



DEL MONTE PACIFIC

A Global Heritage Brands Company

CORPORATE PRESENTATION

15 October 2019



NOURISHING FAMILIES. ENRICHING LIVES. EVERY DAY. ®



DISCLAIMER

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

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

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VISION AND 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.

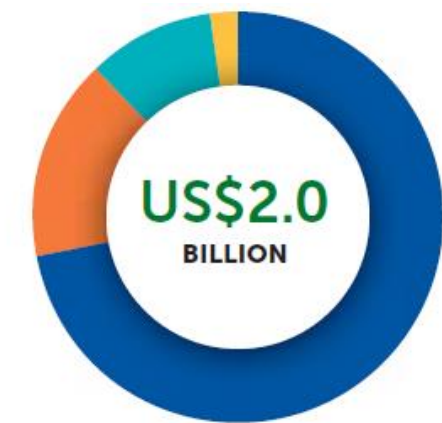




COMPANY OVERVIEW

- Del Monte Pacific is one of the largest branded F&B companies listed in Southeast Asia, with long heritage of 130+ years
- Exclusive rights to premium heritage brands Del Monte and S&W in certain geographies and product categories
- Dual-listed in Singapore (since August 1999) and the Philippines (since June 2013)
- 71% owned by NutriAsia Pacific Ltd of the Campos family
- Singapore Corporate Awards (mid-cap category) Best Managed Board, CFO, IR and Annual Report

DMPL FY2019 SALES (BY GEOGRAPHY)

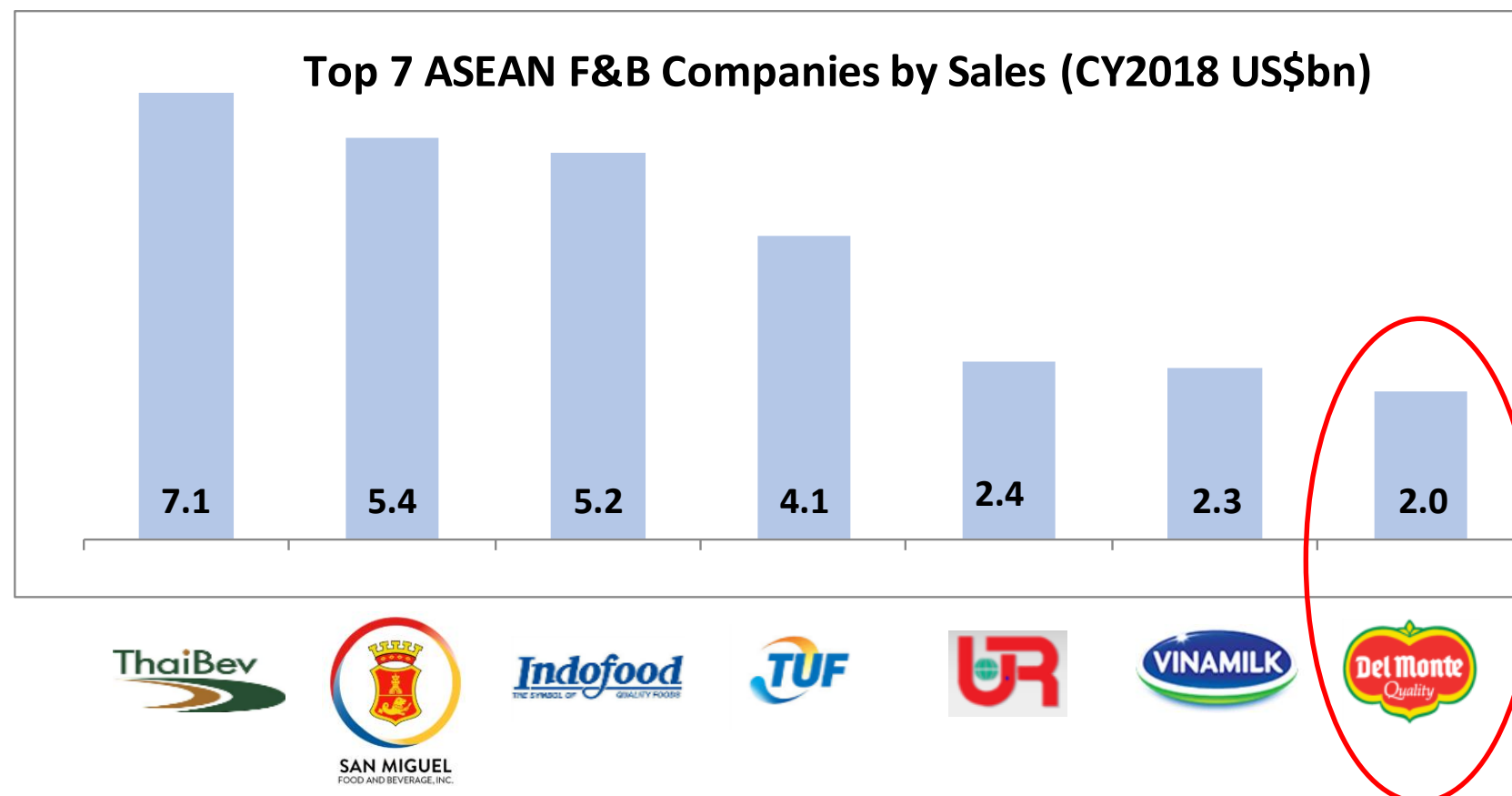


Americas	72%
Philippines	16%
Asia ex-Philippines	10%
Europe	2%

DMPL FY2019 SALES (BY PRODUCT)



