



DEL MONTE PHILIPPINES

CORPORATE PRESENTATION

9 October 2019



NOURISHING FAMILIES. ENRICHING LIVES. EVERY DAY. ®

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Representative examples of these factors include (without limitation) general economic and business conditions, change in business strategy or development plans, weather conditions, crop yields, service providers' performance, production efficiencies, input costs and availability, competition, shifts in customer demands and preferences, market acceptance of new products, industry trends, and changes in government and environmental regulations. The reader is cautioned to not unduly rely on these forward-looking statements.

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Overview



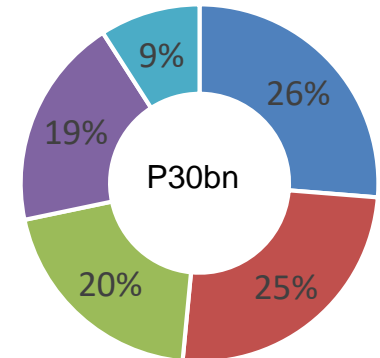


Del Monte Philippines, Inc. (DMPI)

- DMPI is the 2nd largest subsidiary of Del Monte Pacific Ltd.
- FY2019 sales of Php 30bn. Comprises of Philippines sales and Exports, with Philippines the largest market accounting for 54% of sales
- Del Monte is a household name as DMPI has been in operation in the Philippines for over 90 years since 1926

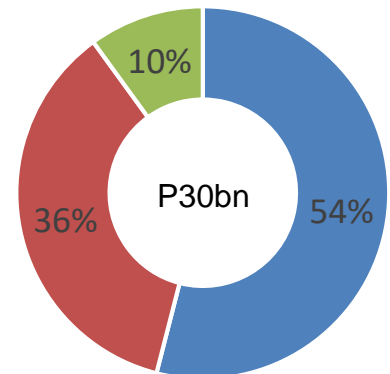


**DMPI FY2019 Sales
(by product)**



■ Beverage ■ Packaged Fruit
■ Culinary ■ Fresh
■ Others

**DMPI FY2019 Sales
(by geography)**



■ Philippines ■ Exports ■ Others

Vertically Integrated Operations with Economies of Scale in Pineapple

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 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

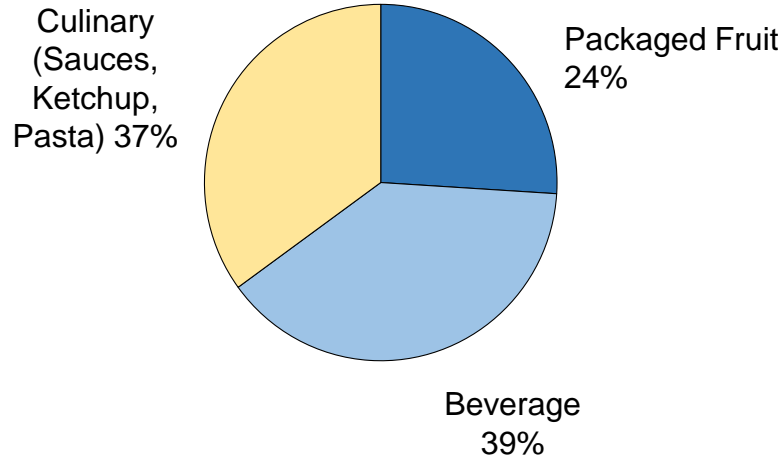
Located in Cabuyao, Laguna, 1.5-hour south of Manila

DMPI – Philippine Business

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FY2019 SALES SPLIT (Total Sales Php 16.3bn)



- Sells through Supermarkets, Groceries, Sari-Sari Stores, Convenience Stores and Foodservice QSRs

