Growers of Good

DEL MONTE PACIFIC LIMITED | ANNUAL REPORT FY2020

Del Monte Quality

S&W PREMIUM

Contadina ROMA TOMATOES

College Inn


SHARING GOOD
QUALITY PRODUCE
SUSTAINABLE AGRICULTURE
SHELF-STABLE FOOD
HOME MEALS
Growers of Good

"Del Monte is a leader in the industry that cares about the growers they work with."

Worzella and Sons, Inc

GROWING QUALITY PRODUCE

Over a hundred years ago, Del Monte became one of the original plant-based companies dedicated to growing the highest quality produce. In the US, we have partnered with farming families for many generations, while in the Philippines, we have employees who have worked in the plantation for several generations as well. During the coronavirus pandemic, our growers continued to plant and harvest quality produce with utmost care from the farms. "*Growers of Good*" deliver health, wellness and nutrition to people's homes, all the more important during these times. This is why our hardworking farmers continued to work among the frontliners during the lockdown.

ENSURING SUSTAINABLE AGRICULTURAL PRACTICES

Our quality produce starts with a planting material that is carefully cultivated and shared with our growers. Farmer know-how and expert care have been handed down and honed across generations. The majority of the produce we harvest are picked and packed within hours, locking in the freshness and nutrition as soon as possible. In the US, our growers have been farming fruits, vegetables and tomatoes for over a century, while in the Philippines, we have been cultivating pineapples for almost a hundred years, sustaining the productivity of our land through environmentally-friendly agricultural practices. The longevity of our productive farms is a testament to their sustainability.

PRODUCING SHELF-STABLE PRODUCTS AMIDST THE LOCKDOWN

While keeping stringent measures in place to protect the health and safety of our people, our Group continued to operate as an essential industry amidst the quarantine caused by the pandemic. Implementing our business continuity plan, our production facilities kept operating in order to meet surging consumer demand for long shelf-life and nutritious, culinary products as more people stayed at home. Our dedicated workforce were among the frontliners who continued working to make food available for people's homes.

PREPARING MEALS AT HOME

Del Monte's food products and popular recipes have been part of people's meals for generations whether as a broth, a tomato culinary ingredient, a vegetable salad or side dish, a fruit baking ingredient, a fruit dessert or juice. The lockdown has made consumers stock their pantries with trusted brands like Del Monte, Contadina, S&W and College Inn which offer healthy, delicious, long shelf-life products, perfect companions for meal times at home as more people shelter in place. Amidst the coronavirus pandemic, we offer nutrition and help build people's immunity.

SHARING THE GOOD WITH OTHERS

As good and responsible corporate citizens, we shared US$2 million worth of goods with Feeding America and various food banks in the US through our "Farm2Family" corporate giving programme in order to mitigate the hardships caused by the pandemic. In the Philippines, the Del Monte Foundation collaborated with over 220 organisations to provide healthy products to frontline workers, including healthcare workers in over 50 medical facilities, senior citizens, persons with disabilities and marginalised communities, including wage earners who lost their employment during the quarantine. As a food company, as "*Growers of Good*", we recognise the importance of sharing the good with people in need, true to our vision – *Nourishing Families. Enriching Lives. Every Day.*

CORPORATE PROFILE

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* – some 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 it owns *S&W* globally except for 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 *Orchard Select, Fruit Refreshers*, *Veggieful* and *Bubble Fruit* while DMPL's Philippine 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 fruit, vegetable and tomato, sauces, condiments, pasta, broth, stock, juices and frozen pineapple, under various brands and also sells fresh pineapples under the *S&W* brand.

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 six plants in the USA and two in Mexico, while its Philippines subsidiary operates the world's largest fully-integrated pineapple operation with its 26,000-hectare pineapple plantation in the Philippines and a factory that is about an hour's drive away. It also operates a frozen fruit processing facility and a beverage bottling plant in the Philippines.

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.

DMPL is 71%-owned by NutriAsia Pacific Ltd and Bluebell Group Holdings Limited, which are beneficially-owned by the Campos family of the Philippines. A subsidiary of the NutriAsia Group is the market leader in the liquid condiments, specialty sauces and cooking oil market in the Philippines.

www.delmontepacific.com
www.delmontefoods.com
www.delmonte.com
www.swpremiumfood.com
www.contadina.com
www.collegeinn.com
www.delmontephil.com
www.lifegetsbetter.ph
www.fieldfreshfoods.in

For more information, please scan QR Code to access DMPL's website

Del Monte, Del Monte Quality and *Shield in Colour* are principal registered trademarks of the Group for packaged food and beverage products in the USA, South America, Philippines, Myanmar and Indian subcontinent territories. The Group owns the *S&W* trademarks worldwide except for Australia and New Zealand. The Group's other trademarks include, among other trademarks in various jurisdictions, *Contadina, College Inn, Orchard Select, Fruit Refreshers, Veggieful* and *Bubble Fruit* in the USA, and *Today's, Fiesta, 202, Fit 'n Right, Heart Smart, Bone Smart* and *Quick 'n Easy* in the Philippines. The Group's vision – *Nourishing Families. Enriching Lives. Every Day.* - is also registered as a trademark in the USA.

Growers of Good for healthier produce, healthier people and a healthier planet. Our products have been part of people's meals at home for generations. Our plant-based, shelf-stable food comes from our quality produce sustainably grown in farms, providing health and wellness behind trusted brands. As a food company, we are addressing people's nutritional needs. *Nourishing Families. Enriching Lives. Every Day.*

CONTENTS

OUR VISION

Nourishing Families. Enriching Lives. Every Day.

We nourish families by providing delicious food and beverages that make eating healthfully effortless – anytime and anywhere. We build brands with quality products that are perfectly wholesome and thoughtfully prepared.

OUR CORE VALUES

CHOICE VALUES

Championing Together	Healthy Families	Ownership with Integrity	Innovation	Commitment to Society and Environment	Excellence in Everything We Do
To champion together is our choice. Del Monte succeeds because we see ourselves as one team. We each work to our unique strengths and play a part in the group's collective greatness. When we collaborate, we achieve more.	We choose to grow healthy families. We strengthen family bonds of our consumers and enable our employees to build better lives for their families. At the heart of who we are is the well-being of the home.	We choose to embody ownership with integrity. Del Monte is under our care – we hold ourselves accountable. We see how our work helps achieve Del Monte's vision. A genuine **Malasakit** – this is what we share in Del Monte.	We choose to innovate. We constantly rethink, explore, and create to produce only the fresh, groundbreaking and pioneering ideas for our products and processes. We will push – creating breakthroughs, always challenging ourselves to be future-ready.	We choose to make a commitment to society and the environment. We are responsible for the big role we play in safeguarding our world's future. Thus, we ensure that Del Monte not only refrains from harming the environment, but also contributes to enriching it. We are committed to uplifting lives through honest and ethical business practices. We are a good corporate citizen.	We choose to be excellent in everything we do. No matter how large or small a task is, we understand the value of executing each one effectively and efficiently. We believe in doing the right things the right way.

OUR STRATEGY

Nourishing Families. Enriching Lives. Every Day.

We nourish families by providing delicious food and beverages that make eating healthfully effortless – anytime and anywhere. We build brands with quality products that are perfectly wholesome and thoughtfully prepared.

Enablers

Build The Right Capabilities, Talent, Culture And Team To Deliver Against Vision

KEY BRANDS AND BRAND OWNERSHIP

DEL MONTE
(Packaged Products)

USA, SOUTH AMERICA, PHILIPPINES, INDIAN SUBCONTINENT AND MYANMAR

S&W
(For Both Packaged and Fresh Products)

GLOBALLY EXCEPT AUSTRALIA AND NEW ZEALAND

CONTADINA COLLEGE INN

THE GROUP ALSO OWNS THE CONTADINA AND COLLEGE INN TRADEMARKS

PRODUCTION FACILITIES

6 USA

2 Mexico

3 Philippines

1 India

130 YEARS HERITAGE

1886
Del Monte is born in California

1926
Del Monte US sets up operations in the Philippines

Our Passion For Quality Goes Back Generations.

The Del Monte name has been synonymous with premium foods since its debut in 1886. For generations, our Company has proudly earned our reputation with a series of innovations and a singular dedication to quality.

Today that commitment to quality is deeply embedded in our culture. At Del Monte, we will always strive to cultivate the best wholesome vegetables, fruits, and tomatoes to help you and your family live a life full of vitality and enjoyment.

1979
RJR acquires Del Monte US, now called Del Monte Corporation (DMC)

1988
KKR buys RJR-Nabisco

1989
KKR sells DMC and breaks up the Del Monte brand

1996
DMC fully divests from Del Monte Philippines (DMPI)

1997
TPG acquires DMC

1999
- DMC lists on the New York Stock Exchange
- Del Monte Pacific Limited (DMPL) is incorporated as parent of DMPI
- DMPL lists on the Singapore Exchange

2006
NutriAsia Pacific Limited acquires 85% of DMPL

2007
- DMPL buys the S&W brand for Asia and EMEA from DMC
- DMPL enters into a joint venture with the Bharti group in India to form FieldFresh Foods Private Ltd

2011
KKR investor group reacquires DMC and takes it private

2013
- DMPL lists on the Philippine Stock Exchange (PSE)
- NPL down to 67% stake

2014
DMPL acquires the consumer food business of DMC from KKR for US$1.675 billion; re-unites with US company

2017
DMPL lists its Preference Shares on the PSE

2020
Private equity firm invests in a 12% stake in DMPI

TODAY
Del Monte sustains its quality promise for a new generation of consumers

FIVE-YEAR SUMMARY

FINANCIAL YEAR[1] (Amounts in US$ million unless otherwise stated)	FY2020	FY2019	FY2018	FY2017	FY2016 (As Restated)[2]
Profitability[3]					
Turnover	2,128.3	1,954.8	2,197.3	2,252.8	2,274.1
Gross Profit	452.2	395.0	432.5	494.9	485.8
EBITDA	142.2	143.7	102.3	194.0	241.3
EBITDA - without Non-Recurring items	225.7	156.1	165.0	211.8	208.2
Profit/(loss) from Operations	51.0	80.1	29.5	127.6	168.0
Net Profit Attributable to Owners	(81.4)	20.3	(36.5)	24.4	57.0
EPS (US cents)	(5.20)	0.03	(2.70)	1.21	2.93
Net Profit - without Non-Recurring items	32.2	15.8	12.0	45.5	25.2
EPS - without Non-Recurring items[4] (US cents)	0.64	(0.20)	(0.20)	2.29	1.30
Gross Margin (%)	21.2	20.2	19.7	22.0	21.4
EBITDA Margin (%)	6.7	7.4	4.7	8.6	10.6
Operating Margin (%)	2.4	4.1	1.3	5.7	7.4
Net Margin (%)	na	1.0	na	1.1	2.5
EPS Growth (%)	nm	101.1	(323.1)	(58.7)	201.0
Return on Equity (%)	na	3.4	na	5.1	16.1
Return on Assets (%)	na	0.8	na	0.9	2.1
Balance Sheet					
Cash	33.5	21.6	24.2	37.6	47.2
Debt	1,396.0	1,478.7	1,465.2	1,714.0	1,843.8
Net Debt	1,362.6	1,457.0	1,441.0	1,676.4	1,796.6
Fixed Assets	507.5	582.0	610.9	657.2	661.2
Total Assets	2,554.4	2,398.7	2,509.1	2,757.1	2,706.4
Shareholders' Equity	565.9	601.1	608.3	578.6	377.0
Net Tangible Asset Per Share (US cents)	(25.2)	(23.1)	(23.4)	(21.8)	(22.4)
Net Debt to Equity Ratio (%)	240.8	242.4	236.9	289.8	476.6
Cash Flow					
Cash Flow from Operations	375.7	180.9	357.0	219.5	108.0
Capital Expenditure	130.9	123.5	144.8	176.5	137.2
Share Statistics[5]					
Number of Outstanding Ordinary Shares (m)	1,944.0	1,944.0	1,944.0	1,943.2	1,943.2
Number of Outstanding Preference Shares[6] (m)	30.0	30.0	30.0	20.0	–
Singapore Exchange					
Share Price[7] (S$)	0.107	0.136	0.197	0.335	0.420
Share Price (US$ equivalent)	0.078	0.100	0.148	0.240	0.311
Market Capitalisation (S$ m)	208.0	264.4	383.0	651.0	816.1
Market Capitalisation (US$ m)	151.8	194.2	287.2	466.4	606.8
US$: S$	1.37	1.36	1.33	1.40	1.35
Price Earnings Multiple[3] (x)	na	nm	na	20.0	10.6
Philippine Stock Exchange					
Share Price[7] (Peso)	3.74	5.84	10.18	12.00	10.94
Share Price (US$ equivalent)	0.07	0.11	0.20	0.24	0.23
US$: PhP	51.3	52.1	51.7	49.9	46.9
Market Capitalisation (US$ m)	141.8	217.9	382.6	467.3	453.4
Price Earnings Multiple[3] (x)	na	nm	na	19.9	8.0
Share Price: Series A-1 Preference Shares[6] (US$)	9.6	10.1	10.1	10.0	–
Share Price: Series A-2 Preference Shares[6] (US$)	9.7	10.0	10.2	–	–
Dividend					
Dividend Per Share[8] (US cents)	1.54	0.52	–	0.61	1.33
Dividend Per Share (Singapore cents)	2.12	0.71	–	0.84	1.80
Dividend Yield (%)	19.8	5.2	–	2.5	5.2
Dividend Payout (%)	na	50.0	–	50.0	50.0

1 DMPL's fiscal year ends in April in line with its USA subsidiary Del Monte Foods, Inc.
2 DMPL adopted 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.
3 The profitability of the Group from FY2016-2020 had been impacted by non-recurring items mostly in the USA. Please refer to the Operating and Financial Review section for more details.
4 EPS is calculated as earnings after preference share dividends resulting in negative figures for FY2018-2019.
5 DMPL ordinary shares were listed on 2 August 1999 on the Singapore Exchange and on 10 June 2013 on the Philippine Stock Exchange (PSE). Singapore share prices are converted to US cents for the purpose of computing financial ratios. DMPL did a 2:10 Bonus Issue with ex-date of 9 April 2013. It also did a Rights Issue in March 2015. New shares issued resulted in a 33% dilution.
6 Preference Shares started trading on the PSE on 7 April 2017 for Series A-1 and on 15 December 2017 for Series A-2.
7 Based on fiscal yearend prices, ie 30 April.
8 A special dividend was declared in FY2020 as the private equity investment of a 12% stake in Del Monte Philippines generated a net gain of US$77.0 million for DMPL.

FY2020 HIGHLIGHTS

- DMPL Group generated sales of US$2.1bn in FY2020, up 9% from prior year on higher sales across all geographies - USA, Philippines, Asia and Europe
- Del Monte Foods (DMFI) USA accounted for US$1.5bn or 72% of total sales
- The Philippine business generated sales of US$338.9m, up 7% in peso terms
- The S&W business in Asia achieved sales of US$109.8m, up 9%
- Without one-off items, the Group generated:
    - EBITDA of US$225.7m, up 45%
    - Net profit of US$32.2m, up 104%
    - Strong results due to higher volume and better pricing
- Including one-off items, the Group generated:
    - EBITDA of US$142.2m, down 1%
    - Net loss of US$81.4m from a net profit of US$20.3m in prior year
    - Net one-off expense of US$113.6m mainly due to four plant closures/sale in USA and dividend tax
- Del Monte Philippines, Inc (DMPI), the Group's most profitable business where it is a dominant market leader, generated a net income of US$67.7m, up 39%
- DMFI successfully completed refinancing, raising US$1.3bn
- The Group completed the private placement of a 12% stake in DMPI for US$120m for an implied valuation of US$1bn for DMPI
- Special dividend of US$0.0154 as the aforementioned DMPI transaction generated a net gain of US$77.0m for DMPL which was booked in retained earnings
- DMPL's Independent Director Dr Emil Q Javier was declared a National Scientist by the President of the Philippines
- Received Best Annual Report (Gold) Award from the Singapore Corporate Awards 2019
- Three of our US products were voted 2020 Product of the Year in different categories: Veggieful Veggie Bowls in convenience meals, Fruit Crunch Parfait in snack cups and Contadina Pizzettas in frozen snack

Notes on DMPL's Results

1. FY2020 runs from 1 May 2019 to 30 April 2020.
2. DMPL's financial statements are based on IFRS. DMFI's financial statements were converted from US GAAP to IFRS for consolidation purposes.
3. DMPL's effective stake in DMFI is 89.4%, hence the non-controlling interest (NCI) line in the P&L. Consolidated net income in the narratives are net of NCI.
4. DMPL adopted 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 excluded the impact of depreciation coming from biological assets.

LETTER TO SHAREHOLDERS

MR ROLANDO C GAPUD
Executive Chairman

MR JOSELITO D CAMPOS, JR
Managing Director and CEO

Dear Shareholders,

The Year 2020 continues to be a horribly unfortunate period for countries, markets and industries due to the pandemic. Against this backdrop, we are humbled to report that the resilience and strength of the 134-year old Del Monte brand has risen to the occasion. Our consumers in all our markets reverted to the old, trusted and reliable brands. In the United States, our subsidiary Del Monte Foods, Inc (DMFI) achieved a 62% increase in revenues for the last quarter of its fiscal year, February to April 2020. Del Monte Philippines, Inc (DMPI) generated 17% revenue growth in the same period in its packaged food business, including its business in Asia and Europe. Both companies continue to show strong revenues for the year to date.

Both DMFI and DMPI have adhered to our policy of being good and responsible corporate citizens in their respective countries of operations. First, we have safeguarded the health and welfare of all our employees and their families. We have followed all the guidelines and protocols advised by global and national health agencies, including providing our employees with the proper personal protective equipment, access to testing and distancing in their workplaces. This has resulted in extremely low infection rates for our workforce and no fatalities in any of our locations. In the US, DMFI had only 90 infections out of 6,100 employees and seasonal workforce, while in the Philippines, DMPI had only 5 infections out of 5,000 employees. We did not experience any disruption in our operations.

Secondly, we have provided goods and services to various charitable organisations to assist them in their efforts to mitigate the hardships caused by the pandemic. In the US, DMFI has shared US$2 million worth of goods with Feeding America and various food banks through its "Farm2Family" corporate giving programme. In the Philippines, DMPI has collaborated with over 220 organisations through Del Monte Foundation to provide healthy products to frontline workers, including healthcare workers in over 50 medical facilities, senior citizens, persons with disabilities and indigent communities.

FY2020 RESULTS

Del Monte Pacific Group's (DMPL) revenues were favourably protected from the pandemic. DMPL's retail business in the USA and Philippines posted higher sales. The Group generated a turnover of US$2.1 billion for FY2020, 9% higher than prior year.

With better volume and pricing, gross margin improved by 100 basis points to 21.2%. However, the Group reported a lower EBITDA of US$142.2 million and a net loss of US$81.4 million due to one-off expenses totaling US$113.6 million, mainly US$59.9 million from the plant closures/sale in the US, which were mostly non-cash expenses, and US$47.1 million dividend tax incurred in a dividend paid by DMPI to DMPL.

Without one-off expenses, the Group generated an EBITDA of US$225.7 million and a net profit of US$32.2 million, significantly higher than prior year by 45% and 104%, respectively.

DMPI DELIVERS RECORD PERFORMANCE

Del Monte Philippines, Inc, which is our most profitable subsidiary, celebrated its 94th year of operation by registering record revenues and net income for the year. Revenues rose 15% to US$621.9 million and net income increased by 39% to US$67.7 million from the previous year. DMPI continues to expand its overseas markets to China and the rest of Asia, Middle East and Europe. The growth of the export market for our famous "Sweet 16" fresh pineapple is a success story. Sales have grown exponentially from nearly zero about 10 years ago to over US$100 million. It is now one of the leading fresh pineapple exports to several Asian countries. Domestically, DMPI maintains its dominant market shares in all its major categories and continues to expand its product portfolio through innovation. We congratulate the whole DMPI organisation for its outstanding performance and continue to be optimistic about its continued success.

STRATEGIC OPTIMISATION OF OPERATIONS

During the year, Del Monte Foods, Inc embarked on a Strategic Optimisation of its operations. This included a complete review of total operations – from farm to consumer together with all action items required to optimise every aspect of its operations. The company's supply chain was completely revamped – four plants were shut down, transportation and distribution were optimised, and the remaining plants were reorganised for leaner operations. The sales organisation and footprint were similarly optimised. Corporate overheads were subjected to intense review and cost cutting. Execution of this Strategic Optimisation and other cost saving initiatives are expected to improve operating income by an estimated US$50 to 60 million over 24 months from November 2019.

However, this programme, while necessary for the future of the company, incurred some front-end costs which we had to absorb this year. These one-off costs resulted principally from the closure of the four plants and were booked in our Financial Statements. We expect to recover these one-off costs through cost savings in our factories in two to three years.

DMFI REFINANCING

In May 2020, DMFI successfully completed its refinancing plan under very stressful market conditions. The US bond market had practically dried up during that time due to the uncertainty resulting from the pandemic. We acknowledge the tremendous efforts by our banks and investors in executing this refinancing under such market conditions. DMFI raised new financing of US$1.3 billion consisting of a US$500 million five-year bond issue, a new three-year Asset-Based Loan of US$450 million and equity contribution of US$378 million from DMPL, thereby recapitalising DMFI's balance sheet. DMPL invested US$150 million in new equity and converted US$228 million of Second Lien Repurchase Loans into common equity in DMFI.

DMPI PRIVATE EQUITY INVESTMENT

In May 2020, the Group also successfully completed the private placement to a Singapore-based private equity firm of a 12% stake in Del Monte Philippines for US$120 million. This gives DMPI an implied market capitalisation of US$1 billion, which attests to its strong performance and prospects. This is highly commendable amidst a stressed and declining capital market with the Philippine Stock Exchange index down around 25% from the peak of 2019. This investment resulted in a net gain of US$77 million for DMPL which under IFRS rules had to be booked in retained earnings,

LETTER TO SHAREHOLDERS

instead of recognising it as net income. The proceeds from the private placement were used for repayment of DMPL's bank loans.

DIVIDENDS

In view of the successful private placement of DMPI and the aforementioned net gain, the DMPL Board approved a special dividend of 1.54 US cents (US$0.0154) per share to Common Shareholders for fiscal year 2020.

STRATEGY AND OUTLOOK

Del Monte Pacific Group's strategy is to strengthen its core business and expand its product portfolio, in line with its vision and market trends for health and wellness. The Group is well-positioned in this environment given its nutritious, long shelf-life products which consumers are using to prepare more meals at home.

The Group will strengthen its product offerings and enter new categories. It will focus on business segments which are on trend and innovate in pursuit of health and wellness to address consumer needs.

Del Monte Pacific will grow its branded business while reducing non-strategic business segments. It will build its distribution in emerging channels and leverage fast-growing e-commerce opportunities especially amidst the lockdown.

The Group will optimise its production facilities and distribution network, while implementing strict safety measures amidst the coronavirus pandemic, to meet sustained demand for its trusted, healthy, shelf-stable products.

Aside from the DMPL base business, DMFI is also well-positioned to improve its performance in FY2021 with better sales mix and management of costs. The DMPL Group, therefore, is expected to return to profitability in FY2021, barring unforeseen circumstances. However, due to the seasonal nature of the Group's business, some quarters may incur a net loss.

SUSTAINABILITY

Throughout the long history of the Del Monte brand, our Group has strived to operate a sustainable business that produces quality products, generates employment, sustains the environment and contributes to the economic, environmental and social well-being of the communities we serve – the triple bottom line.

As a leading global food company, corporate sustainability is an important part of the Group's vision, strategy and core values. We seek to provide consumers with nutritious food that is sourced sustainably. Over a century of farmer know-how and environmental care have been handed down and honed across generations.

Our Company stands by its commitment to grow its business in a manner that sustains a healthy balance among diverse interests of all stakeholders – our employees, business partners, consumers, host communities and shareholders.

We are addressing the nutritional needs of people who have been affected by the lockdown across the countries where we operate.

On pages 66-72 of this Annual Report, we highlight how our Group's pandemic response has contributed to the Sustainable Development Goals of the United Nations. We will publish our Sustainability Report in September 2020.

Together, let us be ***Growers of Good*** for healthier produce, healthier people and a healthier planet.

AWARDS

In January 2020, DMPL's Independent Director Dr Emil Q Javier was formally conferred the Order of the National Scientist by the President of the Philippines, following Dr Javier's nomination by his peers in the National Academy of Science and Technology in May 2019 and the President's declaration of his title in August 2019.

The Order of the National Scientist is the highest honour given by the President of the Philippines to a Filipino who has made significant contributions in one of the different fields of science and technology. Since 1978, the President of the Philippines has conferred the rank of National Scientist on only 42 Filipinos.

We are proud of Dr Javier's achievements and thank him for his contributions to the Group.

Since the Singapore Corporate Awards (SCA) began in 2006, we are truly honoured to have received 4 distinct awards – Best Managed Board, Best Chief Financial Officer, Best Investor Relations and Best Annual Report – and to be among less than 20 companies that have achieved such recognition from about 730 companies listed on the Singapore Stock Exchange. In the SCA last July 2019, we won the Best Annual Report (Gold) Award, our 14th SCA recognition.

We also received the Corporate Governance Award and Shareholder Communication Excellence Award from the Securities Investors Association (Singapore) (SIAS) last September 2019, our 7th SIAS recognition.

Our Company also ranked 13th or top 2%, our highest ranking ever, among 578 Singapore-listed companies in the Singapore Governance and Transparency Index in August 2019.

On the commercial front, Del Monte Foods was recognised as 2020 Product of the Year winner across three categories: Veggieful Veggie Bowls in the convenience meals category, Fruit Crunch Parfait in the snack cups category and Contadina Pizzettas in the frozen snack category. Product of the Year is the world's largest consumer-voted award for product innovation.

Last November 2019, LinkedIn recognised Del Monte Philippines as a company with the "Most Inspirational Team" in the Philippines. Del Monte has maximised talent attraction through effective employer branding presence and strong recruiting capability.

We are humbled and inspired to continuously uphold our corporate governance, innovation and human resources.

APPRECIATION

We thank our management and employees for their passion, commitment and hard work, especially during these times, and encourage them to continue pursuing our vision – ***Nourishing Families. Enriching Lives. Every Day.*** – across all our businesses, functions and markets.

We are grateful to you, our shareholders, bankers, business partners, consumers and all stakeholders for your sustained support. And finally, we thank the Chairmen of our Board Committees, our Independent Directors and the rest of the Board members for their wisdom and invaluable counsel.

MR ROLANDO C GAPUD
Executive Chairman

MR JOSELITO D CAMPOS, JR
Managing Director and CEO

12 August 2020

BOARD OF DIRECTORS

MR ROLANDO C GAPUD
Executive Chairman, 78
Appointed on 20 January 2006 and last re-appointed on 30 August 2017

Mr Rolando C Gapud has over 45 years of experience in banking, finance and general management, having worked as CEO of several Philippine companies, notably Security Bank and Trust Company, Oriental Petroleum and Minerals Corp and Greenfield Development Corp. He was also the COO of the joint venture operations of Bankers Trust and American Express in the Philippines. He has served in the Boards of various major Philippine companies, including the Development Bank of the Philippines, the development finance arm of the Philippine Government. Mr Gapud is the Chairman of the Board of Del Monte Foods, Inc, DMPL's US subsidiary, and Executive Chairman of Del Monte Philippines, Inc, DMPL's Philippine subsidiary. He is also a Director of FieldFresh Foods Private Ltd, a joint venture of DMPL with the Bharti Group of India. He holds a Master of Science in Industrial Management degree from the Massachusetts Institute of Technology. He is a member of the Asian Executive Board of the Sloan School of MIT and the Board of Governors of the Asia School of Business, a joint venture between the Sloan School of MIT and Bank Negara, the Central Bank of Malaysia.

MR JOSELITO D CAMPOS, JR
Executive Director, 69
Appointed on 20 January 2006 and last elected on 28 April 2006

Mr Joselito D Campos, Jr is Chairman and CEO of the NutriAsia Group of Companies, a major food conglomerate in the Philippines. He is also Chairman of Fort Bonifacio Development Corp and Chairman of Ayala-Greenfield Development Corp, two major Philippines property developers. He is a Director of San Miguel Corporation, one of the largest and oldest business conglomerates in the Philippines. Mr Campos is the Vice Chairman of Del Monte Foods, Inc, DMPL's US subsidiary, and a Director of Del Monte Philippines, Inc, DMPL's Philippine subsidiary. He is also a Director of FieldFresh Foods Private Ltd, a joint venture of the Company with the Bharti Group of India. He was formerly Chairman and CEO of United Laboratories, Inc and its regional subsidiaries and affiliates. Unilab is the Philippines' largest pharmaceutical company with substantial operations in the Asian region. Mr Campos is the Consul General in the Philippines for the Republic of Seychelles. He is also Chairman of the Metropolitan Museum of Manila, Bonifacio Arts Foundation, Inc, The Mind Museum and the Del Monte Foundation, Inc. He is a Trustee and Global Council Member of the Asia Society in the Philippines; a Trustee of the Philippines-China Business Council and the Philippines Center for Entrepreneurship; a National Advisory Council Member of the World Wildlife Fund-Philippines; and a Director of the Philippine Eagle Conservation Program Foundation, Inc. Mr Campos holds an MBA from Cornell University.

MR EDGARDO M CRUZ, JR
Executive Director, 65
Appointed on 2 May 2006 and last re-appointed on 17 August 2018

Mr Edgardo M Cruz, Jr is a member of the Board of the NutriAsia Group of Companies. Mr Cruz is a Director of Del Monte Foods, Inc, DMPL's US subsidiary, and an Executive Director of Del Monte Philippines, Inc, DMPL's Philippine subsidiary. He is the Chairman of the Board of Bonifacio Gas Corporation, Bonifacio Water Corporation, Bonifacio Transport Corporation and Crescent West Development Corporation. He is a member of the Board of Evergreen Holdings, Inc, Fort Bonifacio Development Corporation and the BG Group of Companies. He is also a Board member and Chief Financial Officer of Bonifacio Land Corporation. He sits on the Boards of Ayala Greenfield Development Corporation and Ayala Greenfield Golf and Leisure Club, Inc. He is a member of the Board of Trustees of Bonifacio Arts Foundation, Inc, The Mind Museum and the Del Monte Foundation, Inc. Mr Cruz earned his MBA degree from the Asian Institute of Management after graduating from De La Salle University. He is a Certified Public Accountant.

MR BENEDICT KWEK GIM SONG
Lead Independent Director, 73
Appointed on 30 April 2007 and last re-appointed on 30 August 2017
Appointed as Lead Independent Director on 11 September 2013

Mr Benedict Kwek Gim Song is a Director of Del Monte Foods, Inc, DMPL's US subsidiary. Mr Kwek was Chairman of previously SGX-listed Pacific Shipping Trust from 2008 to 2012. He was also a Director and Chairman of the Audit Committee of listed companies including Ascendas REIT. He has over 30 years of banking experience, having served as the President and CEO of Keppel TatLee Bank. He has held various key positions at Citibank in the Philippines, Hong Kong, New York and Singapore. He holds a Bachelor of Social Science (Economics) degree from the then University of Singapore and attended a management development programme at Columbia University in the United States.

MR GODFREY E SCOTCHBROOK
Independent Director, 74
Appointed on 28 December 2000 and last re-appointed on 17 August 2018

Mr Godfrey E Scotchbrook is an independent practitioner in corporate communications, issues management and investor relations with more than 50 years of experience in Asia. In 1990, he founded Scotchbrook Communications and his prior appointments included being an executive director of the then publicly listed Shui On Group. A proponent of good corporate governance, he is an Independent Director of Boustead Singapore Ltd and a Non-Executive Director of Hong Kong-listed Convenience Retail Asia. He is a Fellow of the Hong Kong Management Association and also of the British Chartered Institute of Public Relations. He is also a Director of Del Monte Foods, Inc, DMPL's US subsidiary. Mr Scotchbrook earned his DipCam PR having studied Media and Communications at City University, London.

DR EMIL Q JAVIER
Independent Director, 79
Appointed on 30 April 2007 and last re-appointed on 28 August 2019

Dr Emil Q Javier is a Filipino agronomist with a broad understanding of developing country agriculture. He was the first and only developing country scientist to Chair the Technical Advisory Committee of the prestigious Consultative Group for International Agricultural Research (CGIAR), a global consortium led by the World Bank and the Food and Agriculture Organization of the United Nations (FAO). He was Director General of the Asian Vegetable Research and Development Center (AVRDC) based in Taiwan and has served as Chairman of the Board of International Rice Research Institute (IRRI), and as Chairman and Acting Director of the Southeast Asian Regional Center for Graduate Study and Research in Agriculture (SEARCA). In the Philippines at various periods, he had been President of the University of the Philippines, Minister for Science and Technology and President of the National Academy of Science and Technology, Philippines (NAST PHL). In May 2019, he was elected by his peers in NAST as a National Scientist, the highest honour conferred by the President of the Philippines to a Filipino in the field of science and technology. Dr Javier is an Independent Director of Del Monte Foods, Inc, DMPL's US subsidiary, and of Del Monte Philippines, Inc, DMPL's Philippine subsidiary, and is an Independent Director of Philippine-listed Centro Escolar University. He holds doctorate and master's degrees in plant breeding and agronomy from Cornell University and University of Illinois at Urbana-Champaign, respectively. He completed his bachelor's degree in agriculture at the University of the Philippines Los Baños.

MRS YVONNE GOH
Independent Director, 67
Appointed on 4 September 2015 and last re-appointed on 28 August 2019

Mrs Yvonne Goh is a Director of UNLV Singapore Limited, the Singapore campus of the University of Nevada Las Vegas (UNLV), USA. Mrs Goh recently retired from the Board of EQUAL-ARK Singapore Ltd, a charity registered under the Charities Act and an Institution of a Public Character (IPC), assisting at-risk-kids and the elderly through equine-assisted learning and therapy, after completing 2 terms. Mrs Goh was recently appointed to the Board of the National Arthritis Foundation, a charity and an IPC devoted to helping Arthritis sufferers, educating patients and the public on Arthritis and supporting Arthritis research. She also serves on the Board of Del Monte Foods, Inc, DMPL's US subsidiary. Mrs Goh was previously Managing Director of the KCS Group in Singapore, a professional services organisation and Managing Director of Boardroom Limited, a company listed on the SGX. Mrs Goh had served on the Board of WWF Singapore Limited, the Singapore chapter of WWF International, a leading global NGO. She was a Council Member and Vice Chairman of the Singapore Institute of Directors as well as Chairman of its Professional Development Committee. Mrs Goh was also a Director of the Accounting and Corporate Regulatory Authority (ACRA) and a past Chairman of the Singapore Association of the Institute of Chartered Secretaries and Administrators. Mrs Goh is a Fellow of the Singapore Institute of Directors and a Fellow of the Institute of Chartered Secretaries and Administrators, UK.

Directorships in other listed companies, both current and in the past three years:

MR JOSELITO D CAMPOS, JR
Director of Philippine-listed San Miguel Corporation (since 2010)

DR EMIL Q JAVIER
Independent Director of Philippine-listed Centro Escolar University (since 2002)

MR GODFREY E SCOTCHBROOK
Independent Director of Singapore-listed Boustead Singapore Ltd (since 2000) and
Non-Executive Director of Hong Kong-listed Convenience Retail Asia (since 2002)

None of DMPL's Directors are Chairman in other listed companies.

BOARD OF DIRECTORS

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-APPOINTMENT

Pursuant to Rule 720(6) of the Listing Manual of the SGX-ST, the information on Mr Rolando C Gapud and Mr Benedict Kwek Gim Song, both of whom are seeking re-appointment as Directors at the Company's Annual General Meeting are set out below:

INFORMATION AS REQUIRED IN APPENDIX 7.4.1	MR ROLANDO C GAPUD Executive Chairman	MR BENEDICT KWEK GIM SONG Lead Independent Director
Date of appointment	20 January 2006	30 April 2007
Date of last re-appointment	30 August 2017	30 August 2017
Age	78	73
Country of principal residence	Hong Kong	Singapore
The Board's comments on this re-appointment	The Nominating and Governance Committee (NGC) had recommended to the Board the re-appointment of Mr Gapud as a Director and took into account his attendance at meetings, contributions and performance in its assessment and recommendation. The Board concurred with the NGC's recommendation on Mr Gapud's re-appointment as a Director of the Company.	The NGC had recommended to the Board the re-appointment of Mr Kwek as a Director and took into account his attendance at meetings, contributions and performance in its assessment and recommendation. The Board concurred with the NGC's recommendation on Mr Kwek's re-appointment as a Director of the Company.
Whether re-appointment is executive, and if so, the area of responsibility	Yes Strategy, performance and business development of the Group	N.A.
Job Title	Executive Chairman, Member of the NGC	Lead Independent Director and Chairperson of the ARC, member of the NGC and the RSOC
Professional qualifications	• Master of Science in Industrial Management from the Massachusetts Institute of Technology (MIT) • Member of the Asian Executive Board of the Sloan School of MIT and the Board of Governors of the Asia School business, a joint venture between the Sloan School of MIT and Bank Negara, the Central Bank of Malaysia	• Bachelor of Social Science (Economics) degree from the then University of Singapore • Attended a management development programme at Columbia University in the United States
Working experience and occupation(s) during the past 10 years	2010 – Present Director in Del Monte Pacific's affiliated companies. Please refer to the "Board of Directors" section	2010 – Present Director of various organisations. Please refer to the "Board of Directors" section
Shareholding interest in the Company and its subsidiaries	Please refer to the Directors' Interest discussion under Directors' Statement section.	Please refer to the Directors' Interest discussion under Directors' Statement section.
Any relationship (including immediate family relationship) with any existing director, existing executive officer, the Company and/ or substantial shareholder of the Company or any of its subsidiaries	Nil	Nil

INFORMATION AS REQUIRED IN APPENDIX 7.4.1	MR ROLANDO C GAPUD Executive Chairman	MR BENEDICT KWEK GIM SONG Lead Independent Director
Conflict of interest (including any competing business)	Nil	Nil
Undertaking (in the format set out in Appendix 7.7) under Rule 720(1) of the Listing Manual of the SGX-ST has been submitted to the Company	Yes	Yes
Other Principal Commitments[1] including Directorships[2]	Past Directorships (for the last 5 years) Nil Present / Existing Directorships • Del Monte Foods, Inc • Del Monte Philippines, Inc • FieldFresh Foods Pte Ltd • S&W Fine Foods International Limited • DMPL India • Del Monte Foods Holdings, Inc • Del Monte Foods Holdings II Inc • Del Monte Foods Holdings Limited • DMPL Foods Limited • NutriAsia Pacific Limited • Del Monte Foundation, Inc	Past Directorships (for the last 5 years) Nil Present / Existing Directorships • Del Monte Foods, Inc
(a) Whether at any time during the last 10 years, an application or a petition under any bankruptcy law of any jurisdiction was filed against him/her or against a partnership of which he/she was a partner at the time when he/she was a partner or at any time within 2 years from the date he/she ceased to be a partner?	No	No
(b) Whether at any time during the last 10 years, an application or a petition under any law of any jurisdiction was filed against an entity (not being a partnership) of which he/she was a director or an equivalent person or a key executive, at the time when he/she was a director or an equivalent person or a key executive of that entity or at any time within 2 years from the date he/she ceased to be a director or an equivalent person or a key executive of that entity, for the winding up or dissolution of that entity or, where that entity is the trustee of a business trust, that business trust, on the ground of insolvency?	No	No
(c) Whether there is any unsatisfied judgment against him/her?	No	No

1 "Principal Commitments" has the same meaning as defined in the 2018 Code of Corporate Governance (i.e. includes all commitments which involve significant time commitment such as full-time occupation, consultancy work, committee work, non-listed company board representations and directorships and involvement in non-profit organisations. Where a director sits on the boards of non-active related corporations, those appointments should not normally be considered principal commitments).

2 Not applicable for announcements of appointment pursuant to Rule 704(9) of the Listing Manual of the SGX-ST (i.e. appointment of a person who is a relative of a director or chief executive officer or substantial shareholder of the Company to a managerial position in the Company or any of its principal subsidiaries).

BOARD OF DIRECTORS

INFORMATION AS REQUIRED IN APPENDIX 7.4.1	MR ROLANDO C GAPUD Executive Chairman	MR BENEDICT KWEK GIM SONG Lead Independent Director
(d) Whether he/she has ever been convicted of any offence, in Singapore or elsewhere, involving fraud or dishonesty which is punishable with imprisonment, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he/she is aware) for such purpose?	No	No
(e) Whether he/she has ever been convicted of any offence, in Singapore or elsewhere, involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he/she is aware) for such breach?	No	No
(f) Whether at any time during the last 10 years, judgment has been entered against him/her in any civil proceedings in Singapore or elsewhere involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or a finding of fraud, misrepresentation or dishonesty on his/her part, or he/she has been the subject of any civil proceedings (including any pending civil proceedings of which he/she is aware) involving an allegation of fraud, misrepresentation or dishonesty on his/her part?	No	No
(g) Whether he/she has ever been convicted in Singapore or elsewhere of any offence in connection with the formation or management of any entity or business trust?	No	No
(h) Whether he/she has ever been disqualified from acting as a director or an equivalent person of any entity (including the trustee of a business trust), or from taking part directly or indirectly in the management of any entity or business trust?	No	No
(i) Whether he/she has ever been the subject of any order, judgment or ruling of any court, tribunal or governmental body, permanently or temporarily enjoining him/her from engaging in any type of business practice or activity?	No	No

INFORMATION AS REQUIRED IN APPENDIX 7.4.1	MR ROLANDO C GAPUD Executive Chairman	MR BENEDICT KWEK GIM SONG Lead Independent Director
(j) Whether he/she has ever, to his/her knowledge, been concerned with the management or conduct, in Singapore or elsewhere, of the affairs of: (i) any corporation which has been investigated for a breach of any law or regulatory requirement governing corporations in Singapore or elsewhere; or (ii) any entity (not being a corporation) which has been investigated for a breach of any law or regulatory requirement governing such entities in Singapore or elsewhere; or (iii) any business trust which has been investigated for a breach of any law or regulatory requirement governing business trusts in Singapore or elsewhere; or (iv) any entity or business trust which has been investigated for a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, In connection with any matter occurring or arising during that period when he/she was so concerned with the entity or business trust?	No	No
(k) Whether he/she has been the subject of any current or past investigation or disciplinary proceedings, or has been reprimanded or issued any warning, by the Monetary Authority of Singapore or any other regulatory authority, exchange, professional body or government agency, whether in Singapore or elsewhere?	No	No

SENIOR MANAGEMENT

MR JOSELITO D CAMPOS, JR
Managing Director and
Chief Executive Officer
Joined the DMPL Group on
16 March 2006

Mr Joselito D Campos, Jr is Chairman and CEO of the NutriAsia Group of Companies, a major food conglomerate in the Philippines. He is also Chairman of Fort Bonifacio Development Corp and Chairman of Ayala-Greenfield Development Corp, two major Philippines property developers. He is a Director of San Miguel Corporation, one of the largest and oldest business conglomerates in the Philippines. Mr Campos is the Vice Chairman of Del Monte Foods, Inc, DMPL's US subsidiary, and a Director of Del Monte Philippines, Inc, DMPL's Philippine subsidiary. He is also a Director of FieldFresh Foods Private Ltd, a joint venture of the Company with the Bharti Group of India. He was formerly Chairman and CEO of United Laboratories, Inc and its regional subsidiaries and affiliates. Unilab is the Philippines' largest pharmaceutical company with substantial operations in the Asian region. Mr Campos is the Consul General in the Philippines for the Republic of Seychelles. He is also Chairman of the Metropolitan Museum of Manila, Bonifacio Arts Foundation, Inc, The Mind Museum and the Del Monte Foundation, Inc. He is a Trustee and Global Council Member of the Asia Society in the Philippines; a Trustee of the Philippines-China Business Council and the Philippines Center for Entrepreneurship; a National Advisory Council Member of the World Wildlife Fund-Philippines; and a Director of the Philippine Eagle Conservation Program Foundation, Inc. Mr Campos holds an MBA from Cornell University.

MR LUIS F ALEJANDRO
Chief Operating Officer
Joined the DMPL Group on
16 March 2006

Mr Luis F Alejandro has over 30 years of experience in consumer product operations and management. He started his career with Procter & Gamble where he spent 15 years in brand management before joining Kraft Foods Philippines, Inc as President and General Manager. Later, he joined Southeast Asia Food, Inc and Heinz UFC Philippines, Inc, two leading consumer packaged condiment companies of the NutriAsia Group, as President and Chief Operating Officer. He then became President and Chief Operating Officer of ABS-CBN Broadcasting Corporation, a leading media conglomerate in the Philippines. Mr Alejandro is a Director of Del Monte Foods, Inc, DMPL's US subsidiary, and of Del Monte Philippines, Inc, DMPL's Philippine subsidiary. He is also a Director of FieldFresh Foods Private Ltd, a joint venture of DMPL with the Bharti Group of India. He holds a Bachelor's degree in Economics from the Ateneo de Manila University and an MBA from the Asian Institute of Management.

MR IGNACIO C O SISON
Chief Corporate Officer
Joined the DMPL Group on
1 August 1999

Mr Ignacio C O Sison is DMPL's Chief Corporate Officer responsible for strategic planning, sustainability, risk management and investor relations. He has been with DMPL since 1999 and was the group's Chief Financial Officer for nine years. Mr Sison has 30 years of experience spanning corporate and strategic planning, financial planning, treasury, controllership, corporate sustainability, risk management and investor relations. Before joining Del Monte Pacific, he was CFO of Macondray and Company, Inc, then DMPL's parent company, for three years. Among others, he also worked for Pepsi-Cola Products Philippines and SGV & Co, the largest audit firm in the Philippines. Mr Sison holds an MSc degree in Agricultural Economics from Oxford University; an MA, Major in Economics, from the International University of Japan; a BA in Economics, *magna cum laude*, from the University of the Philippines; and an International Baccalaureate from the Lester B Pearson United World College of the Pacific in Canada. In 2010, Mr Sison received the Best CFO award from the Singapore Corporate Awards. In 2019, DMPL's sustainability initiatives were recognised through Mr Sison's invitation to speak at the summits of the Philippines Climate Change Commission, the Global Reporting Initiative and The Asset.

MR PARAG SACHDEVA
Chief Financial Officer
Joined the DMPL Group on
21 September 2015

Mr Parag Sachdeva has 25 years of management and finance experience spanning planning and controllership, performance management, mergers and acquisitions, treasury, IT and human resources. Before joining DMPL, he was with Carlsberg Asia for more than a year and supported efficiency and effectiveness programmes across the Asian and African regions. Prior to Carlsberg, he was with HJ Heinz for 20 years and held leadership positions in Asia Pacific regions in finance, IT and human resources. Mr Sachdeva graduated from the Aligarh Muslim University in India, Major in Accounting and Commerce. He also has an MBA degree, Major in Finance from the same university.

MR ANTONIO E S UNGSON
Chief Legal Counsel,
Chief Compliance Officer and
Company Secretary
Joined the DMPL Group on
16 August 2006

Mr Antonio E S Ungson is the Chief Legal Counsel, Chief Compliance Officer and Company Secretary of the Company. He is also Head of the Legal Department of Del Monte Philippines, Inc since March 2007. Prior to joining the Group in 2006, Mr Antonio E S Ungson was a Senior Associate in SyCip Salazar Hernandez & Gatmaitan in Manila, where he served various clients for eight years in assignments consisting mainly of corporate and transactional work including mergers and acquisitions, securities and government infrastructure projects. He also performed litigation work and company secretarial services. Mr Ungson was a lecturer on Obligations and Contracts and Business Law at the Ateneo de Manila University Loyola School of Management. He obtained his MBA from Kellogg HKUST, his Bachelor of Laws from the University of the Philippines College of Law and his undergraduate degree in Economics, *cum laude* and with a Departmental award at the Ateneo de Manila University.

MR RUIZ G SALAZAR
Chief Human Resource Officer
Joined the DMPL Group on
12 October 2016

Mr Ruiz G Salazar is a Human Resources and Organisation Development Leader with over 25 years of professional career focused on delivering strategic and effective solutions as a value-driven partner to business, most of which was spent with Johnson & Johnson (J&J). He was Regional Human Resources Director of J&J Asia Pacific, where he was responsible for talent management, organisation transformation, succession pipelining and capability development covering mostly J&J's Consumer Division across the region. Prior to J&J, he was also Group Head – Human Resources and Organisation Development of NutriAsia Food, Inc. Mr Salazar completed the J&J's Senior Management Program at the Asian Institute of Management in 1996, and the J&J's Advanced Management Program at the University of California in 1995. He obtained his Bachelor of Arts degree (Major in Economics) from the University of Santo Tomas.

MS MA BELLA B JAVIER
Chief Scientific Officer
Joined the DMPL Group on
5 February 2007

Ms Ma Bella B Javier has almost 40 years of experience in R&D from leading fast moving consumer goods in the food industry. She spent 20 years at Kraft Foods, with her last assignment as the Director for Asia Pacific Beverage Technology and Southeast Asia Development. In her present role, she heads the Consumer Product and Packaging Development and the Quality Assurance functions for the Group. She is driving the Technology Development roadmap for the Company, including plantation research programmes that impact consumer product development. She is a Certified Food Scientist from the Institute of Food Technologists, Chicago, Illinois, USA. Ms Javier is a Licensed Chemist with a Bachelor's degree in Chemistry from the University of the Philippines (UP). She sits in the Board of Trustees of UP's Chemistry Alumni Foundation. Ms Javier was accorded the 2015 UP Distinguished Alumni in the field of Science and Technology.

SENIOR MANAGEMENT

DEL MONTE FOODS, INC

DEL MONTE PHILIPPINES, INC

S&W FINE FOODS INTERNATIONAL LTD

DEL MONTE FOODS, INC

1. ERIC INGRAM
   Chief Human Resources Officer

2. GENE ALLEN
   Chief Financial Officer

3. PARAG SACHDEVA
   Chief Operations Officer*

4. GREGORY LONGSTREET
   President and
   Chief Executive Officer

5. WILLIAM SAWYERS
   General Counsel,
   Chief Compliance Officer,
   Secretary

6. BIBIE WU
   Chief Marketing Officer

7. ASHISH MALLICK
   Chief Supply Chain Officer

8. DAVID STIS
   Chief Customer Officer

DEL MONTE PHILIPPINES, INC

1. GERARD BAUTISTA
   Group Head,
   Corporate Human Resources

2. ANGEL GATCHALIAN, JR
   Group Head,
   Corporate Procurement

3. EILEEN ASUNCION
   Group Head,
   Innovation and New Products

4. ANTONIO UNGSON
   Chief Legal Counsel,
   Chief Compliance Officer and
   Company Secretary

5. PARAG SACHDEVA
   Chief Financial Officer

6. JOSELITO CAMPOS, JR
   President and CEO

7. LUIS ALEJANDRO
   General Manager and COO

8. PHILIP MACAHILIG
   Group Head,
   Commercial Operations

9. FRANCISCO MOLAS
   Group Head,
   Mindanao Operations

10. CYNTHIA ICASAS
    Group Head,
    Marketing

11. AMANTE AGUILAR
    Group Head,
    Supply Chain

12. CESAR CANLAS
    Group Head,
    Information Technology

S&W FINE FOODS INTERNATIONAL LTD

1. MARCO VERDEFLOR
   Senior Commercial Manager,
   China, Korea, Taiwan and
   Middle East (Fresh)

2. HOLIDAY JEANNE GONO
   Senior Manager,
   Category and Channel Marketing

3. SUMARLEKI AMJAH
   Head,
   ASEAN, MENA and Indian
   subcontinent (Packaged)

4. SHARIN REBOLLIDO
   Commercial Manager,
   China, Korea, Hong Kong
   and Taiwan (Packaged)

5. TAN CHOOI KHIM
   General Manager

6. RICHARD LIN
   Commercial Manager,
   China (Fresh and Packaged)

7. WARUNEE 'GAYE' KARNASUTA
   Commercial Manager,
   Europe, Middle East and Africa
   (Packaged)

8. YAP SIEW LING 'ISON'
   Commercial Manager,
   Europe, Middle East and Africa
   (Packaged)

9. FRITZ MATTI
   Commercial Manager,
   Japan (Fresh and Packaged)

*Concurrently CFO effective 23 July 2020

INNOVATION IN PURSUIT OF HEALTH AND WELLNESS

NOURISHING FAMILIES. ENRICHING LIVES. EVERY DAY.

We pursue our company's vision by offering health, wellness and nutrition through our innovation across our product portfolio across markets. Innovation is at the heart of being able to nourish families with delicious food and beverages that make eating healthfully effortless, anytime and anywhere, enriching lives every day.

Del Monte's products have been part of people's meals at home for generations whether as a broth, a tomato culinary ingredient, a vegetable salad or side dish, a fruit pastry ingredient, a fruit snack, dessert or juice. The lockdown, in particular, has made consumers stock their pantries with trusted brands like Del Monte, Contadina, S&W and College Inn which offer healthy, delicious, long shelf-life products, perfect companions for meal times and snacking occasions as more people quarantine themselves at home. Amidst the pandemic, we offer health and wellness.

USA

DMPL's US subsidiary, Del Monte Foods, Inc (DMFI), is one of the original plant-based food companies that has addressed consumer preferences for nutritious products by fast tracking innovation from a brand people trust. In recent years, we introduced a number of new products that offer more healthy options to incorporate vegetables and fruits into diets.

Del Monte Vegetables

Consumers are increasingly seeking plant-based foods that provide a healthier and more sustainable way to incorporate protein into their diet. At the same time, they are looking for easy-to-prepare solutions for meal time. Del Monte began to address these consumer needs and trends by bringing added nutrition and convenience to the Vegetable category.

With a delicious blend of vegetables and real cheese in a crust made with cauliflower, Del Monte Veggieful Bites provide an unexpectedly delicious way to eat vegetables. Veggieful Bites provide a serving of vegetables per every five bites that help consumers meet their daily vegetable serving recommendation.

Del Monte Veggieful Bites provide a delicious way to eat vegetables

Building on the momentum from Veggieful Bites, we introduced the shelf-stable meal alternative: Veggieful Veggie Bowls. The product features a blend of veggies, whole grains and a savoury sauce for a wholesome snack or meal. Coming in four flavours— Roasted Red Pepper, Asian Style Soy Sesame, Southwest Style Corn and Garlic Herb—each bowl includes one full serving of vegetables.

Ready-to-eat Del Monte Veggieful Bowl for a nutritious snack or meal

People are looking for easily accessible, nutritious foods with wholesome ingredients, and plant-based protein is a perfect category to address those needs. We are seeing a rapidly growing rise in demand for meat-alternatives, as consumers are looking for healthier and environmentally-friendly protein options.

Veggieful introduced a new line of vegetarian pocket pies. The pocket pies are a delicious handheld snack with plant-based ingredients and real cheese that not only satisfy cravings but are better for consumers and the environment. Each pocket pie has one full serving of vegetables baked in a crust made with cauliflower and wheat flour.

Veggieful Pocket Pies come in four different flavours: Broccoli Potato Cheddar, Spinach Artichoke Parmesan, Plant-Based Philly Cheesesteak and Rosemary Garlic Plant-Based Chicken.

Convenient healthy snack, Veggieful Pocket Pies are now available in four flavours

Contadina Culinary

Contadina has always provided the freshest tomato ingredients to prepare the most satisfying Italian dishes with its portfolio of Canned Tomatoes. Contadina introduced the Pizzettas, a tasty bite-sized pizza snack that includes one full serving of vegetables per five pieces and features a blend of Roma tomato sauce and cheese stuffed in a crust baked with cauliflower. The pizza snacks come in 7.5-oz packages of ten bites and are available in three varieties: Four Cheese, Margherita and Garden Vegetable.

Contadina Pizzettas with one full serving of vegetables

College Inn Broth

Consumers continue to seek more nutritious ingredients. College Inn Bone Broth has ten grams of protein and rich, savoury taste consumers expect. Bone broth is popular for its protein.

College Inn introduced the Simple Starter, a perfectly seasoned meal-starter made of stock, herbs and seasonings for deliciously easy one-pot meals. Simple Starter is made with 100% natural, rich and savoury College Inn stock. It is a versatile ingredient that creates the foundation for endless recipes where consumers can just add their favourite protein, starch and veggies to create a hearty, home-cooked meal. The product is available in three flavours including Savory Chicken, Hearty Beef and Mexican Style.

College Inn Simple Starter for nutritious one pot meals

Del Monte Fruit

As consumer needs have changed rapidly, DMFI has continued to adapt healthy products to fit into consumers' lives.

Del Monte Fruit & Chia is a category first combining a whole serving of fruit with wholesome chia seeds, giving a full cup of flavour, fibre and 800mg of omega-3. The product is available with different fruits - slices of apples, chunks of mango, pieces of pears, chunks of peaches and a medley of peaches, pineapples and pears.

Del Monte Fruit & Oats is the first ready-to-eat wholesome oatmeal with a full serving of luscious, orchard-ripened fruit. These products address consumer trends of healthy living, nutritious snacking and convenience, given that nearly 50% of US food consumption is in snacking. Each Del Monte Fruit & Oats cup has 100% whole grain oats, 400mg of Omega-3 fatty acids and is a good source of fibre. The product comes in three enticing flavours: Apple Cinnamon, Peach Cinnamon Spice and Pear Maple, providing consumers with more on-the-go options that do not sacrifice the taste and quality Del Monte is known for.

Del Monte Fruit & Oats is the first ready-to-eat wholesome oatmeal with a full serving of fruit

INNOVATION IN PURSUIT OF HEALTH AND WELLNESS

The perimeter of the store continues to be a high-traffic area as consumers are looking for wholesome and fresh food. Del Monte's goal is to transform the Refrigerated Produce and Deli sections with healthy snacks that consumers shopping the perimeter of the store are seeking. Del Monte developed Del Monte Fruit Crunch Parfait to meet this need. With one full serving of fruit and non-dairy coconut crème and a crunchy granola topping, Del Monte Fruit Crunch Parfait is the perfect way to start one's day or keep one going anytime. The parfaits are packed with two billion probiotics for digestive health and contain no artificial flavours or sweeteners.

Del Monte Fruit Crunch Parfaits with two billion probiotics

Bubble Fruit contains a full serving of 100% real fruit

A true testament to Del Monte's commitment to providing fresh, high quality fruits to families in inventive new ways, Bubble Fruit is a first-of-its-kind snacking experience — combining the goodness of a classic fruit cup with bursting boba. Unlike the popping boba found in frozen yogurt or popular tea shops, Bubble Fruit does not contain any artificial colours or artificial sweeteners and contains a full serving of 100% real fruit. Bubble Fruit appeals to today's on-the-go lifestyles and the growing consumer movement of frequent snacking. The product comes in four flavours: Peach Strawberry Lemonade, Sour Apple Watermelon, Pear Berry Pomegranate and Tropical Mixed Fruit.

PHILIPPINES

Fruits rich in vitamin C are better suited to boost the immune system, and pineapple is one of the fruits with the highest concentration of vitamin C. Studies have established that consumption of pineapples increases the production of granulocytes, which make up 60% of the body's white blood cells, known as the body's first line of defense against infection, thereby building immunity. Pineapples also have phytochemicals which help prevent cancer.

Innovation in the Philippine Market has largely focused on strengthening its core categories behind relevant functional benefits. Health and wellness has been the anchor for new product introductions with the consumers' health needs in mind. Finding solutions to address emerging health issues has led to a host of innovative products that offer clinically-proven benefits, from promoting weight management and body fat reduction, to cholesterol lowering and bone health advantage.

Beverage Benefits

Successful innovations include:

- Innovations on 100% Pineapple Juice aggressively expanded its relevance among a broader base of consumers, with ACE vitamins delivering improved immunity for the family; and 100% Pineapple Juice Fiber-Enriched delivering daily detoxification for young adults immersed in the foodie culture
- 100% Pineapple Juice Heart Smart with Reducol, a special blend of plant sterols and stanols that help lower bad cholesterol, and 100% Pineapple Juice Bone Smart, a calcium-fortified juice that has twice the level

of calcium than a glass of milk, designed to provide the same benefit to lactose-intolerant consumers

- Del Monte Fit 'n Right Juice Drinks with Green Coffee Extract and L-Carnitine clinically proven to help reduce fat when taken with diet and exercise—refreshed and strengthened the brand's appeal among young adults who have previously associated the Del Monte brand with moms

Innovative Del Monte beverages including 100% Pineapple Juice with Vitamins A-C-E

Culinary Solutions

The portfolio of products that offer healthier choices has expanded: Lycopene-rich tomato sauces and ketchup, no-MSG culinary sauces and cooking aids. Lycopene consumption is associated with lower incidence of cancer.

Dominant market leader in tomato-based sauces, Del Monte also invested in growing beyond the core into new variants and formats:

- Del Monte Quick 'n Easy, a line of ready-to-use recipe sauces, dry mixes and marinades that make it easy for working moms to conveniently prepare a wide variety of meals for their families despite time limitation

- Contadina Olive Oil, Pasta Sauces, Pasta and Canned Tomatoes take to heart the Mediterranean philosophy of cooking with passion, using only the finest ingredients to deliver rich and authentic flavours. Grown and hand-picked from the most fertile regions of the world, our premium quality products boast flavours worth savouring

Quick 'n Easy sauces, dry mixes and marinades for easy-to-prepare meals

Contadina's gourmet products for nutritious meals

S&W IN ASIA

S&W is our brand platform for Asia outside of the Philippines and the Indian subcontinent, and it is adaptable to the diverse tastes of its markets.

In Southeast Asia, S&W launched the organic version of the staple Prune Juice. This changed the game in the prune juice segment in terms of product positioning where S&W rode on the trend for organic and holistic food. This was followed by the launch of the organic version of Apple Cider Vinegar in Malaysia and Singapore.

S&W Organic Apple Cider Vinegar

As part of S&W's plan to provide high-quality, healthy products globally, it launched the Not From Concentrate (NFC) Pineapple Juice, made of 100% MD2 Pineapple Juice, ie from the premium fresh pineapple variety. S&W offered NFC Pineapple Juice to customers as an ingredient for their pineapple smoothies, ice lollies or packaged NFC juice.

With the success of Del Monte Fruit & Chia in the USA, the Group brought this product to Singapore under the S&W brand. This product, which combines fruit and chia, resonates well with consumer trends of healthy living.

INNOVATION IN PURSUIT OF HEALTH AND WELLNESS

S&W customer using our NFC Pineapple Juice for its ice lollies

S&W Fruit & Chia in Singapore, combining fruit and chia seeds

The Group entered a new category – frozen fruit - using Nice Fruit's revolutionary technology. Extra sweet and golden yellow pineapples from fully ripened fruits are cut into spears then frozen. Individually packaged frozen Pineapple Stick and frozen chunks called Golden Pineapple are sold in 7-Eleven Japan, positioned as an on-the-go healthy snack in the store's chiller section. The revolutionary technology allows the frozen or newly thawed pineapple to have the same physical properties as fresh cut pineapple. These are also sold in Hong Kong, China and South Korea.

The Group continues to innovate to offer health, wellness and nutrition through its shelf-stable, frozen and fresh product portfolio through its trusted brands in pursuit of its vision, *Nourishing Families. Enriching Lives. Every Day.*

Using revolutionary technology, these frozen pineapples have similar properties as fresh cut pineapple when thawed

USA CLAIMS TO FAME

Throughout our
130-year journey,
Del Monte is proud to be recognised for our unsurpassed quality, authenticity and products

Today, we have a
NATIONAL FOOTPRINT
with more than
98%
CONSUMER AWARENESS
for the Del Monte brand

97%
of all Del Monte products are
PRESERVATIVE-FREE

RECENT AWARDS AND RECOGNITIONS:

- **Del Monte Foods** named '**R&D Team of the Year**' by Food Processing Magazine
- **Contadina Margherita Pizzettas** named the **Best Frozen Pizza Bites** by Good Housekeeping
- **Growers of Good TV commercial** wins an **Addy** from the Los Angeles, CA chapter of the American Advertising Federation

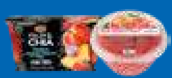
OUR DEL MONTE FRUIT CRUNCH PARFAIT, VEGGIEFUL VEGGIE BOWLS AND CONTADINA PIZZETTAS WON

2020 PRODUCT OF THE YEAR!*

LEADING MARKET POSITIONS

Canned Vegetables
#1 brand nationally
3x the size of the next national brand

Packaged Fruit
#1 to market with Adult Snacking platform
#1 innovation in Fruit Snacking



Broth
#1 brand in the Northeast, most developed broth market
#2 brand nationally

Canned Tomatoes
#1 Italian Tomato brand in 3 of the 5 category segments
2x the households of the next Italian Tomato brand

Del Monte is the **FIRST** consumer-facing manufacturer to work with the **USDA** for **NON-GMO CERTIFICATION** for corn products

We converted 100% of our branded tomato products, and nearly 100% of our branded fruit and vegetable products to
NON-BPA LININGS

In 2016, we began **labeling most of our vegetables, fruit cups, and many more tomato products** as **NON-GMO**

The fruit, vegetables, and tomatoes we use in our products have always been Non-GMO

2020	VEGETABLES	TOMATOES	FRUIT (US)	FRUIT (MEXICO)
Tons	282,675	282,000	191,212	50,692
Growers	125	22	424	202

*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

PRODUCTS

DEL MONTE IN THE UNITED STATES

DEL MONTE IN THE PHILIPPINES

PRODUCTS

S&W IN ASIA AND THE MIDDLE EAST

DEL MONTE IN INDIA

ASIA CLAIMS TO FAME

Throughout our

94-year journey,

Del Monte is proud to be recognised for our premium quality, nutritious and delicious products

Our operations benefit about

100,000

INDIVIDUALS

RECENT AWARDS AND RECOGNITIONS:

- DMPL's Independent Director **Dr Emil Q Javier** was declared a **National Scientist** by the President of the Philippines
- **14 awards** for 10 consecutive years from the Singapore Corporate Awards including **Best Managed Board**, **Best CFO**, **Best Investor Relations** and **Best Annual Report**
- Received the **Corporate Governance Award** and **Shareholder Communication Excellence Award** from the Securities Investors Association (Singapore)
- **Ranked #13** in the **Singapore Governance Transparency Index** out of 578 SGX-listed companies
- Recognised by LinkedIn as a company with the **"Most Inspirational Team"**

LEADING MARKET POSITIONS IN THE PHILIPPINES

Packaged Pineapple

#1 brand nationally

Also **used for everyday cooking**

Canned Mixed Fruit

#1 brand nationally

Healthy snack or dessert

Canned and Carton RTD Juices

#1 brand nationally

100% Pineapple Juices with functional benefits

Tomato Sauce

#1 brand nationally

Versatile ingredient for various recipes

Spaghetti Sauce

#1 brand nationally

For **easy-to-prepare** delicious spaghetti meals

LEADING MARKET POSITIONS IN ASIA

Beans

Top 2 in Hong Kong, Singapore and Indonesia

Apple Cider Vinegar

Top 2 in ASEAN

Canned Pineapple and Tropical Fruit

Top 2 in China, South Korea and Hong Kong

Fresh Pineapple

Top 2 in China and Singapore

Top 3 in South Korea, Japan and Middle East

100%

of our Culinary products contain **ZERO TRANS FAT**

Del Monte Kitchenomics has **3+ MILLION** strong community on Facebook, one recipe per day post

S&W FRESH PINEAPPLE contains **~100mg of Bromelain** enzyme per cup that reduces inflammation after injury or surgery

S&W HEART SMART PINEAPPLE JUICE won the **Food & Beverage Award** in the Singapore Business Review Listed Companies Awards for Best Innovation

FROZEN PINEAPPLES using patented freezing technology, retains fresh-like properties when thawed

DMPL'S CEO, MR JOSELITO D CAMPOS, JR, Entrepreneur of the Year Awardee Asia Pacific Entrepreneurship Awards

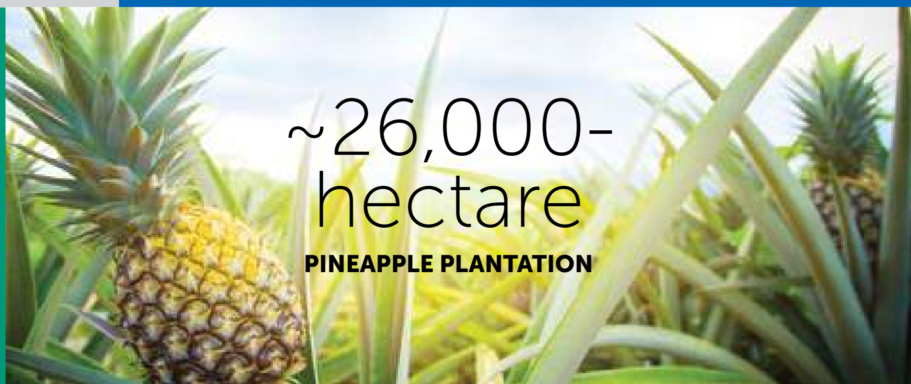
3X EMPLOYER OF THE YEAR AWARD from the **Personnel Management Association of the Philippines**

40%

of management are women

21.4

AVERAGE TRAINING HOURS per employee



~26,000-hectare

PINEAPPLE PLANTATION

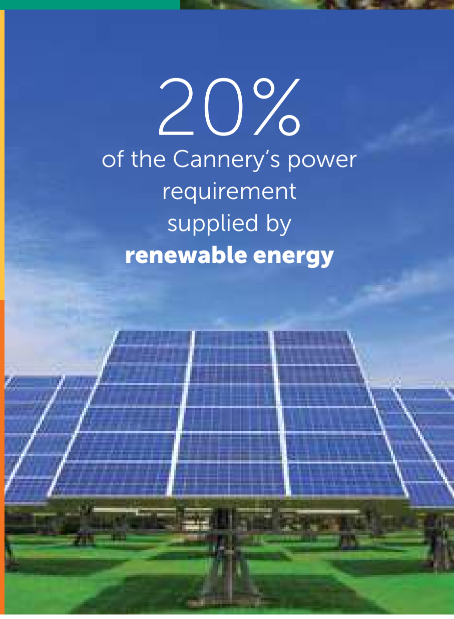
CARBON NEGATIVE given plantation and forest cover

15,100

indigenous trees planted in FY2020

20%

of the Cannery's power requirement supplied by **renewable energy**



36,000

PATIENTS BENEFITED from the Foundation's medical, dental and mobile missions

300

YOUTH GRANTED SCHOLARSHIPS to various schools in SY2019-20

AWARDS AND CITATIONS

COUNTRY

Del Monte Pacific's Director Dr Javier Declared a National Scientist

Dr Emil Q Javier was declared a National Scientist

In May 2019, DMPL's Independent Director Dr Emil Q Javier was nominated by his peers in the National Academy of Science and Technology of the Philippines as a National Scientist. Three months later, in August 2019, he was declared a National Scientist by the President of the Philippines who, in January 2020, formally granted him the Order of the National Scientist through a Presidential Proclamation in a Conferment Ceremony at the President's principal office, Malacañang Palace.

The Order of the National Scientist is the highest honour given by the President of the Philippines to a Filipino man or woman of science in the Philippines who has made significant contributions in one of the different fields of science and technology. Since 1978, the President of the Philippines has conferred the rank and title of National Scientist on only 42 Filipinos, 14 of whom are still living.

Dr Javier is a Filipino agronomist with a broad understanding of developing country agriculture. He was the first and only developing country scientist to chair the Technical Advisory Committee of the prestigious Consultative Group for International Agricultural Research, a global consortium led by the World Bank and the Food and Agriculture Organization of the United Nations. He was Director General of the Asian Vegetable Research and Development Center based in Taiwan, Chairman of the Board of International Rice Research Institute and Chairman and Acting Director of the Southeast Asian Regional Center for Graduate Study and Research in Agriculture.

In the Philippines, at various periods, he had been Minister for Science and Technology, President of the University of the Philippines, and President of the National Academy of Science and Technology.

Dr Javier holds a Ph.D. in Plant Breeding from Cornell University and a Master of Science in Agronomy from the University of Illinois at Urbana-Champaign. He completed his Bachelor of Science in Agriculture (cum laude) at the University of the Philippines Los Baños.

GOVERNANCE

Del Monte Pacific Recognised at the Singapore Corporate Awards

Since the Singapore Corporate Awards (SCA) began in 2006, Del Monte Pacific Ltd has received four distinct awards -- Best Managed Board, Best Chief Financial Officer, Best Investor Relations and Best Annual Report – and is one of less than 20 companies to have achieved this feat from among 730 companies listed on the Singapore Exchange.

DMPL has also won two Gold awards each for the Best Managed Board and Best Investor Relations, and is one of less than ten companies to have achieved this.

In the SCA held on 23 July 2019, DMPL was honoured to receive the Best Annual Report (Gold) Award for small-cap companies.

The Company has won a total of 14 awards for ten consecutive years since 2010, a significant recognition among companies listed in Singapore.

The SCA comprises five of Singapore's key corporate awards, including Best CEO, to recognise and celebrate the best in corporate governance among listed companies in Singapore. The awards are organised by the Institute of Singapore Chartered Accountants, Singapore Institute of Directors and The Business Times, supported by the Accounting and Corporate Regulatory Authority and Singapore Exchange.