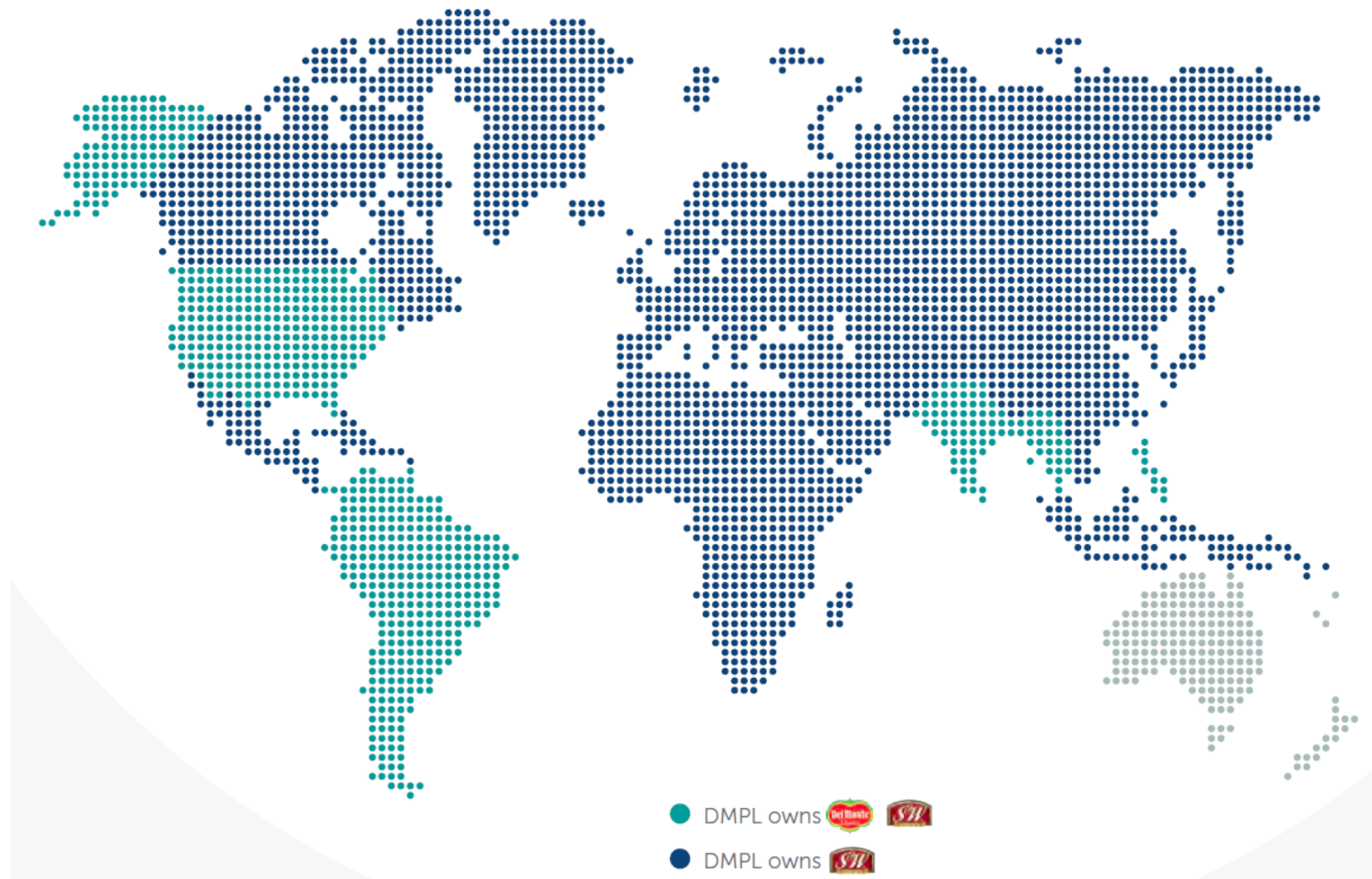
Packaged Fruit and Vegetable	65%
Culinary	19%
Fresh Fruit and Others	9%
Beverage	7%



Note: Del Monte Pacific (DMPL) is based on FY2019 ending April



BRAND OWNERSHIP





HERITAGE BRANDS



1886

- Nutritious as fresh
- All natural



1896

- Finest quality
- Healthy



1914

- Italian heritage
- Premium quality



1923

- Premium ingredients
- Taste of home

North and South America	USA & South America	✓	✓	✓	✓
	Mexico	Conagra	✓	✓	✓
	Central America & Caribbean	Del Monte Panamerican	✓	✓	✓
	Canada	Lassonde and Bonduelle	✓	✓	✓
EMEA	Europe, Middle East & Africa	Fresh Del Monte	✓	✓	✓
Asia	Asia (ex Philippines, Indian subcontinent & Myanmar)	Kikkoman	✓	✓	✓
	Philippines, Indian subcontinent & Myanmar	✓	✓	✓	✓

**DMPL's Del Monte brand ownership is for packaged products
Fresh Del Monte owns the global rights for fresh products*



ESTABLISHED CONSUMER BRANDS WITH LEADING MARKET POSITIONS IN THE US AND PHILIPPINES

STRONG MARKET POSITION IN KEY CATEGORIES IN THE USA

Products	Market Share	Market Position	Brands
Canned Vegetable	29.4%	#1	
Canned Fruit	37.8%	#1	
Fruit Cup Snacks	31.1%	#2	
Canned Tomato*	8.4%*	#2	

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 US Grocery + WalMart, 12M ending 27 April 2019

MARKET LEADER IN VARIOUS CATEGORIES IN THE PHILIPPINES

Products	Market Share	Market Position	Brands
Packaged Pineapple	85.3%	#1	
Canned Mixed Fruit ¹	70.3%	#1	
Canned and Carton RTD Juices	83.1%	#1	
Tomato Sauce	82.9%	#1	
Spaghetti Sauce ²	39.3%	#1	

¹ Combined share for Del Monte and Today's brands

² Combined share for Del Monte, Today's and Contadina brands

Source: Nielsen Retail Index, 12M to April 2019



FRESH PINEAPPLE



Region	Market Position
China	within Top 3
Japan	
South Korea	
Singapore	

Source: Management Estimates



LARGE GLOBAL BUSINESS AND VERTICALLY INTEGRATED OPERATIONS WITH ECONOMIES OF SCALE IN PINEAPPLE

PRODUCTION FACILITIES		DISTRIBUTION REACH				
USA	6	USA	Taiwan	Thailand	Pacific Islands	Bahrain
Mexico	2	Canada	Japan	Indonesia	Australia	Pakistan
Philippines	3	Mexico	South Korea	Philippines	Israel	Cyprus
India	1	Central America	Mongolia	Cambodia	UAE	France
		China	Singapore	Myanmar	Saudi Arabia	Spain
		Hong Kong	Malaysia	Brunei	Qatar	UK

One of the largest integrated pineapple processors in the world with a 90+ year history in the Philippines

Plantation



~26,000 ha.
pineapple plantation;
planting & harvesting
nearly 24 hours year
round

Located in North and
South Bukidnon,
Philippines

Cannery



Cannery capacity of
700,000 tons;
processes fruit within
24 hours of harvest
assuring freshness

Located in Bugo,
Cagayan de Oro,
about one hour from
plantation

Fresh Packhouse



State-of-the-art
fresh cold storage
and packing house
facility

Located in North and
South Bukidnon

Nice Frozen Fruit



Nice Fruit award-winning
process that gives frozen
fruits a shelf life of 3 years
and retains the
characteristics of fresh
when thawed

