

# Sustaining



# Our Future

SUSTAINABILITY  
REPORT  
FY2019



# 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* – majority of which originated in the USA more than 100 years ago as premium quality packaged food products. The Group has exclusive rights to use the

*Del Monte* trademarks for packaged products in the United States, South America, the Philippines, Indian subcontinent and Myanmar, while it owns *S&W* globally except Australia and New Zealand. The Group owns the *Contadina* and *College Inn* trademarks in various countries.

DMPL's USA subsidiary, Del Monte Foods, Inc (DMFI) ([www.delmontefoods.com](http://www.delmontefoods.com)) owns other trademarks such as *Fruit Naturals*, *Orchard Select*, *SunFresh* and *Fruit Refreshers*, while DMPL's Philippines subsidiary, Del Monte Philippines, Inc ([www.delmontephil.com](http://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 and juices, under various brands and also sells fresh pineapples under the *S&W* brand.

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

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

DMPL's USA subsidiary operates 10 plants in the USA and two in Mexico, while its Philippines subsidiary operates the world's largest fully-integrated pineapple operation with its 26,000-hectare pineapple plantation in the Philippines and a factory that is about an hour's drive away. It also operates a beverage bottling plant and a frozen fruit processing facility in the Philippines.



*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, amongst other trademarks in various jurisdictions, *Contadina*, *College Inn*, *Fruit Naturals*, *Orchard Select*, *SunFresh* and *Fruit Refreshers* 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.

[www.delmontepacific.com](http://www.delmontepacific.com)  
[www.delmontefoods.com](http://www.delmontefoods.com)  
[www.delmonte.com](http://www.delmonte.com)  
[www.swpremiumfood.com](http://www.swpremiumfood.com)  
[www.contadina.com](http://www.contadina.com)  
[www.collegeinn.com](http://www.collegeinn.com)  
[www.delmontephil.com](http://www.delmontephil.com)  
[www.lifegetsbetter.ph](http://www.lifegetsbetter.ph)  
[www.fieldfreshfoods.in](http://www.fieldfreshfoods.in)







Please scan QR Code to access the Sustainability section of DMPL's website



“Sustaining our Future” is our commitment to grow the business in a manner that sustains a healthy balance amongst diverse interests of all our stakeholders – our consumers, customers, business partners, host communities, employees and our shareholders.

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 Sustainability is the opposite of disruption.  


 We need to invest in the present  
 to sustain the future.

Ignacio C O Sison, Chief Corporate Officer



# Our 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.



# Our 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.



## Letter to our Stakeholders



**MR ROLANDO C GAPUD**  
Executive Chairman

**MR JOSELITO D CAMPOS, JR**  
Managing Director and CEO



### Dear Stakeholders,

Throughout the long history of the *Del Monte* brand, we have strived to operate a sustainable business that produces quality products, and contributes to the economic, environmental and social well-being of the communities and consumers we serve.

This is the core of our vision, **"Nourishing Families. Enriching Lives. Every Day."** This is also the foundation upon which we build value for our shareholders.

As a leading global food company, sustainability is an integral part of

Del Monte Pacific (DMPL) Group's vision, strategy and core values. Improving sustainability is one of our strategic pillars supporting this vision, while commitment to society and environment is one of our core values.

**"Sustaining our Future"** is our commitment to grow the business in a manner that sustains a healthy balance amongst diverse interests of all our stakeholders - our consumers, customers, business partners, host communities, employees and their families, and our shareholders. We added to this Sustainability Report a new section on *Stakeholder Inclusiveness* which

outlines our key stakeholders and how we engage them.

Moreover, in this Sustainability Report, we highlight for the first time DMPL's contribution to the *Sustainable Development Goals* of the United Nations. This report presents our initiatives towards a more holistic and balanced approach to our social, environmental and economic performance - for our people, planet and prosperity - the triple bottom line.

We are pleased to share that after the publication of our maiden FY2018 Sustainability Report last year, DMPL was honoured as a finalist for "Asia's Best First Time Sustainability Report" at the Asia Sustainability Reporting Awards (ASRA) last March 2019 in Singapore. ASRA, the highest recognition for corporate reporting in the region, assessed reports from 16 countries in Asia.

Our FY2019 Sustainability Report highlights the following six areas:

### 1. Nourishing Consumers

We provide consumers with nutritious food and beverage products that are sourced sustainably. Our more than 130 years of brand heritage is a testament to consumers' trust in our product quality and portfolio of brands, led by *Del Monte*.

### 2. Nurturing Employees

We nurture over 6,000 employees by building a culture of engagement, developing their capabilities, and supporting a healthy work-life integration. Our employees across generations attest to the well-being of our people, including our labour service providers.

# Letter to our Stakeholders

**3. Preserving Nature**

We protect the environment with sound agricultural and manufacturing practices. Our more than 100 years of experience is a testament to how we sustain the lands we cultivate or source from, and our production facilities. Our pineapple operations are carbon negative, which means we are net removers of carbon dioxide from the atmosphere. We are mindful that the success of our business is intertwined with responsible stewardship of nature.

**4. Strengthening Governance**

We promote corporate governance grounded on the principles of transparency, integrity and accountability. We have been listed on the Singapore Exchange for 20 years and the Philippine Stock Exchange for 6 years. The Management and Board of Directors are accountable to stakeholders and shareholders.

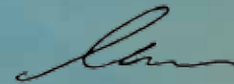
**5. Developing Communities**

We improve the quality of life of communities through our business, our corporate social responsibility, and the Del Monte Foundation. We uplift communities through local employment, livelihood programmes, community health and wellness, and education. Our long-term partnerships are a testimony to our care for our communities.

**6. Sustaining Growth**

We seek to generate growth in a sustainable way that will sustain our earnings, which is the lifeline of our business. Our policies and performance are geared towards addressing our stakeholders across geographies, and laying the foundation upon which we build value for our shareholders.

Sustainability is an integral part of Del Monte Pacific Group. Our Board of Directors and management team will continue to invest in the present to sustain our future. We thank you, our stakeholders, for your partnership in this journey.



**MR ROLANDO C GAPUD**  
Executive Chairman



**MR JOSELITO D CAMPOS, JR**  
Managing Director and CEO

23 August 2019



# 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







# 2018 Asia Sustainability Reporting Awards

## CATEGORY

Asia's Best First Time Sustainability Report

## FINALIST

**Del Monte Pacific Limited**

**Presented on**  
6 March 2019  
Place: Singapore

  
**Rajesh Chhabara**  
For Asia Sustainability Reporting Awards

Organised by  
**CSRWorks**

Proud to be a part of  


# UN Sustainable Development Goals

## SUSTAINABLE DEVELOPMENT GOALS



The United Nations (UN) released a 15-year agenda that was created by world leaders in September 2015. This was coined as the “Sustainable Development Goals” (SDGs).

The Sustainable Development Goals are a call for action by all countries to promote prosperity while protecting the planet. They recognise that ending poverty must go hand-in-hand with strategies that build economic growth and address a range of social needs, including education, health, social protection, and job opportunities, while tackling climate change and environmental protection.


The SDGs are aimed to materialise by 2030 following the success of their predecessor Millennium Development Goals (MDGs) that were centered on eliminating poverty in all forms.

Sustainable Development is defined by the UN as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”

The campaign calls for a collaborative effort to promote prosperity while protecting the planet with the main objective to end global poverty through the following:

- Build economic growth
- Address social needs: education, health, social protection and job opportunities
- Respond to climate change, environmental protection, and social injustices

Source: United Nations website on Sustainable Development Goals - <https://www.un.org/sustainabledevelopment/>

 Our sustainability efforts are centered around nurturing a vibrant quality of life for current and future generations through accessible nutrition, caring for Earth’s goodness, and supporting people in our communities and workplace.

**Robin Connell, Senior Manager, Communications and Corporate Responsibility**

# UN Sustainable Development Goals



**1** NO POVERTY



- **50 supplier partners** provide various goods and services in the Philippines
- **15,000 families** directly or indirectly depend on the Company



**2** ZERO HUNGER



- Del Monte in the US is a Mission Partner of **Feeding America**
- **2,465,140 kilos** of canned fruits and vegetables to relieve hunger
- **30,000 cases** contribute to ending hunger
- **Global GAP** certified plantation in the Philippines
- Over **90 years**, the foundation of sustainable agriculture practices is efficient land use



**3** GOOD HEALTH AND WELL-BEING



- In the US, Del Monte has more **No-Sugar-Added** fruit products, **No-Salt-Added** and **Reduced-Sodium** vegetable products than other brands
- **97%** of all Del Monte products in the US are **preservative-free**
- All culinary products contain **100% zero trans fat**
- All S&W fresh fruit contain about **100 milligrams of Bromelain enzyme** per cup



**4** QUALITY EDUCATION



- **320 high school and college youth** were granted scholarships to various schools



## 5 GENDER EQUALITY



- Ratio of **65 % men** and **35% women**



## 6 CLEAN WATER AND SANITATION



- **98% of Del Monte tomato growers** utilise drip irrigation for targeted application of water and fertiliser
- **6% reduction** in water usage in litres per case produced by the bottling plant
- **56 sanitary toilets** built by the Foundation for families residing near the plantation in the Philippines



## 7 AFFORDABLE AND CLEAN ENERGY



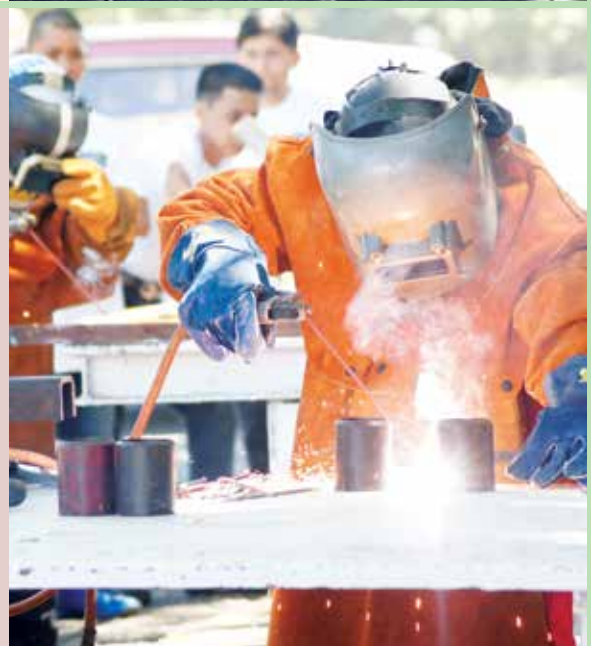
- **6,400 solar panels** generate **1.2 MW** in the Hanford facility in the USA
- Renewable energy contributes **35% of the cannery's electricity**



## 8 DECENT WORK AND ECONOMIC GROWTH



- **750 community graduates** completed technical and vocational training on various courses, such as welding, pastry production, and basic driving, and passed the certification assessment of TESDA
- **406 Home Care Education Programmes** conducted by the Foundation to teach women proper nutrition, preventive health, family planning, herbal remedies, emergency care and livelihood skills, amongst others
- Workers are paid **above the minimum wage** and average rates in the industry



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



- **Del Monte Fruit & Oats** won “**Product of the Year**” based on 40,000 consumer votes on product innovation
- **162 reformulated products** by the Group
- **5 drones** are used for mapping in Bukidnon, Philippines



10 REDUCED INEQUALITIES



- Diversity in the workplace regardless of race or gender
- Discrimination on the basis of nationality, ethnicity, religion, age and gender is against the **Group's Code of Business Ethics**
- Child and forced labour or any form of exploitation are not allowed
- **13 labour service providers** audited for labour compliance in FY2019



11 SUSTAINABLE CITIES AND COMMUNITIES



- Close to **15,200 farm and production people** employed in Mindanao from surrounding local communities
- Plantation employees live with their families in **about 1,200 company-owned houses and dormitories** in the Philippines



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



- Reduced **1,755 metric tons** of corrugated carton and **533 metric tons** of tin cans since 2009 in the US



13 CLIMATE ACTION



- **570,273 MT CO<sub>2</sub>** equivalent net carbon sequestration making DMPI **carbon negative**
- Work with farmers on various sustainability initiatives to address climate change in the US



## 14 LIFE BELOW WATER



- Cleansed cannery water discharged at Macajalar Bay has Biochemical Oxygen Demand levels **below government mandated levels at 100 mg/L**
- The Cabuyao bottling plant received the **Gintong Lawa (Golden Lake) Award** for its Vetiver Project
- **Clean-up Day** and **Adopt-A-Creek Projects** conducted in the Philippines



