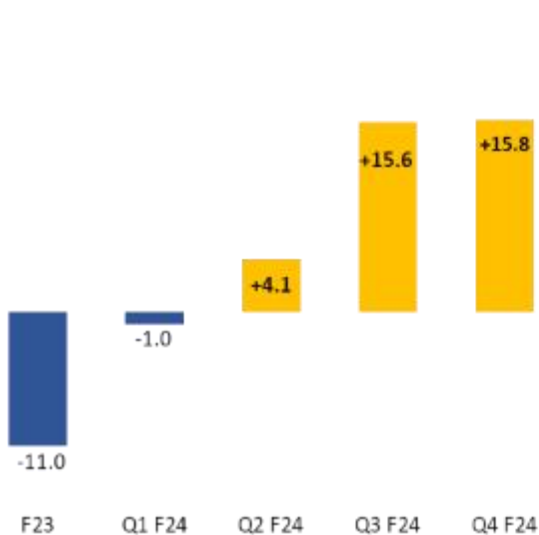
USA Kitchen Basics



Unlocking the Potential of Kitchen Basics

Stabilized and Begun to Unlock Growth Potential

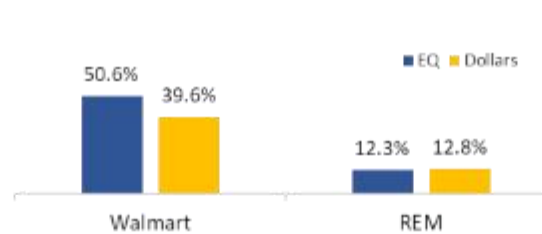
EQ Consumption vs YA - xAOC



Source: Circana Market Advantage, Total US MULO. F23 includes Q2 - Q4 (period since acquisition)

Growing KB at Key Retailers

Kitchen Basics % vs PY



Expanded PODs

+7,000
PODs in F24

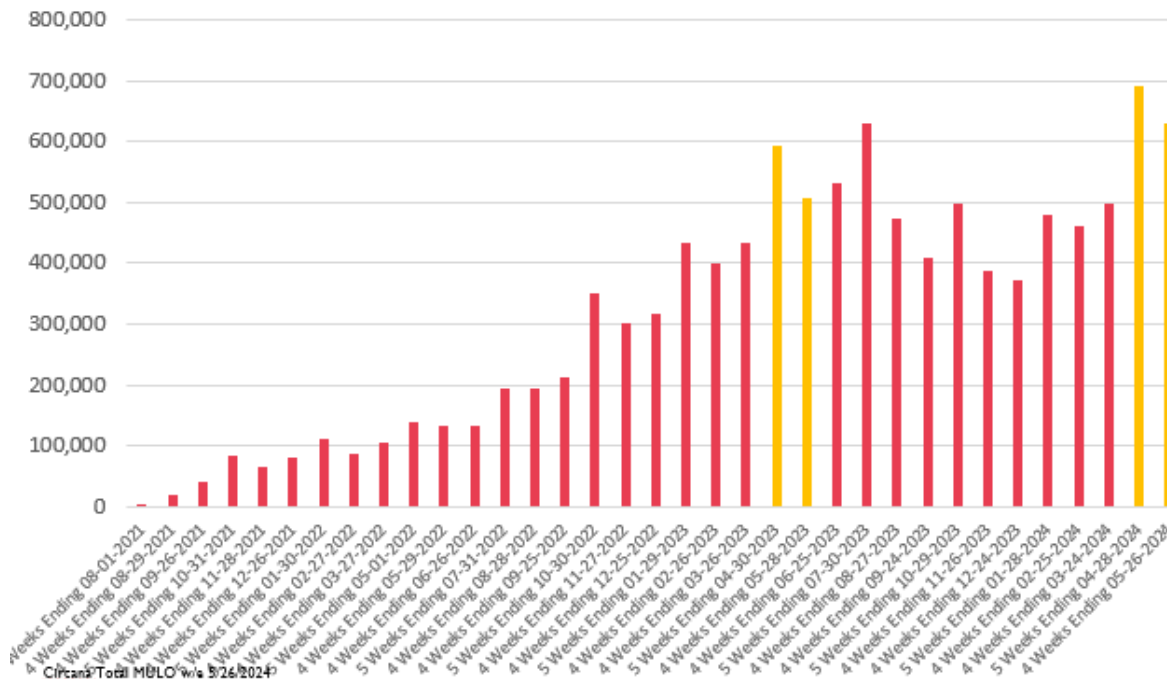
Source: Circana Market Advantage, Total US MULO, LI 3 WE 4.28.2024