BLUE CHIP CUSTOMERS



MARKET SHARE

85%

Market Share (#1)
Packaged Pineapple

70%

Market Share (#1)
Canned Mixed Fruit



83%

Market Share (#1)
Canned and Carton Ready-to-Drink Juices



83%

Market Share (#1)
Tomato Sauce

39%

Market Share (#1)
Spaghetti Sauce



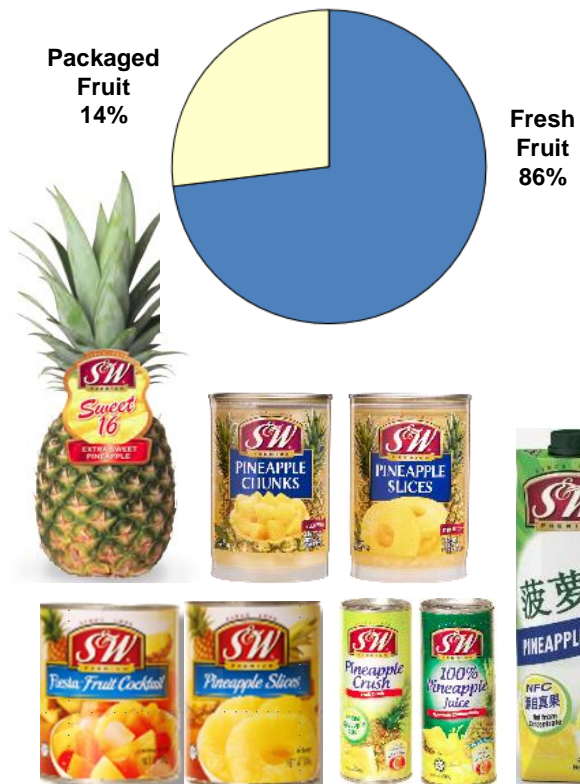
DMPI – S&W Business

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- DMPL acquired S&W International from Del Monte Corporation (USA) in November 2007
- A heritage brand which originated in the US in 1896
- Exceptional quality premium canned fruit and vegetable products

FY2019 SALES SPLIT (Total Sales Php 6.5bn*)



DISTRIBUTION REACH

China	Australia
Hong Kong	Pacific Islands
Taiwan	Israel
Japan	UAE
South Korea	Saudi Arabia
Mongolia	Qatar
Singapore	Bahrain
Malaysia	Pakistan
Indonesia	Cyprus
Thailand	France
Philippines	Spain
Cambodia	UK
Myanmar	USA
Brunei	Canada

MARKET POSITION (in Fresh Pineapple)

Region	
China	within Top 3
Japan	
South Korea	
Singapore	

ASIAN CUSTOMERS



*Proforma adjusted; Fresh sales include non-S&W brand

DMPI – Export Business

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- DMPI also exports to America, Asia and Europe to Del Monte companies and strategic private label
- Sales of Php 4.3bn in FY2019

Del Monte companies and Private label customers

USA



Asia



EMEA



Vision and Strategy



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.





- Continue to strengthen consumer loyalty in the core Philippines business through investment in brand equity and marketing
- Invest in R&D for product innovation, targeting in particular health-focused categories
- New packaging formats to attract new target markets
- Continue to expand channel coverage both in the Philippines and internationally
- Expand in the international market
- Expand fresh business under S&W
- Maintain a culture of operational and commercial excellence, and sustainability



Growth Drivers



Philippine Outlook

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User base expansion and continuous builds on functional health



Immunity, Daily Detoxification, Cholesterol Management



Holistic weight management, Low calorie, Sugar-blocking



Optimize 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



Optimizing low-hanging fruits by expanding wins into other variants



Reignite an innovation mindset



**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

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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



Active brand-building activities and improving product visibility in Israel



Clear Cans in Taiwan



Tropical packaging from St Mamet's



Contadina Broth in Hong Kong



Awards and Sustainability



- DMPI's CEO, Mr. Joselito D. Campos, Jr., bagged the Entrepreneur of the Year Award in the Asia Pacific Entrepreneurship Awards in Singapore
- Del Monte Kitchenomics, the biggest culinary club in the Philippines, has won numerous awards:
 - PANAta (Philippine Association of National Advertisers) Marketing Effectiveness Award
 - Spark Awards for Media Excellence: Gold for Best App and Best Use of Branded Content
 - Anak TV Seal, a national award on TV programs which are child-sensitive and family-friendly
- Tomato Sauce's Come Home Campaign won the Tambuli Award
- Bagged 7-11 Philippines' Best Supplier of the Year Award, Most Innovative Supplier and Best in Account Management
- Bagged Robinsons' Gold Apple Award (Food Division) in the Philippines





- In August 2019, DMPI'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 honor 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



Top 100 Brands in the Philippines in 2018

1 SAMSUNG	2 	3 Nestlé	4 SONY	5 
6 Google	7 Panasonic	8 	9 Colgate	10 
11 LAZADA •COM•PH	12 	13 Coca-Cola	14 Canon	15 
16 	17 BDO	18 	19 Grab	20 Uber

From Philippines Top 100 Brands in 2018. Image reproduced from Campaign Asia Pacific Page.