## 15 LIFE ON LAND



- **30,000 assorted hardwood and fruit** bearing trees planted in the Philippines
- Tree planting programme in Mindanao, Philippines started using mostly endemic tree species seedlings



## 16 PEACE, JUSTICE AND STRONG INSTITUTIONS



- Won **13 Singapore Corporate Awards** for 9 consecutive years since 2010, a significant achievement amongst companies listed in Singapore
- **2 employee unions** of the cannery and plantation signed memorandums of agreement in FY2018 covering enhanced economic and social benefits for its members



## 17 PARTNERSHIPS FOR THE GOALS



- DMFI is a member of the **Sustainable Packaging Coalition**
- Del Monte Foundation partners with the **Technical Education and Skills Development Authority** for trainings conducted in the Philippines
- Foundation provides start-up assistance of the **Department of Social Welfare and Development** or **Local Government Units** to self-employed people



# DMPL'S Contribution

## SDG DMPL'S CONTRIBUTION



Provide employment to people in local communities



Improve food production through sustainable agriculture and nutrition through the product portfolio



Offer quality food and beverage products that promote health and wellness across demographic segments



Provide communities with access to proper education and skills training



Promote a diverse workforce of women and men, and equitable livelihood opportunities



Improve water consumption efficiency, provision of clean drinking water and adequate sewage disposal



Invest in renewable energy and optimise efficiency across energy sources



Provide communities with sustainable livelihood opportunities and decent work environment



Promote innovation, leverage technology to improve production efficiency and infrastructure resilience

## SDG DMPL'S CONTRIBUTION



Comply with labour laws and promote equal opportunity for men and women



Provide communities with a sustainable living environment



Reduce and manage waste in production, promote clean emissions and effluent



Implement climate change risk mitigation and reduce greenhouse gas emissions



Conserve marine life by treating waste that goes to waterways



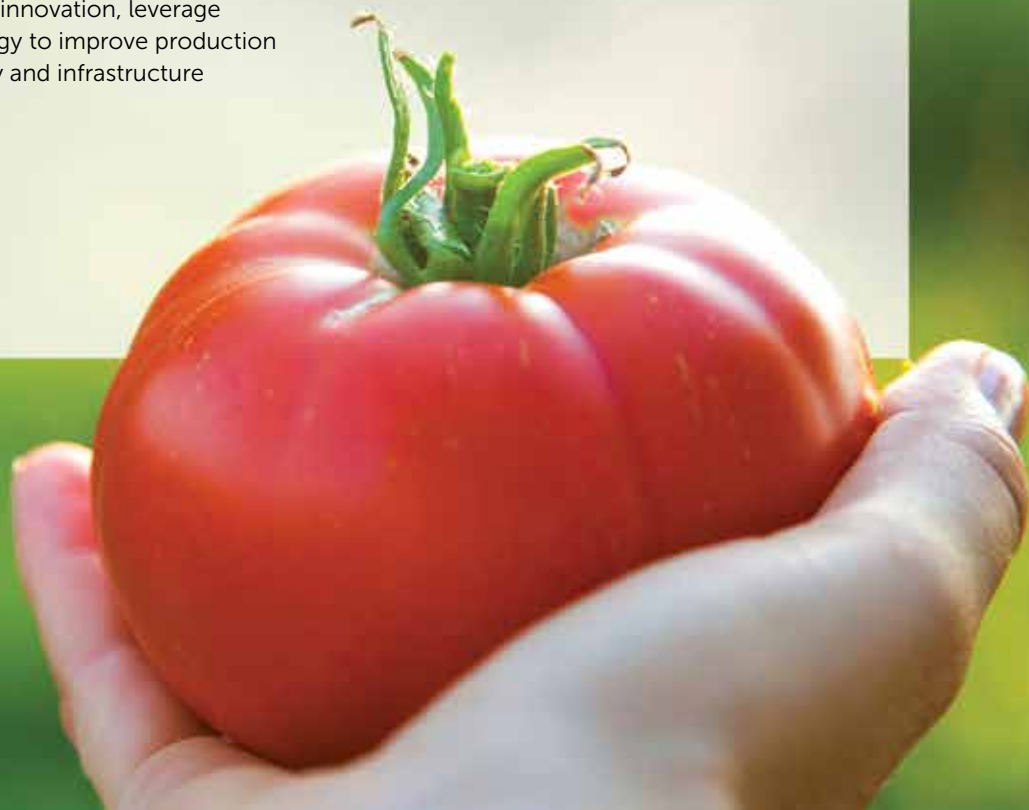
Protect biodiversity through sustainable agricultural practices and promote environmental stewardship of natural resources



Uphold good governance in the company and promote industrial peace



Pursue global partnerships for sustainable development



# Sustainability at the **Core of our Business**

At Del Monte, sustainability is one of the Group’s strategic pillars and a key component supporting our vision “Nourishing Families. Enriching Lives. Every Day.”

We are fully committed to bringing high-quality, healthy and nutritious foods to people in a way that protects the environment, builds strong ties to our communities and enables our Group to grow and flourish.



Del Monte employees with Communications and Corporate Responsibility Senior Manager Robin Connell



Strategic Planning Team with Chief Corporate Officer Ignacio C O Sison



# Our Performance

 <p><b>PRODUCT INTEGRITY</b></p>	<p><b>INNOVATION IN PRODUCTS</b></p> <p><b>162</b></p> <p>total number of new and reformulated products of the Group</p>	<p><b>PRODUCT QUALITY AND SAFETY</b></p> <p><b>100</b></p> <p>percent of DMPL-owned facilities with quality certification</p>	<p><b>HEALTH AND NUTRITION</b></p> <p><b>100</b></p> <p>percent of vegetable products sold in the US with positive nutrients</p>	<p><b>TRACEABILITY</b></p> <p><b>4</b></p> <p>maximum number of hours to trace their product origin*</p>		
	 <p><b>EMPLOYEES</b></p>	<p><b>HUMAN RIGHTS AND LABOUR STANDARDS</b></p> <p><b>100</b></p> <p>percent of third party service providers compliant with DOLE's Labour Standards**</p>	<p><b>FAIR WAGES AND BENEFITS</b></p> <p><b>43</b></p> <p>percent increase in DMPL employees' training hours</p>	<p><b>OCCUPATIONAL HEALTH AND SAFETY</b></p> <p><b>9</b></p> <p>percent reduction in the Group's total injury rate</p>	<p><b>DIVERSITY</b></p> <p><b>6</b></p> <p>percent increase in the number of women employed</p>	
		 <p><b>ENVIRONMENT</b></p>	<p><b>CLIMATE CHANGE ADAPTATION</b></p> <p><b>30,000</b></p> <p>assorted hardwood and fruit bearing trees planted</p>	<p><b>WATER MANAGEMENT</b></p> <p><b>98</b></p> <p>percent of tomato growers in California use drip irrigation</p>	<p><b>ENERGY AND GHG EMISSIONS</b></p> <p><b>23</b></p> <p>percent of the Cannery's energy powered by renewable energy</p>	<p><b>WASTE MANAGEMENT</b></p> <p><b>20</b></p> <p>percent reduction in total packaging materials used***</p>
			 <p><b>GOVERNANCE</b></p>	<p><b>ASEAN CORPORATE GOVERNANCE SCORECARD</b></p> <p><b>23</b></p> <p>ranking out of 100 Singapore companies in 2018</p>	<p><b>SINGAPORE CORPORATE AWARDS</b></p> <p><b>13</b></p> <p>awards since 2010</p>	<p><b>SINGAPORE GOVERNANCE AND TRANSPARENCY INDEX</b></p> <p><b>13</b></p> <p>ranking out of 606 SGX-listed companies in 2018</p>
 <p><b>COMMUNITIES</b></p>				<p><b>FEEDING AMERICA</b></p> <p><b>2,465,140</b></p> <p>kilos of canned fruit and vegetables donated to Feeding America</p>	<p><b>FIELD TO FOODBANK</b></p> <p><b>30,000</b></p> <p>cases processed to contribute to end hunger in Field to Foodbank</p>	<p><b>COMMUNITY HEALTH AND WELLNESS</b></p> <p><b>36,000</b></p> <p>patients who benefited from medical, mobile and dental missions</p>
	 <p><b>GROWTH</b></p>			<p><b>TOTAL VALUE OF DONATIONS</b></p> <p><b>1,486,000</b></p> <p>USD value of donations to various institutions and foundations</p>	<p><b>ECONOMIC IMPACT</b></p> <p><b>75,000</b></p> <p>individuals that directly and indirectly depend on DMPI</p>	<p><b>GROWERS</b></p> <p><b>1,194</b></p> <p>total number of Del Monte growers</p>

\* British Retail Consortium (BRC) Standard is 4 hours  
 \*\* Department of Labour and Employment (DOLE) in the Philippines  
 \*\*\* Reduction in packaging materials used in the Philippines in the last 10 years

# Organisational Profile



**Nourishing Families.  
Enriching Lives.  
Every Day.**

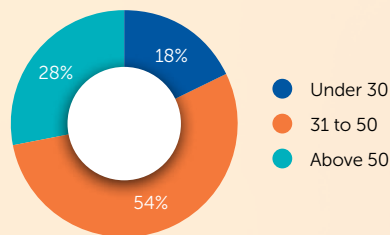
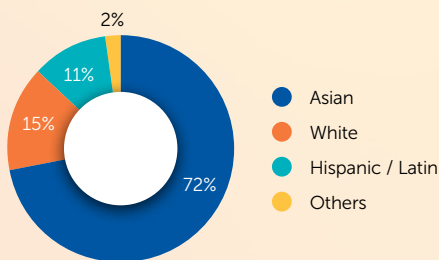
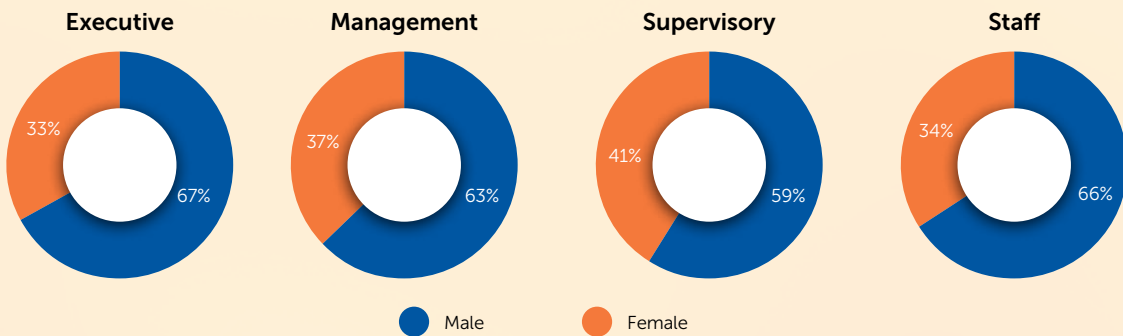
Del Monte Pacific Limited, together with its subsidiaries (the "Group"), is a global branded food and beverage company that caters to today's consumer needs for premium quality healthy products. The Group innovates, produces, markets and distributes its products worldwide.

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

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



## GROUP DEMOGRAPHICS



# Our Approach



We are passionate about bringing high-quality, healthy and nutritious foods to people in a way that preserves the environment, nourishes people and enables Del Monte Pacific Group to grow and flourish

## IN THIS SECTION

- 1 | MATERIALITY AND OUR PRIORITIES
- 2 | STAKEHOLDER INCLUSIVENESS
- 3 | REPORTING STANDARDS
- 4 | SCOPE AND INCLUSIVE PERIOD

# Our Approach to Sustainability



*Corn Field Inspection in Minnesota, USA*

We believe that conducting business is not just for profit, but also for the betterment of people and stewardship of our planet. Sustainability is one of the strategic pillars in our long-range plan as a testament to our commitment to sustain our future through our sustainability goals.

Our Board of Directors, together with the management team, ultimately oversees Del Monte’s sustainability strategy. They meet to review and assess the Group’s sustainability objectives and performance on environmental, social and governance factors. Understanding stakeholder transparency, we strive to ensure that Del Monte adheres to the highest governance standards in doing business. For more information regarding our governance principles, please visit our website at [www.delmontepacific.com/corporate-governance](http://www.delmontepacific.com/corporate-governance).

Our sustainability strategy is developed by a cross-functional team composed of the leadership team and experts in different functional areas. Each functional team implements and manages the programmes, addressing material priorities to achieve the sustainability goals. This brings to life our vision to nourish families, enrich lives, every day.