Optimizing Price, Promotion, Distribution, and Marketing



JOYBA has been growing volume steadily since launch, with peak sales in the late spring + summer months, key RTD Tea season

Quarterly JOYBA unit sales since Launch



Consumer Panel Metrics



JOYBA is **52% incremental** to the RTD Tea Category with **65%** of its volume coming from New Category buyers



Every month during the last 6 months, **40%** of JOYBA buyers made a repeat purchase

Incrementality Source: Circana Consumer Panel, 52 w/e 4/21/2024
Circana Trial & Repeat, March 24, 2024

USA JOYBA

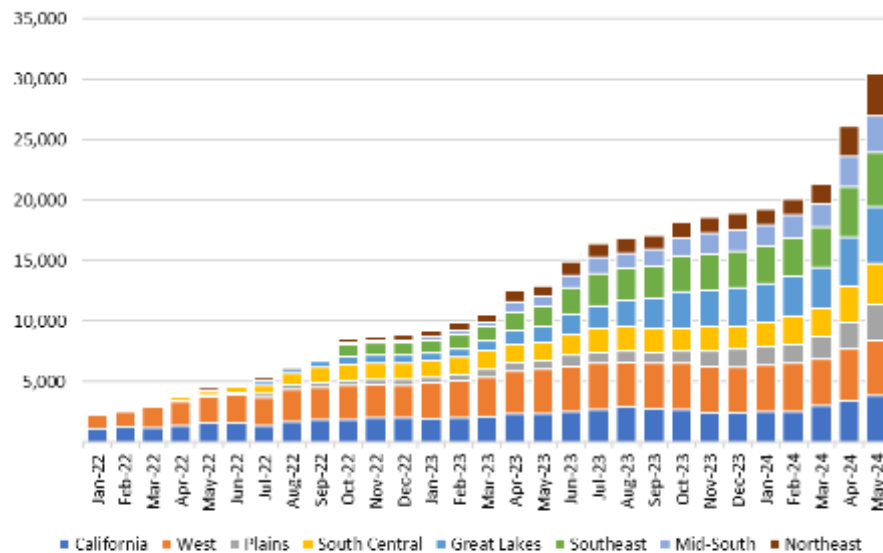


JOYBA has expanded distribution significantly while maintaining a much higher velocity compared to the category

- JOYBA **>30,000 Stores nationally**, increasing 2.4x overall vs LY
- Total JOYBA distribution has hit **63.4% ACV**

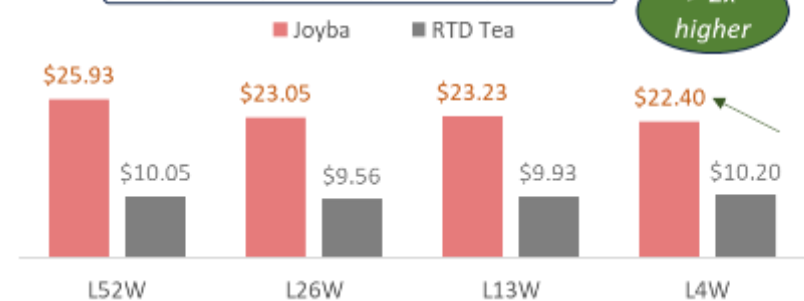
- JOYBA **velocity significantly higher** than the category

Joyba - Number of Stores Selling

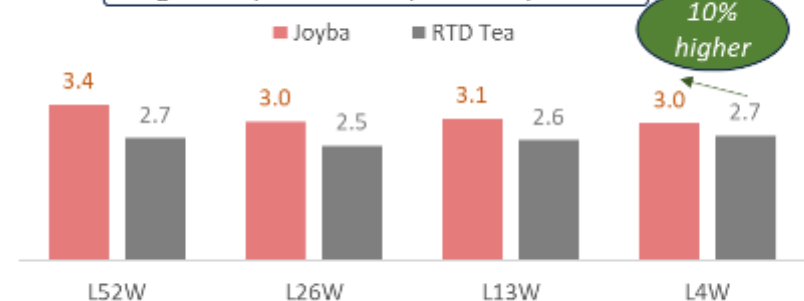


Source: Circana, data ending 5/26/24.