Located in North Bukidnon

Beverage Plant



State-of-the-art
beverage plant with
R&D lab

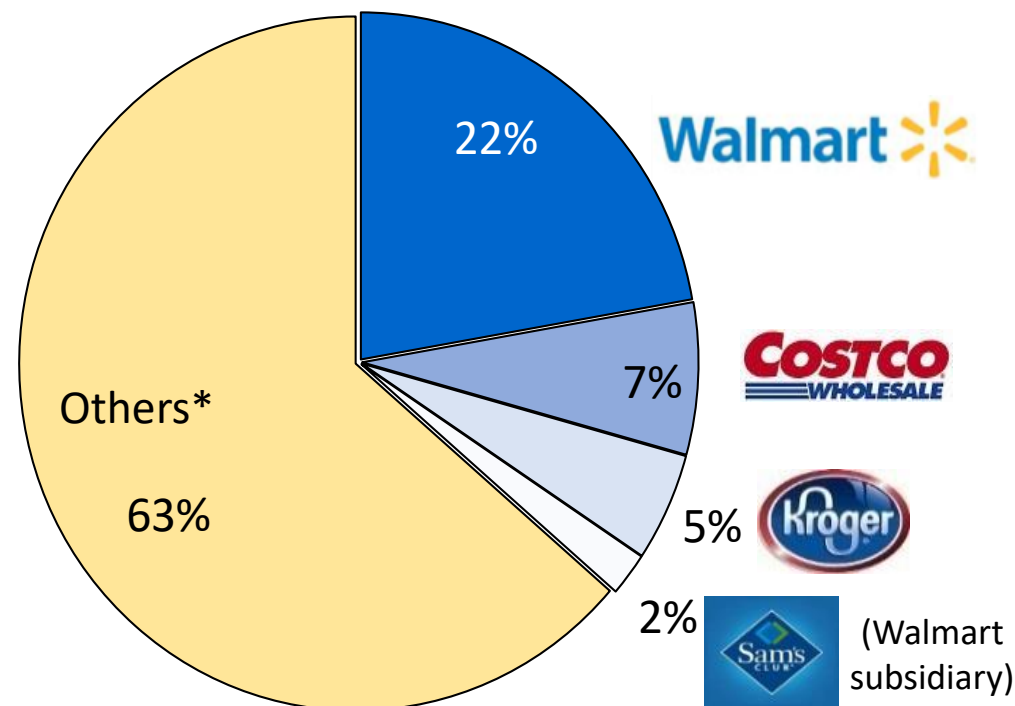
Located in Cabuyao,
Laguna, 1.5-hour
south of Manila



DIVERSIFIED PORTFOLIO OF BLUE CHIP CUSTOMERS

Strong long-term relationships with major retailers across the US

US – FY2019 Net Sales Breakdown by Customers



*Others include Supervalu, Ahold, Publix, Target and Safeway

Philippines



Asia





STRONG SHAREHOLDER SUPPORT & EXPERIENCED MANAGEMENT TEAM WITH PROVEN TRACK RECORD

Strong Shareholder Support

NutriAsia Pacific Limited, owned by the Campos family, has been the majority shareholder of the Company since 2006 and has 71% ownership. Lee Pineapple Group owns 5.5% and has been a shareholder since 2003.

Experienced Management Team

Strong core management team across the entities with wide-ranging experience in the international markets

DMPL CEO



Joselito Campos, Jr.
35 Years
Industry
Experience

DMPL COO



Luis Alejandro
35 Years
Industry
Experience

DMPL CCO



Ignacio Sison
30 Years
Industry
Experience

DMPL CFO



Parag Sachdeva
25 Years
Industry
Experience

DMFI CEO



Gregory Longstreet
25 Years
Industry
Experience

DMFI CFO



Gene Allen
25 Years
Industry
Experience

DMFI CMO



Bibie Wu
20 Years
Industry
Experience



FINANCIALS (ENDING APRIL)

FINANCIAL YEAR ¹ (Amounts in US\$ million unless otherwise stated)	FY2019	FY2018	FY2017	FY2016 (As Restated) ²	FY2015 (As Restated) ²
Profitability³					
Turnover	1,954.8	2,197.3	2,252.8	2,274.1	2,190.0
Gross Profit	395.0	432.5	494.9	485.8	411.5
EBITDA	143.7	102.3	194.0	241.3	89.7
EBITDA - without Non-Recurring items	156.1	165.0	211.8	208.2	149.3
Profit/(loss) from Operations	80.1	29.5	127.6	168.0	38.3
Net Profit Attributable to Owners	20.3	(36.5)	24.4	57.0	(40.3)
EPS (US cents)	0.03	(2.70)	1.21	2.93	(2.90)
Net Profit - without Non-Recurring items	15.8	12.0	45.5	25.2	(3.8)
EPS - without Non-Recurring items ⁴ (US cents)	(0.20)	(0.20)	2.29	1.30	(0.28)
Gross Margin (%)	20.2	19.7	22.0	21.4	18.8
EBITDA Margin (%)	7.4	4.7	8.6	10.6	4.1
Operating Margin (%)	4.1	1.3	5.7	7.4	1.7
Net Margin (%)	1.0	na	1.1	2.5	na
EPS Growth (%)	101.1	(323.1)	(58.7)	201.0	na
Return on Equity (%)	3.4	na	5.1	16.1	na
Return on Assets (%)	0.8	na	0.9	2.2	na
Balance Sheet					
Cash	21.6	24.2	37.6	47.2	35.6
Debt	1,478.7	1,465.2	1,714.0	1,843.8	1,718.5
Net Debt	1,457.0	1,441.0	1,676.4	1,796.6	1,682.9
Fixed Assets	582.0	610.9	657.2	661.2	679.3
Total Assets	2,398.7	2,509.1	2,757.1	2,706.4	2,628.4
Shareholders' Equity	601.1	608.3	578.6	377.0	330.5
Net Tangible Asset Per Share (US cents)	(7.0)	(7.0)	(9.4)	(19.2)	(22.1)
Net Debt to Equity Ratio (%)	242.4	236.9	289.8	476.6	509.2
Cash Flow					
Cash Flow from Operations	180.9	357.0	219.5	108.0	308.6
Capital Expenditure	123.5	144.8	176.5	137.2	144.1

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 FY2015-2019 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.