Awards - Sustainability

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- LinkedIn recognized DMPI as a company with Most Socially Engaged Followers given its “remarkable follower engagement and quality of employer branding post”
- Bagged the Employer of the Year Award 3x from the Personnel Management Association of the Philippines
- Hall of Fame Award and SSS Kabalikat ng Bayan Top Employer of the Year Award from the Social Security System in the Philippines
- Gawad Kaligtasan at Kalusugan (the National Award for Excellence in the Practice of Occupational Health and Safety) awarded to our Cannery by the Department of Labor and Employment
- Won the Don Emilio Abello Energy Conservation Award from the Department of Energy
- Champion of Biodiversity and Watershed Conservation from the Enterprise Works Worldwide Philippines
- Best Industry Partner in Northern Mindanao from the Technical Education and Skills Development Authority
- Bagged the Salamat Po (Thank You) Award for sustainable livelihood programs from the Department of Social Welfare and Development



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



- 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		



Quality Certification

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



GLOBALG.A.P. Fruit & Vegetables

Financial Highlights



DMPI's Historical Performance - Profitability

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Five-Year Summary

FY = May to April

FY2015

FY2016

FY2017

FY2018

FY2019

(Amounts in PhP '000 unless otherwise stated)

Profitability

Revenues	21,994,129	23,686,314	26,703,905	27,569,755	28,761,553
Gross Income	5,211,266	5,346,111	6,529,414	6,577,479	6,751,385
EBITDA	2,314,247	3,115,147	4,030,666	4,091,694	4,354,943
Operating Income	1,675,938	2,408,591	3,192,459	3,253,651	3,482,248
Net Income	1,062,042	1,784,911	2,735,130	2,571,027	2,578,745
EPS (in PhP)	0.57	0.96	1.48	1.33	0.92
Gross Margin (%)	23.7	22.6	24.5	23.9	23.5
EBITDA Margin (%)	10.5	13.2	15.1	14.8	15.8
Operating Margin (%)	7.6	10.2	12.0	11.8	12.6
Net Margin (%)	4.8	7.5	10.2	9.3	9.4
EPS Growth (%)	na	68.4	54.2	-10.1	-30.7
Return on Equity (%)	9.3	13.5	16.9	13.6	12.1
Return on Assets (%)	4.4	6.7	8.1	6.7	6.7

DMPI's Balance Sheet and Cash Flow

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Five-Year Summary

FY = May to April	FY2015	FY2016	FY2017	FY2018	FY2019
(Amounts in PhP '000 unless otherwise stated)					
Balance Sheet					
Cash	820,194	231,026	866,804	764,666	563,934
Debt	8,600,168	8,646,892	11,907,920	14,136,568	12,836,102
Net Debt	7,779,974	8,415,866	11,041,116	13,371,902	12,272,168
Fixed Assets	8,227,978	8,369,805	8,924,681	9,956,175	10,650,173
Total Assets	24,150,340	26,443,764	33,561,758	38,388,582	38,647,268
Shareholders' Equity	11,476,617	13,231,219	16,137,477	18,922,902	21,393,256
Net Tangible Asset Per Share (in PhP)	5.8	6.7	8.3	6.8	8.3
Net Debt to Equity Ratio (%)	67.8	63.6	68.4	70.7	57.4
Cash Flow					
Cash Flow from Operations	3,305,685	3,937,194	2,372,328	3,861,253	6,649,296
Capital Expenditure	3,878,100	4,341,835	4,815,752	5,734,654	5,166,560

Investment Merits





Investment Merits

Solid Fundamentals

- Well-known premium Del Monte and S&W brands
- Long heritage of 90+ years
- Leading market shares in the Philippines and in North Asia (for fresh pineapple)
- Globally competitive integrated pineapple producer
- Experienced, dynamic management