DMPL's Chief Corporate Officer, Ignacio 'Iggy' Sison, and Investor Relations Manager, Jennifer Luy, receiving the Best Annual Report (Gold) Award

Del Monte Pacific Receives Two Awards from SIAS

DMPL received the Corporate Governance Award and Shareholder Communication Excellence Award from the Securities Investors Association (Singapore) (SIAS) on 26 September 2019. This is the seventh time that SIAS has recognised the Company.

High Corporate Governance Ranking in Singapore

DMPL ranked #13, or in the Top 2%, among 578 Singapore-listed companies in the Singapore Governance and Transparency Index in August 2019. This is the highest ranking DMPL has achieved. Only two mid-cap companies, including DMPL, were in the Top 13.

COMMERCIAL

Del Monte Foods Wins 2020 Product of the Year Award in Three Categories

Del Monte Foods was recognised across three categories as 2020 Product of the Year winners: Veggieful Veggie Bowls in the convenience meals category, Fruit Crunch Parfait in the snack cups category and Contadina Pizzettas in the frozen snack category.

Product of the Year is the world's largest consumer-voted award for product innovation with this year seeing the largest number of participants to-date. Winners are determined by the votes of 40,000 consumers in a nationally representative survey conducted by research partner Kantar, a global leader in consumer research.

This follows past wins of Fruit Refreshers as Product of the Year for 2017 in the Healthy Snacking category and Fruit & Oats as Product of the Year for 2019 in the Breakfast category.

Del Monte Foods Recognised as R&D Team of the Year

Del Monte Foods has been recognised as Food Processing Magazine's Research and Development (R&D) Team of the Year in the large company category. Each year, Food Processing Magazine nominates food or beverage companies for innovative product development.

As consumer needs have changed rapidly, Del Monte Foods has adapted products to fit into consumers' lives. The R&D team has

Winner in three product categories

AWARDS AND CITATIONS

Del Monte Foods R&D team

championed this work by embarking on a more agile approach to innovation — through iterative learning, quicker consumer testing and earlier feedback. Using this start-up mentality, as well as an integration of R&D and Marketing teams, Del Monte has enhanced its speed to market and growth outside existing product categories. This has led to the release of several new products in the past two years, including award-winning ones mentioned above.

Growers of Good TV Commercial Wins an Addy

Every year, the Los Angeles, California chapter of the American Advertising Federation holds an awards competition to recognise and reward the area's creative excellence in the art of advertising.

The awards are affectionately known as an ADDY. In March 2020, Del Monte Foods, Inc (DMFI) was awarded a Bronze ADDY for our Growers of Good TV commercial. The commercial was designed by the creative agency DonerLA and articulates our commitment to growing the things we love: healthier fruits and vegetables, healthier families and a healthier planet.

Del Monte Philippines Showcase at Puregold Convention 2019

Del Monte met up with local entrepreneurs and showcased its products during the Puregold "Tindahan ni Aling Puring" Convention held on 16-19 May 2019 at World Trade Center Metro Manila. Del Monte Philippines, Inc (DMPI) is a key supplier and business partner of Puregold, a leading supermarket and retail chain in the Philippines with close to 400 stores nationwide. This event is Puregold's annual convention for members of its flagship programme. Del Monte bagged 1st Runner-up in the Best in Booth Display, Gold Category.

HUMAN RESOURCES

Del Monte Foods Senior Director Inducted into Hall of Fame

In recognition of Jennifer Reiner's experience in shopper marketing and her successful efforts building the e-commerce business at DMFI, as well as the ongoing commitment she has made to helping advance industry knowledge through public thought leadership and behind-the-scenes support of industry groups and events, she was selected as a 2020 inductee into the Path to Purchase Institute's Hall of Fame.

Del Monte's booth won 1st Runner-up in Puregold's Best in Booth Display, Gold Category

DMFI's Jennifer Reiner was selected as a 2020 inductee into the Path to Purchase Institute's Hall of Fame

DMPI Talent Acquisition Team received the LinkedIn award

Del Monte Philippines Recognised by LinkedIn

On 28 November 2019, LinkedIn recognised DMPI as a company with the "Most Inspirational Team" in the Philippines. Del Monte has maximised talent attraction through:

- Effective employer branding presence with at least a 25% increase in follower base and engagement reach
- Strong recruiter capability which resulted in a 100% increase in LinkedIn hiring conversion while maintaining cost efficiency

https://www.linkedin.com/company/delmontephilippines/

Great Place to Work® in India

FieldFresh Foods was certified as a Great Place to Work for from January to December 2020 by the namesake organisation. It also ranked 28th among India's Great Mid-size Workplaces in 2020. Great Place to Work® Institute is known globally as one of the pioneers in the practice of studying and recognising the best workplaces.

Great Place to Work-Certified™ from January 2020 - December 2020. Certified 2 times!

India's Great Mid-size Workplaces 2020. Recognised 2 times!

SUSTAINABILITY

1. Recognised as a Mission Partner by Feeding America for donating over five million pounds of food for natural disasters

2. Recognised as an environment champion by the Cagayan de Oro River Basin Council in the Philippines for various initiatives in tree growing, environmental protection and sustainable practices

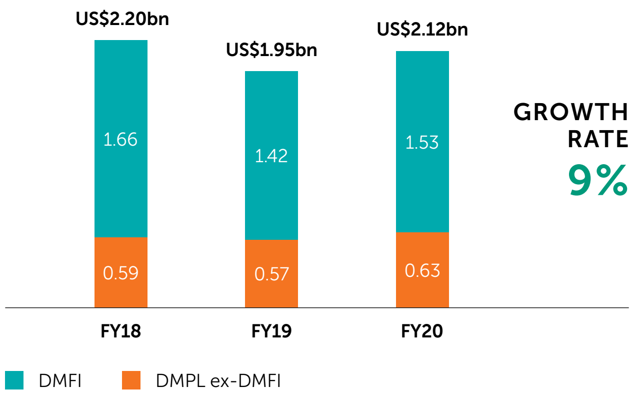
3. Del Monte Foundation in the Philippines received the following recognition:

    - Plaque of Recognition from the Technical Education and Skills Development Authority Provincial Training Center for its contribution and support to the development of technical education and skills in facilitating community-based training at remote areas in the province of Bukidnon
    - Plaque of Appreciation from the Department of Environment and Natural Resources for bringing basic services closer to the upland community and its constant support to the celebration of the "Aldaw Ta Kitanglad" (Mt Kitanglad Day)
    - Plaque of Appreciation from the Municipality of Sumilao for its unselfish commitment, generous contribution, unwavering support and active involvement in the implementation of various health programmes towards the betterment of the people of Sumilao

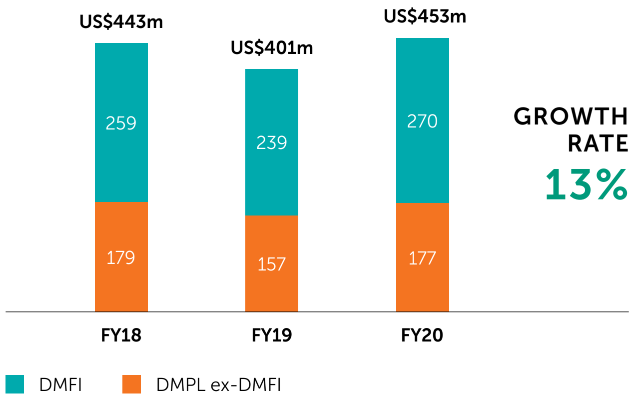
OPERATING AND FINANCIAL REVIEW

DMPL FY2020 RECURRING PERFORMANCE

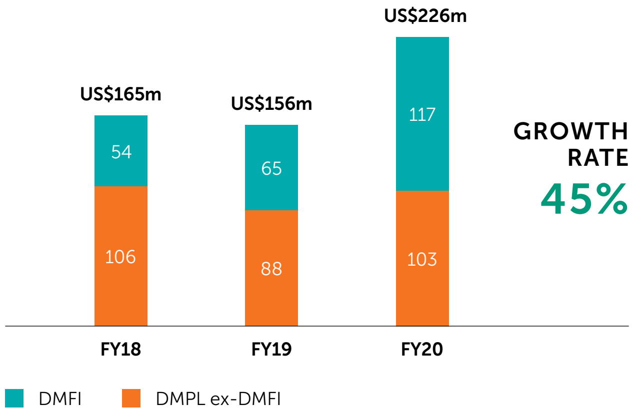
Net Sales



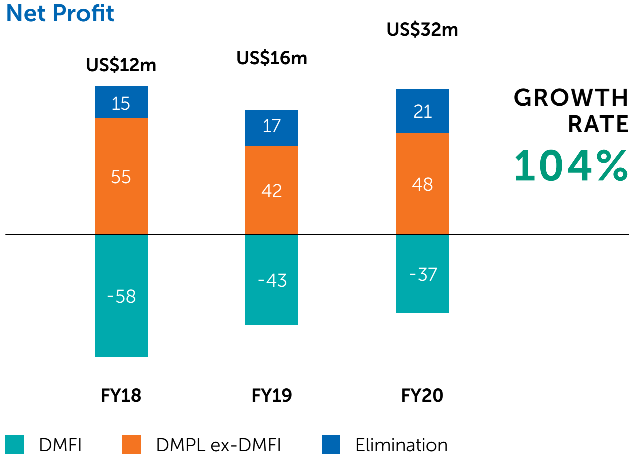
Gross Profit



EBITDA

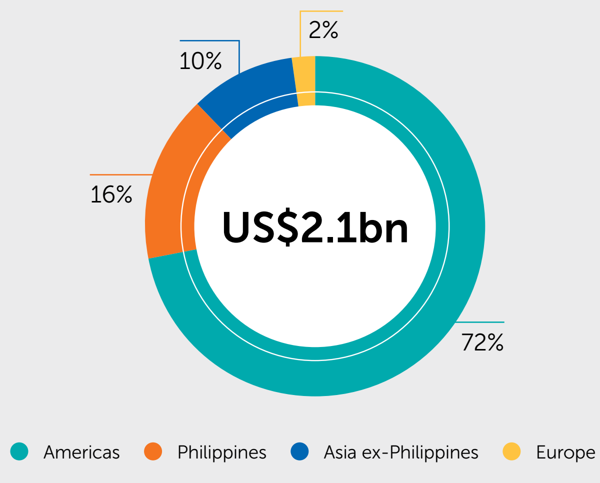


Net Profit

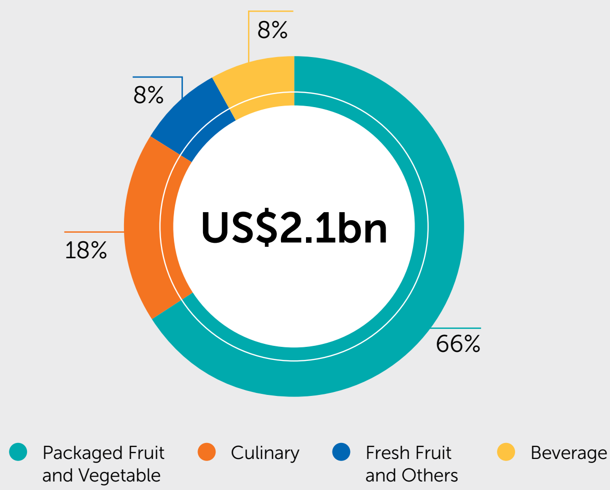


Excluding one-off items, Gross Profit, EBITDA and Net Profit were higher than prior year.
Note: The figures do not sum up to the totals due to elimination adjustments on consolidation.

DMPL FY2020 SALES (BY GEOGRAPHY)



DMPL FY2020 SALES (BY PRODUCT)



IMPACT OF COVID-19

Del Monte Pacific Group's (DMPL) results had been favourably impacted by the pandemic. As consumers stayed home, prepared more meals and consumed more snacks, they purchased trusted brand names and consumed healthier, shelf-stable culinary products. DMPL's retail business in the USA and Philippines posted higher sales. The Group offers more health and wellness product options to consumers and supports this with campaigns highlighting the functional health benefits of its products.

Amidst the pandemic, operations were ongoing and compliant with COVID-19 precautions for employee protection. Facility safety measures were strictly enforced and flexible work arrangements were adopted across sites. Critically, performance was achieved through focus, dedication and personal sacrifice especially across Plantation, Production, Supply Chain and Sales – to execute despite community quarantine challenges.

SALES

DMPL generated sales of US$2.1 billion in FY2020, higher by 9% versus the prior year on higher sales across all geographies - United States, Philippines, S&W Asia and Europe.

USA

DMPL's US subsidiary, Del Monte Foods, Inc (DMFI), generated sales of US$1.5 billion or 72% of Group sales, higher by 8% versus prior year driven by a surge in demand across all categories due to the pandemic. DMFI benefited in the categories and segments with strong leadership positions as consumers turned to trusted brand names. All principal categories experienced strong growth as consumer behaviour shifted to healthy, shelf-stable products in response to COVID-19 stay-at-home orders. Momentum peaked in mid-March, with volume similar to what was typically seen during holidays, as consumers stocked their pantries.

STRONG MARKET POSITION IN KEY CATEGORIES IN THE USA

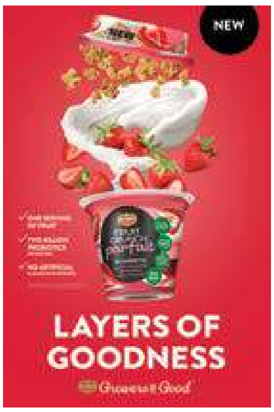
Products	Market Share	Market Position	Brands
Canned Vegetable	29.8%	#1	Del Monte
Canned Fruit	25.3%	#1	Del Monte
Fruit Cup Snacks	26.0%	#2	Del Monte
Canned Tomato*	7.5%*	#2	Del Monte, S&W, Contadina

Canned market shares are for branded only, ex-private labels
*Combined share for Del Monte, S&W and Contadina brands
Source: Nielsen Scantrack dollar share, Total xAOC, 12M ending 2 May 2020

DMFI maintained its leading market share position for the full year in canned vegetable and fruit.

In sync with trends for health, snacking and convenience, Del Monte Foods introduced a number of new products in FY2020 in new categories which include fruit parfait, fruit cup with boba, ready-to-eat vegetable bowls and frozen snacks.

In May 2019, Del Monte launched an innovative product, Del Monte Fruit Crunch Parfait, which features layers of non-dairy coconut crème, crunchy granola, a full serving of fruit, plus two billion probiotics to aid digestive health.



Del Monte Fruit Crunch Parfaits with two billion probiotics

Del Monte's first foray into the frozen segment was through Del Monte Veggieful Bites and Contadina Pizzettas, frozen snacks made with cauliflower crust and a full serving of vegetable in five bites. With Veggieful Bites, Del Monte sets out to create a healthy snack with vegetables as the primary ingredient.

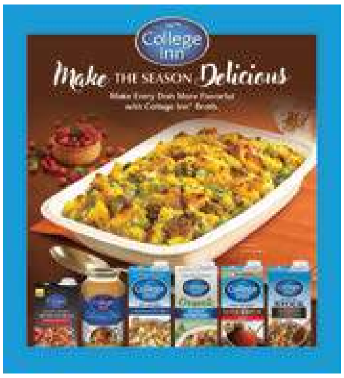
Entry into the frozen category with Del Monte Contadina Pizzettas and Veggieful Bites for healthy snacking

Del Monte Bubble Fruit, exciting fruit cups great for kids' snacks

This was followed in June 2019 with the shipment of Del Monte Bubble Fruit, exciting fruit cups with juicy popping boba great for kids' snacks. DMFI also started shipping new flavours of Del Monte Fruit & Oats - Strawberry Apple and Blueberry Apple, and Del Monte Fruit & Chia Apple Raspberry Cherry.

In August 2019, Del Monte introduced the ready-to-eat Del Monte Veggieful Bowl which features one serving of vegetables with quinoa blended with whole grain and flavourful sauce.

Ready-to-eat Del Monte Veggieful Bowl for a healthy snack or meal



College Inn broth and stock for flavourful nutritious home meals

DMFI also introduced College Inn Culinary Stock with fine artisanal ingredients such as free-range chicken and grass-fed beef, and College Inn Simple Starter, convenient for one pot meals.

New products launched in the past two years contributed US$77.6 million or 5% to DMFI's retail and foodservice sales in FY2020.

Cross-selling

As part of DMPL's growth and globalisation initiative, the distribution of product from the Philippines has extended its reach beyond Asian ethnic market to mainstream grocery channel in the US. To strengthen the Group's global supply chain network, DMFI will continue to work to accelerate the distribution expansion and increase cross-selling effort between the US and Asia by expanding its international product portfolio to meet the growing demand for ethnic food product in the US.

DMFI has continued to export its S&W canned specialty fruits, corn and tomato products to Asia. It has also introduced its Contadina sauces to certain markets in Asia.

Philippines

The Philippine market sales in FY2020 were US$338.9 million, up 6.6% and 10.1% in peso and US dollar terms, respectively, mainly on higher volume. Price increase and lower trade promotion spend contributed +2.6% to net sales growth driven by price increases across all categories mostly in 2019. Sales in the general trade segment (about 50% of Philippines sales) grew by 9.1%, as the Group made progress in improving its distributor business that had impacted results in the prior year. Sales in the modern trade (about 35% of Philippines sales) increased by 14.7%.

On the other hand, the foodservice channel which accounted for 15% of sales pre-COVID, had shifted its focus to e-commerce and community delivery services, partially recouping declines caused by restaurant shutdowns during the lockdown. Even as foodservice rebuilds with the re-opening of malls, this work will also create the foundation for a future increasingly reliant on e-commerce.

Del Monte continued campaigns to drive category relevance (including its new Tomato Sauce "Sauce Special") and affordable line extensions such as Pineapple Tidbits and Ketchup in pouch designed to expand downline sales.

Del Monte Tomato Sauce "Sauce Special" campaign for special home meals

Del Monte Condiments in Stand-Up-Pouches to recruit new users to the category

Amidst the pandemic in the fourth quarter ending April, faster growth was seen across all categories, most especially behind flagship Del Monte brands of 100% Pineapple Juice, Spaghetti Sauce and Tomato Sauce. The relevance and imagery of these iconic Del Monte brands became magnified in a pandemic environment where consumers became more concerned with health, and shifted to home cooking. Digital communications highlighted health and immunity (100% Pineapple Juice ACE), product quality and taste, and meal planning and preparation (Del Monte Kitchenomics), sustaining growth even as the lockdown eased.

Del Monte leads in the major categories it competes in and has improved its market share across most product categories in fiscal year 2020 versus the prior year period.

Del Monte 100% Pineapple Juice with Vitamins A-C-E for immunity

Del Monte Quick 'n Easy sauces perfect for stay-home meal preparation

MARKET LEADER IN VARIOUS CATEGORIES IN THE PHILIPPINES

Products	Market Share	Market Position	Brands
Packaged Pineapple	86.7%	#1	Del Monte
Canned Mixed Fruit[1]	71.4%	#1	Del Monte, Today's
RTD Juices ex-SUP[2]	44.0%	#1	Del Monte
Tomato Sauce	84.3%	#1	Del Monte
Spaghetti Sauce[3]	38.7%	#1	Del Monte, Today's, Contadina

1 Combined share for Del Monte and Today's brands
2 SUP is Stand Up Pouch or what is locally referred to as "doy pack"
3 Combined share for Del Monte, Today's and Contadina brands
Source: Nielsen Retail Index, 12M to April 2020

S&W in Asia and the Middle East

Sales of the S&W branded business in Asia reached US$109.8 million in FY2020, 9% higher than US$100.6 million in FY2019 driven by higher sales of packaged and mixed fruits in Asia and the Middle East, and fresh pineapples in North Asia on expanded distribution. The fresh segment accounted for 75% of S&W's total sales, while the packaged segment accounted for the balance of 25%.

The Group's Nice Fruit joint venture, utilising patented technology that allows fruits to be picked at their optimal ripeness and frozen for up to 3 years while preserving their nutrients and original properties, launched frozen pineapple spears in 7-Eleven stores in Japan in June 2018. These are produced in Bukidnon, Philippines. Individually packaged and known as Pineapple Stick, it is positioned as an on-the-go healthy snack placed in the store's chiller section. The Group recently launched this frozen Pineapple Stick in Family Mart and other convenience stores in China through Xianfeng and Eachtake.

Frozen S&W Pineapple Stick sold in China as a healthy snack

OPERATING AND FINANCIAL REVIEW

The Group also continues to supply sliced pineapple to McDonald's and Burger King in China for their burgers.

As part of S&W's master plan to provide high-quality, healthy products globally, it launched the Not From Concentrate (NFC) Pineapple Juice, made of 100% MD2 Pineapple Juice, ie from the premium fresh pineapple variety. It has been rolled out in several markets in Europe and Asia. With the increasing trend on healthy lifestyle and fruit drinks becoming more popular, customers and manufacturers use S&W NFC Juice to delight consumers with pineapple smoothies, ice lollies, flavoured soda or packaged NFC juice.

S&W Not From Concentrate MD2 Pineapple Juice is used by our customers for their juices, ice lollies and smoothies

A Pinabar machine in NTUC Fairprice Singapore offers convenience to consumers as it cuts and peels pineapples

In Singapore, S&W launched the Pinabar machine offering added value and convenience to consumers. An automated Pinabar machine is placed in the supermarket to cut and peel pineapples which then put the pineapple slices into a container.

FieldFresh India

Sales at FieldFresh Foods, our Indian joint venture (JV), which are equity accounted and not consolidated, were US$76.8 million in FY2020, up 1% in Rupee terms but down 1% in US dollar terms, versus prior year. US$67.0 million came from the Del Monte-branded packaged segment and US$9.8 million from the FieldFresh-branded fresh segment.

B-to-B accounts for more than 50% of sales of the Group's JV in India. As a result, the pandemic had an unfavourable impact on DMPL's Indian business. DMPL's share of loss was US$2.0 million from US$0.1 million in the prior year period due to lower foodservice volume as impacted by the pandemic in the fourth quarter, higher operating costs mainly from marketing spends for brand advertising and higher raw material cost from tomato paste, soya oil and dairy products partly offset by improved margins from Olive Oil.

The leadership team will mitigate the risks by increasing the share of retail sales, leveraging e-commerce and reducing costs.

1st TV campaign in 8 years on Del Monte Italian range in India

GROSS PROFIT AND MARGIN

DMPL generated a gross profit of US$452.2 million, higher by 14.5% versus the prior year, while gross margin increased to 21.2% from 20.2% in the same period last year.

DMFI generated higher gross profit and margin of 17.6% from 16.4% due to higher volume, more favourable sales mix and better pricing across multiple channels. These improvements were partially offset by the increase in metal packaging costs and higher delivered costs.

DMPL ex-DMFI delivered higher gross margin of 28.1% from 27.3% mainly from higher sales and improved margins from the Philippine market and higher sales of fresh pineapples despite some slowdown in the fourth quarter due to the pandemic.

EBITDA AND NET PROFIT

DMPL generated an EBITDA of US$142.2 million of which US$33.2 million came from DMFI and US$103.3 million from DMPL ex-DMFI. DMPL's EBITDA was slightly lower by 1% mainly due to one-off expenses of US$83.5 million from the closure/sale of four plants in the United States.

Excluding the one-off expenses, the Group's EBITDA would have been US$225.7 million, 45% higher versus the recurring EBITDA of US$156.1 million in the prior year period. DMFI contributed a recurring EBITDA of US$116.7 million, significantly higher by 80%, while DMPL ex-DMFI generated an EBITDA of US$103.3 million, higher by 18%, both due to better sales contributing to improved operating results. Group EBITDA was also favourably impacted by the adoption of IFRS 16, Leases. Please refer to Note no. 3.6 of the Financial Statements for more details.

As part of the Group's strategy to improve operational excellence, reduce fixed costs and increase competitiveness, DMFI closed/sold four of its facilities. Production at rationalised facilities has been transitioned to other DMFI production facilities in the USA as well as to strategic co-packers. These divestitures are enabling DMFI to significantly improve capacity utilisation at the remaining plants in its production network. While DMFI's Asset-Light Strategy has been a complex undertaking, it has been a critical step in repositioning DMFI for the future. Execution of this strategy and other cost saving initiatives should improve the Group's EBITDA by US$50-60 million over 24 months from November 2019.

In preparation for its capital raising initiatives, DMPL's Philippine subsidiary, Del Monte Philippines, Inc, declared a dividend to its parent in the first quarter which was taxed at 15% amounting to US$39.6 million. It also booked a deferred tax of US$7.5 million in relation to future dividends based on the dividend policy.

In view of this and the one-off expenses incurred by DMFI due to plant closures/sale and retirement of loans, the Group reported a net loss of US$81.4 million in FY2020, unfavourable compared to the prior year period's net profit of US$20.3 million. DMFI reported a net loss of US$100.4 million while DMPL ex-DMFI a net income of US$47.8 million. Last year's Group net profit had also included a one-off gain, net of transaction costs, of US$16.7 million pre-tax or US$13.0 million post-tax from the purchase of US$105.6 million of DMFI's Second Lien Term Loan at a discount in the secondary market.

Without the one-off items, the Group achieved a recurring net profit of US$32.2 million, double last year's recurring net profit of US$15.8 million. DMFI had a recurring net loss of US$37.0 million versus a loss of US$43.0 million in the prior year.

Del Monte Philippines, Inc (DMPI), the Group's most profitable business where it is a dominant market leader, generated a net income of US$67.7 million in FY2020, up 39%. DMPI continues to expand its overseas markets to China and the rest of Asia, Middle East and Europe.

Please refer to the following table for the schedule of one-off items.

INVENTORIES

DMPL's inventories decreased to US$482.5 million as at 30 April 2020, from US$664.9 million as at 30 April 2019 mainly due to higher sales in the USA and Philippines.

CAPEX

Capital expenditures were US$130.5 million in FY2020, higher than the US$121.6 million in FY2019. DMFI accounted for US$20.6 million of Group capex in FY2020, lower than the US$21.7 million in FY2019 due to reduced projects with plant closures, while DMPL ex-DMFI's capex accounted for US$109.9 million in FY2020, up from US$99.9 million in FY2019 due to additions to biological assets.

CASH FLOW AND DEBT

The Group's cash flow from operations in FY2020 was US$375.7 million, higher versus prior year's cash flow of US$180.9 million mainly from higher sales, higher

NON-RECURRING EXPENSE/(INCOME) (IN US$M)	FY2019	FY2020	BOOKED UNDER
Closure/sale of plants[1]	5.1	79.8	G&A and other income /expense
Severance and others	7.3	3.6	G&A and other income/ expense
Gain due to loan purchase[2]	(16.7)	(1.5)	Interest income
Loan retirement (swap settlement etc)	–	11.2	Interest expense
Total expense/(income) (pre-tax basis)	**(4.3)**	**93.1**	
Dividends tax[3]	–	47.1	Tax Expense
Total (net of tax and non-controlling interest of 10.6%)	**(4.5)**	**113.6**	

1 As part of its multiyear restructuring project to streamline operations and improve profitability, the Group closed/sold four plants in the US in FY2020.

2 In FY2019, the Group purchased an additional US$105.6 million Second Lien Term Loans bringing the total purchased loans to US$231.4 million out of US$260 million. These loans were the highest-interest bearing loans for DMFI. The one-off gain of US$16.7 million pre-tax or US$13.0 million post-tax booked in FY2019 was a result of principal savings given the purchase discount.

3 In preparation for its capital raising initiatives, DMPL's Philippine subsidiary, Del Monte Philippines, Inc, declared a dividend to its parent in the first quarter of FY2020 which was taxed at 15%.

operating profit and increase in trade and other payables.

The Group had negative working capital at the end of the fiscal year amounting to US$667.3 million. This was mainly driven by the First Lien Term Loan of DMFI that became current in the last quarter of FY2020 and current portion of long-term loans of DMPI and DMPL that were due within FY2021. DMFI has successfully refinanced its loans through senior secured notes amounting to US$500 million due 2025. DMPL and DMPI are also in the process of refinancing the current portion of long-term loans due in August 2020.

The Group's net debt (borrowings less cash and bank balances) amounted to US$1.36 billion as at 30 April 2020, lower than US$1.46 billion as at 30 April 2019 due to significant improvement in cash flow from operations which were used to pay off loans.

Out of the total net debt of US$1.36 billion, DMFI accounted for US$706.1 million while DMPL ex-DMFI accounted for US$656.8 million.

The Group's net debt to equity ratio decreased to 240.8% from 242.4% in the prior year.

DMFI REFINANCING

On 15 May 2020, the Group completed the refinancing of Del Monte Foods, Inc. DMFI raised new financing of US$1.3 billion consisting of a US$500 million five-year bond issue, a new three-year Asset-Based Loan of US$450 million, and equity contribution of US$378 million from DMPL, thereby recapitalising DMFI's balance sheet. DMPL invested US$150 million in new equity and converted US$228 million of Second Lien Repurchase Loans into common equity in DMFI. (Please refer to the footnote on Non-Recurring Expenses table in the previous page regarding the Second Lien Repurchase Loans).

Bond investors responded positively to DMFI's March-April performance, the success of its asset-light cost management initiatives and plans for growth and profitability going forward.

PRIVATE EQUITY INVESTMENT IN DEL MONTE PHILIPPINES

On 20 May 2020, the Group completed the private placement of a 12% stake in DMPI for US$120 million. This gives an implied valuation of US$1 billion for DMPI, which attests to its strong performance and prospects. This is highly commendable amidst a stressed and declining capital market with the PSE index down around 25% from the peak of 2019. This transaction resulted in a gain which was recorded as net equity reserve of US$77 million in the retained earnings, instead of recognising it as a gain in the income statement. The proceeds from the private placement were used for repayment of DMPL's bank loans.

This transaction is a testament to Del Monte Philippines' solid standing and future prospects for growth as a food company. Del Monte is well-positioned in this environment given its nutritious long shelf-life products which consumers are using to prepare more meals at home as well as build their immunity.

DIVIDENDS

In October 2019 and April 2020, respectively, the Company paid dividends to holders of the following:

- The Series A-1 Preference Shares at the fixed rate of 6.625% per annum, or equivalent to US$0.33125 per Series A-1 Preference Share for the six-month period from 8 April 2019 to 7 October 2019 and US$0.33125 for the six-month period from 8 October 2019 to 7 April 2020; and
- The Series A-2 Preference Shares at the fixed rate of 6.5% per annum, or equivalent to US$0.325 per Series A-2 Preference Share for the six-month period from 8 April 2019 to 7 October 2019 and US$0.325 for the six-month period from 8 October 2019 to 7 April 2020.

The Series A-1 Preference Shares were listed on the Philippine Stock Exchange on 7 April 2017 while the Series A-2 Preference Shares on 15 December 2017.

Under the Company's Articles of Association and the terms of the Preference Shares, the Company may declare and pay dividends on Common Shares provided there are adequate and available funds for dividends on Preference Shares which have priority over Common Shares. Subject to the foregoing, the Board approved a special dividend of 1.54 US cents (US$0.0154) per share to Common Shareholders for fiscal year 2020. The private placement of a 12% stake in Del Monte Philippines generated a net gain of US$77.0 million for DMPL which was booked as net equity reserve.

	FOR THE FISCAL YEAR ENDED 30 APRIL	
	2020	**2019**
Name of dividend	Special	Final Ordinary
Type of dividend	Cash	Cash
Rate of dividend	**US$0.0154 per ordinary share**	**US$0.0052 per ordinary share**
Tax rate	Nil	Nil
Book closure date	12 August 2020	12 July 2019
Payable date	19 August 2020	19 July 2019

QUARTERLY RESULTS

FY2020 QUARTERLY RESULTS					
(Amounts in US$ million unless otherwise stated)	1Q	2Q	3Q	4Q	Total
Turnover	375.9	558.7	555.3	638.4	2,128.3
Gross Profit	91.1	134.1	113.4	113.4	452.2
EBITDA	36.6	(7.3)	57.0	55.9	142.2
Operating Profit	20.3	(29.6)	30.2	30.1	51.0
Net Profit attributable to owners of the Company - without one-offs	4.1	15.9	7.4	4.8	32.2
Net Profit attributable to owners of the Company - with one-offs	(38.3)	(37.4)	6.7	(12.4)	(81.4)
Gross Margin (%)	24.3	24.0	20.4	17.8	21.2
Operating Margin (%)	5.4	na	5.4	4.7	2.4
Net Margin (%)	na	na	1.2	na	na
EPS (cents)	(2.22)	(2.18)	0.09	(0.89)	(5.20)
Net Debt	1,558.7	1,738.6	1,603.1	1,362.6	1,362.6
Net Debt to Equity (%)	276.1	363.0	333.0	240.8	240.8
Cashflow from operations	(38.8)	(97.8)	193.9	318.5	375.7

FY2019 QUARTERLY RESULTS					
(Amounts in US$ million unless otherwise stated)	1Q	2Q	3Q	4Q	Total
Turnover	437.2	556.3	528.7	432.6	1,954.8
Gross Profit	78.0	118.7	116.6	81.6	395.0
EBITDA	18.8	46.2	39.7	38.8	143.7
Operating Profit	2.0	30.0	24.2	23.9	80.1
Net Profit attributable to owners of the Company - without one-offs	(3.7)	7.3	3.0	9.2	15.8
Net Profit attributable to owners of the Company - with one-offs	3.0	8.4	2.6	6.3	20.3
Gross Margin (%)	17.8	21.3	22.1	18.9	20.2
Operating Margin (%)	0.5	5.4	4.6	5.5	4.1
Net Margin (%)	0.7	1.5	0.5	1.5	1.0
EPS (cents)	(0.10)	0.19	(0.12)	0.07	0.03
Net Debt	1,498.1	1,685.0	1,531.4	1,457.0	1,457.0
Net Debt to Equity (%)	249.1	281.2	251.4	242.4	242.4
Cashflow from operations	(34.1)	(136.5)	220.3	131.2	180.9

QUARTERLY RESULTS

FIRST QUARTER FY2020

The Group achieved sales of US$375.9 million for the first quarter of FY2020, down 14.0% versus the prior year quarter mainly due to the divestiture of the Sager Creek vegetable business in September 2017, lower sales in the USA and lower exports of processed pineapple products, partly offset by higher sales in the Philippines and S&W business in Asia.

Stripping out Sager Creek's sales, the Group sales in the first quarter would have been lower by 9.2%.

The Group's US subsidiary, Del Monte Foods, Inc (DMFI) generated US$241.4 million or 64.2% of Group sales. DMFI's sales decreased by 21.7% from US$308.3 million mainly driven by the Sager Creek divestiture, and lower private label and USDA sales. Volume decline in packaged fruit was due to the impact of pricing.

DMFI has fast-tracked its innovation pipeline. In sync with trends for health, snacking and convenience, it launched innovative products in the growing categories of refrigerated produce and frozen. Del Monte continued to diversify beyond the canned goods aisle, which is a declining category. New products contributed 3.8% to DMFI's retail sales in the first quarter.

In May, Del Monte introduced an innovative product, Del Monte Fruit Crunch Parfaits, which feature layers of non-dairy coconut crème, crunchy granola with probiotics, and a full serving of fruit. For the frozen segment, DMFI launched 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 have been launched nationwide in May.

In June, DMFI started shipping Del Monte Bubble Fruit, exciting fruit cups with juicy popping boba great for kids' snacks. DMFI also started shipping new flavours of Del Monte Fruit & Oats - Strawberry Apple and Blueberry Apple, and Del Monte Fruit & Chia Apple Raspberry Cherry.

DMFI generated a higher gross profit and margin of 20.3% from 12.9% in the prior year period. Higher gross margin was in line with DMFI's strategy to increase list price in the fourth quarter of FY2019 after several years of no price increase, favourable impact of the divestiture of low-margin Sager Creek vegetable business and reduced sales of low-margin private label, partly offset by higher delivered costs. FY2019 was also impacted by increased costs to liquidate Sager Creek products.

DMFI generated a higher operating income for the quarter driven by improvement in gross profit and lower operating expenses.

DMPL ex-DMFI generated sales of US$144.3 million (inclusive of US$8.4 million sales by DMPL to DMFI which were netted out during consolidation) which were 2.4% higher than US$140.9 million sales in prior year period. Higher sales were mainly driven by higher volume of fresh pineapple and higher sales in the Philippines as the Group continued to fix the distribution transition issues in General Trade.

DMPL ex-DMFI delivered higher gross margin of 27.9% from 26.5% in the same period last year mainly from higher sales of fresh pineapple and price increases in the Philippine market in line with inflation, partly offset by lower pineapple juice concentrate (PJC) and packaged pineapple pricing for exports.

DMPL ex-DMFI generated an EBITDA of US$25.3 million which was higher by 14.0% and a net income of US$12.5 million, higher versus the US$11.6 million in the same period last year driven by higher margin as explained above and gain on foreign exchange due to strengthening of the peso versus the US dollar.

Reversing a decline in FY2019, sales in the Philippines domestic market grew by 2.2% in peso terms and 4.1% in US dollar terms due to peso appreciation. Retail sales grew by 4% in volume and 9% in peso sales value. Non-retail foodservice declined due to a change in a customer's procurement policy. Price increase and lower direct promotion spend saw a positive contribution of 4.8% to net sales growth, driven by a series of price adjustments across all categories mostly in 2019. In retail, sales in the General Trade segment (about 50% of Philippines sales) grew by 4% year on year and by 20% quarter on quarter, as the Group continued to make progress in improving its distributor business that had impacted results in the prior year. Sales in the Modern Trade (about 30% of Philippines sales) increased by 7%.

Sales of the S&W branded business in Asia and the Middle East grew strongly by 19.1% in the first quarter versus the prior year period mainly driven by higher sales of fresh pineapple in North Asia. Fresh sales, both branded and non-branded, improved by 28%. S&W packaged product also delivered higher volume and sales. The S&W business generated a much higher operating income, up 22.3% mainly due to higher volume.

DMPL's share in the FieldFresh joint venture in India was lower at US$0.2 million loss from a US$0.1 million profit in the prior year quarter, due to lower than planned sales, higher logistics costs for the fresh business, commodity headwinds and higher overheads.

The Group's EBITDA of US$36.6 million was significantly higher than prior year quarter's EBITDA of US$18.8 million. This quarter's EBITDA included US$2.1 million of one-off expenses mainly related to severance and loss on partial disposal of assets of a plant in Crystal City, Texas. Without the one-off expenses, the Group recurring EBITDA was US$38.7 million, also higher versus prior year quarter's recurring EBITDA of US$27.3 million due to the factors mentioned above. Please refer to the Operating and Financial Review section for a schedule of the one-off items.

In preparation for its capital raising initiatives, DMPL's Philippine subsidiary, Del Monte Philippines, Inc, declared a dividend to its parent which was taxed at 15% amounting to US$39.6 million. Consequently, the Group reported a net loss of US$38.3 million for the quarter versus a net income of US$3.0 million in the prior year quarter. Last year's net income had also included a one-off gain of US$15.9 million pre-tax or US$12.6 million post-tax from the purchase of US$99.0 million of DMFI's second lien loan at a discount in the secondary market.

Without the one-off items, the Group reported a recurring net income of US$4.1 million as compared to last year's recurring net loss of US$3.7 million.

The Group gearing increased marginally to 2.7x equity as of 31 July 2019, from 2.5x in prior year quarter, primarily due to additional loans obtained to pay taxes on intercompany dividends as well as reduction of retained earnings from net loss booked in the first quarter.

The Group's cash outflow from operations in the first quarter was US$38.8 million, slightly higher than last year's US$34.1 million mainly on income tax payments as explained above.

Past the production peak in October, cash flows are expected to improve in the seasonally stronger second semester with peak sales around Thanksgiving and Christmas, as well as Easter in the last quarter ending April.

SECOND QUARTER FY2020

The Group achieved sales of US$558.7 million for the second quarter of FY2020, marginally higher at 0.4% versus the prior year quarter driven by better retail sales in the Philippines and the strong performance of S&W brand in Asia partially offset by lower sales from the USA.

Stripping out Sager Creek's sales, the Group sales in the second quarter would have been higher by 1.9%.

The Group's US subsidiary, Del Monte Foods, Inc (DMFI) generated US$396.2 million or 70.9% of Group sales. DMFI's sales decreased by 5.3% from US$418.5 million mainly driven by the Sager Creek divestiture, lower sales to USDA in line with strategy and timing of holiday shipments resulting from a later Thanksgiving. Volume decline in packaged fruit was due to the impact of pricing.

DMFI continues to fast-track its innovation pipeline. In sync with trends for health, snacking and convenience, it launched innovative products in the Packaged Vegetable category. Del Monte continued to diversify beyond the canned goods aisle, which is a declining category. New products contributed 5.0% to DMFI's retail and foodservice sales in the second quarter.

In August, Del Monte introduced an innovative product - the ready-to-eat Del Monte Veggieful Bowl - in four varieties which feature one serving of vegetables with quinoa blended with whole grain and flavourful sauce. These items are being accepted by retailers across the US and have been launched nationwide in October. Del Monte "Veggieful" introduces a new way to make vegetable crave-worthy.

DMFI also introduced College Inn Culinary Stock with fine artisanal ingredients such as free-range chicken and grass-fed beef, and College Inn Simple Starter, convenient for one pot meals.

DMFI generated a higher gross profit and margin of 21.2% from 17.8% in the prior year period. Higher gross margin was in line with DMFI's strategy to increase list price in the fourth quarter of FY2019 after several years of no price increase, lower trade spend, favourable sales mix due to lower non-retail sales, partly offset by higher delivered costs.

DMPL ex-DMFI generated sales of US$171.2 million (inclusive of US$8.7 million sales by DMPL to DMFI which were netted out during consolidation) which were 15.8% higher than US$147.9 million sales in prior year period. Higher sales were mainly driven by all major segments including Philippines, S&W across Asia and exports of packaged pineapple products.

DMPL ex-DMFI delivered marginally higher gross margin of 28.7% from 28.6% in the same period last year mainly from higher sales

QUARTERLY RESULTS

of fresh pineapple and price increases in the Philippine market, in line with inflation, partly offset by lower PJC and packaged pineapple pricing for exports.

Coming from a decline in FY2019, sales in the Philippines domestic market reversed, growing by 5.0% in peso terms and 9.1% in US dollar terms due to peso appreciation. Retail sales grew by 2.4% in volume and 7% in peso sales value. Non-retail foodservice declined as focus was shifted to more profitable parts of the business. Price increase and lower direct promotion spend contributed +2.7% to net sales growth, driven by a series of price increases across all categories mostly in 2019. Sales in the General Trade segment (about 50% of Philippines sales) grew by 5.8% year on year and by 20% quarter on quarter, as the Group continued to make progress in improving its distributor business that had impacted results in the prior year. Sales in the Modern Trade (about 30% of Philippines sales) increased by 8.8% quarter on quarter. The quarter ended with positive market share improvements across Beverages, Fruits and Culinary, driven by its continuing campaigns to drive category relevance (including its new Tomato Sauce "Sauce Special") and affordable line extensions such as Pineapple Tidbits and Ketchup in pouch designed to expand downline sales.

Sales of the S&W branded business in Asia and the Middle East saw strong growth driven by a 24.7% increase in fresh pineapple sales, mainly to North Asia. The Group continues to supply sliced pineapple to McDonald's and Burger King in China for their burgers.

On 20 August 2019, DMFI announced the closure and sale of four facilities. On 1 November 2019, DMFI successfully sold and transitioned its Cambria, Wisconsin operations and related employees to Seneca Foods Inc. DMFI has also entered into an agreement to sell its production facilities in Sleepy Eye, Minnesota and Mendota, Illinois and expects the closure and sale of these facilities to be completed during 4Q FY2020. DMFI has also sold equipment at its Crystal City, Texas facility and is considering additional proposals to sell the balance of the Crystal City assets. Production at rationalised facilities is being transitioned to other DMFI production facilities in the United States as well as to strategic co-packers. These divestitures will enable DMFI to significantly improve capacity utilisation at the remaining plants in its production network. While DMFI's Asset-Light Strategy has been a complex undertaking, it has been a critical step in repositioning DMFI for the future. These resulted in incremental one-off expenses amounting to US$75.5 million pre-tax, among others, in the second quarter of FY2020.

In view of the above, DMFI generated a negative EBITDA of US$36.4 million and net loss for the quarter of US$52.8 million, significantly lower than the generated EBITDA of US$19.8 million and net loss of US$10.8 million in the same period last year.

Excluding the one-off items, DMFI contributed an EBITDA of US$40.4 million and a net loss of US$0.9 million to the Group, an increase of 92.3% versus same period of last year.

DMPL ex-DMFI generated an EBITDA of US$28.0 million which was higher by 13.8% in the same period last year mainly from factors discussed above. However, DMPL ex-DMFI generated net profit of US$11.8 million, lower versus the US$13.4 million in the same period last year driven by higher interest expense, higher loss from FieldFresh (JV in India) and tax.

DMPL's share in the FieldFresh joint venture in India was a US$0.5 million loss from a breakeven in the prior year quarter, due to lower than planned sales from increased competition, strategic marketing investment to drive growth in the "Italian" range of products coupled with higher supply and logistics costs for the fresh business and key commodities.

The Group's EBITDA of negative US$7.3 million was significantly lower than prior year quarter's EBITDA of US$46.2 million. This quarter's EBITDA included US$76.7 million of one-off expenses mainly related to plant closure cost and severance expenses in the US. Without the one-off expenses, the Group recurring EBITDA was US$69.5 million, higher versus prior year quarter's recurring EBITDA of US$44.8 million due to margin improvement from higher sales in Asia and increase in list price that DMFI took in the second half of FY2019.

Also, in view of the abovementioned one-off expenses, the Group reported a net loss of US$37.4 million for the quarter versus a net profit of US$8.4 million in the prior year quarter. Last year's net profit had also included a net one-off gain of US$1.1 million post-tax.

Without the one-off items, the Group reported a recurring net profit of US$15.9 million as compared to last year's recurring net profit of US$7.3 million.

The Group's cash outflow from operations in the second quarter was US$97.8 million, lower than last year's US$136.5 million mainly on inventory and trade and other receivables build up due to selling season offset by increase in trade and other payables this year while there were net settlements of trade and other payables in prior year. The cash flow from operations is negative in the second quarter due to the seasonality of the production cycle which peaks in the second quarter.

Cash flows are expected to improve in the seasonally stronger second semester with peak sales around Thanksgiving and Christmas, as well as Easter in the last quarter ending April.

THIRD QUARTER FY2020

The Group achieved sales of US$555.3 million for the third quarter of FY2020, higher by 5.0% versus the prior year quarter driven by higher retail sales in the Philippines, higher export of packaged pineapple products, the strong performance of S&W brand in Asia as well as higher sales from the USA.

Stripping out Sager Creek's sales, the Group sales in the third quarter would have been higher by 5.8%.

The Group's US subsidiary, Del Monte Foods, Inc (DMFI) generated US$391.8 million or 70.6% of Group sales. DMFI's sales increased by 1.5% from US$386.2 million in the prior year quarter mainly driven by price increases from the last quarter of FY2019 as well as higher sales of private label ahead of the discontinuation of certain product lines.

DMFI has launched a number of new products in recent years. New products contributed 4.3% to DMFI's retail and foodservice sales in the third quarter.

Three of DMFI's new products won "Product of the Year" in the US: Del Monte Veggieful Veggie Bowl in the convenience meal category, Contadina Pizzettas in the frozen snack category, and Del Monte Fruit Crunch Parfait in the snack cup category. This win builds on DMFI's past Product of the Year recognition for Del Monte Fruit & Oats in 2019 and Del Monte Fruit Refreshers in 2017.

Product of the Year is the world's largest consumer-voted award for product innovation with this year seeing the largest number of participants to date. Winners are determined by the votes of about 40,000 consumers in a nationally representative survey conducted by research partner Kantar, a global leader in consumer research. This year marked the 12th year of the award in the US and more than 30 years globally.

Ready-to-eat Del Monte Veggieful Veggie Bowl features one serving of vegetables with quinoa blended with whole grains and flavourful sauce, while Contadina Pizzettas offer a delicious and wholesome alternative to traditional pizza, with a crust made with cauliflower. Del Monte Fruit Crunch Parfait contains one full serving of fruit, non-dairy coconut crème, a crunchy granola topping and packed with 2 billion probiotics.

However, DMFI generated a lower gross profit and margin of 15.8% from 17.9% in the prior year period. Lower gross margin was due to higher product cost mainly from metal packaging, lower yields primarily from fruits and vegetables, and higher trade spending mainly from retail and share stabilisation across most segments.

DMPL ex-DMFI generated sales of US$170.2 million (inclusive of US$6.7 million sales by DMPL to DMFI which were netted out during consolidation) which were 13.3% higher than US$150.2 million sales in prior year period. Higher sales were mainly driven by all major segments including Philippines, S&W across Asia and exports of packaged pineapple products.

DMPL ex-DMFI delivered marginally lower gross margin of 29.5% from 29.6% in the same period last year mainly from lower gross margin from S&W across Asia attributed to higher product costs due to commodity headwinds and unfavourable forex impact of the stronger peso on international sales.

In the third quarter, the Philippines domestic market sustained its strong performance growth, generating a 6.4% sales increase in peso terms and 10.8% in US dollar terms. Growth was driven by higher volume and sales, buoyed by a stronger peso. Retail grew by 7.3% in peso sales value, while non-retail foodservice was flat. In retail, the General Trade segment, which accounts for about half of Philippines sales, delivered 9.5% growth behind continued improvements in distributor operations. Sales in the Modern Trade Key Accounts, about 35% of Philippines sales, grew by 4.8%. The quarter ended with positive market share improvements across canned and carton Juices and Packaged Fruit, driven by its continuing campaigns to drive category relevance, resulting in better performance for 100% Pineapple Juice, and the affordable Pineapple Tidbits in pouch, as well as growth behind Fiesta Fruit Cocktail during the critical holiday season.

QUARTERLY RESULTS

Sales of the S&W branded business in Asia and the Middle East rose 10.5% on higher sales from both packaged and fresh business. Packaged pineapple, mixed fruit and sales of other products increased significantly driven by South East Asia and Hong Kong while fresh pineapple sales grew in North Asia and the Middle East as a result of expanded distribution.

DMPL's share in the FieldFresh joint venture in India was a US$0.4 million loss from a breakeven in the prior year quarter, due to lower than planned sales from increased competition, strategic marketing investment to drive growth in the "Italian" range of products coupled with higher supply and logistics costs for the fresh business and key commodities.

DMPL ex-DMFI generated an EBITDA of US$29.8 million which was higher by 15.0% in the same period last year mainly from factors discussed above. DMPL ex-DMFI generated a net profit of US$15.7 million which was 21.1% higher versus the US$12.9 million in the same quarter last year driven by strong operating results across all segments.

The Group's EBITDA of US$56.9 million was significantly higher than prior year quarter's EBITDA of US$39.9 million. This quarter's EBITDA included US$0.7 million of one-off expenses mainly related to plant closure cost and severance expenses in the US. Without the one-off expenses, the Group recurring EBITDA was US$57.6 million, higher versus prior year quarter's recurring EBITDA of US$40.7 million due to margin improvement from higher sales and price increase in the Philippines, higher sales in Asia and higher exports of fresh pineapples and packaged pineapple products.

Also, in view of the abovementioned one-off expenses, the Group reported a net profit of US$6.7 million for the quarter versus a net profit of US$2.6 million in the prior year quarter. Last year's net profit had also included a net one-off loss of US$0.5 million post-tax.

Without the one-off items, the Group reported a recurring net profit of US$7.4 million as compared to last year's recurring net profit of US$3.0 million.

The Group's cash flow from operations in the third quarter was US$193.9 million, lower than last year's US$220.3 million mainly on trade and other receivables build-up due to selling season partially offset by increase in trade and other payables, and higher operating profit this quarter.

FOURTH QUARTER FY2020

The Group achieved sales of US$638.4 million for the fourth quarter of FY2020, higher by 47.6% versus the prior year quarter, driven by higher sales in the US and Philippines significantly driven by a surge in demand following the outbreak of COVID-19, and higher export of packaged pineapple products across categories and brands.

The Group's US subsidiary, Del Monte Foods, Inc (DMFI), generated US$500.4 million or 78.4% of Group sales. DMFI's sales increased by 62.3% to US$500.4 million mainly driven by higher volume due to increase in demand from COVID-19, higher sales for Contadina from distribution gains, and higher sales of private label ahead of the discontinuation of certain product lines. DMFI benefited in the categories and segments with strong leadership positions, as consumers turned to trusted names. The principal categories all experienced strong growth as consumer behaviour shifted to healthy, shelf-stable products in response to COVID-19 stay-at-home orders. Momentum peaked in mid-March, with volume similar to what was typically seen during holidays, as consumers stocked their pantries.

DMFI has launched a number of new products in recent years. New products contributed 5.5% to DMFI's retail and foodservice sales in the fourth quarter.

Reinvigorating the product portfolio, Del Monte Foods' Research and Development (R&D) was recognised in July 2020 as Food Processing Magazine's R&D Team of the Year for the large company category in the US for innovative product development. As consumer needs have changed rapidly, DMFI has continued to adapt products to fit into consumers' lives. This has led to the release of several new products in the past two years, including award-winning consumer favourites such as Del Monte Fruit & Oats, Fruit Crunch Parfait, Veggieful Veggie Bowls and Contadina Pizzettas.

DMFI generated a gross profit of US$74.0 million, higher by 51.4% from prior year quarter of US$48.9 million albeit at a lower margin of 14.8% from 15.9%. While sales were 62.3% higher during the quarter, this was offset by lower pricing on vegetable and fruit multi-packs, higher trade and promotions on new product launches, higher product cost from current year pack mainly from metal packaging, lower yields primarily from fruits and vegetables, and higher freight costs.

DMPL ex-DMFI generated sales of US$146.4 million (inclusive of US$8.4 million sales by DMPL to DMFI which were netted out during consolidation) which were 8.8% higher than US$134.6 million sales in prior year period. Higher sales were mainly driven by all major segments including Philippines, S&W packaged, and exports of packaged pineapple products, partly offset by lower sales of fresh pineapples in China from lower demand attributed to COVID-19 impact.

The strong sales performance in the fourth quarter resulted in DMPL ex-DMFI delivering higher gross margin of 25.9% from 24.1% in the same period last year. Favourable sales mix driven by higher sales of retail channel in the Philippines and higher pricing led to overall margin improvement, partly offset by lower sales of exports to North Asia for fresh pineapples.

The Philippines domestic market delivered strong growth, generating a 14.5% sales increase in peso terms and 17.7% in US dollar terms. Growth was driven by higher volume, favourable sales mix, and a series of price increases across all categories in line with inflation. Faster growth was seen across all categories, most especially behind flagship Del Monte brands of 100% Pineapple Juice, Spaghetti Sauce and Tomato Sauce. The relevance and imagery of these iconic Del Monte brands became magnified in a pandemic environment where consumers became more concerned with health, and shifted to home cooking. Digital communications highlighted product quality and taste, health and immunity (100% Pineapple Juice ACE) and meal preparation and planning (Del Monte Kitchenomics), sustaining growth even as the lockdown eased.

Strong performance in the Philippines was driven by retail channels, which grew by 28.8%, resulting in Del Monte's market share gain across every product category in April versus the prior year period. On the other hand, the foodservice channel which accounted for 15% of sales pre-COVID, had shifted its focus to e-commerce and community delivery services, partially recouping declines caused by restaurant shutdowns during the lockdown. Even as foodservice rebuilds with the re-opening of malls, this work will also create the foundation for a future increasingly reliant on e-commerce.

Sales of the S&W branded business in Asia and the Middle East declined by 15.8% in the fourth quarter as higher sales of shelf-stable packaged products such as canned pineapples, beans, corn and juices were more than offset by lower sales of fresh pineapples in China. Fresh pineapples sold through the foodservice channel - restaurants, hotels and airlines - were significantly impacted as consumers stayed home during the pandemic. There had been some improvements since March and the Group expects its fresh business to grow in the remainder of the year.

DMPL's share in the FieldFresh joint venture in India was a US$0.9 million loss, higher than prior year quarter share in losses of US$0.3 million, due to lower sales from branded packaged products mainly from COVID-19 and higher cost of commodities. Foodservice accounted for half of total sales in India and had been significantly impacted.

DMPL ex-DMFI generated an EBITDA of US$20.2 million which was higher by 34.1% in the same period last year mainly from factors discussed above. DMPL ex-DMFI generated a net profit of US$7.8 million which was 90.4% higher versus the US$4.1 million in the same quarter last year driven by strong operating results from the Philippine market and exports of packaged pineapples.

The Group's EBITDA of US$55.9 million was significantly higher than prior year quarter's EBITDA of US$38.8 million. This quarter's EBITDA included US$3.9 million of one-off expenses mainly related to plant closure cost and severance expenses in the US, write-off of deferred financing cost and interest rate swap settlement. Without the one-off expenses, the Group recurring EBITDA was US$59.8 million, higher versus prior year quarter's recurring EBITDA of US$43.3 million due to higher sales, favourable sales mix, and price increases in line with inflation.

Also, in view of the abovementioned one-off expenses, the Group reported a net loss of US$12.4 million for the quarter versus a net profit of US$6.3 million in the prior year quarter. Last year's net profit had also included a net one-off loss of US$2.9 million post-tax and also benefitted from a change in retiree medical plan for DMFI employees of US$13.4 million.

Without the one-off items, the Group reported a recurring net profit of US$4.8 million as compared to last year's recurring net profit of US$9.2 million.

The Group's cash flow from operations in the fourth quarter was US$313.0 million, higher than last year's US$131.2 million mainly from higher operating profit generated by higher sales resulting in lower inventories.

In May 2020, DMFI raised new financing of US$1.3 billion consisting of a US$500 million five-year bond issue, a new three-year ABL of US$450 million, and equity of US$378 million from DMPL, thereby recapitalising DMFI's balance sheet.

DMFI issued US$500 million aggregate principal amount of 11.875% senior secured notes due 2025, with original issue discount equal to 3% of the principal amount (the Notes). The Notes were offered to qualified institutional buyers within the United States pursuant to Rule 144A under the Securities Act of 1933, as amended (the Securities Act), and in offshore transactions to non-US persons pursuant to Regulation S under the Securities Act.

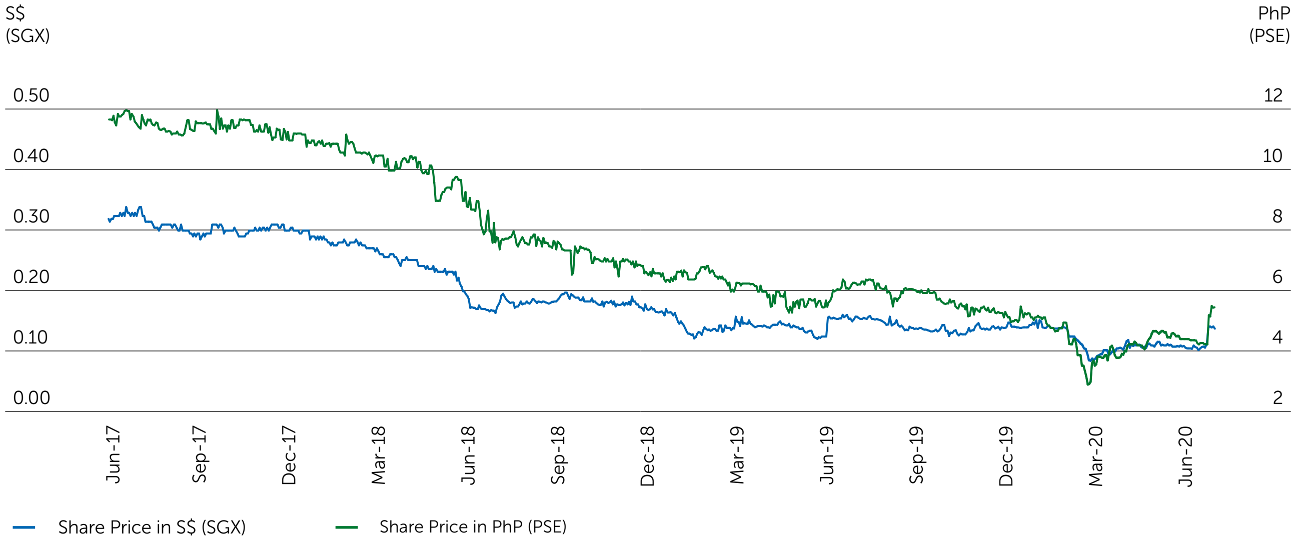
DMFI also entered into a new US$450 million asset-based loan facility due 2023 (the ABL Facility). Simultaneous with the Notes and the ABL Facility, DMPL invested US$150 million in new equity in Del Monte Foods Holdings Limited, the holding company of DMFI, and converted US$228 million of Second Lien Repurchase Loans into common equity in DMFI.

Further to its 24 January announcement, the Group completed the private equity investment of a 12% stake in Del Monte Philippines, Inc for US$120 million of an investor. Based on the consideration, the implied equity value of DMPI is approximately US$1 billion. The transaction generated a net gain of US$77.0 million which under IFRS rules had to be recorded as part of Retained Earnings in the Parent and the Group's Statement of Changes in Equity as at 30 April 2020, and not in the Income Statement.

The completion of this private equity investment in DMPI marks the beginning of a partnership with the investor, a leading investment company focused on investing in leading companies in the consumer sector in China and the ASEAN region. This transaction is a testament to DMPI's solid standing and future prospects for growth as a food company.

SHARE PRICE AND CALENDAR

DEL MONTE PACIFIC SHARE PRICE ON THE SINGAPORE EXCHANGE AND THE PHILIPPINE STOCK EXCHANGE



DEL MONTE PACIFIC SHARE PRICE HIGHLIGHTS*

	IN SGX (S$)				IN PSE (PHP)			
	up to 30 July 2020	2019	2018	2017	up to 30 July 2020	2019	2018	2017
Low	0.079	0.116	0.117	0.275	2.50	4.82	6.32	10.80
High	0.148	0.157	0.285	0.360	5.45	6.85	11.20	12.36
End of period	0.133	0.137	0.125	0.275	5.40	4.85	6.38	10.92
Average	0.113	0.137	0.200	0.317	4.21	5.91	8.67	11.68

*Calendar Year basis

CALENDAR FOR FY2021 (MAY 2020 - APRIL 2021)

17 SEP 2020	FY2020 Annual General Meeting
24 SEP 2020	1Q FY2021 results announcement
10 DEC 2020	2Q FY2021 results announcement
11 MAR 2021	3Q FY2021 results announcement
23 JUN 2021	4Q FY2021 results announcement

From December onwards, the schedule is indicative and is subject to changes. The final dates will be announced about two weeks before the results announcement.

DMPL's FY2019 Annual General Meeting

BUSINESS OUTLOOK

The Del Monte Pacific Group will optimise its production facilities, while implementing strict safety measures amidst the coronavirus pandemic, to meet sustained demand for its trusted, healthy shelf-stable products. The strategy is to strengthen the Group's core business and expand its product portfolio, in line with its vision – *Nourishing Families. Enriching Lives. Every Day.* – and market trends for health and wellness. The Group will grow its branded business while reducing non-strategic business segments.

Del Monte Pacific will continue to strengthen its product offerings and enter new categories. It will continue to focus on business segments which are on trend, pursue innovation to address increasing consumer needs for healthy food as well as build its distribution in emerging channels. The Group will continue to leverage fast-growing e-commerce opportunities for its range of products across markets especially amidst the lockdown.

The Group offers health and wellness product options to consumers and supports this with campaigns highlighting the functional health benefits of its products. Del Monte Pacific is well-positioned in this environment given its nutritious long shelf-life products which consumers are using to prepare more meals at home as well as build their immunity.

Aside from the DMPL base business, Del Monte Foods, Inc (DMFI) is also well-positioned to improve performance in FY2021 with better sales mix and management of costs. The DMPL Group, therefore, is expected to return to profitability in FY2021, barring unforeseen circumstances. However, due to the seasonal nature of the Group's business, some quarters may incur a net loss.

USA

The Group will capitalise on the strong category growth momentum of DMFI, particularly in core centre store, as consumer behaviour shifts in response to the pandemic. More consumers are staying at home, preparing more meals and snacking occasions and turning to trusted brand names like Del Monte for healthy, shelf-stable, plant-based food.

We will grow our branded business and rationalise the low-margin, non-profitable unbranded business segments, which will improve our sales mix. Sales will be driven by retail, offsetting foodservice, which is expected to continue to shift from dine-in to take-out. The e-commerce channel is expected to continue expanding given the pandemic environment and shelter in place restrictions across the United States. We will continue to capitalise on the improved momentum of new products, catering to consumer needs for nutritious, convenient and tasty food and snacks.

The Asset-Light Strategy's more efficient and lower cost operations have been a critical step for DMFI to remain competitive and reposition the company for the future in a rapidly changing marketplace. DMFI is expected to achieve 95% capacity utilisation for vegetable in the current pack season, up from 50%. Execution of this strategy and other cost saving initiatives are expected to improve the Group's operating profit by an estimated US$50 to 60 million over the next 24 months from November 2019. A portion of these improved cost savings will be reinvested in the growth of the company's iconic brands. DMFI is well-positioned to improve performance in FY2021 with better sales mix and management of costs.

ASIA

The Del Monte Pacific Group will continue to expand its branded business in Asia, through the Del Monte brand in the Philippines, its most profitable business, where it is a dominant market leader. The Group's next most profitable business, S&W, will leverage its distribution and recovery of the fresh business.

Philippines

The Group will continue to build momentum in the Philippines, capitalising on trends highlighting the need for health and wellness and increased dependence on home cooking.

Sales will continue to be driven by retail channels, offsetting the foodservice channel, which is shifting its focus to e-commerce and community delivery services, partially recouping declines caused by restaurant closures during the quarantine. As foodservice rebuilds with the re-opening of malls, this new focus will lay the foundation for a future increasingly dependent on e-commerce. After successfully reorganising its general trade business with its distributors in the prior year and bringing the business back on a growth trajectory, sales to general trade will continue to expand this year.

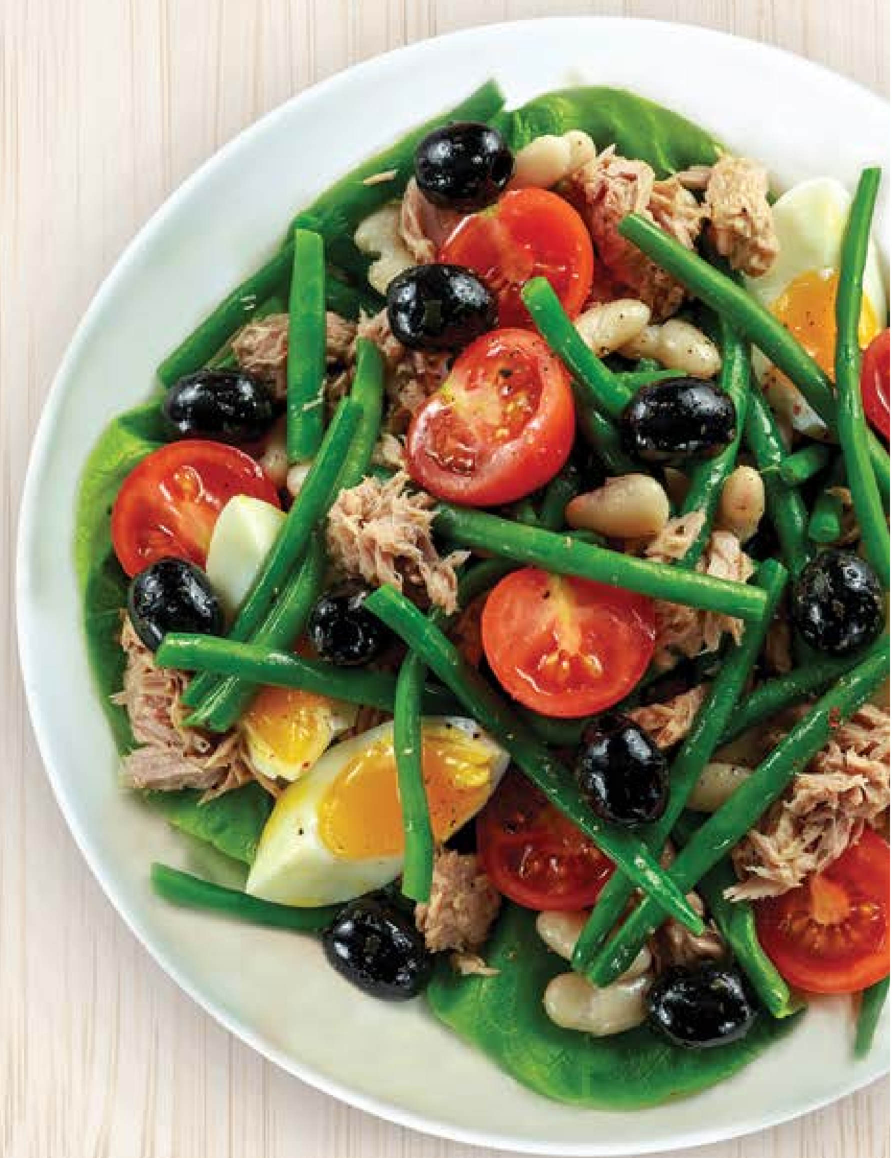
The Group will continue to drive increased consumption frequency among a wider base of consumers through sustained investments in product innovation, expanded trade availability and advertising. Marketing, including digital communications, will continue to highlight health and immunity as well as meal planning and preparation, aside from product quality and taste, in order to sustain growth even as the lockdown eases.

S&W

Sales of the S&W branded business in Asia and the Middle East declined in the last quarter of FY2020 ending April as higher sales of shelf-stable packaged products were more than offset by lower sales of fresh pineapples in China. There had been some sales improvement from May to July, and the Group expects its fresh business to regain momentum in the remainder of the year as it develops contingency plans and its customer base, and optimises market mix to offset the impact of the pandemic.

India

B-to-B accounts for more than 50% of sales of the Group's JV in India, FieldFresh, resulting in a more unfavourable impact than on DMPL's other markets due to the pandemic. The leadership team will mitigate the risks by increasing the share of retail sales, leveraging e-commerce and reducing costs.



RISK MANAGEMENT

ENTERPRISE-RISK MANAGEMENT PROGRAMME

The Del Monte Pacific Group has an established enterprise-wide risk management programme that aims to provide a structured basis for proactively managing financial, operational, compliance, information technology and sustainability risks in all levels of the organisation.

Risk management is a regular board agenda item.