BALANCE SHEET AND CASH FLOW

- Raised US\$300m from two Preference Share tranches in April and December 2017 to repay loans
- DMPL purchased US\$231m out of the total US\$260m second lien loans of DMFI at a discount in the secondary market. This is the highest interest-bearing loan of the Group at 9.47% p.a., and saved DMPL >US\$10m of interest payments in FY2019
- Gearing of 2.8x equity as of 31 July 2019





OUTLOOK

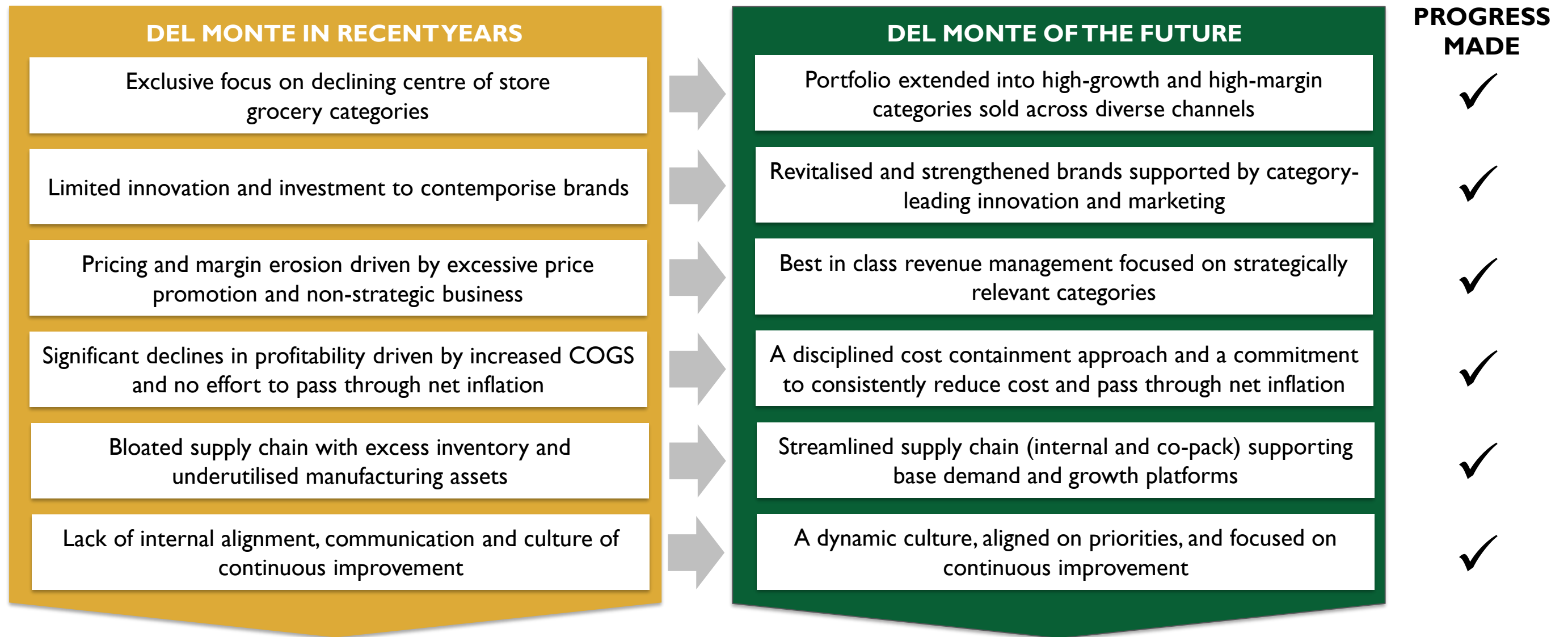
- Barring unforeseen circumstances, the Group is expected to be profitable in FY2020 on a recurring basis (without one-offs). Certain one-off expenses are expected from streamlining of operations
- Major emphasis on responding to consumer trends through:
 - ✓ Strengthening the core business and innovating
 - Healthier options and new products (innovate outside the can)
 - Strategic investments in marketing in USA
 - ✓ Focusing on growing our branded business
 - Shifting to more branded consumer beverage in place of industrial pineapple juice concentrate
 - Introducing more value-added, less commoditised foodservice products
- Improving financial performance through:
 - ✓ Review of manufacturing and distribution footprint in the USA to further improve operational efficiency, reduce costs and increase margins amidst expected cost headwinds including rising metal packaging prices and impact of tariffs imposed by the US
 - ✓ Improving cash flow, strengthening the balance sheet, and reducing leverage and interest expense





USA - DEL MONTE FOODS TRANSFORMATION

TRANSFORMATION – A 130 YEAR OLD “START UP”



A Canned Food Company

A Consumer-Driven
Packaged Food Innovator



USA ASSET-LIGHT STRATEGY

On 20 August 2019, DMPL announced DMFI's divestiture of the following production facilities as part of its asset-light strategy:

- 2 closures: Sleepy Eye, Minnesota, and Mendota, Illinois
- 1 closure/partial asset sale: Crystal City, Texas, manufacturing assets
- 1 sale: Cambria, Wisconsin, to be sold as an operating facility
- Production at these locations will be primarily transitioned to other Del Monte facilities in USA





PHILIPPINES OUTLOOK

User base expansion and continuous builds on functional health



Immunity, Daily Detoxification, Cholesterol Management



Holistic weight management, Low calorie, Sugar-blocking



Optimise distribution

Continuous drive to increase share-of-plate with special focus on young households



Naiiba, Sauce-special!



Go beyond fried in 3 easy steps!

Gourmet made easy



Pinadobo as new standard, preferred by 3 out of 4 kids + regional recipe ads

Weekend & Christmas recipes, renewed support



Sustained counter-offensive on challenged categories



Optimising low-hanging fruits by expanding wins into other variants



Reignite an innovation mindset



S&W FRESH OUTLOOK

China: Goodfarmer to develop more sales in Southwest China; Xianfeng is engaging in doubling up their fruit chain stores together with China's fast-growing e-commerce company, Yunji



Distribution expansion in Dubai, Oman and Lebanon



Continued fresh cut expansion in Korea, Japan and Singapore



Asia Fruit Logistica- an international platform to build new businesses and re-connect with our existing valued partners



Singapore: periodic product training to NTUC Fairprice for continuous awareness of S&W, and product displays at select outlets





S&W PACKAGED OUTLOOK

**Development of Juices in carton
Spaghetti Sauces and Spaghetti/Pasta in China**



Continuous market expansion for Apple Cider Vinegar (ACV) + increased product depth to the range. Also focus on driving the business mileage with increased foodservice developments