### MATERIALITY AND OUR PRIORITIES

We completed an independent materiality assessment process to identify and assess our priorities with respect to products, people, the environment, governance, business and our stakeholders. We engaged the services of an independent global consultant, a sustainability specialist firm, to ensure the independent process of assessment.

### Materiality Assessment Process



Our materiality assessment had the following objectives:

1. Identify the sustainability priorities, drawing on our knowledge of our internal and external resources to compile a list of issues specific to the food industry. We determined 30 environmental, social and governance priorities across 6 categories to frame our discussion.

PRODUCT INNOVATION	TRACEABILITY	PRODUCT QUALITY AND SAFETY	HEALTH AND NUTRITION	PRODUCT PACKAGING
PRODUCT LABELLING	RESPONSIBLE MARKETING	OCCUPATIONAL HEALTH AND SAFETY	WELL-BEING AND WORK-LIFE INTEGRATION	HUMAN RIGHTS AND LABOUR STANDARDS
TALENT MANAGEMENT	EMPLOYEE MANAGEMENT	DIVERSITY AND INCLUSION	FAIR WAGES AND BENEFITS	FERTILISER AND PESTICIDE USE
SOIL MANAGEMENT	WASTE MANAGEMENT	WATER MANAGEMENT	ENERGY AND GHG EMISSIONS	BIODIVERSITY
CLIMATE CHANGE ADAPTATION	ETHICS AND INTEGRITY	DATA PROTECTION, PRIVACY AND CYBERSECURITY	PUBLIC POLICY	CSR AND PHILANTHROPY
COMMUNITY RELATIONS AND STAKEHOLDER MANAGEMENT	LAND AND REVENUE AVAILABILITY	TECHNOLOGY DRIVEN OPERATIONS	TAX	RESPONSIBLE SOURCING PRACTICES



PRODUCT INTEGRITY



EMPLOYEES



ENVIRONMENT



GOVERNANCE

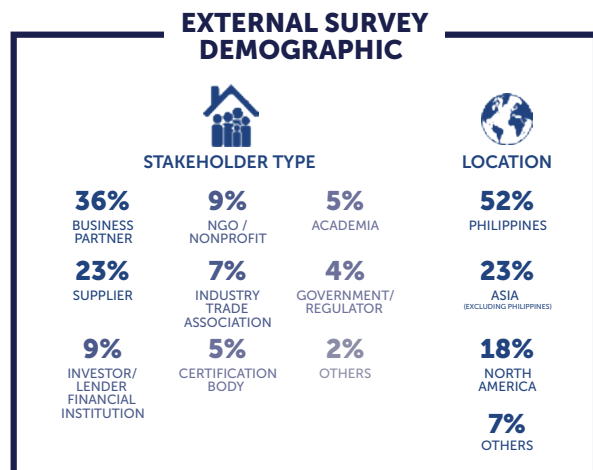
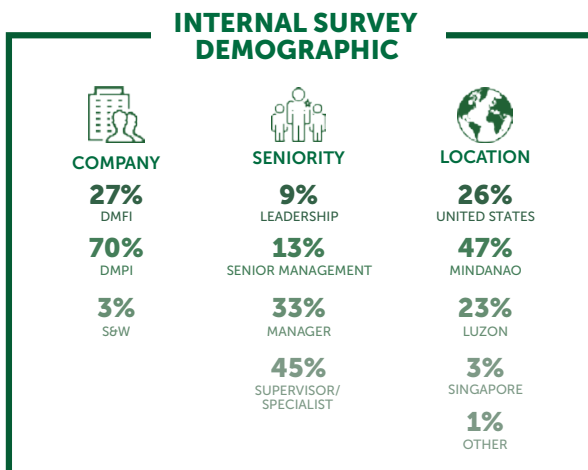


COMMUNITIES



GROWTH

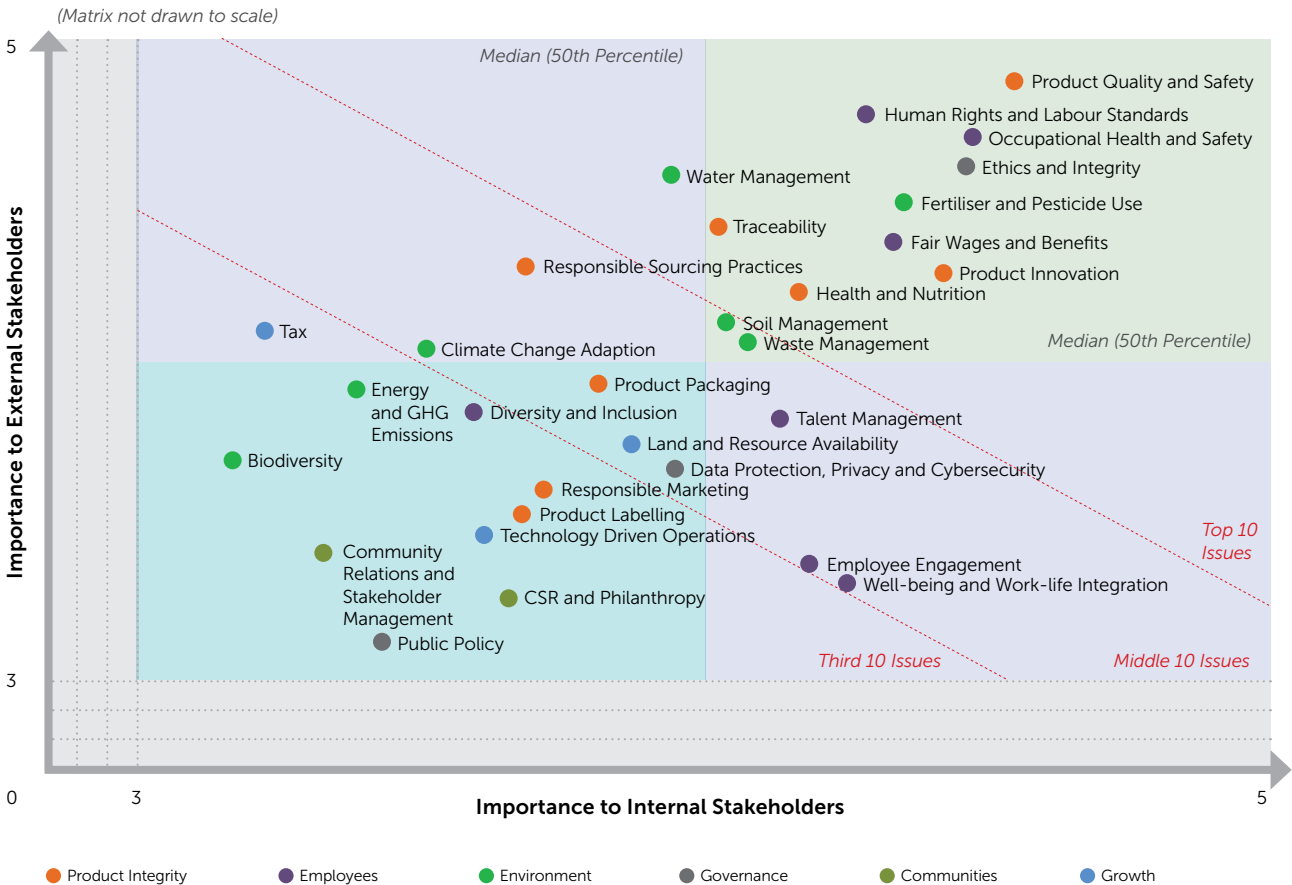
2. Conduct a survey with internal stakeholders, i.e. employees, regarding the business impact of sustainability issues, which includes the scope and breadth of the issue, possible risk and magnitude of its impact, current regulatory and statutory regulations, and concerns from consumers, customers, communities and the government.
3. Send a similar survey to key external stakeholders to determine the issues they are concerned with and would like Del Monte to address. The external stakeholders include customers, government and community organisations, industry and trade associations, certification bodies, non-government organisations, business partners, suppliers, academe, lending institutions and investors.



# Our Approach to Sustainability

4. Map the issues for the Group to prioritise and address the most important issues.

## MATERIALITY MATRIX: DMPL



Our material priorities based on the independent assessment are as follows:

RANK	PRIORITY	IMPORTANCE
1	Product Quality & Safety	Ensure quality & safe products
2	Occupational Health & Safety	Ensure employee health & safety
3	Ethics & Integrity	Comply with rules & regulations
4	Human Rights & Labour Standards	Comply with human rights & labour laws
5	Fertiliser & Pesticide Use	Manage usage of fertilisers & chemicals
6	Product Innovation	Invest in innovation to sustain growth
7	Water Management	Manage usage of water
8	Fair Wages & Benefits	Comply with labour standards on wages & benefits
9	Health & Nutrition	Promote health, wellness & nutrition
10	Traceability	Ensure product safety, security & ascertain origin

Aside from these priorities, we also included in our report some emerging issues – soil management, talent management and data protection, privacy and cybersecurity. Moreover, the Group provided a section in this report on climate change adaptation, energy efficiency, plant breeding, Corporate Social Responsibility and philanthropy as these are essential to our operations.

**STAKEHOLDER INCLUSIVENESS**

Our sustainability journey begins with our stakeholders. They provide us an opportunity to engage in various tasks and help in their development, individually and collectively as a group. We nurture meaningful relationships with our stakeholders to provide a better understanding of the Group’s operation, strengthen collaboration and engagement, improve communication and transparency, and identify and resolve stakeholder concerns.

The following outlines our key stakeholders and the manner in which we engage them and how they impact our operation. These stakeholder groups were identified according to their level of influence, interest and impact to the organisation.

The Group needs to engage, to be more transparent, and to respond directly to stakeholder concerns, identify potential risks and improve performance.

**How We Engage Our Stakeholders**

 <p><b>CONSUMERS</b></p> <p>Understand consumer needs to maximise opportunities, explore new categories and sustainable products</p>	 <p><b>EMPLOYEES</b></p> <p>Harness relationships through health and safety procedures, employee engagement and talent management</p>	 <p><b>GROWERS AND SUPPLIERS</b></p> <p>Collaborate through sustainable agricultural practices and procurement of quality materials and services</p>
 <p><b>SHAREHOLDERS</b></p> <p>Ensure investment provides reasonable returns</p>	 <p><b>REGULATORS AND GOVERNMENT</b></p> <p>Establish strategic partnerships and compliance with legislation</p>	 <p><b>LOCAL COMMUNITIES</b></p> <p>Sustain social license through community development and environmental stewardship</p>



Beans grower in Wisconsin, USA



Employees with Chief Human Resource Officer Ruiz G Salazar

# Our Approach to **Sustainability**

## OUR GOAL IS TO PROMOTE SUSTAINABILITY TO ACHIEVE OUR BUSINESS OBJECTIVES, ENVIRONMENTAL STEWARDSHIP AND SOCIAL RESPONSIBILITY



### **RISK MANAGEMENT AND COMPLIANCE**

Promote Risk Management and compliance and avoid penalties by catching risks early on and taking action to mitigate them



### **BUSINESS PERFORMANCE**

Improve the business performance by generating operational efficiency and cost savings through a more sustainable business model



### **REPUTATION WITH STAKEHOLDERS**

Enhance the company's reputation with stakeholders, including investors, credit institutions, customers, employees, and business partners



### **BRAND EQUITY**

Boost the brand equity of the company through a more sustainable social, environmental and economic performance

## **REPORTING STANDARDS**

We follow best practices and international guidelines in reporting our sustainability performance. The Group uses the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines as reference.

The Group has integrated the sustainability strategies and embedded them in the organisation. Our Quality Policy, Code of Conduct, Code of Business Ethics and Sustainability and Environmental Policies enable us to comply with the standards set by the GRI. This is closely monitored and reported, as illustrated throughout this report.

The Group's companies are members of several sustainability-related organisations. For example, Del Monte in the United States is affiliated with the Stewardship Index for Specialty Crops, the US Environmental Protection Agency's Pesticide Environmental Stewardship

Programme, Sustainable Packaging Coalition and the Canned Food Alliance Executive Committee. Both USA and Philippines Companies are members of the Supplier Ethical Data Exchange.

We continue to focus on building the long-term resiliency of our business as we deepen our understanding of the global business environment while remaining mindful of the impact of our activities on the future of our planet.

We are guided by our vision, values and goals to provide health and wellness, environmental stewardship and employee welfare.