PRINCIPAL RISK	SPECIFIC RISK WE FACE	MITIGATION
COVID-19 Pandemic	The coronavirus pandemic could affect our business and results of operations. The Group may experience volatility in demand for and supply of our products due to pantry-loading, supply chain challenges, lockdown restrictions, closing of businesses and unemployment, among others.	• Capitalise on the Group's offering of health, wellness and nutrition, and long shelf-life culinary products suited for home consumption as consumers stay at home and prepare more meals and snacks • Leverage improved momentum of new products catering to health and wellness • Leverage the trust in the Group brands' reputation for safety and reliability to sustain demand • For fresh business, develop contingency plans, customer base and optimise market mix • Marketing, including digital campaigns, highlighting the functional health benefits of the Group's products • Foodservice to shift from dine-in to take-out business • Increase sales in e-commerce channel and direct to customer deliveries
	The pandemic presents a risk to our employees' health and well-being and may reduce employee productivity due to illness, government restrictions, lack of reliable internet access and public transport.	• Implement safeguards and protocols to minimise operational disruption, while adhering to government regulations on health and safety: – Implement the Business Continuity Plan (BCP) – Provide work-from-home arrangement based on mandated quarantine levels with technology support allowing employees to have continuous access to the ERP network, various applications, emails, files and other necessary information – Implement a travel ban and leverage the use of videoconferencing technology – Release updates such as health advisories, status of operations, action plans to all employees on the status of operations, and plans when employees can go back to work on site – Use personal protective equipment such as face masks, face shields and sanitisers provided by the company to employees; conduct temperature checks, maintain physical distancing, disinfect facilities, encourage frequent hand washing and other safety protocols – Partner with third party medical providers in case there is a need to test if employees are infected – Implement guidelines of global and national health agencies, including the Centre for Disease Control and Prevention, Department of Health, Department of Labour and Employment and Inter-Agency Task Force to protect our employees

PRINCIPAL RISK	SPECIFIC RISK WE FACE	MITIGATION
Profitability	Del Monte Foods generates more than 70% of the sales of Del Monte Pacific Group and has yet to generate profits.	• Sustain sales momentum amidst the pandemic anchored on health, nutrition, plant-based portfolio, shelf-stable and trusted brand • Optimise transformed supply chain and production to meet demand • Improve sales mix, increase branded business, rationalise low-margin and unprofitable businesses • Sustain innovation and improve profitability • Grow emerging channels including e-commerce • Reduce costs by leveraging Asset-Light Strategy and other cost savings initiatives • Increase operating margins • Optimise best results from a strengthened leadership team • Deliver Annual Operating Plan (AOP) goals
Product Supply	There are challenges in planning our operations during the pandemic. Disruptions may increase our operating cost and impact the results of operations. Adverse weather conditions and competing crops could limit raw product supply and increase prices.	• Optimise production facilities to meet demand • Pack early season products and purchase early season products and prior year packs to increase inventory cover • Develop alternate raw product sourcing and implement a global sourcing strategy • Improve supply planning capability to match demand
Financial Leverage and Capital Structure	The Group has a long-term financing in relation to its acquisition of Del Monte Foods in 2014, resulting in a leveraged balance sheet.	• The Group strengthened its balance sheet by raising new financing of US$1.3 billion at Del Monte Foods consisting of a US$500 million five-year bond issue, a new three-year Asset Based Loan of US$450 million, and equity of US$378 million from DMPL
	Risks would arise if there is a general economic or industry slowdown that may impact the Group's performance, which subsequently may affect the Group's ability to service its interest and principal obligations.	• Del Monte Pacific completed a private equity investment in Del Monte Philippines for US$120 million for a 12% stake. Proceeds were used for repayment of bank loans • The Group expects to meet its financial obligation by generating more cash flows through the following: – Improved cash flows in the US, which accounts for more than 70% of Group sales, with better sales mix and cost management – Expected cost savings from the Asset-Light Strategy, selling, general and administrative expense reduction initiatives, managing working capital, production levels, productivity enhancements and operational efficiencies – Expected sales and profit growth in the Asian business with the growth of the Philippine business, the most profitable business of the Group, through its market leadership position, and expansion of the S&W brand in Asia and the Middle East, especially in the fresh business, the second most profitable business of the Group

RISK MANAGEMENT

PRINCIPAL RISK	SPECIFIC RISK WE FACE	MITIGATION
Sales	The Group has in place an AOP to meet sales and profit objectives. Our results depend highly on the performance of our products in the categories where we compete. The Group's food product categories are highly competitive. New market trends emerge and young consumers have evolving consumption habits. The younger demographics prefer healthy, environment friendly and socially responsible brands. How we delight our customers and adapt to new and emerging consumer trends are critical to deliver our sales and profitability targets. A very limited number of customer accounts form a substantial portion of our sales. Sales would be adversely affected if we lose any of our largest customers if they incur financial difficulties, bankruptcy, change their purchasing practices or encounter other disruptions. In the US, trade promotion activity is still significant and requires proactive monitoring and analysis. More than 70% of the Group's sales are generated in the US.	• Ensure that the Group's products are well-positioned to address changing consumer preferences and does well during recession • Manage and monitor price gaps • Enhance sales processes to improve forecasting and a new profit mindset to increase gross margin • Implement brand rationalisation to improve profitability and increase market share • Adjust price brackets to cover logistics cost • Continuously cultivate and manage relationship with customers by providing better service levels and improve product supply • Establish new capabilities to expand the Group's presence in growing channels such as e-commerce through online retail sites • Enhance relevance of existing portfolio through consumer communication and marketing strategy • Implement a quarterly review of the business with executive management to address challenges and gaps in attaining the plan • Carry out international expansion using the Group's S&W brand
Supply Chain	The Group implemented its Asset-Light Strategy by reducing its manufacturing facilities and entered into supply agreements with third-party co-manufacturers which are subject to a number of regulations. Disruptions may happen if these co-manufacturers encounter allegations of compliance failure, quality issues or financial difficulties.	• Manage production and supply of co-manufacturers to increase speed-to-market introduction, introduce new capabilities, ensure consistent product quality and adhere to production and delivery schedules • Implement a robust transformation programme that instills ownership and accountability across the supply chain and support function to deliver the plans • Manage relationships with growers and renegotiate contracts to meet requirements

PRINCIPAL RISK	SPECIFIC RISK WE FACE	MITIGATION
Working Capital Management	The Group's profit performance affects the ability to manage working capital. Working capital management impacts the Group's ability to manage vendor payments. Increases in material and operating cost such as raw and packaging materials, labour and fuel will impact the Group's profitability. Aging inventories may be sold at a lower price or may incur inventory write-offs.	• Execute the Group's AOP to improve profitability and cash flow by strengthening the core business • Implement a rigorous transformation programme that ensures accountability and ownership across the supply chain • Embed new processes and procedures to control supply and costs, produce to sell, minimise waste and optimise supply chain • Strategically seek cost savings via procurement • Manage logistics cost and use other modes of transportation if feasible • Assess creative ways to ensure labour availability during packing operations
Innovation	The Group's branded business in the US, the Philippines and the Indian subcontinent through the Del Monte brand, and in Asia and the Middle East through the S&W brand, is affected by evolving consumer preferences and trends. Product innovation is one of the Group's strategic pillars. The success of new product launches is a major driver to the attainment of the Group's strategic plan.	• Develop new products that capitalise on category trends, especially health and wellness, and generate growing sales and profits • Ensure new product launches and platform criteria are met to improve likelihood of new product success and breakthrough by implementing the following measures: – Shift to branded, value-added and packaged products by limiting private label business – Leverage brand heritage for growth and position new products that address consumer needs and preferences – Fast track innovation projects that have oversight from the Executive Leadership Team – Prioritise effective execution and project management to improve margins, profitability and cash flow
Talent Management	The Group's capability to acquire and retain talent has an impact on the execution of the strategic plan. New labour regulation in the Philippines on regular and hired employees, and occupational health and safety increases the direct labour cost of manufactured goods.	• In the US, the Group has strengthened its leadership by hiring new talents in Supply Chain and Operations, Sales, Finance, Research and Development, Human Resources, and Corporate Communication • Long-term incentives and retention plans are in place for key positions • Good execution of the strategy is ensured to significantly improve results and the ability to reward talent • Compliance with new labour legislation is ascertained and proactive development of productivity-enhancing and efficiency-generating work practices and strategies is established to reduce the impact of these new regulations • Employee engagement and regular communication are instituted to create a positive culture and retain talent

RISK MANAGEMENT

PRINCIPAL RISK	SPECIFIC RISK WE FACE	MITIGATION
Cybersecurity	The increasing global incidence of cyberattacks demonstrates the need to strengthen and improve security of the Group's systems and avoid breach. Cyberattacks can disrupt operations by exploiting weaknesses in network devices and servers, corrupting information and stealing confidential data which can lead to financial losses, among others. A good number of the Group's employees work from home during the pandemic. This poses a risk due to unsecured home networks and personal devices. There is a need to constantly update the employees' operating system and applications. Email scams increase the risk on the employees' devices to be infected with a computer virus.	• The Group develops and implements the following measures to counter and eliminate cyberattacks from outside sources: – Adopt industry best practices to strengthen network security such as updating security patches to the system and encrypting workstations – Continue to monitor progress, emerging risks and control and prioritise improvements by the Data Protection and Privacy Security Task Force – Amplify the use of the endpoint firewalls and design and implement security policies and control at each local site – Implement cybersecurity awareness and training for all employees – Deploy effective security governance to outside sites • The Company made significant progress in the roll-out of Advanced Persistent Threat protection for end point systems, Encryption and Data Loss Protection systems to key end user devices and pilot departments, respectively • The Group has engaged a third party to audit its systems and mitigate such risks • Mitigate cybersecurity risks to address the vulnerabilities that were identified during the Vulnerability Assessment and Penetration Testing of key company websites • Implement policies that are deployed and enforced in Data Loss Prevention • Regular management, monitoring and periodic maintenance are also being carried out to the other cybersecurity implementations on network access control, network segmentation, advanced persistent threat protection and encryption
Tax	The Group may be exposed to additional losses from write-offs of deferred tax credits should the operations in the US continue to incur losses. The Group may lose certain tax incentives should it fail to comply with the conditions or through new tax legislation rationalising incentives.	• Execute the Group's strategic and AOP to meet its projected income in the US – Work on cost savings from sales, general and administrative expense reduction initiatives, management of working capital, production levels, productivity enhancements and operational efficiencies • Implement measures to comply with conditions related to the tax incentive

PRINCIPAL RISK	SPECIFIC RISK WE FACE	MITIGATION
Operations	As an integrated producer of packaged, frozen and fresh fruit products for the world market, the Group's earnings are inevitably subject to certain other risk factors, which include general economic, market and business conditions, especially amidst the coronavirus pandemic, change in business strategy or development plans, international business operations, production efficiencies, input costs and availability, disruption of logistics and transportation facilities, litigious counterparties, insurgent activities and changes in government regulations, including environmental regulations.	• Execute a long-term strategic plan and AOP with clear targets and accountabilities, supported by a BCP, especially in relation to the pandemic, risk management and a corporate sustainability programme • Enhance relevance of existing products across key brands and segments through marketing strategy and consumer communication • Implement price adjustments to cover cost inflation • Optimise packing operations, procurement, logistics and transportation cost • Pursue productivity-enhancing and efficiency-generating work practices and capital projects • Continue to comply with new legislations on the environment, taxation and labour that affect operations and proactively develop strategies to reduce the impact of these regulations • Manage security risks in operating units in the Philippines by strengthening security measures and improving stakeholder relations in local communities
Environmental Risks	Production output is subject to certain risk factors relating to weather conditions, catastrophes, crop yields, crop diseases, contract growers and service providers' performance, leasehold arrangements and changes in regulations. There is no assurance that natural catastrophes or climate change will not materially disrupt the Group's business operations in the future or that the Group is fully capable to deal with these situations with respect to all the damages and economic losses resulting from these risks. Our business in the US contractually grows food where water availability may be at risk due to drought and limited water supply, new regulations on fresh water use and grey water discharges and increasing cost. New regulations in packaging format, recyclability of the materials or packaging taxes may increase product cost, impact our reputation and perception of the brand and reduce consumption of our products.	• The Group develops and executes a long-term strategic plan and AOP, supported by risk mitigation measures • The Group also has in place disaster recovery plans and BCPs and has implemented programmes and initiatives to mitigate the effects of climate change • The Group has Good Agricultural Practices certifications and complies with agricultural standards • To manage any impact from heavy rainfall and floods, plantings are done in various locations to minimise tonnage loss and towing units have been augmented to ensure continuity of harvest during wet conditions • A strategic plan is developed to address possible changes in regulations on packaging • The Group also works with insurance brokers to assess the risk exposure and secure adequate insurance coverage, if cost effective
Group Assets	Group assets are exposed to various risks relating to the assets of, and the possible liabilities from, its operations.	• To safeguard its assets, the Group assesses its risk exposure annually with its insurance brokers and insurance companies • Assets are generally insured at current replacement values • Additions during the current year are automatically included with provision for inflation protection • During the financial year in review, all major risks were adequately covered, except where the premium costs were considered excessive in relation to the probability and extent of a loss

OUR PANDEMIC RESPONSE AND THE SUSTAINABLE DEVELOPMENT GOALS

The Del Monte Pacific Ltd (DMPL) Group continued operating as a food company, part of the essential industry to sustain people's need for food, as the world was locking down economic activity due to the pandemic caused by the severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2), referred to as the coronavirus. Our Group activated our Business Continuity Plan with the following:

1. Continue operations to ensure that people have a steady supply of healthy food products to meet the surging demand for food, strengthen their immune system and help fight the spread of the disease
2. Safeguard the health and safety of our employees and labour force through various work schemes and safe work practices

We linked our pandemic response to the Sustainable Development Goals (SDGs) of the United Nations. The UN issued 17 SDGs in 2015, a 15-year agenda created by world leaders up to 2030. The SDGs are a call to action by all countries to promote prosperity while sustaining the planet and its people. The SDGs recognise that economic growth should also address social needs and environmental protection.

Given the pandemic, we looked at our corporate response and their relevance to 12 out of 17 Sustainable Development Goals.

1 NO POVERTY

DMPL continued its operation as a food company, part of the essential industry, without disruption amidst the pandemic.

Our employees and service providers continue to work amidst rising unemployment, impacting poor wage earners the most.

3 GOOD HEALTH AND WELL-BEING

Our donations include products that promote health and wellness and strengthen the immune system, especially in indigent communities.

We have supported medical frontliners in over **50** hospitals/healthcare facilities.

2 ZERO HUNGER

DMFI donated **US$2 million** worth of food to Feeding America during the lockdown.

DMPI donated food products to about **100,000** people through the Del Monte Foundation.

4 QUALITY EDUCATION

Majority of the **300** scholars of Del Monte Foundation resumed their education online amidst school closures.

The Foundation provided learning aids to **19** schools and organised educational sessions on COVID-19 awareness for health workers.

OUR PANDEMIC RESPONSE AND THE SUSTAINABLE DEVELOPMENT GOALS

5 GENDER EQUALITY

Our company improved the lactation room for mothers during the pandemic.

We relocated the clinic and medical isolation room for suspected COVID-19 cases away from the lactation room.

8 DECENT WORK AND ECONOMIC GROWTH

Various work arrangements included work from home under Enhanced Community Quarantine (ECQ).

PPEs were provided to employees, with regular temperature checks and physical distancing.

A return-to-work plan was operationalised upon lifting of ECQ.

Retail sales of food did well during the quarantine.

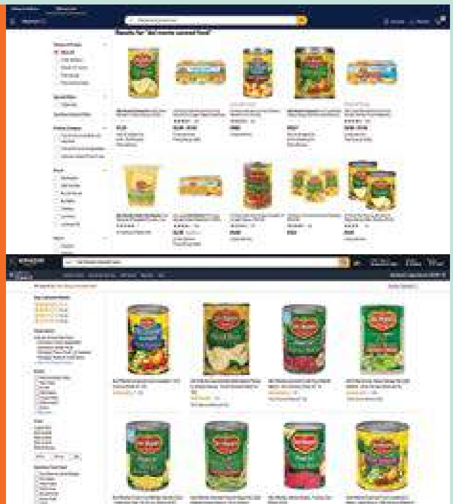
6 CLEAN WATER AND SANITATION

Employees wash hands to prevent infection with COVID-19.

Alcohol-based hand rubs with 70% of Isopropyl Alcohol are stationed in entrances and key locations.

Commonly used areas such as elevators, doors, railings are disinfected everyday to ensure the facilities are virus-free.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



E-commerce sales have also surged as consumers stay at home during lockdown, purchasing our products through online retail sites such as Amazon and Walmart in the US, Alibaba and JD in China, and Lazada and Shopee in the Philippines.

Employees leverage the use of videoconferencing technology while observing physical distancing.

10 REDUCED INEQUALITIES

The marginalised low-income sector bore the brunt of the lockdown, losing employment.

Donation of food and beverage products and, in some cases, fund-raising provided some relief.

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Business continuity teams managed the crisis to ensure the Company can address consumer demand while keeping our organisation safe, following the directives of the World Health Organisation, Centre for Disease Control, Department of Health, Department of Labour and Employment, and Inter-Agency Task Force.

11 SUSTAINABLE CITIES AND COMMUNITIES

From the Circuit Breaker in Singapore, Lockdown in China and India, Enhanced Community Quarantine in the Philippines, to Shelter in Place in the US, different parts of our Group implemented business continuity plans to ensure safety of people and mitigate risks, including operational disruption.

17 PARTNERSHIPS FOR THE GOALS

We partnered with over **220** NGOs, Local Government Units and hospitals to provide nutrition with our food products.

DMPL supported frontline workers, senior citizens, persons with disability and needy communities.

The impact of the pandemic is also related to four other Sustainable Development Goals, SDG 12 to 15. The coronavirus is believed to have originated from animals, specifically bats. Similarly, African Swine Flu, Hoof and Mouth Disease, and Avian Flu all originated from animals and endanger both humans and animals alike (SDG 15).

Hence, responsible consumption and production (SDG 12) of food will mitigate the risk of viruses. The pandemic lockdowns around the world revealed the impact of reduced air pollution (SDG 13) and water pollution (SDG 14), as most factories had to shut down and all forms of transport and travel were restricted, land, air and sea.

OUR PANDEMIC RESPONSE

OPERATIONS

1. Business Continuity Plans (BCPs) in response to the pandemic were formulated, reviewed and updated

2. As a food company, Del Monte was classified as a provider of basic goods and necessary services and was allowed to continue servicing its customers, subject to protocols issued by government agencies including the Inter-Agency Task Force on the Management of Emerging Infectious Diseases, Department of Health, Department of Interior and Local Government, Department of Labour and Employment and various local government units

3. The company implemented BCP measures to minimise any potential risk to the workforce and production

   a. The BCP Team addressed the local government units in Cagayan de Oro City and Bukidnon

   b. The Company secured work passes for employees, ensuring continuity in operations

4. The Group monitored its supply chain to minimise any potential impact on raw and packaging materials and equipment sourcing

5. Del Monte mitigated logistics risks related to product delivery by working closely with its trade and business partners to ensure good customer service levels and prevent any shortfall of stocks, particularly in modern trade and general trade accounts

6. We continued selling to customers, leveraging the use of videoconferencing technology

7. The Group secured inventories needed to ensure continuity in operations

8. E-commerce surged as consumers stayed at home, purchasing our products through online retail sites such as Amazon and Walmart in the US, JD and Alibaba in China, and Lazada and Shopee in the Philippines

9. Various facilities passed the COVID-19 protocol compliance audits conducted by concerned government agencies

10. We published social media posts highlighting health benefits of our product, providing cooking inspiration for consumers at home and expressing gratitude to essential workers on the frontlines

11. Del Monte products in the US were featured in several COVID-19 related national news stories, highlighting the benefits and relevance of our product

Packing facility in Bukidnon in operation while workers wear PPEs and maintain social distancing

Social media post of Del Monte products sold in several online retail sites

EMPLOYEE HEALTH AND SAFETY

1. Management assured employees that their health and safety are the company's primary concern

2. We have no fatalities in any location. In the US, we had only 90 infections out of 6,100 workforce. In the Philippines, we had only 5 infections out of 5,000 labour force

3. The company quartered some of its essential workers living in Bukidnon, but working in Bugo cannery, in local lodging facilities, provided shuttle services and secured their work passes

4. The Cabuyao bottling plant continued to operate, with personnel being quartered inside the facility with full compensation so they do not have to go home

5. S&W personnel in China and Japan, and our office in Singapore started working from home earlier than the rest of the Group. Employees in the US and Metro Manila started WFH in the middle of March

6. Prior to the imposition of community quarantines, a travel ban was implemented and temperature checks were done in company facilities

7. The Company initiated an information campaign on the risks and dangers of the global pandemic, including invitation of health experts as speakers

   a. Advisories were released to all employees on the status of the Group's operations and its plans once employees were allowed to go back to work on site

   b. Health advisories were also released to employees

Periodic cleaning and sanitising done to ensure facilities are virus-free

8. Work-from-home arrangement with technology support allowed employees to have continuous access to the DMPL networks, various applications such as emails and SAP, files and other necessary information

9. The Company assisted its employees through benefit initiatives such as full pay for all employees during the Community Quarantine, early crediting of payroll, premium pay for the work of skeleton staff in the operations, shuttle service subsidy, meals and lodging in the factories

10. The Company conducted broad employee profiling of individual and household health risks related to COVID-19

11. Del Monte allowed flexible work arrangements for high-risk employees

12. We instituted incident management for employees and service providers related to COVID-19

13. We established a partnership with authorised third party medical providers for rapid test kits and PCR tests, as needed, including medical follow through

14. The Group activated COVID-19 focused medical triaging through a company hospital, an outsourced clinic, and third party telemedicine experts

15. The Foundation is constructing isolation rooms in a separate wing in Philips Memorial Hospital near the Plantation in the event there are suspected COVID-19 patients

Reminders for employees to prevent COVID-19 infection

OUR PANDEMIC RESPONSE

COMMUNITY ASSISTANCE

1. Del Monte Foods, Inc (DMFI) donated US$2 million worth of food to Feeding America

2. Del Monte Philippines, Inc (DMPI) donated food to about 220 local government units, NGOs and other beneficiaries through the Foundation to support frontline workers and local communities, helping over 100,000 people

3. We supported medical frontliners in over 50 hospitals and healthcare facilities

4. The Foundation donated PPEs and washable coveralls for doctors and nurses in Cagayan de Oro and Misamis Oriental in response to the appeal of health professionals to help them prepare for COVID-19 incidents

5. The Foundation organised educational sessions on COVID-19 awareness for about 200 barangay health workers in partnership with municipal health offices

For more information, please refer to DMPL's FY2020 Sustainability Report.

PPEs and food products donated to frontline workers in the Philippines

CORPORATE GOVERNANCE

Del Monte Pacific Limited (Company or DMPL) is committed to the highest standards of corporate governance and supports the principles of openness, integrity and accountability advocated by the Singapore Exchange Securities Trading Limited (SGX-ST), and similarly upheld by The Philippine Stock Exchange, Inc (PSE) and the Philippine Securities and Exchange Commission (SEC).

The Board of Directors (Board) and Management are also committed to use their best endeavours to align the Company's governance framework with the recommendations of the 2018 Code of Corporate Governance issued on 6 August 2018 by the Monetary Authority of Singapore (MAS) (2018 Code) and the SEC Code of Corporate Governance for Publicly Listed Companies which took effect on 1 January 2017 (SEC CG Code), as well as the Singapore Governance and Transparency Index (SGTI) and the ASEAN Corporate Governance Scorecard (ACGS).

The Company confirms that it has adhered to the principles and provisions set out in the 2018 Code and principles and recommendations set out in the SEC CG Code, where applicable, and has identified and explained areas of non-adherence in this report (Report).

This Report describes the Company's corporate governance policies and practices with specific reference made to each of the principles and provisions of the 2018 Code in compliance with the Listing Manual of the SGX-ST.

BOARD MATTERS

Principle 1
The Board's Conduct of Affairs

The Board oversees Management and ensures that the long-term interests of the Company's shareholders are served.

The Board provides entrepreneurial leadership and sets the strategic direction for the Company which includes sustainability matters. A section of the Company's Sustainability Report can be found in the "Sustainability" section of this Annual Report. (The complete Sustainability Report is available for download from www.delmontepacific.com and upon request starting end September 2020).

The Board is responsible for the overall policies and integrity of the Group to ensure success. The Board will, among other things, review on an annual basis: (i) the vision and strategy of the Company; and (ii) Management's performance. The Board had, on 23 July 2020, reviewed and confirmed the vision and strategy of the Company.

The Board has adopted a set of internal guidelines specifying matters requiring the Board's approval. These include approval of the Group's strategic plans, appointment of Directors and Key Management Personnel, annual budgets, major investment proposals, and review of the financial performance of the Group. Key Management Personnel refers to the CEO and other persons having authority and responsibility for planning, directing, and controlling the activities of the Group. The Board, on the recommendation of the Remuneration and Share Option Committee (RSOC), also approves all remuneration matters of Directors and Key Management Personnel.

Management are also given clear directions on matters (including set thresholds for certain operational matters relating to subsidiaries) that require the Board's approval.

Certain material corporate actions or material transactions that require the Board's approval include:

- the Group's strategic plans;
- the Group's annual operating plans (AOP);
- quarterly results announcements;
- annual results and financial statements;
- issuance of shares or securities, and grant of share awards or options;
- Board succession plan;
- remuneration and HR matters;
- declaration of dividends;

- convening of shareholders' meetings;
- merger and acquisition transactions;
- certain interested person transactions;
- major transactions and investments exceeding certain thresholds;
- capital expenditure exceeding certain material limits;
- gearing levels and financial risk appetite of the Group; and
- succession plans for Directors and Key Management Personnel, including appointments and the appropriate level of compensation.

The Company's Memorandum of Association and Articles of Association requires Directors to abstain from participating in Board discussions on a particular agenda item if they are conflicted. In addition, all Directors are required to declare if they have a conflict of interest in any corporate transactions, and to voluntarily recuse themselves from all decisions pertaining to such corporate transactions.

The Board likewise reviews and approves all corporate actions for which shareholders' approval are required.

To facilitate effective management, certain functions have been delegated to various Board Committees, each of which has its own written terms of reference (TOR) and whose actions are reported to, and monitored by, the Board.

The Board Committees, namely, the Audit and Risk Committee (ARC), the Nominating and Governance Committee (NGC), and the RSOC support the Board in discharging its responsibilities. The role and responsibilities of each of the Board Committees are set out separately in this Report. Each committee has been constituted with clearly written TOR that set out its duties, authorities and accountabilities. The TOR are reviewed on a regular basis, at least once annually, to ensure continued relevance and consistency with the 2018 Code and the SEC CG Code.

To achieve its goals, the Board ensures that the Company is equipped with the necessary financial, operational and human resources. The Board, together with Management, shapes the Company's values and standards to be more strategic, innovative, and global in its mindset and outlook.

The Board works closely with Management to drive the Group's business to a higher level of success. Management is accountable to the Board and its performance is reviewed by the Board annually. The Board approves the AOP with key performance metrics. The Board then sanctions and works with the Del Monte Performance Management System as a tool for alignment on annual key result areas (key results performance objectives, with assigned weightage and ratings).

The Board has also put in place a framework of prudent and effective controls that allows risks to be assessed and managed, including the safeguarding of shareholders' interests and the Company's assets.

The Board ensures that obligations to shareholders and other stakeholders are understood and complied with. Stakeholders include shareholders, business partners, suppliers, communities (in areas where the Group has a presence), customers and employees. With the Company Secretary's assistance, the Board and Management are kept continually apprised of their compliance obligations and responsibilities arising from various regulatory requirements and changes.

The Board meets at least quarterly, or more frequently when required, to review and evaluate the Group's operations and performance, and to address key policy matters.

Board meetings are scheduled to enable the Board to perform its duties. These meetings are scheduled before the start of each financial year. Management endeavours to provide Board papers to the Board at least five business days before the date of meetings.

During the year under review, the Board held five meetings. The Company's Articles of Association allow for tele-conference and video-conference meetings to facilitate participation by Board members and Management. In addition, typically during a financial year, Board meetings are held twice in the United States and once in the Philippines, where the Company's key subsidiaries, Del Monte Foods, Inc and Del Monte Philippines, Inc, respectively operate. This allows the Board to develop a good understanding of the Group's businesses and to promote active engagement with the Group's Key Management Personnel.

Attendance for FY2020
(from 1 May 2019 to 30 April 2020)

Directors	Board Meetings	Audit and Risk Committee Meetings	Remuneration and Share Option Committee Meetings	Nominating and Governance Committee Meetings	Annual General Meeting	General Meeting
Mr Rolando C Gapud	5	NA	NA	1	1	NA
Mr Joselito D Campos, Jr	5	NA	NA	NA	1	NA
Mr Edgardo M Cruz, Jr	5	NA	NA	1	1	NA
Mr Benedict Kwek Gim Song	5	4	2	1	1	NA
Mr Godfrey E Scotchbrook	5	4	2	1	1	NA
Dr Emil Q Javier	5	4	2	1	1	NA
Mrs Yvonne Goh	5	4	2	1	1	NA
Total No. of Meetings Held	**5**	**4**	**2**	**1**	**1**	**NA**

New Directors undergo an orientation programme whereby they are briefed by the Company Secretary on their obligations as Directors, as well as the Group's corporate governance practices, and relevant statutory and regulatory compliance issues, as appropriate. They are also briefed by Management on the Group's industry and business operations. Ongoing orientation includes visits to the Group's plantation and manufacturing facilities for Board members to gain a first-hand understanding and appreciation of the Group's business operations. During the year under review, there was no appointment of new Director in the Company.

Timely updates on developments in accounting matters, legislation, jurisprudence, government policies and regulations affecting the Group's business and operations are likewise provided to all Directors. The Board was duly updated on the 2018 Code and SEC CG Code, as well as on any developments or changes to relevant laws and related matters. The Board also receives regular training updates on matters affecting the Group's business and operations. In addition, all Directors are required to undergo annual continuing training as may be relevant to the effective discharge of their responsibilities, at the expense of the Company, as set out in the table below:

DIRECTORS AND OFFICERS TRAINING AND SEMINARS ATTENDED IN FY2020 (MAY 2019 – APRIL 2020)

Date	Location	No. of hours	Training/Seminar/Conference	Organiser	Attendees
16-18 Jul 2018	USA	24.0	IFT 18 - A Matter of Science + Food	Institute of Food Technologists	Ma Bella Javier
26 Jul 2018	Singapore	2.0	Executive and Directors Remuneration	SID	Benedict Kwek
31 Jul 2018	Singapore	6.0	Disruptive Technologies for Directors	SID	Yvonne Goh
25 Sep 2018	Singapore	8.0	Listed Entity Director Essentials	SID	Yvonne Goh
25 Sep 2018	Singapore	2.0	Guide to Annual Reports in Singapore 2018	Black Sun	Ignacio Sison
3 Oct 2018	Singapore	2.0	2018 Singapore Directorship Report & CG Guides	SID	Yvonne Goh
8 Oct 2018	Manila	8.0	GRI Sustainability Summit: Together Towards a Sustainable Philippines	GRI	Ignacio Sison
17 Oct 2018	Manila	4.0	Digital Security Risk Management in Corporate Governance and Update on the Enforcement of the Anti-Money Laundering Act of 2001 as amended and the 2016 Implementing Rules and Regulations	Philippine Corporate Enhancement and Governance, Inc	Edgardo Cruz, Jr and Antonio Ungson
20 Oct 2018	Manila	4.5	Advanced Corporate Training Course on Digital Trade-offs and Data Privacy	Institute of Corporate Directors	Emil Javier
21-25 Oct 2018	France	32.0	SIAL 2018 - International Food Exhibition	SIAL - Comexposium	Ma Bella Javier
23 Oct 2018	Manila	8.0	5th SEC-PSE Corporate Governance Forum: Ushering in the Era of Sustainability and Sustainable Business	SEC and PSE Philippines	Edgardo Cruz Jr and Ignacio Sison
24 Oct 2018	Singapore	2.0	Independent Directors and the Integrity Agenda	Ernst & Young	Yvonne Goh
2 Nov 2018	Singapore	2.0	Ethics & Corruption	SID	Yvonne Goh

Date	Location	No. of hours	Training/Seminar/Conference	Organiser	Attendees
6 Nov 2018	Manila	2.5	Digital Transformation	Boston Consulting Group	Ignacio Sison
7 Nov 2018	Manila	1.5	War for Talent: Winning in the Age of Digital Disruption	Boston Consulting Group	Ignacio Sison
14 Nov 2018	Singapore	16.0	Disruptive Innovation for Sustainability in Food and Agriculture	Rabobank	Ignacio Sison
6 Dec 2018	Manila	4.0	Corporate Governance Forum	Risks, Opportunities, Assessment and Management, Inc	Joselito Campos, Jr
7 Dec 2018	Singapore	4.0	Nominating Committee Essentials (Instructor)	SID	Yvonne Goh
16 Jan 2019	Singapore	2.0	ACRA-SGX-SID Audit Committee Seminar 2019	ACRA, SGX and SID	Benedict Kwek
26 Jan 2019	Manila	6.0	Propak Philippine 2019 – International Processing & Packaging Trade Event	UBM Exhibitions Philippines Inc	Ma Bella Javier
9 May 2019	Hong Kong	2.0	Seminar on Cybersecurity		Godfrey Scotchbrook
14 May 2019	Singapore	2.0	Breaking the Rules : An Insider's Perspective	SID	Yvonne Goh
23-24 May 2019	Manila	16.0	National Data Privacy Conference	National Privacy Commission	Antonio Ungson
12 Jun 2019	Singapore	6.0	Mindfulness	EQUAL-ARK	Yvonne Goh
17 Jul 2019	Singapore	2.5	Blockchain Technology	Ernst & Young	Yvonne Goh
20 Aug 2019	Manila	8.0	Sustainability Summit 2019: Empowering Corporate Action through the SDGs	Global Reporting Initiative (GRI)	Ignacio Sison
7 Sep 2019	Manila	8.0	Shift Up Your Del Monte Leadership	People Acuity	Ruiz Salazar
3 Oct 2019	Manila	4.0	The Asset: 14th Philippine Forum – ESG in the Philippines	The Asset Hong Kong	Ignacio Sison
31 Oct 2019	China	8.0	2019 Asia Food & Agriculture Advisory Board (FAAB) Meeting	Rabobank	Ignacio Sison
21 Nov 2019	Manila	10.0	National Business Climate Action Summit	Climate Change Commission, Government of the Philippines	Ignacio Sison
5 Dec 2019	Manila	8.0	Understanding and Analysing Financial Statements	Center for Global Best Practices	Joselito Campos, Jr
12 Mar 2020	Online	1.0	Building Supply Chain Resilience	Ernst & Young	Godfrey Scotchbrook
19 Mar 2020	Online	1.0	How Boards can Make the Best of the AGM	Ernst & Young	Godfrey Scotchbrook
31 Mar 2020	Online	1.0	A Time for Resilience: How Companies can Reshape Results and Plan for a COVID-19 Recovery	Ernst & Young	Godfrey Scotchbrook
3 Apr 2020	Online	1.0	Leading Through the Covid-19 Crisis and Beyond	BCG	Ignacio Sison
7 Apr 2020	Online	1.0	Measuring Innovation during a Crisis	Nielsen	Ignacio Sison
13 Apr 2020	Online	1.0	Consumer Sentiments and Expected Shifts	BCG	Ignacio Sison
30 Apr 2020	Online	1.0	COVID-19: A Time for Resilience	Ernst & Young	Godfrey Scotchbrook

The NGC has formalised procedures for the selection, appointment and re-appointment of Directors. Letters of appointment are issued to new Directors setting out their duties, obligations, and terms of appointment, as appropriate.

The Board is of the view that all Directors objectively discharged their duties and responsibilities at all times as fiduciaries, in the best interest of the Company.

The Board had received the Best Managed Board (Gold) Award twice from the Singapore Corporate Awards (for companies with a market capitalisation of between S$300 million to less than S$1 billion), and it will continue to uphold the Company's high standards of corporate governance.

Principle 2
Board Composition and Guidance

The Board comprises seven Directors, three of whom are Executive Directors. The four Non-Executive Directors are Independent Directors. The composition of the Board is as follows:

Mr Rolando C Gapud	Executive Chairman
Mr Joselito D Campos, Jr	Managing Director and CEO
Mr Edgardo M Cruz, Jr	Executive Director
Mr Benedict Kwek Gim Song	Lead Independent Director
Mr Godfrey E Scotchbrook	Independent Director
Dr Emil Q Javier	Independent Director
Mrs Yvonne Goh	Independent Director

The profiles of the Directors, including information on their appointments and re-appointments, are set out in the "Board of Directors" section of this Report.

Lead Independent Director

Mr Benedict Kwek Gim Song acts as the Lead Independent Director and is the principal liaison to address shareholders' concerns, for which direct contact through normal channels of the Chairman, CEO or Management has failed to resolve, or for which such contact is inappropriate. His role as Lead Independent Director includes the following:

- Act as liaison between the Independent Directors and the Chairman of the Board, and lead the Independent Directors to provide a non-executive perspective in circumstances where it would be inappropriate for the Chairman to serve in such capacity, and contribute a balanced viewpoint to the Board;

- Advise the Chairman of the Board as to the quality, quantity and timeliness of information submitted by Management that is necessary or appropriate for the Independent Directors to effectively and responsibly perform their duties;

- Assist the Board in better ensuring compliance with, and implementation of, governance guidelines; and

- Serve as a liaison for consultation and communication with shareholders.

The Board is of the view that a strong element of independence is present on the Board with Independent Directors making up a majority of the Board. The Board exercises objective and independent judgement on the Group's corporate affairs. No individual or group of individuals dominates the Board's decision-making.

The Non-Executive Directors contribute to the Board process by monitoring and reviewing Management's performance against pre-determined goals and objectives. Their views and opinions provide an alternative and objective perspective to the Group's business. The Directors exercise independent judgement and discretion on the Group's business activities and transactions, in particular, in situations involving conflicts of interest and other complexities.

The NGC, on an annual basis, determines whether or not a Director is independent, taking into account the 2018 Code's definition.

Independence is taken to mean that Directors are independent in conduct, character and judgement, and have no relationship with the Company, or its related corporations, its substantial shareholders or its officers that could interfere, or be reasonably perceived to interfere, with the exercise of the Director's independent business judgement in the best interest of the Company. Disclosures of Directors' interests and their interest in transactions are standing agenda items in all Board meetings, and would be circulated and tabled for Board members' information, as appropriate.

The Board considers the existence of relationships or circumstances, including those identified by the listing rules of the SGX-ST and the Practice Guidance, that are relevant in its determination as to whether a Director is independent. Such relationships or circumstances include the employment of a Director by the Company or any of its related corporations during the financial year or in any of the past three financial years; a Director who has an immediate family member who is, or has been in any of the past three financial years, employed by the Company or any of its related corporations and whose remuneration is determined by the RSOC; a Director who has been on the Board for an aggregate period of nine years.

The 2018 Code states that the independence of any Director who has served on the Board beyond nine years from the date of his/her first appointment should be subject to particularly rigorous review.

Consistent with previous practice, the NGC had undertaken a rigorous review of the independence of each Independent Director, including those whose tenure had exceeded nine years from the date of their first appointment. Led by the NGC Chairperson and facilitated by Boardroom Corporate & Advisory Services Pte Ltd, the Company's external corporate secretarial service provider, the assessment was conducted by means of a confidential and incisive questionnaire completed by each Director and a declaration completed by each of the Independent Directors.

As part of this rigorous review, Board members were asked to share their observations on how the Independent Directors whose tenure had exceeded nine years, namely Messrs Benedict Kwek Gim Song, Emil Q Javier and Godfrey E Scotchbrook, have demonstrated their independence on the Board. Board members were invited to cite, as appropriate, specific instances and examples.

The results were analysed and discussed at the NGC and Board meetings. It was concluded that there is a strong sense of independence among all Board members. Management is constantly challenged and questioned on proposals that come before the Board with all Directors engaging in thorough and robust discussion and deliberation, taking into consideration the interest of the Group's stakeholders.

Based on the assessment, Messrs Benedict Kwek Gim Song (first appointed on 30 April 2007), Emil Q Javier (first appointed on 30 April 2007) and Godfrey E Scotchbrook (first appointed on 28 December 2000) have demonstrated independent mindedness and conduct at Board and Board Committee meetings. The NGC is also of the firm view and opinion that these Directors continue to exercise independent judgement in the best interest of the Company in the discharge of their duties as Directors, and their more than nine years of exemplary service on the Board have not in any way affected their independence as throughout their tenure in office they had continually challenged and provided constructive feedback to Management.

Each member of the NGC had abstained from deliberations in respect of the assessment on his own independence.

The Directors also bring invaluable experience, extensive business network and expertise in specialised fields, such as strategic planning, mergers and acquisitions, corporate finance and restructuring, accounting, marketing and business development, risk and crisis management, corporate communications, investor relations, corporate governance and agronomy.

The size, composition, range of experience and the varied expertise of the current Board allow discussions on policy, strategy, and performance to be critical, informed and effective.

The Board has adopted a Board Diversity Policy which recognises the importance of diversity. The Board firmly believes that its effectiveness and decision-making will be enhanced as it harnesses the variety of skills, industry and business experiences, gender, age, ethnicity and culture, geographical background and nationalities, tenure of service, and other distinguishing qualities of its own diverse Board.

The NGC is responsible for administering this policy and for evaluating it annually.

During the year under review, the Independent Directors met more than once without the presence of the Executive Directors and Management.

Principle 3
Chairman and Chief Executive Officer

There is a clear division of executive duties and responsibilities in the Company, providing checks and balances to ensure that there is no concentration of power, in any one individual and that accountability is increased. The Company's business is managed and administered by the Managing Director and CEO, Mr Joselito D Campos Jr, whilst the Board is headed by Mr Rolando C Gapud as Executive Chairman. The Chairman of the Board and the CEO are not related to each other.

The duties of the Executive Chairman include, among other things, providing leadership to the Board and ensuring the effectiveness of the Board in all aspects, leading the Company in its relationships with stakeholders and setting the course for the Company to reach greater heights. He works closely with the CEO, as well as the business unit heads on strategic planning. He leads the Board in charting the strategic roadmap of the Company including setting the vision and the key initiatives to achieve it. He is in the forefront of any acquisitions, joint ventures, and strategic alliances of the Company.

The Executive Chairman also sets the tone of Board meetings to encourage proactive participation and constructive discussions on agenda topics. At Board meetings, he ensures that adequate time is allocated for discussion of all agenda items, in particular, discussions on strategic matters and issues. Constructive discussions between the Board and Management are encouraged, as with Executive Directors and Non-Executive Directors. The Executive Chairman ensures that Directors and shareholders alike, receive clear, timely and accurate information from Management, thus maintaining the Company's high standards of corporate governance.

The duties of the CEO include, among other things, determining the Company's strategic direction, formulating, executing and implementing the strategic plan together with its Key Management Personnel. He communicates and implements the Company's vision, mission, values and overall strategy, and promotes any organisation change in relation to the same. He oversees the operations of the Company and manages the human and financial resources in accordance with the strategic plan. The CEO ensures that he has an in-depth working knowledge of the Company's industry and market and keeps up to date with developments in both. He also directs, evaluates and guides the work of the Company's Key Management Personnel, provides the Board with timely information, and interfaces between the Board and Management. He builds the corporate culture and motivates the Company's employees and serves as the link between the Company and its stakeholders.

Lead Independent Director

Mr Benedict Kwek Gim Song acts as the Lead Independent Director and is the principal liaison to address shareholders' concerns, for which direct contact through normal channels of the Chairman, CEO or Management has failed to resolve, or for which such contact is inappropriate. His role as Lead Independent Director includes the following:

- Act as liaison between the Independent Directors and the Chairman of the Board, and lead the Independent Directors to provide a non-executive perspective in circumstances where it would be inappropriate for the Chairman to serve in such capacity, and contribute a balanced viewpoint to the Board;
- Advise the Chairman of the Board as to the quality, quantity and timeliness of information submitted by Management that is necessary or appropriate for the Independent Directors to effectively and responsibly perform their duties;
- Assist the Board in better ensuring compliance with, and implementation of, governance guidelines; and
- Serve as a liaison for consultation and communication with shareholders.

The Lead Independent Director is available to shareholders when they have concerns and for which contact through the normal channels of communication with the Chairman or Management are inappropriate or inadequate. Questions or feedback can be submitted via email to the Lead Independent Director at ben.kwek@delmontepacific.com.

Principle 4
Board Membership

The Nominating Committee was set up on 7 February 2003 and renamed on 29 June 2017 as the Nominating and Governance Committee to include corporate governance matters in its functions. It currently comprises the following six members, a majority of whom, including the Chairperson, are Independent Directors:

Mrs Yvonne Goh	NGC Chairperson
Mr Benedict Kwek Gim Song	Member
Mr Godfrey E Scotchbrook	Member
Dr Emil Q Javier	Member
Mr Rolando C Gapud	Member
Mr Edgardo M Cruz, Jr	Member

The main activities of the NGC are outlined in the commentaries on "Board Composition and Guideline", "Board Membership" and "Board Performance" of this Report.

Under its TOR, the NGC is responsible for reviewing the Board's composition and effectiveness, determining whether Directors possess the requisite qualifications, skills, experience and expertise to meet the Company's needs, and whether their independence is compromised. The NGC also oversees succession planning for Directors, the CEO and Key Management Personnel of the Group. The NGC is also tasked with ensuring compliance with, and proper observance of, corporate governance principles and practices recommended by the 2018 Code and principles and recommendations of the SEC CG Code.

All appointments and re-appointments of Directors are first reviewed and considered by the NGC before recommending them to the Board for approval. The NGC has formalised this process and has adopted procedures for the selection, appointment and re-appointment of Directors in order to increase transparency of the nominating process.

The NGC evaluates the balance of skills and competencies on the Board and, in consultation with the Chairman of the Board determines the qualifications and expertise required for a particular appointment.

The NGC does not usually but may consider engaging the services of search consultants to identify prospective Board candidates if the need so arises. The NGC currently considers recommendations and referrals from other sources, provided the prospective candidates meet the qualification criteria established for the particular appointment.

The NGC undertakes the process of identifying the calibre of Directors aligned with the Company's strategic directions. The NGC evaluates the suitability of a prospective candidate based on his/her qualifications and experience, ability to commit time and effort in the effective discharge of duties and responsibilities, independence, past business and related experience, and track record. The NGC also identifies any core competencies that will complement those of current Directors on the Board.

There are no alternate Directors appointed.

The NGC is also tasked with reviewing the performance and contribution of the Directors in order to consider them for re-election or re-appointment. The NGC will review, in particular, the Directors' attendance and participation at meetings of the Board and Board Committees, and their efforts and contributions towards the success of the Group's business and operations.

The NGC reviews and determines the independence of each Director on an annual basis.

Details of each Director's academic and professional qualifications, directorships or chairmanships in other companies, and other principal commitments (where applicable) are presented in the "Board of Directors" section of this Annual Report.

DMPL's policy on Directors' conflict of interest states that Directors should consult the Chairman of the Board and the Chairperson of the NGC prior to accepting any appointments to the Board of Directors or advisory Board of another listed company or its principal subsidiaries, or any other principal commitments so that such appointments may be considered by the Board in accordance with corporate guidelines and the said policy.

In cases where a Director has multiple Board representations, the NGC also assesses whether such Director has been adequately carrying out his duties as a Director of the Company.

To address competing time commitments when Directors serve on multiple boards, the Board had set a maximum limit of four directorships and/or chairmanships that Executive Directors may hold concurrently for listed companies, and a maximum limit of five directorships and/or chairmanship in listed companies for Independent and Non-Executive Directors. None of the Directors hold more than two board seats in other listed companies.

Under Article 88 of the Company's Articles of Association, all Directors hold office for a maximum period of three years whereupon they shall retire but are eligible for re-appointment. In addition, effective 1 January 2019, all Directors must submit themselves for re-nomination and re-appointment at least once every three years pursuant to Rule 720(5) of the Listing Manual of the SGX-ST.

Directors Retiring Under Article 88 and Rule 720(5) of the Listing Manual of the SGX-ST

Mr Rolando C Gapud
Executive Chairman
Appointed on 20 January 2006
Last re-appointed on 30 August 2017

Mr Benedict Kwek Gim Song
Lead Independent Director
Appointed on 30 April 2007
Last re-appointed on 30 August 2017

In reviewing the nomination for the re-appointment of Directors retiring under Article 88 of the Company's Articles of Association and Rule 720(5) of the Listing Manual of the SGX-ST, the NGC had considered the contributions and performance of each Director, taking into account his or her attendance and participation at Board and Board Committee meetings, as well as his or her independence.

All Directors retiring have consented to continue in office and have offered themselves for re-appointment at the Company's AGM.

Neither Mr Kwek nor his immediate family member had provided to or received from the Group any significant payments or material services other than his compensation for his service on the Board or Board Committees. Neither Mr Kwek nor any of his immediate family member is or was a substantial shareholder of or a partner in or executive officer or Director of any organisation which had provided to or received from the Group any significant payments or material services. Please refer to the "Board of Directors" section of this Annual Report for more information on Mr Gapud's and Mr Kwek's directorships in other listed companies and other principal commitments (where applicable).

Accordingly, the NGC supports the nomination of Mr Gapud and Mr Kwek for re-appointment as Directors of the Company.

In its long-term drive towards excellence, the Company recognises the importance of sustainable leadership. To support this, a Succession Planning Programme was established where a leadership talent bench was developed. DMPL is committed to building and sustaining leadership capabilities by strengthening the talent pipeline, rolling out a programme that identifies and sets out plans to develop expected leadership competencies, identifying high performers, and executing development and retention plans for these high performers. The Company further drives functional excellence via an integrated employee development programme which includes training, on-the-job learning, coaching and mentoring.

There is a set retirement age for Key Management Personnel. The NGC conducts a regular review of the succession plan for Board members, the CEO and Key Management Personnel of the Company.

The NGC implements an annual evaluation process to assess its effectiveness as a whole. The evaluation process is undertaken as an internal exercise and involves NGC members completing a questionnaire covering areas relating to:

- Memberships and appointments
- Conduct of NGC meetings
- Training and resources available
- Reporting to the Board
- Process for selection and appointment of new Directors
- Nomination of Directors for re-appointment
- Independence of Directors
- Board performance evaluation
- Succession planning
- Multiple Board representations
- Standards of conduct
- Communication with shareholders

The evaluation process takes into account the views of each NGC member and provides an opportunity for members to give constructive feedback on the workings of the NGC, including procedures and processes adopted, and if these may be improved upon.

During the year under review, the NGC held one meeting.

Principle 5
Board Performance

The Board, through the NGC, has implemented a formal annual evaluation process to assess the effectiveness of the Board as a whole, each of its Board Committees and individual Directors. The evaluation process is undertaken annually as an internal exercise and involves Board members in completing a questionnaire covering mainly the following areas of assessment:

- Board composition
- Information to the Board
- Board procedures, training and resources
- Board accountability
- Communication with CEO and Key Management Personnel
- Succession planning for Directors, Board Chairman and the CEO
- Standards of conduct and effectiveness of the Board
- Rigorous review of Independent Directors
- Board Committees' performance in relation to discharging their responsibilities under their respective terms of reference

Each Director conducts a self-assessment of his/her performance and contribution to the Board through completion of a questionnaire in a secured online portal. This online digital process provides more efficiency and convenience as the portal may be accessed any time and allows completion, editing and submission of the evaluation online as well as the quick collation and tabulation of results by the external facilitator.

The Directors' self-evaluation on their performance criterion was assessed mainly on the following:

- Directors' duties
- Leadership
- Communication skills
- Strategy and risk management
- Board contribution
- Knowledge
- Interaction with fellow Directors, Key Management Personnel, Auditors, Company Secretary, Legal Advisors and other professional advisors

The evaluation process took into account the views of each Board member and provides an opportunity for Directors to provide constructive feedback on the workings of the Board, including its procedures and processes and if these may be improved upon.

Led by the NGC Chairperson and facilitated by Boardroom Corporate & Advisory Services Pte Ltd, an external service provider, this collective assessment was conducted by means of a confidential questionnaire completed by each Director, which is collated, analysed and discussed with the NGC and the Board with comparatives from the prior year evaluation. A summary of the findings and recommendations was prepared based on the completed questionnaires for the Board as a whole, each of its Board Committees and individual Directors. This was reviewed and deliberated on by the NGC and thereafter tabled to the Board for its necessary action to further enhance the effectiveness of the Board, as appropriate.

The appointment and the removal of the Company Secretary is a matter for the Board as a whole.

The Company Secretary, Mr Antonio E S Ungson, is a lawyer by profession. He had previously served as company secretary in various companies during the course of his career. He also has an understanding of basic financial and accounting matters.

The Directors have separate and independent access to Management and the Company Secretary. Aside from access to the advice and services of Management and the Company Secretary, the Directors may, in appropriate circumstances, seek independent professional advice concerning the Company's affairs at the Company's expense.

Remuneration Matters

Principle 6
Procedures for Developing Remuneration Policies

The RSOC was set up on 7 February 2003 and for the year under review, the RSOC comprises the following members who are all Independent Non-Executive Directors:

Mr Godfrey E Scotchbrook	RSOC Chairman
Mr Benedict Kwek Gim Song	Member
Dr Emil Q Javier	Member
Mrs Yvonne Goh	Member

The main activities of the RSOC are outlined in the commentaries on "Procedures for Developing Remuneration Policies", "Level and Mix of Remuneration" and "Disclosure of Remuneration" of this Report.

The RSOC's principal function is to ensure that a formal and transparent procedure is in place for fixing the remuneration packages of the Directors as well as the Key Management Personnel of the Group. It is at liberty to seek independent professional advice as appropriate and has periodically sought the advice of remuneration consultants on remuneration matters for the Directors and Key Management Personnel. For the year under review, the RSOC did not engage any remuneration consultants.

Under its TOR, the RSOC is responsible for reviewing and recommending a remuneration framework and specific remuneration packages (where applicable) for the Directors and Key Management Personnel. The RSOC considers all aspects of remuneration such as Director's fees, salaries, allowances, bonuses, options, share awards and other benefits-in-kind. All remuneration matters are ultimately approved by the Board.

In conjunction with the review of remuneration matters of the Key Management Personnel, the RSOC reviews individual performance appraisal reports and benchmark studies conducted by Management.

The RSOC's recommendation for Directors' fees had been made in consultation with the Chairman of the Board and endorsed by the entire Board, following which the recommendation is tabled for shareholders' approval at the Company's AGM. No member of the RSOC or the Board participated in the deliberation of his/her own remuneration.

The RSOC implements an annual evaluation process to assess its effectiveness as a whole. The evaluation process is undertaken as an internal exercise and involves RSOC members completing a questionnaire covering mainly the following areas of assessment:

- Memberships and appointments
- Conduct of the RSOC meetings
- Training and resources
- Scope of remuneration matters reviewed
- Reporting to the Board
- Standards of conduct
- Communication with shareholders

The evaluation process took into account the views of each RSOC member and provides an opportunity for members to give constructive feedback on the workings of the RSOC, including procedures and processes adopted and if these may be improved upon.

During the year under review, the RSOC held one meeting.

Principle 7
Level and Mix of Remuneration

The remuneration of the Company's Directors and Key Management Personnel has been formulated to attract, retain, and motivate these executives to run the Company successfully. The level and structure of remuneration are aligned with the long-term interests and risk policies of the Company. Relative to industry practice, trends and norms, the Company has measurable standards to align the performance-based remuneration of the Executive Directors and Key Management Personnel with the long-term interests of the Company.

Where appropriate, the RSOC reviews the service contracts of the Company's Executive Directors and Key Management Personnel.

In reviewing the recommendation for Non-Executive Directors' remuneration for FY2020, the RSOC continued to adopt a framework based on guidelines of the Singapore Institute of Directors, which comprises a base fee, fees for membership on Board Committees, as well as fees for chairing Board Committees. The fees take into consideration the amount of time, responsibilities and effort that each Board member is required to devote to their role.

Directors' Fee Structure

- Board Chairman: US$79,200 per annum
- Directors: US$43,200 per annum
- ARC Chairman: US$19,800 per annum
- RSOC Chairman: US$9,900 per annum
- NGC Chairperson: US$9,900 per annum
- ARC Members: US$10,800 per annum
- RSOC Members: US$5,400 per annum
- NGC Members: US$5,400 per annum

The compensation structure for Key Management Personnel of the Company's subsidiaries consists of two key components - fixed cash and a short-term variable bonus. The fixed component includes salary, pension fund contributions and other allowances. The variable component comprises a performance-based bonus which is payable upon the achievement of individual and corporate performance targets such as revenue and net profit.

Principle 8
Disclosure on Remuneration

The remuneration of Directors, the CEO and the immediate family member of the CEO are disclosed in bands of S$250,000/- with a maximum disclosure band of S$500,000/- and above.

The remuneration of the top five Key Management Personnel is similarly disclosed in bands of S$250,000/- with a maximum disclosure band of S$500,000/- and above.

Although the disclosure is not in compliance with provision 8.1 of 2018 Code, the Board is of the view that it is in the best interest of the Company not to disclose such remuneration information in detail, given the confidentiality and commercial sensitivity (within the industry and within the Group itself) attached to remuneration matters and for personal security reasons, disclosure in bands of S$250,000/- in excess of S$500,000/- is not provided. As for personal security reasons, the names of, and the aggregate remuneration paid to, the Company's top five Key Management Personnel is not disclosed. Similarly, the aggregate remuneration paid to the Executive Directors is not disclosed.

Employee who is a substantial shareholder of the Company, or an immediate family member of a Director, the CEO or a substantial shareholder of the Company, and whose remuneration exceeds S$100,000 during the year

Ms Jeanette Beatrice Campos Naughton is Vice President, Strategic Planning of the Company's USA subsidiary, Del Monte Foods, Inc (DMFI). She is the daughter of Mr Joselito D Campos, Jr, DMPL's Managing Director and CEO, and a substantial shareholder of the Company, and DMFI's Vice Chairman and Director. Ms Naughton is responsible for spearheading DMFI's strategic planning function, with principal involvement in DMFI's mid-to-long term corporate vision, financial goals and key measures, business strategies and resources requirements. Her remuneration for the period under review was above S$500,000. Ms Naughton formerly held management positions at Google in their Mountain View, California headquarters. She has an MBA from the Sloan School of Management of the Massachusetts Institute of Technology.

DISCLOSURE ON REMUNERATION OF DIRECTORS FOR FY2020

Remuneration Bands and Names Of Directors	Fixed Salary/ Consultancy Fees %	Director Fees %	Variable Income/ Bonus %	Benefits In Kind %
EXECUTIVE DIRECTORS				
Above S$500,000				
Mr Joselito D Campos, Jr	55	2	43	–
Mr Rolando C Gapud	82	18	–	–
Mr Edgardo M Cruz, Jr	74	11	14	1
NON-EXECUTIVE DIRECTORS				
Below S$250,000				
Mrs Yvonne Goh	–	100	–	–
Dr Emil Q Javier	56[1]	38	6	–
Mr Benedict Kwek Gim Song	–	100	–	–
Mr Godfrey E Scotchbrook	–	100	–	–

Notes:
1 Refers to consultancy fees

DISCLOSURE ON REMUNERATION OF TOP FIVE KEY EXECUTIVES1 FOR FY2020

Remuneration Bands and Number Of Key Executives	Fixed Salary %	Variable Income/ Bonus %	Benefits In Kind %
Above S$500,000			
1	52	47	1
1	85	4	11
1	93	6	1
1	94	5	1
S$250,000 to below S$500,000			
1	93	5	2

Notes:
1 Key Management Personnel who are not Directors

<u>Share Option Plan</u>

The Company also has the Del Monte Pacific Executive Share Option Plan 2016 (ESOP 2016), which was approved by shareholders at the general meeting held on 30 August 2016. The ESOP 2016 aims to provide an opportunity for Group executives and Directors to participate in the equity of the Company in order to motivate them to excel in their performance. The ESOP 2016 is valid for a period of ten years; however, no options have been granted to date.

ACCOUNTABILITY AND AUDIT

Principle 9
Risk Management and Internal Controls

The Group maintains an effective system of risk management and internal controls addressing financial, operational, compliance and information technology (IT) controls, and risk management policies and systems established by Management. These controls are designed to provide reasonable assurance as to the adequacy, effectiveness and efficiency of operations, reliability of financial reporting, and compliance with applicable laws and regulations.

The adequacy and effectiveness of these controls is subject to a periodic review by the Group's Internal Audit department and monitored by the ARC. In addition, the Group's external auditors also reviewed the effectiveness of the Group's key internal controls as part of their audit for the year with respect to financial reporting. Significant non-compliance in internal controls, if any, together with recommendations for improvement, is reported to the ARC. A copy of this report is also issued to the relevant department for follow-up action.

Risk assessment and evaluation takes place as an integral part of the AOP. Having identified key risks to the achievement of the Group's AOP, mitigating actions are formulated in respect of each significant risk. Identified risks are also included and monitored in the corporate risk register, and mitigating measures are followed up. The approach to risk management is set out in the "Risk Management" section of this Annual Report.

IT issues are also regularly reported to the Board through the ARC. Reports include matters on business continuity, disaster recovery and cybersecurity among others. The Board, through the ARC, provides directions on these matters which Management executes and Internal Audit monitors.

Among the significant control initiatives that came out of this process is the Cybersecurity Remediation Project. This initiative is intended to significantly improve the cybersecurity posture of the Group to better manage emerging cybersecurity threats.

In FY2020, the Group focused on optimising and sustaining the cybersecurity initiatives that were rolled last year by implementing regular management, monitoring and periodic maintenance to network access control, network segmentation, advanced persistent threat, data loss prevention, and encryption. Configuration and testing of two-factor authentication were also done to applicable systems of the Group which would be rolled out in the second quarter of FY2021. The Information Security Policy was also completed and approved by senior management for implementation. A Vulnerability Assessment and Penetration Test was also conducted on key websites of the Group and mitigations have been implemented to address vulnerabilities identified. This year, through Group Internal Audit, Del Monte Pacific also initiated a third-party assessment on the effectiveness of the design and implementation of cybersecurity initiatives but activities were affected by the quarantine restrictions brought about by the COVID-19 pandemic. Assessment will resume once restrictions are lifted.

Based on the internal controls established and maintained by the Group, work performed by the internal and external auditors, assurances by the CEO, Chief Operating Officer, Chief Corporate Officer, Chief Financial Officer (CFO) and Chief Compliance Officer, and reviews performed by Management and various Board Committees, the Board is of the opinion, and the ARC concurs, that the Group's internal controls, addressing financial, operational, compliance and information technology risks, and its risk management systems were adequate and effective as at 30 April 2020.

For the year under review, the Board had received (a) written confirmation from the CEO and the CFO that the financial records have been properly maintained, and the financial statements give a true and fair view of the Company's operations and finances; and (b) written confirmation from the CEO and other Key Management Personnel who are responsible, that the Company's risk management and internal control systems have remained adequate and effective.

The Board will, on a continuing basis, endeavour to further enhance and improve the Company's system of internal controls and risk management policies.

The Group's internal audit team, led by the Head of Internal Audit, reports directly to the ARC. An internal audit report is submitted to the ARC on a quarterly basis. The ARC reports all material updates to the Board.

Principle 10
Audit and Risk Committee

The Audit Committee was set up on 9 July 1999 and renamed Audit and Risk Committee (ARC) on 25 June 2015 as it had always served the function of overseeing the Company's risk management framework and policies. The ARC comprises the following four members who are all Independent Non-Executive Directors:

Mr Benedict Kwek Gim Song	ARC Chairman
Mr Godfrey E Scotchbrook	Member
Dr Emil Q Javier	Member
Mrs Yvonne Goh	Member

The members of the ARC are highly qualified with two members having the requisite financial management experience and expertise.

The ARC does not comprise any former partners or directors of the Company's existing auditing firm.

The main activities of the ARC are outlined in the commentaries on "Accountability and Audit" and "Audit and Risk Committee" of the Report.

The ARC implements an annual evaluation process to assess its effectiveness as a whole. The evaluation process is undertaken as an internal exercise and involves ARC members completing a questionnaire covering areas relating to:

- Membership and appointments
- Conduct of the ARC meetings
- Training and resources available
- Financial reporting processes
- Financial and operational internal controls
- Risk management systems
- Internal and external audit processes
- Whistleblowing reporting processes
- ARC's relationship with the Board
- Communication with shareholders

The evaluation process takes into account the views of each ARC member and provides an opportunity for members to give constructive feedback on the workings of the ARC including procedures and processes adopted and if these may be improved upon.

Led by the ARC Chairman, a summary of findings prepared based on responses from the completed questionnaires was discussed with feedback noted.

Under its TOR, the ARC reviews the adequacy, scope and results of the Company's annual audit and its cost effectiveness. The ARC also ensures the independence and objectivity of the external auditors and internal audit function. Likewise, it reviews the non-audit services provided by the Company's external auditors.

For FY2020, the ARC had reviewed the audit and non-audit services of the external auditors and was satisfied that the auditors continue to be independent, adequately resourced and effective. Non-audit fees include services related to tax and business advisory. A breakdown of the aggregate fees paid for audit and non-audit services is set out below:

	Year ended 30 April 2020 (US$'000)
AUDIT FEES	
– paid to the auditors of the Company	353
– paid to other auditors	1,150
NON-AUDIT FEES	
– paid to the auditors of the Company	57
– paid to other auditors	96

The ARC also reviews significant financial reporting issues to ensure the integrity of the Company's financial statements and any announcements relating to the Company's financial performance. The ARC further conducts periodic reviews of all interested persons transactions. The ARC also reviews the assurance from the CEO and the CFO on the Company's financial records and the Group's financial statements.

The ARC reviewed the external auditor's audit plan for the financial year ended 30 April 2020 and agreed with the auditor's proposed significant areas of focus and assumptions that would have an impact on the financial statements. In the ARC's review of the financial statements as at 30 April 2020, it had discussed with management the accounting principles applied and their judgement of items that could affect the integrity of the statements, and it had also considered the clarity of key disclosures in the statements. The ARC also reviewed and addressed among other matters, the following key audit maters (KAMs) as reported by the external auditor for the financial year ended 30 April 2020:

Fair Value of Biological Assets	The ARC was provided with an understanding of the relevant processes the Group undertook in separating bearer plants from the agriculture produce. The ARC considered the reasonableness of the approach and methodology applied to the fair value of biological assets (fruits growing on bearer plants and fruits harvested), and reviewed management's estimates and assumptions as well as the adequacy of disclosures related to this matter. Additionally, the ARC also considered the external auditor's assessment of the valuation methodology and assumptions adopted by management in valuing the biological assets. The ARC was satisfied with the valuation process and the methodology adopted.

Recoverability of Goodwill and Indefinite Life Trademarks	The ARC considered the approach and methodology applied to the valuation model in the goodwill impairment assessment. The ARC reviewed the reasonableness of cash flow forecasts, long term growth rate and discount rate as well as the independence and competency of the valuer appointed to perform the valuations. The Group has assessed the following trademarks as having indefinite useful lives: "Del Monte" in the United States, South America, Philippines and Indian subcontinent, "College Inn" in the United States, Australia, Canada and Mexico, "Today's" in the Philippines, and "S&W" in USA and Americas, Asia (excluding Australia and New Zealand), Middle East, Western Europe, Eastern Europe and Africa. The ARC reviewed the data, estimates and assumptions used in each valuation model as well as the independence and competency of the valuer appointed to perform the valuations. The ARC considered the findings of the external auditors with regard to the appropriateness of the assumptions used. The ARC was satisfied that no impairment was required on the goodwill and indefinite life trademarks for the financial year.
Recoverability of Deferred Tax Assets	The ARC considered the methodology and assumptions applied to the recoverability or non-recoverability of deferred assets. The ARC reviewed the reasonableness of cash flow, forecasts, past performance and future plans associated with the Group's operations. The ARC also considered the external auditor's findings including their assessment of the key assumptions used and the procedures applied to test these assumptions. The ARC is satisfied with the methodology and assumptions used. The Group has recognised US$145.0 million of deferred tax assets, which includes deferred tax assets recognised by Del Monte Foods, Inc, a subsidiary in the USA, amounting to US$144.4 million.
Measurement of Defined Benefit Liability	Actuarial valuations of the Group's defined benefit obligations are undertaken annually, using the projected unit credit method. Accounting treatment for the defined pension plan can be found in note 4 Significant Accounting Policies, section 13. The ARC reviewed the reasonableness of the valuation of the Group's defined benefit plans, termination and retirement rates discount rate and compensation increase assumptions, as well as the independence and competency of the valuer appointed to perform the valuations. The ARC also considered the external auditor's evaluation of the key actuarial assumptions and valuation methodology used by management. The ARC was satisfied with the valuation process used.

The ARC concluded that the Group's accounting treatment in each of the significant matters was appropriate. All the KAMs that were raised by the external auditors for the financial year ended 30 April 2020 have been addressed by the ARC and covered in the above commentary. The KAMs in the auditors' report can be found on pages 97-100 of this Annual Report.

Except as disclosed, the Company did not enter into any other material contracts involving the interests of its CEO, Directors or controlling shareholders for FY2020.

The ARC keeps abreast of changes in accounting standards by requiring on a continuing basis Management and the external auditors to look into and present these changes as well as their implications on the Group's financial statements. The ARC monitors these changes and provides guidance on concomitant issues on financial reporting. These matters are taken up in ARC meetings, in ARC's separate meetings with the external auditors and their periodic meetings with the CFO.

The ARC has the authority to investigate any matter within its TOR, unrestricted access to Management and the Head of the Internal Audit department, and full discretion to invite any Director or executive officer to attend its meetings.

The ARC monitors the adequacy and effectiveness of the Group's internal control system and internal audit function. It has set in place arrangements to ensure independent investigation of matters such as improprieties in financial reporting.

The Company has a suitable framework for whistleblowing that allows employees to freely communicate their concerns about illegal or unethical practices without fear of retaliation. A Whistleblower Policy has been in place since 2004 to promote the highest standards of business and personal ethics in the conduct of the Group's affairs. As representatives of the Group, officers and employees must practise honesty and integrity, and strictly comply with all applicable laws, rules and regulations.

The said policy aims to deter and uncover corrupt, illegal, unethical, fraudulent practices or other conduct detrimental to the interest of the Group committed by officers and employees, as well as third parties, such as, but not limited to, suppliers and contractors. The Group encourages its officers, employees, suppliers and contractors to provide information that evidences unsafe, unlawful, unethical, fraudulent or wasteful practices. It does not disregard anonymous complaints.

This policy enables the Group to effectively deal with reports from whistleblowers in a manner that will protect the identity of the whistleblower and provide for the appropriate use of the information provided. It also establishes policies for protecting whistleblowers against reprisal by any person internal or external to the Company, and provides for the appropriate infrastructure, including the appointment of a Whistleblower Protection Officer and a Whistleblower Investigations Officer, as well as alternative means of reporting.

The Board, together with the Chairman of the ARC, had appointed the Group CFO as the Protection Officer and the Head of Internal Audit as the Investigations Officer to administer the Company's Whistleblower programme. These are the contact details:

For legal compliance: +632 8856 2557, +63 917 534 1680, or email legalcompliance@delmonte-phil.com

For other matters: +6388 855 2090, +63 917 712 0311, or email othercompliance@delmonte-phil.com

The ARC also makes recommendations to the Board on the appointment, re-appointment and removal of the external auditors, including their remuneration and terms of engagement. Such recommendation, once approved by the Board, is then ratified by shareholders at a general meeting (GM). For any change in the external auditor, the Company provides the reason for the change in its disclosure to the regulators.

In appointing the external auditors for the Company and its subsidiaries, the Group has complied with Rule 712 of the Listing Manual of the SGX-ST in having appointed a suitable auditing firm to meet its audit obligations, and one that is registered with the Accounting and Corporate Regulatory Authority of Singapore (ACRA). The Group has also complied with Rule 715 of the Listing Manual of the SGX-ST in having engaged the same auditing firm based in Singapore to audit its Singapore-incorporated subsidiaries and significant associated companies, and for having appointed suitable auditing firms for its significant foreign-incorporated subsidiaries and associated companies. The Group has also complied with the requirements of SRC Rule 68 in selecting an SEC-accredited auditing firm in the Philippines.

Consistent with the Company's rotation policy, the ARC and the Board undertake to conduct a comprehensive review of the external auditors at least every five years.

The ARC meets with the Group's external auditors and with the Head of Internal Audit department without the presence of Management at least once a year. During the year under review, the ARC had met with the Group's external auditors without the presence of Management more than once and Head of Internal Audit, without the presence of Management once.

The Group's Internal Audit department is staffed by qualified, experienced and trained personnel who are members of the Institute of Internal Auditors. Their duties are appropriately segregated. The Head of Internal Audit is Mr Gil Ramon S Veloso who reports functionally to the ARC and administratively to the CEO.

This department commands a respectable standing within the Company and is responsible for reviewing the risk management, internal controls and governance processes of the Group to ensure these are adequate and effectively implemented.

It is the Group's policy to support the Internal Audit department in complying with the International Professional Practices Framework set by The Institute of Internal Auditors. Training and development opportunities are provided for staff of the Internal Audit department to upgrade their technical knowledge and skill sets to ensure they remain current and relevant.

The Internal Audit department has unfettered access to all company documents, records, properties and personnel, including access to the ARC.

The ARC approves the hiring, removal, evaluation and compensation of the Head of Internal Audit. The ARC annually reviews the adequacy, effectiveness and independence of the internal audit function, and it is of the view that the Company's internal audit function is adequately resourced, effective and independent.

During the year under review, the ARC held four meetings.

SHAREHOLDER RIGHTS AND ENGAGEMENT

Principle 11
Shareholder Rights and Conduct of General Meetings

The Group treats all shareholders fairly and equitably, and recognises, protects and facilitates the exercise of shareholders' rights. Moreover, the Group continually reviews and updates such governance arrangements.

Shareholders are informed of changes in the Group's business that are likely to materially affect the value of the Company's shares.

The Company encourages shareholder participation at AGMs or GMs, and ensures that the venue for the meetings is in a central location easily accessed by public transportation.

Shareholders have the opportunity to participate effectively and vote in the general meetings either in person or by proxy.

The Company's Memorandum and Articles of Association do not allow corporations which provide nominee or custodial services to appoint more than two proxies to vote. At present, only the Central Depository (Pte) Ltd is permitted to appoint more than two proxies. The Company does, however, allow non-shareholders to attend the AGM or GM as observers.

The Company does not practise bundling of resolutions at general meetings. Each distinct issue is proposed as a separate resolution and full information is provided for each item in the agenda for the meetings.

At GMs, shareholders are given the opportunity to communicate their views and direct questions to Directors and Senior Management regarding the Company. The Chairman of the Board, the respective Chairperson of the ARC, NGC and RSOC, three other Directors, Senior Management including the CEO, and the external auditors were present at the most recent AGM held on 28 August 2019, to assist the Board in addressing shareholders' questions.

For greater transparency, the Company had since 2013 instituted electronic poll voting and all resolutions are put to vote by electronic poll at its AGMs and GMs. Shareholders are informed of the voting procedures before the start of any meeting. The Company had also appointed independent scrutineers, Drewcorp Services Pte Ltd in Singapore and Ortega Law Office in the Philippines, to validate the votes at its most recent AGM held on 28 August 2019. The Group ensures that shareholders have the opportunity to participate effectively in, and vote at, AGMs or GMs. Shareholders are informed of the rules and voting procedures that govern AGMs and GMs. The detailed results of the poll, including the number of votes cast for and against each resolution with the respective percentages taken during the AGM or GM are disclosed and made available to the public on the same day, and likewise uploaded on the Company's website within five days from the date of the meeting.

The Company's Memorandum and Articles of Association do not provide for absentia voting which, even if allowed, may only be possible following a deliberate study to ensure that the integrity of information and authentication of the identity of shareholders and other related security issues through the web would not be compromised, and importantly, legislative changes are effected to recognise remote voting.

The AGM and GM minutes reflect that shareholders are always given the opportunity to ask questions. The minutes include shareholders' comments and a summary of the questions and answers during the meetings. The minutes are promptly made available in the Company's website after the meetings.