Avg Weekly \$ Sales per Store per Item



Avg Weekly Units Sales per Store per Item



Source: Circana Del Monte Custom POS Database, Total US MULO Latest 52, 26, 13, and 4 Weeks Ending 5/26/24

USA JOYBA



Strong Customer Support & Marketing Activation

Promotions

Superior Display and Merch Support at all Key Customers



Marketing

Real-time, agile marketing response to amplify trade promo's



USA Products



New Item Platforms Inspired by Consumer Trends



Global Cuisine
& Bold Flavors



Global / Spicy Flavors



Fire-Roasted



Unique "Charcuterie" Varieties



Botanicals



Bubble Fruit Gel



Health &
Wellness



High Protein
Bone Broth
Protein



Tomato Reduced
Sodium



Petite and Tender
Vegetables



Sippables
Protein, Red
Sodium



Fruit Refreshers
BFY Snacking



Reduced Sugar



Everyday
Value



Value Packs/Value
Pricing



USA 4Q – Foodservice



K12 Segment Expansion into new school districts and states

Providing nutritious fruits and vegetables that are **“Buy American Compliant”** and meet the K12 School Nutrition dietary policies

We strive to:

- Expand the fruits and vegetables children have access to
- Increase their fruit and vegetable consumption
- Make a difference in children’s diets to impact their present and future health

+24% Sales Growth vs last year



DMPL ex-DMFI 4Q FY2024



- Sales of US\$182.1m, +1% due to higher exports of fresh pineapple
 - Philippine sales of US\$68.8m, +3% in peso terms and flat in U.S. dollar terms
 - ✓ Packaged fruit and beverage were up on new campaigns, value bundles and re-airing of TV ads
 - ✓ Launched Del Monte Fruity Zing, a competitively-priced juice, uniquely positioned as an on-the-go dual flavor refreshment for the Gen Z's
 - Sales in the international markets +9%, on strong fresh pineapple exports +33%, which offset the decline in packaged products
 - ✓ Improved sales of Fresh were led by higher volume to South Korea and China, favorable mix due to increased volume of the higher-margin S&W Deluxe pineapple as well as better pricing
 - ✓ Packaged sales declined with lower sales to USA due to DMFI's inventory correction process, but sales to Asia were higher with increased sales of packaged pineapple to South Korea
- EBITDA of US\$29.7m, almost double that of last year, and net profit of US\$4.5m from a net loss of US\$3.7m mainly driven by significant improvement in gross margin by 650 bps with better operating results
- For the full year, EBITDA of US\$105.3m, 11% lower, and net profit of US\$12.2m from US\$44.1m due to high operating and interest expenses



Philippines – Market Shares



95.7% +0.4pt

Packaged Pineapple (#1)

Category Growth:

Past 3 mos.: +10.4%

Past 6 mos.: +5.5%

76.8% +2.1pts

Canned Mixed Fruit (#1)

Category Growth:

Past 3 mos.: +1.5%

Past 6 mos.: -8.9%

40.2% -1.3pts

RTD Juices ex foil pouches (#1)

Category Growth:

Past 3 mos.: +4.5%

Past 6 mos.: +5.9%

84.9% +0.8pt

Tomato Sauce (#1)

Category Growth:

Past 3 mos.: +4.6%

Past 6 mos.: +0.6%

41.8% +2.0pts

Spaghetti Sauce (#1)

Category Growth:

Past 3 mos.: +1.4%

Past 6 mos.: -6.1%

71.3% +1.8pts

Tomato Paste (#1)

Category Growth:

Past 3 mos.: +20.5%

Past 6 mos.: +18.7%

Source for Volume market shares: The Nielsen Company - Retail Audit Data as of Fiscal Year 2024