Clear Cans in Japan

**Pineapple Slices for
Burger King Taiwan**

**Fruit & Chia in Singapore
and Hong Kong**



Clear Cans in Taiwan

**Tropical packaging
from St Mamet's**

**Contadina Broth in
Hong Kong**



**Active brand-building activities and
improving product visibility in Israel**



AWARDS AND CORPORATE GOVERNANCE

- DMPL's CEO, Mr Joselito D Campos, Jr, bagged the Entrepreneur of the Year Award in the Asia Pacific Entrepreneurship Awards in August 2016 in Singapore
- DMPL received a total of 14 awards between 2010-2019 from the Singapore Corporate Awards:
 - ✓ Best Managed Board
 - ✓ Best Chief Financial Officer
 - ✓ Best Investor Relations
 - ✓ Best Annual Report
- Received a total of 7 awards between 2001-2019 from the Securities Investors Association Singapore
 - ✓ Shareholder Communication Excellence Award
 - ✓ Transparent Company Award
 - ✓ Corporate Governance Award
- Ranked #13 or Top 2% amongst 578 Singapore-listed companies evaluated in the Singapore Governance and Transparency Index in August 2019
- Ranked #23 amongst Top 100 largest Singapore-listed companies in the ASEAN Corporate Governance Scorecard in April 2018





NATIONAL SCIENTIST



- In August 2019, DMPL's Independent Director Dr Emil Q Javier has been declared a National Scientist by the President of the Philippines
- The Order of the National Scientist is the highest honour conferred by the President of the Philippines to a Filipino in the field of science and technology
- Since 1978, the President of the Philippines has conferred the rank and title of National Scientist on only 35 Filipinos, 14 of whom are still living
- Dr Javier is an 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



SUSTAINABILITY



Nutrition, Health and Wellness

- Drawing our strength from our heritage of quality and reliability, we produce globally competitive food products in the most sustainable way possible
- Our goal is to produce healthier and more nutritious products
- Health and wellness has been the anchor for new product introductions with the consumers' health in mind

Strategic Pillar



Strengthen
the Core



Expand the
Product
Portfolio



Expand
Markets



Improve
Operational
Excellence and
Sustainability



Strive for
Commercial
Excellence

- Sustainability is one of DMPI's strategic pillars and is embedded in the five strategic pillars
- We build the right capabilities, talent, culture and team to achieve these pillars

Del Monte Foundation

















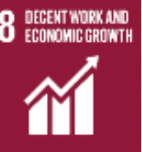


- Through the Del Monte Foundation, we continue to contribute to the upliftment of the quality of life in communities where we operate
- The Foundation focuses its activities on community health and home care education, environmental conservation, education and youth development, and technical skills and livelihood development

Environmental Stewardship

- Across 90+ years of operation, our farming practices are aimed at improving yield through ecologically friendly land and water, plant disease management, and use of sustainable planting materials
- Our waste-to-energy system produces bio-gas using wastewater and discharges clean water to coastal waters



UN Sustainable Development Goals

SDG	DMPL'S CONTRIBUTION	SDG	DMPL'S CONTRIBUTION
 1 NO POVERTY	Provide employment to people in local communities	 10 REDUCED INEQUALITIES	Comply with labour laws and promote equal opportunity for men and women
 2 ZERO HUNGER	Improve food production through sustainable agriculture and nutrition through the product portfolio	 11 SUSTAINABLE CITIES AND COMMUNITIES	Provide communities with a sustainable living environment
 3 GOOD HEALTH AND WELL-BEING	Offer quality food and beverage products that promote health and wellness across demographic segments	 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Reduce and manage waste in production, promote clean emissions and effluent
 4 QUALITY EDUCATION	Provide communities with access to proper education and skills training	 13 CLIMATE ACTION	Implement climate change risk mitigation and reduce greenhouse gas emissions
 5 GENDER EQUALITY	Promote a diverse workforce of women and men, and equitable livelihood opportunities	 14 LIFE BELOW WATER	Conserve marine life by treating waste that goes to waterways
 6 CLEAN WATER AND SANITATION	Improve water consumption efficiency, provision of clean drinking water and adequate sewage disposal	 15 LIFE ON LAND	Protect biodiversity through sustainable agricultural practices and promote environmental stewardship of natural resources
 7 AFFORDABLE AND CLEAN ENERGY	Invest in renewable energy and optimize efficiency across energy sources	 16 PEACE AND JUSTICE, STRONG INSTITUTIONS	Uphold good governance in the company and promote industrial peace
 8 DECENT WORK AND ECONOMIC GROWTH	Provide communities with sustainable livelihood opportunities and decent work environment	 17 PARTNERSHIPS FOR THE GOALS	Pursue global partnerships for sustainable development
 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	Promote innovation, leverage technology to improve production efficiency and infrastructure		

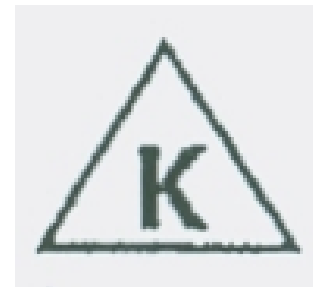


SUSTAINABLE DEVELOPMENT GOALS

For further details go to our sustainability page at <https://www.delmontepacific.com/sustainability>

QUALITY CERTIFICATION

Our quality standards and processes are accredited
by the world's leading certifying bodies



GLOBALG.A.P. Fruit & Vegetables



INVESTMENT MERITS

Solid Fundamentals

- Well-known premium Del Monte and S&W brands
- Long heritage of 130+ years
- Leading market shares in the USA and Philippines
- Globally competitive integrated pineapple producer
- Experienced, dynamic management

Valuation

- DMPL is expected to be profitable in FY2020 on a recurring basis (without one-offs)