The Company's dividend policy for Ordinary Shares is to distribute a minimum of 33% of full year profit. The holders of Ordinary Shares are entitled to receive dividends, as declared from time to time, after dividends of Preference Shares are paid. For FY2020, the Company declared a special dividend to Ordinary shareholders having regard to the net gain of US$77 million generated from the divestment of a 12% stake in Del Monte Philippines, Inc.

The dividend policy and terms, including the declaration dates from previous years, are provided on the Company's website. The Company endeavours to pay dividends within 30 days after declaration date.

Principle 12
Engagement with Shareholders

The Company is committed to engaging its stakeholders including its shareholders, and providing easy and regular access to timely, effective, fair, pertinent and accurate information about the Company. The Company has an Investor Relations (IR) policy that clearly articulates and promotes this.

The Company's IR is handled in-house. It has a dedicated Investor Relations team comprising the Chief Corporate Officer and Investor Relations Manager who regularly engage and communicate with the investing community. Various IR and communication modes are employed by the Company to provide information, gather feedback, and address questions and concerns. Insights and feedback gathered are taken and, where appropriate, acted upon.

The Company strengthens its relationship with the investing community and solicits their views through one-on-one meetings, participation in conferences, forums and road shows organised by stock broking and investing companies. Between May 2019 and April 2020, the Company met with 17 investors and lenders, including conference calls but excluding those for quarterly results.

To maintain an open channel of communication, the Company also has an email alert system whereby emails on material developments and updates concerning the Company are sent out to investors. Such information, and other material information about the Company, including its financial position, performance, ownership, strategies, activities and governance, are disclosed to all shareholders and the investing community via the SGX-ST and PSE portals.

The Company has organised visits to its plantation and cannery, as well as trade checks, for the investing community, providing them with first-hand appreciation and understanding of the Group's operations and markets.

The Company provides descriptive and detailed disclosures whenever possible and avoids boilerplate disclosures, and immediately announces any material information on the Company or any of its subsidiaries or associated companies.

The Company observes a closed-window period of two weeks prior to the announcement of its quarterly results and one month prior to the announcement of its full year results. During this period, the Company does not meet or communicate with the investing community to avoid any selective disclosure.

The Company announces its financial results on a quarterly basis within the prescribed timeframe and holds joint briefings or conference calls with the investing community. The briefings are held in an accessible central location. These briefings are also broadcast via webcast to global viewers, with a recording available for six months. Key Management Personnel are present during the briefings. The Company uploads on its website the materials for media briefings and press conferences.

The Management Discussion and Analysis (MDA) report, press release and presentation on the Company's financial results are disseminated through the SGX-ST and PSE portals, and the Company's email alerts and website all on the same day.

The Company's corporate website (www.delmontepacific.com) has an international design to promote DMPL as a global food and beverage player, while the structure and sitemap allow for easy navigation and access to key investor information. The website features the Company's four key brands (Del Monte, S&W, Contadina and College Inn), the international business and DMPL's various awards across many sectors. It also has links to the websites of its other subsidiaries and brands, and includes social media links to DMPL's subsidiaries' Facebook, Instagram, Twitter, Pinterest and LinkedIn pages. The website is mobile-responsive and accessible from tablets and smartphones.

The corporate website has a dedicated and comprehensive IR section that is user-friendly with easily downloadable and updated press releases, announcements, quarterly reports, presentations, annual reports and analyst reports. Announcements are uploaded as soon as they are released to the SGX-ST and PSE portals, including other disclosures and reports submitted to the Philippine SEC.

The following are also included in the IR site: IR policy, IR calendar, AGM and GM Minutes, dividend policy and payment details, share information, and the Company's top 20 shareholders. The following are also available on the website: Sustainability, Corporate Governance, profile of Directors and Senior Management, Memorandum and Articles of Association, Code of Business Ethics and other policies.

The IR email address (jluy@delmontepacific.com) and telephone number (+65 6594 0980) are listed prominently on the IR homepage and in the annual report, making DMPL's IR Manager accessible. The IR team endeavours to reply to emails and requests within a day.

The Company is guided by strong principles and provisions grounded on the 2018 Code, the SEC CG Code, the SGX Listing Manual, the SGTI and the ACGS to strengthen stakeholder relations. DMPL's IR is guided by principles of trust; good corporate governance; transparency, openness and quality of disclosure; fairness; timeliness; pro-activeness and engagement; accessibility; employment of IT; and continuous improvement.

The Company received the Best Investor Relations (Gold) Award in 2017 and the Best Annual Report (Gold) Award in 2019 from the Singapore Corporate Awards (SCA).

Since the SCA began in 2006, DMPL has won two Gold awards for the Best Managed Board and Best Investor Relations. DMPL is one of less than ten companies from the 730 companies listed in Singapore to have achieved this.

The Company also received four distinct awards including that for the Best CFO and is one of less than 20 companies to have achieved this.

The Company has won a total of 14 awards for ten consecutive years since 2010.

The Company was ranked 13th among 578 Singapore-listed companies or within the top two percentile in the August 2019 SGTI. This is the highest ranking DMPL has achieved. Only two mid-cap companies, including DMPL, were in the Top 13.

As part of the Company's ongoing effort to improve investor relations, it will continue to review and update governance arrangements with stakeholders. The Company also benchmarks against peers and industry best practices by having its relevant executives attend seminars and forums, joining IR organisations, and keeping abreast of the 2018 Code and similar guidelines and recommendations.

Principle 13
Engagement with Stakeholders

The Company actively engages with its stakeholders through various media and channels to ensure that its business interests are aligned with those of its stakeholders.

The Company has identified its stakeholder groups through an assessment of their connection and significance to the Group's operations, namely, consumers, business partners, host communities, employees, and shareholders.

The Company's strategy and key areas of focus in relation to the management of stakeholder relationship for FY2020 will be addressed in its Sustainability Report to be published annually on the Company's corporate website.

Stakeholders can communicate and engage with the Company through the Company's website at www.delmontepacific.com or contact the IR team via email at jluy@delmontepacific.com and/or telephone at +65 6594 0980.

DEALINGS WITH SECURITIES

The Company adopted in 2013 a Securities Dealings Policy to govern dealings in the Company's shares by its Directors, Key Management Personnel and certain designated employees having access to price sensitive information. With this policy, these individuals are required to seek the approval of the Chairman or the Board before dealing in the Company's shares. Directors are also required to report their dealings in the Company's shares within two business days from the date of transaction.

Directors, Key Management Personnel and certain designated employees had been advised that it is an offence to deal in the Company's securities when they are in possession of unpublished material price-sensitive information. They are also discouraged from dealing in the Company's securities on short-term considerations.

They are not allowed to deal in the Company's securities during the period commencing two weeks before the announcement of the Company's financial results for each of the first three quarters of its financial year, and one month before the announcement of the Company's full-year financial results. For the year under review, these individuals had been compliant with the Securities Dealings Policy.

DIRECTORS' STATEMENT

YEAR ENDED 30 APRIL 2020

The Directors are pleased to present their report to the members together with the audited financial statements of Del Monte Pacific Limited (the Company) and its subsidiaries (collectively, the Group) comprising the statements of financial position, income statements, statements of comprehensive income, statements of changes in equity and the statements of cash flow of the Group and Company for the financial year ended 30 April 2020.

OPINION OF THE DIRECTORS

In the opinion of the Directors,

(a) the financial statements of the Group are drawn up so as to give a true and fair view of the financial position of the Group and the Company as at 30 April 2020 and the financial performance, changes in equity and cash flows of the Group and the Company for the year then ended in accordance with International Financial Reporting Standards; and

(b) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due. The Group's current liabilities exceeded its current assets by US$667.3 million as at 30 April 2020. This was mainly driven by DMFI's secured First Lien Term loan and the current portion of long-term loans of DMPI and DMPL that are due within FY2021. DMFI had successfully refinanced its secured First Lien and Second Lien Term loans through senior secured notes amounting to US$500 million due 2025. The Group also has sufficient credit lines available for drawdown and the Company expects dividends from its subsidiaries with net earnings.

DIRECTORS

The Directors in office as at the date of this report are as follows:

Mr Rolando C Gapud	(Executive Chairman)
Mr Joselito D Campos, Jr	(Managing Director and Chief Executive Officer)
Mr Edgardo M Cruz, Jr	(Executive Director)
Mr Benedict Kwek Gim Song	(Lead Independent Director)
Mr Godfrey E Scotchbrook	(Independent Director)
Dr Emil Q Javier	(Independent Director)
Mrs Yvonne Goh	(Independent Director)

ARRANGEMENTS TO ENABLE DIRECTORS TO ACQUIRE SHARES OR DEBENTURES

Neither at the end of nor at any time during the financial year was the Company a party to any arrangement whose objects are, or one of whose objects is, to enable the Directors of the Company to acquire benefits by means of the acquisition of shares in, or debentures of, the Company, its subsidiaries or any other body corporate.

DIRECTORS' STATEMENT

YEAR ENDED 30 APRIL 2020

DIRECTORS' INTERESTS

According to the registers kept by the Company, particulars of interests of Directors in shares and share options in the Company who held office at the end of the financial year (including those held by their spouses and children) are as follows:

Directors' Interest in Shares:

	Direct interests			Deemed interests		
	As at beginning of the year 1 May 2019	**As at end of the year 30 April 2020**	**As at 21 May 2020**	**As at beginning of the year 1 May 2019**	**As at end of the year 30 April 2020**	**As at 21 May 2020**
The Company						
Ordinary shares of US$0.01 each						
Mr Rolando C Gapud	2,651,203	2,651,203	2,651,203	–	–	–
Mr Joselito D Campos, Jr	7,621,466	7,621,466	7,621,466	1,386,276,498	1,386,276,498	1,386,276,498
Mr Edgardo M Cruz, Jr	2,984,632	2,984,632	2,984,632	–	–	–
Dr Emil Q Javier	611,828	611,828	611,828	–	–	–
Mr Benedict Kwek Gim Song	117,092	117,092	117,092	–	–	–
Mr Godfrey E Scotchbrook	117,092	117,092	117,092	–	–	–

Directors' Interest in Options:

All unexercised options granted to Directors pursuant to the Del Monte Pacific Executive Stock Option Plan 1999 had lapsed on 6 March 2018.

Directors' Interest in Share Awards:

All share awards granted to Directors had since 20 September 2017 been vested and released to the Directors.

Except as disclosed in this report, no Director who held office at the end of the financial year had interests in shares, debentures, warrants, share options or share-based incentives of the Company or of related corporations, either at the beginning or at the end of the financial year.

DIRECTORS' CONTRACTUAL BENEFITS

Except for salaries, bonuses and fees, and those benefits that are disclosed in this report and in Notes 26 and 38 to the financial statements, since the end of the last financial year, no Director has received or become entitled to receive a benefit by reason of a contract made by the Company or a related corporation with the Director, or with a firm of which he is a member, or with a company in which he has a substantial financial interest.

SHARE OPTION AND INCENTIVE PLANS

The Company also has the Del Monte Pacific Executive Share Option Plan 2016 (ESOP 2016) which was approved by shareholders at the general meeting held on 30 August 2016. The ESOP 2016 aims to provide an opportunity for Group executives and Directors to participate in the equity of the Company in order to motivate them to excel in their performance. The ESOP 2016 is valid for a period of ten years; however, no options had been granted to date.

The ESOP 2016 is administered by the Remuneration and Share Option Committee (RSOC) which comprises the following members:

Mr Godfrey E Scotchbrook	(RSOC Chairman)
Mr Benedict Kwek Gim Song	(Member)
Dr Emil Q Javier	(Member)
Mrs Yvonne Goh	(Member)

Except as disclosed above, no options or share awards have been granted to the controlling shareholders of the Company or their associates, or to Directors of the Company or employees of the Group, either at the beginning or at the end of the financial year.

AUDIT AND RISK COMMITTEE

The Audit Committee was renamed Audit and Risk Committee (ARC) on 25 June 2015 as it had always served the function of overseeing the Company's risk management framework and policies. For the financial year ended 30 April 2020, the ARC comprised the following members:

Mr Benedict Kwek Gim Song	(ARC Chairman)
Mr Godfrey E Scotchbrook	(Member)
Dr Emil Q Javier	(Member)
Mrs Yvonne Goh	(Member)

From 1 May 2019 to 30 April 2020, the ARC held four meetings. The ARC reviews the effectiveness of the systems of internal controls of the Group, its accounting policies, annual financial statements and quarterly reports, the adequacy and effectiveness of the internal audit function, and the findings of both the external and internal auditors. The ARC may also examine whatever aspects it deems appropriate regarding the Group's financial affairs, its internal and external audits, and its exposure to risks of a regulatory or legal nature. Furthermore, all interested person transactions are subject to regular periodic reviews by the ARC to ensure that they are carried out on arm's length commercial terms, consistent with the Group's usual business practices and policies, and are not prejudicial to the Company's minority shareholders.

In performing its functions, the ARC reviewed the overall scope of both internal and external audits and the assistance given by the Company's officers to the auditors. The ARC met with the internal and external auditors to discuss the results of their respective examinations and their evaluation of the Group's system of internal controls. The ARC also reviewed the financial statements of the Company and the consolidated financial statements of the Group for the financial year ended 30 April 2020, as well as the external auditors' report thereon.

The ARC has full access to, and the cooperation of, Management and the internal auditors. It also has full discretion to invite any Director or executive officer to attend its meetings. The Chief Financial Officer attends all meetings of the ARC. The auditors have unrestricted access to the ARC. The ARC has reasonable resources to enable it to discharge its functions effectively.

DIRECTORS' STATEMENT

YEAR ENDED 30 APRIL 2020

INTERNAL CONTROLS

Based on the internal controls established and maintained by the Group, work performed by the internal and external auditors, assurances by the CEO, Chief Operating Officer, Chief Corporate Officer, Chief Financial Officer and Chief Compliance Officer, and reviews performed by Management and various Board Committees, the Board is of the opinion, and the ARC concurs, that the Group's internal controls, addressing financial, operational, compliance and information technology risks, and its risk management systems were adequate and effective as at 30 April 2020.

AUDITORS

The auditors, Ernst & Young LLP, have indicated their willingness to accept re-appointment.

On behalf of the Board of Directors

Mr Rolando C Gapud
Executive Chairman

Mr Joselito D Campos, Jr
Executive Director

Date: 12 August 2020

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF DEL MONTE PACIFIC LIMITED

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of Del Monte Pacific Limited (the "Company") and its subsidiaries (collectively, the "Group"), which comprise the statements of financial position of the Group and the Company as at 30 April 2020, the income statements, statements of comprehensive income, statements of changes in equity and statements of cash flows of the Group and the Company for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements of the Group and the Company present fairly, in all material respects, the financial position of the Group and the Company as at 30 April 2020, and their financial performance and their cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRSs).

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Group in accordance with the Accounting and Corporate Regulatory Authority ("ACRA") *Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities ("ACRA Code") and the International Code of Ethics for Professional Accountants (including International Independence Standards)* (IESBA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements, ACRA Code and IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying financial statements.

Key Audit Matters (cont'd)

Key audit matter	How our audit addressed the matter
Fair value of biological assets	
As at 30 April 2020, the Group has biological assets amounting to US$63.3 million. The gain on changes in the fair value of produce prior to harvest and harvested produce amounted to US$57.6 million for the year ended 30 April 2020. The valuation of biological assets was significant to our audit as the estimation process is complex, involves significant management estimate, and is based on assumptions that could be affected by natural phenomena. The key assumptions in determining the fair value of harvested produce include expected selling prices and gross margins. The key assumptions for the fair value of produce prior to harvest include its expected selling prices, gross margin, estimated tonnage of harvests and future growing costs. The Group's disclosures relating to biological assets and sources of estimation uncertainty are included in Note 11 to the financial statements.	We obtained an understanding of management's fair value measurement methodology and their process in deriving the fair value of the biological assets. We assessed the appropriateness of the methodology used in estimating the fair value. We tested the key assumptions used in the valuation, which include expected selling prices and gross margin for harvested produce; and expected selling prices, gross margin, estimated tonnage of harvests and future growing costs for produce prior to harvest, by comparing them to external data such as selling prices in the principal market and historical information. We also assessed the adequacy of the related disclosures related to biological assets.
Recoverability of goodwill and indefinite life trademarks	
As at 30 April 2020, the Group carries goodwill of US$203.4 million and indefinite life trademarks of US$408.0 million, representing 13% and 26% of the total non-current assets, respectively. *(a) Goodwill and indefinite life trademarks allocated to Del Monte Foods, Inc. and its subsidiaries* The Group's goodwill is allocated to a Cash Generating Unit (CGU), Del Monte Foods, Inc. and its subsidiaries. Included within the CGU are the indefinite life trademarks "Del Monte" and "College Inn" in the United States of America (USA) amounting to US$394.0 million. The Group uses the value in use calculation to estimate the recoverable amount of the CGU for the purposes of assessing whether there is any impairment to be recognised.	We obtained an understanding of the Group's impairment assessment process and the related controls including management's consideration of the potential impact that COVID-19 pandemic has on the Group's operations. We tested the reasonableness of the key assumptions, which include revenue growth rate, gross margin, EBITDA margin, discount rate, and long-term growth rate by comparing them against management plans, historical data and available market information in light of current market and economic conditions. We also performed independent sensitivity analysis on the key assumptions to consider the extent of reasonable change in these assumptions that individually or collectively would result in the impairment of these assets. We involved our internal specialist in evaluating certain key assumptions and methodology used.

Key Audit Matters (cont'd)

Key audit matter	How our audit addressed the matter
Recoverability of goodwill and indefinite life trademarks (cont'd)	
(a) *Goodwill and indefinite life trademarks allocated to Del Monte Foods, Inc. and its subsidiaries (cont'd)*	
The annual impairment test is significant to our audit because the valuation is complex, involves significant management judgement particularly given the changes in the market and economic conditions brought on by the COVID-19 pandemic, and is dependent on certain key estimates such as expected cash flow covering a five-year period and the long-term growth rate and discount rate of the CGU. The Group's disclosures relating to the goodwill and indefinite life trademarks allocated to Del Monte Foods, Inc. and its subsidiaries, sources of estimation uncertainty and sensitivity of the recoverable amounts are included in Note 8 to the financial statements.	We also focused on the adequacy of the Group's disclosures in Note 8 to the financial statements, about those assumptions to which the outcome of the impairment test was most sensitive, that is, those that have the most significant effect on the determination of the recoverable amount of the CGU.
(b) *Other indefinite life trademarks*	
As at 30 April 2020, other indefinite life trademarks comprising of "Del Monte" in the Philippines and India, "S&W" in Asia, and "Todays" in the Philippines are carried at US$14.0 million. The annual impairment test is significant to our audit because the valuation process is complex, involves significant management judgement particularly given the changes in market and economic conditions brought on by the COVID-19 pandemic and is dependent on certain estimates that can be affected by future market and economic conditions as well as trademark and royalty rates in the market.	We assessed the reasonableness of the forecasted revenue and royalty rates used to derive the recoverable amount of the brand and trademarks by comparing against available market and historical information. We also evaluated the significant assumptions used in the financial forecast of the CGU, which include revenue growth rates, EBITDA and long-term margins, terminal value growth rate and discount rate, by comparing them against management plans, historical data and available market information in light of current market and economic conditions. We involved our internal specialist in evaluating certain key assumptions and methodologies used.

Key Audit Matters (cont'd)

Key audit matter	How our audit addressed the matter
Recoverability of goodwill and indefinite life trademarks (cont'd)	
(b) Other indefinite life trademarks (cont'd)	
The Group used the Relief from Royalty methodology in valuing its Philippines and Asia S&W trademarks. This approach relies on the forecasted revenue for the related brand or trademark and applies the royalty rates observed in the market. For the India trademark, the Group used the discounted cash flow of the related CGU. This method relies on forecasted financial results which uses significant assumptions such as revenue growth rates, EBITDA and long-term margins, terminal value growth rate and discount rate. The Group's disclosures relating to its other indefinite life trademarks, sources of estimation uncertainty and sensitivity of the recoverable amounts are included in Notes 7 and 8 to the financial statements.	We performed independent sensitivity analysis on the key assumptions to consider the extent of reasonable change in these assumptions that individually or collectively would result in impairment of these assets.
Recoverability of deferred tax assets	
As at 30 April 2020, the Group has recognised net deferred tax assets of US$145.0 million, of which US$144.4 million was recognised by Del Monte Foods Inc., a subsidiary in the USA. The recoverability of the deferred tax asset was significant to our audit because it involves significant management judgement and is based on assumptions that are affected by future market or economic conditions. The key assumptions in the taxable income forecast include revenue growth rates and gross and EBITDA margins. The Group's disclosures relating to deferred tax and sources of estimation uncertainty are included in Note 9 to the financial statements.	We assessed the reasonableness of deferred tax assets recognised by comparing it to the taxable income forecast. We tested the key assumptions in estimating the taxable income forecast such as revenue growth rates and gross and EBITDA margins against available market information, management plans, historical performance and industry/market outlook in light of current market and economic conditions. We compared the consistency of management's taxable income forecasts with those included in the budget approved by the Board of Directors. We assessed the robustness of management's forecasting process by comparing the actual results of the subsidiary against the prior year forecast. We involved our internal tax specialist in reviewing the deductibility of the temporary differences.

Key Audit Matters (cont'd)

Key audit matter	How our audit addressed the matter
Valuation of defined benefit liability and asset	
As at 30 April 2020. the Group has defined benefit plans in the USA giving rise to defined benefit liability of US$77.4 million, which are measured using the projected unit credit valuation methodology. We considered this to be a key audit matter because of the magnitude of the amounts, management's judgement in the use of assumptions such as future salary increases, discount rates, mortality rates and health care trends and technical expertise required to determine these amounts. The Group's disclosures relating to its defined benefit liability and asset and sources of estimation uncertainty are included in Note 21 to the financial statements.	Our procedures included, among others, involving our internal specialist to assist us in reviewing the valuation methodology and the actuarial and demographic assumptions used by management to value the Group's various pension obligations. We evaluated the competence, capabilities and objectivity of management's specialist. We evaluated the key actuarial assumptions such as future salary increases, discount rates, mortality rates and health care trends by comparing them to market data and historical information. We tested the employees' payroll data on a sample basis, and reviewed the reconciliation of the membership census data used in the actuarial models to the payroll data of the Group.

OTHER INFORMATION

Management is responsible for the other information. The other information comprises the Group's 2020 Annual Report, but does not include the financial statements and our auditor's report thereon. The Group's 2020 Annual Report is expected to be made available to us after the date of this auditor's report. Our opinion on the financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

When we read the Group's 2020 Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to the directors and take appropriate actions in accordance with ISAs.

RESPONSIBILITIES OF MANAGEMENT AND DIRECTORS FOR THE FINANCIAL STATEMENTS

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IFRSs, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Group's and Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The director's responsibilities include overseeing the Group's financial reporting process.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D)

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

The partner in charge of the audit resulting in this independent auditor's report is Alvin Phua.

Ernst & Young LLP
Public Accountants and
Chartered Accountants

Singapore
12 August 2020

STATEMENTS OF FINANCIAL POSITION

AS AT 30 APRIL 2020 AND 2019

(In US$'000)

		Group		Company	
	Note	30 April 2020	30 April 2019	30 April 2020	30 April 2019
Noncurrent assets					
Property, plant and equipment – net	5	**507,497**	582,033	**–**	–
Right-of-use assets	24	**166,085**	–	**–**	–
Investments in subsidiaries	6	**–**	–	**620,027**	830,855
Investments in joint ventures	7	**22,855**	24,212	**–**	766
Intangible assets and goodwill	8	**701,347**	707,997	**–**	–
Deferred tax assets - net	9	**144,974**	106,321	**40**	27
Biological assets	11	**2,118**	1,682	**–**	–
Pension assets	21	**6,675**	8,240	**–**	–
Other noncurrent assets	10	**34,937**	41,622	**–**	–
Due from a related company	38	**–**	–	**228,683**	202,471
		1,586,488	1,472,107	**848,750**	1,034,119
Current assets					
Biological assets	11	**61,160**	52,320	**–**	–
Inventories	12	**482,463**	664,922	**–**	–
Trade and other receivables	13	**323,065**	149,054	**95,131**	3,187
Prepaid expenses and other current assets	14	**67,712**	34,190	**180**	192
Cash and cash equivalents	15	**33,465**	21,636	**766**	886
		967,865	922,122	**96,077**	4,265
Noncurrent assets held for sale	16	**–**	4,465	**–**	–
		967,865	926,587	**96,077**	4,265
Total assets		**2,554,353**	2,398,694	**944,827**	1,038,384
Equity					
Share capital	17	**49,449**	49,449	**49,449**	49,449
Share premium	18	**478,339**	478,339	**478,478**	478,478
Retained earnings	18	**60,763**	96,074	**60,763**	96,074
Reserves	18	**(77,474)**	(65,827)	**(77,474)**	(65,827)
Equity attributable to owners of the Company	39	**511,077**	558,035	**511,216**	558,174
Non-controlling interests	39	**54,820**	43,106	**–**	–
Total equity		**565,897**	601,141	**511,216**	558,174
Noncurrent liabilities					
Loans and borrowings	19	**97,737**	985,915	**75,000**	241,015
Lease liabilities	24	**127,696**	–	**–**	–
Employee benefits	21	**82,398**	63,781	**221**	148
Environmental remediation liabilities	22	**9,587**	697	**–**	–
Deferred tax liabilities - net	9	**12,447**	6,404	**–**	–
Other noncurrent liabilities	20	**23,380**	30,015	**–**	–
		353,245	1,086,812	**75,221**	241,163
Current liabilities					
Loans and borrowings	19	**1,298,292**	492,740	**291,282**	135,070
Lease liabilities	24	**30,829**	–	**–**	–
Employee benefits	21	**22,947**	27,640	**–**	–
Trade and other current liabilities	23	**276,893**	188,669	**67,108**	103,977
Current tax liabilities		**6,250**	1,692	**–**	–
		1,635,211	710,741	**358,390**	239,047
Total liabilities		**1,988,456**	1,797,553	**433,611**	480,210
Total equity and liabilities		**2,554,353**	2,398,694	**944,827**	1,038,384

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

INCOME STATEMENTS

YEARS ENDED 30 APRIL 2020, 2019 AND 2018

(In US$'000)

		Group			Company		
	Note	Year ended 30 April 2020	Year ended 30 April 2019	Year ended 30 April 2018	Year ended 30 April 2020	Year ended 30 April 2019	Year ended 30 April 2018
Revenue	25, 30	**2,128,343**	1,954,842	2,197,309	**–**	–	–
Cost of sales		**(1,676,186)**	(1,559,857)	(1,764,835)	**–**	–	–
Gross profit		**452,157**	394,985	432,474	**–**	–	–
Distribution and selling expenses		**(213,414)**	(202,839)	(221,433)	**–**	–	–
General and administrative expenses		**(120,010)**	(115,540)	(163,378)	**(11,099)**	(10,685)	(8,823)
Other (expenses) income – net		**(67,745)**	3,516	(18,162)	**1,524**	1,234	839
Results from operating activities		**50,988**	80,122	29,501	**(9,575)**	(9,451)	(7,984)
Finance income	27	**7,738**	21,985	41,472	**22,111**	20,231	1,086
Finance expense	27	**(120,493)**	(100,424)	(105,653)	**(16,323)**	(17,518)	(16,275)
Net finance (expense) income		**(112,755)**	(78,439)	(64,181)	**5,788**	2,713	(15,189)
Share in net (loss) income of joint ventures and subsidiaries	7	**(2,887)**	(983)	(1,552)	**(77,592)**	27,060	(13,303)
(Loss) profit before taxation	26	**(64,654)**	700	(36,232)	**(81,379)**	20,322	(36,476)
Tax (expense) credit – net	28	**(29,176)**	13,524	(14,844)	**(15)**	(2)	(16)
(Loss) profit for the year		**(93,830)**	14,224	(51,076)	**(81,394)**	20,320	(36,492)
(Loss) profit attributable to:							
Owners of the Company	29	**(81,394)**	20,319	(36,492)	**(81,394)**	20,320	(36,492)
Non-controlling interests		**(12,436)**	(6,095)	(14,584)	**–**	–	–
		(93,830)	14,224	(51,076)	**(81,394)**	20,320	(36,492)
(Loss) Earnings per share							
Basic (loss) earnings per share (US cents)	29	**(5.20)**	0.03	(2.70)			
Diluted (loss) earnings per share (US cents)	29	**(5.20)**	0.03	(2.70)			

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF COMPREHENSIVE INCOME

YEARS ENDED 30 APRIL 2020, 2019 AND 2018

(In US$'000)

	Note	Year ended 30 April 2020	Year ended 30 April 2019	Year ended 30 April 2018
Group				
(Loss) profit for the year		**(93,830)**	14,224	(51,076)
Other comprehensive income (loss)				
Items that will or may be reclassified subsequently to profit or loss:				
Currency translation differences		**5,401**	(1,838)	(13,428)
Effective portion of changes in fair value of cash flow hedges		**962**	462	9,330
Tax impact on share in cash flow hedges		**(236)**	(113)	(4,098)
		6,127	(1,489)	(8,196)
Items that will not be reclassified to profit or loss:				
Remeasurement of retirement plans	21	**(28,993)**	(2,513)	23,326
Tax impact on remeasurement of retirement plans	9	**6,113**	2,127	(5,469)
Gain on property revaluation	5	**4,066**	–	–
Tax impact on revaluation reserve	9	**(1,220)**	–	–
		(20,034)	(386)	17,857
Other comprehensive (loss) income for the year, net of tax		**(13,907)**	(1,875)	9,661
Total comprehensive (loss) income for the year		**(107,737)**	12,349	(41,415)
Total comprehensive (loss) income attributable to:				
Owners of the Company		**(93,041)**	18,194	(28,824)
Non-controlling interests		**(14,696)**	(5,845)	(12,591)
		(107,737)	12,349	(41,415)

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF COMPREHENSIVE INCOME

YEARS ENDED 30 APRIL 2020, 2019 AND 2018

(In US$'000)

	Year ended 30 April 2020	Year ended 30 April 2019	Year ended 30 April 2018
Company			
(Loss) profit for the year	**(81,394)**	20,319	(36,492)
Other comprehensive income (loss)			
Items that will or may be reclassified subsequently to profit or loss:			
Share in currency translation differences of subsidiaries	**5,378**	(1,860)	(13,428)
Share in effective portion of changes in fair value of cash flow hedges of a subsidiary	**860**	425	8,777
Tax impact on share in cash flow hedges	**(210)**	(113)	(4,098)
	6,028	(1,548)	(8,749)
Items that will not be reclassified to profit or loss:			
Share in remeasurement of retirement plans of subsidiaries	**(26,014)**	(1,812)	21,448
Tax impact on share in remeasurement of retirement plans	**5,493**	1,235	(5,031)
Share in the revaluation reserve of a subsidiary	**4,066**	–	–
Tax impact on share in the revaluation reserve of a subsidiary	**(1,220)**	–	–
	(17,675)	(577)	16,417
Other comprehensive (loss) income for the year, net of tax	**(11,647)**	(2,125)	7,668
Total comprehensive (loss) income for the year	**(93,041)**	18,194	(28,824)

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF CHANGES IN EQUITY

YEARS ENDED 30 APRIL 2020, 2019 AND 2018

(In US$'000)

		Attributable to owners of the Company											
	Note	Share capital	Share premium	Translation reserve	Revaluation reserve	Remeasure-ment of retirement plans	Hedging reserve	Share option reserve	Reserve for own shares	Retained earnings	Total	Non-controlling interests	Total equity
Group													
2020													
At 30 April 2019		49,449	478,339	(93,375)	10,885	17,648	(2,452)	1,753	(286)	96,074	558,035	43,106	601,141
Effect of adoption of IFRS 16, Leases	3	–	–	–	–	–	–	–	–	(1,013)	(1,013)	–	(1,013)
		49,449	478,339	(93,375)	10,885	17,648	(2,452)	1,753	(286)	95,061	557,022	43,106	600,128
Total comprehensive loss for the year													
Loss for the year		–	–	–	–	–	–	–	–	(81,394)	(81,394)	(12,436)	(93,830)
Other comprehensive income (loss)													
Currency translation differences		–	–	5,378	–	–	–	–	–	–	5,378	23	5,401
Gain on property revaluation, net of tax		–	–	–	2,846	–	–	–	–	–	2,846	–	2,846
Remeasurement of retirement plans, net of tax	21	–	–	–	–	(20,521)	–	–	–	–	(20,521)	(2,359)	(22,880)
Effective portion of changes in fair value of cash flow hedges, net of tax		–	–	–	–	–	650	–	–	–	650	76	726
Total other comprehensive income (loss)		–	–	5,378	2,846	(20,521)	650	–	–	–	(11,647)	(2,260)	(13,907)
Total comprehensive income (loss) for the year		–	–	5,378	2,846	(20,521)	650	–	–	(81,394)	(93,041)	(14,696)	(107,737)
Transactions with owners of the Company recognised directly in equity													
Contributions by and distributions to owners of the Company													
Sale of shares of a subsidiary	6	–	–	–	–	–	–	–	–	76,958	76,958	26,410	103,368
Dividends	18	–	–	–	–	–	–	–	–	(29,862)	(29,862)	–	(29,862)
Total contributions by and distributions to owners		–	–	–	–	–	–	–	–	47,096	47,096	26,410	73,506
At 30 April 2020	17, 18	49,449	478,339	(87,997)	13,731	(2,873)	(1,802)	1,753	(286)	60,763	511,077	54,820	565,897

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF CHANGES IN EQUITY

YEARS ENDED 30 APRIL 2020, 2019 AND 2018

(In US$'000)

	Note	Attributable to owners of the Company											
		Share capital	Share premium	Translation reserve	Revaluation reserve	Remeasurement of retirement plans	Hedging reserve	Share option reserve	Reserve for own shares	Retained earnings	Total	Non-controlling interests	Total equity
Group													
2019													
At 30 April 2018		49,449	478,323	(91,515)	10,885	18,225	(2,764)	1,373	(286)	95,505	559,195	49,065	608,260
Total comprehensive income (loss) for the year													
Profit for the year		–	–	–	–	–	–	–	–	20,319	20,319	(6,095)	14,224
Other comprehensive income (loss)													
Currency translation differences		–	–	(1,860)	–	–	–	–	–	–	(1,860)	22	(1,838)
Remeasurement of retirement plans, net of tax	21	–	–	–	–	(577)	–	–	–	–	(577)	191	(386)
Effective portion of changes in fair value of cash flow hedges, net of tax		–	–	–	–	–	312	–	–	–	312	37	349
Total other comprehensive income (loss)		–	–	(1,860)	–	(577)	312	–	–	–	(2,125)	250	(1,875)
Total comprehensive income (loss) for the year		–	–	(1,860)	–	(577)	312	–	–	20,319	18,194	(5,845)	12,349
Transactions with owners of the Company recognised directly in equity													
Contributions by and distributions to owners of the Company													
Refund of transaction costs from issue of preference shares in FY2018		–	16	–	–	–	–	–	–	–	16	–	16
Value of employee services received for issue of share options	26	–	–	–	–	–	–	380	–	–	380	(114)	266
Dividends	18	–	–	–	–	–	–	–	–	(19,750)	(19,750)	–	(19,750)
Total contributions by and distributions to owners		–	16	–	–	–	–	380	–	(19,750)	(19,354)	(114)	(19,468)
At 30 April 2019	17, 18	49,449	478,339	(93,375)	10,885	17,648	(2,452)	1,753	(286)	96,074	558,035	43,106	601,141

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF CHANGES IN EQUITY

YEARS ENDED 30 APRIL 2020, 2019 AND 2018

(In US$'000)

		Attributable to owners of the Company											
	Note	Share capital	Share premium	Translation reserve	Revaluation reserve	Remeasure-ment of retirement plans	Hedging reserve	Share option reserve	Reserve for own shares	Retained earnings	Total	Non-controlling interests	Total equity
Group													
2018													
At 30 April 2017		39,449	390,320	(78,087)	10,885	1,808	(7,443)	1,779	(802)	159,169	517,078	61,477	578,555
Total comprehensive loss for the year													
Loss for the year		–	–	–	–	–	–	–	–	(36,492)	(36,492)	(14,584)	(51,076)
Other comprehensive income (loss)													
Currency translation differences		–	–	(13,428)	–	–	–	–	–	–	(13,428)	–	(13,428)
Remeasurement of retirement plans, net of tax		–	–	–	–	16,417	–	–	–	–	16,417	1,440	17,857
Effective portion of changes in fair value of cash flow hedges, net of tax		–	–	–	–	–	4,679	–	–	–	4,679	553	5,232
Total other comprehensive income (loss)		–	–	(13,428)	–	16,417	4,679	–	–	–	7,668	1,993	9,661
Total comprehensive income (loss) for the year		–	–	(13,428)	–	16,417	4,679	–	–	(36,492)	(28,824)	(12,591)	(41,415)
Transactions with owners of the Company recognised directly in equity													
Contributions by and distributions to owners of the Company													
Issuance of preference shares	17	10,000	90,000	–	–	–	–	–	–	–	100,000	–	100,000
Transaction costs from issue of preference shares		–	(2,085)	–	–	–	–	–	–	–	(2,085)	–	(2,085)
Share options expired		–	138	–	–	–	–	(138)	–	–	–	–	–
Release of share awards	17	–	(50)	–	–	–	–	(466)	516	–	–	–	–
Value of employee services received for issue of share options	26	–	–	–	–	–	–	198	–	–	198	179	377
Dividends	18	–	–	–	–	–	–	–	–	(27,172)	(27,172)	–	(27,172)
Total contributions by and distributions to owners		10,000	88,003	–	–	–	–	(406)	516	(27,172)	70,941	179	71,120
At 30 April 2018	17, 18	49,449	478,323	(91,515)	10,885	18,225	(2,764)	1,373	(286)	95,505	559,195	49,065	608,260

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF CHANGES IN EQUITY

YEARS ENDED 30 APRIL 2020, 2019 AND 2018

(In US$'000)

	Note	Share capital	Share premium	Share in translation reserve of subsidiaries	Share in revaluation reserve of subsidiaries	Share in remeasurement of retirement plans of subsidiaries	Share in hedging reserve of a subsidiary	Share option reserve	Reserve for own shares	Retained earnings	Total equity
Company											
2020											
At 30 April 2019		49,449	478,478	(93,375)	10,885	17,648	(2,452)	1,753	(286)	96,074	558,174
Effect of adoption of IFRS 16, Leases	3	–	–	–	–	–	–	–	–	(1,013)	(1,013)
		49,449	478,478	(93,375)	10,885	17,648	(2,452)	1,753	(286)	95,061	557,161
Total comprehensive loss for the year											
Loss for the year		–	–	–	–	–	–	–	–	(81,394)	(81,394)
Other comprehensive income (loss)											
Currency translation differences		–	–	5,378	–	–	–	–	–	–	5,378
Gain on property revaluation, net of tax					2,846						2,846
Remeasurement of retirement plans, net of tax	21	–	–	–	–	(20,521)	–	–	–	–	(20,521)
Effective portion of changes in fair value of cash flow hedges, net of tax		–	–	–	–	–	650	–	–	–	650
Total other comprehensive income (loss)		–	–	5,378	2,846	(20,521)	650	–	–	–	(11,647)
Total comprehensive income (loss) for the year		–	–	5,378	2,846	(20,521)	650	–	–	(81,394)	(93,041)
Transactions with owners of the Company recognised directly in equity											
Contributions by and distributions to owners of the Company											
Sale of shares of a subsidiary	6	–	–	–	–	–	–	–	–	76,958	76,958
Dividends	18	–	–	–	–	–	–	–	–	(29,862)	(29,862)
Total contributions by and distributions to owners		–	–	–	–	–	–	–	–	47,096	47,096
At 30 April 2020	17, 18	49,449	478,478	(87,997)	13,731	(2,873)	(1,802)	1,753	(286)	60,763	511,216

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF CHANGES IN EQUITY

YEARS ENDED 30 APRIL 2020, 2019 AND 2018

(In US$'000)

	Note	Share capital	Share premium	Share in translation reserve of subsidiaries	Share in revaluation reserve of subsidiaries	Share in remeasurement of retirement plans of subsidiaries	Share in hedging reserve of a subsidiary	Share option reserve	Reserve for own shares	Retained earnings	Total equity
Company											
2019											
At 30 April 2018		49,449	478,462	(91,515)	10,885	18,225	(2,764)	1,373	(286)	95,505	559,334
Total comprehensive income (loss) for the year											
Profit for the year		–	–	–	–	–	–	–	–	20,319	20,319
Other comprehensive income (loss)											
Currency translation differences		–	–	(1,860)	–	–	–	–	–	–	(1,860)
Remeasurement of retirement plans, net of tax	21	–	–	–	–	(577)	–	–	–	–	(577)
Effective portion of changes in fair value of cash flow hedges, net of tax		–	–	–	–	–	312	–	–	–	312
Total other comprehensive income (loss)		–	–	(1,860)	–	(577)	312	–	–	–	(2,125)
Total comprehensive income for the year		–	–	(1,860)	–	(577)	312	–	–	20,319	18,194
Transactions with owners of the Company recognised directly in equity											
Contributions by and distributions to owners of the Company											
Refund of transaction costs from issue of preference shares in FY2018		–	16	–	–	–	–	–	–	–	16
Value of employee services received for issue of share options	26	–	–	–	–	–	–	380	–	–	380
Dividends	18	–	–	–	–	–	–	–	–	(19,750)	(19,750)
Total contributions by and distributions to owners		–	16	–	–	–	–	380	–	(19,750)	(19,354)
At 30 April 2019	17, 18	49,449	478,478	(93,375)	10,885	17,648	(2,452)	1,753	(286)	96,074	558,174

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF CHANGES IN EQUITY

YEARS ENDED 30 APRIL 2020, 2019 AND 2018

(In US$'000)

	Note	Share capital	Share premium	Share in translation reserve of subsidiaries	Share in revaluation reserve of subsidiaries	Share in remeasurement of retirement plans of subsidiaries	Share in hedging reserve of a subsidiary	Share option reserve	Reserve for own shares	Retained earnings	Total equity
Company											
2018											
At 30 April 2017		39,449	390,459	(78,087)	10,885	1,808	(7,443)	1,779	(802)	159,169	517,217
Total comprehensive loss for the year											
Loss for the year		–	–	–	–	–	–	–	–	(36,492)	(36,492)
Other comprehensive income (loss)											
Currency translation differences		–	–	(13,428)	–	–	–	–	–	–	(13,428)
Remeasurement of retirement plans, net of tax		–	–	–	–	16,417	–	–	–	–	16,417
Effective portion of changes in fair value of cash flow hedges, net of tax		–	–	–	–	–	4,679	–	–	–	4,679
Total other comprehensive income (loss)		–	–	(13,428)	–	16,417	4,679	–	–	–	7,668
Total comprehensive income (loss) for the year		–	–	(13,428)	–	16,417	4,679	–	–	(36,492)	(28,824)
Transactions with owners of the Company recognised directly in equity											
Contributions by and distributions to owners of the Company											
Issuance of preference shares	17	10,000	90,000	–	–	–	–	–	–	–	100,000
Transaction costs from issue of preference shares		–	(2,085)	–	–	–	–	–	–	–	(2,085)
Value of employee services received for issue of share options	26	–	–	–	–	–	–	198	–	–	198
Share options expired		–	138	–	–	–	–	(138)	–	–	–
Release of share awards		–	(50)	–	–	–	–	(466)	516	–	–
Dividends	18	–	–	–	–	–	–	–	–	(27,172)	(27,172)
Total contributions by and distributions to owners		10,000	88,003	–	–	–	–	(406)	516	(27,172)	70,941
At 30 April 2018	17, 18	49,449	478,462	(91,515)	10,885	18,225	(2,764)	1,373	(286)	95,505	559,334

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF CASH FLOWS

YEARS ENDED 30 APRIL 2020, 2019 AND 2018

(In US$'000)

		Group			Company		
	Note	Year ended 30 April 2020	Year ended 30 April 2019	Year ended 30 April 2018	Year ended 30 April 2020	Year ended 30 April 2019	Year ended 30 April 2018
Cash flows from operating activities							
Profit (loss) for the year		**(93,830)**	14,224	(51,076)	**(81,394)**	20,319	(36,492)
Adjustments to reconcile profit (loss) for the year to net cash flows:							
Amortisation of intangible assets	8	**6,650**	6,654	7,784	**–**	–	–
Depreciation of property, plant and equipment	5	**136,674**	132,052	140,061	**–**	–	–
Amortisation of right-of-use assets	24	**35,179**	–	–	**–**	–	–
Impairment loss (reversal of impairment) of property, plant and equipment	5	**40,746**	1,262	24,534	**–**	–	–
Loss (gain) on disposal of property, plant and equipment	26	**2,502**	(6,158)	(11,317)	**–**	–	–
Equity-settled share-based payment transactions		**–**	266	377	**–**	–	30
Share in losses (earnings) of joint ventures and subsidiaries	7	**2,887**	983	1,552	**77,592**	(27,060)	13,303
Finance income		**(7,738)**	(18,132)	(38,567)	**(22,111)**	(20,231)	(1,086)
Finance expense		**119,198**	100,363	104,992	**16,317**	17,518	16,275
Unrealised foreign exchange gain (loss)		**1,295**	(3,792)	(2,244)	**6**	–	–
Tax expense - current	28	**55,424**	11,721	11,701	**21**	7	25
Tax credit - deferred	9, 28	**(26,248)**	(25,245)	3,143	**(6)**	(5)	(9)
Ineffective portion of cash flow hedges		**941**	264	846	**–**	–	–
Impairment losses on noncurrent assets held for sale		**–**	775	–	**–**	–	–
		273,680	215,237	191,786	**(9,575)**	(9,452)	(7,954)
Changes in:							
Other assets		**(28,447)**	6,281	(5,169)	**–**	–	–
Inventories		**182,344**	104,077	147,643	**–**	–	–
Biological assets		**(7,505)**	(10,650)	(537)	**–**	–	–
Trade and other receivables		**(48,956)**	12,043	12,716	**(29)**	(24)	(1)
Prepaid expenses and other current assets		**(6,922)**	(4,083)	10,600	**(17)**	30	(143)
Employee benefits		**14,144**	3,304	16,298	**17**	–	–
Trade and other payables		**44,377**	(138,454)	(11,777)	**1,837**	(5,481)	(6,833)
Operating cash flows		**422,715**	187,755	361,560	**(7,767)**	(14,927)	(14,931)
Taxes paid		**(46,982)**	(6,830)	(4,574)	**(22)**	(31)	(22)
Net cash flows provided by (used in) operating activities		**375,733**	180,925	356,986	**(7,789)**	(14,958)	(14,953)

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF CASH FLOWS

YEARS ENDED 30 APRIL 2020, 2019 AND 2018

(In US$'000)

		Group			Company		
	Note	Year ended 30 April 2020	Year ended 30 April 2019	Year ended 30 April 2018	Year ended 30 April 2020	Year ended 30 April 2019	Year ended 30 April 2018
Cash flows from investing activities							
Interest received		**756**	715	550	**1**	–	5
Proceeds from disposal of property, plant and equipment and noncurrent assets held for sale		**29,238**	16,206	41,241	**–**	–	–
Acquisitions of property, plant and equipment		**(130,864)**	(123,479)	(144,776)	**–**	–	–
Investments in joint ventures	7	**(1,530)**	–	(950)	**–**	–	(949)
Advances to joint ventures		**–**	–	–	**(140)**	(950)	(1,570)
Repayments from joint ventures		**–**	–	–	**–**	–	6,013
Advances to related company		**–**	–	–	**(235,388)**	(89,232)	(97,335)
Dividend received		**–**	–	–	**230,474**	33,000	57,989
Net cash flows used in investing activities		**(102,400)**	(106,558)	(103,935)	**(5,053)**	(57,182)	(35,847)
Cash flows from financing activities							
Interest paid		**(94,648)**	(87,494)	(94,961)	**(15,637)**	(15,927)	(12,370)
Proceeds from borrowings	40	**788,696**	886,279	807,822	**105,000**	227,841	154,570
Repayment of borrowings	40	**(891,423)**	(860,631)	(1,053,042)	**(115,000)**	(187,670)	(145,500)
Proceeds from issuance of share capital	17	**–**	–	100,000	**–**	–	100,000
Refund (payment) of transaction costs related to issuance of share capital		**–**	16	(2,085)	**–**	16	(2,085)
Repayments of advances from related companies		**–**	–	–	**(46,864)**	–	(281,994)
Advances from related companies		**–**	–	–	**115,036**	65,866	262,025
Payment of debt related costs		**–**	(146)	(4,515)	**–**	–	(730)
Payments of lease liability	24	**(34,427)**	–	–	**–**	–	–
Dividends paid	18	**(29,862)**	(19,750)	(27,172)	**(29,862)**	(19,750)	(27,172)
Net cash flows (used in) provided by financing activities		**(261,664)**	(81,726)	(273,953)	**12,673**	70,376	46,744

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF CASH FLOWS

YEARS ENDED 30 APRIL 2020, 2019 AND 2018

(In US$'000)

		Group			Company		
	Note	Year ended 30 April 2020	Year ended 30 April 2019	Year ended 30 April 2018	Year ended 30 April 2020	Year ended 30 April 2019	Year ended 30 April 2018
Net increase (decrease) in cash and cash equivalents		**11,669**	(7,359)	(20,902)	**(169)**	(1,764)	(4,056)
Effect of exchange rate changes on cash and cash equivalents held in foreign currency		**160**	4,749	7,577	**49**	(59)	(2)
Cash and cash equivalents at beginning of year		**21,636**	24,246	37,571	**886**	2,709	6,767
Cash and cash equivalents at end of year	15	**33,465**	21,636	24,246	**766**	886	2,709

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 APRIL 2020

These notes form an integral part of the financial statements.

The accompanying financial statements were approved and authorised for issuance by the Board of Directors (the "Board" or "BOD") on 12 August 2020.

1. DOMICILE AND ACTIVITIES

Del Monte Pacific Limited (the "Company") was incorporated as an international business company in the British Virgin Islands on 27 May 1999 under the International Business Companies Act (Cap. 291) of the British Virgin Islands. It was automatically re-registered as a company on 1 January 2007 when the International Business Companies Act was repealed and replaced by the Business Companies Act 2004 of the British Virgin Islands.

The registered office of the Company is located at Craigmuir Chambers, Road Town, Tortola, British Virgin Islands.

The principal activity of the Company is that of investment holding. Its subsidiaries are principally engaged in growing, processing, and selling packaged fruits, vegetable and tomato, fresh pineapples, sauces, condiments, pasta, broth and juices, mainly under the brand names of "Del Monte", "S&W", "Today's", "Contadina", "College Inn" and other brands. The Company's subsidiaries also produce and distribute private label food products.

The immediate holding company is NutriAsia Pacific Limited ("NAPL") whose indirect shareholders are NutriAsia Inc. ("NAI") and Well Grounded Limited ("WGL"), which at 30 April 2020, 2019 and 2018, held 57.8% and 42.2% interests in NAPL, respectively, through their intermediary company, NutriAsia Holdings Limited. NAPL, NAI and WGL were incorporated in the British Virgin Islands. The ultimate holding company is HSBC International Trustee Limited.

On 2 August 1999, the Company was admitted to the Official List of the Singapore Exchange Securities Trading Limited ("SGX-ST"). The Ordinary Shares of the Company were also listed on the Philippine Stock Exchange Inc. ("PSE") on 10 June 2013. The first tranche of the Company's Preference Shares was listed on 7 April 2017 and the second tranche on 15 December 2017.

On 6 August 2010, the Company established DM Pacific Limited-ROHQ ("ROHQ"), the regional operating headquarters of the Company in the Philippines. The ROHQ is registered with and licensed by the Securities and Exchange Commission ("SEC") to engage in general administration and planning, business planning and coordination, sourcing and procurement of raw materials and components, corporate financial advisory, marketing control and sales promotion, training and personnel management, logistics services, research and product development, technical support and maintenance, data processing and communication, and business development. The ROHQ commenced its operations in October 2015.

The financial statements of the Group as at and for the year ended 30 April 2020 comprise the Company and its subsidiaries (together referred to as the "Group", and individually as "Group entities"), and the Group's interests in joint ventures.

2. GOING CONCERN

As at 30 April 2020, the Group and the Company's current liabilities exceeded its current assets by US$667.3 million and US$262.3 million (2019: net current assets of US$215.8 million and US$234.8 million), respectively. As disclosed in Note 19, the Group's and the Company's total loans and borrowings amounted to US$1,396.0 million and US$366.3 million (2019: US$ 1,478.7 million and US$376.1 million), of which US$1,298.3 million and US$291.3 million (2019: US$492.7 million and US$135.1 million) were classified as current liabilities. This was mainly driven by the Secured First Lien Term Loan of Del Monte Foods, Inc. ("DMFI") and current portion of long-term loans of Del Monte Philippines, Inc. ("DMPI") and the Company that will be due within fiscal year 2021.

Management believes that the Group, collectively, will be able to pay its liabilities as and when they fall due. Accordingly, the use of going concern assumption is appropriate taking into account the following:

- DMFI has successfully refinanced the Secured First Lien Term Loan through senior secured notes amounting to US$500.0 million due in 2025.

- The Company and DMPI are in the process of refinancing the current portion of long-term loans that are falling due in August 2020.

- The Group has sufficient credit lines available for draw down and as such, management believes that the Group will have sufficient working capital to enable to meet its objectives and future financial obligations.

- The Group generated net operating cash flows of US$375.7 million (30 April 2019: US$180.9 million). Management expects that the operating costs will be further reduced in the succeeding years as the Group further reviews its manufacturing and distribution footprint in the US as well as streamline its operations to further improve operational efficiency with the intent of increasing future operating cash flows.

3. BASIS OF PREPARATION

3.1 Statement of compliance

The financial statements have been prepared in accordance with International Financial Reporting Standards ("IFRSs").

3.2 Basis of measurement

The financial statements have been prepared on historical cost basis except as otherwise described in the succeeding notes below.

3.3 Functional and presentation currency

The financial statements are presented in United States Dollars (US$) which is the Company's functional currency. All financial information presented in US Dollars has been rounded to the nearest thousand, unless otherwise stated.

3. BASIS OF PREPARATION (CONT'D)

3.4 Use of estimates and judgements

The preparation of the financial statements in conformity with IFRS requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Judgements

Information about judgements made in applying accounting policies that have the most significant effects on the amounts recognised in the financial statements are included in the following notes:

Note 6	–	Determination of control over subsidiaries
Note 6	–	Deconsolidation of Del Monte Andina C.A.
Note 6	–	Debt versus equity classification
Note 8	–	Assessment of intangible assets with indefinite useful life
Note 16	–	Classification of assets held for sale
Note 24	–	Determination of lease term of contracts with renewal options
Note 37	–	Contingencies

Estimates and underlying assumptions

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

Information about assumptions and estimation uncertainties that have a significant risk resulting in a material adjustment within the next financial year are included in the following notes:

Note 5	–	Useful lives of property, plant and equipment, revaluation of freehold land, estimate of harvest for bearer plant's depreciation
Note 5	–	Impairment of property, plant and equipment
Note 6	–	Recoverability of investments in subsidiaries
Note 6	–	Obligation to deliver additional Redeemable and Convertible Preferred Shares ("RCPS")
Note 6	–	Fair valuation of derivative liability
Note 7	–	Recoverability of investments in joint ventures
Note 8	–	Useful lives of intangible assets and impairment of goodwill and intangible assets
Note 9	–	Realisability of deferred tax assets
Note 11	–	Future cost of growing crops and fair value of livestock, harvested crops, and produce prior to harvest and future volume of harvest
Note 12	–	Allowance for inventory obsolescence and net realisable value
Note 13	–	Impairment of trade and nontrade receivables
Note 21	–	Measurement of employee benefit obligations
Note 22	–	Estimation of environmental remediation liabilities
Note 23	–	Estimation of trade promotion accruals
Note 24	–	Determination of incremental borrowing rate for lease liabilities
Note 28	–	Measurement of income tax
Note 35	–	Determination of fair values
Note 37	–	Contingencies

3. BASIS OF PREPARATION (CONT'D)

3.5 Measurement of fair value

Fair value is the estimated price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability or in the most advantageous market for the asset or liability. The principal or most advantageous market must be accessible to the Group.

The fair value of an asset or liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities that the Group can access at the measurement date.

- Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

- Level 3: unobservable inputs for the asset or liability.

If the inputs used to measure the fair value of an asset or a liability fall into different levels of the fair value hierarchy, then the fair value measurement is categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

The Group recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

3.6 Adoption of New or Revised Standards, Amendments to Standards and Interpretations

The Group applied for the first time certain pronouncements, effective 1 May 2019. Adoption of these pronouncements did not have a significant impact to the financial statements of the Group and the Company unless otherwise stated.

- IFRS 16, *Leases*

  IFRS 16 supersedes IAS 17, *Leases*, IFRIC 4 *Determining whether an Arrangement contains a Lease, SIC-15 Operating Leases-Incentives and* SIC-27 *Evaluating the Substance of Transactions Involving the Legal Form of a Lease*. The standard sets out the principles for the recognition, measurement, presentation and disclosure of leases and requires lessees to recognise the most leases on the consolidated statement of financial position.

  Lessees will be also required to remeasure the lease liability upon the occurrence of certain events (e.g., a change in the lease term, a change in future lease payments resulting from a change in an index or rate used to determine those payments). The lessee will generally recognise the amount of the remeasurement of the lease liability as an adjustment to the right-of-use asset.

3. BASIS OF PREPARATION (CONT'D)

3.6 Adoption of New or Revised Standards, Amendments to Standards and Interpretations (cont'd)

- IFRS 16, *Leases* (cont'd)

  Lessor accounting under IFRS 16 is substantially unchanged from today's accounting under IAS 17. Lessors will continue to classify all leases using the same classification principle as in IAS 17 and distinguish between two types of leases: operating and finance leases.

  The Group applied IFRS 16 using the modified retrospective approach, under which the cumulative effect of initial application is recognised in retained earnings as at 1 May 2019. Accordingly, the comparative information presented for fiscal year 2019 has not been restated. In relation to those leases under IFRS 16, the Group recognised depreciation and interest costs, instead of operating lease expense.

  As a lessee, the Group previously classified leases as operating or finance leases based on its assessment of whether the lease transferred substantially all of the risk and rewards of ownership. Under IFRS 16, the Group recognises right-of-use assets and lease liabilities for most leases, except for some short-term and low-value assets.

  At transition, for leases classified as operating leases under IAS 17, lease liabilities were measured at the present value of the remaining lease payments, discounted at the Group's incremental borrowing rate as at 1 May 2019. The right-of-use assets on lease agreements of some office buildings and warehouses were recognised based on the carrying amount as if the standard had always been applied, apart from the use of incremental borrowing rate (IBR) at the date of initial application. For other leases, the right-of-use assets were recognised based on the amount equal to the lease liabilities, adjusted for any related prepaid and accrued lease payments outstanding at the date of transition.

  For leases classified as finance leases under IAS 17, the carrying amount of the right-of-use asset and the lease liability at 1 May 2019 were determined at the carrying amount of lease asset and lease liability under IAS 17 immediately before that date. The Group has no finance leases under IAS 17.

  Right-of-use assets and lease liabilities are presented separately in the consolidated statement of financial position.

  The impact of adoption of IFRS 16 on the consolidated statement of financial position as at 1 May 2019 is as follows:

	As at 1 May 2019 US$'000
Assets	
Prepaid expenses and other current assets	(9,234)
Right-of-use assets - net	209,170
Other noncurrent assets	(17,972)
	181,964
Liabilities and Equity	
Lease liabilities	192,283
Other noncurrent liabilities	(7,609)
Deferred tax liabilities - net	(1,697)
	182,977
Retained earnings	(1,013)
	181,964

3. BASIS OF PREPARATION (CONT'D)

3.6 Adoption of New or Revised Standards, Amendments to Standards and Interpretations (cont'd)

- IFRS 16, *Leases* (cont'd)

  The Group also applied the available practical expedients wherein it:

  - Used a single discount rate to a portfolio of leases with reasonably similar characteristics
  - Relied on its assessment of whether leases are onerous immediately before the date of initial application
  - Applied the short-term leases exemptions to leases with lease term that ends within 12 months of the date of initial application
  - Excluded the initial direct costs from the measurement of the right-of-use asset at the date of initial application
  - Used hindsight in determining the lease term where the contract contained options to extend or terminate the lease

  Based on the above, as at 1 May 2019:

  - Right-of-use assets of US$209.2 million were recognised and presented separately in the statement of financial position.
  - Lease liabilities of US$192.3 million were recognised.
  - Other noncurrent assets of US$18.0 million, prepaid assets of US$9.2 million and other noncurrent liabilities of US$7.6 million related to previous operating leases arising from straight-lining under IAS 17 were derecognised.
  - Deferred tax liabilities decreased by US$1.7 million because of the deferred tax impact of the changes in assets and liabilities.
  - The net effect of these adjustments was adjusted to retained earnings amounting to US$1.0 million.

  The lease liabilities as at 1 May 2019 can be reconciled to the operating lease commitments as at 30 April 2019 as follows:

	US$'000
Operating lease commitments as at 30 April 2019	248,188
Less: Present value discount using the Group's IBR	(47,985)
Discounted operating lease commitments as at 1 May 2019	200,203
Less: Commitments relating to short term leases/seasonal leases	(12,853)
Add: Payments in extension periods and lease contracts not recognised as at 30 April 2019	4,933
Lease liabilities as at 1 May 2019	192,283

  The IBR applied to the lease liabilities on 1 May 2019 ranges between 5.0% to 7.0% depending on the remaining lease term.

3. BASIS OF PREPARATION (CONT'D)

3.6 Adoption of New or Revised Standards, Amendments to Standards and Interpretations (cont'd)

- IFRS 16, *Leases* (cont'd)

  Due to the adoption of IFRS 16, the Group's operating profit in 2020 improved, while its interest expense increased. This is due to the change in the accounting for rent expense related to leases that were classified as operating leases under IAS 17.

  The adoption of IFRS 16 had impact on total equity as at 1 May 2019 since the Group elected to measure right-of-use assets on certain contracts specifically for lease agreements on office building and improvement, included as part of right-of-use assets under modified retrospective approach wherein right-of-use assets are measured at carrying amount as if the standard had been applied since the commencement date and lease liabilities were recognised based on the present value of the remaining lease payments, discounted using the incremental borrowing rate at the date of initial application. The resulting difference between right-of-use assets and lease liabilities was closed to retained earnings.

  As a result of the adoption of IFRS 16, the Company recognised adjustment to retained earnings amounting to US$1.01 million which pertains to the adjustment in investment in subsidiary accounted at equity method in the Company financial statements.

- IFRIC 23, *Uncertainty over Income Tax Treatment*

  The interpretation addresses the accounting for income taxes when tax treatments involve uncertainty that affects the application of IAS 12, Income taxes. It does not apply to taxes or levies outside the scope of IAS 12, nor does it specifically include requirements relating to interest and penalties associated with uncertain tax treatments. The interpretation specifically addresses the following:

  - Whether an entity considers uncertain tax treatments separately
  - The assumptions an entity makes about the examination of tax treatments by taxation authorities
  - How an entity determines taxable profit (tax loss), tax bases, unused tax losses, unused tax credits and tax rates
  - How an entity considers changes in facts and circumstances

  The Group and the Company is required to determine whether to consider each uncertain tax treatment separately or together with one or more other uncertain tax treatments and use the approach that better predicts the resolution of the uncertainty. The Group and the Company shall assume that the taxation authority will examine amounts that it has a right to examine and have full knowledge of all related information when making those examinations. If the Group and the Company concludes that it is not probable that the taxation authority will accept an uncertain tax treatment, the Group and the Company shall reflect the effect of the uncertainty for each uncertain tax treatment using the method it expects to better predict the resolution of the uncertainty.

  Upon adoption of the interpretation, the Group has assessed whether it has uncertain tax position. The Group applied significant judgement in identifying uncertainties over its income tax treatments. The Group determined, based on its assessment, that it is probable that its income tax treatments will be accepted by the taxation authority. Accordingly, the Interpretation did not have significant impact on the consolidated financial statements of the Group.

  Based on the Company's assessment, it has no (or no material) uncertain tax treatments, accordingly, the adoption of this Interpretation has no (or no significant) impact on the Company's financial statements.

3. BASIS OF PREPARATION (CONT'D)

3.6 Adoption of New or Revised Standards, Amendments to Standards and Interpretations (cont'd)

- Amendments to IAS 28, *Long-term interests in associates and joint ventures*

  The amendments clarify that an entity applies IFRS 9 to long-term interests in an associate or joint venture to which the equity method is not applied but that, in substance, form part of the net investment in the associate or joint venture (long-term interests). This clarification is relevant because it implies that the expected credit loss model in IFRS 9 applies to such long-term interests.

  The amendments also clarified that, in applying IFRS 9, an entity does not take account of any losses of the associate or joint venture, or any impairment losses on the net investment, recognised as adjustments to the net investment in the associate or joint venture that arise from applying IAS 28.

  These amendments are not applicable to the Group and the Company since interests in joint ventures is accounted for using the equity method.

- Amendments to IFRS 9, *Prepayment Features with Negative Compensation*

  Under IFRS 9, a debt instrument can be measured at amortised cost or at fair value through other comprehensive income ("FVOCI"), provided that the contractual cash flows are "solely payments of principal and interest on the principal amount outstanding" (the "SPPI criterion") and the instrument is held within the appropriate business model for that classification. The amendments to IFRS 9 clarify that a financial asset passes the SPPI criterion regardless of the event or circumstance that causes the early termination of the contract and irrespective of which party pays or receives reasonable compensation for the early termination of the contract. The basis for conclusions to the amendments clarified that the early termination can result from a contractual term or from an event outside the control of the parties to the contract, such as a change in law or regulation leading to the early termination of the contract.

- Amendments to IAS 19, *Plan Amendment, Curtailment or Settlement*

  The amendments to IAS 19 address the accounting when a plan amendment, curtailment or settlement occurs during a reporting period. The amendments specify that when a plan amendment, curtailment or settlement occurs during the annual reporting period, an entity is required to:

  - Determine current service cost for the remainder of the period after the plan amendment, curtailment or settlement, using the actuarial assumptions used to remeasure the net defined benefit liability (asset) reflecting the benefits offered under the plan and the plan assets after that event.

  - Determine net interest for the remainder of the period after the plan amendment, curtailment or settlement using: the net defined benefit liability (asset) reflecting the benefits offered under the plan and the plan assets after that event; and the discount rate used to remeasure that net defined benefit liability (asset).

  The amendments also clarify that an entity first determines any past service cost, or a gain or loss on settlement, without considering the effect of the asset ceiling. This amount is recognised in profit or loss. An entity then determines the effect of the asset ceiling after the plan amendment, curtailment or settlement. Any change in that effect, excluding amounts included in the net interest, is recognised in other comprehensive income.

  As of 30 April 2020, there were amendments to the employee benefit plans and these amendments to IAS 19 were considered (see Note 21).

3. BASIS OF PREPARATION (CONT'D)

3.6 Adoption of New or Revised Standards, Amendments to Standards and Interpretations (cont'd)

- *Annual Improvements to IFRSs 2015-2017 Cycle*

  This cycle of improvements contains amendments to the following standards relevant to the Group and the Company:

  - Amendments to IFRS 3, *Business Combination and IFRS 11, Joint Arrangements, Previously Held Interest in a Joint Operation*

    The amendments clarify that, when an entity obtains control of a business that is a joint operation, it applies the requirements for a business combination achieved in stages, including remeasuring previously held interests in the assets and liabilities of the joint operation at fair value. In doing so, the acquirer remeasures its entire previously held interest in the joint operation.

    A party that participates in, but does not have joint control of, a joint operation, might obtain joint control of the joint operation in which the activity of the joint operation constitutes a business as defined in IFRS 3. The amendments clarify that the previously held interests in that joint operation are not remeasured.

  - Amendments to IAS 12, *Income Tax Consequences of Payments on Financial Instruments Classified as Equity*

    The amendments clarify that the income tax consequences of dividends are linked more directly to past transactions or events that generated distributable profits than to distributions to owners. Therefore, an entity recognises the income tax consequences of dividends in profit or loss, other comprehensive income ("OCI") or equity according to where the entity originally recognised those past transactions or events.

    In fiscal year 2020, the Group recognised a total tax expense of US$47.2 million, as income tax consequence of dividends paid by subsidiaries (see Note 28). This amount includes the US$39.7 million final taxes paid on dividends paid from accumulated earnings of prior years, as well as the deferred tax expense of US$7.5 million from undistributed share in subsidiaries' profits (see Note 9).

  - Amendments to IAS 23, *Borrowing Costs, Borrowing Costs Eligible for Capitalization*

    The amendments clarify that an entity treats as part of general borrowings any borrowing originally made to develop a qualifying asset when substantially all of the activities necessary to prepare that asset for its intended use or sale are complete.

4. SIGNIFICANT ACCOUNTING POLICIES

The accounting policies set out below have been applied consistently to all periods presented in these financial statements, and have been applied consistently by Group entities, except as explained in Note 3.6, which addresses the changes in accounting policies.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.1 Basis of consolidation

(i) Business combination

Business combinations are accounted for using the acquisition method in accordance with IFRS 3, *Business Combinations*, as at the acquisition date, which is the date on which control is transferred to the Group.

The Group measures goodwill at the acquisition date as:

- the fair value of consideration transferred; plus
- the recognised amount of any non-controlling interests in the acquiree; plus
- if the business combination is achieved in stages, the fair value of the pre-existing equity interest in the acquiree,

over the net recognised amount (generally fair value) of the identifiable assets acquired and liabilities assumed. Any goodwill that arises is tested annually for impairment.

When the excess is negative, a bargain purchase gain is recognised immediately in the income statement.

The consideration transferred does not include amounts related to the settlement of pre-existing relationships. Such amounts are generally recognised in the income statement.

Any contingent consideration payable is recognised at fair value at the acquisition date and included in the consideration transferred. If the contingent consideration is classified as equity, it is not remeasured and settlement is accounted for within equity. Otherwise, subsequent changes to the fair value of the contingent consideration are recognised in the income statement.

Non-controlling interests that are present ownership interests and entitle their holders to a proportionate share of the acquiree's net assets in the event of liquidation are measured either at fair value or at the non-controlling interests' proportionate share of the recognised amounts of the acquiree's identifiable net assets, at the acquisition date. The measurement basis taken is elected on a transaction-by-transaction basis. All other components of non-controlling interests are measured at acquisition-date fair value unless another measurement is required by another standard.

Costs related to the acquisition, other than those associated with the issue of debt or equity securities, that the Group incurs in connection with a business combination are expensed as incurred.

If the initial accounting for a business combination is incomplete by the end of the reporting period it occurs, provisional amounts for the items for which the accounting is incomplete is reported in the financial statements. During the measurement period, which is not more than one year from acquisition date, the provisional amounts recognised are retrospectively adjusted, and any additional assets or liabilities recognised, to reflect new information obtained about facts and circumstances that existed as of the acquisition date. Comparative information for prior periods are revised, as needed.

Changes in the Group's interest in a subsidiary that do not result in a loss of control are accounted for as transactions with owners in their capacity as owners and therefore no adjustments are made to goodwill and no gain or loss is recognised in the income statement. Adjustments to non-controlling interests arising from transactions that do not involve the loss of control are based on a proportionate amount of the net assets of the subsidiary.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.1 Basis of consolidation (cont'd)

(ii) Investments in subsidiaries

Subsidiaries are entities controlled by the Group. Control is achieved when the Company is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through power over the investee. Specifically, the Company controls an investee if and only if the Company has:

- power over the investee (i.e., existing rights that give the current ability to direct the relevant activities of the investee);
- exposure, or rights, to variable returns from its involvement with the investee; and
- the ability to use its power over the investee to affect its returns.

When the Company has less than majority of the voting rights or similar rights to an investee, the Company considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- the contractual arrangement with the other vote holders of the investee;
- rights arising from other contractual arrangements; and
- the Company's voting rights and potential voting rights.

The Company reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Subsidiaries are fully consolidated from the date control is transferred to the Company and cease to be consolidated from the date control is lost. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the income statement from the date the Company gains control until the date the Company ceases to control the subsidiary.

Profit or loss and each component of OCI are attributed to the equity holders of the Company and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with the Company's accounting policies.

All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Company are eliminated in full on consolidation.

(iii) Acquisition under common control

The formation of the Group in 1999 was accounted for as a reorganisation of companies under common control using merger accounting. The financial statements therefore reflect the combined financial statements of all companies that form the Group as if they were a Group for all periods presented. The assets and liabilities of Del Monte Pacific Resources Limited and its subsidiaries contributed to the Company have been reflected at predecessor cost in these financial statements.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.1 Basis of consolidation (cont'd)

(iv) Loss of control

When the Group loses control over a subsidiary, it derecognises the assets and liabilities of the subsidiary, and any related non-controlling interest and other components of equity. Any resulting gain or loss is recognised in the income statement.

(v) Goodwill

Goodwill that arises upon the acquisition of subsidiaries is included in intangible assets. For the measurement of goodwill on initial recognition, see Note 8.

Subsequent measurement

Goodwill is measured at cost less accumulated impairment losses. In respect of the joint ventures, the carrying amount of goodwill is included in the carrying amount of the investment, and an impairment loss on such an investment is not allocated to any asset, including goodwill, that forms part of the carrying amount of the joint ventures.