Del Monte cemented market leadership across key core categories

- **Packaged Pineapple** retained market dominance driven by affordable, multipack stand up pouches.
- **Mixed Fruits** market share grew due to lower-priced flanker brand, Today's, amidst declining category.
- **RTD Juice** declined driven by canned juices, while PET juice grew from low-priced competitors (Php20-25/unit). To participate in this PET growth segment, introduced Del Monte Fruity Zing juice in PET bottle at Php25.
- **Spaghetti Sauce** increased share due to Del Monte and Today's brands maintaining its strength from the peak Christmas season demand. Share gains from Del Monte Value Packs' growth across regions and mainly supermarkets.
- **Tomato Sauce** sustained market leadership driven by 115g and 200g SKU for both Original and Filipino Style variants. Achieved its highest share in 3 years with the new 'More Saucy' campaign and value bundles for everyday cooking.
- **Tomato Paste** expanded leadership with volume growing ahead of category.

Philippines – Fruits



Mixed Fruits - New 'Handa sa Swerte' campaign which promotes Del Monte colorful mixed fruits for good fortune in the new year



Canned Pineapple - Re-airing of TV ad (Kids love and dish versatility)



Value Pack to entice consumers to use Del Monte Pineapples in their dishes

Philippines – Culinary



Tomato Sauce & Paste – Value bundles for everyday cooking



Ketchup – Saver bundles



Spaghetti Sauce – Birthday Campaign Digital & Limited Edition Plates Promo



Philippines – Beverage



Launched a new brand: Fruity Zing!



- ❖ Duo flavors of real fruit juice (refreshing!)
- ❖ Competitive pricing
- ❖ On-the-go drinking

- ✓ Top-tier ad performance (AdNow Test)
- ✓ Placement in over 8,000 supermarkets and convenience stores
- ✓ Growing offtake
- ✓ Positive product feedback online



Philippines – Foodservice and Convenience



Foodservice sales maintained

- Revenue flat vs prior year quarter
- Del Monte products part of ingredient in 210 dishes of strategic customers
- Executed Menu Ideation in 29 major accounts
- 17,328 outlets now open: Key Accounts at 8,588 and General Trade at 8,740



Convenience business showed gains in 4Q Expanded portfolio with new Beverages

- Revenue +46% vs prior year quarter due to higher volume
- 3,855 outlets now open
- Launched 2 Fruity Zing flavors in March and listed Vinamilk IQS Strawberry and IQS Chocolate in April

S&W Fresh – China



S&W Fresh Pineapple Joins the Fruit Tea Trend in China

Goodfarmer, our biggest partner distributor in China, has introduced **S&W Fresh Sweet 16 Pineapples** in fruit tea chain “Cha Bai Dao” through its featured drink “Super Cup Fruit Tea” offered in 1,200 stores all over China.

Likewise, fruit tea chains “Goodme” and “Heytea” launched new fruit tea drinks featuring **S&W Fresh Sweet 16 Pineapples**, through our partner distributors, Xianfeng and River King, respectively.

The fruit tea drinks are offered in over 4,000 Goodme stores starting April 2024, and in about 1,500 Heytea stores that will feature the “Black Pineapple” Fruit Tea all over China.



Display of S&W Sweet 16 Fresh Pineapple in Cha Bai Dao. The fresh pineapple is used as an ingredient in its “Super Cup Fruit Tea” drink.



*Goodme Fruit Teas featuring S&W fresh pineapples: Sea Salt Passion Fruit Golden Pineapple (Left) Abundant Fruit Bucket * Pineapple (Right)*



Heytea's Black Pineapple Fruit Tea (sounds like “Like You” in Cantonese)

S&W Fresh – China



S&W, in partnership with Goodfarmer, celebrated the Pineapple Festival in Lilacs Shopping Mall in Shanghai China. The event was held from March 14 to 16.