## **SCOPE AND INCLUSIVE PERIOD**

Fully acknowledging our responsibility towards the future, the Corporate Sustainability team leads our efforts to increase sustainability advocacy amongst our stakeholders. Key leaders have been

oriented on sustainable business and sustainability reporting. Each team has set goals to materialise commitments to our overall effort and recognise individual share of accountability.

Each business unit has identified its material sustainability issues by location which may differ from the Group's material issues given the business model employed by the business units. As an example, our company in the Philippines does the cultivation, planting and harvesting of pineapples, while our US subsidiary uses contract growers to source its fruits, tomatoes and vegetables.

The sustainability report period is from May 2018 to April 2019, i.e. FY2019, in line with our financial year. We have excluded our Indian joint venture business from this report since its contribution to the total business is not material.



# Nourishing Consumers



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

## IN THIS SECTION

- 1 | PRODUCT QUALITY AND SAFETY
- 2 | PRODUCT INNOVATION
- 3 | HEALTH AND NUTRITION
- 4 | TRACEABILITY
- 5 | PRODUCT PACKAGING

## Nourishing Consumers

🍃 R&D is at the front line in identifying best possible ingredients and processing methods to deliver the overarching goal to delight our consumers with quality products that are full of flavour and wholesome nutrition.

Vai-Meng Leonard, Director, R&D



Consumers enjoying Del Monte Bubble Fruit Cups

As a leading global food company, we are passionate about cultivating good food for a better life by bringing high-quality, healthy and nutritious food to our consumers. Our brands are some of the best known and most trusted in the marketplace. It is our commitment to ensure we maintain and keep this trust.

We produce globally competitive food products in the safest

way possible. The Group has comprehensive quality and food safety policies that ensure its products are of the highest quality and meet the strictest food safety standards.

Consumers are becoming increasingly interested in learning about the ingredients in their food and are often looking for positive health properties such as low-fat or low-sugar. This emphasis

on health impacts and benefits has ongoing implications for product design and sourcing.

We are committed to health and nutrition, and consumers trust our brands. We actively work to ensure that our brands maintain this trust from one generation to the next. We encourage consumers to contact us for any concerns about our products. We always consider ways to improve our products and customer service. Consumers can be assured that their feedback will be shared with key decision makers.

Innovation is at the heart of being able to nourish families with delicious food and beverages. It is our hope that, by doing so, we are able to enrich lives every day. Significant strides have been made in introducing new, healthy, more convenient and environment-friendly products to consumers. We take a leadership role in meeting consumer preferences.



Marketing and Customer and Channel Development Teams with Group Head of Commercial Operations Philip G Macahilig

The Group is committed to product innovation in coming up with new and reformulated products based on consumer trends and changing preferences to healthy and nutritious food products.

The Group’s food safety policies ensure that consumers understand our commitment to providing food products that conform to food safety standards, and to regulatory requirements through a food safety management system. We require our toll manufacturers to adhere to the same commitment in delivering our products to market. Preventive Controls Qualified Individual (PCQI) certificates are given to all facility managers in the US as part of the Food Safety Modernisation Act. Facility managers of DMPI-owned and Toll Manufacturing facilities exporting to the US also have PCQI certificates.

Our agro-industrial processes are accredited by the world’s leading food certifying bodies, Global Food Safety Initiative (GFSI) or British Retail Consortium (BRC), with 88 quality audits across our production facilities and toll

manufacturers in the United States, and 23 audits in the Philippines.

The audits were performed during the year by reputable, independent international auditors, business partners and customers. Audit results confirm that our processes meet or exceed standards for the supply and export of food products to certain countries.

Part of our commitment to ensure that our products are safe, is having a robust traceability programme in place for the Group. With globalisation, our products reach more consumers. In order to protect consumers’ health, the traceability programme allows us to quickly identify the origin of the product should an event arise - from its source and production to retailer. With this knowledge, we are equipped to handle consumer questions with confidence and in a timely manner. Having a reliable traceability programme enables the Group to have an effective and efficient process to identify a defective product or component and to execute the recall process if warranted.

The key requirement for marketing our products worldwide, GFSI and FSSC, incorporate key systems – International Standards Organisation (ISO), Hazard Analysis and Critical Control Points (HACCP), Good Manufacturing Practice (GMP) standards – into a single system.

Our Group understands the need to have a packaging that protects our product, attracts consumers, is convenient to use, and strives to make a positive influence on the environment.

We believe more efforts need to be exerted to ensure we maintain the quality and safety of our products as well as regulate our environmental impact. It gives us double incentive to rework our product packaging in a more environment-friendly manner.

Our goal is to ensure the safety of our products as we nourish consumers, enrich lives, every day.

DEL MONTE FOODS, INC			
Global Food Safety Initiative	Del Monte Facilities	British Retail Consortium	Del Monte Facilities
FDA and USDA Regulations and Compliance Standards	Del Monte Facilities	ISO 22000 Standards	Del Monte Facilities
Hazards Analysis and Critical Control Point	Del Monte Facilities	Academy of International Business Guidelines	Del Monte Facilities
DEL MONTE PHILIPPINES, INC			
Good Manufacturing Practices	Cannery	British Retail Consortium Grade A Certification	Cannery
Food Safety Systems Certification (FSSC 22000)	Bottling plant, Nice Fruit and Cannery	Global Food Safety Initiative	Bottling Plant, Nice Fruit and Cannery
ISO 9001:2015 Quality Management System	Cannery	Halal Certification	Cannery and Selected Toll Packers
ISO 9001:2015 Quality Management System	Toll Manufacturing Operations & Plantation and Fresh Fruit Operations	Kosher Certification Voluntary Control Systems of SGF International	Cannery Cannery
Hazards Analysis and Critical Control Point	Cannery	GlobalGAP PhilGAP	Plantation

# Nourishing Consumers



An employee inspecting the quality of the beverage product in Cabuyao, Laguna



Employees inspecting harvested peaches in Modesto, California

## PRODUCT QUALITY AND SAFETY

- In the US, continuous improvement of our quality system is driven through management review, quality planning and quality improvement teams.
- DMFI built a multi-layered quality system protocol that starts with our executive leadership establishing the Company's quality protocol which is deployed to each of our facilities to provide guidance and direction, which is further supported by our manufacturing site procedures.
- Del Monte Philippines' Quality Policy is committed to Total Customer Satisfaction in providing food products that meet the highest global standards in quality, food safety, hygiene and service.
- Our operations in the Philippines have elevated the bar on quality manufacturing with its Food Safety Systems Certification (FSSC) from Société Générale de Surveillance Philippines in all our manufacturing facilities.
- At our bottling plant in the Philippines, we improve the GMP quality scorecard by closing out gaps via a monthly technical meeting with the building lessor for structural deficiencies, monthly waste walk for building facilities to update corrections, check the building condition, and conduct personnel refresher courses.
- Del Monte in the Philippines regularly audits our toll manufacturers on compliance with our GMP, HACCP and Good Laboratory Practices (GLP) standards.
- One of the major Key Performance Indicators (KPIs) of our toll manufacturers is the improvement of their Quality Scorecards year on year.
- Our bottling plant revitalises food safety trainings, especially Hygienic Engineering, and strengthens food safety management systems.
- The Toll Manufacturers' Quality Management Programmes include FSSC 22000 certification for all our manufacturing facilities.
- Our Toll Pack team strives to reduce consumer complaints by involving our toll manufacturers in the resolution of issues and improvement of our processes to eliminate sources of defects and potential complaints.



Del Monte Fruit & Oats voted Product of the Year 2019



Del Monte Fruit Crunch Parfaits with 2 billion probiotics



S&W Pineapple products in Clear Can



Using revolutionary technology, these frozen pineapples have similar properties as fresh cut pineapple when thawed; sold in 7-Eleven Japan

**PRODUCT INNOVATION**

1. Del Monte in the USA developed a set of guidelines that outlines the standards in developing new products which are applied to all new products and reformulation of current products. The guidelines are based on the latest USDA and FDA regulations along with insights from current scientific literature. These are updated as necessary with new findings.
2. *Del Monte Fruit & Oats* has been recognised as the 2019 Product of the Year winner of the Breakfast Category in the largest consumer-voted award for product innovation in the US.
3. Retailer acceptance for DMFI's innovation continues to expand, and the company's Adult Fruit Cup® platform continues to

expand in its third year since its introduction. Each exciting Adult Fruit Cup® variety comes with a "spork", allowing immediate consumption in all of the on-demand locations consumers expect to find healthy snacks, including club, convenience stores, and vending locations.

4. Del Monte began to address consumer needs and trends by bringing plant-based foods that provide a healthier and more sustainable way to incorporate protein into their diet added nutrition and convenience. *Del Monte Vegetable & Bean Blends* is a satisfying mix of delicious vegetables and hearty beans with a light seasoning.
5. *College Inn* has continued to expand its product portfolio to meet the needs of today's consumers by introducing

*College Inn Bone Broth* with 10 grams of protein and rich, savoury taste consumers expect in *College Inn*.

6. With a delicious blend of vegetables and real cheese in a crust made with cauliflower, *Del Monte Veggiesful Bites* provide an unexpectedly delicious way to eat vegetables. *Veggiesful Bites* provide a serving of vegetables per every five bites that help consumers meet their daily vegetable serving recommendation in no time.
7. *Contadina Pizzettas* offer a delicious and wholesome alternative to the traditional pizza bite, featuring a blend of Roma tomato sauce, real cheese and crust made with cauliflower. These wholesome snacks offer a serving of vegetables in every five bites.



New products in the USA



# Nourishing Consumers


## BEVERAGE

80 Percent of daily Calcium requirement of beverages\*\*\*

23 Percent of products provide 60% of Dietary Fibre requirement\*\*\*

50 Percent of products contain 100% of Vitamin C requirement\*\*\*

30 Percent of products supply L-Carnitine



39 Grams of sugar make up the Del Monte Average\*\*

Compared to the 63 grams recommended by WHO\*

114 Milligrams of salt make up the Del Monte Average\*\*

Compared to the 2000 milligrams recommended by WHO\*

**27** Percent of NET Sales Values FY2019


\* World Health Organisation Guidelines on Sugar (2015) and Sodium (2014) Intake using the Philippine Dietary Intake (2015) Reference Man  
\*\* Based on a three times a day serving intake  
\*\*\* Per serving

## PACKAGED FRUIT

15 Percent of daily Dietary Fibre requirement\*\*\*

30 Percent of daily Manganese requirement\*\*\*

10 Percent of daily Vitamin C requirement\*\*\*



47 Grams of sugar make up the Del Monte Average\*\*

Compared to the 63 grams recommended by WHO\*

33 Milligrams of salt make up the Del Monte Average\*\*

Compared to the 2000 milligrams recommended by WHO\*

**26** Percent of NET Sales Values FY2019

\* World Health Organisation Guidelines on Sugar (2015) and Sodium (2014) Intake using the Philippine Dietary Intake (2015) Reference Man  
\*\* Based on a three times a day serving intake  
\*\*\* Per serving

## CULINARY

35 Percent of products provide 15% of daily Dietary Fibre requirement\*\*\*\*

100 Percent zero trans fat on all products

30 Percent of products provide Lycopene



1 Gram of saturated fat make up the Del Monte Average\*\*\*

Compared to the 28 grams recommended by FAO/WHO\*

1055 Milligrams of salt make up the Del Monte Average\*\*\*

Compared to the 2000 milligrams recommended by WHO\*\*

**25** Percent of NET Sales Values FY2019


\* Joint Food and Agriculture Organisation/World Health Organisation Expert Consultation Report (2010) using the Philippine Dietary Reference Intake (2015) Reference Man  
\*\* World Health Organisation Guidelines on Sodium Intake (2014)  
\*\*\* Based on three times a day serving intake  
\*\*\*\* Per serving

## S&W FRESH FRUIT

41 Grams of sugar make up the Del Monte Average\*\*

Compared to the 63 grams recommended by WHO\*

60 Percent of daily Dietary Fibre requirement\*\*\*



01 All products are fat-free and cholesterol free.

02 All products contain about 100 milligrams of Bromelain (enzyme)/cup.

03 All products contain Vitamin C, Vitamin B2 and Manganese.

**22** Percent of NET Sales Values FY2019

\* World Health Organisation Guidelines on Sugar Intake (2015) using the Philippine Dietary Intake (2015) Reference Man  
\*\* Based on a three times a day serving intake  
\*\*\* Per serving

- 8. *Del Monte Fruit Crunch Parfait* contains one full serving of fruit and non-dairy coconut cr me and a crunchy granola topping, the perfect way to start one's day or keep one going anytime. The parfaits are packed with 2 billion probiotics for digestive health and contain no artificial flavours or sweeteners.
- 9. *Del Monte Fit 'n Right Juice Drinks* in the Philippines have Green Coffee Extract and L-Carnitine that reduce body fat with diet and exercise.
- 10. *Del Monte Fit 'n Right* widened its product range by introducing the *Del Monte Fit 'n Right Active Isotonic Drink* with L-Carnitine to replenish body fluids during exercise or intense workout as well as help reduce body fat.