Impairment of goodwill is discussed in Note 4.11.

(vi) Investments in joint ventures

Joint ventures are those entities in which the Group has joint control, whereby the Group has rights to the net assets of the arrangement, rather than rights to its assets and obligations for its liabilities. Joint control is the contractually sharing of control of an arrangement, which exists only when decisions about the relevant activities require unanimous consent of the parties sharing control.

The considerations made in determining significant influence or joint control are similar to those necessary to determine control over subsidiaries.

Investments in joint ventures are accounted for using the equity method. They are recognised initially at cost, which includes transactions costs.

Subsequent to the initial recognition, the financial statements include the Group's share of profit or loss and other comprehensive income of the joint ventures, after adjustments to align the accounting policies with those of the Group, from the date that significant influence or joint control commences until the date that significant influence or joint control ceases.

When the Group's share of losses exceeds its interest in joint ventures, the carrying amount of the investment, together with any long-term interests that form part thereof, is reduced to zero, and the recognition of further losses is discontinued except to the extent that the Group has an obligation to fund the investee's operations or has made payments on behalf of the investee.

Impairment of investments in joint ventures is discussed in Note 4.11.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.1 Basis of consolidation (cont'd)

(vii) Transactions eliminated on consolidation

Intra-group balances and transactions, and any unrealised income or expenses arising from intra-group transactions, are eliminated in preparing the financial statements. Unrealised gains arising from transactions with joint ventures are eliminated against the investment to the extent of the Group's interest in the investee. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

(viii) Investments in subsidiaries and joint ventures in the separate financial statements

Interest in subsidiaries and joint ventures are accounted for using the equity method. It is initially recognised at cost, which includes transactions costs. Subsequent to the initial recognition, the financial statements include the Company's share of profit or loss and other comprehensive income of the equity-accounted investee. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

When the Company's share of losses exceeds its interest in subsidiaries and joint ventures, the carrying amount of the investment, together with any long-term interests that form part thereof, is reduced to zero, and the recognition of further losses is discontinued except to the extent that the Company has an obligation to fund the investee's operations or has made payments on behalf of the investee.

4.2 Foreign currency

(i) Foreign currency transactions

Transactions in foreign currencies are translated to the respective functional currencies of Group entities at the exchange rate at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies at the reporting date are retranslated to the functional currency at the exchange rate at that date.

Non-monetary assets and liabilities denominated in foreign currencies that are measured at fair value are retranslated to the functional currency at the exchange rate at the date that the fair value was determined. Non-monetary items in a foreign currency that are measured in terms of historical cost are translated using the exchange rate at the date of the transaction.

Foreign currency differences arising on translation are recognised in the income statement, except for differences which are recognised in OCI arising on the retranslation of qualifying cash flow hedges to the extent the hedge is effective.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.2 Foreign currency (cont'd)

(ii) Foreign operations

The assets and liabilities of foreign operations, including goodwill and fair value adjustments arising on acquisition, are translated to US Dollars at exchange rates at the reporting date. The income and expenses of foreign operations are translated to US Dollars using monthly average exchange rates.

Foreign currency differences are recognised in OCI and presented in the foreign currency translation reserve ("translation reserve") in equity. However, if the operation is a non-wholly-owned subsidiary, then the relevant proportionate share of the translation difference is allocated to the non-controlling interests. When a foreign operation is disposed of such that control, or joint control is lost, the cumulative amount in the translation reserve related to that foreign operation is reclassified to profit or loss as part of the gain or loss on disposal. When the Group disposes of only part of its interest in a subsidiary that includes a foreign operation while retaining control, the relevant proportion of the cumulative amount is reattributed to non-controlling interests. When the Group disposes of only part of its investment in joint venture that includes a foreign operation while retaining significant influence or joint control, the relevant proportion of the cumulative amount is reclassified to the income statement.

When the settlement of a monetary item that is a receivable from or payable to a foreign operation is neither planned nor likely in the foreseeable future, foreign exchange gains and losses arising from such a monetary item are considered to form part of a net investment in a foreign operation and are recognised in OCI, and presented in the translation reserve in equity.

4.3 Current versus Noncurrent Classification

The Group presents assets and liabilities in the statement of financial position based on current and noncurrent classification. An asset is current when:

- It is expected to be realised or intended to be sold or consumed in the normal operating cycle;
- It is held primarily for the purpose of trading;
- It is expected to be realised within 12 months after the reporting period; or
- It is cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least 12 months after the reporting period.

All other assets are classified as noncurrent.

A liability is current when:

- It is expected to be settled in the normal operating cycle;
- It is held primarily for the purpose of trading;
- It is due to be settled within 12 months after the reporting period; or
- There is no unconditional right to defer the settlement of the liability for at least 12 months after the reporting period.

The Group classifies all other liabilities as noncurrent.

Deferred tax assets and deferred tax liabilities are classified as noncurrent assets and liabilities, respectively.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.4 Intangible assets

(i) Indefinite useful life intangible assets

Intangible assets are measured at cost less accumulated impairment losses.

The Group assess intangible assets as having indefinite useful life if there is no foreseeable limit to the period over which the assets are expected to generate cash inflows for the entity.

(ii) Research and development

Expenditure on research activities, undertaken with the prospect of gaining new scientific or technical knowledge and understanding, is recognised in the income statement as incurred.

Development activities involve a plan or design for the production of new or substantially improved products and processes. Development expenditure is capitalised only if development costs can be measured reliably, the product or process is technically and commercially feasible, future economic benefits are probable, and the Group intends to and has sufficient resources to complete development and to use or sell the asset. The expenditure capitalised includes the cost of materials, direct labour, overhead costs that are directly attributable to preparing the asset for its intended use, and capitalised borrowing costs. Other development expenditure is recognised in the income statement as incurred.

Capitalised development expenditure is measured at cost less accumulated amortisation and accumulated impairment losses.

(iii) Other intangible assets

Other intangible assets that are acquired by the Group and have finite useful lives are measured at cost less accumulated amortisation and accumulated impairment losses.

(iv) Subsequent expenditure

Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure, including expenditure on internally generated goodwill and brands, is recognised in the income statement as incurred.

(v) Amortisation

Amortisation is calculated based on the cost of the asset.

Amortisation is recognised in profit or loss on a straight-line basis over the estimated useful lives of intangible assets, other than goodwill and, from the date that they are available for use. The estimated useful lives for the current period and comparative years are as follows:

Trademarks	–	10 to 20 years
Customer relationships	–	20 years

Amortisation methods, useful lives and residual values are reviewed at each reporting date and adjusted if appropriate.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.5 Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Initial Recognition and Subsequent Measurement Prior to the Adoption of IFRS 9

The Group classifies non-derivative financial assets into the following categories: financial assets at fair value through profit or loss ("FVTPL"), held-to-maturity ("HTM") financial assets, loans and receivables and available-for-sale ("AFS") financial assets. The Group classifies non-derivative financial liabilities into the following categories: financial liabilities at FVPL and other financial liabilities. The classification depends on the purpose for which the investments were acquired and whether they are quoted in an active market. Classification is determined at initial recognition and, where allowed and appropriate, re-evaluates such designation at every reporting date. The Group has no financial assets and liabilities at FVTPL and HTM financial assets as at 30 April 2018.

(i) Non-derivative financial assets

The Group initially recognises loans and receivables and deposits on the date that they are originated. All other financial assets are recognised initially on the trade date, which is the date that the Group becomes a party to the contractual provisions of the instrument.

The Group derecognises a financial asset when the contractual rights to the cash flows from the asset expire, or it transfers the rights to receive the contractual cash flows on the financial asset in a transaction in which substantially all the risks and rewards of ownership of the financial asset are transferred, or it neither transfers nor retains substantially all of the risks and rewards of ownership and does not retain control over the transferred asset. Any interest in transferred financial assets that is created or retained by the Group is recognised as a separate asset or liability.

Financial assets and liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group has a legal right to offset the amounts and intends either to settle on a net basis or to realise the asset and settle the liability simultaneously. The Group assesses that it has a currently enforceable right of offset if the right is not contingent on a future event, and is legally enforceable in the normal course of business, event of default, and event of insolvency or bankruptcy of the Group and all of the counterparties.

Non-derivative financial assets comprise of loans and receivables.

Loans and receivables

Loans and receivables are financial assets with fixed or determinable payments that are not quoted in an active market. Such assets are recognised initially at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, loans and receivables are measured at amortised cost using the effective interest method, less any impairment losses.

Loans and receivables comprise of due from a related party, note receivable under "Other noncurrent assets", trade and other receivables, refundable deposits, and cash and cash equivalents. Cash and cash equivalents comprise of cash on hand, cash in banks and short-term placements.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.5 Financial instruments (cont'd)

(ii) Non-derivative financial liabilities

Financial liabilities are recognised initially on the date that the Group becomes a party to the contractual provisions of the instrument.

The Group derecognises a financial liability when its contractual obligations are discharged, are cancelled or expire.

When a financial liability (or part of a liability) is extinguished, the difference between the carrying amount of the financial liability (or part of a liability) and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in income statement. If the Group repurchases only a part of a financial liability, it calculates the carrying value of the part disposed of by allocating the previous carrying amount of the financial liability between the part that continues to be recognised and the part that is derecognised based on the relative fair values of those parts on the date of the repurchase.

The Group assesses that it has a currently enforceable right of offset if the right is not contingent on a future event, and is legally enforceable in the normal course of business, event of default, and event of insolvency or bankruptcy of the Group and all of the counterparties.

Such financial liabilities are recognised initially at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, these financial liabilities are measured at amortised cost using the effective interest method.

Non-derivative financial liabilities comprise loans and borrowings, and trade and other payables.

(iii) Derivative financial instruments, including hedge accounting

The Group uses derivative financial instruments for the purpose of managing risks associated with interest rates, currencies, and certain commodities. The Group does not trade or use derivative instruments with the objective of earning financial gains on fluctuations in the derivative instrument alone, nor does it use derivative instruments where there are no underlying exposures. All derivative instruments are recorded in the statement of financial position at fair value. The accounting for changes in the fair value (i.e., gains or losses) of a derivative instrument depends on whether the instrument has been designated and qualifies as part of a hedging relationship and further, on the type of hedging relationship.

For those derivative instruments that are not designated as hedging instruments, changes in fair value subsequent to initial recognition are recognised in the income statement.

For those derivative instruments that are designated and qualify as hedging instruments, the Group designates the hedging instrument based upon the exposure being hedged, as a fair value hedge, cash flow hedge, or a hedge of a net investment in a foreign operation.

On initial designation of the derivative as the hedging instrument, the Group formally documents the relationship between the hedging instrument and the hedged item, including the risk management objectives and strategy in undertaking the hedge transaction and the hedged risk, together with the methods that will be used to assess the effectiveness of the hedging relationship. The Group makes an assessment, both at the inception of the hedge relationship as well as on an ongoing basis, of whether the hedging instruments are expected to be 'highly effective' in offsetting the changes in the fair value or cash flows of the respective hedged items attributable to the hedged risk, and whether the actual results of each hedge are within a range of 80 - 125%. For a cash flow hedge of a forecast transaction, the transaction should be highly probable to occur and should present an exposure to variations in cash flows that could ultimately affect reported profit or loss.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.5 Financial instruments (cont'd)

(iii) Derivative financial instruments, including hedge accounting (cont'd)

Cash flow hedges

When a derivative is designated as a cash flow hedging instrument, the effective portion of changes in the fair value of the derivative is recognised in other comprehensive income and accumulated in the hedging reserve. Any ineffective portion of changes in the fair value of the derivative is recognised immediately in the income statement.

The amount accumulated in equity is retained in other comprehensive income and reclassified to profit or loss in the same period or periods during which the hedged item affects profit or loss.

If the hedging instrument no longer meets the criteria for hedge accounting, expires or is sold, terminated or exercised, or the designation is revoked, then hedge accounting is discontinued prospectively. If the forecast transaction is no longer expected to occur, then the amount accumulated in equity is reclassified to the income statement.

Starting May 1, 2018, the Group has adopted IFRS 9.

(i) Recognition and measurement

Financial instruments are initially recognised when they are originated. All other financial assets and financial liabilities are initially recognised when the Group becomes a party to the contractual provisions of the instrument.

A financial asset, unless it is a trade receivable without a financing component, or financial liability is initially measured at fair value plus, for an item not at FVTPL, transaction costs that are directly attributable to its acquisition or issue. A trade receivable without a significant financing component is initially measured at the transaction price determined under IFRS 15, Revenue from Contracts with Customers.

(ii) Classification and subsequent measurement

Financial assets

On initial recognition, the Group classifies its financial assets into the following categories: financial assets at amortised cost, financial assets at FVTPL, and financial assets at FVOCI. The classification depends on the Group's business model for managing financial instruments and the contractual cash flow characteristics of the financial instruments. Financial assets are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated at FVTPL: (1) it is held within a business model whose objective is to hold assets to collect contractual cash flows; and (2) its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.5 Financial instruments (cont'd)

(ii) Classification and subsequent measurement (cont'd)

Financial assets (cont'd)

A debt investment is measured at FVOCI if it meets both of the following conditions and is not designated at FVTPL: (1) it is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and (2) its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

On initial recognition of an equity investment that is not held for trading, the Group may irrevocably elect to present subsequent changes in the investment's fair value in OCI. This election is made on an investment-by-investment basis.

The Group's financial assets not classified as measured at amortised cost or FVOCI as described above are measured at FVTPL. This includes all derivative financial assets. On initial recognition, the Group may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at FVOCI at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

The Group has insignificant investment in club shares classified and measured at FVOCI.

Financial assets at amortised cost

These assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Impairment losses on trade receivables are recognised under selling expenses. Any gain or loss on derecognition is recognised in profit or loss.

Financial assets at amortised cost comprise cash in banks and cash equivalents, trade and other receivables, due from related party, refundable deposits and note receivables.

Business model assessment

The business model refers to how an entity manages its financial assets in order to generate cash flows. It determines whether cash flows will result from collecting contractual cash flows, selling financial assets or both. The Group makes an assessment of the objective of the business model in which financial assets held at portfolio level because this best reflects the way the business is managed and information is provided to management. The information considered includes:

the policies and objectives in managing the Group's financial assets for the portfolio and the operation of those policies in practice. These include whether management's strategy focuses on earning contractual interest income, maintaining a particular interest rate profile, matching the duration of the financial assets to the duration of any related liabilities or expected cash outflows or realizing cash flows through the sale of the assets;

- how the performance of the portfolio is evaluated and reported to the Group's management;
- the risks that affect the performance of the business model and how those risks are managed;

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.5 Financial instruments (cont'd)

(ii) Classification and subsequent measurement (cont'd)

Business model assessment (cont'd)

- how managers of the business are compensated – e.g. whether compensation is based on the fair value of the assets managed or the contractual cash flows collected; and

- the frequency, volume and timing of sales of financial assets in prior period, the reasons for such sales and expectations about future sales activity.

Assessment Whether Contractual Cash Flows are SPPI

For the purposes of this assessment, "principal" is defined as the fair value of the financial asset on initial recognition. "Interest" is defined as consideration for the time value of money and for the credit risk associated with the principal amount outstanding during a particular period of time and for other basic lending risks and costs (e.g., liquidity risk and administrative costs), as well as a profit margin.

In assessing whether the contractual cash flows are SPPI, the Group considers the contractual terms of the instrument. This includes assessing whether the financial asset contains a contractual term that could change the timing or amount of contractual cash flows such that it would not meet this condition. In making this assessment, the Group considers:

- contingent events that would change the amount or timing of cash flows;

- terms that may adjust the contractual coupon rate, including variable-rate features;

- prepayment and extension features; and

- terms that limit the Group's claim to cash flows from specified assets (e.g., non-recourse features).

A prepayment feature is consistent with the solely payments of principal and interest criterion if the prepayment amount substantially represents unpaid amounts of principal and interest on the principal amount outstanding, which may include reasonable additional compensation for early termination of the contract. Additionally, for a financial asset acquired at a discount or premium to its contractual par amount, a feature that permits or requires prepayment at an amount that substantially represents the contractual par amount plus accrued (but unpaid) contractual interest (which may also include reasonable additional compensation for early termination) is treated as consistent with this criterion if the fair value of the prepayment feature is insignificant at initial recognition.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.5 Financial instruments (cont'd)

(ii) Classification and subsequent measurement (cont'd)

Financial liabilities

Financial liabilities are classified as measured at amortised cost or FVTPL. A financial liability is classified as at FVTPL if it is classified as held-for-trading, it is a derivative or it is designated as such on initial recognition. Financial liabilities at FVTPL are measured at fair value and net gains and losses, including interest expense, are recognised in profit or loss. Other financial liabilities are subsequently measured at amortised cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognised in profit or loss. Any gain or loss on derecognition is also recognised in profit or loss.

Financial liabilities at amortised cost comprise bank loans, trade and other payables.

Classification of Financial Instruments between Debt and Equity

A financial instrument is classified as debt instrument if it provides for a contractual obligation to:

- deliver cash or another financial asset to another entity;
- exchange financial assets or financial liabilities with another entity under conditions that are potentially unfavorable to the Company; or
- satisfy the obligation other than by the exchange of a fixed amount of cash or another financial asset for a fixed number of own equity shares.

If the Group does not have an unconditional right to avoid delivering cash or another financial asset to settle its contractual obligation, the obligation meets the definition of a financial liability. The components of issued financial instruments that contain both liability and equity elements are accounted for separately, with the equity component being assigned the residual amount after deducting from the instrument as a whole the amount separately determined as the fair value of the liability component on the date of issue.

(iii) Derecognition

The Group derecognises a financial asset when the contractual rights to the cash flows from the asset expire, or it transfers the rights to receive the contractual cash flows on the financial asset in a transaction in which substantially all the risks and rewards of ownership of the financial asset are transferred, or it neither transfers nor retains substantially all of the risks and rewards of ownership and does not retain control over the transferred asset. Any interest in transferred financial assets that is created or retained by the Group is recognised as a separate asset or liability.

The Group derecognises a financial liability when its contractual obligations are discharged, cancelled or expired. Repurchases of a portion of a financial liability result in the allocation of the original carrying value of the financial liability between the portion that continues to be recognised and the portion that was repurchased based on the relative fair values on the date of the repurchase.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.5 Financial instruments (cont'd)

(iv) Offsetting

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group currently has a legally enforceable right to set off the amounts and it intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously. The Group assesses that it has a currently enforceable right of offset if the right is not contingent on a future event, and is legally enforceable in the normal course of business, event of default, and event of insolvency or bankruptcy of the Group and all of the counterparties.

(v) Derivative financial instruments, including hedge accounting

The Group uses derivative financial instruments for the purpose of managing risks associated with interest rates, currencies, and certain commodities. The Group does not trade or use instruments with the objective of earning financial gains on fluctuations in the derivative instrument alone, nor does it use instruments where there are no underlying exposures. All derivative instruments are recorded in the statement of financial position at fair value. The accounting for changes in the fair value (i.e., gains or losses) of a derivative instrument depends on whether the instrument has been designated and qualifies as part of a hedging relationship and further, on the type of hedging relationship. For those derivative instruments that are not designated as hedging instruments, changes in fair value subsequent to initial recognition are recognised in the income statement. For those derivative instruments that are designated and qualify as hedging instruments, the Group designates the hedging instrument as a fair value hedge, cash flow hedge, or a hedge of a net investment in a foreign operation based upon the exposure being hedged.

On initial designation of the derivative as the hedging instrument, the Group formally documents the relationship between the hedging instrument and the hedged item, including the risk management objectives and strategy in undertaking the hedge transaction and the hedged risk, together with the methods that will be used to assess the effectiveness of the hedging relationship. The Group also documents the economic relationship between the hedged item and the hedging instrument, including whether the changes in cash flows of the hedged item and hedging instrument are generally expected to offset each other. To qualify for hedge accounting, the hedging relationship has to meet the following hedge effectiveness requirements:

- there is an economic relationship between the hedged item and the hedging instrument;
- the effect of credit risk does not dominate the value changes that result from that economic relationship;
- the hedge ratio of the hedging relationship is the same as that resulting from the quantity of the hedged item that the entity actually hedges and the quantity of the hedging instrument that the entity actually uses to hedge that quantity of hedged item; and
- the hedged item and the hedging instrument are not intentionally weighted to create hedge ineffectiveness, whether recognised or not, to achieve an accounting outcome that would be inconsistent with the purpose of hedge accounting.

For a cash flow hedge of a forecast transaction, the transaction should be highly probable to occur and should present an exposure to variations in cash flows that could ultimately affect reported profit or loss.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.5 Financial instruments (cont'd)

(v) Derivative financial instruments, including hedge accounting (cont'd)

Cash flow hedges

When a derivative is designated as a cash flow hedging instrument, the effective portion of changes in the fair value of the derivative is recognised in OCI and accumulated in the hedging reserve. Any ineffective portion of changes in the fair value of the derivative is recognised immediately in the income statement.

The amount accumulated in equity is retained in OCI and reclassified to the consolidated income statement in the same period or periods during which the hedged item affects the consolidated income statement, except when a hedged forecast transaction subsequently results in the recognition of a non-financial item such as inventory, in which case the amount retained in OCI is included directly in the initial cost of the non-financial item when it is recognised.

If the hedging instrument no longer meets the criteria for hedge accounting, expires or is sold, terminated or exercised, or the designation is revoked, then hedge accounting is discontinued prospectively. When hedge accounting for cash flow hedges is discontinued, the amount that has been accumulated in OCI remains in equity until, for hedge of a transaction resulting in the recognition of a non-financial item, it is included in the non-financial item's cost on its initial recognition or, for other cash flow hedges, it is reclassified to the income statement in the same period or periods as the hedged expected future cash flows affect the income statement. If a hedged forecast transaction is no longer expected to occur, then the amount accumulated in equity is immediately reclassified to the income statement. If a hedged forecast transaction is no longer expected to occur, then the amount accumulated in equity is immediately reclassified to the consolidated income statement.

4.6 Property, plant and equipment

(i) Recognition and measurement

Items of property, plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses except for freehold land, which are stated at its revalued amounts. The revalued amount is the fair value at the date of revaluation less any subsequent accumulated impairment losses. Revaluation is carried out by independent professional values regularly such that the carrying amount of these assets does not differ materially from that which would be determined using fair values at the reporting date.

Any increase in the revaluation amount is recognised in OCI and presented in the revaluation reserve in equity unless it offsets a previous decrease in value of the same asset that was recognised in the income statement. A decrease in value is recognised in the income statement where it exceeds the increase previously recognised in the revaluation reserve. Upon disposal, any related revaluation reserve is transferred from other comprehensive income to retained earnings.
A bearer plant is a pineapple and papaya living plant that is used in the production or supply of agricultural produce, is expected to bear produce for more than one period and has a remote likelihood of being sold as agricultural produce, except for incidental scrap sales.

Costs related to bearer plants are capitalised up to point of maturity of the bearer plants, including costs during the ratoon crop cycle. These costs include land preparation, cultural, spraying and plantation overhead costs.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.6 Property, plant and equipment (cont'd)

(i) Recognition and measurement (cont'd)

Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials and direct labour, any other costs directly attributable to bringing the assets to a working condition for their intended use, estimated costs of dismantling and removing the items and restoring the site on which they are located (when the Group has an obligation to remove the asset or restore the site), and capitalised borrowing costs. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

Construction in-progress represents plant and properties under construction or development and is stated at cost. This includes cost of construction, plant and equipment, borrowing costs directly attributable to such asset during the construction period and other direct costs. Construction in-progress is not depreciated until such time when the relevant assets are substantially completed and available for its intended use.

When parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

The gain or loss on disposal of an item of property, plant and equipment is determined by comparing the proceeds from disposal with the carrying amount of the item, and is recognised net within other income/other expenses in the income statement.

(ii) Subsequent costs

The cost of replacing a component of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the component will flow to the Group, and its cost can be measured reliably. The carrying amount of the replaced component is derecognised. The costs of the day-to-day servicing of property, plant and equipment are recognised in the income statement as incurred.

(iii) Depreciation

Depreciation is based on the cost of an asset less its residual value. Significant components of individual assets are assessed and if a component has a useful life that is different from the remainder of that asset, that component is depreciated separately.

Depreciation (except bearer plants) is recognised in the income statement on a straight-line basis over their estimated useful lives of each component of an item of property, plant and equipment, unless it is included in the carrying amount of another asset. Freehold land is not depreciated.
Depreciation is recognised from the date that the property, plant and equipment are installed and are ready for use, or in respect of internally constructed assets, from the date that the asset is completed and ready for use.

The estimated useful lives for the current period and comparative years are as follows:

Buildings, land improvements and leasehold improvements	–	3 to 50 years or lease term, whichever is shorter
Machineries and equipment	–	3 to 30 years

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.6 Property, plant and equipment (cont'd)

(iii) Depreciation (cont'd)

For bearer plants, units of production method is used. Depreciation is charged according to the cost of fruits harvested at plant crop and ratoon crop harvest months.

Bearer plants are depreciated based on the ratio of actual quantity of harvest over the estimated yield for both plant crop and ratoon crop harvests. Plant crop harvest usually occurs within 16 to 18 months after planting while ratoon crop harvest occurs at the 32nd to 34th month after planting. Depreciation is determined on a per field basis.

Depreciation methods, useful lives and residual values are reviewed at each reporting date and adjusted if appropriate.

4.7 Biological assets

The Group's biological assets include: (a) agricultural produce consisting of pineapple and papaya; (b) breeding and dairy herd; (c) growing herd; and (d) cattle for slaughter. Agricultural produce include: (a) harvested and unharvested pineapple and papaya fruits from the Group's bearer plants; and (b) cut meat from the cattle for slaughter.

The Group's biological assets are accounted for as follows:

Bearer Plants

Bearer plants are measured at cost less accumulated depreciation recognised at point of harvest. Bearer plants are presented as part of property, plant and equipment. Costs to grow include purchase cost of various chemicals and fertilizers, land preparation expenses and direct expenses during the cultivation of the primary ratoon crop and, if needed, re-ratoon crops. The accumulated costs are deferred and are amortised as raw product costs upon harvest. Raw product cost is recognised as depreciation based on the actual volume of harvest in a given period (see Note 4.6).

Breeding and Dairy Herd

The breeding and dairy herd are measured at cost. The breeding and dairy herd have useful lives of 3 ½ to 6 years. The cost method was used since fair value cannot be measured reliably. The breeding and dairy herd have no active markets and no similar assets are available in the relevant markets. In addition, existing sector benchmarks are irrelevant and estimates necessary to compute for the present value of expected net cash flows comprise a wide range of data which will not result in a reliable basis for determining the fair value. Breeding and dairy herd are classified as noncurrent assets in the statement of financial position of the Group.

Growing Herd

Growing herd is measured at cost. The cost method was used since the fair value cannot be measured reliably. Growing herd has no defined active market since it has not yet been identified if this will be for breeding or for slaughter. Growing herd is classified as noncurrent assets in the statement of financial position of the Group.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.7 Biological assets (cont'd)

Cattle for Slaughter

Cattle for slaughter is measured at each reporting date at their fair value less point-of-sale costs. Gains and losses arising from changes in fair values are included in profit or loss for the period in which they arise. Cattle for slaughter is classified as noncurrent assets in the statements of financial position of the Group.

The Group's agricultural produce are accounted for as follows:

Agricultural Produce

The Group's growing produce are measured at their fair value from the time of maturity of the bearer plant until harvest. The Group uses the future selling prices and gross margin of finished goods, less future growing cost as the basis of fair value and adjusted for margin and associated costs related to production. The Group's harvested produce are measured at fair value at the point of harvest based on the estimated selling prices reduced by cost to sell.

Cutmeat

Cutmeat is measured at each reporting date at their fair value less point-of-sale costs. Gains and losses arising from changes in fair values are included in profit or loss for the period in which they arise.

4.8 Leases

Starting May 1, 2019, the Group has adopted IFRS 16

The determination of whether an arrangement is, or contains, a lease is based on the substance of the arrangement at inception date. The arrangement is assessed for whether the fulfillment of the arrangement is dependent on the use of a specific asset or assets and the arrangement conveys a right to use the asset or assets, even if that right is not explicitly specified in an arrangement.

Group as a lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognises lease liability to make lease payments and right-of-use asset representing the right to use the underlying asset.

Right-of-use Asset

The Group recognises right-of-use asset at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use asset is measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liability. The cost of right-of-use asset includes the amount of lease liability recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received.

Unless the Group is reasonably certain to obtain ownership of the leased asset at the end of the lease term, the recognised right-of-use asset is depreciated on a straight-line basis over the shorter of its estimated useful life and the lease term.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.8 Leases (cont'd)

Right-of-use Asset (cont'd)

The estimated useful lives are as follows:

Buildings, land improvements and leasehold improvements	–	2 to 6 years
Land	–	2 to 26 years
Machineries and equipment	–	2 to 17 years

The right-of-use asset is presented separately in the statement of financial position.

Lease liabilities

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating a lease, if the lease term reflects the Group exercising the option to terminate. The variable lease payments that do not depend on an index or a rate are recognised as expense in the period on which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses the incremental borrowing rate at the lease commencement date if the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the in-substance fixed lease payments or a change in the assessment to purchase the underlying asset.

Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases of machinery and equipment (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the leases of low-value assets recognition exemption to leases that are considered of low value (i.e., personal computers). Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.8 Leases (cont'd)

Initial Recognition and Subsequent Measurement Prior to the Adoption of IFRS 16

The determination of whether an arrangement is, or contains, a lease is based on the substance of the arrangement and requires an assessment of whether the fulfillment of the arrangement is dependent on the use of a specific asset or assets and the arrangement conveys a right to use the asset. A reassessment is made after inception of the lease only if one of the following applies:

(a) There is a change in contractual terms, other than a renewal or extension of the arrangement;

(b) A renewal option is exercised or extension granted, unless that term of the renewal or extension was initially included in the lease term;

(c) There is a change in the determination of whether fulfillment is dependent on a specified asset; or

(d) There is a substantial change to the asset.

Where a reassessment is made, lease accounting shall commence or cease from the date when the change in circumstances gave rise to the reassessment for scenarios (a), (c) or (d) above, and at the date of renewal or extension period for scenario (b).

A series of transactions that involve the legal form of a lease is linked and is accounted for as one transaction when the overall economic effect cannot be understood without reference to the series of transactions as a whole. This is the case, for example, when the series of transactions are closely interrelated, negotiated as a single transaction, and takes place concurrently or in a continuous sequence. This requires an evaluation of the substance of the lease arrangement, including the conveyance of the right to use an asset for an agreed period of time.

Group as Lessee

Leases where the lessor retains substantially all the risks and benefits of ownership of the leased asset are classified as operating leases. Operating lease payments are recognised as an expense in the income statement on a straight-line basis over the lease term.

Lease Payments

Payments made under operating leases are recognised in the income statement on a straight-line basis over the term of the lease. Lease incentives received are recognised as an integral part of the total lease expenses, over the term of the lease.

Rent expense is being recognised on a straight-line basis over the life of the lease. The difference between rent expense recognised and rental payments, as stipulated in the lease, is reflected as deferred rent in the statements of financial position.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.9 Inventories

Inventories are measured at the lower of cost and net realisable value.

The cost of raw materials, packaging materials, traded goods, cost of production materials and storeroom items is based on the FIFO (First-in First-out) method. Cost of processed inventories comprises all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition.

The costs of conversion include costs directly related to the units of production, and a systematic allocation of fixed and variable production overheads that are incurred in converting materials into finished goods.

The allocation of fixed production overheads is based on the normal capacity of the production facilities. Normal capacity is the production expected to be achieved on average for the periods or seasons under normal circumstances, taking into account the seasonal business cycle of the Group.

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses.

The cost of growing crops transferred from biological assets is its fair value less cost to sell at the date of harvest.

4.10 Cash and cash equivalents

Cash and cash equivalents consist of cash and short-term, highly liquid investments that are readily convertible to known amount of cash with original maturities of three months or less that are subject to insignificant risk of change in value.

4.11 Impairment

(i) Non-derivative financial assets

Impairment of non-derivative financial assets prior to the adoption of IFRS 9

A financial asset not classified at fair value through profit or loss is assessed at each reporting date to determine whether there is objective evidence that it is impaired. A financial asset is impaired if objective evidence indicates that a loss event(s) have occurred after the initial recognition of the asset, and that the loss event(s) had a negative effect on the estimated future cash flows of that asset that can be estimated reliably.

Objective evidence that financial assets are impaired can include default or delinquency by a debtor, restructuring of an amount due to the Group on terms that the Group would not consider otherwise, indications that a debtor or issuer will enter bankruptcy, adverse changes in the payment status of borrowers or issuers in the Group, or economic conditions that correlate with defaults.

Loans and receivables

The Group considers evidence of impairment for loans and receivables at both a specific asset and collective level. All individually significant loans and receivables are assessed for specific impairment. All individually significant receivables found not to be specifically impaired are then collectively assessed for any impairment that has been incurred but not yet identified.

Loans and receivables that are not individually significant are collectively assessed for impairment by grouping together loans and receivables with similar risk characteristics.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.11 Impairment (cont'd)

(i) Non-derivative financial assets (cont'd)

Loans and receivables (cont'd)

In assessing collective impairment, the Group uses historical trends of the probability of default, timing of recoveries and the amount of loss incurred, adjusted for management's judgement as to whether current economic and credit conditions are such that the actual losses are likely to be greater or less than suggested by historical trends.

An impairment loss in respect of a financial asset measured at amortised cost is calculated as the difference between its carrying amount and the present value of the estimated future cash flows discounted at the asset's original effective interest rate. Losses are recognised in the income statement and reflected in an allowance account against loans and receivables. Interest on the impaired asset continues to be recognised.

When the Group considers that there are no realistic prospects of recovery of the asset, the relevant amounts are written off. If the amount of impairment loss subsequently decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, then the previously recognised impairment loss is reversed through the income statement.

Impairment of non-derivative financial assets upon adoption of IFRS 9

The Group recognises loss allowances for expected credit losses ("ECLs") on financial assets measured at amortised cost.

ECLs are probability-weighted estimates of credit losses. Credit losses are measured as the present value of all cash shortfalls (i.e., the difference between the cash flows due to the Group in accordance with the contract and the cash flows that the Group expects to receive), discounted at the effective interest rate of the financial asset, and reflects reasonable and supportable information that is available without undue cost or effort about past events, current conditions and forecasts of future economic conditions.

Impairment loss allowances are measured on either lifetime ECLs or 12-month ECLs. Lifetime ECLs are the ECLs that result from all possible default events over the expected life of a financial instrument. 12-month ECLs are the portion of ECLs that result from default events that are possible within the 12 months after the reporting date, or a shorter period if the expected life of the instrument is less than 12 months.

The Group measures loss allowances at an amount equal to lifetime ECLs, except for debt securities that are determined to have low credit risk at the reporting date and other debt securities and bank balances for which credit risk has not increased significantly since initial recognition, which are measured at 12-month ECLs.

Impairment loss allowances for trade receivables without a significant financing component are measured at an amount equal to lifetime ECL.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Group's historical experience and informed credit assessment and including forward-looking information.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.11 Impairment (cont'd)

(i) Non-derivative financial assets (cont'd)

The Group assumes that the credit risk on a financial asset has increased significantly if it is more than 30 days past due.

The Group considers a financial asset to be in default when the borrower is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to actions such as realising security (if any is held), or when the financial asset is more than 90 days past due.

The Group considers a debt security to have a low credit risk when its credit risk rating is equivalent to the globally understood definition of "investment grade".

Impairment of non-derivative financial assets upon adoption of IFRS 9

At each reporting date, the Group assesses whether financial assets at amortised cost are credit-impaired. A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred. Evidence that a financial asset is credit-impaired may include significant financial difficulty of the debtor, a breach of contract such as a default, the restructuring of an amount due to the Group on terms that the Group would not consider otherwise, indications that the debtor or issuer will enter bankruptcy or other financial reorganisation, the disappearance of an active market for that financial asset because of financial difficulties, adverse changes in the payment status of borrowers or issuers, or economic conditions that correlate with defaults.

Impairment loss allowances for financial assets measured at amortised cost are deducted from the gross carrying amount of the assets in the statement of financial position. The gross carrying amount of a financial asset is written-off when the Group has no realistic prospects of recovery of the asset.

(ii) Non-financial assets

The carrying amounts of the Group's non-financial assets, other than biological assets, inventories and deferred tax assets, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated. For goodwill and intangible assets that have indefinite useful lives, the recoverable amount is estimated each year at the same time. An impairment loss is recognised if the carrying amount of an asset or its related cash-generating unit ("CGU") exceeds its estimated recoverable amount.

The recoverable amount of an asset or CGU is the greater of its value-in-use ("VIU") and its fair value less costs to sell. In assessing VIU, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or CGU. For the purpose of impairment testing, assets that cannot be tested individually are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or CGU.

Impairment losses are recognised in the income statement. Impairment losses recognised in respect of CGUs are allocated first to reduce the carrying amount of any goodwill allocated to the CGU (group of CGUs), and then to reduce the carrying amounts of the other assets in the CGU (group of CGUs) on a pro rata basis.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.11 Impairment (cont'd)

(ii) Non-financial assets (cont'd)

An impairment loss in respect of goodwill is not reversed. In respect of other assets, impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists.

An impairment loss recognised in prior periods for an asset other than goodwill is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

Joint ventures and investments in subsidiaries

An impairment loss in respect of joint ventures is measured by comparing the recoverable amount of the investment with its carrying amount. An impairment loss is recognised in the income statement. An impairment loss is reversed if there has been a favourable change in the estimates used to determine the recoverable amount.

Goodwill

Goodwill that forms part of the carrying amount of an investment in a joint venture is not recognised separately, and therefore is not tested for impairment separately. Instead, the entire amount of the investment in a joint venture is tested for impairment as a single asset when there is objective evidence that the investment in a joint venture may be impaired.

When conducting the annual impairment test for goodwill, the Group compares the estimated fair value of the CGU containing goodwill to its recoverable amount.

Goodwill is allocated to a CGU or group of CGUs that represents the lowest level within the entity at which the goodwill is monitored for internal management purposes. The recoverable amount is computed using two approaches: the VIU approach, which is the present value of expected cash flows, discounted at a risk adjusted weighted average cost of capital; and the fair value less cost to sell approach, which is based on the Income Approach, which indicates the recoverable amount of an asset based on the value of the cash flows that the asset can be expected to generate in the future.
Subject to an operating segment ceiling test, for the purposes of goodwill impairment testing, CGUs to which goodwill has been allocated are aggregated so that the level at which impairment testing is performed reflects the lowest level at which goodwill is monitored for internal reporting purposes. Goodwill acquired in a business combination is allocated to groups of CGUs that are expected to benefit from the synergies of the combination.

An impairment loss in respect of goodwill attributable to acquisition of a subsidiary is not reversed.

Intangible assets with indefinite useful lives, are components of the CGU containing goodwill and the impairment assessment is as described above.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.12 Noncurrent assets held for sale

Noncurrent assets held for sale are classified as held-for-sale if it is highly probable that they will be recovered primarily through sale rather than through continuing use. Such assets are measured at the lower of their carrying amount and fair value less cost to sell. Impairment losses on initial classification as held-for-sale and subsequent gains and losses on re-measurement are recognised in the income statement of the Group. Once classified as held-for-sale, property, plant and equipment are no longer depreciated. If it is no longer highly probable that an asset will be recovered primarily through sale, the asset ceases to be classified as held-for-sale and is measured at the lower of its carrying amount before the asset was classified as held-for-sale adjusted for any depreciation that would have been recognised had the asset not been reclassified as held-for-sale and its recoverable amount at the date of the subsequent reclassification. The required adjustment to the carrying amount of an asset that ceases to be classified as held-for-sale is included in the income statement of the Group.

4.13 Employee benefits

(i) Defined contribution plans

A defined contribution plan is a post-employment benefit plan under which an entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts.

Obligations for contributions to defined contribution pension plans are recognised as an employee benefit expense in the income statement in the periods during which services are rendered by employees.

(ii) Defined benefit pension plan

A defined benefit pension plan requires contributions to be made to separately administered funds. The Group's net obligation in respect of defined benefit plans is calculated separately for each plan by estimating the amount of future benefit that employees have earned in the current and prior periods, discounting that amount and deducting the fair value of any plan assets. The Group determines the net interest expense (income) on the net defined benefit liability (asset) for the period by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual period to the net defined benefit liability (asset), taking into account any changes in the net defined benefit liability (asset) during the period as a result of contributions and benefit payments.

The calculation of defined benefit obligations is performed annually by a qualified actuary using the projected unit credit method. When the calculation results in a benefit to the Group, the recognised asset is limited to the present value of economic benefits available in the form of any future refunds from the plan or reductions in future contributions to the plan. To calculate the present value of economic benefits, consideration is given to any applicable minimum funding requirements that apply to any plan in the Group. An economic benefit is available to the Group if it is realisable during the life of the plan, or on settlement of the plan liabilities.

Service costs which include current service costs, past service costs and gains or losses on non-routine settlements are recognised as expense in profit or loss. Past service costs are recognised when plan amendment or curtailment occurs.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.13 Employee benefits (cont'd)

(ii) Defined benefit pension plan (cont'd)

Remeasurements of the net defined benefit liability comprise actuarial gains and losses, the return on plan assets (excluding interest) and the effect of the asset ceiling (if any, excluding interest). The Group recognises them immediately in other comprehensive income and all expenses related to defined benefit plans in staff cost in profit or loss. When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognised immediately in the income statement.

When the plan amendment or curtailment occurs, the Group recognises gains and losses on the settlement of a defined benefit plan when the settlement occurs. The gain or loss on settlement is the difference between the present value of the defined benefit obligation being settled as determined on the date of settlement and the settlement price, including any plan assets transferred and any payments made directly by the Group in connection with the settlement. In fiscal year 2020, there were amendments to the employee benefit plans, eliminating certain benefits in fiscal year 2020 and after fiscal year 2022 (see Note 21).

Multi-employer plans

The Group participates in several multi-employer pension plans, which provide defined benefits to certain union employees. The Group accounts for its proportionate share of the defined benefit obligation, plan assets and cost associated with the plan in the same way as other defined benefit plan. For certain union employee related retirement plans where sufficient information is not available to use defined benefit accounting, the Group accounts for these plans as if they were defined contribution plans.

(iii) Other plans

The Group has various other non-qualified retirement plans and supplemental retirement plans for executives, designed to provide benefits in excess of those otherwise permitted under the Group's qualified retirement plans. These plans are unfunded and comply with Internal Revenue Service (IRS) rules for non-qualified plans.

(iv) Other long-term employee benefits

The Group's net obligation in respect of long-term employee benefits other than pension plans is the amount of future benefit that employees have earned in return for their service in the current and prior periods. That benefit is discounted to determine its present value, and the fair value of any related assets is deducted. The calculation is performed using the projected unit credit method. Any actuarial gains and losses are recognised in the income statement in the period in which they arise. Other long-term employee benefits include the Group's long-term executive cash incentive awards (see Note 32).

(v) Termination benefits

Termination benefits are recognised as an expense when the Group is demonstrably committed, without realistic possibility of withdrawal, to a formal detailed plan to either terminate employment before the normal retirement date, or to provide termination benefits as a result of an offer made to encourage voluntary redundancy. Termination benefits arising from involuntary termination are recognised as an expense once the Group has announced the plan to affected employees.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.13 Employee benefits (cont'd)

(vi) Short-term employee benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided. A liability is recognised for the amount expected to be paid under short-term cash bonus if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

(vii) Share-based payment transactions

The Group grants share awards and share options to employees of the Group. The fair value of incentives granted is recognised as an employee benefit expense with a corresponding increase in equity. The fair value is measured at grant date and accounted for as described below.

Share awards

The fair value, measured at grant date, is recognised over the period during which the employees become unconditionally entitled to the shares.

Share options

The fair value, measured at grant date, is recognised over the vesting period during which the employees become unconditionally entitled to the options. At each reporting date, the Group revises its estimates of the number of options that are expected to become exercisable. It recognises the impact of the revision of original estimates in employee benefit expense and as a corresponding adjustment to equity over the remaining vesting period.

4.14 Share Capital and Retained earnings

(i) Share capital

Ordinary shares

Ordinary shares are classified as equity. Holders of these shares are entitled to dividends as declared from time to time, and to one vote per share at general meetings of the Company.

Preference shares

Preference shares are classified as equity. Holders of these shares are entitled to cash dividends based on the issue price, at the dividend rate per annum from the issue date, payable every 7 October and 7 April of each year following the issue date, upon declaration by the BOD.

The transaction costs directly attributable to the issue of ordinary and preference shares are accounted for as deduction from equity to the extent they are incremental costs directly attributable to the equity transaction that otherwise would have been avoided. The costs of an equity transaction that is abandoned are recognised as an expense.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.14 Share Capital and Retained (cont'd)

(i) Share capital (cont'd)

Repurchase, disposal and reissue of share capital (treasury shares)

When share capital recognised as equity is repurchased, the amount of the consideration paid, which includes directly attributable costs, net of any tax effects, is recognised as a deduction from equity. Repurchased shares are classified as treasury shares and are presented in the reserve for own shares. When treasury shares are sold or reissued subsequently, the amount received is recognised as an increase in equity, and the resulting surplus or deficit on the transaction is presented in share premium.

Share premium

Share premium represents the excess of consideration received over the par value of ordinary and preference shares net of transaction costs from issuance of share capital, share options exercised and released of share awards granted.

(ii) Retained Earnings

Retained earnings include profit attributable to the equity holders of the Group and reduced by dividends declared on share capital.

Retained earnings may also include effect of changes in accounting policy as may be required by the standard's transitional provisions.

(iii) Dividends

Dividends are recognised as a liability and deducted from retained earnings when they are declared.

4.15 Provisions

A provision is recognised if, as a result of a past event, the Group has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as finance cost.

(i) Environment remediation liabilities

In accordance with the Group's environment policy and applicable legal requirements, a provision for environmental remediation obligations and the related expense is recognised when such losses are probable and the amounts of such losses can be estimated reliably. Accruals for estimated losses for environmental remediation obligations are recognised no later than the completion of the remedial feasibility study. These accruals are adjusted as further information develops or circumstances change.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.15 Provisions (cont'd)

(ii) Retained insurance liabilities

The Group accrues for retained insurance risks associated with the deductible portion of any potential liabilities that might arise out of claims of employees, customers or other third parties for personal injury or property damage occurring in the course of the Group's operations.

A third-party actuary is engaged to assist the Group in estimating the ultimate cost of certain retained insurance risks. Additionally, the Group's estimate of retained insurance liabilities is subject to change as new events or circumstances develop which might materially impact the ultimate cost to settle these losses.

4.16 Revenue recognition

Policy upon adoption of IFRS 15

Revenue from contracts with customers is recognised when control of the goods or services are transferred to the customer at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods or services, excluding amounts collected on behalf of third parties. The Group assesses its revenue arrangements against specific criteria to determine if it is acting as principal or agent. The following specific recognition criteria must also be met before revenue is recognised:

(i) Sales of goods

Revenue from the sale of goods is recognised at a point in time when control of the asset is transferred to the customer, generally on delivery and acceptance of the promised goods.

Each contract with a customer specifies minimum quantity, fixed prices and effective period and is not subject to change for the contractual period unless mutually agreed by the parties. Invoices are usually payable within 30 days from delivery.

Certain customers are entitled to, and in most cases avail of, cash discounts when payments are made within a defined time frame. For certain contracts, the Group may be charged a penalty for late deliveries. Variable amounts related to these discounts and penalties are estimated using the most likely amount and included in the transaction price to the extent it is highly probable that a significant revenue reversal will not subsequently occur.

The Group provides allowances under trade promotions to customers and coupons to end consumers which are reimbursable by the Group to customers when redeemed. Allowances and coupons are generally considered as reductions of the transaction price and recognised at the later of when the Group recognises revenue for the transfer of the related goods and when the Group pays or promises to pay the allowances or coupons.

Variable amounts related to these allowances and coupons are estimated using the expected value method and included in the transaction price to the extent it is highly probable that a significant revenue reversal will not subsequently occur. Accruals for trade promotions are based on expected levels of performance. Settlement typically occurs in subsequent periods primarily through an off-invoice allowance at the time of sale or through an authorised process for deductions taken by a customer from amounts otherwise due to the Group. Evaluation of trade promotions are performed monthly and adjustments are made where appropriate to reflect changes in the Group's estimates. The Group accrues coupon redemption costs based on estimates of redemption rates that are developed by management. Management's estimates are based on recommendations from independent coupon redemption clearing-houses as well as historical information. Should actual redemption rates vary from amounts estimated, adjustments may be required.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.16 Revenue recognition (cont'd)

(ii) Bill-and-hold arrangements

Bill-and-hold arrangements pertain to sales of the Group wherein the customers are billed for goods that are ready for delivery, but the Group retains physical possession of the product until it is transferred to the customer at a future date. The Group assessed whether control has transferred to the customers, even though the customers do not have physical possession of the goods. The following criteria must all be met in order for the customers to have obtained control in bill-and-hold arrangements:

- the reason for the bill-and-hold arrangement must be substantive;
- the product must be identified separately as belonging to the customer;
- the product currently must be ready for physical transfer to the customer; and
- the entity cannot have the ability to use the product or to direct it to another customer.

Custodial services provided to the customers are identified as a separate performance obligation. A portion of the contract price should be allocated to the custodial services and separately recognised over the period of time the product is being held by the Group, along with the related costs of storing the product.

Penalty on the late payment of the invoices affects the estimate of the transaction price.

(iii) Sales returns

The Group uses the expected value method to estimate the goods that will not be returned because this method best predicts the amount of variable consideration to which the Group will be entitled. The requirements in IFRS 15 on constraining estimates of variable consideration are also applied in order to determine the amount of variable consideration that can be included in the transaction price. The amount of revenue and the receivable recognised is adjusted for expected returns, which are estimated based on the historical data. No right of return asset (and corresponding adjustment to cost of sales) is recognised for the right to recover products from a customer since Group's policy is to dispose all goods to be returned.

(iv) Contract balances arising from revenue with customer contracts

Contract Assets

A contract asset is the right to consideration in exchange for goods or services transferred to the customer. If the Group performs by transferring goods or services to a customer before the customer pays consideration or before payment is due, a contract asset is recognised for the earned consideration that is conditional.

Receivables

A receivable represents the Group's right to an amount of consideration that is unconditional (i.e., only the passage of time is required before payment of the consideration is due).

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.16 Revenue recognition (cont'd)

(iv) Contract balances arising from revenue with customer contracts (cont'd)

Contract Liabilities

A contract liability is the obligation to transfer goods or services to a customer for which the Group has received consideration (or an amount of consideration is due) from the customer. If a customer pays consideration before the Group transfers goods to the customer, a contract liability is recognised when the payment is made, or the payment is due (whichever is earlier). Contract liabilities are recognised as revenue when the Group performs under the contract.

Other income:

(i) Finance income

Such income is recognised as the interest accrues taking into account the effective interest yield on the asset.

(ii) Other income

Other income is recognised when earned.

Policy prior to adoption of IFRS 15

Under IAS 18, prior to the adoption of IFRS 15, revenue is recognised to the extent that it is probable that the economic benefits associated with the transaction will flow to the Group and the amount of revenue can be measured reliably, regardless of when payment is being made. The following specific recognition criteria must also be met before revenue is recognised:

(i) Sale of Goods

Revenue from the sale of goods in the course of ordinary activities is measured at the fair value of the consideration received or receivable, net of returns and allowances, trade discounts and volume rebates. Revenue is recognised when the significant risks and rewards of ownership of the goods have passed to the customer, recovery of the consideration is probable, the associated costs and possible return of goods can be estimated reliably, there is no continuing management involvement with the goods, and the amount of revenue can be measured reliably. If it is probable that discounts will be granted and the amount can be measured reliably, then the discount is recognised as a reduction of revenue as the sales are recognised.

The timing of transfers of risks and rewards varies depending on the individual terms of the contract of sale but usually occurs when the customer receives the product.

(ii) Finance income

Revenue is recognised as the interest accrues, taking into account the effective yield on the asset.

(iii) Others

Revenue is recognised when earned.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.17 Finance income and finance costs

Finance income comprises interest income earned mainly from bank deposits and amounts or balances due from related parties of the Group. Interest income is recognised as it accrues in the income statement, using the effective interest method.

Finance expense comprises interest expense on finance leases and borrowings. All finance lease borrowing costs are recognised using the Group's incremental borrowing rate. All borrowing costs are recognised in income statement using the effective interest method, except to the extent that they are capitalised as being directly attributable to the acquisition, construction or production of an asset which necessarily takes a substantial period of time to be prepared for its intended use or sale.

Foreign currency gains and losses on financial assets and financial liabilities are reported on a net basis as either finance income or finance cost depending on whether foreign currency movements are in a net gain or net loss position.

4.18 Tax

Tax expense comprises current and deferred tax. Current tax and deferred tax are recognised in income statement except to the extent that it relates to a business combination, or items recognised directly in equity or in OCI.

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for:

- temporary differences on the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss;

- temporary differences related to investments in subsidiaries and joint ventures to the extent that the Group is able to control the timing of the reversal of the temporary difference and it is probable that they will not reverse in the foreseeable future; and

- taxable temporary differences arising on the initial recognition of goodwill.

The measurement of deferred taxes reflects the tax consequences that would follow the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities. Deferred tax is measured at the tax rates that are expected to be applied to temporary differences when they reverse, based on the laws that have been enacted or substantively enacted by the reporting date.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets and they relate to income taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realised simultaneously.

A deferred tax asset is recognised for unused tax losses, tax credits and deductible temporary differences, to the extent that it is probable that future taxable profits will be available against which they can be utilised. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.18 Tax (cont'd)

In determining the amount of current and deferred tax, the Group takes into account the impact of uncertain tax positions and whether additional taxes and interest may be due. The Group believes that its accruals for tax liabilities are adequate for all open tax years based on its assessment of many factors, including interpretations of tax law and prior experience. This assessment relies on estimates and assumptions and may involve a series of judgements about future events. New information may become available that causes the Group to change its judgement regarding the adequacy of existing tax liabilities; such changes to tax liabilities will impact tax expense in the period that such a determination is made.

4.19 Earnings per share

The Group presents basic and diluted earnings per share data for its ordinary shares. Basic earnings per share is calculated by dividing the profit or loss attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding during the year, adjusted for own shares held. Diluted earnings per share is determined in the same manner, adjusted for the effects of any dilutive potential ordinary shares, which comprise the restricted share plan and share options granted to employees.

4.20 Segment reporting

An operating segment is a component of the Group that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the Group's other components. All operating segments' operating results are reviewed regularly by the Group's Executive Committee to make decisions about resources to be allocated to the segment and assess its performance, and for which discrete financial information is available.
Segment results include items directly attributable to a segment as well as those that can be allocated on a reasonable basis. Unallocated items comprise mainly of non-recurring expenses.

4.21 Contingencies

A contingent liability is:

(a) a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group; or

(b) a present obligation that arises from past events but is not recognised because:

  (i) It is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or

  (ii) The amount of the obligation cannot be measured with sufficient reliability.

A contingent asset is a possible asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group.

Contingent liabilities and assets are not recognised on the statement of financial position of the Group, except for contingent liabilities assumed in a business combination that are present obligations and which the fair values can be reliably determined.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.22 New standards and interpretations issued but not yet effective

Pronouncements issued but not yet effective are listed below. Unless otherwise indicated, the Company and the Group does not expect that the future adoption of the said pronouncements will have a significant impact on its financial statements. The Company and the Group intends to adopt the following pronouncements when they become effective.

Applicable for the first annual reporting period that begins on or after 1 May 2020

- *Amendments to References to Conceptual Framework in IFRS Standards* sets out amendments to IFRS Standards, their accompanying documents and IFRS practice statements to reflect the issuance of the revised Conceptual Framework for Financial Reporting in 2018 (2018 Conceptual Framework). The 2018 Conceptual Framework includes:

  - a new chapter on measurement;
  - guidance on reporting financial performance;
  - improved definitions of an asset and a liability, and guidance supporting these definitions; and
  - clarifications in important areas, such as the roles of stewardship, prudence and measurement uncertainty in financial reporting.

  Some Standards, their accompanying documents and IFRS practice statements contain references to, or quotations from, the International Accounting Standards Committee ("IASC")'s Framework for the Preparation and Presentation of Financial Statements adopted by the International Accounting Standards Board ("IASB") in 2001 or the Conceptual Framework for Financial Reporting issued in 2010. The amendments update some of those references and quotations so that they refer to the 2018 Conceptual Framework, and makes other amendments to clarify which version of the Conceptual Framework is referred to in particular documents.

  These amendments are effective for annual reporting periods beginning on or after 1 May 2020.

- Amendments to IFRS 3, *Definition of a Business*

  The amendments to IFRS 3 clarifies the minimum requirements to be a business, remove the assessment of a market participant's ability to replace missing elements, and narrow the definition of outputs. The amendments also add guidance to assess whether an acquired process is substantive and add illustrative examples. An optional fair value concentration test is introduced which permits a simplified assessment of whether an acquired set of activities and assets is not a business.

  An entity applies those amendments prospectively for annual reporting periods beginning on or after 1 May 2020, with earlier application permitted.

  These amendments will apply on future business combinations of the Group.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.22 New standards and interpretations issued but not yet effective (cont'd)

Applicable for the first annual reporting period that begins on or after 1 May 2020 (cont'd)

- Amendments to IAS 1, *Presentation of Financial Statements, and IAS 8, Accounting Policies, Changes in Accounting Estimates and Errors, Definition of Material*

  The amendments refines the definition of material in IAS 1 and align the definitions used across IFRSs and other pronouncements. They are intended to improve the understanding of the existing requirements rather than to significantly impact an entity's materiality judgements.

  An entity applies those amendments prospectively for annual reporting periods beginning on or after 1 May 2020, with earlier application permitted.

- Amendments *to IFRS 7, Financial Instruments: Disclosures and IFRS 9, Financial Instruments, Interest Rate Benchmark Reform*

  The amendments to IFRS 9 provide a number of reliefs, which apply to all hedging relationships that are directly affected by the interest rate benchmark reform. A hedging relationship is affected if the reform gives rise to uncertainties about the timing and or amount of benchmark-based cash flows of the hedged item or the hedging instrument.

- *Amendments to IFRS 16, COVID-19-related Rent Concessions*

  The amendments provides relief to lessees from applying the IFRS 16 requirement on lease modifications to rent concessions arising as a direct consequence of the COVID-19 pandemic. A lessee may elect not to assess whether a rent concession from a lessor is a lease modification if it meets all of the following criteria:

  - The rent concession is a direct consequence of COVID-19;

  - The change in lease payments results in a revised lease consideration that is substantially the same as, or less than, the lease consideration immediately preceding the change;

  - Any reduction in lease payments affects only payments originally due on or before 30 June 2021; and

  - There is no substantive change to other terms and conditions of the lease.

  A lessee that applies this practical expedient will account for any change in lease payments resulting from the COVID-19 related rent concession in the same way it would account for a change that is not a lease modification, i.e., as a variable lease payment.

  The amendments are effective for annual reporting periods beginning on or after 1 June 2020. Early adoption is permitted.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.22 New standards and interpretations issued but not yet effective (cont'd)

Applicable for the first annual reporting period that begins on or after 1 May 2022

- Amendments to IAS 1, *Classification of Liabilities as Current or Non-Current*

  The amendments provides a more general approach to the classification of liabilities under IAS 1 based on the contractual arrangements in place at the reporting date. The amendments are effective for annual reporting periods beginning on or after 1 May 2022.

- Amendments to IFRS 3, *Updating a Reference to the Conceptual Framework.* The amendments:

  - updated IFRS 3 by replacing a reference to an old version of the Conceptual Framework for Financial Reporting with a reference to the latest version, which was issued in March 2018;

  - Added an exception to the recognition principle of IFRS 3 to avoid the issue of potential 'day 2' gains or losses arising for liabilities and contingent liabilities; and

  - Clarified existing guidance in IFRS 3 for contingent assets that would not be affected by replacing the reference to the Framework.

  The amendments are effective for annual reporting periods beginning on or after 1 May 2022.

- Amendments to IAS 37, *Onerous Contracts - Cost of Fulfilling a Contract*. The amendments specify which costs an entity includes in determining the cost of fulfilling a contract for the purpose of assessing whether the contract is onerous. The cost of fulfilling a contract comprises the costs that relate directly to the contract which consist of both:

  - the incremental costs of fulfilling that contract – for example, direct labor and materials; and

  - an allocation of other costs that relate directly to fulfilling contracts — for example, an allocation of the depreciation charge for an item of property, plant and equipment used in fulfilling that contract among others.

  The amendments are effective for annual reporting periods beginning on or after 1 May 2022.

- Annual Improvements to IFRS Standards 2018–2020 Cycle. This cycle of improvements contains amendments to the following standards:

  - IFRS 1, Subsidiary as a first-time adopter. The amendment permits a subsidiary that applies paragraph D16(a) of IFRS 1 to measure cumulative translation differences using the amounts reported by its parent, based on the parent's date of transition to IFRSs.

  - IFRS 9, Fees in the '10 per cent' test for derecognition of financial liabilities. The amendment clarifies which fees an entity includes when it applies the '10 per cent' test in paragraph B3.3.6 of IFRS 9 in assessing whether to derecognise a financial liability. An entity includes only fees paid or received between the entity (the borrower) and the lender, including fees paid or received by either the entity or the lender on the other's behalf.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.22 New standards and interpretations issued but not yet effective (cont'd)

Applicable for the first annual reporting period that begins on or after 1 May 2022 (cont'd)

- Annual Improvements to IFRS Standards 2018–2020 Cycle. This cycle of improvements contains amendments to the following standards (cont'd):

  - IFRS 16, Lease Incentives. The amendment to Illustrative Example 13 accompanying IFRS 16 removes from the example the illustration of the reimbursement of leasehold improvements by the lessor in order to resolve any potential confusion regarding the treatment of lease incentives that might arise because of how lease incentives are illustrated in that example.

  - IAS 41, Taxation in fair value measurements. The amendment removes the requirement in paragraph 22 of IAS 41 for entities to exclude taxation cash flows when measuring the fair value of a biological asset using a present value technique. This will ensure consistency with the requirements in IFRS 13.

  The amendments are effective for annual reporting periods beginning on or after 1 May 2022.

Applicable for the first annual reporting period that begins on or after 1 May 2023

- IFRS 17, *Insurance Contracts*

  IFRS 17, *Insurance Contracts* establishes the principles for the recognition, measurement, presentation and disclosure of insurance contracts within the scope of the standard. The objective of IFRS 17 is to ensure that an entity provides relevant information that faithfully represents those contracts. This information gives a basis for users of financial statements to assess the effect that insurance contracts have on the entity's financial position, financial performance and cash flows.

  IFRS 17 was issued in May 2017 and applies to annual reporting periods beginning on or after 1 May 2023.

Deferred effectivity

- Amendments to IFRS 10, *Consolidated Financial Statements*, and IAS 28, *Sale or Contribution of Assets between an Investor and its Associate or Joint Venture*

  The amendments addresses the conflict between IFRS 10 and IAS 28 in dealing with the loss of control of a subsidiary that is sold or contributed to an associate or joint venture. The amendments clarify that a full gain or loss is recognised when a transfer to an associate or joint venture involves a business as defined in IFRS 3. Any gain or loss resulting from the sale or contribution of assets that does not constitute a business, however, is recognised only to the extent of unrelated investors' interests in the associate or joint venture.

  On January 13, 2016, the Financial Reporting Standards Council deferred the original effective date of January 1, 2016 of the said amendments until IASB completes its broader review of the research project on equity accounting that may result in the simplification of accounting for such transactions and of other aspects of accounting for associates and joint ventures.

5. PROPERTY, PLANT AND EQUIPMENT – NET

	At cost				At appraised value	
	Buildings, land improvements and leasehold improvements US$'000	Machineries and equipment US$'000	Construction -in-progress US$'000	Bearer Plants US$'000	Freehold land US$'000	Total US$'000
Cost/Valuation						
At 1 May 2019	218,313	596,123	32,483	311,937	61,541	1,220,397
Additions	896	4,154	27,340	98,128	–	130,518
Disposals	(18,114)	(72,253)	–	–	(3,571)	(93,938)
Write off – closed fields	–	–	–	(58,290)	–	(58,290)
Revaluation	–	–	–	–	4,066	4,066
Reclassification from CIP	4,757	26,491	(31,248)	–	–	–
Reclassification from assets held for sale [1]	350	22	–	–	870	1,242
Currency realignment	1,687	6,855	576	10,207	388	19,713
At 30 April 2020	207,889	561,392	29,151	361,982	63,294	1,223,708
At 1 May 2018	217,950	552,084	55,941	260,424	67,109	1,153,508
Additions	1,781	4,458	34,906	82,627	–	123,772
Disposals	(7,809)	(5,897)	–	–	(4,018)	(17,724)
Write off – closed fields	–	–	–	(29,234)	–	(29,234)
Reclassification from CIP	11,236	46,805	(58,041)	–	–	–
Reclassification to assets held for sale [2]	(4,527)	–	–	–	(1,467)	(5,994)
Currency realignment	(318)	(1,327)	(323)	(1,880)	(83)	(3,931)
At 30 April 2019	218,313	596,123	32,483	311,937	61,541	1,220,397
Accumulated depreciation and impairment losses						
At 1 May 2019	77,408	343,540	–	213,119	4,297	638,364
Charge for the year	10,091	48,218	–	78,365	–	136,674
Impairment loss	15,672	20,835	–	–	4,239	40,746
Write off – closed fields	–	–	–	(58,290)	–	(58,290)
Disposals	(9,200)	(46,402)	–	–	–	(55,602)
Currency realignment	830	5,317	–	8,172	–	14,319
At 30 April 2020	94,801	371,508	–	241,366	8,536	716,211
At 1 May 2018	67,563	298,398	–	172,361	4,297	542,619
Charge for the year	10,647	50,036	–	71,369	–	132,052
Impairment loss	1,262	–	–	–	–	1,262
Write off – closed fields	–	–	–	(29,234)	–	(29,234)
Disposals	(474)	(4,036)	–	–	–	(4,510)
Reclassification to assets held for sale [2]	(1,529)	–	–	–	–	(1,529)
Currency realignment	(61)	(858)	–	(1,377)	–	(2,296)
At 30 April 2019	77,408	343,540	–	213,119	4,297	638,364
Carrying amounts						
At 30 April 2020	113,088	189,884	29,151	120,616	54,758	507,497
At 30 April 2019	140,905	252,583	32,483	98,818	57,244	582,033

[1] During the financial year, Gilroy assets which was previously classified as assets held for sale has been reclassified as "Property, plant, and equipment" in the consolidated statement of financial position. There are no assets held for sale as of 30 April 2020 (see Note 16).

[2] During the previous financial year, Gilroy and Kenwood assets were classified as assets held for sale (see Note 16).

5. PROPERTY, PLANT AND EQUIPMENT - NET (CONT'D)

A reclassification was made in fiscal year 2019 to present the "Reclassifications from CIP" separately from the "Reclassifications to assets held for sale".

The Group has amounts in accrued liabilities relating to property, plant and equipment acquisitions of US$1.2 million as of 30 April 2020 (2019: US$0.6 million). Down payments made by the Group for the acquisition of property, plant and equipment amounted to US$1.5 million as of 30 April 2020 (2019: to US$2.6 million). The cost of fields closed and written off in 2020 amounted to US$58.3 million, which have been fully depreciated during the year (2019: US$29.2 million).

Bearer Plants

	Group	
	30 April 2020	**30 April 2019**
Hectares planted with growing crops:		
– Pineapples	14,733	14,992
– Papaya	48	188
Fruits harvested from the growing crops: (in metric tons)		
– Pineapples	675,333	688,596
– Papaya	227	223

Bearer plants is stated at cost which comprises actual costs incurred in nurturing the crops reduced by depreciation. Depreciation represents the estimated cost of fruits harvested from the Group's plant crops. An estimated cost is necessary since the growth cycle of the plant crops is beyond twelve months, hence total growing costs are not yet known as of reporting date. The estimated cost is developed by allocating estimated growing costs for the estimated growth cycle of two to three years over the estimated harvests to be made during the life cycle of the plant crops. Estimated growing costs are affected by inflation and foreign exchange rates, volume and labour requirements. Estimated harvest is affected by natural phenomenon such as weather patterns and volume of rainfall. Field performance and market demand also affect the level of estimated harvests. The Group reviews and monitors the estimated cost of harvested fruits regularly.

Leasehold Improvements

As at 30 April 2020 and 2019, the Group has no significant legal or constructive obligation to dismantle any of its leasehold improvements as the lease contracts provide, among other things, that the improvements introduced on the leased assets shall become the property of the lessor upon termination of the lease.

5. PROPERTY, PLANT AND EQUIPMENT – NET (CONT'D)

Freehold Land

The table below summarises the valuation of freehold land held by the Group as at 30 April 2020 in various locations:

Located in	30 April 2020 US$'000	30 April 2019 US$'000	Date of Latest Valuation
The Philippines	12,104	8,786	2020 (Various)
United States of America	32,459	39,399	1 May 2020
Singapore	10,195	9,059	18 May 2020
	54,758	57,244	

The Group engaged independent appraisers to determine the fair values of its freehold land. Revaluations are performed at regular intervals to ensure that the fair value of the freehold land does not differ materially from its carrying amount. Management evaluated that the fair values of its freehold land at the respective valuation dates approximate their fair values as of the reporting date. The assumptions used in determining the fair value are disclosed in Note 35. In relation to the revaluation of its freehold land in DMFI, management believes that the cost approximate their fair values as at 30 April 2020.

In fiscal year 2020, the Group reclassified US$0.6 million of its freehold land as held-for-sale (2019: US$4.6 million) and disposed US$3.6 million (2019: US$0.8 million).

The carrying amount of the Group's freehold land as at 30 April 2020 would be US$35.6 million (2019: US$41.9 million) had the freehold land been carried at cost less impairment losses.

Construction-in-Progress

Construction-in-progress ("CIP") includes on-going item expansion projects for the Group's operations.

Major items in the CIP include construction of can making equipment from Ball Corporation, 2.3Kg tidbits in pouch production line and 202 integration-filling/seaming process, 120T steam peeler, vegetable dip production project and various information technology improvements. Most of the CIP items are expected to be completed within fiscal year 2021.

Plant closures and divestiture of Sager Creek business

In connection with the plant closures, the Group recognised impairment losses amounting to US$40.7 million in fiscal year 2020 (2019: US$1.3 million).

Vegetable plants

The Group announced on 20 August 2019 its intention to close its Sleepy Eye plant in Minnesota, its Mendota plant in Illinois, the sale of its Cambria plant in Wisconsin to new ownership, and intends to sell the production assets from its Crystal City plant in Texas. In connection with the Sleepy Eye and Mendota plant closures, the Group recognised impairment losses on related property, plant and equipment amounting to US$21.1 million for the year ended 30 April 2020. In connection with the Cambria plant sale on 1 November 2019, the Group recognised impairment losses on related property, plant and equipment amounting to US$5.1 million for the year ended 30 April 2020. In connection with the Crystal City production equipment sale, the Group recognised impairment losses on related property, plant and equipment amounting to US$14.6 million for the year ended 30 April 2020.

5. PROPERTY, PLANT AND EQUIPMENT – NET (CONT'D)

Plant closures and divestiture of Sager Creek business (cont'd)

Vegetable plants (cont'd)

Under these plant closures, approximately 910 employees were terminated as of 30 April 2020. During the year, the Group recognised provisions for employee severance benefits amounting to US$4.5 million, with US$2.3 million outstanding, for the year ended 30 April 2020. The employee severance benefits are presented under "Employee benefits" (see Note 21) and are expected to be paid in fiscal year 2021. Environmental liabilities of US$9.5 million were also recognised as of 30 April 2020 (see Note 22). The majority of this liability relates to the obligations to treat and remove the waste-water ponds at Sleepy Eye, Mendota and Crystal City. Related inventory and property, plant and equipment write-downs amounting to US$9.2 million were recognised for the year ended 30 April 2020.

In connection with these announcements, the Group has recorded expenses of US$68.4 million of expense in "Other income (expenses) – net" for the year ended 30 April 2020.

As of 30 April 2020, the assets from Crystal City, Sleepy Eye and Mendota, have been sold.

Seed Operation Exit

In fiscal year 2019, the Group entered into production and packaging agreements to meet breeding objectives with the Group's intellectual property (research and breeding lines) for its seed operations. The Group will maintain the variety selection process to select varieties that meet the Group's standards. Due to these agreements, the Group closed its Idaho Falls, Idaho and Gilroy, California seed operations in August 2018 and February 2019, respectively. In connection with the Idaho Falls plant closure, the Group recognised a gain on the sale of related property, plant and equipment amounting to US$1.5 million in fiscal year 2019. Additionally, in fiscal year 2019, management committed to a plan to sell certain assets of the Group's Gilroy plant. In fiscal year 2019, assets of US$1.3 million were reclassified as "Assets held for sale" in the consolidated statement of financial position. In fiscal year 2020, Gilroy assets have been reclassified as "Property, plant, and equipment" in the consolidated statements of financial position as Management further evaluates the future use of these assets. There are no assets held for sale as of 30 April 2020.