S&W Fresh – South Korea



S&W Fresh, through its partner/distributor Shinsegae Food, held in-store promotions and fruit sampling of **S&W Sweet 16 Fresh Pineapple** across 25 E-Mart stores in Seoul, Korea between March to April 2024



S&W Packaged – Japan



S&W Packaged, through our partner distributor, J Gerber & Co. Ltd., participated in FABEX Food And Beverage Expo held in Tokyo Japan from April 10 to 12, 2024. The **Contadina Pineapples** were featured in the booth, which was visited by companies such as Yaguchi, Seico Mart, Meikyu and Daily Foods. Samples of Contadina Deluxe Gold (MD2) Pineapple were prepared and tasted by more than 400 visitors.



S&W Packaged – China



- KFC launched a special NBA-themed **Pineapple Beef Burger** in their menu, featuring grilled **S&W Pineapple Slice**
- The special promotion ran from Feb to March 2024, covering 11,000 stores all over China

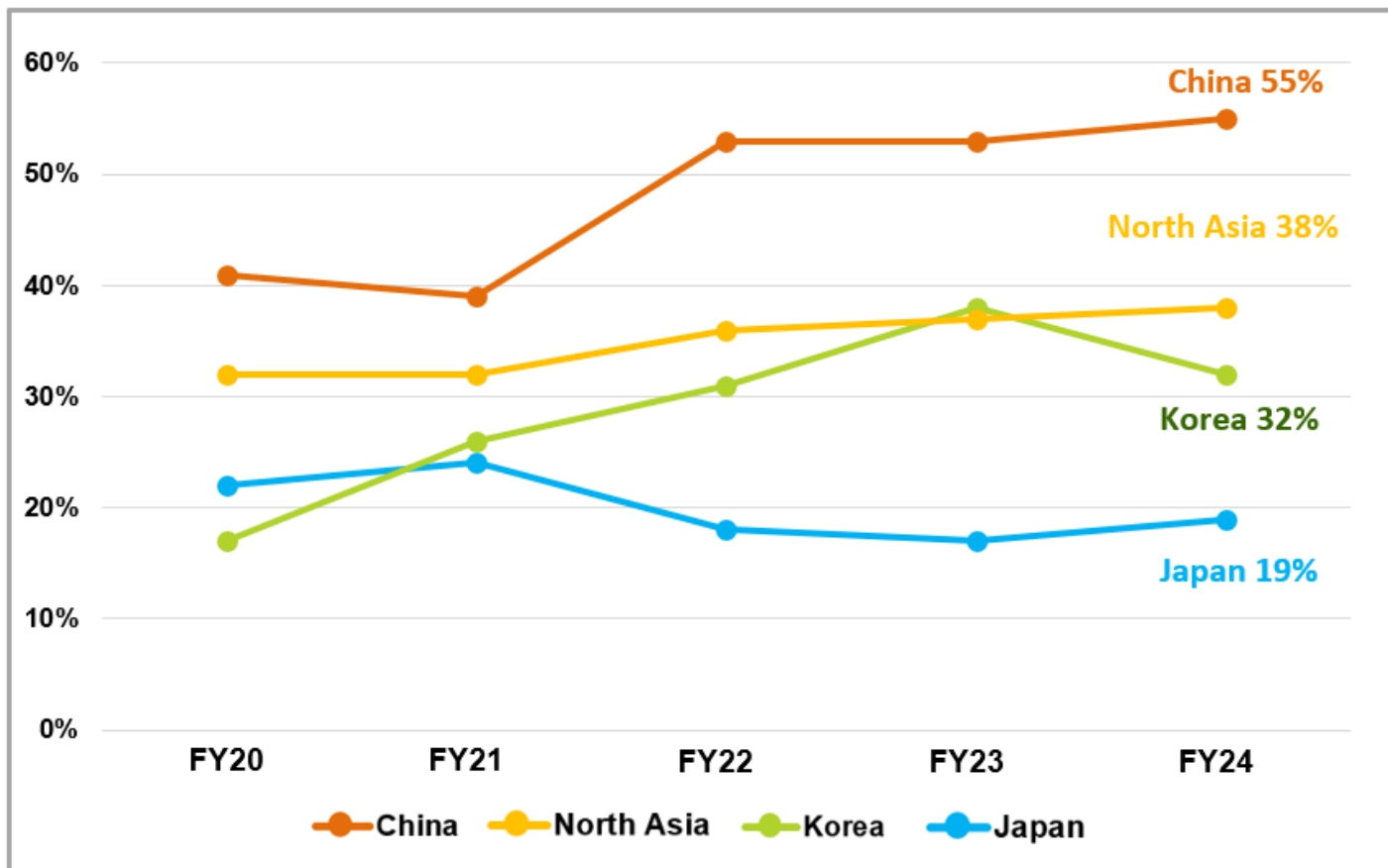


KFC Pineapple Beef Burger featuring grilled S&W Pineapple Slices

S&W - Fresh Market Share



Market shares continue to improve in North Asia overall, and in China. More opportunities in South Korea and Japan.



Source: CY 2020 – CY 2022 Imports Data from Asiafruit Congress Statistical Handbook; CY 2023-24 from Customs Data of Importing Country

Sustainability - Philippines

Renewable Energy



DMPI's **4.1MW solar energy project** for the fresh pack house and production facilities in Bukidnon is projected to be completed in the 2nd half of 2024, while a **2.0MW solar project** in the Bugo cannery is expected to be operational in 2025.

Reforestation



The Foundation, together with various partners, planted close to **25,900 assorted native and fruit trees**, propagated **25,000 mangrove tree seedlings** in home-based nurseries, and planted **12,000 seedlings** in 1Q 2024.

Rainforest Alliance



DMPI is **Rainforest Alliance certified** until December 2026. The certification demonstrates Del Monte's commitment to sustainable agricultural practices and healthier produce.