- 11. *Del Monte 100% Pineapple Juice Heart Smart with Reducon<sup>TM</sup>* has a special blend of plant sterols and stanols that help lower bad cholesterol. *Del Monte 100% Pineapple Juice Bone Smart<sup>TM</sup>* is 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.
- 12. S&W launched the organic version of the staple *Prune Juice* which changed the game in this 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 *S&W Apple Cider Vinegar* in Malaysia and Singapore.
- 13. In FY2018, the Group launched *S&W Pineapple Slices and Chunks* in Clear Can which

is a breakthrough package execution in China and Korea. Clear Cans are see-through containers with metal lids, which allow consumers to see the product and be assured of its premium quality.

- 14. 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 on-the-go healthy snacks in the store's chiller section. The revolutionary technology allows the frozen pineapple, when thawed, to have the same physical properties as fresh cut pineapple.

**HEALTH AND NUTRITION**

1. In the US, Del Monte is the first major US food producer to voluntarily adopt nutritional labeling on all food products.
2. Our analysis shows that almost all of our products contain positive nutrients and majority are considered healthy. The Company will continue to increase the number of its healthy products.
3. We aim to have a good number of our products in the US provide at least half a cup of fruits or vegetables per serving, and to meet healthy nutrient levels as recommended by the FDA. The majority of our produce are picked and packed on the same day – 97 percent without preservatives.
4. The majority of our products in the US are low in fat and we carry several specialised product lines: organic, no sugar added, low-salt, reduced-salt, and low in calories for those seeking additional health benefits or following specific dietary regimes.
5. We have more *No-Sugar-Added* fruit products, *No-Salt-Added* and *Reduced-Sodium* vegetable products than any other brand in the United States.
6. We were recognised for the 8<sup>th</sup> time as a Produce for Better Health Foundation (PBH) Role Model - PBH’s highest recognition level awarded to companies which provide significant steps toward improving the health of Americans. We are also a national partner of the United States Department of Agriculture’s “Choose My Plate” initiative and a member of the Tomato Wellness Council.
7. In the US, we began the process of verifying non-genetically modified organisms (GMO) ingredients from suppliers and sourcing replacement non-GMO ingredients where necessary.
8. Since 2016, all *Del Monte* tomato products as well as nearly 100 percent of *Del Monte* fruit and vegetable products have been converted to non-Bisphenol A (BPA) linings.
9. Since 2017, all added ingredients in all *Del Monte* vegetables, single-serve fruit snacks and most tomato products have been non-GMO, representing a majority of the Company’s product line.
10. In Asia, our nutrition platforms are anchored on weight management, heart health and bone health which give support to the immune system and aid in healthy digestion.

**TRACEABILITY**

1. The Group conducts periodic quality audits with our co-manufacturers to ensure compliance with our standards.
2. In the US, 88 mock recalls were conducted covering Del Monte facilities, co-packers and distribution centres. We abide by the federal food safety requirements by maintaining a product traceability programme that allows us to track products shipped to our customers.
3. We have significantly enhanced this traceability programme to allow faster and more accurate



Inspection of beverage products


**Sustainability is a key element in our products that is becoming a need, and not just a want, of our consumers and customers for the sake of our environment and community.**

**Tan Chooi Khim, General Manager  
S&W Fine Foods**

# Nourishing Consumers

traceability using electronic tracking of product movement.

4. Del Monte conducts extensive Risk Assessment/Hazard Analysis and incorporates actions to assure that the products and ingredients meet the highest Del Monte standards prior to introduction in the marketplace.
5. The system is tested frequently and test results are used to drive continuous process improvements.
6. Del Monte also maintains records that allow the Company to determine the source of the ingredients used in its products.
7. In the Philippines, our standards to trace products to their production date comply with the standards of the British Retail Consortium.
8. The standards apply to both our own facilities and our toll manufacturers.
9. A total of 23 Del Monte facilities and co-packers conducted mock-up traceability exercises in the Philippines.
10. Traceability assessment are conducted during certification and customer audits of our facility as well as our toll manufacturers.

3. DMFI was the first manufacturer to work with the USDA for non-GMO verification for corn products to assure consumers about our sweet corn products.
4. We converted our products in the US to non-BPA. We have converted 100% of our branded tomato products and nearly 100% of our branded fruit and vegetable products to non-BPA lining.
5. The alternative lining material for our vegetable and fruit products is a polyester material,

while the alternative used for our tomato cans is a vinyl lining. The linings comply with all FDA and European Food Safety Authority standards. The coating components are also compliant with the United States Environmental Protection Agency and Regulation for Registration, Evaluation, Authorisation, and Restriction of Chemicals. The new linings meet the requirements of California's Prop. 65, ensuring that they do not contain phthalates or BPA.

## PACKAGING FOOTPRINT



**STEEL CANS ARE 100% RECYCLABLE, 80%-90% OF ALL STEEL EVER PRODUCED ARE STILL IN USE TODAY (WORLD STEEL, 2011).**

**OUR STEEL CANS HAVE APPROXIMATELY 35% RECYCLED CONTENT STEEL CANS HAVE A 75% RECYCLING RATE, THE HIGHEST OF ANY FOOD PACKAGING.**

Packaging footprint in the USA



Packaged Del Monte products

### PRODUCT PACKAGING

1. The Company provides a hotline in the DMFI website to enable customers to ask detailed questions and provide feedback on the products.
2. In 2016, we began labeling most of our vegetables, fruit cup snacks and many more tomato products as non-GMO.





*S&W Team with General Manager Tan Chooi Khim*



*Export Team with Head Ann Pozon*

- 6. In the Philippines, Del Monte has a convenient packaging for ketchups in Stand-up Pouches (SUP) with reclosable spout.
- 7. To make our products more accessible for consumers, we developed a low-cash outlay

- pack in SUP for our tomato and pineapple tidbits products.
- 8. Del Monte in the Philippines is 100% BPA-Non Intent for all packaging materials in the cannery and its toll packers.

- 9. We also innovated our packaging to make it more convenient for consumers. Our juices come in resealable one litre-cartons.

# Nurturing Employees



We are a people-driven organisation committed to a quality of life and a culture that promotes our well-being, work-life integration and engagement

## IN THIS SECTION

- 1 | OCCUPATIONAL HEALTH AND SAFETY
- 2 | HUMAN RIGHTS AND LABOUR STANDARDS
- 3 | FAIR WAGES AND BENEFITS

- 4 | EMPLOYEE ENGAGEMENT
- 5 | WELL-BEING AND WORK-LIFE INTEGRATION
- 6 | TALENT MANAGEMENT

# Nurturing **Employees**



*Del Monte Leadership Team in the Philippines led by Chief Operating Officer Luis F Alejandro*

We are a people-driven organisation committed to growing wellness and a high quality of life through harmonious working relationships with all stakeholders, including customers, employees, business partners and investors. Some 6,100 regular employees of the Group work at our plantation, manufacturing facilities, administrative and marketing offices. About 1,700 regular employees work in the United States and Mexico, while 4,400 are employees based in the Philippines and Singapore.

Given that our employees are our most valuable resource, we are committed to ensuring:

1. Occupational health and safety;
2. Human rights and labour standards;
3. Fair wages and benefits;
4. Employee engagement;
5. Well-being and work-life integration; and
6. Talent management.

Because we value the lives of every member of the organisation, work committees identify potential safety risks and hazards, and devise action plans to mitigate or avoid their occurrences. Safety programmes are implemented and process improvements are made to ensure workplace health and safety.

With regard to human rights and labour standards, the Group has a Code of Conduct for employees and suppliers. Both DMFI and DMPI are members of the Supplier Ethical Data Exchange to ensure compliance. Discrimination on the grounds of nationality, ethnicity, religion, age and gender violates the aforementioned Group’s Code of Business Ethics.

We are also committed to ensuring employees get fair wages and benefits. In the Philippines, Del Monte complements government-mandated privileges for all full-time employees and qualified dependents with a broad range of free medical and dental services, a comprehensive retirement package and voluntary plans for providential and insurance benefits. Moreover, memorandums of agreement with the labour unions stipulate wage increases and enhancements in benefits for farm and factory workers annually.

Additionally, we strive to build a culture of engagement, which entails the involvement of everyone in the organisation.

The Group encourages employees to maintain a healthy work-life balance. Del Monte helps employees integrate their work with their personal lives. Providing employees programmes that help balance their work and family life will help employees fulfill their goals both inside and outside work.

We nurture our employees through Del Monte’s “Roadmap to Global Competitiveness” in the Philippines which starts with building on the capabilities of each employee with the Centre of Excellence on Talent Management. We have developed a competency framework for key leaders at the plantation, cannery and marketing that will guide their teams towards achieving the Company’s strategic roadmap.



*Del Monte Leadership Team in the USA led by Chief Executive Officer Greg Longstreet with DMPL Chief Corporate Officer Luis F Alejandro*

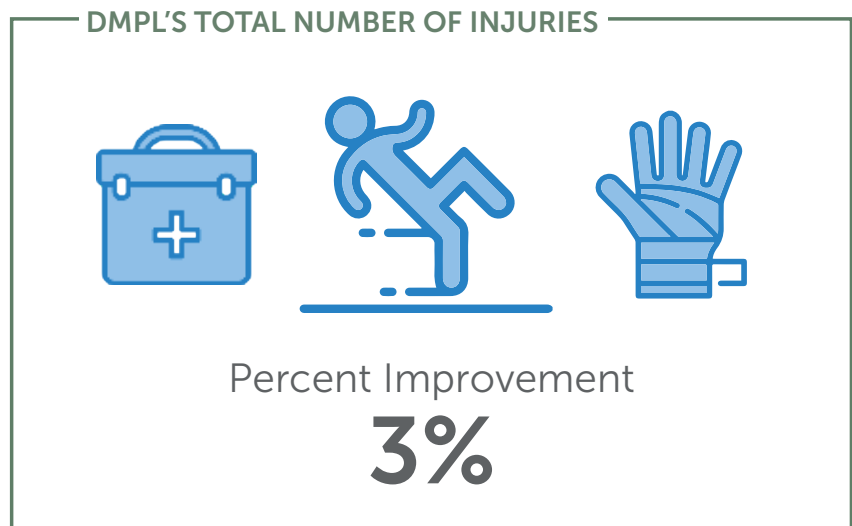
# Nurturing **Employees**

## OCCUPATIONAL HEALTH AND SAFETY

1. In FY2019, the Group's Total Incident Rate (TIR) was 9% lower than prior year. The TIR rate in the USA is far below the most recent Bureau of Labour Statistics (2015) TIR of 5.2 for the fruit and vegetable canning industry.
2. Based on the latest data of the Philippine Statistics Office, the TIR rate of DMPI is also lower than that of the manufacturing sector TIR of 4.25 (2015).
3. DMFI's HQ and Research Centre are Bay Area Green Business Certified.
4. In the Philippines, the Workplace Environment Monitoring programme also verifies the company's compliance with the standards of the OSH of Department of Labour and Employment, which includes measurements of workplace's air quality, noise level, illumination, temperature, relative humidity, vibration and heat stress.
5. Several employees completed the Safety Officers training course and are certified by the Department of Labour and Employment as Safety Officers 2.
6. Safety trainings have been extended to our service providers in both the plantation and cannery.
7. Our managers and supervisors are expected to keep abreast of the workplace's safety laws and regulations that apply to their areas of responsibility and ensure compliance with these provisions.
8. Facilities in the Philippines have Emergency Response Teams and Fire Brigade Teams, which are identified and trained for cases of crises. They conduct regular Emergency Preparedness Drills to prepare all employees for emergencies and natural disasters.



*Employees of Del Monte completing the Safety Officers Training Course*



*First Aid demonstration by an employee*

9. We conduct periodic inspection of trucks and forums on safety and training on defensive driving to help reduce our accident rate in the Philippine cannery and plantation.
10. Our office in Manila - the Jose Y Campos Centre - was certified LEED Silver by the USBGC for being energy and water efficient and for using safe materials, providing employees with a safe and healthy work environment.
11. DMPI audits the toll manufacturers regularly for compliance with all laws and regulations governing workplace safety and health, including Occupational Safety and Health Regulations.
12. Toll manufacturers in the Philippines provide ongoing safety training to all their employees, enforce the use of personal protective equipment required in their assigned duties and responsibilities, and conduct periodic Work Environment Measurements for noise, illumination, nuisance dust particles and fumes to ensure suitability of work environment.