Under these plant closures, 12 employees were affected, all of which were terminated by the end of fiscal year 2019. The Group recognised provisions for employee severance benefits amounting to US$0.3 million, with US$0.1 million outstanding as of 30 April 2019. As of 30 April 2020, there is no employee severance benefits outstanding.

Plymouth Plant

The Group closed its Plymouth, Indiana plant during fiscal year 2018. In connection with the plant closure, the Group recognised impairment losses on related property, plant and equipment amounting to US$7.0 million in fiscal year 2018.

Under the termination plan, approximately 100 employees were affected, all of which were terminated by the end of fiscal year 2018. The Group recognised provisions for employee severance benefits amounting to US$2.3 million, with US$0.2 million outstanding as of 30 April 2018. Remaining employee severance benefits amounting to US$0.2 million were settled in fiscal year 2019. The employee severance benefits are presented under "Employee benefits".

As of 30 April 2019, the Plymouth building and land have been sold. As of 30 April 2020 and 2019, a non-current receivable of US$1.0 million has been recorded in "Other Non-current Assets" related to this sale (see Note 10). This receivable is due on 2 July 2023.

5. PROPERTY, PLANT AND EQUIPMENT – NET (CONT'D)

Plant closures and divestiture of Sager Creek business **(cont'd)**

Sager Creek – Siloam Springs, Arkansas

The Group announced on 20 September 2017 that it will cease operations of its Country production plant in Siloam Springs, Arkansas.

Under the termination plan, approximately 230 employees were affected, the majority of which were terminated by the end of fiscal year 2018. The Group recognised provisions for employee severance benefits amounting to US$2.3 million, with US$0.4 million outstanding as of 30 April 2018. Remaining employee severance benefits amounting to less than US$0.1 million were settled in fiscal year 2019. The employee severance benefits are presented under "Employee benefits".

Northwest Arkansas Distribution and Warehouse Facilities

The Group announced on 19 January 2018 its intention to close its distribution and warehouse facilities in Northwest Arkansas. These closures occurred during the first half of fiscal year 2019.

Under the termination plan, approximately 125 employees were affected, the majority of which were terminated by the end of fiscal year 2018. The Group recognised provisions for employee severance benefits amounting to US$1.3 million, with US$1.1 million outstanding as of 30 April 2018. Employee severance benefits amounting to US$0.5 million were settled in fiscal year 2019, with US$0.1 million outstanding at 30 April 2019. The employee severance benefits are presented under "Employee benefits". As of 30 April 2020, there are no outstanding severance benefits related to this closure.

Source of estimation uncertainty

The Group estimates the useful lives of its buildings, land improvements, leasehold improvements and machineries and equipment based on the period over which the assets are expected to be available for use. The estimated useful lives of property, plant and equipment are reviewed periodically and are updated if expectations differ from previous estimates due to physical wear and tear, technical or commercial obsolescence and legal or other limits on the use of the assets.

In addition, the estimation of the useful lives of property, plant and equipment is based on collective assessment of industry practice, internal technical evaluation and experiences with similar assets. It is possible, however, that future financial performance could be materially affected by changes in estimates brought about by changes in factors mentioned above. The amount and timing of recorded expenses for any period would be affected by changes in these factors and circumstances. A reduction in the estimated useful lives of property, plant and equipment would increase recorded depreciation expense and decrease non-current assets.

The depreciation of bearer plants require estimation of future harvest which is affected by natural phenomena and weather patterns.

The valuation of freehold land is based on comparable transaction subject to adjustments. These adjustments require judgement.

The recoverable amount of the impaired assets was based on fair value less cost to sell, which is subject to estimation.

6. INVESTMENTS IN SUBSIDIARIES

	30 April 2020 US$'000	30 April 2019 US$'000
Unquoted equity shares, at cost	640,699	640,699
Amounts due from subsidiaries (nontrade)	237,074	205,106
	877,773	845,805
Accumulated share in (losses) profit and other comprehensive income at the beginning of the year	(14,950)	(8,298)
Reserve from sale of shares of a subsidiary	76,958	–
Share in net profit (losses) of subsidiaries	(76,629)	27,931
Dividends declared by subsidiaries	(230,473)	(33,000)
Share in other comprehensive losses of subsidiaries, net of tax	(11,639)	(1,965)
Effect due to adoption of IFRS 16	(1,013)	–
Others	–	382
	(257,746)	(14,950)
Interests in subsidiaries at the end of the year	620,027	830,855

The amounts due from subsidiaries are unsecured and interest-free. Settlement of the balances are neither planned nor likely to occur in the foreseeable future as they are, in substance, a part of the Company's net investments in the subsidiaries.

In April 2019, the Company converted its advances to wholly owned subsidiaries Del Monte Pacific Resources Limited ("DMPRL") and DMPL India, Pte Ltd ("DMPLI") in the amounts of US$167.6 million and US$70.1 million, respectively, into other equity. The conversion was approved by the BOD on 30 April 2019.

Share Purchase Agreement and Shareholders' Agreement with Sea Diner Holdings (S) Pte. Ltd. (SEA Diner)

On 24 January 2020, the Company, Central American Resources, Inc ("CARI"), DMPI and SEA Diner, a company incorporated in Singapore, entered into a Share Purchase Agreement and Shareholders' Agreement whereby CARI will sell 335,678,400 existing common shares equivalent to 12% ownership interest in DMPI to SEA Diner for a consideration of US$120.0 million, subject to fulfilment of certain conditions precedent. These common shares are convertible to voting, convertible, participating and redeemable preference shares ("RCPS") of DMPI.

The Board and the stockholders of DMPI approved the conversion of the convertible common shares to RCPS subject to the completion of the transaction and the Enabling Resolutions which further defined the terms of the RCPS on 3 March 2020. As at 30 April 2020, the Company, CARI and DMPI had fulfilled the conditions precedent under the Share Purchase Agreement. The closing date of the agreement is on 20 May 2020.

6. INVESTMENTS IN SUBSIDIARIES (CONT'D)

Terms of the RCPS

The terms of the RCPS are as follow:

- The RCPS holders participate in the dividends on an as-converted basis, that is, if common shareholders are entitled to dividends, then the RCPS holders will correspondingly be entitled to dividends on an as-converted basis.
- The investor as an RCPS holder will have proportional shareholder voting rights in DMPI on an as-converted basis. There will also be certain reserved matters (for example, matters not in the ordinary course of business) which the investor will have the right to approve.
- SEA Diner, as long as it holds RCPS, may, at any time, exercise its right to convert the RCPS into common shares of DMPI at a ratio of one (1) RCPS to one (1) common share of DMPI. The RCPS is automatically converted into common share in the event of initial public offering (IPO) of DMPI.
- Upon the occurrence of any of certain agreed "RCPS Default Events", SEA Diner may require the Company, CARI or DMPI to redeem all of the RCPS at the agreed redemption price, which is the amount of RCPS consideration plus the agreed rate of return (compounded on a per annum basis) calculated from 20 May 2020 up to the date of redemption.
- In case of "Other Redemption Events", redemption shall be subject to the mutual agreement of the parties. If DMPI does not consent to the RCPS holder's written redemption request, the internal rate of return would be increased annually by 3%, and this increased rate of return shall apply for each year that the RCPS remain outstanding and shall be compounded on a per annum basis.

<u>Call Option Agreement</u>

On 24 January 2020, the Company, CARI, DMPI and Sea Diner entered into a call option agreement wherein Sea Diner is entitled to a call option which gives SEA Diner the right to buy from CARI additional DMPI shares ("Option Shares"). The exercise price for each Option Share is US$0.357 (computed based on the DMPI equity valuation of US$1 billion / existing total issued share capital of the DMPI shares of 2,797,320,003 as at the date of the Agreement). The call option is consummated on or before 30 April 2022 and ending on the earliest of 10 years after the closing date, the date falling 5 years after the date which an IPO of DMPI was consummated and the date when Sea Diner receives an amount respect of a redemption of its shares.

<u>Impact on the Group</u>

In relation to the above transaction, as at 30 April 2020, the Group recognised the gross consideration of US$120.0 million under "Trade and other receivables" (see Note 13), transaction costs of US$14.0 million (US$0.7 million of which was already paid as at 30 April 2020 and the outstanding balance of US$13.3 million as at 30 April 2020 is recorded as accrued operating expenses under "Trade and other current liabilities" (see Note 23)), long-term derivative liability of US$2.6 million (see Note 20) for the call option in accordance with the call option agreement, equity reserve under "Retained earnings" of US$77.0 million due to change in ownership interest in DMPI without loss of control (see Note 18) and "Non-controlling interests" of US$26.4 million representing investor's proportionate share in the net assets of DMPI (see Note 39).

<u>Impact on the Company</u>

The Company recognised an increase in investment in subsidiary and retained earnings equal to the net equity reserve amounting to US$77.0 million, accrued transaction costs of US$1.3 million, and receivable from CARI amounting to US$2.1 million.

6. INVESTMENTS IN SUBSIDIARIES (CONT'D)

Significant judgments

1. Recognition as at 30 April 2020

   The Share Purchase Agreement is subject to conditions precedent and closing conditions. The conditions precedent were completed as at 30 April 2020 while the parties agreed the closing date to be 20 May 2020. Management assessed that the closing conditions are administrative in nature and accounted for the transaction as at 30 April 2020.

   Moreover, management assessed that the actual conversion of the common shares to RCPS in records and the issuance of related stock certificates are administrative and procedural in nature. The Board and stockholders of DMPI also approved the conversion of the convertible common shares to RCPS in March 2020. Considering this, the Group has accounted for the instrument as RCPS in substance as at 30 April 2020.

2. Equity Classification

   Management assessed that the RCPS sold to SEA Diner met the equity classification since both conditions below are met:

   (a) The Group has no contractual obligation to deliver cash or another financial asset to the investor as the "RCPS Default Events", among the other terms in Share Purchase Agreement, Shareholders' Agreement and Call Option Agreement, are assessed to be within the control of the Group and the redemption of the RCPS in case of "Other Redemption Events" is subject to the mutual consent of both parties; and

   (b) The RCPS which is convertible to common shares at the ratio of 1:1 does not include contractual obligation for DMPI to deliver a variable number of its own equity instruments upon conversion.

Source of estimation uncertainty

1. Obligation to Deliver Additional RCPS

   The Shareholders' Agreement between the Company, CARI, DMPI and SEA Diner provides a conditional obligation for DMPI to deliver additional RCPS subject to meeting certain level of net income and adjusted equity value as defined in the agreement for fiscal year ending 30 April 2021. Management assessed that the Group's derivative liability to deliver additional RCPS has a carrying value of nil as at 30 April 2020 based on its budgeted net income for fiscal year ending 30 April 2021, and the expected timing and probability of an IPO. Management will remeasure the derivative liability at the end of every reporting period.

2. Obligation to Purchase Excess Shares or Sell Shortfall Shares

   The Shareholders' Agreement provides a conditional obligation for CARI to purchase excess shares or sell shortfall shares to Sea Diner at par value subject to certain conditions (amount of IPO pre-market capitalization) as defined in the Shareholders' Agreement. Management assessed that the Group's derivative asset or liability to purchase excess shares or sell shortfall shares to Sea Diner has a carrying value of nil as at 30 April 2020 as the estimated pre-money market capitalization is lower than the threshold in the Agreement. As a result, the probability of the options relating to the excess shares and shortfall shares is nil or minimal.

3. Fair Value of Derivative Liability on the Call Option

   The fair value of the derivative liability related to the call option is measured using Cox-Ross-Rubinstein ("CRR") binomial tree model. The inputs to this model are taken from a combination of observable markets and unobservable market data. Changes in inputs about these factors could affect the reported fair value of the derivative liabilities and impact profit or loss. The carrying value of the derivative liability amounted to US$2.6 million as at 30 April 2020 (see Note 20).

6. INVESTMENTS IN SUBSIDIARIES (CONT'D)

Details of the Company's subsidiaries are as follows:

Name of subsidiary	Principal activities	Place of in-corporation and business	Effective equity held by the Group 30 April 2020 %	Effective equity held by the Group 30 April 2019 %
Held by the Company				
Del Monte Pacific Resources Limited ("DMPRL") [7]	Investment holding	British Virgin Islands	100.00	100.00
DMPL India Pte Ltd ("DMPLI") [3]	Investment holding	Singapore	100.00	100.00
DMPL Management Services Pte Ltd [3]	Providing administrative support and liaison services to the Group	Singapore	100.00	100.00
GTL Limited [4]	Trading food products mainly under the brand names: "Del Monte" and buyer's own label	Federal Territory of Labuan, Malaysia	100.00	100.00
S&W Fine Foods International Limited ("S&W") [7]	Selling processed and fresh food products under the "S&W" trademark; Owner of the "S&W" trademark in Asia (excluding Australia and New Zealand), the Middle East, Western Europe, Eastern Europe and Africa	British Virgin Islands	100.00	100.00
DMPL Foods Limited ("DMPLFL") [8]	Investment holding	British Virgin Islands	89.43	89.43
Held by DMPRL				
Central American Resources, Inc. ("CARI") [7]	Investment holding	Panama	100.00	100.00
Dewey Limited ("Dewey") [5] [8]	Mainly investment holding	Bermuda	100.00	100.00
Held by CARI				
Del Monte Philippines, Inc ("DMPI") [1] [2]	Growing, processing and distribution of food products mainly under the brand name "Del Monte"	Philippines	88.00	100.00
South Bukidnon Fresh Trading Inc ("SBFTI") [1]	Inactive	Philippines	100.00	100.00

6. INVESTMENTS IN SUBSIDIARIES (CONT'D)

Name of subsidiary	Principal activities	Place of in-corporation and business	Effective equity held by the Group 30 April 2020 %	Effective equity held by the Group 30 April 2019 %
Held by DMPI				
Philippines Packing Management Services Corporation [1] [2]	Management, logistics and support services	Philippines	88.00	100.00
Del Monte Txanton Distribution Inc ("DMTDI") [a] [1] [2]	Inactive	Philippines	35.20	40.00
Held by Dewey				
Dewey Sdn. Bhd. [4]	Owner of various trademarks	Malaysia	100.00	100.00
Held by DMPLI				
DMPL India Limited [10]	Investment holding	Mauritius	95.13	94.94
Held by S&W				
S&W Japan Limited [8]	Support and marketing services for S&W	Japan	100.00	100.00
Held by DMPLFL				
Del Monte Foods Holdings Limited ("DMFHL") [1]	Investment holding	British Virgin Islands	89.43	89.43
Held by DMFHL				
Del Monte Foods Holdings II, Inc. ("DMFHII") [6]	Investment holding	State of Delaware, U.S.A.	89.43	89.43
Held by DMFHII				
Del Monte Foods Holdings Inc. ("DMFHI") [6]	Investment holding	State of Delaware, U.S.A.	89.43	89.43
Held by DMFHI				
Del Monte Foods, Inc. ("DMFI") [6]	Manufacturing, processing and distributing food, beverages and other related products	State of Delaware, U.S.A	89.43	89.43
Held by DMFI				
Sager Creek Foods, Inc. (formerly Vegetable Acquisition Corp.) [6]	Real estate holding	State of Delaware, U.S.A.	89.43	89.43
Del Monte Andina C.A. [9]	Manufacturing, processing and distributing food, beverages and other related products	Venezuela	–	–

6. INVESTMENTS IN SUBSIDIARIES (CONT'D)

Name of subsidiary	Principal activities	Place of in-corporation and business	Effective equity held by the Group 30 April 2020 %	Effective equity held by the Group 30 April 2019 %
Held by DMFI (cont'd)				
Del Monte Colombiana S.A. [4]	Manufacturing, processing and distributing food, beverages and other related products	Colombia	73.31	73.31
Industrias Citricolas de Montemorelos, S.A. de C.V. (ICMOSA) [4]	Manufacturing, processing and distributing food, beverages and other related products	Mexico	89.43	89.43
Del Monte Peru S.A.C. [8]	Distribution of food, beverages and other related products	Peru	89.43	89.43
Del Monte Ecuador DME C.A. [8]	Distribution of food, beverages and other related products	Ecuador	89.43	89.43
Hi-Continental Corp. [8]	Distributor of non-Del Monte products	State of California, U.S.A.	89.43	89.43
College Inn Foods [8]	Distributor of College Inn brand products	State of California, U.S.A.	89.43	89.43
Contadina Foods, Inc. [8]	Distributor of Contadina brand products	State of Delaware, U.S.A.	89.43	89.43
S&W Fine Foods, Inc. [8]	Distributor of S&W Fine Foods, Inc,	State of Delaware, U.S.A.	89.43	89.43
Del Monte Ventures, LLC ("DM Ventures") [b]	Holding company	State of Delaware, U.S.A.	89.43	89.43
Held by DM Ventures				
Del Monte Avo, LLC [b]	Development, production, marketing, sale and distribution of UHP avocado products	State of Delaware, U.S.A.	45.61	45.61
Del Monte Chilled Fruit Snacks, LLC [b]	Development, production, marketing, sale and distribution of processed refrigerated fruit products	State of Delaware, U.S.A.	45.61	45.61
Held by Del Monte Andina C.A.				
Del Monte Argentina S.A. [9]	Inactive	Argentina	–	–

6. INVESTMENTS IN SUBSIDIARIES (CONT'D)

[a] DMTDI is consolidated as the Group has de facto control over the entity. Even with less than the majority voting rights, the Group concluded that DMTDI is a subsidiary and that it has power to direct the relevant activities of DMTDI due to DMPI having majority seats in the Board through a shareholders agreement with the other shareholders of DMTDI. The key management personnel (i.e., President and Chief Executive Officer, Chief Operating Officer, Chief Financial Officer and Treasurer and Corporate Secretary) of DMPI also serve in the same positions in DMTDI. In its special meeting held on 22 April 2019, DMTDI's BOD approved the dissolution and liquidation of DMTDI by shortening its corporate term. As at 30 April 2020, the application for the dissolution and liquidation is yet to be submitted with the SEC due to certain regulatory and documentary requirements.

[b] The Group incorporated its subsidiary, Del Monte Ventures, LLC on 21 June 2017 which acquired interests in four joint venture entities which were all incorporated in the state of Delaware, USA. These joint ventures will pursue sales of expanded refrigerated offerings across all distribution and sales channels, and will establish a new retail food and beverage concept. These joint ventures will initially focus on the U.S. market, with the potential for expansion into other territories. These joint venture entities are in their pre-operating stages and have no material assets or liabilities as of 30 April 2020 and 2019.

[1] Audited by SyCip Gorres Velayo & Co. ("SGV")

[2] On 21 May 2020, CARI completed the sale of 12% stake in DMPI to Sea Diner. Conditions of the sale were already met as of 30 April 2020, as confirmed by both parties.

[3] Audited by Ernst and Young LLP ("EY") Singapore.

[4] Audited by Ernst & Young member firms in the respective countries.

[5] On 30 April 2019, the BOD of CARI approved the transfer of its outstanding shares in Dewey, as well as all rights, title and interest attributed thereto, to DMPRL.

[6] Not required to be audited in the country of incorporation. Audited by SGV for the purpose of group reporting.

[7] Not required to be audited in the country of incorporation. Audited by Ernst and Young LLP, Singapore for the purpose of group reporting.

[8] Not required to be audited in the country of incorporation.

[9] Not required to be audited in the country of incorporation. The Venezuelan entity was deconsolidated in 2015. The Venezuelan exchange control regulations have resulted in an other-than-temporary lack of exchangeability between the Venezuelan Bolivar and US dollar. This has restricted the Venezuelan entity's ability to pay dividends and obligations denominated in US dollars. The exchange regulations, combined with other recent Venezuelan regulations, have constrained the Venezuelan entity's ability to maintain normal production. Due to the Group's inability to effectively control the operations of the Venezuelan entity, the Group deconsolidated its subsidiary effective February 2015. The equity interest in this entity is determined to be the cost of investment of the entity at the date of deconsolidation. The investment is carried at cost less impairment losses.

[10] In December 2019, DMPLI invested an additional US$1.5 million in DMPL India Limited, thereby increasing ownership to 95.13%

The Company regularly reassesses whether it controls an investee when facts and circumstances indicate that there are changes to one or more of the three elements of control listed in Note 4. The Company determined that it exercised control on all its subsidiaries as it has all elements of control.

Source of estimation uncertainty

When the subsidiary has suffered recurring operating losses, a test is made to assess whether the interests in subsidiary has suffered any impairment by determining the recoverable amount. This determination requires significant judgement and estimation. An estimate is made of the future profitability, cash flow, financial health and near-term business outlook of the subsidiary, including factors such as market demand and performance. The recoverable amount will differ from these estimates as a result of differences between assumptions used and actual operations.

7. INVESTMENTS IN JOINT VENTURES

Name of joint venture	Principal activities	Place of incorporation and business	Effective equity held by the Group 30 April 2020 %	Effective equity held by the Group 30 April 2019 %
FieldFresh Foods Private Limited ("FFPL") *[1]	Production and sale of fresh and processed fruits and vegetable food products	India	47.56	47.47
Nice Fruit Hong Kong Limited (NFHKL) #	Production and sale of frozen fruits and vegetable food products	Hong Kong	35.00	35.00

* Audited by Deloitte Haskins & Sells, Gurgaon, India.
# Audited by Ernst and Young Hong Kong.
[1] In December 2019, DMPLI invested an additional US$1.5 million in DMPL India Limited, who invested the same in FFPL.

The summarised financial information of a material joint venture, FFPL, not adjusted for the percentage ownership held by the Group, is as follows:

	Year ended 30 April 2020 US$'000	Year ended 30 April 2019 US$'000	Year ended 30 April 2018 US$'000
Revenue	74,178	76,597	76,588
Loss from continuing operations [a]	(4,243)	(222)	(630)
Other comprehensive income	–	–	–
Total comprehensive loss	(4,243)	(222)	(630)
[a] Includes:			
– depreciation	65	134	151
– interest expense	1,812	1,501	1,522
Noncurrent assets	12,528	13,475	14,657
Current assets	23,891	22,309	21,882
Noncurrent liabilities	(19,978)	(17,798)	(17,992)
Current liabilities	(13,908)	(13,910)	(13,684)
Net assets	2,533	4,076	4,863
Proportion of the Group's ownership including non-controlling interest	50%	50%	50%
	1,267	2,038	2,432
Goodwill	20,000	20,000	20,000
Translation adjustment	1,588	1,408	1,125
Carrying amount of investment	22,855	23,446	23,557
Carrying amount of interest in FFPL at beginning of the year	23,446	23,557	23,872
Capital injection during the year	1,530	–	–
Group's share of:			
– loss from continuing operations	(2,121)	(111)	(315)
– other comprehensive income	–	–	–
total comprehensive loss	(2,121)	(111)	(315)
Carrying amount of interest at end of the year	22,855	23,446	23,557

7. INVESTMENTS IN JOINT VENTURES (CONT'D)

The interest in the net assets of an immaterial joint venture, NFHKL, is as follows:

	Year ended 30 April 2020 US$'000	Year ended 30 April 2019 US$'000	Year ended 30 April 2018 US$'000
Carrying amount of interest in NFHKL at beginning of the year	766	1,638	1,925
Capital injection during the year	–	–	950
Group's share of:			
– loss from continuing operations	(766)	(872)	(1,237)
– other comprehensive income	–	–	–
total comprehensive loss	(766)	(872)	(1,237)
Carrying amount of interest at end of the year	–	766	1,638

The summarised interest in joint ventures of the Group, is as follows:

	Year ended 30 April 2020 US$'000	Year ended 30 April 2019 US$'000	Year ended 30 April 2018 US$'000
Group's interest in joint ventures			
FFPL	22,855	23,446	23,557
NFHKL	–	766	1,638
Carrying amount of investments in joint ventures	22,855	24,212	25,195

Determination of joint control and the type of joint arrangement

Joint control is presumed to exist when the investors contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control. Management has assessed that it has joint control in all joint arrangements.

The Group determines the classification of a joint venture depending upon the parties' rights and obligations arising from the arrangement in the normal course of business. When making an assessment, the Group considers the following:

(a) the structure of the joint arrangement.

(b) when the joint arrangement is structured through a separate vehicle:

i. the legal form of the separate vehicle;

ii. the terms of the contractual arrangement; and

iii. when relevant, other facts and circumstances.

The Group determined that its interests in FFPL and NFHKL are joint ventures as the arrangements are structured in a separate vehicle and that it has rights to the net assets of the arrangements. The terms of the contractual arrangements do not specify that the parties have rights to the assets and obligations for the liabilities relating to the arrangements.

7. INVESTMENTS IN JOINT VENTURES (CONT'D)

Source of estimation uncertainty

When the joint venture has suffered recurring operating losses, a test is made to assess whether the investment in joint venture has suffered any impairment by determining the recoverable amount. This determination requires significant judgement and estimation. An estimate is made of the future profitability, cash flow, financial health and near-term business outlook of the joint venture, including factors such as market demand and performance. The recoverable amount will differ from these estimates as a result of differences between assumptions used and actual operations.

Since its acquisition, the Indian sub-continent trademark and the investment in FFPL were allocated to the Indian sub-continent cash-generating unit ("Indian sub-continent CGU"). The recoverable amount of Indian sub-continent CGU was estimated using the discounted cash flows based on five-year cash flow projections.

Key assumptions used in discounted cash flow projection calculations

Key assumptions used in the calculation of recoverable amounts are discount rates, revenue growth rates, earnings before interest, taxes, depreciation and amortisation (EBITDA) margin and terminal value growth rate. The values assigned to the key assumptions represented management's assessment of future trends in the industries and were based on both external and internal sources.

	30 April 2020 %	30 April 2019 %
Pre-tax discount rate	12.7	13.8
Revenue growth rate	(15.0) – 34.0	19.0 – 21.0
EBITDA margin	2.7 – 9.5	4.9 – 13.0
Long-term EBITDA margin	9.5	12.8
Terminal value growth rate	5.0	5.0

In fiscal year 2020, discount rate is a pre-tax measure estimated based on past experience, and industry average weighted average cost of capital, which is based on a rate of debt leveraging rate of 47.24% in 2020 (2019: 14.3%), at a market interest rate of 9.3% in 2020 (2019: 9.7%).

Revenue growth rate is expressed as compound annual growth rates in the initial five years of the plan. In the first year of the business plan, revenue growth rate was projected at -15% (2019: 32%) based on the near-term business plan and market demand. The annual revenue growth included in the cash flow projections for four years was projected at the growth rate based on the historical growth in volume and prices and industry growth.

A long-term growth rate into perpetuity has been determined based on management's estimate of the long-term compound annual growth rate in the Indian economy which management believed was consistent with the assumption that a market participant would make.

EBITDA margin has been a factor of the revenue forecast based on business plan and market demand coupled with the cost saving initiatives.

7. INVESTMENTS IN JOINT VENTURES (CONT'D)

Sensitivity to changes in assumptions

The estimated recoverable amount exceeds its carrying amount of interest in joint venture and trademark and accordingly no impairment loss is recorded.

Management has identified that a reasonably possible change in two key assumptions could cause the carrying amount to exceed the recoverable amount. The following table shows the amount by which these two assumptions would need to change individually for the estimated recoverable amount to be equal to the carrying amount.

	Change required for carrying amount to equal the recoverable amount	
	31 March 2020 %	31 March 2019 %
Group		
Discount rate	12.8	6.8
Revenue growth rate	5.0	5.0

8. INTANGIBLE ASSETS AND GOODWILL

	Note	Goodwill US$'000	Indefinite life trademarks US$'000	Amortisable trademarks US$'000	Customer relationships US$'000	Total US$'000
Cost						
At 1 May 2019 / 30 April 2020		203,432	408,043	24,180	107,000	742,655
At 1 May 2018/ 30 April 2019		203,432	408,043	24,180	107,000	742,655
Accumulated amortisation						
At 1 May 2019		–	–	6,919	27,739	34,658
Amortisation	26	–	–	1,300	5,350	6,650
At 30 April 2020		–	–	8,219	33,089	41,308
At 1 May 2018		–	–	5,616	22,388	28,004
Amortisation	26	–	–	1,303	5,351	6,654
At 30 April 2019		–	–	6,919	27,739	34,658
Carrying amounts						
At 30 April 2020		203,432	408,043	15,961	73,911	701,347
At 30 April 2019		203,432	408,043	17,261	79,261	707,997

8. INTANGIBLE ASSETS AND GOODWILL (CONT'D)

Goodwill

Goodwill arising from the acquisition of Consumer Food Business was allocated to DMFI and its subsidiaries, which is considered as one CGU.

Indefinite life trademarks

Management has assessed the following trademarks as having indefinite useful lives as the Group has exclusive access to the use of these trademarks. These trademarks are expected to be used indefinitely by the Group as they relate to continuing businesses that have a proven track record with stable cash flows.

America trademarks

The indefinite life trademarks of US$394 million arising from the acquisition of Consumer Food Business relate to those of DMFI for the use of the "Del Monte" trademarks in the United States and South America market, and the "College Inn" trademark in the United States, Australia, Canada and Mexico.

The Philippines trademarks

A subsidiary, Dewey Sdn Bhd, owns the "Del Monte" and "Today's" trademarks for use in connection with processed foods in the Philippines ("The Philippines trademarks") with carrying value amounting to US$1.8 million.

Indian sub-continent and Myanmar trademarks

In November 1996, a subsidiary, DMPRL, entered into an agreement with an affiliated company to acquire the exclusive right to use the "Del Monte" trademarks in the Indian sub-continent territories and Myanmar in connection with the production, manufacture, sale and distribution of food products and the right to grant sub-licenses to others ("Indian sub-continent trademark"). In 2007, the Company acquired shares in FFPL and caused the licensing of trademarks to FFPL to market its products under the "Del Monte" brand in India. These trademarks have a carrying value of US$4.1 million.

S&W trademarks

In November 2007, a subsidiary, S&W, entered into an agreement with Del Monte Corporation to acquire the "S&W" trademarks in certain countries in Asia (excluding Australia and New Zealand and including the Middle East), Western Europe and Eastern Europe for a total consideration of US$10.0 million. The trademark has a carrying value of US$8.2 million.

Impairment test

Management has performed impairment testing for all indefinite life trademarks and concluded that no impairment exist at the reporting date.

8. INTANGIBLE ASSETS AND GOODWILL (CONT'D)

Philippines trademarks

In 2020 and 2019, the recoverable amounts of these intangible assets were based on fair value less cost of disposal using the Relief from Royalty method (RFR). The key assumptions used in the estimation of the fair value less cost of disposal are set out below. The values assigned to the key assumptions represent management's assessment of future trends in the relevant industries and were based on historical data from both external and internal sources.

	2020 %	2019 %
Royalty rate	3.0	3.0
Discount rate	9.6	13.9
Revenue growth rate	8.0	5.0

The discount rate was a pre-tax measure estimated based on the historical industry average weighted-average cost of capital.

The cash flow projections included specific estimates for five years.

Revenue growth was projected taking into account the average growth levels experienced over the past five years and estimated sales volume and price growth for the next five years. It was assumed that sales price would increase in line with forecast inflation over the next five years.

Asia S&W trademark

In 2020 and 2019, the recoverable amount was based on fair value less cost of disposal using the RFR method. The key assumptions used in the estimation of the fair value less cost of disposal are set out below.

	2020 %	2019 %
Royalty rate	3.0	3.0
Revenue growth rate	4.0	14.0
Discount rate	12.4	16.2

Indian sub-continent trademark

The Indian sub-continent trademark and the investment in FFPL were allocated to Indian sub-continent CGU (see Note 7).

8. INTANGIBLE ASSETS AND GOODWILL (CONT'D)

America trademarks and Goodwill

In 2020 and 2019, the recoverable amount of the CGU was based on VIU being greater than the fair value less costs of disposal:

	30 April 2020 US$'000	30 April 2019 US$'000
Value-in-use	3,250,000	2,650,000
Fair value less costs of disposal – income approach	3,190,000	2,600,000
Recoverable amount	3,250,000	2,650,000

The Americas trademarks were also included in the CGU used in the goodwill impairment testing.

As of valuation date in January 2020 and 2019, the estimated recoverable amount of the CGU exceeded its carrying amount by approximately US$1,951.2 million and US$1,174.3 million, respectively. Therefore, the CGU is not impaired.

VIU

The VIU is the present value of expected cash flows, discounted at a riskadjusted weighted average cost of capital.

The key assumptions used in the estimation of the recoverable amount using the VIU approach are set out below. The values assigned to the key assumptions represent management's assessment of future trends in the relevant industries and were based on historical data from both external and internal sources.

	2020 %	2019 %
Pre-tax discount rate	8.0	8.6
Terminal value growth rate	2.0	2.0
Long-term EBITDA margin	12.6	11.9
Revenue growth rate	0.9 – 6.0	(14.3) – 6.2
Gross margin	22.1 – 24.1	14.3 – 25.4

The discount rate was a pre-tax measure estimated based on the historical industry average weighted-average cost of capital, with a possible range of debt leveraging of 60% as at 30 April 2020 (2019: 72%) at a risk free interest rate of 3.0% as of 30 April 2020 (2019: 3.5%).

The cash flow projections included specific estimates for five years and a terminal growth rate thereafter. The terminal growth rate was determined based on management's estimate of the long-term compound annual EBITDA growth rate consistent with the assumption that a market participant would make.

8. INTANGIBLE ASSETS AND GOODWILL (CONT'D)

***America trademarks and Goodwill** (cont'd)*

Budgeted EBITDA was estimated taking into account past experience adjusted as follows:

Revenue growth was projected taking into account the average growth levels experienced over the past five years and estimated sales volume and price growth for the next five years. It was assumed that sales price would increase in line with forecast inflation over the next five years. The amounts are probability-weighted.

Fair value less costs of disposal

Fair value less costs of disposal is determined using the Income Approach, which indicates value based on the present value of the cash flows that a business is expected to generate in the future.

The Discounted Cash Flow Method was used in applying the Income Approach. The Discounted Cash Flow Method estimates the value of a business or an asset by combining the projected annual cash flows available to all capital holders in the business (i.e., debt and equity investors) for a discrete period with the residual value of the cash flows, grown into perpetuity at an estimated long-term growth rate, adjusted for the cost of disposal. Additionally, other adjustments may be warranted to reflect specific characteristics of the valuation subject. Accuracy of the indicated results depends on the reasonableness of the underlying cash flow projections.

The approach involves the use of both observable inputs and unobservable inputs (e.g., projected revenue and EBITDA). Accordingly, the fair value measurement is categorised under level 3 of the fair value hierarchy.

Fair value less costs of disposal is also determined using the market approach, which makes use of prices and other relevant information generated by market transactions involving similar companies.

The Market Comparable Method was used in applying the Market Approach, making use of market price data of companies engaged in the same or similar line of business as that of DMFI and its subsidiaries. Stocks of these companies are traded in a free and open market or in private transactions. The process involves the identification of comparable companies, calculation and application of market multiples representing ratios of invested capital or equity to financial measures of DMFI and its subsidiaries, application of an appropriate control premium to the companies being compared, and adjustment for any non-operating assets or liabilities or working capital excess/deficit to arrive at an indication of Business Enterprise Value.

The approach involves the use of both observable inputs and unobservable inputs (e.g., projected revenue and EBITDA, and adjusted market multiples). Accordingly, the fair value measurement is categorised under level 3 of the fair value hierarchy.

Comparable companies were selected from comprehensive lists and directories of public companies in the packaged foods industry. Potential comparable companies were analysed based on various factors, including, but not limited to, industry similarity, financial risk, company size, geographic diversification, profitability, growth characteristics, financial data availability, and active trading volume. The following comparable companies were selected:

- B&G Foods Inc.
- Campbell Soup Company
- Conagra Brands, Inc.
- General Mills, Inc.
- Hormel Foods Corporation
- Seneca Foods Corp.
- Treehouse Foods, Inc.

8. INTANGIBLE ASSETS AND GOODWILL (CONT'D)

***America trademarks and Goodwill** (cont'd)*

Calculation of the market multiples considered Market Value of Invested Capital (MVIC), the sum of the market values of a comparable company's common stock, interest-bearing debt and preferred stock, assuming that the book value of the comparable companies' debt approximated the market value of the debt. Adjustments to the market multiples were made to reflect the difference between the estimated size of DMFI and its subsidiaries and each comparable company, improving comparability based on relative size difference prospects. Relative size adjustment factors were calculated based on a regression of a Price / Earnings ratio using size as an independent variable. The market multiples selected and applied to the DMFI and its subsidiaries' financial results in the analysis were as follows:

	2020		2019	
	Selected multiple	Assigned weight	Selected multiple	Assigned weight
MVIC/Revenue – Last twelve months	2.1x	33%	1.5x	33%
MVIC/Revenue – Projected	2.0x	33%	2.0x	33%
MVIC/EBITDA – Last twelve months	14.5x	0%	15.2x	0%
MVIC/EBITDA – Projected	13.3x	33%	11.8x	33%

Sensitivity analysis

Management has identified that a reasonably possible change in the discount rate or long-term margin could cause the carrying amount to exceed the recoverable amount. The following table shows the amount to which these would need to change independently for the estimated recoverable amount of the DMFI CGU to be equal to its carrying amount.

	Breakeven Multiple	
	2020	2019
MVIC/Revenue – Last twelve months	0.6x	0.8x
MVIC/Revenue – Projected	0.5x	0.7x
MVIC/EBITDA – Last twelve months	9.0x	14.7x
MVIC/EBITDA – Projected	4.5x	7.9x

The following table shows the amount to which the discount rate, and long-term EBITDA margin would need to change independently for the estimated recoverable amount of the DMFI CGU to be equal to its carrying amount.

	2020	2019
	%	%
Discount rate	15.7	11.8
Long-term EBITDA margin	4.4	6.5

8. INTANGIBLE ASSETS AND GOODWILL (CONT'D)

Source of estimation uncertainty

Goodwill and the indefinite life trademarks are assessed for impairment annually. The impairment assessment requires an estimation of the VIU and fair value less costs of disposal of the CGU to which the goodwill and indefinite life trademarks are allocated.

Estimating the VIU requires the Group to make an estimate of the expected future cash flows from the CGU and apply an appropriate discount rate in order to calculate the present value of those cash flows. Actual cash flows will differ from these estimates as a result of differences between assumptions used and actual operations.

Estimating fair value less costs of disposal requires the use of estimates and assumptions. The estimated fair value would change depending on the assumptions used, such as the discount rate and long-term margin.

Amortisable trademarks and customer relationship

	Net carrying amount		Remaining amortisation period (years)	
	30 April 2020 US$'000	30 April 2019 US$'000	2020	2019
Asia S&W trademark	–	–	–	–
America S&W trademark	762	963	3.8	4.8
America Contadina trademark	15,199	16,298	13.8	14.8
	15,961	17,261		

Asia S&W trademark

The amortisable trademark pertains to "Label Development" trademark. As at 30 April 2020 and 2019, the trademark has been fully amortised.

America trademarks

The amortisable trademarks relate to the exclusive right to use of the "S&W" trademark in the United States, Canada, Mexico and certain countries in Central and South America and "Contadina" trademark in the United States, Canada, Mexico South Africa and certain countries in Asia Pacific, Central America, Europe, Middle East and South America market.

Management has included these trademarks in the CGU impairment assessment and concluded that no impairment exists at the reporting date.

Customer relationships

Customer relationships relate to the network of customers where DMFI has established relationships with the customers, particularly in the United States market through contracts. The Sager Creek customer relationships were included in the sale of certain assets of Sager Creek in September 2017.

	30 April 2020 US$'000	30 April 2019 US$'000
Net carrying amount	73,911	79,261
Remaining amortisation period	13.8	14.8

Management has included the customer relationships in the CGU impairment assessment and concluded no impairment exists at the reporting date.

8. INTANGIBLE ASSETS AND GOODWILL (CONT'D)

Source of estimation uncertainty

The Group estimates the useful lives of its amortisable trademarks and customer relationships based on the period over which the assets are expected to be available for use. The estimated useful lives of the trademarks and customer relationships are reviewed periodically and are updated if expectations differ from previous estimates due to legal or other limits on the use of the assets. A reduction in the estimated useful lives of amortisable trademarks and customer relationships would increase recorded amortisation expense and decrease noncurrent assets.

9. DEFERRED TAX

Deferred tax liabilities and assets are offset when there is a legally enforceable right to set-off current tax assets against current tax liabilities and when the deferred taxes relate to the same tax authority.

Deferred tax assets and liabilities of the Group are attributable to the following:

	Assets		Liabilities	
	30 April 2020 US$'000	30 April 2019 US$'000	30 April 2020 US$'000	30 April 2019 US$'000
Group				
Provisions	8,257	4,928	–	–
Employee benefits	28,816	24,043	–	–
Property, plant and equipment – net	–	–	(19,813)	(24,480)
Intangible assets and goodwill	–	–	(69,094)	(63,072)
Effective portion of changes in fair value of cash flow hedges	2,162	890	–	–
Tax loss carry-forwards	160,414	146,586	–	–
Inventories	876	1,812	–	–
Biological assets	–	–	(1,841)	(1,053)
Deferred income	–	–	(5,455)	(11,456)
Interest	23,139	14,415	–	–
Undistributed profits from subsidiaries	–	–	(7,514)	–
Charitable contributions	3,856	3,218	–	–
Plant closure costs	309	–	–	–
Others	8,415	4,086	–	–
Deferred tax assets (liabilities)	236,244	199,978	(103,717)	(100,061)
Set off of tax	(91,270)	(93,657)	91,270	93,657
Deferred Taxes	144,974	106,321	(12,447)	(6,404)

9. DEFERRED TAX (CONT'D)

Movements in deferred tax assets and deferred tax liabilities of the Group during the year are as follows:

	At 1 May 2019 US$'000	Recognised in profit or loss US$'000	Recognised in other comprehensive income US$'000	Change in accounting policy	Currency realignment US$'000	At 30 April 2020 US$'000
30 April 2020						
Provisions	4,928	2,200	–	1,697	(568)	8,257
Employee benefits	24,043	(1,991)	6,113	–	651	28,816
Property, plant and equipment – net	(24,480)	5,946	(1,220)	–	(59)	(19,813)
Intangible assets and goodwill	(63,072)	(6,022)	–	–	–	(69,094)
Effective portion of changes in fair value of cash flow hedges	890	1,508	(236)	–	–	2,162
Tax loss carry-forwards	146,586	13,828	–	–	–	160,414
Inventories	1,812	(1,040)	–	–	104	876
Biological assets	(1,053)	(609)	–	–	(179)	(1,841)
Deferred income	(11,456)	6,001	–	–	–	(5,455)
Interest	14,415	8,724	–	–	–	23,139
Undistributed profits from subsidiaries	–	(7,514)	–	–	–	(7,514)
Charitable contributions	3,218	638	–	–	–	3,856
Plant closure costs	–	309	–	–	–	309
Others	4,086	4,270	–	–	59	8,415
	99,917	26,248	4,657	1,697	8	132,527
30 April 2019						
Provisions	3,291	400	–	–	1,237	4,928
Employee benefits	23,348	(431)	2,127	–	(1,001)	24,043
Property, plant and equipment – net	(26,227)	1,746	–	–	1	(24,480)
Intangible assets and goodwill	(50,944)	(12,128)	–	–	–	(63,072)
Effective portion of changes in fair value of cash flow hedges	1,166	(163)	(113)	–	–	890
Tax loss carry-forwards	127,780	18,806	–	–	–	146,586
Inventories	2,547	334	–	–	(1,069)	1,812
Biological assets	(2,390)	–	–	–	1,337	(1,053)
Deferred income	(8,562)	(2,894)	–	–	–	(11,456)
Interest	–	14,415	–	–	–	14,415
Charitable contributions	2,462	756	–	–	–	3,218
Others	230	4,404	–	–	(548)	4,086
	72,701	25,245	2,014	–	(43)	99,917

As at 30 April 2020, the Group recognized deferred tax liability related to undistributed profit of a subsidiary amounting to US$7.5 million (2019: nil).

9. DEFERRED TAX (CONT'D)

Unrecognised deferred tax assets

The following deferred tax assets have not been recognised as of 30 April 2020 and 2019:

	30 April 2020 US$'000	30 April 2019 US$'000
Deductible temporary differences	9,516	5,024
Tax losses and tax credits	422	481
	9,938	5,505

The tax losses will expire in 2021. The tax credits will expire between 2024 and 2028. Deferred tax assets have not been recognised with respect to these items because it is not probable that future taxable profits will be available to utilise the benefits.

Sources of estimation uncertainty

As of 30 April 2020, deferred tax assets amounting to US$160.4 million (2019: US$146.6 million) have been recognised in respect of the tax loss carry forwards because management assessed that it is probable that future taxable profit will be available against which the Group can utilise these benefits. Management expects profitable growth coming from revenue strategies and cost efficiencies in the future. To the extent that profitable growth does not materialise in the future periods, deferred tax assets as at 30 April 2020 may not be realised. The majority of the tax loss for 30 April 2020 and 2019 can be carried forward indefinitely and tax loss carry forwards prior to 30 April 2019 may be utilised up to a 20-year period.

10. OTHER NONCURRENT ASSETS

		Group	
	Note	30 April 2020 US$'000	30 April 2019 US$'000
Advance rentals and deposits		15,538	7,116
Advances to growers		6,081	12,861
Excess insurance		5,144	5,514
Land expansion (development cost of acquired lease areas		3,863	8,230
Advances to suppliers		1,730	2,526
Note receivables	33, 34, 35	1,141	4,038
Prepayments		160	631
Others		1,280	706
		34,937	41,622

Advances to growers and advance rentals and deposits consists a) noninterest-bearing cash and other advances to growers and landowners which are collected against delivery of fruits or minimum guaranteed profits of the growers or against payment of rentals to landowners, and b) security deposits made to Nutri-Asia, Inc. in connection with the Group's intention to avail of the additional production capacity under the toll manufacturing agreement. The security deposit will be returned when tolling agreement for the additional capacity is finalised or in the event that the additional capacity does not materialize.

Excess insurance relates mainly to reimbursements from insurers to cover certain workers' compensation claims liabilities (see Note 20).

10. OTHER NONCURRENT ASSETS (CONT'D)

Advances to suppliers represents advance payments made on capital projects. A reclassification was made into this account in fiscal year 2019 amounting to US$2.5 million from "Down payment to suppliers" presented under "Prepaid and other current assets" (see Note 14), due to the noncurrent nature of the accounts.

Land expansion comprises development costs of newly acquired leased areas including costs such as creation of access roads, construction of bridges and clearing costs. These costs are amortised on a straight-line basis over the lease periods of 10 years or lease term, whichever is shorter.

As at 30 April 2020 and 2019, note receivables of US$1.0 million relates to the sale of certain assets of Plymouth (see Note 5).

As at 30 April 2019, the note receivables include a receivable relating to the sale of certain assets of Sager Creek which is payable in three years until December 2020 (see Note 16). The note receivables are payable in four instalment bearing interest of 3.50% per annum for the first instalment and 5.22% from the second instalment up to the final instalment. Remaining note receivables as at 30 April 2020 amounted to US$2.8 million (2019: US$7.7 million), the current portion of US$2.8 million as at 30 April 2020 (2019: US$5.4 million), is presented under "Trade and other receivables" (see Note 13).

11. BIOLOGICAL ASSETS

	Group	
	30 April 2020 US$'000	**30 April 2019 US$'000**
Livestock		
At beginning of the year	1,682	1,629
Purchases of livestock	1,142	990
Sales of livestock	(755)	(927)
Currency realignment	49	(10)
At end of the year	2,118	1,682
Agricultural produce		
At beginning of the year	26,421	23,473
Additions	9,915	11,755
Harvested	(11,068)	(8,674)
Currency realignment	698	(133)
At end of the year	25,966	26,421
Fair value gain on produce prior to harvest	35,194	25,899
At end of the year	61,160	52,320
Current	61,160	52,320
Noncurrent	2,118	1,682
Total	63,278	54,002

11. BIOLOGICAL ASSETS (CONT'D)

	Note	Group 30 April 2020 US$'000	 30 April 2019 US$'000
Fair value gain recognised under:			
Inventories	35	3,657	6,016
Cost of sales	26	45,510	39,002
Unharvested agricultural produce		8,397	7,409
Fair value gain recognised under revenues		57,564	52,427

The changes in fair values of the Group's biological assets are recorded as part of revenues (see Note 25).

Livestock

Livestock comprises growing herd and breeding and dairy herd that are stated at cost and cattle for slaughter that is stated at fair value less point-of-sale costs. The fair value is determined based on the actual selling prices approximating those at year end less estimated point-of-sale costs.

Risk Management strategy related to agricultural activities

The Group is exposed to risks arising from changes in cost and volume of fruits harvested from the growing crops which is influenced by natural phenomenon such as weather patterns, volume of rainfall and field performance. The cost of growing crops is also exposed to the change in cost and supply of agricultural supplies and labor which are determined by constantly changing market forces of supply and demand.

The Group is subject to risk relating to its ability to maintain the physical condition of its fruit crops. Plant diseases could adversely impact production and consumer confidence, which impact sales.

The Group secures favorable harvest of pineapples and other agricultural produce from biological assets by continuously assessing factors that could affect harvest and responding to them on a timely manner. The Group is equipped with necessary technical manpower, farm inputs, such as fertilizer, chemicals and equipment to respond to any changes brought about by the factors as mentioned above.

The Group is subject to laws and regulations in the Philippines where it operates its agricultural activities. The Group has established environmental policies and procedures aimed at compliance with local environmental and other laws.

11. BIOLOGICAL ASSETS (CONT'D)

Source of estimation uncertainty

The fair values of the harvested pineapple fruits are based on the most reliable estimate of selling prices, in both local and international markets at the point of harvest, as determined by the Group. For the pineapple variety being sold as fresh fruits, the market price is based on the selling price of fresh fruits as sold in the local and international markets. For the pineapple variety being processed as cased goods, the market price is derived from average sales price of the processed product adjusted for margin related to further processing. Changes in fair values of agricultural produce after initial recognition are included in the carrying amount of cased goods at the reporting date.

The fair values of the growing pineapple crops are based on the most reliable estimate of market prices, in both local and international markets at the point of harvest, as determined by the Group. Fair value is initially recognised when the pineapple fruit develops when the bearer plant has reached maturity to bear fruit. The fair value is approximated by the estimated selling price at point of harvest less future growing costs to be incurred until harvest. Such future growing costs decreases as the growing crops near the point of harvest.

Bearer plants are stated at cost which comprises actual costs incurred in nurturing the crops reduced by the equivalent amortisation of fruits harvested which considers the future volume of harvests. Estimated harvest is affected by natural phenomenon such as weather patterns and volume of rainfall. Field performance and market demand also affect the level of estimated harvests. The estimated cost is developed by allocating growing costs for the estimated growth cycle of two to three years over the estimated harvests to be made during the life cycle of the plant crops. The Group reviews and monitors the estimated future volume of harvests regularly.

The valuation techniques and significant unobservable inputs used in determining the fair value of these biological assets are discussed in Note 35.

12. INVENTORIES

	Group	
	30 April 2020 US$'000	30 April 2019 US$'000
Finished goods		
– at cost	287,838	402,247
– at net realisable value	19,909	32,154
Semi-finished goods		
– at cost	62,431	62,337
– at net realisable value	11,883	20,656
Raw materials and packaging supplies		
– at cost	98,264	147,528
– at net realisable value	2,138	–
	482,463	664,922

Inventories recognised as an expense in cost of sales amounted to US$1,201.0 million for the year ended 30 April 2020 (2019: US$1,101.1 million) (see Note 26).

12. INVENTORIES (CONT'D)

Inventories are stated after allowance for inventory obsolescence. Movements in the allowance for inventory obsolescence during the year are as follows:

	Note	Group	
		30 April 2020 US$'000	30 April 2019 US$'000
At beginning of the year		10,527	26,616
Allowance for the year	26	9,649	19,245
Write-off against allowance		(8,152)	(35,855)
Currency realignment		2,844	521
At end of the year		14,868	10,527

Source of estimation uncertainty

The Group recognises allowance on inventory obsolescence when inventory items are identified as obsolete. Obsolescence is based on the physical and internal condition of inventory items. Obsolescence is also established when inventory items are no longer marketable. Obsolete goods when identified are charged to income statement and are written off. In addition to an allowance for specifically identified obsolete inventory, estimation is made on a group basis based on the age of the inventory items. The Group believes such estimates represent a fair charge of the level of inventory obsolescence in a given year. The Group reviews on a monthly basis the condition of its inventory. The assessment of the condition of the inventory either increases or decreases the expenses or total inventory.

Estimates of net realisable value are based on the most reliable evidence available at the time the estimates are made of the amount the inventories expected to be realised. These estimates take into consideration fluctuations of price or cost directly relating to events occurring after reporting date to the extent that such events confirm conditions existing at the reporting date.

The Group reviews on a continuous basis the product movement, changes in customer demands and introductions of new products to identify inventories which are to be written down to the net realisable values. The write-down of inventories is reviewed periodically to reflect the accurate valuation in the financial records. An increase in write-down of inventories would increase the recorded cost of sales and operating expenses and decrease current assets.

13. TRADE AND OTHER RECEIVABLES

	Note	Group		Company	
		30 April 2020 US$'000	30 April 2019 US$'000	30 April 2020 US$'000	30 April 2019 US$'000
Trade receivables		175,794	132,934	–	–
Nontrade receivables		156,790	25,893	62	32
Amounts due from subsidiaries (nontrade)	38	–	–	92,607	635
Amounts due from joint venture (nontrade)		–	–	2,462	2,520
Allowance for expected credit loss – trade		(4,975)	(5,158)	–	–
Allowance for expected credit loss – nontrade		(4,544)	(4,615)	–	–
Trade and other receivables		323,065	149,054	95,131	3,187

13. TRADE AND OTHER RECEIVABLES (CONT'D)

The amounts due from subsidiaries and joint venture are unsecured, interest-free and repayable on demand. There is no allowance for doubtful debts arising from these outstanding balances.

Nontrade receivables consist of vendor rebates, plant receivables, claims from third party service providers, advances to growers, which are claimed upon delivery of fruits, and fuel withdrawals applied against truckers' bills when due.

Nontrade receivables includes of the current portion of the notes receivable from sale of Sager Creek assets amounting to US$2.8 million and US$5.4 million as at 30 April 2020 and 2019, respectively (see Note 10).

Nontrade receivables also includes the consideration for the sale of 12% ownership interest in DMPI amounting to US$120.0 million (see Note 6).

The aging of trade and nontrade receivables at the reporting date is:

	Group			
	Gross		ECL allowance	
	Trade US$'000	Nontrade US$'000	Trade US$'000	Nontrade US$'000
At 30 April 2020				
Not past due	126,137	138,412	–	–
Past due 0 – 60 days	31,097	4,420	–	–
Past due 61 – 90 days	2,994	492	–	–
Past due 91 – 120 days	1,764	576	–	–
More than 120 days	13,802	12,890	(4,975)	(4,544)
	175,794	156,790	(4,975)	(4,544)

	Group			
	Gross		ECL allowance	
	Trade US$'000	Nontrade US$'000	Trade US$'000	Nontrade US$'000
At 30 April 2019				
Not past due	80,706	16,831	–	–
Past due 0 – 60 days	26,033	867	–	–
Past due 61 – 90 days	1,232	523	–	–
Past due 91 – 120 days	5,935	482	–	–
More than 120 days	19,028	7,190	(5,158)	(4,615)
	132,934	25,893	(5,158)	(4,615)

The recorded allowance for expected credit loss falls within the Group's historical experience in the collection of trade and other receivables. Therefore, management believes that there is no significant additional credit risk beyond what has been recorded.

As at 30 April 2020 and 2019, the total receivables of the Company were neither past due nor impaired.

13. TRADE AND OTHER RECEIVABLES (CONT'D)

Movements in allowance for expected credit loss during the year are as follows:

	Note	Group Trade US$'000	Group Nontrade US$'000	Group Total US$'000
At 1 May 2019		5,158	4,615	9,773
Allowance for the year	26	9	–	9
Reversal for the year	26	(213)	(88)	(301)
Currency realignment		21	17	38
At 30 April 2020		4,975	4,544	9,519

	Note	Group Trade US$'000	Group Nontrade US$'000	Group Total US$'000
At 1 May 2018		2,440	4,543	6,983
Allowance for the year	26	2,574	72	2,646
Currency realignment		144	–	144
At 30 April 2019		5,158	4,615	9,773

Source of estimation uncertainty

The Group maintains an allowance for impairment of accounts receivables at a level considered adequate to provide for potential uncollectible receivables based on the applicable ECL methodology. The level of this allowance is evaluated by the Group on the basis of factors that affect the collectability of the accounts. These factors include, but are not limited to, the length of the Group's relationship with debtors, their payment behaviour and known market factors. The Group reviews the age and status of receivables, and identifies accounts that are to be provided with allowance on a continuous basis. Additionally, allowance is also determined, through a provision matrix based on the Group's historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment. The amount and timing of recorded expenses for any period would differ if the Group made different judgement or utilised different estimates. An increase in the Group's allowance for impairment would increase the Group's recorded operating expenses and decrease current assets.

14. PREPAID EXPENSES AND OTHER CURRENT ASSETS

		Group		Company	
	Note	30 April 2020 US$'000	30 April 2019 US$'000	30 April 2020 US$'000	30 April 2019 US$'000
Prepaid consultancy fees		31,324	–	–	–
Prepaid expenses		29,586	30,046	132	150
Down payment to suppliers		4,136	2,395	–	–
Derivative asset	20	57	64	–	–
Others		2,609	1,685	48	42
		67,712	34,190	180	192

Prepaid expenses consist of advance payments for insurance, advertising, rent and taxes, among others.

Prepaid consultancy fees consist of transaction costs directly attributable to the bond issuance in May 2020 (see Note 41). These will be subsequently reclassified to debt issuance costs under "Loans and borrowings" upon recognition of the loan.

Down payment to suppliers pertain to advance payments for the purchase of materials and supplies that will be used for operations. A reclassification was made from this account to "Advances to suppliers" under "Other noncurrent assets" (see Note 10) in fiscal year 2019 amounting to US$2.5 million due to the noncurrent nature of the accounts.

15. CASH AND CASH EQUIVALENTS

	Group		Company	
	30 April 2020 US$'000	30 April 2019 US$'000	30 April 2020 US$'000	30 April 2019 US$'000
Cash on hand	61	41	–	–
Cash in banks	33,087	17,231	766	886
Cash equivalents	317	4,364	–	–
Cash and cash equivalents	33,465	21,636	766	886

Certain cash in bank accounts earn interest at floating rates based on daily bank deposit rates ranging from 0.01% to 0.50% per annum in 2020 (2019: 0.01% to 0.50%). Cash equivalents are short-term placements which are made for varying periods of up to three months depending on the immediate cash requirements of the Group and earn interest rate of 0.69% to 4.44% as of 30 April 2020 (30 April 2019: 0.18% to 6.50%) per annum.

16. NONCURRENT ASSETS HELD FOR SALE

The Group classifies noncurrent assets as held-for-sale if their carrying amounts will be recovered principally through a sale transaction rather than through continuing use. The criteria are reviewed periodically if still met, otherwise revert back to property, plant and equipment.

In 2018, management committed to a plan to sell certain assets of the Group's Plymouth, Indiana plant and an office building in Siloam Springs, Arkansas. The majority of these assets have been sold during fiscal year 2019.

In 2019, management committed to a plan to sell certain assets of the Group's Gilroy, California and Kenwood, Arkansas plants. Accordingly, these assets were presented as assets held for sale. As of 30 April 2019, these assets comprised the following:

	US$'000
Freehold land	1,467
Building and machinery	2,998
	4,465

As of 30 April 2020, the Kenwood warehouse has been sold, while the Gilroy assets have been reclassified as "Property, plant, and equipment" in the consolidated statements of financial position. There are no assets held for sale as of 30 April 2020.

Sale of business

Sager Creek

On 18 September 2017, the Group entered into an agreement with McCall Farms Inc. ("McCall Farms") to sell certain assets of its Sager Creek vegetable business ("Sager Creek") for US$55.0 million in total consideration. The Group previously acquired Sager Creek in March 2015. Sager Creek was a producer of specialty vegetables for the foodservice and retail markets headquartered in Siloam Springs, Arkansas.

The Group received US$30.0 million at closing on 18 September 2017, US$15.0 million on 27 February 2018, US$2.5 million on 28 February 2019 and US$5.0 million on February 28, 2020. The remaining US$2.5 million is due along with accrued interest on 1 December 2020. As of 30 April 2020, the Group has recorded current receivables of US$2.8 million in "Trade and other receivables". As of 30 April 2019, the Group has recorded current receivables of US$5.4 million in "Trade and other receivables" and noncurrent receivables of US$2.7 million, in "Other noncurrent assets" related to this sale. In 2018, the Group recognised a gain on sale amounting to US$16.4 million relating to the sale of certain assets of Sager Creek.

17. SHARE CAPITAL

	30 April 2020 No. of shares ('000)	30 April 2020 US$'000	30 April 2019 No. of shares ('000)	30 April 2019 US$'000
Authorised:				
Ordinary shares of US$0.01 each	3,000,000	30,000	3,000,000	30,000
Preference shares of US$1.00 each	600,000	600,000	600,000	600,000
	3,600,000	630,000	3,600,000	630,000
Issued and fully paid:				
Ordinary shares of US$0.01 each	1,944,936	19,449	1,944,936	19,449
Preference shares of US$1.00 each	30,000	30,000	30,000	30,000
	1,974,936	49,449	1,974,936	49,449

Reconciliation of number of outstanding ordinary shares in issue:

	Year ended 30 April 2020 No. of shares ('000)	Year ended 30 April 2019 No. of shares ('000)
At beginning/end of the year	1,943,960	1,943,960

The number of outstanding ordinary shares excludes 975,802 ordinary shares held by the Company as treasury shares.

Reconciliation of number of outstanding preference shares in issue:

	Year ended 30 April 2020 No. of shares ('000)	Year ended 30 April 2019 No. of shares ('000)
At beginning/end of the year	30,000	30,000

The following summarises the information on the Company's registration of securities under the Revised Securities Regulation Code of the Philippines ("SRC"):

Ordinary Shares

Date of SEC Approval	Authorised Shares	No. of Shares Issued	Issue/Offer Price
28 May 2013 *	2,000,000,000	1,297,500,491	Php29.80
15 October 2014 **	3,000,000,000	5,500,000	Php17.00
14 January 2015 ***	3,000,000,000	641,935,335	Php10.60

* The SEC issued an order rendering effective the registration of its issued shares. Company was listed by way of introduction on The Philippine Stock Exchange, Inc. on 10 June 2013.

** The SEC issued an order rendering effective the registration of additional 5,500,000 ordinary shares which were offered and sold to the public in the Philippines.

*** The rights shares were considered exempt from registration pursuant to Section 10(e) and 10(l) of the SRC. The exemption from registration was confirmed by the SEC in a letter dated 14 January 2015.

17. SHARE CAPITAL (CONT'D)

Preference Shares

Date of SEC Approval	Authorised Shares	No. of Shares Issued	Issue/Offer Price
21 March 2017	600,000,000	20,000,000 Series A-1 Preference Shares	US$10.00
21 March 2017 * / 27 November 2017 **	600,000,000	10,000,000 Series A-2 Preference Shares	US$10.00

* No Order of Registration was issued for the second tranche offer of preference shares as it was part of the shelf-registration previously applied by the Company with the SEC.

** Date of issuance of the SEC Permit to Sell.

The total number of ordinary shareholders as at 30 April 2020 and 2019 is 7,504 and 7,646, respectively. Additionally, the total number of Series A-1 preference shareholders as at 30 April 2020 and 2019 is 18 and 15, respectively. The total number of Series A-2 preference shareholders as at 30 April 2020 and 2019 is 26 and 22, respectively.

The holders of ordinary shares are entitled to receive dividends after dividend of preference shares are paid, as declared from time to time, and are entitled to one vote per share at meetings of the Company. The preference share s are cumulative, non-voting, redeemable at the option of the issuer, non-participating and non-convertible. The preference share has a par value of US$1.0 per share and were issued at US$10.0 per share. Ordinary shares rank equally with regard to the Company's residual assets after preference shares are paid.

In April 2014, the Company increased its authorised share capital from US$20.0 million, divided into 2,000,000,000 ordinary shares at US$0.01 per share, to US$630.0 million, divided into 3,000,000,000 ordinary shares at US$0.01 per share and 600,000,000 preference shares at US$1.00 per share. The preference shares may be issued in one or more series, each such class of shares will have rights and restrictions as the Board may designate. The terms and conditions of the authorised preference shares are finalised upon each issuance.

On 30 October 2014, the Company had additional ordinary shares listed and traded on the SGX-ST and the PSE pursuant to a public offering conducted in the Philippines. The Company offered and sold by way of primary offer 5,500,000 ordinary shares at an offer price of 17.00 Philippine pesos (Php) per share.

In March 2015, additional 641,935,335 ordinary shares were listed on the SGX-ST and the PSE, which were offered and sold to eligible shareholders by way of a stock rights offering at an exercise price of S$0.325 or Php10.60 for each share in Singapore and the Philippines, respectively.

In April 2017, the Company completed the offering and listing of 20,000,000 Series A-1 Preference Shares which were sold at an offer price of US$10.0 per share (US$1.0 par value per share) in the Philippines, generating US$200 million in proceeds. The said shares were listed on the PSE.

In September 2017, the Company transferred 745,918 of its treasury shares to ordinary shares in connection with the release of share awards granted to certain Directors pursuant to the Del Monte Pacific RSP.

In December 2017, the Company completed the offering and listing of 10,000,000 Series A-2 Preference Shares in the Philippines generating approximately US$100 million in proceeds (or a combined US$300 million including the US$200 million that was raised in April 2017). The Company used the net proceeds to substantially refinance the US$350 million bridging loan that was due in February 2019.

The Company also issued share awards under the Del Monte Pacific Restricted Share Plan ("Del Monte Pacific RSP") (see Note 32) during the fiscal year 2018.

17. SHARE CAPITAL (CONT'D)

Capital management

The Board's policy is to maintain a sound capital base so as to maintain investor, creditor and market confidence and to sustain future development of the business. The Group's capital comprises its share capital, retained earnings and total reserves as presented in the statements of financial position. The Board monitors the return on capital, which the Group defines as profit or loss for the year divided by total shareholders' equity. The Board also monitors the level of dividends paid to ordinary shareholders.

The bank loans of the Group contain various covenants with respect to capital maintenance and ability to incur additional indebtedness. The Board ensures that loan covenants are considered as part of its capital management through constant monitoring of covenant results through interim and full year results.

There were no changes in the Group's approach to capital management during the fiscal year.

18. RETAINED EARNINGS AND RESERVES

Retained earnings

Dividends

	Group			Company		
	30 April 2020 US$'000	30 April 2019 US$'000	30 April 2018 US$'000	30 April 2020 US$'000	30 April 2019 US$'000	30 April 2018 US$'000
Declared and paid during the financial year:						
Dividends on ordinary shares						
2020: US$0.0052 (2019: US$nil; 2018: US$0.0061)	10,112	–	11,882	10,112	–	11,882
Dividends on preference shares						
A-1 preference shares for 2020, 2019 and 2018: US$0.6625	13,250	13,250	13,250	13,250	13,250	13,250
A-2 preference shares for 2020 and 2019: US$0.6500 2018: US$0.20403	6,500	6,500	2,040	6,500	6,500	2,040
	19,750	19,750	15,290	19,750	19,750	15,290
	29,862	19,750	27,172	29,862	19,750	27,172
Proposed but not recognised as a liability as at reporting date:						
Dividends on ordinary shares						
2020: US$0.0154 (2019: US$0.0052)	29,937	10,109	–	29,937	10,109	–

Ordinary shares

On 24 July 2020, the Company declared a special dividend of US$0.0154 per share to ordinary shareholders on record as at 12 August 2020. The special dividend will be paid on 19 August 2020.

On 20 June 2019, the Company declared dividends of US$0.0052 per share for ordinary shareholders on record as at 12 July 2019. The final dividend was paid on 19 July 2019.

On 23 August 2017, the Company declared a dividend of US$0.0061 per share to stockholders on record as at 28 August 2017. The final dividend was paid on 8 September 2017.

18. RETAINED EARNINGS AND RESERVES (CONT'D)

Preference shares

On 11 March 2020, the Company declared dividends to holders of Series A-1 Preference Shares, at the fixed rate of 6.625% per annum, or equivalent to US$0.33125 per Series A-1 Preference Share for the six-month period from 8 October 2019 to 7 April 2020. The Company also declared dividends to holders of Series A-2 Preference Shares at the fixed rate of 6.5% per annum, or equivalent to US$0.32500 per Series A-2 Preference Share for the six-month period from 8 October 2019 to 7 April 2020. The final dividends were paid on 7 April 2020.

On 9 September 2019, the Company declared dividends to the holders of the Series A-1 Preference Shares at the fixed rate of 6.625% per annum, or equivalent to US$0.33125 per Series A-1 Preference and Series A-2 Preference Shares at the fixed rate of 6.5% per annum, or equivalent to US$0.32500 per series A-2 Preference Shares for the six-month period from 8 April 2019 to 7 October 2019. The final dividends were paid on 7 October 2019.

On 20 March 2019, the Company declared dividends to holders of Series A-1 Preference Shares, at the fixed rate of 6.625% per annum, or equivalent to US$0.33125 per Series A-1 Preference Share for the six-month period from 8 October 2018 to 7 April 2019. The Company also declared dividends to holders of Series A-2 Preference Shares at the fixed rate of 6.5% per annum, or equivalent to US$0.32500 per Series A-2 Preference Share for the six-month period from 8 October 2018 to 7 April 2019. The final dividends were paid on 8 April 2019.

On 19 September 2018, the Company declared dividends to holders of Series A-1 Preference Shares, at the fixed rate of 6.625% per annum, or equivalent to US$0.33125 per Series A-1 Preference Share for the six-month period from 7 April 2018 to 7 October 2018. The Company also declared dividends to holders of Series A-2 Preference Shares at the fixed rate of 6.5% per annum, or equivalent to US$0.32500 per Series A-2 Preference Share for the six-month period from 7 April 2018 to 7 October 2018. The final dividends were paid on 8 October 2018.

On 3 April 2018, the Company declared dividends to holders of Series A-1 Preference Shares, at the fixed rate of 6.625% per annum, or equivalent to US$0.33125 per Series A-1 Preference Share for the six-month period from 8 October 2017 to 7 April 2018. The Company also declared dividends to holders of Series A-2 Preference Shares at the fixed rate of 6.5% per annum, or equivalent to US$0.20403 per Series A-2 Preference Share for the 113-day period from 15 December 2017 to 7 April 2018. The final dividends were paid on 10 April 2018.

On 29 September 2017, the Company declared dividends to holders of Series A-1 Preference Shares, at the fixed rate of 6.625% per annum, or equivalent to US$0.33125 per Series A-1 Preference Share for the six-month period from 7 April 2017 to 7 October 2017. The final dividend was paid on 9 October 2017.

The cumulative undeclared dividends on the preference shares amounted to US$1.3 million as of 30 April 2020 and 2019.

The retained earnings is restricted for the payment of dividends representing the accumulated equity in net earnings of the subsidiaries amounting to US$264.6 million as at 30 April 2020 (2019: US$465.9 million). The accumulated equity in net earnings of the subsidiaries will be available for dividend distribution upon receipt of dividends from the subsidiaries. As of 30 April 2020 and 2019, joint ventures have no undistributed net earnings.

On 30 April 2020, the Group recorded in retained earnings, a net equity reserve of US$77.0 million, arising from the sale of DMPI shares (see Note 6).

18. RETAINED EARNINGS AND RESERVES (CONT'D)

Share premium

Under the British Virgin Islands law in whose jurisdiction the Company operates, the Company's share premium and retained earnings form part of the Company's surplus that may be available for dividend distribution provided that the solvency test is met by the Company. The Group's share premium is shown net of a merger deficit of US$0.14 million, which arose from the acquisition of a subsidiary, DMPRL, under common control in 1999.

The share premium account includes any premium received on the initial issuing of the share capital. Any transaction costs associated with the issuing of shares are deducted from the share premium account, net of any related income tax effects.

Reserves

	Group		Company	
	30 April 2020 US$'000	**30 April 2019 US$'000**	**30 April 2020 US$'000**	**30 April 2019 US$'000**
Translation reserve	(87,997)	(93,375)	(87,997)	(93,375)
Remeasurement of retirement plan	(2,873)	17,648	(2,873)	17,648
Revaluation reserve	13,731	10,885	13,731	10,885
Hedging reserve	(1,802)	(2,452)	(1,802)	(2,452)
Share option reserve	1,753	1,753	1,753	1,753
Reserve for own shares	(286)	(286)	(286)	(286)
	(77,474)	(65,827)	(77,474)	(65,827)

The translation reserve comprises foreign exchange differences arising from the translation of the financial statements of foreign operations.

The revaluation reserve relates to surplus on the revaluation of freehold land of the Group. The hedging reserve comprises the effective portion of the cumulative net change in the fair value of hedging instruments used in cash flow hedges pending subsequent recognition in profit or loss as the hedged cash flows affect the income statement of the Group (see Note 20).

The share option reserve comprises the cumulative value of employee services received for the issue of share options.

The reserve for the Company's own shares comprises the cost of the Company's shares held by the Group. As at 30 April 2020 and 2019, the Group held 975,802 of the Company's shares.