Labor Awards

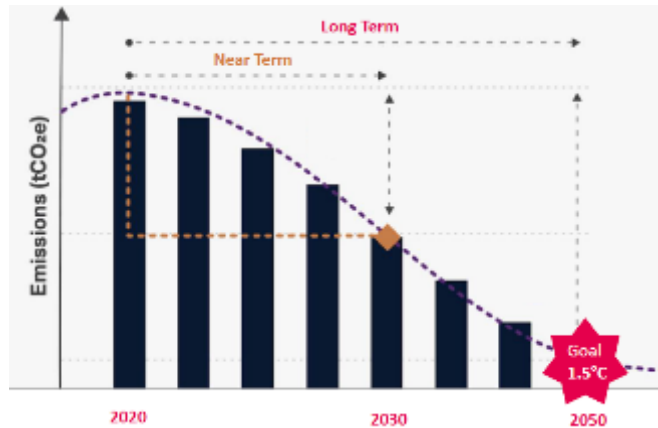


DMPI received **two Tripartite Partnership Awards** for the Manufacturing Industry recognizing its initiatives to strengthen labor-management partnership.

Sustainability - USA



Climate Roadmapping



DMFI initiated climate scenario analysis to align with our 2030 Science Based Targets. A cross functional group identified 9 actions across scopes 1, 2 and 3 to reduce our carbon emission.

Community Giving



In 4Q, DMFI donated a total of 2.3 million kilograms of food to non-profits. Our total FY2024 food donations totaled 6 million kilograms.

Outlook

In FY2025, the Group's main priorities will be as follows:

- 1) Plans are underway for the selective sale of assets and injection of equity through strategic partnerships.
- 2) A task force has been formed to restore gross margins both in the U.S. and rest of DMPL from the 2H of FY2025 as the Group will still be carrying over high inflationary costs from FY2024 in the 1H, particularly in the U.S. Measures will include:
 - Continue with plans in the U.S. to reduce inventory
 - Reduce waste and inventory write offs across the Group
 - Reduce warehousing and distribution costs in the U.S.
 - Consolidate manufacturing footprint in the U.S.
 - Improve planning through digitization and clear organization accountability
 - Restore productivity for processed pineapple C74 variety in the next 12 to 24 months
- 3) Rightsize workforce and reduce fixed costs.
- 4) Continue focused growth for innovation such as Joyba bubble tea in the U.S. and dairy business in the Philippines.
- 5) Further invest in the growth of Fresh business in North Asia and other export markets.

The Group will pursue all these initiatives in FY2025 but the results will only be fully reflected in FY2026. The Group expects to incur a net loss in FY2025 although at a reduced amount.