Growth Drivers

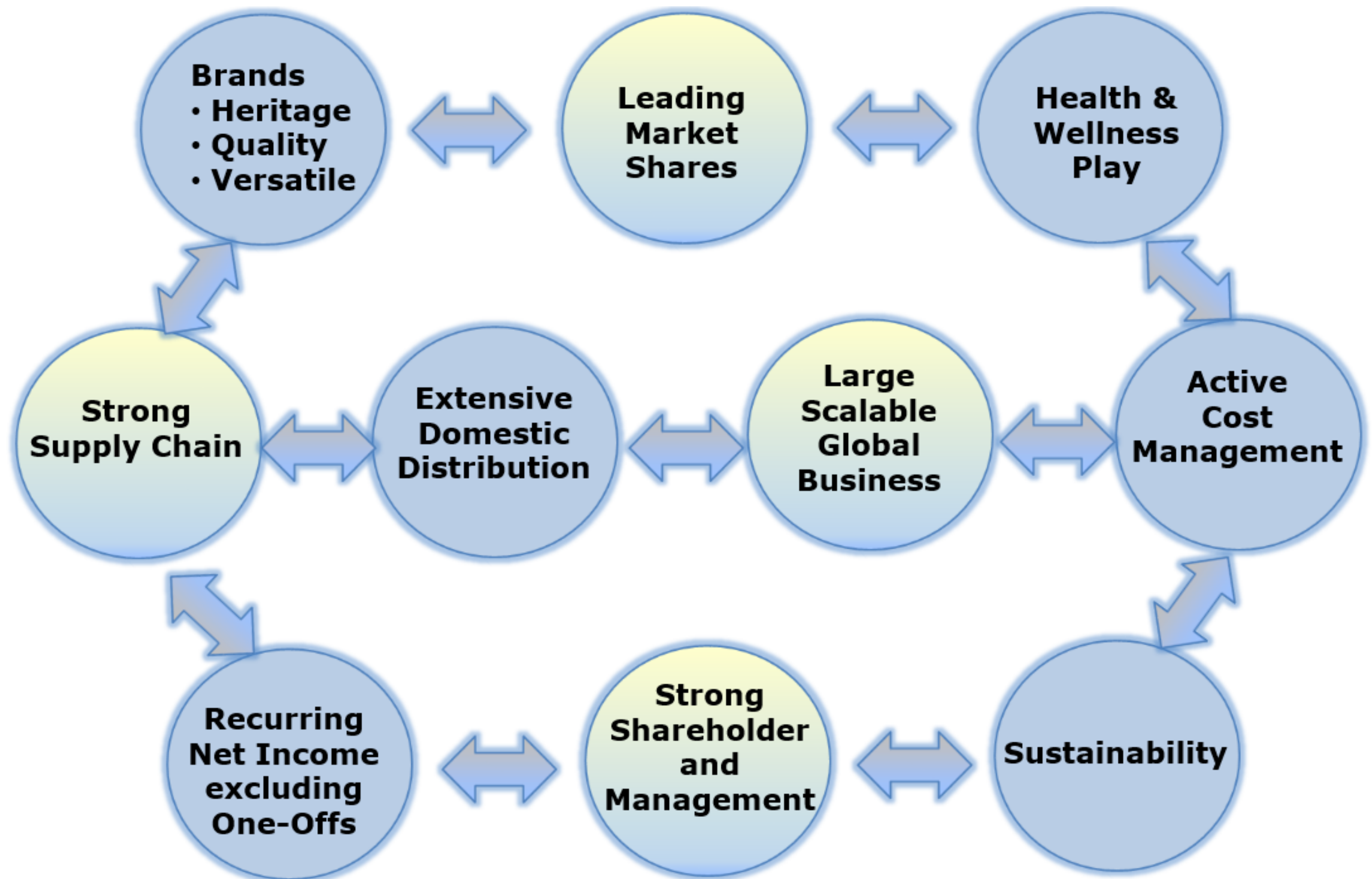
- New product categories / innovation
- S&W fresh pineapple exports
- New channels, including digital
- New international markets
- Deeper reach in existing markets and channels
- Active cost management

Sustainability

- Wide reach, strategic



INVESTMENT MERITS





Appendix



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

RECENT AWARDS AND RECOGNITIONS:



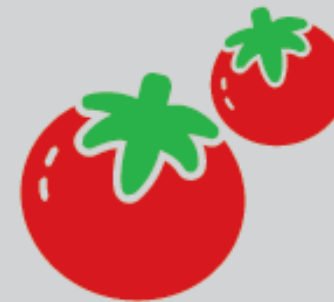
- **Top 100 (#79) on Forbes list for America's Most Reputable Company** in 2019
- **8th time as a Produce for Better Health Role Model**
- Named a **Brand That You Can Trust** by Nielsen
- Recognised as an **Authentic Brand**

97% of all Del Monte products are
PRESERVATIVE-FREE



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

100%
TOMATOES
are from the U.S.



99+%
VEGETABLES
are from the U.S.



70%
FRUITS
are from the U.S.
with supply from Mexico,
Philippines, China, Thailand
and Chile



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*

Our Del Monte
Fruit & Oats
Product Won

**2019
PRODUCT
OF THE
YEAR!***



*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



USA CLAIMS TO FAME (CONT'D)

LEADING MARKET POSITIONS

Canned Vegetables

#1 brand nationally

3x the size of the next national brand



Processed 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

2x the households of the next Italian Tomato brand

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



WE SUPPORT OVER
1,000
GROWERS
in USA

WE SUPPORT OVER
1,000
FRUIT GROWERS
in Mexico

2019	VEGETABLES	TOMATOES	FRUIT (US)	FRUIT (MEXICO)
Tons	544,245	224,000	191,108*	41,000
Growers	576	20	618	1,065

*Does not include apple tons



ASIA CLAIMS TO FAME



Throughout our
93-year
journey,

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

Our operations
benefit about

75,000
individuals



RECENT AWARDS AND RECOGNITIONS:

- **13 awards for 9 consecutive years** from the Singapore Corporate Awards including **Best Managed Board, Best CFO, Best Investor Relations** and **Best Annual Report**
- **Ranked #13** in the Singapore Governance Transparency Index out of 606 SGX-listed companies
- **Finalist for Asia's Best First Time Sustainability Report** at the 4th Asia Sustainability Reporting Awards
- **1 of only 3 food brands** in Campaign Asia Pacific Top 20 Brands in the Philippines
- **Account Management Award** from 7-Eleven Philippines
- **Awards from the Philippine Association of National Advertisers** for the launch of best-in-class campaigns
- **Packaging Awards** in the Philippines and France for our pineapples in Clear Can
- **GLOBALGAP Award**, a prestigious international agriculture award; we are **1 of only 4 companies worldwide** that got this
- Recognised by LinkedIn as a company with the **"Most Socially Engaged Followers"**





ASIA CLAIMS TO FAME (CONT'D)



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

Top 3 in China and Singapore



Canned Tropical Fruit

Top 3 in South Korea



Fresh Pineapple

Top 3 in China, South Korea, Japan and Singapore



ASIA CLAIMS TO FAME (CONT'D)

100% of our Culinary products contain **ZERO TRANS FAT**

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

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

DMPL'S CEO, MR JOSELITO D CAMPOS, JR, won the **Entrepreneur of the Year Award**

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

41% of management are women

31.5
AVERAGE TRAINING HOURS
per employee



~26,000-hectare
PINEAPPLE PLANTATION

CARBON NEGATIVE
given plantation and forest cover

30,000
indigenous trees planted in FY2019

35%
of the Cannery's power requirement
supplied by **renewable energy**



36,000
PATIENTS BENEFITED from the
Foundation's medical, dental and
mobile missions

320
YOUTH GRANTED
SCHOLARSHIPS
to various schools
in SY2018-19





130+ YEARS OF HERITAGE

1886

Del Monte is born in California



TODAY

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

1926

Del Monte US sets up operations in the Philippines



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

1997

TPG acquires DMC



1999

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

2017

DMPL lists its Preference Shares on the PSE

2014

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



2013

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

2011

KKR investor group reacquires DMC and takes it private

fieldfresh

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

2006

NutriAsia Pacific Limited (NPL) acquires 85% of DMPL

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.