19. LOANS AND BORROWINGS

	Group		Company	
	30 April 2020 US$'000	30 April 2019 US$'000	30 April 2020 US$'000	30 April 2019 US$'000
Current liabilities				
Unsecured bank loans	473,152	353,870	216,311	135,070
Secured bank loans	825,140	138,870	74,971	–
	1,298,292	492,740	291,282	135,070
Noncurrent liabilities				
Unsecured bank loans	75,000	168,825	75,000	111,241
Secured bank loans	22,737	817,090	–	129,774
	97,737	985,915	75,000	241,015
	1,396,029	1,478,655	366,282	376,085

Terms and debt repayment schedule

Terms and conditions of outstanding loans and borrowings are as follows:

				30 April 2020		30 April 2019	
	Currency	Nominal interest rate % p. a.	Year of maturity	Face value US$'000	Carrying amount US$'000	Face value US$'000	Carrying amount US$'000
Group							
Secured bank loans	PHP	4.50%	2020	59,472	59,472	57,584	57,584
Unsecured bank loans	PHP	5.25%-5.50%	2020	150,266	150,266	–	–
Unsecured bank loans	USD	1.54%-4.50%	2020-2024	397,886	397,886	465,111	465,111
Secured bridging loan	USD	4.50%	2020	500	500	53,500	53,500
Secured bridging loan	USD	4.50%	2020	74,500	74,471	76,500	76,274
Secured bank loan under ABL Credit Agreement	USD	Swingline B-5% Base-5%	2020	25,072	25,072	136,672	133,851
Secured First lien term loan	USD	Higher of Libor or 1% + 3.25% or total of 4.86%	2021	665,625	665,625	674,500	668,697
Secured Second lien term loan	USD	Higher of Libor or 1% + 7.25% or total of 7.82%	2021	22,737	22,737	28,555	23,638
				1,396,058	1,396,029	1,492,422	1,478,655

19. LOANS AND BORROWINGS (CONT'D)

	Currency	Nominal interest rate % p.a.	Year of maturity	30 April 2020 Face value US$'000	30 April 2020 Carrying amount US$'000	30 April 2019 Face value US$'000	30 April 2019 Carrying amount US$'000
Company							
Unsecured bank loans	USD	2.30%-4.50%	2020-2024	291,311	291,311	246,311	246,311
Secured bridging loans	USD	4.50%	2020	75,000	74,971	130,000	129,774
				366,311	366,282	376,311	376,085

The secured bridging loans of US$0.5 million as at 30 April 2020 (2019: US$53.5 million) represent the remaining balance for the bridging loan that was obtained by the Company to finance the acquisition of Sager Creek and its related costs. In 2017, the Company signed a two-year extension of the US$350.0 million Banco de Oro Unibank, Inc (BDO) loans from 10 February 2017 to 2019. In 2019, the Company settled an additional US$0.5 million and extended the maturity date from February 2019 to August 2020. In 2020, the Company settled another US$53.0 million. The loans are secured by the following: 1) Share Charge by DMPL on its share in DMPL Foods Limited; 2) Pledge by DMPRL of its shares in CARI; and 3) Pledge by CARI of its shares in DMPI.

In 2015, the Company obtained loans from BDO amounting to US$130.0 million to refinance its existing bridge loans with the same bank and other bridge loans with other lenders and for general corporate requirements. The loans are secured by DMPI suretyship. The Company settled US$53.5 million in 2019 and another US$2.0 million in 2020, bringing the balance to US$74.5 million.

The BDO bridging loans above require the Company to continuously maintain a debt to equity ratio of 3:1 applicable to fiscal years 2018 to 2020 and interest coverage of 1.5x. The Company is compliant with these covenants as at 30 April 2020 and 2019.

The Company has also entered into an agreement with Development Bank of Singapore Limited (DBS) for an omnibus facility comprising of a short-term dollar denominated loan (US$30 million) and import financing facilities. The maximum aggregate utilization for the loans shall not exceed US$80 million at all times. The Company has drawn US$30 million during fiscal year 2019, and settled the amount in October 2019. Another US$30 million was drawn during fiscal year 2020, maturing in May 2020 which was subsequently rolled upon maturity.

In fiscal year 2019, the Company obtained loans from Bank of Commerce (BOC) amounting to US$54.0 million and Development Bank of the Philippines (DBP) amounting to US$57.2 million for various financing need. The loans will mature on October 2020 and February 2021, respectively.

In fiscal year 2020, the Company obtained additional long-term loans from DBP amounting to a total of US$75.0 million maturing in October 2024, to partially finance general corporate requirements and refinance existing debt.

19. LOANS AND BORROWINGS (CONT'D)

Long-term Borrowings

Long-term Borrowings	Original Principal (In '000)	Outstanding Balance (In '000)	Interest Rate % p.a.	Year of Maturity	Payment Terms (e.g., annually, quarterly, etc.)	Interest already paid 1 May 2019 to 30 April 2020 (In '000)
Senior secured variable rate first lien term loan	USD 710,000	USD 665,625	Higher of Libor or 1% + 3.25% or total of 4.86%	2021	0.25% quarterly principal payments from 30 April 2014 to 31 January 2021; Balance due in full at its maturity, 18 February 2021.	USD 38,160
Senior secured second lien variable rate term loan	USD 260,000	USD 22,737	Higher of Libor or 1% + 7.25% or total of 7.82%	2021	Due in full at its maturity, 18 August 2021.	USD 2,778
BDO Long -term Loan	USD 350,000	USD 500	4.50%	2020	Quarterly interest payment and principal on maturity date.	USD 1,623
BDO Long -term Loan	USD 130,000	USD 74,500	4.50%	2020	Quarterly interest payment and principal on maturity date.	USD 3,424
BOC Long -term Loan	USD 54,000	USD 54,000	4.50%	2020	Monthly interest payment and principal on maturity date.	USD 2,471
DBP Long-term Loan	USD 57,241	USD 57,241	2.99%	2021	Quarterly interest payment and principal on maturity date	USD 2,094
DBP Long -term Loan	USD 75,000	USD 75,000	2.72%	2024	Quarterly interest payment and principal on maturity date	USD 1,206
BDO Long -term Loan	PHP 3,000,000	PHP 3,000,000	Higher of Libor or 4.50%	2020	Quarterly interest payment and principal on maturity date	PHP 141,368

19. LOANS AND BORROWINGS (CONT'D)

Loans and borrowings are stated net of unamortised debt issuance cost. The balance of unamortised debt issuance cost follows:

	Note	Group		Company	
		Year ended 30 April 2020 US$'000	Year ended 30 April 2019 US$'000	Year ended 30 April 2020 US$'000	Year ended 30 April 2019 US$'000
Beginning of year		13,767	20,732	226	512
Additions		–	868	–	–
Amortisation	27	(13,737)	(7,833)	(197)	(286)
End of year		30	13,767	29	226

DMFI is a party to a First Lien term loan credit agreement and a Second Lien term loan credit agreement (the "Term Loan Credit Agreements") with the lenders party thereto, Citibank, N.A., as administrative agent and collateral agent, and the other agents named therein, that provided for a US$710.0 million First Lien Term Loan and a US$260.0 million Second Lien Term Loan with terms of seven years and seven years plus six months, respectively.

Interest Rates. Loans under the First and Second Lien Term Loans bear interest at a rate equal to an applicable margin, plus a LIBOR rate (with a floor of 1.00%). As of 30 April 2020, the interest rate for First Lien Term Loans is 4.86% (2019: 5.90%) and the interest rate for Second Lien Term Loans is 7.82% (2019: 10.15%).

Principal Payments. The First Lien Term Loan generally requires quarterly scheduled principal payments of 0.25% of the outstanding principal per quarter from 30 April 2014 to 31 January 2021. The balance is due in full on the maturity date of 18 February 2021. Scheduled principal payments with respect to the First Lien Term Loan are subject to reduction following any mandatory or voluntary prepayments on terms and conditions set forth in the First Lien Term Loan Credit Agreement.

The Second Lien Term Loan is due in full on its maturity date of 18 August 2021.

The Term Loan Credit Agreements also require DMFI to prepay outstanding loans under the First Lien Term Loan and the Second Lien Term Loan, subject to certain exceptions, with, among other things:

- 50% (which percentage will be reduced to 25% if the leverage ratio is 4.0x or less and to 0% if the leverage ratio is 3.0x or less) of the annual excess cash flow, as defined in the First Lien Term Loan Credit Agreement;
- 100% of the net cash proceeds of certain casualty events and non-ordinary course asset sales or other dispositions of property for a purchase price above US$2.0 million, in each case, subject to DMFI's right to reinvest the proceeds; and
- 100% of the net cash proceeds of any incurrence of debt, other than proceeds from debt permitted under the First Lien Term Loan Credit Agreement.

On 14 March 2018, the Company, a trust owned by DMFHII and certain seller lenders entered into a Purchase Agreement wherein the Company, or its designated affiliate, agreed to purchase certain Second Lien term loans from the seller lenders at an amount equal to 70% of the principal amount of the loans to be sold, plus accrued and unpaid interest thereon. On 27 March 2018, DMFI, DMFHI and the lenders signed the second amendment to the Second Lien term loan allowing the Company, or its eligible assignee, to purchase any and all loans outstanding under the amended agreement which were duly submitted by the lenders for purchase at a price equal to 70% of the principal amount.

19. LOANS AND BORROWINGS (CONT'D)

In March 2018, DMFHII, the affiliate assignee, through a trust, purchased DMFI's Second Lien term loans with principal amount of US$125.9 million from seller lenders for US$88.2 million. On 5 June 2018, 24 July 2018, 15 April 2019 and 27 November 2019, an additional US$4.0 million, US$95.1 million, US$6.5 million and US$5.8 million, respectively, of the Second Lien Term Loans were purchased. The pre-tax net gain from the purchase of the loans in 2020 amounting to US$1.7 million (2019: US$16.9 million), net of no transaction costs (2019: US$2.0 million), was recognised in the Group's consolidated financial statements and is presented under "Finance income" in the consolidated income statement. The non-controlling interests of DMPLFL agreed to waive its share in any economic benefits arising from the Group's purchase of the Second Lien term loans. DMFHII agreed to make an equity contribution to DMFI in the amount equivalent to the interest received from DMFI.

To finance the purchase of the Second Lien Term Loans, the Company extended a loan to DMFHII amounting to US$88.2 million in fiscal year 2018 with additional US$87.8 million and US$4.1 million loans extended in fiscal year 2019 and 2020, respectively. As of 30 April 2020, such loans are subject to interest of 11.10% (2019: 13.9%), subject to quarterly repricing, and will mature on 18 August 2021. The interest income earned by the Company on this loan amounted to US$22.1 million in 2020 (2019: US$20.2 million).

Ability to Incur Additional Indebtedness. DMFI has the right to request an additional US$100 million plus an additional amount of secured indebtedness under the First Lien Term Loan and the Second Lien Term Loan. Lenders under this facility are under no obligation to provide any such additional loans, and any such borrowings will be subject to customary conditions precedent, including satisfaction of a prescribed leverage ratio, subject to the identification of willing lenders and other customary conditions precedent.

ABL Credit Agreement

DMFI is a party to a credit agreement (the "ABL Credit Agreement") with Citibank, N.A., as administrative agent, and the other lenders and agents parties thereto, as amended, that provides for senior secured financing of up to US$442.6 million (with all related loan documents, and as amended from time to time, the ABL Facility) with a term of five years until 18 February 2019, prior to an amendment in 2018.

On 23 April 2018, the Group amended and restated the ABL Credit Agreement. The US$442.6 million facility was divided into two tranches: "Tranche A" with an amount up to US$46.5 million and "Tranche B" with an amount up to US$442.6 million. Any drawdown or repayment are to be made in proportion to the two tranches and maximum borrowings cannot exceed the Tranche B commitments. Proceeds of US$40.0 million from the amended ABL Agreement were used to pay-off the balance of the previous credit agreement. The Group fully amortised the deferred financing fees related to the previous credit agreement of US$0.9 million from the amendment. As of 30 April 2020 and 2019, the Group's commitment could not exceed US$450.0 million. Tranche A matured on 18 February 2019 and Tranche B matures on 19 November 2020.

Interest Rates. Borrowings under the ABL Credit Agreement bear interest at an initial interest rate equal to an applicable margin, plus, at the Group's option, either (i) a LIBOR rate, or (ii) a base rate equal to the highest of (a) the federal funds rate plus 0.50%, (b) Citibank, N.A.'s "prime commercial rate" and (c) the one month LIBOR rate plus 1.00%. The applicable margin with respect to LIBOR borrowings is 2.25% for Tranche B at 30 April 2020 (and may increase to 2.50% or 2.75% depending on average excess availability) (2019: Tranche B: 2.50%) and with respect to base rate borrowings is 1.25% for Tranche B at 30 April 2020 (and may increase to 1.50% or 1.75% depending on average excess availability) (2019: Tranche B: 1.50%).

19. LOANS AND BORROWINGS (CONT'D)

ABL Credit Agreement (cont'd)

Commitment Fees. In addition to paying interest on outstanding principal under the ABL Credit Agreement, the Group is required to pay a commitment fee that was initially 0.375% per annum in respect of the unutilised commitments thereunder. The commitment fee rate on Tranche A from time to time is 0.250% or 0.500% depending on the amount of unused commitments under the ABL Credit Agreement for the prior fiscal quarter. The commitment fee rate on Tranche B is 0.500%. The Group must also pay customary letter of credit fees between 1.75% to 2.75% based on average excess availability, and fronting fees equal to 0.125% of the face amount for each letter of credit issued.

Availability under the ABL Credit Agreement. Availability under the ABL Credit Agreement is subject to a borrowing base. The borrowing base, determined at the time of calculation, is an amount equal to: (a) 85% of eligible accounts receivable and (b) the lesser of (1) 75% of the net book value of eligible inventory and (2) 85% of the net orderly liquidation value of eligible inventory, of the Group at such time, less customary reserves. The ABL Credit Agreement will terminate, and the commitments thereunder will mature. On 18 February 2019, Tranche A matured and on 19 November 2020 Tranche B will mature. As of 30 April 2020, under Tranche B of the ABL Credit Agreement, there were US$25.1 million (2019: Tranche B: US$136.7 million) of loans outstanding and US$21.9 million of letters of credit issued (2019: Tranche B: US$16.9 million). The Group's net availability under the ABL Credit Agreement was US$395.6 million as of 30 April 2020 (2019: US$289.0 million). The weighted average interest rate on the ABL Credit Agreement was approximately 4.25% on 30 April 2020 (2019: 4.90%).

The ABL Credit Agreement includes a sub limit for letters of credit and for borrowings on same day notice, referred to as "swingline loans."

Ability to Incur Additional Indebtedness. Notwithstanding any increase in the facility size, the Group's ability to borrow under the facility will remain limited at all times by the borrowing base (to the extent the borrowing base is less than the commitments).

Guarantee of Obligations under the Term Loan Credit Agreements and the ABL Credit Agreement. All obligations of DMFI under the Term Loan Credit Agreements and the ABL Credit Agreement are unconditionally guaranteed by the DMFHL and by substantially all existing and future, direct and indirect, wholly owned material restricted domestic subsidiaries of DMFI, subject to certain exceptions.

Security interests

Indebtedness under the First Lien Term Loan is generally secured by (i) a first priority pledge of all of the equity interests of DMFHL, (ii) a second priority lien on all ABL Priority Collateral of DMFHL and (iii) a first priority lien on substantially all other properties and assets of DMFHL. The Second Lien Term Loan is generally secured by (i) a second priority pledge of all of the equity interests of DMFHL, (ii) a third priority lien on all ABL Priority Collateral of DMFHL and (iii) a second priority lien on substantially all other properties and assets of DMFHL. The ABL Credit Agreement is generally secured by a first priority lien on DMFI's inventories and accounts receivable and by a third priority lien on substantially all other assets excluding real estate.

All of DMFI's inventory and trade receivables secure the various borrowings.

Restrictive and Financial Covenants. The Term Loan Credit Agreements and the ABL Credit Agreement contain restrictive covenants that limit DMFI's ability and the ability of its subsidiaries to take certain actions.

19. LOANS AND BORROWINGS (CONT'D)

Security interests (cont'd)

Term Loan Credit Agreement and ABL Credit Agreement Restrictive Covenants. The restrictive covenants in the Term Loan Credit Agreement and the ABL Credit Agreement include covenants limiting DMFI's ability, and the ability of DMFI's restricted subsidiaries, to incur additional indebtedness, create liens, engage in mergers or consolidations, sell or transfer assets, pay dividends and distributions or repurchase DMFHL's capital stock, make investments, loans or advances, prepay certain indebtedness, engage in certain transactions with affiliates, amend agreements governing certain subordinated indebtedness adverse to the lenders, and change DMFI's lines of business.

Financial Maintenance Covenants. The Term Loan Credit Agreements and ABL Credit Agreement generally do not require that DMFI comply with financial maintenance covenants.

Minimum Consolidated EBITDA. Beginning on 1 May 2018, the DMFHL Group will be subjected to an EBITDA financial covenant. Consolidated Trailing Twelve Month EBITDA of the Borrower and the Guarantors as of the last day of any fiscal quarter shall not be lower than specified amounts in the Credit Agreement.

Effect of Restrictive and Financial Covenants. The restrictive and financial covenants in the Term Loan Credit Agreements and the ABL Credit Agreement may adversely affect DMFI's ability to finance its future operations or capital needs or engage in other business activities that may be in its interest, such as acquisitions.

The Group is compliant with its loan covenants as of 30 April 2020 and 2019.

Unsecured Bank Loans

Certain unsecured bank loan agreements contain various affirmative and negative covenants that are typical of these types of facilities such as financial covenants relating to required debt-to-equity ratio, interest cover and maximum annual capital expenditure restrictions. These covenants include requirements for delivery of periodic financial information and restrictions and limitations on indebtedness, investments, acquisitions, guarantees, liens, asset sales, disposals, mergers, changes in business, dividends and other transfers.

	Bank	Principal In '000	Debt-to equity ratio	Interest coverage
Unsecured loans	BOC	USD 54,000	3.0x	2.0x
Unsecured loans	DBP	USD 57,241	3.0x	–
Unsecured loans	DBP	USD 75,000	3.0x	–

The Company and the Group is compliant with its loan covenants as at 30 April 2020 and 2019.

Ability to Incur Additional Indebtedness.

On 12 December 2017, the Company entered into a Third Amendment Agreement with BDO that gives the Company the right to reborrow up to an aggregate amount of US$200 million, subject to the terms of such amendment agreement.

In 2019, the Company also availed of an omnibus facility with DBS totaling US$80 million of which US$30 million had been drawn.

20. OTHER NONCURRENT LIABILITIES

	Group	
	30 April 2020 US$'000	30 April 2019 US$'000
Workers' compensation	19,018	19,304
Accrued vendors liabilities	623	802
Derivative liabilities	2,600	1,759
Accrued lease liabilities	–	7,610
Other payables	1,139	540
	23,380	30,015

Workers' compensation are liabilities for wage replacement and medical benefits to employees injured in the course of employment in exchange for mandatory relinquishment of the employee's right to sue his or her employer for the tort of negligence.

Derivative liabilities

The Group uses interest rate swaps and commodity swaps to hedge market risks relating to possible adverse changes in interest rates and commodity costs. The Group continually monitors its positions and the credit rating of the counterparties involved to mitigate the amount of credit exposure to any one party.

As at 30 April 2020 and 2019, the Group designated each of its derivative contracts as a hedge of a forecasted transaction or of the variability of cash flows to be received or paid related to a recognised asset or liability ("cash flow hedge"). The following cash flow hedges were outstanding for the Group:

		Group	
	Note	30 April 2020 US$'000	30 April 2019 US$'000
Interest rate swap	33, 35	(5,915)	(3,960)
Commodity contracts	33, 35	(2,909)	64
Total		(8,824)	(3,896)
Included in:			
Prepaid expenses and other current assets	14, 33	57	64
Trade and other current liabilities	23	(8,846)	(2,201)
Other noncurrent liabilities		(35)	(1,759)
		(8,824)	(3,896)

The effect of economic hedges in the consolidated income statements were as follows:

	Group	
	30 April 2020 US$'000	30 April 2019 US$'000
Commodity contracts	1,225	(283)

At 30 April 2020, US$2.9 million (2019: US$2.6 million) are expected to be reclassified from OCI to the consolidated income statement within the next 12 months.

20. OTHER NONCURRENT LIABILITIES (CONT'D)

Derivative liabilities (cont'd)

Interest Rates

The Group adopts a policy of hedging its floating rate exposure in accordance with the current rate environment and expected debt balances. This is achieved partly by entering into fixed-rate instruments and partly by borrowing at a floating rate (based on LIBOR) and using interest rate swaps as hedges of the variability in cash flows attributable to movements in interest rates. The Group applies a hedge ratio of 1:1.

The Group determines the existence of an economic relationship between the hedging instrument and hedged item based on the reference interest rates, tenors, repricing dates and maturities and the notional quantity or par amounts.

The Group assesses whether the derivative designated in each hedging relationship is expected to be effective in offsetting changes in cash flows of the hedged item using the hypothetical derivative method.

In these hedging relationships, the main sources of ineffectiveness are the effect of the counterparty's and the Group's own credit risk on the fair value of the swaps, which is not reflected in the change in the fair value of the hypothetical derivative used to measure the changes in the fair value of the hedged item attributable to the change in interest rates, and differences in repricing dates between the swaps and the hedged borrowings.

Significant terms of the interest rate swap contracts are as follows:

Contract Date	Notional amount US$ '000	Fixed Rate	Effective Date	Maturity Date
19 March 2014	130,000	2.79%	18 February 2016	18 February 2019
19 March 2014	284,000	3.30%	18 February 2016	18 February 2021

Commodities

Certain commodities such as diesel fuel and natural gas (collectively, "commodity contracts") are used in the production and transportation of the Group's products. Generally, these commodities are purchased based upon market prices that are established with the vendors as part of the procurement process. The Group uses futures, swaps, and swaption or option contracts, as deemed appropriate, to reduce the effect of price fluctuations on anticipated purchases. These contracts may have a term of up to 24 months. The Group accounts for these commodity derivatives as cash flow hedges. The effective portion of derivative gains and losses is deferred in equity and recognised as part of cost of products sold in the appropriate period and the ineffective portion is recognised as cost of products sold.

The notional amounts of the Group's commodity contracts were as follows as at 30 April 2020 (2019: nil):

	30 April 2020
Natural gas (MMBTU)	332
Diesel	7,170

20. OTHER NONCURRENT LIABILITIES (CONT'D)

Derivative liabilities (cont'd)

Amounts Relating to Hedged Items

The amounts at the reporting date relating to items designated as hedged items are as follows:

	30 April 2020		
	Change in value used for calculating hedge effectiveness US$'000	Cashflow hedge reserve US$'000	Balances remaining in the cash flow hedge reserve from hedging relationships for which hedge accounting is no longer applied US$'000
Interest rate risk			
Variable rate instruments	4,824	180	–
Commodity price risk			
Inventory purchases	2,909	(2,196)	–

	30 April 2019		
	Change in value used for calculating hedge effectiveness US$'000	Cashflow hedge reserve US$'000	Balances remaining in the cash flow hedge reserve from hedging relationships for which hedge accounting is no longer applied US$'000
Interest rate risk			
Variable rate instruments	2,478	(2,472)	–
Commodity price risk			
Inventory purchases	46	–	–

20. OTHER NONCURRENT LIABILITIES (CONT'D)

Derivative liabilities (cont'd)

Amounts Relating to Hedging Instruments

The amounts relating to items designated as hedging instruments and hedge ineffectiveness are as follows:

	30 April 2020				During 2020		
	Notional amount	**Carrying amount**		**Line item in the statement of financial position where the hedged instrument is included**	**Change in the value of hedge instrument recognis ed in OCI**	**Amount reclassified from hedging reserve to profit or loss**	**Line item in profit or loss affected by the reclassification**
		Assets	**Liabilities**				
				US$'000			
Interest rate risk							
Variable rate instruments	284,000	–	(5,915)	Derivative Liabilities – Current Liabilities	(4,824)	8,695	Net finance expense
		–	–	Derivative liabilities – Non Current Liabilities			
Commodity price risk							
Commodity contracts							
Natural gas (MMBTU)	332	57	–	Prepaid and Other Current Assets	57	–	
Diesel (gallons)	7,170	–	(2,931)	Derivative Liabilities – Current Liabilities	(2,931)	–	
			(35)	Derivative Liabilities – Non Current Liabilities	(35)	–	

20. OTHER NONCURRENT LIABILITIES (CONT'D)

Derivative liabilities (cont'd)

Amounts Relating to Hedging Instruments (cont'd)

	30 April 2019				During 2019		
	Notional amount	Carrying amount		Line item in the statement of financial position where the hedged instrument is included	Change in the value of hedge instrument recognised in OCI	Amount reclassified from hedging reserve to profit or loss	Line item in profit or loss affected by the reclassification
		Assets	Liabilities				
	US$'000						
Interest rate risk							
Variable rate instruments	284,000	–	(2,201)	Derivative Liabilities – Current Liabilities	(2,478)	2,894	Net finance expense
		–	(1,759)	Derivative liabilities – Non Current Liabilities			
Commodity price risk							
Commodity contracts							
Natural gas (MMBTU)	–	–	–	Prepaid and Other Current Assets	46	–	
Diesel (gallons)	–	64	–	Prepaid and Other Current Assets	–	–	

Hedging Reserves

The following table provides a reconciliation by risk category of the hedging reserve and analysis of OCI items, net of tax, resulting from cash flow hedge accounting:

	Group	
	30 April 2020 US$'000	30 April 2019 US$'000
Balance at beginning of year	(2,742)	(3,091)
Changes in fair value:		
– Interest rate risk	(4,824)	(2,478)
– Commodity risk	(2,909)	46
Amount reclassified to profit or loss		
– Interest rate risk	8,695	2,894
Tax movements on reserves during the year	(236)	(113)
Balance at end of year	(2,016)	(2,742)

20. OTHER NONCURRENT LIABILITIES (CONT'D)

Derivative liabilities (cont'd)

Call option

Derivative liabilities also include call option related to the disposal of the 12% ownership stake at DMPI (see Note 6).

Sensitivity analysis

The value of the Group's derivative liabilities related to the additional RCPS grant and call option are driven primarily by DMPI's forecasted net income which is not based on observable market data.

The following table demonstrates the sensitivity to a reasonably possible change in DMPI's forecasted net income, with all other variables held constant, on the fair value of the Group's derivative liabilities on additional RCPS grant and call option:

	10% increase US$'000	10% decrease US$'000
Fair value of derivative liabilities – additional RCPS grant	–	–
Fair value of derivative liabilities – call option	2,855	36

21. EMPLOYEE BENEFITS

	Group	
	30 April 2020 US$'000	30 April 2019 US$'000
Pension asset	6,675	8,240
Total pension asset (noncurrent)	6,675	8,240
Post-retirement benefit obligation	11,599	16,914
Executive retirement plan	2,834	3,092
Cash incentive award	–	6,210
Short-term employee benefits	18,385	17,115
Other plans	6,523	6,360
Net defined benefit liability	66,004	41,730
Total employee benefit liability	105,345	91,421
Current	22,947	27,640
Noncurrent	82,398	63,781
	105,345	91,421

Included in short-term employee benefits is an amount of US$4.5 million (2019: US$0.9 million) relating to provisions for employee severance benefits of employees terminated under plant closures (see Note 5).

Included in pension asset is an amount of US$6.7 million (2019: US$8.2 million) relating to defined benefit and defined contribution retirement plan in DMPI.

21. EMPLOYEE BENEFITS (CONT'D)

Included in post-retirement benefit obligation is an amount of US$11.6 million (2019: US$16.9 million) relating to post-retirement medical benefits plan in DMFI.

Included in net defined benefit liability is an amount of US$65.7 million and US$0.3 million (2019: US$41.6 million and US$0.1 million) relating to qualified retirement plan in DMFI and ROHQ, respectively.

The Group contributes to the following post-employment defined benefit plans:

The DMPI Plan

DMPI has both funded defined benefit and defined contribution retirement plan (the "Plan") which covers all of its regular employees. Contributions and costs are determined in accordance with the actuarial study made for the Plan. Annual cost is determined using the projected unit credit method. DMPI's latest actuarial valuation date is 30 April 2020. Valuations are obtained on a periodic basis.

Starting on the date of membership of an employee in the Plan, DMPI shall contribute to the retirement fund 7.00% of the member's salary as defined every month. In addition, DMPI shall contribute periodically to the fund the amounts which may be required to meet the guaranteed minimum benefit provision of the plan. Such contributions shall not be allocated nor credited to the individual accounts of the members, but shall be retained in a separate account to be used in cases where the guaranteed minimum benefit applies.

Benefits are based on the total amount of contributions and earnings credited to the personal retirement account of the plan member at the time of separation or the 125% of the final basis salary multiplied by the number of credited years of service under the plan, whichever is higher. The manner of payment is lump sum, payable immediately.

The retirement plan meets the minimum retirement benefit specified under Republic Act (RA) No. 7641, The Philippine Retirement Pay Law.

The fund is administered by a trustee bank under the supervision of the Board of Trustees of the Plan.

The Board of Trustees is responsible for investment strategy of the Plan.

DMPI does not expect to make contributions to the plan in fiscal year 2021.

The ROHQ Plan

ROHQ has a funded defined benefit plan wherein starting on the date of membership of an employee in the ROHQ Plan, ROHQ contributes to the retirement fund 7.00% of the member's salary as defined every month. In addition, ROHQ contributes periodically to the fund the amounts which may be required to meet the guaranteed minimum benefit provision of the plan. Such contributions shall not be allocated nor credited to the individual accounts of the members, but shall be retained in a separate account to be used in cases where guaranteed minimum benefit applies.

Benefits are based on the total amount of contributions and earnings credited to the personal retirement account of the plan member at the time of separation or the 125% of the final basis salary multiplied by the number of credited years of service under the plan, whichever is higher. The manner of payment is lump sum, payable on retirement. ROHQ's annual contribution to the pension plan consists of payments covering the current service cost for the year plus payments towards funding the actuarial accrued liability, if any.

ROHQ does not expect to make contributions to the plan in fiscal year 2021.

21. EMPLOYEE BENEFITS (CONT'D)

The DMFI Plan

DMFI sponsors a qualified defined benefit pension plan (the "DMFI Plan") and several unfunded defined benefit post-retirement plans providing certain medical, dental, and life insurance benefits to eligible retired, salaried, non-union hourly and union employees. The DMFI Plan comprises of two parts:

The first part is a cash balance plan ("Part B") which provides benefits for eligible salaried employees and provides that a participant's benefit derives from the accumulation of monthly compensation and interest credits. Compensation credits are calculated based upon the participant's eligible compensation and age each month. Interest credits are calculated each month by applying an interest factor to the previous month's ending balance. Participants may elect to receive their benefit in the form of an annuity or a lump sum. Part B of the plan was frozen to new participants effective 31 December 2016, which the active participation of certain participants was grandfathered subject to meeting participation requirements.

The second part is an arrangement which provides for grandfathered and suspended hourly participants a traditional pension benefit based upon service, final average compensation and age at termination. This plan was frozen since 31 December 1995, which the active participation of certain participants was grandfathered and the active participation of other participants was suspended.

DMFI currently meets and plans to continue to meet the minimum funding levels required under local legislation, which imposes certain consequences on DMFI's defined benefit plan if it does not meet the minimum funding levels. DMFI has not made any contributions during the year.

As of 30 April 2020, there were amendments to the DMFI Plan and the post-retirement benefit plan. Under the DMFI Plan amendments, certain benefits were eliminated effective 31 December 2019 and 30 April 2022 and the plan obligations associated with these amendments decreased by US$9.1 million. Under the post-retirement amendments, certain benefits will be eliminated effective 30 April 2022 and the plan obligations associated with this amendment decreased by US$5.9 million. Both amendments were recognised immediately in "General and administrative expenses" in the consolidated income statement.

As of 30 April 2019, there were amendments to the post-retirement benefit plan. Under an amendment, certain benefits will be eliminated after fiscal year 2022. The net liability impact of this amendment was a decrease of US$13.4 million, which was recognised immediately in "General and administrative expenses" in the consolidated income statement.

DMFI does not expect to make contributions to the plan in fiscal year 2021.

21. EMPLOYEE BENEFITS (CONT'D)

Movement in net defined benefit liability (asset)

The following table shows a reconciliation from the opening balances to the closing balances for net defined benefit liability (asset) and its components:

	Defined benefit obligation		Fair value of plan assets		Effect of Asset Ceiling		Net defined benefit liability (asset)	
	30 April 2020 US$'000	30 April 2019 US$'000	30 April 2020 US$'000	30 April 2019 US$'000	30 April 2020 US$'000	30 April 2019 US$'000	30 April 2020 US$'000	30 April 2019 US$'000
Group								
Balance, Beginning	363,977	385,105	(315,081)	(336,939)	1,508	6,372	50,404	54,538
Included in profit or loss:								
Current service cost	5,818	7,827	–	–	–	–	5,818	7,827
Past service cost	(14,561)	(15,099)	–	–	–	–	(14,561)	(15,099)
Plan administration cost	–	–	2,419	675	–	–	2,419	675
Interest cost/(income)	11,522	16,400	(10,038)	(14,754)	89	497	1,573	2,143
	366,756	394,233	(322,700)	(351,018)	1,597	6,869	45,653	50,084
Included in OCI								
Remeasurements loss (gain):								
– Actuarial loss (gain) arising from:								
– financial assumptions	45,771	10,297	–	–	–	–	45,771	10,297
– demographic assumptions	(4,051)	(514)	–	–	–	–	(4,051)	(514)
– experience adjustment	2,930	(366)	–	–	–	–	2,930	(366)
– Return on plan assets excluding interest income	–	–	(15,481)	(703)	–	–	(15,481)	(703)
– Changes in the effect of the asset ceiling	–	–	–	–	(1,030)	(5,380)	(1,030)	(5,380)
– Effect of movements in exchange rates	935	(100)	(1,268)	258	(21)	19	(354)	177
	45,585	9,317	(16,749)	(445)	(1,051)	(5,361)	27,785	3,511
Others								
Contributions	–	–	(575)	(1,692)	–	–	(575)	(1,692)
Benefits paid	(39,857)	(39,573)	37,922	38,074	–	–	(1,935)	(1,499)
	(39,857)	(39,573)	37,347	36,382	–	–	(2,510)	(3,191)
Balance, Ending	372,484	363,977	(302,102)	(315,081)	546	1,508	70,928	50,404

Remeasurement loss recognised in OCI under executive retirement plan and other plans amounted to US$0.9 million for fiscal year ended 2020 (2019: US$0.8 million).

21. EMPLOYEE BENEFITS (CONT'D)

Represented by:

	Net defined benefit liability (asset)	
	30 April 2020 US$'000	**30 April 2019 US$'000**
Net defined benefit asset	(6,675)	(8,240)
Post-retirement benefit obligation	11,599	16,914
Net defined benefit liability	66,004	41,730
	70,928	50,404

Plan assets

Plan assets comprise:

	Group	
	30 April 2020 US$'000	**30 April 2019 US$'000**
Interest-bearing cash/bank deposits	5,703	14,501
Real estate (within Philippines)	16,019	15,004
Common collective trust funds:		
Fixed income	66,340	68,624
Equity fund	93,007	87,474
Mutual funds – Equity fund	12,375	13,840
Debt instruments:		
Corporate	39,889	41,191
Government	43,527	42,590
Others	7,223	5,109
Equity securities – Quoted	6,229	12,602
Others	11,790	14,146
Fair value of plan assets	302,102	315,081

The BOD of DMFI reviews the level of funding required for the retirement fund. Such a review includes the asset-liability matching (ALM) strategy and investment risk management policy. DMFI's ALM objective is to match maturities of the plan assets to the retirement benefit obligation as they fall due. The Group monitors how the duration and expected yield of the investments match the expected cash outflows arising from the retirement benefit obligation.

DMFI's investment objectives are to ensure that the assets of its qualified defined benefit plan are invested to provide an optimal rate of investment return on the total investment portfolio, consistent with the assumption of a reasonable risk level, and to ensure that pension funds are available to meet the plan's benefit obligations as they become due.

DMFI believes that a well-diversified investment portfolio, including both equity and fixed income components, will result in the highest attainable investment return with an acceptable level of overall risk. DMFI's investment policies and procedures are designed to ensure that the plan's investments are in compliance with the Employee Retirement Income Security Act (ERISA).

21. EMPLOYEE BENEFITS (CONT'D)

Actuarial valuation

The funded obligations and plan assets are measured and valued with the advice of qualified actuary who carries out a full valuation annually. The last valuation of these obligations and plan was performed in April 2020 wherein the results of these valuations form the basis of the fair value of the funded obligations and plan assets as at 30 April 2020.

The principal actuarial assumptions used for accounting purposes expressed as weighted average were:

	DMFI	
	30 April 2020	**30 April 2019**
Discount rate (per annum)	2.14%-3.68%	3.65% – 4.25%
Future salary increases (per annum)	3.00%	3.00% – 4.00%
Current health care cost trend rate (per annum)	6.40%	6.60%
Ultimate health care cost trend rate	4.50%	4.50%
Mortality rate	2012 rates associated with the Pri-2012 table with generational projection of improvements in mortality from 2012 based on MP-2019	RP-2014 adjusted backward to 2006 with MP-2014 and projected forward using MP-2018

	DMPI	
	30 April 2020	**30 April 2019**
Discount rate (per annum)	4.43%	6.06%
Future salary increases (per annum)	6.00%	6.00%

	ROHQ	
	30 April 2020	**30 April 2019**
Discount rate (per annum)	4.48%	6.21%
Future salary increases (per annum)	6.00%	6.00%

Since the defined benefit plans and other benefits liabilities are measured on a discounted basis, the discount rate is a significant assumption. The discount rate for DMFI plan was determined based on an analysis of interest rates for highquality, longterm corporate debt at each measurement date. The discount rate for DMPI and ROHQ Plans were determined based on the theoretical spot yield curve calculated for the government securities market. In order to appropriately match the bond maturities with expected future cash payments, the Group utilised differing bond portfolios to estimate the discount rates for the defined benefits pension plans and for the post-retirement benefits.

The discount rate used to determine the defined benefit plans and for the post-retirement benefits projected benefit obligation as of the reporting date is the rate in effect at the measurement date. The same rate is also used to determine the defined benefit pension plans and post-retirement benefits for the following fiscal year. The defined benefits pension plans' investment guidelines are established based upon an evaluation of market conditions, tolerance for risk and cash requirements for benefit payments. Assumptions regarding future mortality have been based on published statistics and mortality tables.

21. EMPLOYEE BENEFITS (CONT'D)

Actuarial valuation (cont'd)

As at 30 April 2020, the weighted average duration of DMPI's and ROHQ's defined benefit retirement obligation is 9.2 years and 7.2 years, respectively (2019: 7.4 years and 6.5 years, respectively).

The projected future benefit payments for the DMPI and ROHQ plans as of 30 April 2020 are as follows:

	DMPI US$'000	ROHQ US$'000	Total Expected Benefit Payments US$'000
2021	1,705	36	1,741
2022	4,456	41	4,497
2023	2,469	46	2,515
2024	4,225	51	4,276
2025	3,276	524	3,800
2026 to 2030	16,365	840	17,205

The weighted average duration of DMFI's defined benefit retirement obligation are as follows:

	Duration (years)	
	30 April 2020	30 April 2019
Qualified retirement plan	10.2	9.3
Post-retirement benefits plan	8.1	9.5
Executive retirement plans	7.5 – 9.0	9.3 – 9.4

The projected future benefit payments for the DMFI plan as of 30 April 2020 are as follows:

	Normal Retirement US$'000	Other than Normal Retirement US$'000	Total US$'000
Less than one year	25,864	2,077	27,941
More than one year to five years	94,143	3,879	98,022
More than five years	95,639	2,578	98,217

The weighted-average asset allocation of the Group's pension plan assets and weighted-average target allocation as of the measurement date from date of incorporation is as follows:

	30 April 2020	Target Allocation Range
Equity securities	37%	31-51%
Debt securities	52%	42-64%
Other	11%	2-19%
Total	100%	

21. EMPLOYEE BENEFITS (CONT'D)

Actuarial valuation (cont'd)

	30 April 2019	Target Allocation Range
Equity securities	36%	31-51%
Debt securities	50%	42-64%
Other	14%	2-19%
Total	100%	

The plan exposes the Group to market risk.

The BOD of DMFI approves the percentage of asset to be allocated for fixed income instruments and equities. The retirement plan has set maximum exposure limits for each type of permissible investments in marketable securities and deposit instruments. The BOD of DMFI may, from time to time, in the exercise of its reasonable discretion and taking into account existing investment opportunities, review and revise such allocation and limits.

Source of estimation uncertainty

Pension expense and pension assets/liabilities are determined using certain actuarial estimates and assumptions relating to the discount rate used in valuing the subsidiary's defined benefit obligations and future experiences such as future salary increases, retirement date or age, mortality and turnover rate of covered employees. These estimates and assumptions directly influence the amount of the pension assets/liabilities and expense recognised in the financial statements.

Sensitivity analysis

The calculation of the defined benefit obligation is sensitive to the assumptions set out above. The following table summarises how the impact on the defined benefit obligation at the end of reporting period would have increased (decreased) as a result of a change in the respective assumptions by the respective percentages below.

Defined benefit obligation	**DMFI**			
	2020		**2019**	
	0.5% increase US$'000	**0.5% decrease US$'000**	**0.5% increase US$'000**	**0.5% decrease US$'000**
Discount rate (per annum)	(14,871)	16,224	(13,692)	14,868
Future salary increases (per annum)	N/A	N/A	1,118	(1,066)

Defined benefit obligation	**DMPI**			
	2020		**2019**	
	1.0% increase US$'000	**1.0% decrease US$'000**	**1.0% increase US$'000**	**1.0% decrease US$'000**
Discount rate (per annum)	(2,848)	3,332	(2,253)	1,963
Future salary increases (per annum)	3,245	(2,834)	2,232	(1,981)

21. EMPLOYEE BENEFITS (CONT'D)

Sensitivity analysis (cont'd)

Defined benefit obligation

	ROHQ			
	2020		**2019**	
	1.0% increase US$'000	**1.0% decrease US$'000**	**1.0% increase US$'000**	**1.0% decrease US$'000**
Discount rate (per annum)	(53)	60	(38)	35
Future salary increases (per annum)	58	(53)	38	(35)

The above sensitivities are based on the average duration of the benefit obligation determined at the date of the last full actuarial valuation at 30 April 2020 and are applied to adjust the defined benefit obligation at the end of the report period for the assumptions concerned. Whilst the analysis does not take account of the full distribution of cash flows expected under the plan, it does provide an approximation to the sensitivity of the assumption shown.

Post-retirement benefit obligation

	DMFI			
	2020		**2019**	
	1.0% Increase US$'000	**1.0% decrease US$'000**	**1.0% Increase US$'000**	**1.0% decrease US$'000**
Health care cost trend rates (per annum)	15	(14)	908	(744)

Accumulated post-retirement benefit obligation

The accumulated post-retirement benefit obligation is computed in accordance with IAS 19 *Employee Benefits*. This quantity is the actuarial present value of all benefits attributed under the projected unit credit method to service rendered prior to a particular date. Prior to an employee's full eligibility date, the accumulated post-retirement benefit obligation as of a particular date for an employee is the portion of the expected post-retirement benefit obligation attributed to that employee's service rendered to that date; on and after the full eligibility date, the accumulated and expected post-retirement benefit obligations for an employee are the same.

Source of estimation uncertainty

Accumulated post-retirement benefit obligation is determined using certain actuarial estimates and assumptions relating to the annual rate(s) of change in the cost of health care benefits currently provided by the post-retirement benefit plans due to factors other than changes in the composition of the plan population by age and dependency status, for each year from the measurement date until the end of the period in which benefits are expected to be paid. These estimates and assumptions directly influence the amount of the pension assets/liabilities and expense recognised in the financial statements.

21. EMPLOYEE BENEFITS (CONT'D)

Multi-employer plans

The Group participates in several multi-employer pension plans, which provide defined benefits to covered union employees. Contribution rates to the multi-employer plans are provided in the collective bargaining agreements for the covered union employees. The contribution rates are expressed in terms of specific amounts to be contributed based on hours worked by covered union employees. The Group made contributions of US$6.4 million, US$6.7 million and US$6.1 million during fiscal years 2020, 2019 and 2018, respectively.

The risks of participating in the multi-employer pension plans are as follows:

- assets contributed to the multi-employer plan by the Group may be used to provide benefits to employees of other participating employers;
- if a participating employer stops contributing to the plan, the unfunded obligations of the plan allocable to such withdrawing employer may be partially borne by the Group; and
- if the Group stops participating in some of its multi-employer pension plans, the Group may be required to pay those plans an amount based on its allocable share of the underfunded status of the plan, referred to as a withdrawal liability.

Defined Contribution Plans

The Group participates in two defined contribution plans. Group contributions to these defined contribution plans are based on employee contributions and compensation. The expense recognised under these plans for the year ended 30 April 2020 was US$4.4 million (2019: US$4.1 million; 2018: US$4.8 million).

Other plans

The Group has various other nonqualified retirement plans and supplemental retirement plans for executives, designed to provide benefits in excess of those otherwise permitted under the Group's qualified retirement plans. These plans are unfunded and comply with IRS rules for nonqualified plans.

22. ENVIRONMENTAL REMEDIATION LIABILITIES

	Group	
	30 April 2020 US$'000	30 April 2019 US$'000
At beginning of the year	697	144
Provision made during the year	9,471	631
Provisions used during the year	(78)	(78)
Provisions released during the year	(336)	–
Reclass to current portion	(167)	–
At end of the year	9,587	697

Provision for environmental remediation relates to legal or constructive obligations incurred by the Group in connection with its operations. The current portion of environmental liabilities is included in "Trade and other payables" in the consolidated statement of financial position. In connection with the plant sales of Mendota, Sleepy Eye, and Crystal City, US$6.0 million, US$3.0 million and US$0.4 million, respectively, of environmental provisions were made in fiscal year 2020.

23. TRADE AND OTHER CURRENT LIABILITIES

	Note	Group 30 April 2020 US$'000	Group 30 April 2019 US$'000	Company 30 April 2020 US$'000	Company 30 April 2019 US$'000
Trade payables		132,597	113,202	24	335
Deferred revenue	25	407	530	–	–
Accrued operating expenses:					
Refinancing cost	6, 41	31,324	–	–	–
Taxes and insurance		20,425	6,246	–	–
Trade promotions		12,657	9,476	–	–
Advertising		10,603	11,108	–	–
Accrued interest	40	9,045	10,481	1,568	2,159
Freight and warehousing		7,633	7,121	–	–
Professional fees		7,364	6,292	1,348	–
Utilities		5,861	1,015	–	
Tinplate and consigned stocks		3,501	3,340	–	–
Salaries, bonuses and other				–	
employee benefits		3,373	2,579	–	–
Plant closure costs		3,125	–	–	–
Miscellaneous		6,894	3,694	659	360
Derivative liabilities	20	8,846	2,201	–	–
Overdrafts		6,280	3,478	–	–
Accrued payroll expenses		3,806	3,617	3,337	2,661
Withheld from employees					
(taxes and social security cost)		1,333	2,259	59	28
Other payables		1,109	622	–	120
Advances from customers		687	304	–	–
VAT payables		23	1,104	23	120
Amounts due to subsidiaries (non-trade)	38	–	–	60,090	98,194
		276,893	188,669	67,108	103,977

Deferred revenue pertains to contract liabilities relating to advances from customers which are generally expected to be recognised as revenue within periods of less than one year. Accordingly, opening contract liabilities are recognised within each reporting period. The Group applies the practical expedient in paragraph 121 of IFRS 15 and does not disclose the aggregate amount of the transaction price of unsatisfied or partially unsatisfied performance obligations as of the end of the reporting period because its contracts have original expected durations of one year or less (see Note 25).

The amounts due to subsidiaries are unsecured, interest-free and repayable on demand.

Refinancing cost pertains to unpaid transaction costs directly attributable to the bond issuance in May 2020 (see Note 41).

Accrued miscellaneous include interest, utilities, customer deposits, freight and warehousing and customs and other importation incidental costs.

Sources of estimation uncertainty

The determination of the unbilled trade promotion accrual requires significant estimation of the amount of discount to be redeemed based on volumes sold when the services are performed and billings are received.

24. LEASES

Group as a lessee

Set out below are the carrying amount of right-of-use assets recognised and the movements during the period:

	Buildings, land improvements and leasehold improvements US$'000	Land US$'000	Machinery and Equipment US$'000	Total US$'000
Cost/Valuation				
At 1 May 2019	–	–	–	–
Effect of adoption of IFRS 16	117,070	46,746	45,354	209,170
Additions	24	2,998	273	3,295
Disposals	(1,829)	–	(7,177)	(9,006)
Currency realignment	758	1,533	–	2,291
At 30 April 2020	116,023	51,277	38,450	205,750
Accumulated amortisation				
At 1 May 2019	–	–	–	–
Amortisation	21,543	6,828	14,161	42,532
Disposals	(831)	–	(2,180)	(3,011)
Currency realignment	40	104	–	144
At 30 April 2020	20,752	6,932	11,981	39,665
Carrying amounts				
At 30 April 2020	95,271	44,345	26,469	166,085

The following are the amounts recognised in fiscal year 2020 income statement:

	Note	US$'000
Amortisation expense of right-of-use assets	26	35,179
Interest expense on lease liabilities	27	8,567
Expenses relating to short-term leases	26	15,365
Variable lease payments		793
Total amount recognised in statement of income		59,904

Amortisation expense is net of amount capitalised to inventory.

Set out below are the carrying amounts of lease liabilities and the movements during the period:

	US$000
As at 1 May 2019	192,283
Additions	2,469
Accretion of interest	10,001
Payments of principal	(34,427)
Payments of interest	(7,531)
Terminations	(5,836)
Currency realignment	1,566
	158,525
As at 30 April 2020	
Current	30,829
Non-current	127,696

25. REVENUE

Revenue of the Group comprises fair value gains arising from biological assets, gross invoiced sales of goods, net of discounts and returns, and is recognised when goods are delivered. All intra-group transactions have been excluded from Group revenue.

Revenue for fiscal year ended 30 April 2020 is net of discounts of US$82.9 million, returns of US$19.9 million and direct promotions of US$366.5 million. Revenue for fiscal year ended 30 April 2019 is net of discounts of US$75.8 million, returns of US$16.8 million and direct promotions of US$327.2 million. Revenue for fiscal year ended 30 April 2018 is net of discounts of US$87.1 million, returns of US$20.6 million and direct promotions of US$486.5 million.

Disaggregation of revenue is presented in Note 30.

Contract Balances

The following table provides information about trade receivables and contract liabilities from contracts with customers.

		Group		
	Note	**30 April 2020 US$'000**	**30 April 2019 US$'000**	**30 April 2018 US$'000**
Receivables, included in Trade and other receivables	13	170,819	127,776	142,654
Contract liabilities	23	407	530	13,592

The Group recognised revenue adjustments from performance obligations satisfied or partially satisfied in previous periods due to changes in estimates of trade promotions, coupon redemptions, cash discounts and penalties amounting to US$3.3 million and US$3.5 million in fiscal year 2020 and 2019, respectively.

The contract liabilities at 30 April 2019 have been recognised as revenue as of 30 April 2020.

26. PROFIT (LOSS) BEFORE TAXATION

Profit (loss) before taxation is arrived at after charging (crediting):

	Note	Group			Company		
		Year ended 30 April 2020 US$'000	Year ended 30 April 2019 US$'000	Year ended 30 April 2018 US$'000	Year ended 30 April 2020 US$'000	Year ended 30 April 2019 US$'000	Year ended 30 April 2018 US$'000
Inventories recognised as cost of sales	12	1,201,016	1,101,109	1,241,195	–	–	–
Depreciation of property, plant and equipment	5	136,674	132,052	140,061	–	–	–
Amortisation of right-of-use assets	24	35,179	–	–	–	–	–
Operating lease rentals	36	–	57,971	62,272	–	–	–
Short-term leases	24	15,365	–	–			
Changes in fair value of agricultural produce harvested and sold	11	45,510	39,002	36,651	–	–	–
Impairment loss (reversal of impairment) on property, plant and equipment	5	40,746	1,262	24,534	–	–	–
Allowance for inventory obsolescence	12	9,649	19,245	21,823	–	–	–
Research and development expenses		11,489	11,526	13,522	–	–	–
Amortisation of intangible assets	8	6,650	6,654	7,784	–	–	–
Impairment (reversal) of trade and nontrade receivables	13	(292)	2,646	502	–	–	–
Audit fees							
– paid to the auditors of the Company		353	345	340	353	345	340
– paid to other auditors		1,150	998	1,064	–	–	–
Non-audit fees							
– paid to other auditors		153	144	150	57	3	11
Loss (gain) on disposal of property, plant and equipment		2,502	(6,158)	(11,317)	–	–	–
Legal (reversal of legal expenses)		2,566	2,626	4,956	3	1	(204)
Staff costs							
Wages and salaries		272,006	228,769	353,944	4,761	4,638	3,533
Social security costs		16,255	16,133	17,063	6	4	–
Pension costs – defined benefit pension plan*		8,182	7,633	13,390	92	59	–
Pension costs – provident fund		4,817	4,435	5,366	2	1	–
Equity-settled share-based payment transactions**	32	–	266	377	–	–	30

* Included the effect of post-retirement medical plan amendment and enhanced early retirement program.
** Net of non-controlling interests amounting to nil, US$(114) and US$179 for 2020, 2019 and 2018, respectively.

Other expenses not included above are advertising and marketing costs, freight, warehousing costs and others.

27. NET FINANCE EXPENSE

	Note	Group			Company		
		Year ended 30 April 2020 US$'000	Year ended 30 April 2019 US$'000	Year ended 30 April 2018 US$'000	Year ended 30 April 2020 US$'000	Year ended 30 April 2019 US$'000	Year ended 30 April 2018 US$'000
Finance income							
Interest income from:							
Bank deposits		171	481	269	1	–	5
Due from a related party		–	–	–	22,110	20,231	1,079
Others		682	744	871	–	–	–
Gain on purchase of second lien term loan	19	1,716	16,900	33,623	–	–	–
Realised foreign exchange gain		5,169	7	3,804	–	–	–
Unrealised foreign exchange (loss) gain		–	3,853	2,905	–	–	2
		7,738	21,985	41,472	22,111	20,231	1,086
Finance expense							
Interest expenses on bank loans		(83,694)	(89,125)	(93,169)	(16,117)	(17,216)	(13,910)
Amortisation of debt issue cost, discount	19	(13,737)	(7,833)	(9,154)	(197)	(286)	(2,364)
Interest rate swap settlement		(8,695)	–	–	–	–	–
Leases	24	(8,567)	–	–	–	–	–
Realised foreign exchange loss		(4,505)	(3,405)	(2,669)	(3)	(16)	(1)
Unrealised foreign exchange loss		(1,295)	(61)	(661)	(6)	–	–
		(120,493)	(100,424)	(105,653)	(16,323)	(17,518)	(16,275)
Net finance expense		(112,755)	(78,439)	(64,181)	5,788	2,713	(15,189)

As discussed in Note 19, the Group recognised a gain of US$1.7 million (2019: US$16.9 million) on purchase of a portion of the Second Lien term loan.

28. TAX EXPENSE (CREDIT) – NET

	Note	Group		
		Year ended 30 April 2020 US$'000	Year ended 30 April 2019 US$'000	Year ended 30 April 2018 US$'000
Current tax expense				
– Current year		55,424	11,721	11,701
Deferred tax credit				
– Origination and reversal of temporary differences	9	(26,248)	(25,245)	3,143
		29,176	(13,524)	14,844
Reconciliation of effective tax rate				
(Loss) profit before taxation		(64,654)	700	(36,232)
Taxation on profit at applicable tax rates		(25,313)	(8,878)	(13,687)
Dividend subjected to final tax		47,246	–	–
Non-deductible expenses		2,951	2,225	2,022
Non-taxable income		(2,013)	(2,733)	(2,537)
Change in unrecognised deferred tax asset		4,433	(4,325)	2,199
Others		1,872	187	(90)
Change in tax rate		–	–	26,937
		29,176	(13,524)	14,844

	Company		
	Year ended 30 April 2020 US$'000	Year ended 30 April 2019 US$'000	Year ended 30 April 2018 US$'000
Current tax expense			
– current year	21	7	25
Deferred tax credit			
– origination and reversal of temporary differences	(6)	(5)	(9)
	15	2	16

	Group		
	Year ended 30 April 2020 US$'000	Year ended 30 April 2019 US$'000	Year ended 30 April 2018 US$'000
Applicable tax rates			
– Philippines (non-PEZA)	30%	30%	30%
– Philippines (PEZA) *	5%	5%	5%
– India	31%	31%	31%
– Singapore	17%	17%	17%
– United States of America	25%	25%	25%
– Mexico	30%	30%	30%

* based on gross profit for the year

28. TAX EXPENSE (CREDIT) – NET (CONT'D)

DMPI's production operations in Cagayan de Oro City, Philippines are undertaken in the Philippine Packing Agricultural Export Processing Zone. This zone was established in accordance with the regulations of the Philippine Economic Zone Authority (PEZA). DMPI enjoys several fiscal and non-fiscal incentives including a 5% (2019 and 2018: 5%) tax on gross profit in lieu of the statutory 30% (2019 and 2018: 30%) on profit before tax, duty free importation of capital equipment, raw materials and supplies used in pursuit of its Ecozone-registered activities, among other incentives. The incentives may be availed of for as long as DMPI complies with the PEZA's requirements which include exporting 70% of its production and these incentives are not rationalised by law. This current tax incentive expired in fiscal year 2018 and was extended for an additional three years ending fiscal year 2021.

DMPI received PEZA approval for a second zone, the Bukidnon Agro-Resources Export Zone, for agri-development projects. This current tax incentive expired in fiscal year 2018 and was extended for an additional three years ending fiscal year 2021.

With respect to DMFI, on 22 December 2017, the United States enacted the Tax Cuts and Jobs Act (the "Act"). The Act lowered the U.S. federal statutory income tax rate from 35% to 21% effective 1 January 2018.

Company

There is no tax expense for the Company as the income of the Company is exempt from all income taxes in the British Virgin Islands except for ROHQ in the Philippines which has a preferential tax rate of 10%.

Sources of estimation uncertainty

The Group has exposure to income taxes in several foreign jurisdictions. Significant judgement is involved in determining the group-wide provision for income taxes. There are certain transactions and computations for which the ultimate tax determination is uncertain during the ordinary course of business. The Group recognises liabilities for expected tax issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recognised, such differences will impact the income tax and deferred tax provisions in the period in which such determination is made.

29. EARNINGS (LOSS) PER SHARE

Basic earnings (loss) per share

Basic earnings (loss) per share is calculated by dividing the net profit (loss) attributable to shareholders by the weighted average number of ordinary shares in issue during the year.

Cumulative undeclared preference dividends amounted to US$1.3 million as of 30 April 2020 and 2019.

	Group		
	Year ended 30 April 2020	Year ended 30 April 2019	Year ended 30 April 2018
(Loss) profit attributable to owners of the Company (US$'000)	(81,394)	20,319	(36,492)
Cumulative preference share dividends for the year (US$'000)	(19,750)	(19,750)	(15,958)
	(101,144)	569	(52,450)
Weighted average number of ordinary shares ('000):			
Outstanding ordinary shares at 1 May	1,943,960	1,943,960	1,943,214
Effect of share awards granted	–	–	456
Weighted average number of ordinary shares during the year	1,943,960	1,943,960	1,943,670
Basic (loss) earnings per share (in US cents)	(5.20)	0.03	(2.70)

Diluted earnings (loss) per share

For the purpose of calculation of the diluted earnings per ordinary share, the weighted average number of ordinary shares in issue is adjusted to take into account the dilutive effect arising from Del Monte Pacific RSP, with the potential ordinary shares weighted for the period outstanding.

	Group		
	Year ended 30 April 2020	Year ended 30 April 2019	Year ended 30 April 2018
(Loss) profit attributable to owners of the Company (US$'000)	(81,394)	20,319	(36,492)
Cumulative preference share dividends for the year (US$'000)	(19,750)	(19,750)	(15,958)
	(101,144)	569	(52,450)
Diluted weighted average number of shares ('000):			
Weighted average number of ordinary shares at end of year (basic)	1,943,960	1,943,960	1,943,670
Potential ordinary shares issuable under share awards	–	–	–
Weighted average number of ordinary shares issued (diluted)	1,943,960	1,943,960	1,943,670
Diluted (loss) earnings per share (in US cents)	(5.20)	0.03	(2.70)

30. OPERATING SEGMENTS

The Group has two operating segments: geographical and product. In identifying these operating segments, management generally considers geographical as its primary operating segment.

Geographical segments

Americas

Reported under the Americas segment are sales and profit on sales in North and South America, and Canada. 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 across various channels include retail markets, as well as to the United States military, certain export markets, the food service industry and other food processors.

Asia Pacific

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

Europe

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

Product segments

Packaged fruit and vegetable

The packaged fruit and vegetable segment includes sales and profit of processed fruit and vegetable products under the Del Monte and S&W brands, as well as buyer's labels, that are packaged in different formats such as can, plastic cup, pouch and aseptic bag. Key products under this segment are canned beans, peaches and corn sold in the United States and canned pineapple and tropical mixed fruit in Asia Pacific.

Beverage

Beverage includes sales and profit of 100% pineapple juice in can, juice drinks in various flavours in can, tetra and PET packaging, and pineapple juice concentrate.

Culinary

Culinary includes sales and profit of packaged tomato-based products such as ketchup, tomato sauce, pasta sauce, recipe sauce, pizza sauce, pasta, broth and condiments under four brands namely Del Monte, S&W, College Inn and Contadina.

Fresh fruit and others

Fresh fruit and others include sales and profit of S&W branded fresh pineapples in Asia Pacific and buyer's label or non-branded fresh pineapples in Asia, and sales and profit of cattle in the Philippines. The cattle operation helps in the disposal of pineapple pulp, a residue of pineapple processing which is fed to the animals. This would also include non-branded sales to South America.

The Group allocated certain overhead and corporate costs to the various product segments based on sales for each segment relative to the entire Group.

Segment assets

Segment assets consist primarily of property, plant and equipment, intangible assets, trade and other receivables, biological assets, inventories and investments in joint ventures.

30. OPERATING SEGMENTS (CONT'D)

Information about reportable segments

	Americas			Asia Pacific			Europe			Total		
	Year ended 30 April 2020 US$'000	Year ended 30 April 2019 US$'000	Year ended 30 April 2018 US$'000	Year ended 30 April 2020 US$'000	Year ended 30 April 2019 US$'000	Year ended 30 April 2018 US$'000	Year ended 30 April 2020 US$'000	Year ended 30 April 2019 US$'000	Year ended 30 April 2018 US$'000	Year ended 30 April 2020 US$'000	Year ended 30 April 2019 US$'000	Year ended 30 April 2018 US$'000
Revenue												
Packaged/processed fruit and vegetable	1,259,911	1,150,516	1,349,509	116,846	101,861	123,136	23,513	22,501	24,359	1,400,270	1,274,878	1,497,004
Beverage	14,393	14,507	19,522	135,009	122,691	131,412	10,485	9,413	9,133	159,887	146,611	160,067
Culinary	262,915	245,695	274,208	129,859	121,299	123,620	76	–	–	392,850	366,994	397,828
Fresh fruit and others	1,824	4,277	2,217	173,512	162,082	140,193	–	–	–	175,336	166,359	142,410
Total	**1,539,043**	**1,414,995**	**1,645,456**	**555,226**	**507,933**	**518,361**	**34,074**	**31,914**	**33,492**	**2,128,343**	**1,954,842**	**2,197,309**
Gross profit												
Packaged/processed fruit and vegetable	233,073	191,191	214,615	30,238	27,939	37,704	1,471	3,515	8,587	264,782	222,645	260,906
Beverage	2,118	559	(275)	38,734	27,493	37,014	(550)	(4,292)	(2,585)	40,302	23,760	34,154
Culinary	42,783	49,094	44,226	47,705	44,311	48,582	26	–	–	90,514	93,405	92,808
Fresh fruit and others	(1,314)	1,119	499	57,873	54,056	44,107		–	–	56,559	55,175	44,606
Total	**276,660**	**241,963**	**259,065**	**174,550**	**153,799**	**167,407**	**947**	**(777)**	**6,002**	**452,157**	**394,985**	**432,474**
Share in net loss of joint ventures												
Packaged/processed fruit and vegetable	–	(176)	–	(1,451)	(610)	(97)	–	(111)	–	(1,451)	(897)	(97)
Beverage	–	–	–	(136)	(8)	(23)	–	–	–	(136)	(8)	(23)
Culinary	–	–	–	(1,365)	(72)	(185)	–	–	–	(1,365)	(72)	(185)
Fresh fruit and others	–	–	–	(132)	(6)	(1,247)	–	–	–	(132)	(6)	(1,247)
Total	**–**	**(176)**	**–**	**(3,084)**	**(696)**	**(1,552)**	**–**	**(111)**	**–**	**(3,084)**	**(983)**	**(1,552)**

30. OPERATING SEGMENTS (CONT'D)

Information about reportable segments (cont'd)

	Americas			Asia Pacific			Europe			Total		
	Year ended 30 April 2020 US$'000	Year ended 30 April 2019 US$'000	Year ended 30 April 2018 US$'000	Year ended 30 April 2020 US$'000	Year ended 30 April 2019 US$'000	Year ended 30 April 2018 US$'000	Year ended 30 April 2020 US$'000	Year ended 30 April 2019 US$'000	Year ended 30 April 2018 US$'000	Year ended 30 April 2020 US$'000	Year ended 30 April 2019 US$'000	Year ended 30 April 2018 US$'000
(Loss) profit before taxation												
Packaged/ processed fruit and vegetable	(40,430)	(49,323)	(81,733)	14,316	11,107	20,404	(510)	577	5,618	(26,624)	(37,639)	(55,711)
Beverage	(2,256)	(4,247)	(5,775)	17,174	1,725	9,683	(1,557)	(5,513)	(3,685)	13,361	(8,035)	223
Culinary	(14,188)	(5,987)	(27,904)	25,739	20,706	24,789	(1)	–	–	11,550	14,719	(3,115)
Fresh fruit and others	(77,617)	(204)	(51)	14,676	31,859	22,422		–	–	(62,941)	31,655	22,371
Total	**(134,491)**	**(59,761)**	**(115,463)**	**71,905**	**65,397**	**77,298**	**(2,068)**	**(4,936)**	**1,933**	**(64,654)**	**700**	**(36,232)**
Other Material Non-Cash Items												
Depreciation and amortisation	74,978	51,738	54,677	103,525	86,968	93,168	–	–	–	178,503	138,706	147,845
Capital expenditure	**19,495**	**21,092**	**30,937**	**111,369**	**102,387**	**113,839**	**–**	**–**	**–**	**130,864**	**123,479**	**144,776**
Segment assets	**1,798,832**	**1,843,771**	**1,972,616**	**738,672**	**533,690**	**521,213**	**16,849**	**21,233**	**15,297**	**2,554,353**	**2,398,694**	**2,509,126**
Segment liabilities	**1,200,459**	**1,104,990**	**1,198,647**	**782,481**	**649,852**	**624,249**	**5,516**	**42,711**	**77,970**	**1,988,456**	**1,797,553**	**1,900,866**

Major customer

Revenues from a major customer of the Americas segment for fiscal year 2020 amounted to approximately US$557.4 million or 26% (2019: US$394.4 million or 20%, 2018: US$631.9 million or 29%) of the Group's total revenue. The customer accounted for approximately 17% of trade and other receivable 30 April 2020 (2019: 12%, 2018: 13%).

31. SEASONALITY OF OPERATIONS

The Group's business is subject to seasonal fluctuations as a result of increased demand during the end of year festive season. For Americas, products are sold heavily during the Thanksgiving and Christmas seasons. As such, the Group's sales are usually highest during the five months from August to December.

The Group operates 11 production facilities (2019 and 2018: 15 production facilities, respectively) in the U.S., Mexico, and Philippines. Fruit plants are located in California and Washington in the United States and Philippines. Most of its vegetable plants are located in the U.S. Midwest and its tomato plant are located in California.

The US Consumer Food Business has a seasonal production cycle that generally runs between the months of June and October. This seasonal production primarily relates to the majority of processed fruit, vegetable and tomato products, while some of its processed fruit and tomato products and its College Inn broth products are produced throughout the year. Additionally, the Consumer Food Business has contracts to co-pack certain processed fruit and vegetable products for other companies.

32. SHARE OPTION AND INCENTIVE PLANS

The Company adopted the Del Monte Pacific Executive Share Option Plan 2016 ("ESOP 2016"), which was approved by the shareholders at the general meeting held on 30 August 2016. The purpose of the ESOP 2016 is to provide an opportunity for Group executives and directors to participate in the equity of the Company in order to motivate them to excel in their performance. The ESOP 2016 shall be valid for a period of ten years; however, it has yet to be implemented, and no options had been granted to-date.

The ESOP 2016 is administered by the Remuneration Share Option Committee (RSOC).

ESOP

On 30 April 2013, the Company approved the grant of 150,000 stock options, representing a 20% adjustment to the number of unexercised stock options previously granted. The exercise period therefore follows that of the options granted on 7 March 2008.

As of 30 April 2020 and 2019, there is no outstanding ESOP options due to the lapse of its exercise period.

Del Monte Pacific RSP

Date of grant of share awards	Vesting period	Market price on date of grant	Share awards granted	Share awards outstanding
		S$		
22 August 2013	Up to 60%: 22 August 2013 – 21 August 2016 40%: 22 August 2016 – 21 August 2017	0.840	688,000	–
1 July 2015	Up to 60%: 22 August 2016 – 21 August 2017 40%: 22 August 2017 – 21 August 2018	0.385	57,918	–
			745,918	–

32. SHARE OPTION AND INCENTIVE PLANS (CONT'D)

Del Monte Pacific RSP (cont'd)

Since the commencement of the employee share option plans until the end of the financial year, no option have been granted at a discount.

The fair value of services received in return for share options granted are measured by reference to the fair value of share options granted. The estimate of the fair value of the services received is measured based on the Black-Scholes model. The expected life used in the model has been adjusted, based on management's best estimate, for the effects of non-transferability, exercise restrictions and behavioral considerations.

On 20 September 2017, the Company released all of its outstanding share awards to its Directors. There were no additional share options exercised during the fiscal year ended 30 April 2020 and 2019.

Fair value of share options/awards and assumptions

Date of grant of options/awards	7 March 2008	30 April 2013	1 July 2015	12 May 2009	29 April 2011	30 April 2013	22 August 2013	1 July 2015
	ESOP			Del Monte Pacific RSP				
Fair value at measurement date	US$0.12	US$0.18	US$0.29	US$0.37	US$0.40	US$0.18	US$0.65	US$0.29
Share price (Singapore Dollars) at grant date	0.615	0.810	0.385	0.540	0.485	0.810	0.840	0.385
Exercise price (Singapore Dollars)	0.627	0.627	0.578	–	–	–	–	–
Expected volatility	5.00%	2.00%	2.00%	–	–	–	–	–
Time to maturity	2 years	2 years	2 years	–	–	–	–	–
Risk-free interest rate	3.31%	1.51%	2.51%	–	–	–	–	–

The expected volatility is based on the historic volatility (calculated based on the weighted average expected life of the share options), adjusted for any expected changes to future volatility due to publicly available information.

There are no market conditions associated with the share option grants. Service conditions and non-market performance conditions are not taken into account in the measurement of the fair value of the services to be received at the grant date.

Del Monte Foods Holding Equity Compensation Plan

During the second quarter of fiscal year 2016, DMFHI established a new plan, the 2015 Executive Long-Term Incentive Plan ("LTIP"), which intends to provide key executives with the opportunity to receive grants of stock options, cash-based awards and other stock-based awards. 9,000,000 shares of common stock of DMFHI were reserved for grant under the plan. In fiscal year 2016, the Company granted nonqualified stock options and cash incentive awards under the plan.

In September 2016, the authorised shares reserved for grant under the plan was increased from 9,000,000 to 15,000,000. As of 30 April 2020 and 2019, 14,716,500 and 14,372,044 share were available for future grant, respectively.

32. SHARE OPTION AND INCENTIVE PLANS (CONT'D)

Del Monte Foods Holding Equity Compensation Plan (cont'd)

The fair value for stock options granted was estimated at the date of grant using a Black-Scholes option pricing model. This model estimates the fair value of the options based on a number of assumptions, such as expected option life, interest rates, the current fair market value and expected volatility of common stock and expected dividends. The expected term of options granted was based on the "simplified" method. Expected stock price volatility was determined based on the historical volatilities of comparable companies over a historical period that matches the expected life of the options. The risk-free interest rate was based on the expected U.S. Treasury rate over the expected life. The dividend yield was based on the expectation that no dividends will be paid. The following table presents the weighted-average assumptions for performance-based stock options granted for the periods indicated:

	3 November 2015
Expected life (in years)	5.5
Expected volatility	38.49%
Risk-free interest rate	1.64%

Stock option activity and related information during the periods indicated was as follows:

	2020		2019	
	Number of options	Weighted-average exercise price	Number of options	Weighted-average exercise price
Outstanding at beginning of year	627,956	5.39	1,422,001	5.39
Cancelled	(79,500)	5.39	(212,163)	5.39
Forfeited	(264,956)	5.39	(581,882)	5.39
Outstanding at end of year	283,500	5.39	627,956	5.39
Exercisable at end of year	283,500	–	–	–

There was no expense recognised in the consolidated income statement for equity-settled share based compensation for fiscal year 2020. The expense recognised in profit or loss for equity-settled share-based payments amounting to US$0.3 million in fiscal year 2019 were included in personnel cost.