Growth Drivers

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

Valuations

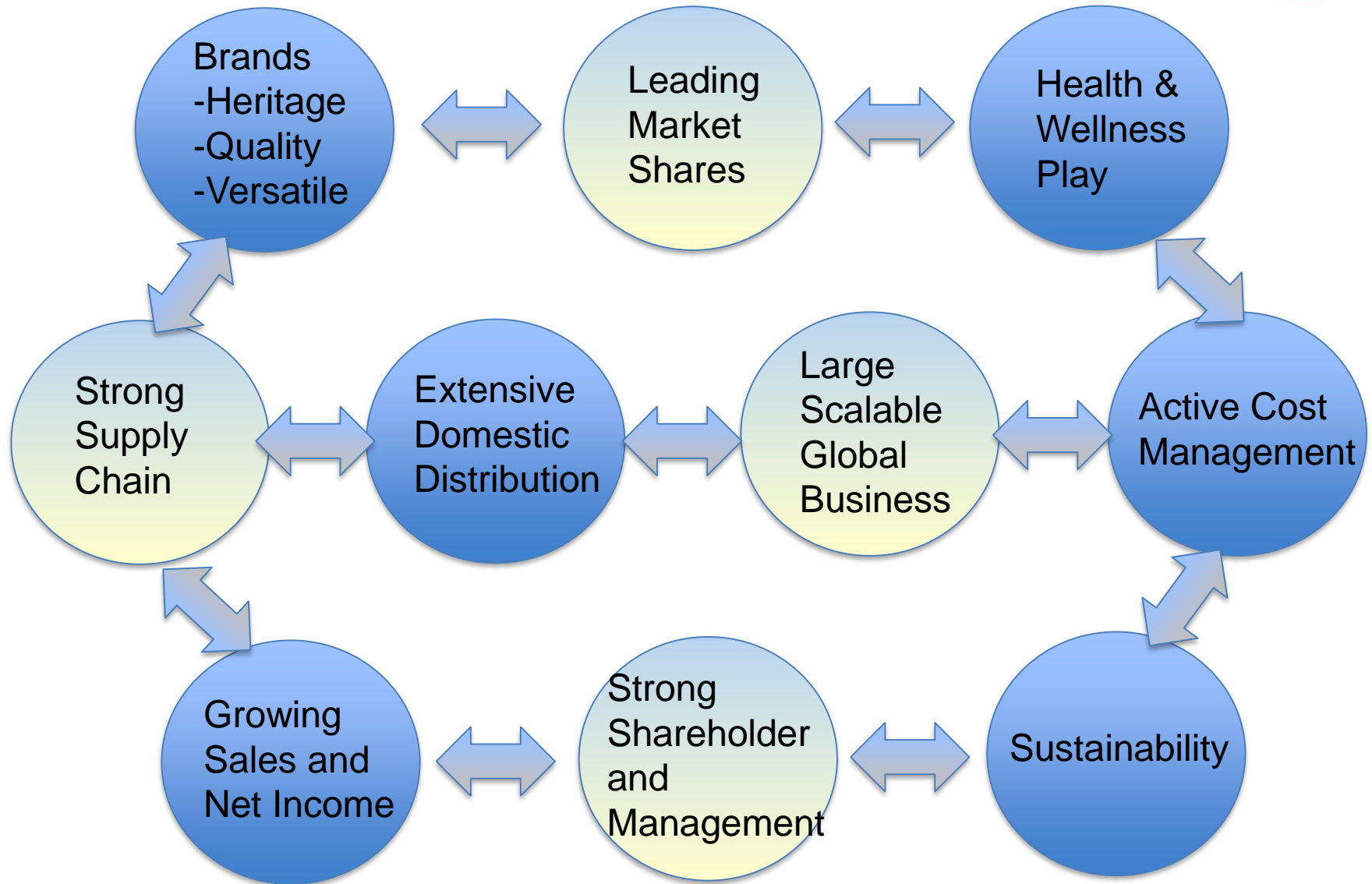
- DMPI's net profit expected to grow in FY2020

Sustainability

- Wide reach, strategic

Strengths

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Strong Shareholder Support & Experienced Management Team with Proven Track Record

Strong Shareholder Support

Owned by Del Monte Pacific Ltd. (DMPL) which is listed in Singapore and Philippines. DMPL is in turn majority-owned by NutriAsia Pacific Limited (NPL) and Bluebell Group Holdings Ltd., which are beneficially-owned by the Campos family. NPL has been the majority shareholder of DMPL since 2006. NPL and Bluebell combined have 71% ownership in DMPL.

Experienced Management Team

Strong core management team with wide-ranging experience

President and CEO



Joselito Campos, Jr.
35 Years
Industry
Experience

COO



Luis Alejandro
35 Years
Industry
Experience

CFO



Parag Sachdeva
25 Years
Industry
Experience

Chief Legal Counsel



Antonio Ungson
20 Years
Industry
Experience

Commercial Head



Philip Macahilig
25 Years
Industry
Experience

Innovation Head



Eileen Manuel
25 Years
Industry
Experience

R&D Head



Bella Javier
35 Years
Industry
Experience

Appendix





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"**





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

NOURISHING FAMILIES. ENRICHING LIVES. EVERY DAY.



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