*Del Monte employees participating in the National Sales Meeting*



*CBA signing with COO Luis F Alejandro and the cannery and plantation labour unions*

**HUMAN RIGHTS AND LABOUR STANDARDS**

1. In the US, over 64% of the Company's seasonal hourly employees are part of unions that help advocate fair wages and working conditions.
2. DMFI promotes diversity in the workplace to encourage personal and organisational growth and contribution.
3. Workplace diversity reflects the changing face of the American workforce and population, as

well as our customer base. In reflection of this, we promote managers irrespective of race or gender.

4. For the last couple of years, the number of women in senior leadership roles increased from 13% to 19%. Similarly, the number of diverse employees in senior leadership increased from 18% to 24%.
5. Our Company in the Philippines performs periodic audits of contract manufacturers and certain direct suppliers. Some

independent and unannounced audits are used to address compliance issues.

6. Labour-Management Cooperation (LMC) councils meet regularly to decide on issues affecting employees, their families, the Company and the communities where we operate.
7. Workers are paid above minimum wage and average rates in the industry, and are informed of the terms and conditions of employment prior to their appointment.

**We don't leave our humanity at our office's doorsteps. Leaders should truly and personally care about the employees entrusted to them.**

**Antonio E S Ungson, Chief Legal Counsel, Chief Compliance Officer and DMPL Corporate Secretary**

## Nurturing **Employees**

8. Our farm and production facilities employ people from surrounding communities and they undergo annual physical examinations.
9. LMCs prepare the groundwork for efficient and swift negotiations between Union and Management.
10. An LMC Day enjoins plantation union members to celebrate 'wins', including innovations.



*Plantation Agri Research Team with Senior Manager Dr Reynato P Umali*

### **FAIR WAGES AND BENEFITS**

1. In the United States, employee benefits are designed to provide employees the ability to select a package of coverage that meets their unique needs and their dependents, including children, spouses and domestic partners.
2. Del Monte in the USA offers additional benefits that help our employees improve their quality of life, including an adoption assistance programme, community service day allocation (one volunteer day time-off per year), product donations and floating holidays (at designated locations).
3. In the Philippines, Del Monte employee benefits include:
  - a. Savings plans
  - b. Life insurance
  - c. Employee assistance programmes
  - d. Medical, dental and vision insurance
  - e. Paid time-off for vacation and holiday
  - f. Short and long-term disability insurance
4. Memorandums of agreement with the labour unions stipulate wage increases and enhancements in benefits for farm and factory workers from year to year.
5. Plantation employees live with their families in about 1,200 Group-owned houses and three dormitories for unmarried employees.
6. Employee-organised cooperatives provide our workers with services that enhance economic benefits for their families. Cooperative members enjoy annual dividends and patronage refunds.
7. Children of cannery employees enjoy free year-round weekend tutorials in basketball, other sports (tennis, swimming, martial arts), and creative skills (photography, theatre arts).



*Del Monte employee ensuring the safety of our manufacturing facility in Wisconsin*



*Del Monte employees advocating the CHOICE core values*

**EMPLOYEE ENGAGEMENT**

1. The Group’s commitment to engagement is a journey we have undertaken. It is one way we nourish our employees, enrich lives, every day.
2. Our US facilities and corporate employees are actively involved in contributing time and money to organisations that serve:
  - a. Medical research
  - b. Education
  - c. Special needs
  - d. Youth activities
  - e. Veteran support
3. The Employee Council in Cabuyao Bottling Plant in the Philippines was established to provide employees and management a venue for discourse on thriving and healthy work environment in the Philippines.
4. To understand the Company’s strengths and areas for improvement, we partnered with Gallup and conducted a survey which garnered 96% participation rate amongst the business units.
5. “Our Voice, Our Choice” survey captured employee feedback for the Company. Its findings aided the Company in educating managers on how engagement is created, measured, and sustained amongst their teams.
6. Our enhanced online HR Information System, SAP SuccessFactors allows for fast and accurate employment transactions.
7. We collaborated with Rise Against Hunger Philippines by contributing products for its feeding programme in Taguig, Philippines. This is part of our contribution to the second Sustainable Development Goal on Ending Hunger.

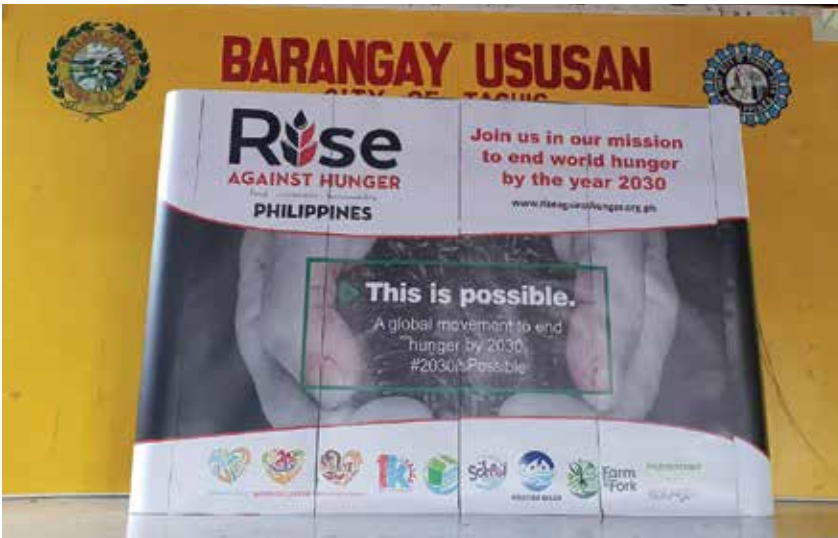


*Del Monte employees packing products for charity*



*S&W Singapore employees’ book donation drive for a library in Bukidnon, Philippines*

# Nurturing Employees



*Del Monte collaborates with Rise Against Hunger Philippines*



*CHOICE values cascade to new Del Monte employees*

## WELL-BEING AND WORK-LIFE INTEGRATION

1. Del Monte in the United States fosters a diverse and welcoming workplace focused on mutual respect. Most importantly, the Company encourages employees to maintain a healthy work-life balance.
2. The Company supports employees in pursuit of healthier lifestyles and even provide employees with financial assistance to engage in health and well-being programmes.
3. Del Monte in the Philippines provides our employees with assistance to engage in health and well-being programmes to improve employees' work-life integration.
4. Various sports and exercise activities such as Running, Zumba, Yoga, Crossfit and other sporting events are sponsored by the Company. The Company has also provided summer programmes for employees' dependents.
5. The Company sponsors events such as Summer Outing, DMPI Day, Halloween, and "Tigum Sa Pasko" at Christmas, where employees can bring their families to these events.
6. Speakers from the government agencies such as Social Security System, Philippine Health Insurance Corporation and Home Development Mutual Fund are invited to give an update on the latest benefits and offerings.
7. Financial Wellness Brown Bag sessions enable employees to manage their finances and prepare for a more secure and financially-rewarding future.

8. Other employee engagement initiatives include the cooperative stores in the plantation, where employees can purchase DMPL products at a discount.
9. We cascaded our Del Monte CHOICE Values extensively to employees across all levels (from Operating Committee [OPCOM] to Rank & File), locations and divisions.

10. Employee engagement activities conducted by the HR Department in the Philippines include social gatherings, Teambuilding, Christmas Party, Fun Day and Sports Fest, amongst others.



When we invest in people, they will, in turn, invest their best effort in the company, thereby sustaining it for the next generation.

Mae Linaac, Senior Manager, Plantation Human Resources



Del Monte runners with Chief Corporate Officer Ignacio C O Sison in a Company-sponsored run



Take your child to work day in the US



Del Monte employees in Singapore participating in yoga exercises led by S&W General Manager Tan Choo Khim

- 8. The Company provides educational sessions on proper nutrition and balanced diet as well as several other symposia focusing on lifestyle diseases.
- 9. The Company sponsors a series of Pre-Retirement Seminars to

help near-retiring employees effectively plan and manage the key stages of the transition process and make more informed decisions for a secure and rewarding retirement.

- 10. To celebrate Women’s month, the Company holds a series of symposia on women empowerment and improving women’s confidence.

## Nurturing **Employees**



*Supply Chain Team with Head Amante A Aguilar*



*R&D and Quality Assurance Team with Chief Scientific Officer Ma Bella B Javier*



*Fresh Fruit Operations Team with Mindanao Operations Head Frank T Molas and Plantation Head Alejandro G Chavarria*

🌱 Sustainable development of talents carry our present achievements to the promised future we all aspire for this Company’s next generation successful team.

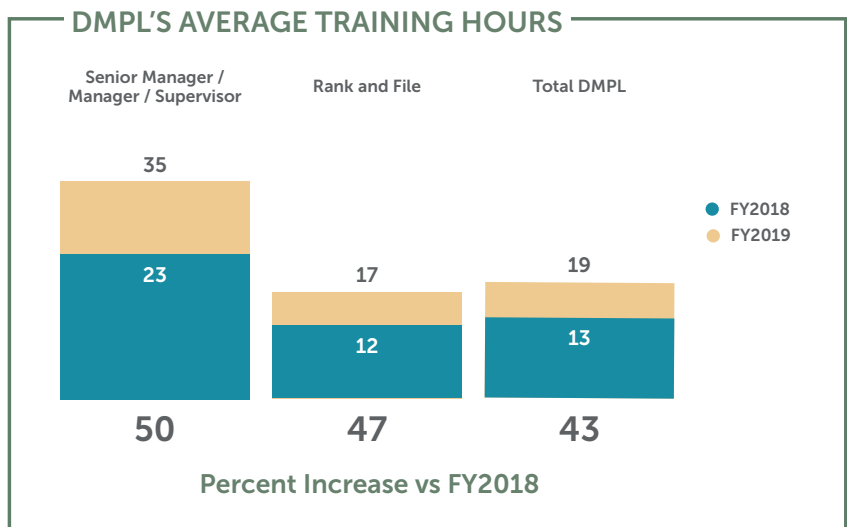
**Ruiz G Salazar, Chief Human Resource Officer**



Corporate Human Resources Team with Chief Human Resource Officer Ruiz G Salazar and Head Gerald P G Bautista

**TALENT MANAGEMENT**

1. The Group’s average training hours in the Philippines increased by 43% versus prior period. This covers leadership and business training, culture-building, technical and regulatory training programmes.
2. DMFI offers an Education Assistance Programme to help employees develop and enhance their careers.
3. Some of the types of training DMFI provides are:
  - a. Internal learning opportunities, wherein managers work closely with employees
  - b. External programmes and professional certifications, supported via seminars, conferences, or other specialised workshops.
  - c. External university courses available through the Del Monte Employee Education Assistance Programme.



4. DMFI offers over 50 training programmes annually for hourly employees to ensure they have the necessary skills and information to ensure high-quality and safe work that meets the Company’s standards.
5. A management succession plan ensures that trained candidates are able to immediately assume responsibilities of key management positions in the event of vacancy.
6. In the Philippines, DMPI’s GR8 (Great) Del Monte Leadership Competency Model serves as our guide in developing and enabling our leaders to coach and collaboratively lead teams towards achieving the Company’s operational and business goals.
7. Each Competency Framework also serves as a foundation for broad-range people programmes on recruitment, learning, career development, succession planning, and performance management.

# Nurturing **Employees**

- 8. Fully supported by a powerhouse OPCOM Corporate Faculty, our in-house Basic Management Programme enables Managers to adapt to dynamic business situations, and manage effects of business volatility and changes to people, process, culture and mindset.
- 9. The Company's Moving Up to Supervision Series complement formal technical trainings, coaching/mentoring and intensive on-the-job experience provided via structured Cannery Operations and Plantation Operations Supervisory Training Programmes.
- 10. Cascaded the new Performance Management Development System (PMDS) to 94% of managers and up with direct reports.