Cash incentives

On 3 November 2015, DMFHI granted a total cash incentive of US$13.8 million to key executives under cash incentive award agreements. The awards will vest when the employee remains employed for a period of approximately four (4) years from the grant date until the defined vesting date. Of the total grant, US$4.0 million remained outstanding as of 30 April 2019. There is nothing outstanding as of 30 April 2020 related to this grant (2019: US$4.0 million remained outstanding).

In December 2017, DMFI granted US$4.6 million in cash incentives to key executives under cash incentive award agreements. The awards will vest when the employee remains employed for a period of approximately two years from the grant date until the defined vesting date. Additionally, some of the grants require the employee to meet certain performance criteria. There is nothing outstanding as of 30 April 2020 related to this grant (2019: US$3.5 million remained outstanding).

32. SHARE OPTION AND INCENTIVE PLANS (CONT'D)

Cash incentives (cont'd)

In March 2018, DMFI granted an additional US$0.3 million in cash incentives to key executives under cash incentive award agreements. The awards will vest when the employee remains employed for a period of approximately one to two years from the grant date until the defined vesting date. There is nothing outstanding as of 30 April 2020 related to this grant (2019: US$0.3 million remained outstanding).

On 16 December 2019, DMFHI granted a total cash incentive of US$2.6 million to key executives under cash incentive award agreements. The grants require performance criteria to be achieved. The awards will vest in two equal annual parts over a period of approximately two years when the employee remains employed on each vesting date.

There is no accrued net obligation at 30 April 2020. The accrued net obligation at 30 April 2019 amounted to US$6.2 million. Total expense recognised under "Wages, salaries and other benefits" in the consolidated income statement of the Group amounted to US$1.6 million, US$3.1 million and US$2.9 million in fiscal years 2020, 2019 and 2018, respectively.

33. FINANCIAL RISK MANAGEMENT

The Group has exposure to the following risks from financial instruments:

- credit risk
- interest rate risk
- liquidity risk
- foreign exchange risk
- commodity price risk

Risk management framework

The Board of the Group has overall responsibility for the establishment and oversight of the Group's risk management framework. The Audit and Risk Committee ("ARC") is responsible for monitoring the Group's risk management policies developed by management.

The Group's risk management policies are established to identify and analyse the risks faced by the Group, to set appropriate risk limits and controls, and to monitor risks and adherence to limits.

Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities. The Group, through its training and management standards and procedures, aims to develop a disciplined and constructive control environment in which all employees understand their roles and obligations.

The ARC oversees how management monitors compliance with the Group's risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risks faced by the Group. The ARC is assisted in its oversight role by Internal Audit. Internal Audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the ARC.

33. FINANCIAL RISK MANAGEMENT (CONT'D)

Financial risk management objectives and policies

Risk management is integral to the whole business of the Group. The Group has a system of controls in place to create an acceptable balance between the cost of risks occurring and the cost of managing the risks. The BOD of the Group continually monitors the Group's risk management process to ensure that an appropriate balance between risk and control is achieved.

Credit risk

Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Group's receivables from customers. The carrying amounts of financial assets in the statements of financial position represent the Group and the Company's maximum exposures to credit risk, before taking into account any collateral held. The Group and Company do not hold any collateral in respect of their financial assets.

The Group's exposure to credit risk is influenced mainly by the individual characteristics of each customer. However, management also considers the demographics of the Group's customer base, including the default risk of the industry and countries in which customers are located, as these factors may have an influence on credit risk.

The ARC has approved a credit policy under which each new customer is analysed individually for creditworthiness before the Group's standard payment and delivery terms and conditions are offered. The Group's review includes credit ratings, where available, and in some cases bank references. Purchase limits are established for each customer, which represents the maximum open amount. Customers failing to meet the Group's benchmark credit worthiness may transact with the Group only on a prepayment or Letters of Credit basis.

Exposure to credit risk

At the reporting date, the maximum exposure to credit risk for financial assets, excluding cash on hand, by geographic region was:

	Group	
	30 April 2020 US$'000	**30 April 2019 US$'000**
Americas	133,501	85,760
Europe	7,375	5,470
Asia Pacific	224,895	85,382
	365,771	176,612

At 30 April 2020, the Group's most significant customer accounted for 17% of the trade and other receivables carrying amount (2019: 12%).

33. FINANCIAL RISK MANAGEMENT (CONT'D)

Financial risk management objectives and policies (cont'd)

Credit risk (cont'd)

Impairment losses

The ageing of financial assets excluding cash on hand that were not impaired at the reporting date was:

	30 April 2020 US$'000	30 April 2019 US$'000
Group		
Not past due	307,255	125,095
Past due 0 – 60 days	35,517	26,900
Past due 61 – 90 days	3,486	1,755
Past due 91 – 120 days	2,340	6,417
More than 120 days	17,173	16,445
	365,771	176,612

As at 30 April 2020 and 2019, the Company's financial assets are all not past due.

The table below shows the credit quality of the Group's financial assets based on their historical experience with the corresponding third parties:

		30 April 2020		
	Note	Grade A US$'000	Grade B US$'000	Total US$'000
Cash in banks and cash equivalents	15	33,404	–	33,404
Trade and other receivables	13	–	323,065	323,065
Note receivables	10	1,141	–	1,141
Refundable deposits *	10	–	8,104	8,104
Derivative assets	14	–	57	57
		34,545	331,226	365,771

		30 April 2019		
	Note	Grade A US$'000	Grade B US$'000	Total US$'000
Cash in banks and cash equivalents	15	21,595	–	21,595
Trade and other receivables	13	–	149,054	149,054
Note receivables	10	4,038	–	4,038
Refundable deposits *	10	–	1,861	1,861
Derivative assets	14	–	64	64
		25,633	150,979	176,612

* included under advance rentals and deposits

33. FINANCIAL RISK MANAGEMENT (CONT'D)

Financial risk management objectives and policies (cont'd)

Credit risk (cont'd)

As at 30 April 2020 and 2019, the Company's financial assets were all classified under Grade A and Grade B, respectively.

		30 April 2020		
	Note	**Grade A US$'000**	**Grade B US$'000**	**Total US$'000**
Cash in banks and cash equivalents	15	766	–	766
Trade and other receivables	13	–	95,131	95,131
		766	95,131	95,897

		30 April 2019		
	Note	**Grade A US$'000**	**Grade B US$'000**	**Total US$'000**
Cash in banks and cash equivalents	15	886	–	886
Trade and other receivables	13	–	3,187	3,187
		886	3,187	4,073

Grade A financial assets pertain to those cash that are deposited in reputable banks. Grade B includes receivables that are collected on their due dates even without an effort from the Group to follow them up.

The Group sells its products through major distributors and buyers in various geographical regions. Management has a credit risk policy which includes, among others, the requirement of certain securities to ensure prompt observance and performance of the obligations of its distributors and other buyers from time to time. The Group monitors its outstanding trade receivables on an on-going basis. In addition, the Group also engages in sale of its trade receivables without recourse to certain financial institutions.

The Group assessed that all balances under Grade A and Grade B have not experienced significant increase in credit risk as of 30 April 2020 and 2019.

The Group applies the simplified approach in measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables. The Group uses a provision matrix to measure ECLs. Loss rates are based on actual credit loss experience over a period of three years. The Group has assessed that adjusting the loss rates for forward-looking information does not have a material effect considering the significantly low historical loss rates and the absence of economic factors that are highly correlated with the Group's credit loss experience on receivables.

33. FINANCIAL RISK MANAGEMENT (CONT'D)

Financial risk management objectives and policies (cont'd)

Credit risk (cont'd)

Cash in banks and cash equivalents

Cash in banks and cash equivalents are held with banks and financial institutions which are regulated.

The percentages of cash in banks and cash equivalents held in the following regions are:

	30 April 2020 %	30 April 2019 %
Group		
United States of America	22	13
Philippines	67	45
Hong Kong	11	41
Singapore	–	1
Company		
Philippines	86	55
Hong Kong	8	45
Singapore	6	–

Apart from the information stated above, the Group and Company have no significant concentration of credit risk with any single counterparty or group counterparties.

Derivatives

The derivatives are entered into with banks and financial institutions which are regulated.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in the market interest rates. The Group's exposure to the risk of changes in market interest rates relates primarily to the Group's long-term and short-term debt obligations with floating interest rates.

The Group's cash balances are placed with reputable global banks and financial institutions. The Group manages its interest rate risks by placing the cash balances with varying maturities and interest rate terms. This includes investing the Group's temporary excess liquidity in short-term low-risk securities from time to time. The Group also enters into interest rate swaps to manage the volatility. The Group obtains financing through bank borrowings and leasing arrangements. Funding is obtained from bank loan facilities for both short-term and long-term requirement. The Group's policy is to obtain the most favourable interest rate available without increasing its foreign currency exposure.

33. FINANCIAL RISK MANAGEMENT (CONT'D)

Financial risk management objectives and policies (cont'd)

Interest rate risk (cont'd)

Interest rate profile of interest-bearing financial instruments

The interest rate profile of the interest-bearing financial instruments as reported to management of the Group is as follows:

	Group		Company	
	30 April 2020 US$'000	30 April 2019 US$'000	30 April 2020 US$'000	30 April 2019 US$'000
Fixed rate instruments				
Loans and borrowings	188,443	372,574	128,971	183,774
Variable rate instruments				
Loans and borrowings	1,207,586	1,106,081	237,311	192,311
Interest rate swaps	5,915	3,960	–	–
	1,213,501	1,110,041	237,311	192,311
	1,401,944	1,482,615	366,282	192,311

Cash flow sensitivity analysis for variable rate instruments

At the reporting date, if interest rates had moved as illustrated in the table below, with all other variables held constant, profit/loss before tax in the next 12 months would have been affected as follows:

	Profit/loss before tax in the next 12 months	
	100 bp increase US$'000	100 bp decrease US$'000
Group		
30 April 2020		
Variable rate instruments	(1,329)	1,329
Interest rate swaps	(4,294)	4,294
Cash flow sensitivity (net)	(5,623)	5,623
30 April 2019		
Variable rate instruments	(6,825)	6,825
Interest rate swaps	(5,557)	5,557
Cash flow sensitivity (net)	(12,382)	12,382

The assumed movement in basis points for the interest rate sensitivity analysis is based on the currently observable market environment, showing significantly higher volatility than in prior years.

As at 30 April 2020 and 28 April 2019, the Group designated each of its derivative contracts as a hedge of the variability of cash flows to be received or paid related to a recognised asset or liability ("cash flow hedge").

33. FINANCIAL RISK MANAGEMENT (CONT'D)

Financial risk management objectives and policies (cont'd)

Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The Group's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Group's reputation.

The Group maintains a balance between continuity of cash inflows and flexibility in the use of available and collateral free credit lines from local and international banks. Currently, the Group excluding DMFI is entitled to a total of US$682.6 million (2019: US$655.7 million) in credit lines, of which 13% (2019: 46%) remain available. The lines are mostly for short-term financing requirements since the long term facilities have been fully drawn. The Group constantly maintains good relations with its banks, such that additional facilities, whether for short or long-term requirements, may be made available.

The Group is able to increase the commitments under the ABL Facility, subject only to the consent of the new or existing lenders providing such increases, such that the aggregate principal amount of commitments does not exceed US$450.0 million. The lenders under this facility are under no obligation to provide any such additional commitments, and any increase in commitments will be subject to customary conditions precedent. Notwithstanding any such increase in the facility size, the Group's ability to borrow under the facility will remain limited at all times by the borrowing base (to the extent the borrowing base is less than the commitments).

The Group has the right to request an additional US$100.0 million plus an additional amount of secured indebtedness under the First Lien Term Loan and the Second Lien Term Loan. Lenders under this facility are under no obligation to provide any such additional loans, and any such borrowings will be subject to customary conditions precedent, including satisfaction of a prescribed leverage ratio, subject to the identification of willing lenders and other customary conditions precedent.

The following are the expected contractual undiscounted cash outflows of financial assets and liabilities, including interest payments and excluding the impact of netting agreements:

	Note	Carrying amount US$'000	Contractual cash flows US$'000	Less than 1 year US$'000	1-5 years US$'000	More than 5 years US$'000
Group						
30 April 2020						
Derivative financial assets						
Commodity contracts	14	57	57	57	–	–
Non-derivative financial assets						
Cash in banks and cash equivalents	15	33,404	33,404	33,404	–	–
Trade and other receivables	13	320,217	320,217	320,217	–	–
Note receivables	10,13	3,989	4,194	2,924	1,270	–
Refundable deposits*	10	8,104	8,104	–	–	8,104
		365,771	365,976	356,602	1,270	8,104
Derivative financial liabilities						
Interest rate swaps used for hedging, net-settled	20	5,915	6,374	6,374	–	–
Commodity contracts	20	2,909	10,762	8,122	2,640	–
Call option	20	2,565	2,565	2,565	–	–
		11,389	19,701	17,061	2,640	–

* included under advance rentals and deposits

33. FINANCIAL RISK MANAGEMENT (CONT'D)

Financial risk management objectives and policies (cont'd)

Liquidity risk (cont'd)

	Note	Carrying amount US$'000	Contractual cash flows US$'000	Less than 1 year US$'000	1-5 years US$'000	More than 5 years US$'000
Group						
30 April 2020						
Non-derivative financial liabilities						
Unsecured bank loans						
– Current	19	473,152	476,600	476,600	–	–
– Noncurrent	19	75,000	86,432	2,538	83,894	–
Secured bank loans						
– Current	19	825,140	826,766	826,766	–	–
– Noncurrent	19	22,737	49,646	20,377	29,269	–
Lease liabilities	24	158,525	199,819	39,754	110,546	49,520
Trade and other current liabilities *	23	265,597	265,597	265,597	–	–
		1,820,151	1,904,860	1,631,632	223,709	49,520
Net financial liabilities (assets)		1,454,380	1,538,884	1,275,030	222,439	41,416

* excludes derivative liabilities, advances from customers, deferred revenue, withheld from employees (taxes and social security cost) and VAT payables

	Note	Carrying amount US$'000	Contractual cash flows US$'000	Less than 1 year US$'000	1-5 years US$'000	More than 5 years US$'000
Group						
30 April 2019						
Derivative financial assets						
Commodity contracts	14	64	64	64	–	–
Non-derivative financial assets						
Cash in banks and cash equivalents	15	21,595	21,595	21,595	–	–
Trade and other receivables	13	143,628	143,628	143,628	–	–
Note receivables	10,13	9,464	10,072	5,647	4,425	–
Refundable deposits*	10	1,861	1,861	–	–	1,861
		176,612	177,220	170,934	4,425	1,861
Derivative financial liabilities						
Interest rate swaps used for hedging, net-settled	20	3,960	4,704	2,410	2,294	–
Non-derivative financial liabilities						
Unsecured bank loans						
– Current	19	353,870	354,778	354,778	–	–
– Noncurrent	19	168,825	180,353	7,381	172,972	–
Secured bank loans						
– Current	19	138,870	145,547	145,547	–	–
– Noncurrent	19	817,090	905,424	46,884	858,540	–
Trade and other current liabilities**	23	182,271	182,271	182,271	–	–
		1,664,886	1,773,077	739,271	1,033,806	–
Net financial liabilities (assets)		1,488,274	1,595,857	568,337	1,029,381	(1,861)

* included under advance rentals and deposits

** excludes derivative liabilities, advances from customers, deferred revenue, withheld from employees (taxes and social security cost) and VAT payables

33. FINANCIAL RISK MANAGEMENT (CONT'D)

Financial risk management objectives and policies (cont'd)

Liquidity risk (cont'd)

		Carrying amount US$'000	Contractual cash flows US$'000	Less than 1 year US$'000	1-5 years US$'000	More than 5 years US$'000
Company						
30 April 2020						
Non-derivative financial assets						
Cash in banks and cash equivalents	15	766	766	766	–	–
Trade and other receivables	13	95,131	95,131	95,131	–	–
		95,897	95,897	95,897	–	–
Non-derivative financial liabilities						
Unsecured bank loans						
– Short-term	19	216,311	219,379	219,379	–	–
– Long-term	19	75,000	86,432	2,538	83,894	–
Secured bank loans						
– Short-term	19	74,971	75,891	75,891	–	–
Trade and other current liabilities *	23	67,026	67,026	67,026	–	–
		433,308	448,728	364,834	83,894	–
Net financial liabilities (assets)		337,411	352,831	268,937	83,894	–
30 April 2019						
Non-derivative financial assets						
Cash in banks and cash equivalents	15	886	886	886	–	–
Trade and other receivables	13	3,187	3,187	3,187	–	–
		4,073	4,073	4,073	–	–
Non-derivative financial liabilities						
Unsecured bank loans						
– Short-term	199	135,070	135,532	135,532	–	–
– Long-term	19	111,241	119,571	4,783	114,788	–
Secured bank loans						
– Long-term	19	129,774	138,797	5,906	132,891	–
Trade and other current liabilities *	23	103,829	103,829	103,829	–	–
		479,914	497,729	250,050	247,679	–
Net financial liabilities (assets)		475,841	493,656	245,977	247,679	–

* excludes withheld from employees (taxes and social security cost) and VAT payables

The Group's bank loans contain loan covenants, a default of which would require the Group to repay the loans earlier than indicated in the above table. The covenants are constantly monitored on a regular basis by the treasury department and regularly reported to management to ensure compliance.

For derivative financial liabilities, the disclosure shows net cash from amounts for derivatives that are net cash settled.

It is not expected that the cash flows included in the maturity analysis could occur significantly earlier, or at significantly different amounts.

33. FINANCIAL RISK MANAGEMENT (CONT'D)

Financial risk management objectives and policies (cont'd)

Foreign exchange risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The currency giving rise to this risk is primarily the Philippine Peso and Mexican Peso.

From time to time, the Group manages its exposure to fluctuations in foreign currency exchange rates by entering into forward contracts to cover a portion of its projected expenditures paid in foreign currency. The Group accounts for these contracts as cash flow hedges.

At the reporting date, the Group's exposure to foreign currencies is as follows:

	Philippine Peso US$'000	Mexican Peso US$'000
30 April 2020		
Trade and other receivables	31,821	2,352
Cash and cash equivalents	8,165	180
Other noncurrent assets	13,126	1,091
Loans and borrowings	(209,738)	–
Trade and other payables	(89,166)	(9,187)
	(245,792)	(5,564)
30 April 2019		
Trade and other receivables	40,259	2,554
Cash and cash equivalents	8,434	552
Other noncurrent assets	27,654	705
Loans and borrowings	(57,584)	–
Trade and other payables	(68,766)	(8,234)
	(50,003)	(4,423)

The Company has no significant exposure to foreign currencies as at 30 April 2020 and 2019.

33. FINANCIAL RISK MANAGEMENT (CONT'D)

Financial risk management objectives and policies (cont'd)

Foreign exchange risk (cont'd)

Sensitivity analysis

A 10% strengthening of the group entities' foreign currencies against their respective functional currency at the reporting date would have increased (decreased) loss/profit before taxation and equity by the amounts shown below. This analysis assumes that all other variables, in particular interest rates, remain constant.

A 10% weakening of the group entities' foreign currencies against their respective functional currency would have the equal but opposite effect on the amounts shown below, on the basis that all other variables remain constant.

	US Dollar		Mexican Peso	
	Profit (loss) before taxation US$'000	Equity US$'000	Profit (loss) before taxation US$'000	Equity US$'000
30 April 2020				
10% strengthening	(24,579)	–	(556)	–
10% weakening	24,579	–	556	–
30 April 2019				
10% strengthening	(5,000)	–	(442)	–
10% weakening	5,000	–	442	–

Commodity price risk

Certain commodities such as diesel fuel and natural gas (collectively, "commodity contracts") are used in the production and transportation of the Group's products. Generally, these commodities are purchased based upon market prices that are established with the vendors as part of the procurement process. The Group uses futures, swaps, and swaption or option contracts, as deemed appropriate, to reduce the effect of price fluctuations on anticipated purchases. These contracts may have a term of up to 24 months. The Group accounts for these commodity derivatives as cash flow hedges. The effective portion of derivative gains and losses is deferred in equity and recognised as part of cost of products sold in the appropriate period and the ineffective portion is recognised as cost of products sold.

The Group determines the existence of an economic relationship between the hedging instrument and hedged item based on the reference index prices, purchase dates, maturities and the notional or par amounts.

The Group assesses whether the derivative designated in each hedging relationship is expected to be effective in offsetting changes in cash flows of the hedged item using the hypothetical derivative method.

In these hedge relationships, the main sources of ineffectiveness are the effect of the differences in timing of cash flows of the hedged item and the hedging instrument, the counterparties' credit risk differently impacting the fair value movements of the hedging instruments and changes to the forecasted amount of cash flows of hedged item and hedging instrument.

34. ACCOUNTING CLASSIFICATION AND FAIR VALUES

Commodity price risk (cont'd)

Sensitivity analysis

A 10% change in commodity prices at the reporting date would have decreased/(increased) profit/loss before tax and increased/(decreased) equity by the amounts shown below.

	30 April 2020	
	Profit (loss) before taxation US$'000	Equity US$'000
10% increase in commodity price	–	19
10% decrease in commodity price	–	(19)

Fair values versus carrying amounts

The fair values of financial assets and liabilities, together with the carrying amounts shown in the statement of financial position, are as follows:

	Note	Financial assets at amortised cost US$'000	Derivatives US$'000	Other financial liabilities US$'000	Total carrying amount US$'000	Fair value US$'000
Group						
30 April 2020						
Cash and cash equivalents	15	33,465	–	–	33,465	33,465
Trade and other receivables	13	317,736	–	–	317,736	317,736
Note receivables	10	6,470	–	–	6,470	6,470
Refundable deposits **	10	8,104	–	–	8,104	8,104
Derivative assets	14	–	57	–	57	57
		365,775	57	–	365,832	365,832
Loans and borrowings	19	–	–	1,396,029	1,396,029	1,327,623
Trade and other payables *	23, 33	–	–	265,597	265,597	265,597
Derivative liabilities	20, 23	–	11,389	–	11,389	11,389
		–	11,389	1,661,626	1,673,015	1,604,609
30 April 2019						
Cash and cash equivalents	15	21,636	–	–	21,636	21,636
Trade and other receivables	13	143,448	–	–	143,448	143,448
Note receivables	10	9,644	–	–	9,644	9,644
Refundable deposits **	10	1,861	–	–	1,861	1,861
Derivative assets	14	–	64	–	64	64
		176,589	64	–	176,653	176,653
Loans and borrowings	19	–	–	1,478,655	1,478,655	1,324,846
Trade and other payables *	23, 33	–	–	182,271	182,271	182,271
Derivative liabilities	20, 23	–	3,960	–	3,960	3,960
		–	3,960	1,660,926	1,664,886	1,511,077

* excludes derivative liabilities, advances from customers, deferred revenue, withheld from employees (taxes and social security cost) and VAT payables

** included under advance rentals and deposits

34. ACCOUNTING CLASSIFICATION AND FAIR VALUES (CONT'D)

Fair values versus carrying amounts (cont'd)

	Note	Financial assets at amortised cost US$'000	Other financial liabilities US$'000	Total carrying amount US$'000	Fair value US$'000
Company					
30 April 2020					
Cash and cash equivalents	15	766	–	766	766
Trade and other receivables	13	95,131	–	95,131	95,131
Due from a related party	38	228,683	–	228,683	228,683
		324,580	–	324,580	324,580
Loans and borrowings	19	–	366,282	366,282	366,367
Trade and other payables *	23, 33	–	67,026	67,026	67,026
		–	433,308	433,308	433,393
30 April 2019					
Cash and cash equivalents	15	886	–	886	886
Trade and other receivables	13	3,187	–	3,187	3,187
Due from a related party	38	202,471	–	202,471	136,668
		206,544	–	206,544	140,741
Loans and borrowings	19	–	376,085	376,085	367,610
Trade and other payables *	23, 33	–	103,829	103,829	103,829
		–	479,914	479,914	471,439

* excludes withheld from employees (taxes and social security cost) and VAT payables

35. DETERMINATION OF FAIR VALUES

Fair value hierarchy

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities that the Group can access at the measurement date.

Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: unobservable inputs for the asset or liability.

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Group determines whether transfers have occurred between Levels in the hierarchy by reassessing the categorisation at the end of each reporting period.

35. DETERMINATION OF FAIR VALUES (CONT'D)

Fair value hierarchy (cont'd)

For purposes of the fair value disclosure, the Group has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy, as explained above.

		30 April 2020			
	Note	**Level 1**	**Level 2**	**Level 3**	**Total**
Group					
Financial assets					
Derivative assets	14	–	57	–	57
Notes receivables	10	–	–	1,141	1,141
Non-financial assets					
Fair value of agricultural produce harvested under inventories	11	–	–	3,657	3,657
Fair value of growing produce	11	–	–	61,160	61,160
Freehold land	5	–	–	54,758	54,758
Financial liabilities					
Derivative liabilities	20, 23	–	8,824	2,565	11,389
Lease liabilities	24	–	–	176,609	176,609
Loans and borrowings		–	931,256	396,367	1,327,623

		30 April 2019			
	Note	**Level 1**	**Level 2**	**Level 3**	**Total**
Financial assets					
Derivative assets	14	–	64	–	64
Notes receivables	10	–	–	4,038	4,038
Non-financial assets					
Fair value of agricultural produce harvested under inventories	11	–	–	6,016	6,016
Fair value of growing produce	11	–	–	52,320	52,320
Freehold land	5	–	–	57,244	57,244
Noncurrent assets held for sale	16	–	–	4,465	4,465
Financial liabilities					
Derivative liabilities	20, 23	–	3,960	–	3,960
Loans and borrowings		–	918,761	406,085	1,324,846

During the period, there were no transfers between Level 1 and Level 2 fair value measurements, and no transfers into and out of Level 3 fair value measurements.

The Company has no assets and liabilities measured at fair value as of 30 April 2020 and 2019.

A number of the Group's accounting policies and disclosures require the determination of fair value, for both financial and non-financial assets and liabilities. Fair values have been determined for measurement and/or disclosure purposes based on the following methods.

35. DETERMINATION OF FAIR VALUES (CONT'D)

Financial instruments measured at fair value

Type	Valuation technique
Interest rate swaps	Market comparison technique: The fair values are calculated using a discounted cash flow analysis based on terms of the swap contracts and the observable interest rate curve. Fair values reflect the risk of the instrument and include adjustments to take into account the credit risk of the Group and counterparty when appropriate.
Commodities contracts	Market comparison technique. The commodities are traded over-the-counter and are valued based on the Chicago Board of Trade quoted prices for similar instruments in active markets or corroborated by observable market data available from the Energy Information Administration. The values of these contracts are based on the daily settlement prices published by the exchanges on which the contracts are traded.
Derivative liabilities	The estimated fair value of the additional RCPS and call option as at 30 April 2020 is based on the CRR binomial tree model of valuing derivatives. The value of these derivative liabilities is primarily by DMPL's forecasted net income which is not based on observable market data.

Financial instruments not measured at fair value

Type	Valuation technique
Financial assets and liabilities	The fair value of the secured first lien term loans, second lien term loans, note receivable and refundable deposits are calculated based on the present value of future principal and interest cash flows, discounted at the market rate of interest at the reporting date (Level 2).
Other financial assets and liabilities	The notional amounts of financial assets and liabilities with maturity of less than one year (including trade and other receivables, cash and cash equivalents, and trade and other payables) are, because of the short period to maturity, assumed to approximate their fair values. All financial assets and liabilities with maturity of more than one year are discounted using risk free rates, LIBOR and credit spreads to determine their fair values ranging from 3.5% to 7% (2019: 3.8% to 4.5%) (Level 3).

35. DETERMINATION OF FAIR VALUES (CONT'D)

Other non-financial assets

Assets	Valuation technique	Significant unobservable inputs
Freehold land	The fair value of freehold land is determined by external, independent property valuers, having appropriate recognised professional qualifications and recent experience in the location and category of property being valued.	The unobservable inputs used to determine market value are the net selling prices, sizes, property location and market values. Other factors considered to determine market value are the desirability, neighbourhood, utility, terrain, and the time element involved.
	The valuation method used is sales comparison approach. This is a comparative approach that consider the sales of similar or substitute properties and related market data and establish a value estimate by involving comparison (Level 3).	The market value per square meter ranges from US$75.4 to US$79.3. The market value per acre ranges from US$4,252 to US$94,556.
Livestock (cattle for slaughter and cut meat)	Sales Comparison Approach: the valuation model is based on selling price of livestock of similar age, weight, breed and genetic make-up (Level 3).	The unobservable inputs are age, average weight and breed.
Harvested crops – sold as fresh fruit	The fair values of harvested crops are based on the most reliable estimate of selling prices, in both local and international markets at the point of harvest. The market price is derived from average sales price of the fresh fruit reduced by costs to sell (Level 3).	The unobservable input is the estimated pineapple selling price per ton specific for fresh products.
Harvested crops – used in processed products	The fair values of harvested crops are based on the most reliable estimate of market prices, in both local and international markets at the point of harvest. The market price is derived from average sales price of the processed product reduced by costs to sell (concentrates, pineapple beverages, sliced pineapples, etc.) and adjusted for margin associated to further processing (Level 3).	The unobservable input is the estimated pineapple selling price and gross margin per ton specific for processed products.

35. DETERMINATION OF FAIR VALUES (CONT'D)

Other non-financial assets (cont'd)

Assets	Valuation technique	Significant unobservable inputs
Unharvested crops – fruits growing on the bearer plants	The growing produce are measured at fair value from the time of maturity of the bearer plant until harvest. Management used future selling prices and gross margin of finished goods, adjusted to remove the margin associated to further processing, less future growing costs applied to the estimated volume of harvest as the basis of fair value.	The unobservable inputs are estimated pineapple selling price and gross margin per ton for fresh and processed products, estimated volume of harvest and future growing costs.
Noncurrent assets held for sale	Market comparison technique and cost technique: The valuation model considered quoted market prices for similar items when available, and depreciated replacement cost as appropriate.	The unobservable inputs used to determine the market value are net selling prices, sizes, and property location. The unobservable inputs used to determine replacement costs are purchase price of building, land, and furniture and fixtures reduced by related selling costs.

Significant increase (decrease) in the significant unobservable inputs of freehold land, livestock, harvested crops sold as fresh fruit and harvested crop sold used in processed products would result in higher (lower) fair values. Significant increase (decrease) in the estimated future pineapple selling price, gross margin per ton and estimated volume of harvest would result in higher (lower) fair value of growing produce, while significant increase (decrease) in the future growing costs would result in lower (higher) fair value.

36. COMMITMENTS

Operating lease commitments

The Group leases certain property, equipment and office and warehouse facilities. At the reporting date, the Group have commitments for future minimum lease payments under non-cancellable operating leases as follows:

	Group 30 April 2019 US$'000
Within one year	46,450
Between one to five years	135,678
More than five years	66,060
	248,188

36. COMMITMENTS (CONT'D)

Operating lease commitments (cont'd)

The leases typically run for an initial period of 2 to 25 years, with an option to renew the lease after that date. Some of the leases contain escalation clauses but do not provide for contingent rents. Lease terms do not contain any restrictions on Group activities concerning dividends, additional debts or further leasing.

Minimum lease payments, recognised in the Group's profit or loss as short-term lease expense in fiscal year 2020 amounted to US$15.4 million and operating lease expense for the fiscal years ended 30 April 2019 and 2018 amounted to US$58.0 million and US$62.3 million, respectively.

Operating Lease Commitments – Group as Lessee

The Group has entered into various lease agreements as a lessee. The Group had determined that the significant risks and rewards on properties leased from third parties are retained by the lessors.

Purchase commitments

The Group has entered into non-cancellable agreements with growers, co-packers, packaging suppliers and other service providers with commitments generally ranging from one year to ten years, to purchase certain quantities of raw products, including fruit, vegetables, tomatoes, packaging services and ingredients.

At the reporting date, the Group have commitments for future minimum payments under non-cancellable agreements as follows:

	Group	
	30 April 2020 US$'000	**30 April 2019 US$'000**
Within one year	225,632	278,910
After one year but within five years	294,016	270,448
After five years	353,158	406,047
	872,806	955,405

Future capital expenditure

	Group	
	30 April 2020 US$'000	**30 April 2019 US$'000**
Capital expenditure not provided for in the financial statements		
– approved by Directors and contracted for	7,184	8,467
– approved by Directors but not contracted for	27,032	39,418
	34,216	47,885

37. CONTINGENCIES

In fiscal year 2019, a contingent liability of a subsidiary, DMPL India Limited, in the form of a letter of undertaking securing 50% of the obligations of FFPL under its Loan Agreement with Infrastructure Development Finance Company Limited, in proportion to its equity interest was fully settled.

Legal cases

The Group is the subject of, or a party to, various suits and pending or threatened litigation. While it is not feasible to predict or determine the ultimate outcome of these matters, the Group believes that none of these legal proceedings will have a material adverse effect on its financial position.

Source of estimation uncertainty

The Group, in the ordinary course of business, sets up appropriate provisions for its present legal or constructive obligations, if any, in accordance with its policies on provisions. In recognising and measuring provisions, management takes risk and uncertainties into account.

No provision for probable losses arising from legal contingencies were recognised in the Group's financial statements as of 30 April 2020 and 2019.

As of 30 April 2020, provision for probable losses arising from environmental remediation amounted to US$9.6 million, US$9.3 million of which is noncurrent (2019: US$1.1 million, US$0.7 million of which is noncurrent) (see Note 22).

As of 30 April 2020, provision for retained liabilities arising from workers' compensation claims amounted to US$22.2 million, US$19.0 million of which is noncurrent (2019: US$22.6 million, US$19.3 million of which is noncurrent) (see Note 20).

38. RELATED PARTIES

Related party transactions

For the purposes of these financial statements, parties are considered to be related to the Group if the Group has the ability, directly or indirectly, to control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Group and the party are subject to common control or common significant influence. Related parties may be individuals or other entities.

All publicly-listed entities, including the Company, have Material Related Party Transaction Policies containing the approval requirements and limits on amounts and extent of related party transactions in compliance with the requirements under the Revised SRC Rule 68 and SEC Memorandum Circular 10, series of 2019.

Other than those disclosed elsewhere in the financial statements, there are no other significant transactions with related parties.

38. RELATED PARTIES (CONT'D)

Related party transactions (cont'd)

Group			Outstanding balance			
Category/ Transaction	Year	Amount of the transaction US$'000	Due from Related Parties* US$'000	Due to Related Parties** US$'000	Terms	Conditions
Under Common Control						
• Shared IT services	**2020**	**177**	**130**	**–**	Due and demandable; non-interest bearing	Unsecured; no impairment
	2019	161	242	–		
	2018	343	247	–		
• Sale of tomato paste	**2020**	**–**	**–**	**–**	Due and demandable; non-interest bearing	Unsecured; no impairment
	2019	31	–	–		
	2018	32	–	–		
• Sale of apple juice concentrate /materials	**2020**	**5**	**–**	**–**	Due and demandable; non-interest bearing	Unsecured; no impairment
	2019	–	1	–		
	2018	–	–	–		
• Inventory count shortage	**2020**	**–**	**–**	**–**	Due and demandable; non-interest bearing	Unsecured; no impairment
	2019	–	–	–		
	2018	33	–	–		
• Purchases	**2020**	**83**	**5**	**(9)**	Due and demandable; non-interest bearing	Unsecured
	2019	115	3	–		
	2018	393	–	–		
• Tollpack fees	**2020**	**128**	**55**	**–**	Due and demandable; non-interest bearing	Unsecured
	2019	556	–	(87)		
	2018	572	110	–		
• Security Deposit	**2020**	**27**	**–**	**–**	Due and demandable; non-interest bearing	Unsecured
	2019	6,000	6,000	–		
	2018	–	–	–		

38. RELATED PARTIES (CONT'D)

Related party transactions (cont'd)

Group Category/ Transaction	Year	Amount of the transaction US$'000	Outstanding balance Due from Related Parties* US$'000	Outstanding balance Due to Related Parties** US$'000	Terms	Conditions
Other Related Party						
• Management fees from DMPI retirement fund	**2020**	**4**	**2**	**–**	Due and demandable; non-interest bearing	Unsecured; no impairment
	2019	96	230	–		
	2018	19	446	–		
• Rental to DMPI Retirement	**2020**	**1,662**	**–**	**(478)**	Due and demandable; non-interest bearing	Unsecured
	2019	1,558	–	(146)		
	2018	1,858	–	–		
Other Related Party						
• Rental to NAI Retirement	**2020**	**586**	**–**	**(160)**	Due and demandable; non-interest bearing	Unsecured
	2019	545	–	(50)		
	2018	543	–	–		
• Cash advances NAI	**2020**	**8,731**	**14,732**	**–**	Short-term; Non interest bearing	Unsecured; no impairment
	2019	–	–	–		
	2018	–	–	–		
	2020	**11,403**	**14,924**	**(647)**		
	2019	9,062	6,476	(283)		
	2018	3,793	803	–		

* included as part of trade and other receivables excluding long-term loans receivable
** included as part of trade and other payables

38. RELATED PARTIES (CONT'D)

Related party transactions (cont'd)

Company Category/ Transaction	Year	Amount of the Transaction US$'000	Outstanding Balance: Due from Related Parties* US$'000	Outstanding Balance: Due to Related Parties** US$'000	Terms	Conditions
Subsidiaries						
• Dividend income	**2020**	**230,473**	–	–	Due and demandable; non-interest bearing	Unsecured; no impairment
	2019	33,000	–	–		
	2018	120,000	62,011	–		
• Long-term loans receivable	**2020**	**4,107**	**228,683**	**–**	Due on 2021; Interest-bearing	Unsecured; no impairment
	2019	91,741	202,471	–		
	2018	88,880	88,880	–		
• Reimbursement of expenses	**2020**	**236,676**	**92,607**	**–**	Due and demandable; non-interest bearing	Unsecured; no impairment
	2019	(97,981)	635	–		
	2018	136,455	114,938	–		
• Cash advance	**2020**	**37,380**	**–**	**59,645**	Due and demandable; non-interest bearing	Unsecured
	2019	(20,923)	–	98,104		
	2018	29,801	–	77,400		
• Management fees payable to subsidiaries	**2020**	**445**	**–**	**445**	Due and demandable; non-interest bearing	Unsecured
	2019	437	–	90		
	2018	748	–	1,620		
Joint Venture						
• Cash advance	**2020**	**140**	**2,462**	**–**	Due and demandable; non-interest bearing	Unsecured; no impairment
	2019	99	2,520	–		
	2018	–	2,421	–		
	2020	**509,221**	**323,762**	**60,090**		
	2019	6,373	205,626	98,194		
	2018	375,884	268,250	79,020		

* included as part of trade and other receivables excluding long-term loans receivable
** included as part of trade and other payables

38. RELATED PARTIES (CONT'D)

Related party transactions (cont'd)

The transactions with related parties are carried out based on terms agreed between the parties. Pricing for the sales of products are market driven, less certain allowances. For purchases, the Group's policy is to solicit competitive quotations. Purchases are normally awarded based on the lowest price.

Except for transactions identified in the previous section as interest-bearing, outstanding balances at financial reporting date are unsecured, interest-free and settlement occurs in cash and are collectible or payable on demand. For the years ended 30 April 2020 and 2019, the Group has not made any provision for doubtful accounts relating to amounts owed by related parties.

As discussed in Note 19, the Company extended a loan to DMFHII that was used to finance DMFHII's purchase of DMFI's Second Lien term loans. The loan was converted into ordinary shares in DMPLFL in May 2020.

Key management personnel compensation

Key management personnel of the Group are those persons having authority and responsibility for planning, directing and controlling the activities of the Group. The Directors of the Company and key executive officers (excluding executive directors) are considered as key management personnel of the Group.

The key management personnel compensation is as follows:

	Group			Company		
	Year ended 30 April 2020 US$'000	Year ended 30 April 2019 US$'000	Year ended 30 April 2018 US$'000	Year ended 30 April 2020 US$'000	Year ended 30 April 2019 US$'000	Year ended 30 April 2018 US$'000
Directors –						
Fees and remuneration	2,942	2,964	2,873	2,542	2,541	2,531
Key executive officers (excluding Directors):						
Short-term employee benefits	3,615	3,476	3,317	1,772	1,691	1,486
Post-employment benefits	125	170	180	–	–	–

39. NON-CONTROLLING INTEREST IN SUBSIDIARIES

The following table summarises the information relating to the Group's subsidiaries with material non-controlling interests, based on their respective financial statements prepared in accordance with IFRS, modified for fair value adjustments on acquisition and differences in Group's accounting policies.

	30 April 2020 US$'000	30 April 2019 US$'000	30 April 2018 US$'000
DMPLFL			
Ownership interests held by non-controlling interests	10.57%	10.57%	10.57%
Revenue	1,529,840	1,421,317	1,649,060
(Loss) profit	(116,671)	(49,826)	(138,130)
Other comprehensive (loss) income	(21,595)	2,170	18,860
Total comprehensive loss			
Attributable to non-controlling interests:			
– (Loss) profit	(12,329)	(5,265)	(14,597)
– Other comprehensive (loss) income	(2,282)	229	1,993
Total comprehensive loss	(14,611)	(5,036)	(12,604)
Noncurrent assets	1,208,461	1,179,843	1,210,583
Current assets	577,653	659,036	753,475
Noncurrent liabilities	(567,731)	(982,861)	(1,274,477)
Current liabilities	(896,652)	(400,529)	(215,884)
Net assets	321,731	455,489	473,697
Net assets attributable to non-controlling interests	33,823	48,133	50,057
Cash flows provided by (used in) operating activities	212,019	(51,844)	266,304
Cash flows provided by (used in) investing activities	9,511	(4,976)	(24,323)
Cash flows provided by (used in) financing activities, before dividends to non-controlling interests	(217,072)	57,184	(242,599)
Currency realignment	32	9	3
Net increase (decrease) in cash and cash equivalents	4,490	373	(615)

39. NON-CONTROLLING INTEREST IN SUBSIDIARIES (CONT'D)

	30 April 2020 US$'000
DMPI	
Ownership interests held by non-controlling interests	12%
Revenue	628,521
(Loss) profit	68,405
Other comprehensive (loss) income	1,601
Total comprehensive loss	
Attributable to non-controlling interests:	
– (Loss) profit	–
– Other comprehensive (loss) income	–
Total comprehensive loss	–
Noncurrent assets	333,925
Current assets	330,976
Noncurrent liabilities	(49,348)
Current liabilities	(396,519)
Net assets	219,034
Net assets attributable to non-controlling interests	26,410
Cash flows provided by (used in) operating Activities	111,286
Cash flows provided by (used in) investing activities	(116,280)
Cash flows provided by (used in) financing activities	17,163
Currency realignment	(136)
Net increase (decrease) in cash and cash equivalents	12,033

In the relation to the sale of 12% stake in DMPI, the Group recognised non-controlling interest amounting to US$26.4 million, representing 12% of the net asset value of DMPI as at 30 April 2020 (see Note 6).

40. SUPPLEMENTAL DISCLOSURE OF CASH FLOW INFORMATION

The changes in liabilities arising from financing activities of the Group for the year ended 30 April 2020, 2019 and 2018 are as follows:

	Note	30 April 2019 US$'000	Cash inflows US$'000	Cash outflows US$'000	Accrued interest but not yet paid US$'000	Foreign exchange movement US$'000	Reclassification and others US$'000	30 April 2020 US$'000
Group								
Fiscal Year 2020								
Current interest-bearing loans and borrowings	19	492,740	713,696	(832,321)	–	8,079	916,098	1,298,292
Noncurrent interest-bearing loans and borrowings	19	985,915	75,000	(59,102)	–	–	(904,076)	97,737
Lease liabilities	24	192,283		(41,958)	10,001	1,566	(3,367)	158,525
Accrued interest payable	23	10,481	–	(84,250)	82,259	13	542	9,045
Derivative liabilities	20, 23	3,960	–	(2,867)	–	–	4,822	5,915
Total liabilities from financing activities		1,685,379	788,696	(1,020,498)	92,260	9,658	14,019	1,569,514

	Note	30 April 2018 US$'000	Cash inflows US$'000	Cash outflows US$'000	Accrued interest but not yet paid US$'000	Foreign exchange movement US$'000	Reclassification and others US$'000	30 April 2019 US$'000
Fiscal Year 2019								
Current interest-bearing loans and borrowings	19	481,620	721,538	(710,798)	–	(1,508)	1,888	492,740
Noncurrent interest-bearing loans and borrowings	19	983,603	164,741	(149,833)	–	(406)	(12,190)	985,915
Accrued interest payable	23	11,939	–	(83,958)	82,623	(3)	(120)	10,481
Derivative liabilities	20, 23	5,063	–	(3,536)	–	–	2,433	3,960
Total liabilities from financing activities		1,482,225	886,279	(948,125)	82,623	(1,917)	(7,989)	1,493,096

	Note	30 April 2017 US$'000	Cash inflows US$'000	Cash outflows US$'000	Accrued interest but not yet paid US$'000	Foreign exchange movement US$'000	Reclassification and others US$'000	30 April 2018 US$'000
Fiscal Year 2018								
Current interest-bearing loans and borrowings		449,698	807,822	(822,773)	–	(6,324)	53,197	481,620
Noncurrent interest-bearing loans and borrowings		1,264,268	–	(234,784)	–	(2,130)	(43,751)	983,603
Accrued interest payable		13,186	–	(85,274)	84,852	–	(785)	11,979
Derivative liabilities		17,973	–	(9,285)	–	–	(3,625)	5,063
Total liabilities from financing activities		1,745,125	807,822	(1,152,116)	84,852	(8,454)	5,036	1,482,265

40. SUPPLEMENTAL DISCLOSURE OF CASH FLOW INFORMATION (CONT'D)

	Note	30 April 2019 US$'000	Cash inflows US$'000	Cash outflows US$'000	Accrued interest but not yet paid US$'000	Reclassifi-cation and others US$'000	30 April 2020 US$'000
Company							
Fiscal Year 2020							
Current interest-bearing loans and borrowings, excluding obligations under finance leases and hire purchase contracts	19	135,070	30,000	(60,000)	–	186,212	291,282
Noncurrent interest-bearing loans and borrowings, excluding obligations under finance leases and hire purchase contracts	19	241,015	75,000	(55,000)	–	(186,015)	75,000
Accrued interest payable	23	2,159	–	(15,637)	15,046	–	1,568
Total liabilities from financing activities		378,244	105,000	(130,637)	15,046	197	367,850

	Note	30 April 2018 US$'000	Cash inflows US$'000	Cash outflows US$'000	Accrued interest but not yet paid US$'000	Reclassifi-cation and others US$'000	30 April 2019 US$'000
Fiscal Year 2019							
Current interest-bearing loans and borrowings, excluding obligations under finance leases and hire purchase contracts	19	206,034	63,100	(134,170)	–	106	135,070
Noncurrent interest-bearing loans and borrowings, excluding obligations under finance leases and hire purchase contracts	19	129,594	164,741	(53,500)	–	180	241,015
Accrued interest payable	23	2,345	–	(15,927)	15,741	–	2,159
Total liabilities from financing activities		337,973	227,841	(203,597)	15,741	286	378,244

	Note	30 April 2017 US$'000	Cash inflows US$'000	Cash outflows US$'000	Accrued interest but not yet paid US$'000	Reclassifi-cation and others US$'000	30 April 2018 US$'000
Fiscal Year 2018							
Current interest-bearing loans and borrowings, excluding obligations under finance leases and hire purchase contracts		43,070	154,570	(45,500)	–	53,894	206,034
Noncurrent interest-bearing loans and borrowings, excluding obligations under finance leases and hire purchase contracts		281,854	–	(100,000)	–	(52,260)	129,594
Accrued interest payable		1,826	–	(12,370)	12,889	–	2,345
Total liabilities from financing activities		326,750	154,570	(157,870)	12,889	1,634	337,973

Reclassification and others include the effect of reclassification of noncurrent portion of interest-bearing loans and borrowings to current due to the passage of time, deferred financing costs, and fair value adjustments of hedge contracts. This also include additions and terminations of lease liabilities.

41. SUBSEQUENT EVENTS

DMFI Refinancing

On 15 May 2020, DMFI issued US$500.0 million of 11.875% Senior Secured Notes (the "Notes"). The Notes will mature on 15 May 2025 and are redeemable at the option of DMFI. Proceeds of US$477.5 million from the issuance of the Notes were used to pay-off the balance of the First Lien Term Loan. As of 30 April 2020, prepaid transaction costs of US$1.6 million, were included in "Prepaid and other current assets" and US$31.3 million of transaction cost accruals were included in "Trade and other current liabilities" in the consolidated statement of financial position related to this transaction. The Notes include restrictive covenants limiting the Group's ability, and the ability of the Group's restricted subsidiaries, to incur additional indebtedness, create liens, engage in mergers or consolidations, sell or transfer assets, pay dividends and distributions or repurchase the Group's capital stock, make investments, loans or advances, prepay certain indebtedness, engage in certain transactions with affiliates, amend agreements governing certain subordinated indebtedness adverse to the lenders, and change the Group's lines of business.

On 15 May 2020, DMFHII issued 64.546 shares of capital stock to DMFHL. On the same date, DMFHL issued 0.64546 shares of capital stock to DMPLFL and DMPLFL issued 645.46 shares of capital stock to the Company as full payment of the US$228.4 million loan to finance purchases of the Second Lien Term Loans. Upon issuance of the capital stock to the Company, DMFHL unconditionally released of all liabilities for principal and interest through 30 April 2020 relating to the purchase of the Second Lien Term Loans. On 15 May 2020, DMFHL recorded US$229.5 million of additional paid-in capital related to this transaction. In addition, the Company and DMPLFL entered into a supplemental agreement dated 11 August 2020 for the issuance of additional 3.23 ordinary shares by DMPLFL to cover the additional accrued interest through 15 May 2020 which amounted to $1.14 million.

On 15 May 2020, DMFHL issued 0.42395 of ordinary shares to DMPLFL and DMPLFL issued 432.95 shares of preferred stock to the Company in exchange for US$150.0 million of additional paid-in capital. As a result, DMFHL recorded US$150.0 million of additional paid-in capital related to this transaction.

On 15 May 2020, DMFHL entered into an agreement to refinance the ABL Credit Agreement with JP Morgan Chase as the administrative agent, and other lenders and agents parties thereto, to provide for senior secured financing of up to US$450.0 million, subject to availability under the borrowing base, with a term of three years until 15 May 2023. Loans under the ABL Credit Agreement will bear interest based on either the Eurodollar rate of the alternative base rate, plus an applicable margin. Additionally, the Group fully amortised the remaining deferred financing fees related to the previous credit agreement of US$1.0 million for the year ended 30 April 2020. The ABL Credit Agreement includes restrictive covenants limiting the Group's ability, and the ability of the Group's restricted subsidiaries, to incur additional indebtedness, create liens, engage in mergers or consolidations, sell or transfer assets, pay dividends and distributions or repurchase the Group's capital stock, make investments, loans or advances, prepay certain indebtedness, engage in certain transactions with affiliates, amend agreements governing certain subordinated indebtedness adverse to the lenders, and change the Group's lines of business.

Trademark Assignment

On 1 May 2020, Dewey Sdn. Bhd. assigned various trademarks in the Philippines including the "Del Monte" and "Today's" trademarks to Philippine Packing Management Service Corporation.

STATISTICS OF ORDINARY SHAREHOLDERS

AS AT 27 JULY 2020

ORDINARY SHARES

Authorised Share Capital	:	US$30,000,000
Issued and Fully Paid-up Capital (including Treasury Shares)	:	US$19,449,358
Issued and Fully Paid-up Capital (excluding Treasury Shares)	:	US$19,163,646
Number of Shares Issued (including Treasury Shares)	:	1,944,935,826
Number of Shares Issued (excluding Treasury Shares)	:	1,943,960,024
Number of Treasury Shares held	:	975,802
Number of Subsidiary Holdings held	:	Nil
Class of Shares	:	Ordinary shares of US$0.01 each, with each ordinary shares entitled to one vote

Percentage of the aggregate number of Treasury Shares and Subsidiary Holdings held against the total number of issued ordinary shares: 0.05%

DISTRIBUTION OF SHAREHOLDINGS

Size of Shareholdings	No. of Shareholders	%	No. of Shares	%
1 – 99	49	0.65	1,498	0.00
100 – 1,000	154	2.06	86,670	0.01
1,001 – 10,000	5,660	75.61	15,043,755	0.77
10,001 – 1,000,000	1,578	21.08	114,525,021	5.89
1,000,001 and above	45	0.60	1,814,303,080	93.33
Total	**7,486**	**100.00**	**1,943,960,024**	**100.00**

TWENTY LARGEST SHAREHOLDERS

No.	Name	No. of Shares	%
1	NUTRIASIA PACIFIC LIMITED	1,196,539,958	61.55
2	HSBC (SINGAPORE) NOMINEES PTE LTD	196,399,890	10.10
3	LEE PINEAPPLE COMPANY PTE LTD	100,422,000	5.17
4	DBS NOMINEES (PRIVATE) LIMITED	67,353,244	3.46
5	BNP PARIBAS NOMINEES SINGAPORE PTE LTD	53,136,290	2.73
6	RAFFLES NOMINEES (PTE) LIMITED	35,080,105	1.80
7	GOVERNMENT SERVICE INSURANCE SYSTEM	15,957,937	0.82
8	WEE POH CHAN PHYLLIS	15,700,400	0.81
9	CITIBANK NOMINEES SINGAPORE PTE LTD	10,116,779	0.52
10	COL FINANCIAL GROUP, INC	9,600,214	0.49
11	UNITED OVERSEAS BANK NOMINEES (PRIVATE) LIMITED	8,535,280	0.44
12	JOSELITO JR DEE CAMPOS	7,621,466	0.39
13	SAW PAIK PENG	7,600,000	0.39
14	PINEAPPLES OF MALAYA PRIVATE LIMITED	6,432,000	0.33
15	BANCO DE ORO - TRUST BANKING GROUP	6,282,266	0.32
16	UOB KAY HIAN PRIVATE LIMITED	5,611,820	0.29
17	OCBC SECURITIES PRIVATE LIMITED	5,583,985	0.29
18	MAYBANK KIM ENG SECURITIES PTE LTD	4,975,890	0.26
19	CTS GLOBAL EQUITY GROUP, INC	4,652,600	0.24
20	IGC SECURITIES INC	4,358,784	0.22
	Total	**1,761,960,908**	**90.62**

SUBSTANTIAL ORDINARY SHAREHOLDERS

AS RECORDED IN THE REGISTER OF SUBSTANTIAL SHAREHOLDERS AS AT 27 JULY 2020

	Direct Interest		Deemed Interest		Total Interest	
Name of Shareholders	Number of Shares	%	Number of Shares	%	Number of Shares	%
Bluebell Group Holdings Limited	189,736,540 [2]	9.76	–	–	189,736,540	9.76
Golden Sunflower International Limited	–	–	189,736,540 [2]	9.76	189,736,540	9.76
Mr Joselito D Campos, Jr	7,621,466	0.39	1,386,276,498 [2][3]	71.31	1,393,897,964	71.70
NutriAsia Pacific Limited	1,196,539,958	61.55	–	–	1,196,539,958	61.55
NutriAsia Inc	–	–	1,196,539,958 [4]	61.55	1,196,539,958	61.55
NutriAsia Holdings Limited	–	–	1,196,539,958 [5]	61.55	1,196,539,958	61.55
Golden Chamber Investment Limited	–	–	1,196,539,958 [5]	61.55	1,196,539,958	61.55
Star Orchid Limited	–	–	1,196,539,958 [5]	61.55	1,196,539,958	61.55
Well Grounded Limited	–	–	1,196,539,958 [5]	61.55	1,196,539,958	61.55
HSBC Trustee (Hong Kong) Limited	–	–	1,386,276,498 [6]	71.31	1,386,276,498	71.31
HSBC International Trustee Limited	–	–	1,386,276,498 [6]	71.31	1,386,276,498	71.31
HSBC International Trustee (Holdings) Pte Limited	–	–	1,386,276,498 [6]	71.31	1,386,276,498	71.31
The Hongkong and Shanghai Banking Corporation Limited	–	–	1,386,276,498 [6]	71.31	1,386,276,498	71.31
HSBC Asia Holdings Limited	–	–	1,386,276,498 [6]	71.31	1,386,276,498	71.31
HSBC Holdings plc	–	–	1,386,276,498 [6]	71.31	1,386,276,498	71.31
Lee Pineapple Company (Pte) Limited	100,422,000	5.16	6,432,000 [9]	0.33	106,854,000	5.49
Lee Foundation	–	–	106,854,000 [7][9]	5.49	106,854,000	5.49
Lee Foundation, States of Malaya	–	–	106,854,000 [8][9]	5.49	106,854,000	5.49

PERCENTAGE OF SHAREHOLDINGS IN PUBLIC'S HAND

Based on the information provided, to the best knowledge of the Directors and Substantial Shareholders of the Company, approximately 22.6% of the Company's Shares are held in the hands of the public. Accordingly, the Company has complied with Rule 723 of the Listing Manual of the SGX-ST.

Notes:

(1) The percentage of issued capital is calculated based on 1,943,960,024 Shares (being 1,944,935,826 Shares excluding 975,802 Treasury Shares) and there are no subsidiary holdings.

(2) Bluebell Group Holdings Limited ("**BGHL**") is wholly owned by Golden Sunflower International Limited ("**GSIL**"). GSIL is therefore deemed interested in the Shares of the Company held by BGHL.
GSIL is wholly owned by the Twin Palms Pacific Trust ("**TPP Trust**"), of which HSBC Trustee (Hong Kong) Limited ("HKL") is the trustee. The beneficiaries of the TPP Trust are Mr Joselito D Campos, Jr ("**JDC**") and his children. JDC is therefore deemed interested in the Shares held by BGHL. The 189,736,540 Shares are held in nominee by HSBC (Singapore) Nominees Pte Ltd.

(3) NutriAsia Pacific Limited ("**NPL**") is a substantial and controlling shareholder of the Company, holding 1,196,539,958 Shares in the Company. JDC and his family have beneficial interests in NPL (through Golden Chamber Investment Limited ("**GCIL**") and Star Orchid Ltd ("**SOL**") which hold trusts in which they are beneficiaries). JDC is therefore deemed interested in the Shares held by NPL.

(4) NutriAsia Inc ("**NI**") owns 57.8% of NutriAsia Holdings Limited ("**NHL**"), which in turn owns 100% of NPL. NI is therefore deemed to be interested in the Shares held by NPL.

(5) NPL is wholly owned by NHL. NHL is therefore deemed interested in the Shares held by NPL.
NHL is in turn majority owned by NI (57.8%) and partly owned by Well Grounded Limited ("**WGL**") (42.2%). NI and WGL are therefore deemed interested in the Shares held by NPL.
NI is in turn majority owned by GCIL (65.4%) and WGL is in turn wholly owned by SOL. GCIL and SOL are therefore deemed interested in the Shares held by NPL.

(6) GCIL and GSIL are owned by the TPP Trust and SOL is wholly owned by The Star Orchid Trust, for which HKL acts as trustee for both trusts. HKL is therefore deemed interested in the Shares held by NPL and BGHL. The beneficiaries of the Star Orchid Trust are beneficially owned by the Campos family.
HKL is wholly owned by HSBC International Trustee Limited. HSBC International Trustee Limited is therefore deemed interested in the Shares held by NPL and BGHL.
HSBC International Trustee Limited is wholly owned by HSBC International Trustee (Holdings) Pte. Limited. HSBC International Trustee (Holdings) Pte. Limited is therefore deemed interested in the Shares held by NPL and BGHL.
HSBC International Trustee (Holdings) Pte. Limited is wholly owned by The Hongkong and Shanghai Banking Corporation Limited. The Hongkong and Shanghai Banking Corporation Limited is therefore deemed interested in the Shares held by NPL and BGHL.
The Hongkong and Shanghai Banking Corporation Limited is wholly owned by HSBC Asia Holdings Limited. HSBC Asia Holdings Limited is therefore deemed interested in the Shares held by NPL and BGHL.
HSBC Asia Holdings Limited is wholly owned by HSBC Holdings plc. HSBC Holdings plc is therefore deemed interested in the Shares held by NPL and BGHL.

(7) Lee Foundation, by virtue of its not less than 20% interest in Lee Pineapple Company (Pte) Limited, had a deemed interest in the Company's Shares in which Lee Pineapple Company (Pte) Limited had a direct or deemed interest.

(8) Lee Foundation, States of Malaya, by virtue of its not less than 20% interest in Lee Pineapple Company (Pte) Limited, had a deemed interest in the Company's Shares in which Lee Pineapple Company (Pte) Limited had a direct or deemed interest.

(9) Lee Pineapple Company (Pte) Limited is deemed interested in the 6,432,000 Shares held by its wholly-owned subsidiary, Pineapples of Malaya Private Limited.

STATISTICS OF PREFERENCE SHAREHOLDERS

AS AT 27 JULY 2020

PREFERENCE SHARES

Authorised Share Capital	:	US$600,000,000
Issued and Fully-Paid-up Capital (including Treasury Shares)	:	US$30,000,000
Issued and Fully-Paid-up Capital (excluding Treasury Shares)	:	US$30,000,000
Number of Shares Issued (including Treasury Shares)	:	30,000,000
Number of Shares Issued (excluding Treasury Shares)	:	30,000,000
Number of Treasury Shares held	:	Nil
Number of Subsidiary Holdings held	:	Nil
Class of Shares	:	Preference shares of US$1.00 each, with no voting rights (in general)

Percentage of the aggregate number of Treasury Shares and Subsidiary Holdings held against the total number of issued preference shares: Nil

SERIES A-1 PREFERENCE SHARES

STATISTICS OF SHAREHOLDINGS

Size of Shareholdings	No. of Shareholders [1]	%	No. of Shares	%
1 – 99	0	0.00	0	0.00
100 – 1,000	1	6.25	500	0.00
1,001 – 10,000	1	6.25	2,890	0.01
10,001 – 1,000,000	10	55.56	889,810	4.45
1,000,001 AND ABOVE	6	33.33	19,106,890	95.53
Total	**18**	**100.00**	**20,000,000**	**100.00**

1 There are only 18 registered shareholders and these are mostly financial institutions and trading participants which hold the shares for many Series A-1 Preference Shareholders.

TWENTY LARGEST SHAREHOLDERS

No.	Name	No. of Shares	%
1	CHINA BANKING CORPORATION - TRUST GROUP	4,359,790	21.80
2	BDO SECURITIES CORPORATION[2]	3,988,040	19.94
3	BANCO DE ORO - TRUST BANKING GROUP	3,133,560	15.67
4	CITIBANK N.A.	3,033,290	15.17
5	RCBC TRUST & INVESTMENT DIVISION - VARIOUS TAXABLE ACCTS	2,521,660	12.61
6	PNB TRUST BANKING GROUP	2,070,550	10.35
7	STERLING BANK OF ASIA TRUST GROUP	249,810	1.25
8	RCBC TRUST & INVESTMENT DIVISION	245,500	1.23
9	CHINA BANK SECURITIES CORPORATION	180,000	0.90
10	ARMSTRONG SECURITIES, INC	50,450	0.25
11	WEALTH SECURITIES, INC	47,270	0.24
12	FIRST METRO SECURITIES BROKERAGE CORPORATION	30,540	0.15
13	ASTRA SECURITIES CORPORATION	27,290	0.14
14	EASTWEST BANKING CORPORATION - TRUST DIVISION	22,830	0.11
15	BPI SECURITIES CORPORATION	22,430	0.11
16	PHILIPPINE EQUITY PARTNERS, INC	13,600	0.07
17	AP SECURITIES INCORPORATED	2,890	0.01
18	BDO NOMURA SECURITIES, INC	500	0.00
	Total	**20,000,000**	**100.00**

2 BDO Securities Corporation holds the shares of the following DMPL officers: Luis F Alejandro (15,000 shares); Parag Sachdeva (15,000 shares); and Ignacio Carmelo O Sison (8,000 shares), as well as other individuals.

STATISTICS OF PREFERENCE SHAREHOLDERS

AS AT 27 JULY 2020

SERIES A-2 PREFERENCE SHARES

STATISTICS OF SHAREHOLDINGS

Size of Shareholdings	No. of Shareholders [3]	%	No. of Shares	%
1 – 99	0	0.00	0	0.00
100 – 1,000	4	15.38	2,920	0.03
1,001 – 10,000	5	19.23	27,280	0.27
10,001 – 1,000,000	12	46.15	1,227,670	12.28
1,000,000 and above	5	19.23	8,742,130	87.42
Total	**26**	**100.00**	**10,000,000**	**100.00**

3 There are only 26 registered shareholders and these are mostly financial institutions and trading participants which hold the shares for many Series A-2 Preference Shareholders.

TWENTY LARGEST SHAREHOLDERS

No.	Name	No. of Shares	%
1	BDO SECURITIES CORPORATION	2,495,110	24.96
2	CHINA BANKING CORPORATION - TRUST GROUP	2,141,420	21.43
3	CITIBANK N.A.	1,439,510	14.40
4	BANCO DE ORO - TRUST BANKING GROUP	1,373,320	13.74
5	PNB TRUST BANKING GROUP	1,292,770	12.93
6	UNITED COCONUT PLANTERS LIFE ASSURANCE CORPORATION	190,000	1.90
7	RCBC TRUST & INVESTMENT DIVISION - VARIOUS TAXABLE ACCTS	187,400	1.87
8	PHILIPPINE EQUITY PARTNERS, INC	176,260	1.76
9	FIRST METRO SECURITIES BROKERAGE CORPORATION	168,530	1.69
10	CHINA BANK SECURITIES CORPORATION	153,100	1.53
11	EASTWEST BANKING CORPORATION - TRUST DIVISION	115,420	1.15
12	STANDARD CHARTERED BANK	60,000	0.60
13	STERLING BANK OF ASIA TRUST GROUP	59,400	0.59
14	WEALTH SECURITIES, INC	56,190	0.56
15	BPI SECURITIES CORPORATION	33,510	0.34
16	ASTRA SECURITIES CORPORATION	14,900	0.15
17	MBTC - TRUST BANKING GROUP	12,960	0.13
18	UNITED FUND, INC	10,000	0.10
19	THE HONGKONG AND SHANGHAI BANKING CORP LTD -CLIENTS' ACCT	9,700	0.10
20	SUNSECURITIES, INC	5,280	0.05
	Total	**9,994,780**	**99.85**

INTERESTED PERSON TRANSACTIONS

AS AT 30 APRIL 2020

Name of Interested Person	Aggregate value of all interested person transactions (excluding transactions less than S$100,000 and transactions conducted under shareholders' mandate pursuant to Rule 920) US$'000	Aggregate value of all interested person transactions conducted under shareholders' mandate pursuant to Rule 920 (excluding transactions less than S$100,000) US$'000
NutriAsia, Inc	–	9,130
DMPI Retirement Fund	–	1,687
NutriAsia, Inc Retirement Fund	–	586
Aggregate Value	**–**	**11,403**

PROFORMA GROUP FINANCIAL INFORMATION*

FOR THE YEARS ENDED 30 APRIL 2018-2020

(Amounts in Singapore Dollars)

	Year ended 30 April 2020 S$'000	Year ended 30 April 2019 S$'000	Year ended 30 April 2018 S$'000
Revenue	2,915,830	2,658,585	2,966,367
Cost of sales	(2,296,375)	(2,121,406)	(2,382,527)
Gross Profit	**619,455**	**537,179**	**583,840**
Other income	–	–	–
Distribution and selling expenses	(292,377)	(275,861)	(298,935)
General and administrative expenses	(164,414)	(157,134)	(220,560)
Other expenses (expenses) – net	(92,811)	4,782	(24,519)
Results from operating activities	**69,853**	**108,966**	**39,826**
Finance income	10,601	29,900	55,987
Finance expenses	(165,075)	(136,577)	(142,632)
Net finance expense	(154,474)	(106,677)	(86,645)
Share in loss of investments in joint ventures, net of tax	(3,955)	(1,337)	(2,095)
Profit (loss) before taxation	**(88,576)**	**952**	**(48,914)**
Tax credit (expense) – net	(39,971)	18,393	(20,039)
Profit (loss) for the year/period	**(128,547)**	**19,345**	**(68,953)**
Profit attributable to:			
Non-controlling interests	(17,037)	(8,289)	(19,688)
Owners of the Company	(111,510)	27,634	(49,264)

* Basis of presentation of Proforma Group Financial Information

The audited financial statements of the Group are expressed in United States dollars (US$).

Given the Company's listing on the SGX-ST, for the convenience of certain readers, the above financial information for the years 2020, 2019 and 2018 are presented in Singapore dollars (S$) obtained by measurement of the S$ figures using the exchange rate of S$1.37, S$1.36 and S$1.35, respectively.

Such translations should not be construed as a representation that the US$ amounts have been or could be converted into S$ at this or any other rates. In addition, the above financial information does not form part of the audited financial statements of the Group.

CORPORATE INFORMATION

BOARD OF DIRECTORS
Mr Rolando C Gapud
Executive Chairman

Mr Joselito D Campos, Jr
Managing Director and CEO

Mr Edgardo M Cruz, Jr
Executive Director

Mr Benedict Kwek Gim Song
Lead Independent Director

Mr Godfrey E Scotchbrook
Independent Director

Dr Emil Q Javier
Independent Director

Mrs Yvonne Goh
Independent Director

AUDIT AND RISK COMMITTEE
Mr Benedict Kwek Gim Song
Chairman and Lead Independent Director

Mr Godfrey E Scotchbrook
Independent Director

Dr Emil Q Javier
Independent Director

Mrs Yvonne Goh
Independent Director

NOMINATING AND GOVERNANCE COMMITTEE
Mrs Yvonne Goh
Chairperson and Independent Director

Mr Benedict Kwek Gim Song
Lead Independent Director

Mr Godfrey E Scotchbrook
Independent Director

Dr Emil Q Javier
Independent Director

Mr Rolando C Gapud
Board Executive Chairman

Mr Edgardo M Cruz, Jr
Executive Director

REMUNERATION AND SHARE OPTION COMMITTEE
Mr Godfrey E Scotchbrook
Chairman and Independent Director

Mr Benedict Kwek Gim Song
Lead Independent Director

Dr Emil Q Javier
Independent Director

Mrs Yvonne Goh
Independent Director

EXECUTIVE OFFICERS
Mr Joselito D Campos, Jr
Managing Director and
Chief Executive Officer

Mr Luis F Alejandro
Chief Operating Officer

Mr Ignacio C O Sison
Chief Corporate Officer

Mr Parag Sachdeva
Chief Financial Officer

Mr Antonio E S Ungson
Chief Legal Counsel,
Chief Compliance Officer and
Company Secretary

Mr Ruiz G Salazar
Chief Human Resource Officer

COMPANY SECRETARY
Mr Antonio E S Ungson
10/F JY Campos Centre
9th Avenue corner 30th Street
Bonifacio Global City
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Philippines
Tel : +632 8856 2888
Fax: +632 8856 2628

AUDITORS
Ernst & Young LLP
One Raffles Quay
North Tower, Level 18
Singapore 048583
Partner in-charge: Phua Chun Yen Alvin
(Date of appointment: since financial year ended 30 April 2016)

SyCip Gorres Velayo & Co*
(A member firm of Ernst & Young)
6760 Ayala Avenue
1226 Makati City
Philippines
Partner in-charge: Catherine E Lopez
(Date of appointment: since financial year ended 30 April 2016)
*SGV is the auditor for the Philippine SEC filings

BANKERS
Australia and New Zealand Banking Group Limited
BDO Unibank, Inc
Bank of Commerce
Bank of the Philippine Islands
China Banking Corporation
Citibank, NA
DBS Bank, Ltd
Development Bank of the Philippines
The Hongkong & Shanghai Banking Corporation
JPMorgan Chase & Co
MUFG Bank, Ltd
Metropolitan Bank and Trust Company
Mizuho Bank Ltd
Philippine Bank of Communications
Philippine National Bank
Rabobank International
Rizal Commercial Banking Corporation
Robinsons Bank Corporation
Security Bank Corporation
Standard Chartered Bank (Singapore) Limited
Union Bank of the Philippines
Wealth Development Bank Corporation

REGISTERED OFFICE
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Securities Services and Corporate Agencies Department
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Tel: +632 8878 4963
Fax:+632 8878 4056

BVI REGISTRAR AND SHARE TRANSFER OFFICE
Nerine Trust Company (BVI) Limited
PO Box 905 Quastisky Building
Road Town, Tortola VG 1110, British Virgin Islands

LISTING & TRADING SYMBOLS
Listed on 2 August 1999 on the Singapore Exchange
Listed on 10 June 2013 on the Philippine Stock Exchange (PSE)
Preference Shares listed on 7 April 2017 and 15 December 2017 on the PSE
Bloomberg: DELM SP and DELM PM, and DMPA1 and DMPA2 for the Preference Shares
Reuters: DMPL.SI and DELM.PS, and DMPA1.PS and DMPA2.PS for the Preference Shares

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