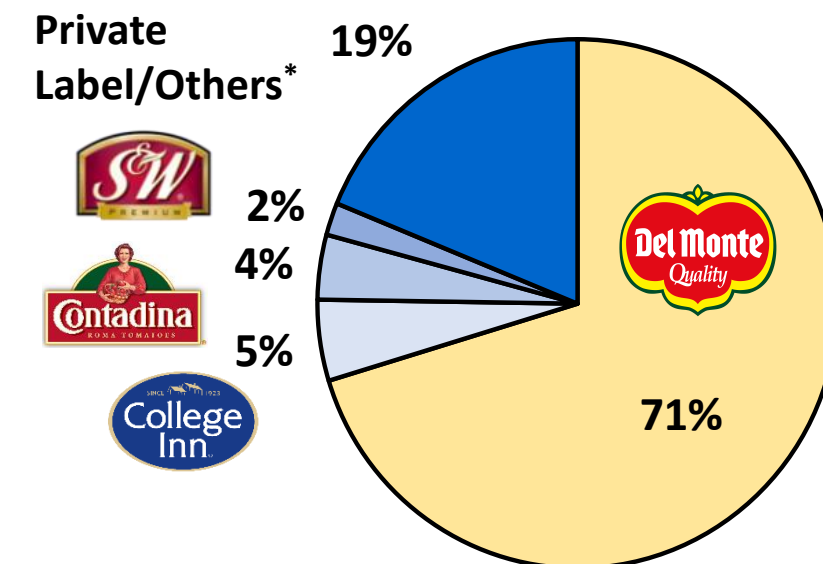
DMFI (US MARKET)

DMFI Acquisition

- Acquisition of Del Monte Foods, Inc (DMFI) completed on 18 February 2014
- Purchase price of US\$1.675bn or 9x EBITDA
- Financed by:
 - Debt: US\$970m LBO loans (in the US at DMFI level) and US\$180m loans (in Philippines at DMPL level)
 - Equity: US\$75m equity, US\$150m Rights and ~US\$300m Preference Shares
- DMFI posted sales of US\$1.4bn in FY2019, 73% of the group's revenue.