Plantation employees attending the Moving-up to Supervision Series



Participants of the Basic Management Programme



## DEL MONTE

The Leader Builders

Great

by CHOICE

# MUS

MOVING UP TO SUPERVISION

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"Pamumano"

DEL MONTE SENIOR MANAGEMENT DEVELOPMENT PROGRAMME

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## DEL MONTE

# LEADERSHIP

A TARGETED DEVELOPMENT PROGRAMME FOR SUPERVISORY HI-POS IN FORMATION FOR TRANSFORMATION



# Preserving Nature



The success of our business is intertwined with responsible stewardship of nature, the source of our products

## IN THIS SECTION

- 1 | FERTILISER AND PESTICIDE USE
- 2 | WATER MANAGEMENT
- 3 | SOIL MANAGEMENT

- 4 | CLIMATE CHANGE AND ENERGY EFFICIENCY
- 5 | WASTE MANAGEMENT
- 6 | BIODIVERSITY AND THE ENVIRONMENT

# Preserving Nature



Worzella corn field in Plover, Wisconsin, USA



Green bean field

The success of our business is intertwined with responsible stewardship of nature, which is the source of our products. As such, we continuously improve our agricultural practices and oversight of growers, and communicate our Environmental Policy to our stakeholders.

Our Environmental Policy is updated periodically to reflect new advances in best practice and better serve the Group's operating needs.

In the US, Del Monte connects consumers with our growers by developing information pertaining to where their food is picked and packed at the peak of ripeness. The Company provides detailed

information on how vegetables are grown through new sophisticated software and partnership with the Stewardship Index of Specialty Crops (SISC) organisation. As an active participant in SISC, we analyse on-farm metrics with growers, track and monitor agricultural inputs to drive continuous improvement, and gain efficiencies.

Del Monte in the USA partners with a third-party vendor, *CropTrak*<sup>TM</sup>, to use their crop data management system to track traceability and sustainability metrics, and customer audit information. *CropTrak*<sup>TM</sup> allows us to house the data in one central repository to facilitate more dynamic communication with operations and partners. *CropTrak*<sup>TM</sup> also helps us improve our harvest

and pack projections. The system is also a portal that can collect and disseminate contractual and educational information within the value chain such as Good Agricultural Practices of our growers in planting cover crops and working with qualified agronomists.

DMFI's dedicated agricultural Seed Operations Research Team has a plant breeding programme, using the classic method of selecting the best plant qualities to produce a new generation in an outdoor laboratory. The team provides growers with majority of our seeds for certain crops, including Blue Lake, Romano and wax beans, and other crops such as peas, corn and spinach. We are able to generate a higher yield for our corn and green beans.



Our research agronomists and plant breeders develop and improve our varieties so farmers grow more food with less resources while conserving the environment.

Stewart Higgins, Director, Vegetable Operations

In a single year, Del Monte tests over 3,000 genetically distinct, new and upcoming varieties. If a variety performs consistently and fills a niche, this is added to the Del Monte Approved Variety List. This is scaled up to seed production to meet field department demand, and becomes a standard variety used by Del Monte locations to produce quality *Del Monte* vegetables.

As we work to identify key characteristics of our plants, we keep the viewpoints of our customers and growers in mind. Their insights around hardiness and taste provide the direction for the next generation of our seeds and products. Ultimately, we test for taste, harvest cleanliness, yield, disease resistance, nutrient management, and factory performance.

In the Philippines, the foundation of DMPI's sustainable agriculture practices is efficient land use. Ecologically-minded land use management was carried on from our pioneers who started farming in 1926. These pioneers did not clear forests to give way to pineapple fields. Additional land acquired later by our pioneers was already cultivated for other crops.

Across over 90 years of operations, our land use practices have been mainly aimed at improving plantation yield through ecologically friendly land preparation, use of sustainable planting materials, plant disease management and chemical application, and efficient water sourcing and drainage.

Part of our Quality Policy in the Philippines is our commitment to environmental standards and sustainability objectives, statutory and regulatory compliance, and continuous improvement of our



*Pineapple plantation in Bukidnon, Philippines*

quality system by adhering to the highest ethical standards within our operations and in dealing with our business partners.

Maintaining proper soil health and nutrient balance are vital to producing healthy, high-quality fruits and vegetables, and addressing some of the world's environmental challenges, including carbon sequestration. Since efficient management of soil directly impacts our long-term productivity, we are focused on regenerating topsoil and improving diversity, on the ground and even below the ground.

Our plantation in the Philippines is Global Good Agricultural Practices (GLOBALGAP) certified, further affirming a management system focused on Food Safety, Worker's Health and Safety, Environmental Protection and Conservation of Wildlife. Our plantation and pack house for fresh fruits have been certified ISO 9001:2015 for growing, harvesting and packing of fresh fruits by SGS United Kingdom Ltd. Systems and Services Certification body.

A Philippine Good Agricultural Practices (PhilGAP) certificate issued by the Philippine Department of Agriculture also attests that our farms grow, pack and distribute

fresh produce in conformance with international standards on food safety and quality.

On its 5<sup>th</sup> edition, GLOBALGAP honoured Del Monte Pacific's Philippine subsidiary with a Good Agricultural Practices (GAP) Award 2018 for demonstrating high standards and excellent implementation of GLOBALGAP principles. Del Monte's farm is the first pineapple plantation in the world to receive the prestigious international agriculture award since it was launched by GLOBALGAP in 2012. Only 4 companies have been given this GAP Award amongst all companies' certified Global GAP worldwide.



*The first pineapple plantation in the world to be awarded GLOBALGAP*

## Preserving Nature



*Using drones to map the pineapple plantation in Bukidnon*

Leveraging technology is part of our plan to improve our agricultural practices and transform our systems to become world class. Our Drone Programme allows us to monitor the condition of the 26,000-hectare pineapple field in Bukidnon, Philippines. Global Positioning System (GPS) technology is also being used to monitor the plantation and truck deliveries to ensure efficiency, productivity and safety at work.

DMPL safeguards the environment by focusing on these areas:

- (1) Fertiliser and pesticide use;
- (2) Water management;

- (3) Soil management;
- (4) Climate change adaptation and energy efficiency;
- (5) Waste management; and
- (6) Biodiversity and the environment protection.

We help growers apply the principles of Integrated Pest Management (IPM) to minimise the amount of pesticides used to control insects, other pests and crop diseases. Del Monte researchers also investigate crop density as a way to increase yield per hectare while cutting pesticide and fertiliser use.

On water management, we work with our growers to implement the least water-intensive cultivation methods possible and encourage the use of more water-efficient irrigation systems and techniques to use less water. Our agricultural teams work closely with local farmers to adopt agronomic measures that can mitigate adverse consequences of crop agriculture on soil and water conservation.

Maintaining proper soil health and nutrient balance is vital to producing healthy, high-quality fruits and vegetables, and addressing some of the world's environmental challenges, including carbon sequestration. Since efficient management of soil directly impacts our long-term productivity, we are focused on regenerating topsoil and improving diversity, on the ground and even below the ground.

DMFI's approach to climate change is two-fold—we try to mitigate our greenhouse gas (GHG) emissions, and adapt our operations and supply chain to the potential impact of climate change. Del Monte Foods also minimises carbon footprint by locating processing plants close to the fields where crops are grown. Additionally, the Group continually assesses investment opportunities in renewable energy solutions in each of our facilities.

There are not many companies that are carbon negative or even carbon neutral. Less carbon emissions are better for the environment. While most manufacturing companies, including food companies, are carbon positive, meaning they emit more carbon dioxide into the atmosphere than they sequester or absorb, the carbon footprint of Del Monte Philippines, Inc (DMPI) is negative. DMPI is a leading manufacturer of food and beverages which is uniquely positioned amongst food companies to help mitigate climate change.

DMPI is the largest producer of pineapples in the country and its vast 26,000-hectare pineapple plantation and forest areas reduce the amount of carbon dioxide, offsetting any emissions in the atmosphere. DMPI plants various timber trees in plantation camps, company grounds and facilities. Bamboos are planted along field boundaries and non-arable land.



*Pineapple plantation in Bukidnon, Philippines*

“The best innovations in agriculture today are those that ensure sustainability of tomorrow.”

**Dr Reynato Umali,**  
Senior Manager, Plantation Agri  
Research



We also aim to reduce the overall consumption and usage of raw materials in all facets of our operation, including toll manufacturers. In line with this, we encourage the reuse of materials in all areas of operation. We promote the concept of recycling, the benefits of utilising recycled materials, and environmentally safe and responsible material disposal.

We continue to undertake many initiatives during the year to reduce process residues, strengthen energy conservation in all worksites and explore more efficient energy sources.

**FERTILISER AND PESTICIDE USE**

1. Del Monte field staff and growers closely monitor crop conditions through field scouting, pheromone traps and cultural tools to help avoid situations that could contribute to pest outbreaks.
2. By limiting pesticide use, we reduce the probability of contaminated runoff from fields, protect the health of farm workers, prevent the destruction of beneficial insects and other

field organisms, and ultimately decrease the chance that any pesticide residue remains on the crop when it is harvested and processed.

3. Del Monte in the USA participated in a number of IPM-related partnerships and initiatives to share knowledge and best practice.
4. Del Monte researchers investigate crop density as a way to increase yield per hectare while cutting pesticide and fertiliser use. We continue to explore the possibility of rolling out high-density techniques to other crops.
5. DMFI provides our growers with plants that are naturally resistant to plant diseases and insects, thus reducing fertiliser and chemical use in farms.
6. Our field staff educate and solicit feedback from our farmers on how to best grow these plants and implement pest control and crop disease mitigation strategies.

7. Due to these improvements over the last 50 years, we have reduced our spraying from an average of 7 applications, with a total of 2 kilograms of active pesticidal ingredient, to 1.5 applications and 90 grams of active ingredient.
8. In addition, we reduced our application energy usage by over 85%.
9. We actively complete laboratory tests for pesticide residues for over 2,000 products each year. If we find any pesticide, we remove it from our products and the fields where our growers cultivated them.
10. This feedback loop means we closely examine the impact that new pesticides might have on our products, and that we develop higher standards of growing. We continue to explore the possibility of rolling out high-density techniques to other crops.



*Boom sprayer in Bukidnon, Philippines*



*Tomato harvest in California, USA*

# Preserving Nature

## WATER MANAGEMENT



*Irrigation on bean field, Texas, USA*

1. In the United States, our growers use various irrigation systems to supplement natural rainfall and ensure a steady and reliable water supply for their crops.
2. Del Monte evaluates and prioritises water risk based on local availability and quality in areas where our plants operate as well as at the farm level where we contract with growers.
3. We show our concern for water scarcity through stronger regulations and more calls for water use monitoring and management.
4. 98% of Del Monte tomato growers utilise drip irrigation, a less water-intensive cultivation method, for targeted application of water and fertiliser.
5. Presently, 78% of our facilities have high or extremely high-water stress, which is why we capture and reuse water at our facilities.
6. We recycle the cooling water from our cans and use it to run our cooling towers to reduce fresh water and energy usage.
7. In order to reduce fresh water usage and avoid water treatment costs, DMPI uses the condensate (water from steam and pineapple juice) of our evaporators and permeate (water from mill juice) from our Reverse Osmosis (RO) system for Ultrafiltration System CIP and Ion Exchange Plants regeneration.
8. Our bottling plant operations measure the Water Use Ratio (WUR), i.e. total cubic meter of water used per MT of finished product, or the volume of groundwater used per volume of beverage product. Our WUR in the bottling plant for FY2019 is 10.6, 6% below prior period and the 11.0 maximum target.

9. Some of the initiatives of the bottling plant to improve water management are:
  - Installation of new RO machine system
  - Backwashing activity was reduced from 8 times/ month to twice/month
  - Optimisation of rinsing time during Clean-in-place (CIP)
  - Installation of soft water line control timer for shutdown operation
  - Attend training for awareness on water treatment from third party suppliers
10. Our toll manufacturers have water conservation programmes to eliminate waste and reduce water usage. Wastewater discharges of all toll manufacturing lines are within regulatory standards. WUR in beverage and culinary toll manufacturers are monitored and reduced each year.

## SOIL MANAGEMENT

1. To facilitate soil management, DMFI asks growers to:
  - a. Conduct consistent soil sampling to manage soil fertility and health
  - b. Apply our model pesticide control programme
  - c. Use pest-resistant varieties where available
  - d. Rotate crops to minimise the effect of soil insects and diseases



*Tomato transplanting in California, USA*



Harvesting pineapples in Bukidnon, Philippines



Solar panels in Hanford facility in California, USA

2. Del Monte in the US encourages our farmers to work with qualified plant and soil scientists, or agronomists, to develop innovative farm practices and technologies.
3. These technologies are harnessed and implemented to boost crop yields, control pests and weeds, and protect the environment. Understanding the agronomics of a new variety in a growing area is important for adaptation to the environment.
4. In the Philippines, landholdings are leased by the Company from landowners by virtue of their respective ownership or stewardship documents as attested by government agencies.
5. For better soil and drainage management, the Crop Growing Units implement deepening of ditches and install auxiliary canals and silting basins specially designed for each field.
6. Trees and shrubs are planted along river easement near pineapple fields to prevent soil erosion.