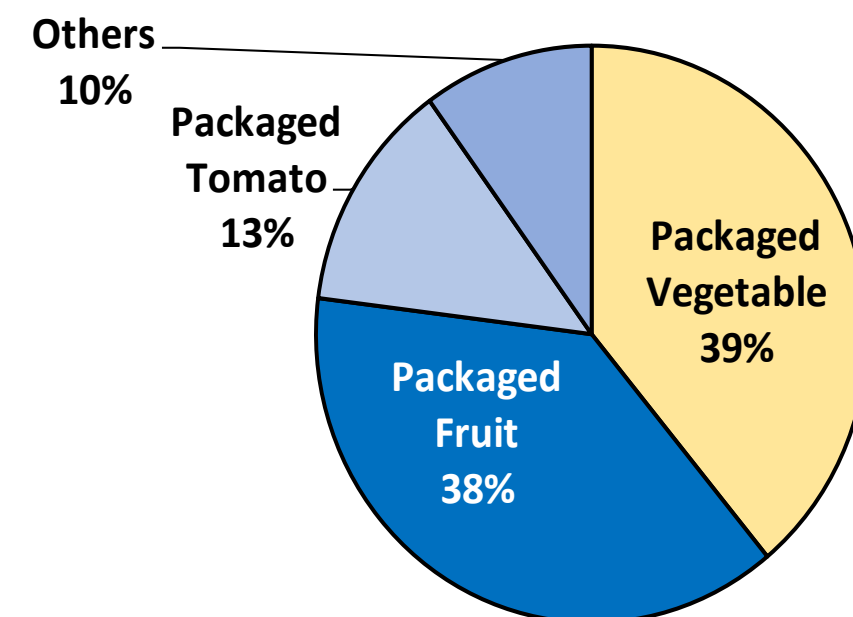


FY2019 Net Sales by Brand



*Private label sales contributed mainly by Walmart/Sam's Club

FY2019 Net Sales by Product



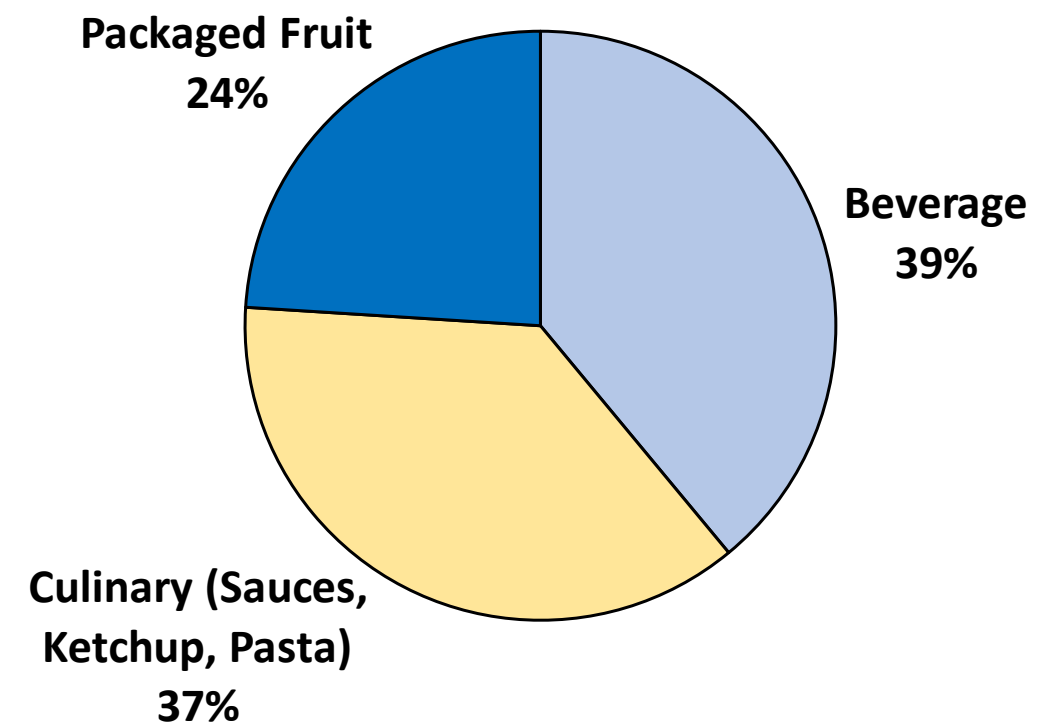


PHILIPPINES

- The Company's Philippine operations were established in 1926
- World's largest integrated pineapple operation with a 26,000-hectare pineapple plantation and over 700,000-ton processing capacity. It is proud of its long heritage of 90+ years of pineapple growing and processing
- The Group owns the Del Monte brand in the Philippines for processed products where it enjoys leading market shares for canned and carton juice, packaged pineapple and canned mixed fruit, tomato sauce and spaghetti sauce
- The Company sells through general trade, modern trade and foodservice. DMPI utilises non-exclusive distributors nationwide to cover general trade accounts such as wholesalers, public markets and retail stores
- Philippines generated sales of US\$308m in FY2019, 16% of the group's revenue
- 3 factories – main factory in Cagayan de Oro; a beverage factory in Luzon in Nov 2015; and Nice Fruit frozen plant in May 2017



**FY2019 Sales Split
(Total Sales US\$308m)**



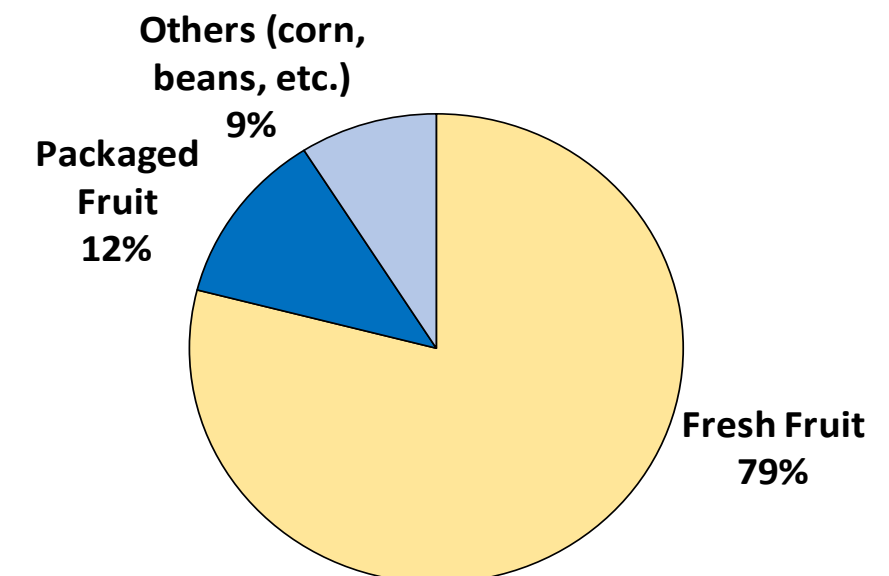


ASIA AND THE MIDDLE EAST

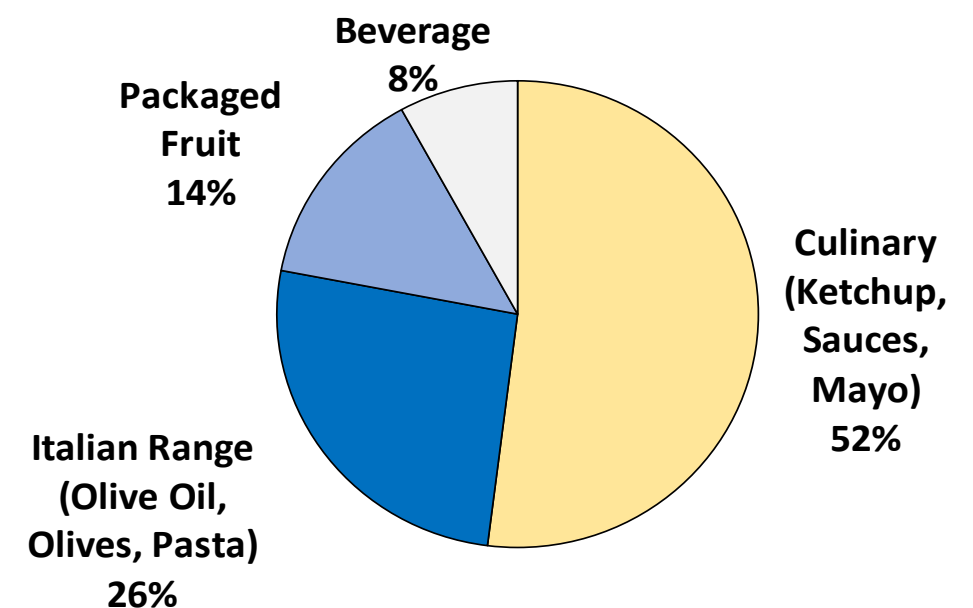
- Acquired S&W International in November 2007
 - S&W entered the fresh pineapple business under the S&W brand and is now ranked Top 3 in China, Japan, South Korea and Singapore
 - Exceptional quality premium canned fruit and vegetable products
 - For Asia and Middle East, record sales of US\$115m in FY2019 (S&W fresh US\$91m and S&W packaged US\$24m)
- For India, acquired 40% of FieldFresh in September 2007, with stake subsequently increased to 47% via capital call and voting control equally split between DMPL and Bharti Enterprises (the controlling shareholder of Airtel India)
 - In Dec 2010, the Indian operations opened a facility near Bangalore to produce culinary products and fruit drinks
 - In FY2019, sales amounted to US\$77m with US\$69m from Del Monte packaged sales in India and US\$8m from FieldFresh-branded fresh sales



S&W Asia and Middle East FY2019 Sales Split



India FY2019 Sales Split





GLOBAL EXPORTS TO PRIVATE LABEL & OTHER DEL MONTE

DMPL's branded business is about 80% of sales. The following are the segments of the non-branded business:

Export Markets	Customers	Products
USA	Private label	Packaged vegetable, fruit and tomato, and pineapple juice concentrate (PJC)
Canada	Del Monte brand owners	Packaged fruit and PJC
Europe	Private label	Packaged fruit and PJC
Asia Pacific	Del Monte Asia/ Kikkoman	Packaged fruit and PJC
	Private label	Packaged fruit, PJC and fresh pineapple





PRODUCTS

S&W IN
ASIA AND
THE MIDDLE EAST



DEL MONTE
IN INDIA