7. To reduce soil erosion, DMPI implements a block layout system depending on topography and utilises drone image for topography maps and hydrology analysis for a more accurate design. The Company also installs catchment basins in strategic locations around the field.
8. DMPI uses precision instruments for better land preparation to avoid soil compaction, crusting and damage to soil structure.
9. The Company makes use of a soil and water assessment tool programme to monitor the health status of our soil and water resources.
10. We also reinforce technical competency through continuous training and education on soil management to reduce soil erosion in our plantation.

**CLIMATE CHANGE ADAPTATION AND ENERGY EFFICIENCY**

1. As early as 2009, Del Monte in the USA installed 6,400 solar panels covering over 37 square kilometres and producing 1.2 MW or more than 8% of total

electricity requirements during non-pack season at our primary tomato production facility in Hanford, California.

2. The solar panel installation at our Hanford facility has enabled us to become a member of the Environmental Protection Agency (EPA) Green Power Programme.
3. Del Monte’s Modesto plant installed a combined heat and power system, selective catalytic reduction unit, condensing economiser and backpressure turbine generator in its boiler system which cut natural gas use by 20%.
4. At least 50% of our facilities utilise our company-wide programme to install condensing economisers and improve heat recovery and steam system efficiency. We continue to expand this programme across other facilities.
5. In the USA, our crops are locally sourced and travel less than an average of 160 kilometres from the field to the manufacturing gate and an average of 560 kilometres from distribution centre to retailer.

**The use of novel technologies, such as GPS devices and unmanned aerial drones, has resulted in improved field layouts that have greatly contributed to our soil conservation efforts.**

**Benjamin Z Mabanta, Senior Manager, Plantation Spray Operations**

# Preserving Nature

- 6. Six facilities installed condensing boiler stack economisers to use hot exhaust gases from boilers to preheat water in a heat-exchanger system which improves the operating efficiency of the boilers by up to 12%, reducing the amount of natural gas needed to run the boilers by the same percentage.
- 7. Since 2015, we have eliminated 3.7 million kilometres (the equivalent of approximately 1,476,310 litres of diesel fuel) from our distribution network through a variety of initiatives.
- 8. DMFI is a participant in the US EPA's SmartWay public-private programme that measures and benchmarks freight transportation efficiency in an effort to improve supply chain sustainability.
- 9. Our carbon footprint in the Philippines has a net sequestration of 570,273 MT CO<sub>2</sub> making the DMPI carbon negative.
- 10. In the Philippines, Del Monte's waste-to-energy converts the cannery's wastewater into

renewable energy. The facility generates 2.8 MW of electricity and cleanses water discharged at coastal waters of Macajalar Bay which has Biochemical Oxygen Demand (BOD) levels below government mandated levels of 100mg/litre.

- 11. The waste-to-energy facility supports our Company's long-range plan for increased production which ensures 100% wastewater treatment, and serves as a shield against unstable power supply and power cost increases. Moreover,
  - a. This plant complements the job done by an equally eco-effective but power-intensive aerobic treatment plant.

- b. This highlights our commitment to environmental stewardship through reduction of our GHG in compliance with the Clean Air Act of the government.
- c. The facility reduces the yearly energy cost of the company by approximately 30 million pesos given that it is 20% cheaper than the grid, which relies mostly on coal-fired plants.
- d. The waste-to-energy produces 35% of the cannery's electricity requirement.
- e. By using the waste-to-energy facility in the Philippines, we have reduced 23% of the cannery's power cost per kwh.



Cannery Team with Mindanao Operations Head Frank T Molas and Cannery Head Alan Z Salcedo



Waste-to-energy facility in Cagayan de Oro, Philippines



Benefits derived from Bugo cannery's waste-to-energy system

Our team has been actively seeking out opportunities to reduce our footprint. All our non-recyclable waste is sent to a cogeneration facility, enabling our production facility to be landfill-free for several years now.

Vasco Raposo, Senior Area Manager, Human Resources

**WASTE MANAGEMENT**

1. In the United States, we benchmark our waste management practices and compare landfilling to recycling rates to ensure that we manage our waste streams in the most efficient manner possible.
2. Our Company in the USA instituted a “Ner0 (Near Zero) Landfill” policy where we aim to divert up to 98% of waste from reaching the landfill based on the Environmental Protection Agency’s Waste Reduction Hierarchy.
3. Our Walnut Creek Research Centre (WCRC) in California received a “RecycleSmart” Award from the Contra Costa Solid Waste Authority for our food waste recovery efforts.



Clean-up drive in the plantation



4. The WCRC diverts the food and packaging materials of unused food through the manual opening of pallets of non-donatable packaged food, recycles the container and sends the food to compost for energy as part of a Food Recycling Project.
5. Our WCRC is also certified as a Bay Area Green Business due to its efforts to conserve water, energy and waste, implement eco-friendly materials and engage employees in conservation behaviour best practices. Our HQ is LEED certified.

≈ 300.7 K of organic materials for animal feed were supplied to local farmers

≈ 38.6 K of organic materials for land application purposes were supplied to local farmers

> 3% of the total waste generated at production facilities, distribution centres and research locations went to landfill

NOTE: All programmes are US-based as of FY2018 data

# Preserving Nature

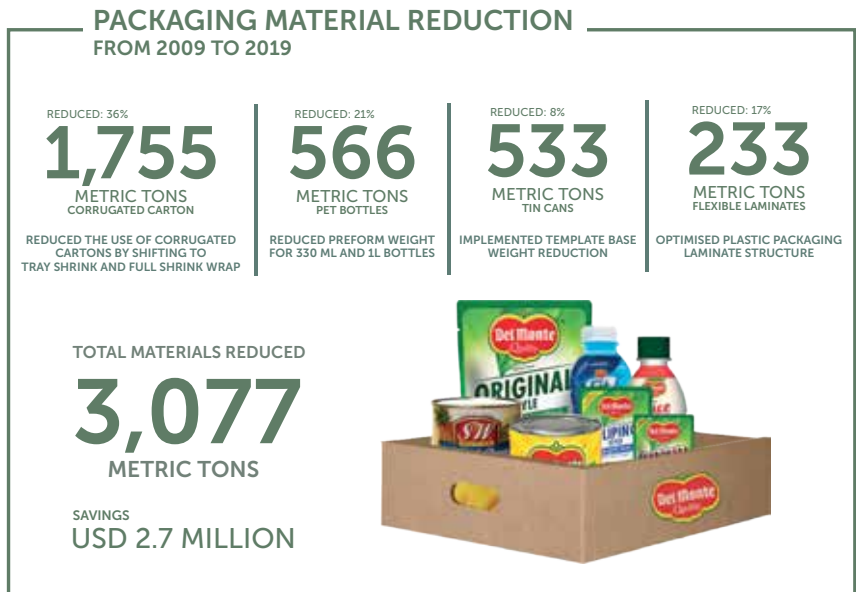


6. For over five years, we have been actively involved in the Food Waste Reduction Alliance which is a collaborative effort between the Grocery Manufacturers Association, Food Marketing Institute and National Restaurant Association.

7. We treat wastewater discharged from our agro-industrial facilities through effluent treatment plants.

8. Our high-filtration extraction system processes excess juice into pineapple concentrate and syrup, significantly reducing volume of wastewater.

9. In the Philippines, we do soil ripping in lieu of plowing to retain more organic matter on the top layer of the soil profile and incorporate pineapple plant residues in the field to maintain soil organic matter at desirable levels.



10. In the last 10 years, Del Monte in the Philippines has reduced 3,077 metric tons of packaging materials.

11. Plantation-based families share in our total conservation effort as they segregate domestic solid waste right in their own homes. Recyclable materials collected from households are sold to fund community projects.

12. The DMPL office in Manila is certified LEED Silver, meaning

the building ensures occupants are provided with a healthy workplace and is environment-friendly. The office encourages employees to segregate their solid waste, conserve water and electricity, and use public transport.

13. Our bottling plant in the Philippines implements a solid waste segregation programme in order to capture recyclable wastes and sell them as scrap materials.



Plantation Team with Mindanao Operations Head Frank T Molas and Plantation Head Alejandro G Chavarria

- 14. Our bottling plant has improved its solid waste recycling by 7% compared to prior period.
- 15. All toll manufacturers in the Philippines practice waste segregation, and waste management is part of our toll manufacturers' new employees' training. DMPI ensures that all toll manufacturers comply with water and smoke discharge regulations.

**BIODIVERSITY AND THE ENVIRONMENT**

- 1. Del Monte Foods and its leading shippers have successfully completed 2016 emissions reporting with the US Environmental Protection Agency SmartWay Transport Partnership.
- 2. Del Monte imports and exports about 10% of product from Asia. All of Del Monte's contracted ocean container carriers are members of the Business for Social Responsibility's Clean Cargo Working Group.
- 3. In the Philippines, our tree planting programme in Mindanao, Philippines, started using mostly endemic tree species seedlings sourced from nurseries sustained by local indigenous people.
- 4. Around 30,000 trees were planted in different areas of the plantation in Bukidnon as part of the Foundation's environmental conservation effort.
- 5. Part of the CSR initiatives of our toll manufacturers are the Waterbody Programme and Quarterly Orchestrated Clean-up by the Department of Environment and Natural Resources-Environmental Management Bureau.



*Spilornis holospilus (Serpent Eagle) species endemic to the Philippines found in the plantation (Photo – Benjamin Mabanta)*

- 6. The Bottling Plant is an active member of Cabuyao River Protection Advocates. Clean-up Day and Adopt-A-Creek Projects were conducted in Cabuyao, Philippines.
- 7. Del Monte employees conducted two environmental education campaigns focusing on water conservation, waste segregation and biodiversity amongst the residents of Cabuyao City.



*Bees in a peach farm in California, USA*



*River Clean-up in Cabuyao, Philippines*

# Strengthening Governance



Del Monte Pacific is committed to the highest standards of corporate governance and supports the principles of transparency, integrity and accountability

## IN THIS SECTION

- 1 | ETHICS AND INTEGRITY
- 2 | DATA PROTECTION, PRIVACY AND CYBERSECURITY



# Strengthening **Governance**

Del Monte Pacific Limited (DMPL) has a strong and robust corporate governance structure, which ensures that Management is accountable to the shareholders and stakeholders, and operates in an ethical and responsible manner. Our Board of Directors directs the long-term strategy of the Group, continually evaluates the performance of Management, reviews material issues, and provides guidance on matters relating to governance.

We were honoured to receive the Best Managed Board (Gold) Award from the Singapore Corporate Awards twice.

When it comes to ethics and integrity, DMPL supports the principles advocated by the Singapore Exchange Securities Trading Limited (SGX), the Philippine Stock Exchange, Inc (PSE), and the Securities and Exchange Commission of the Philippines (SEC).

The Board of Directors and Management have aligned the Group’s governance framework with the recommendations of the revised Code of Corporate Governance issued by the Monetary Authority of Singapore, the Singapore Governance and Transparency Index, the ASEAN Corporate Governance Scorecard and the SEC’s Philippine Code of Corporate Governance for Publicly Listed Companies.

Furthermore, Del Monte Philippines, Inc’s (DMPI) Interested Person Transactions (IPT) policy and manual prescribe the review and monitoring procedures, and approval requirements for any transaction of the company and its subsidiaries with any interested person such as a director, the Chief Executive Officer, any controlling shareholder or associates of these persons.



*Del Monte Pacific Board of Directors (L-R): Emil Q Javier, Yvonne Goh, Rolando C Gapud, Godfrey E Scotchbrook, Joselito D Campos, Jr, Edgardo M Cruz, Jr, Benedict Kwek Gim Song*



*Executive Chairman Rolando C Gapud receiving the Best Managed Board Award from then Singapore President Dr Tony Tan*



*Preferred share listing in the PSE led by Director Edgardo M Cruz Jr and COO Luis F Alejandro*

# Strengthening **Governance**

Moreover, the Group implements a Securities Dealings Policy, prohibiting certain designated persons within DMPI to deal in the Company's securities while in possession of unpublished material or price-sensitive information, or to provide such information to others.

The Group also implements a Whistleblower Policy that aims to deter and uncover any corrupt, illegal, unethical, fraudulent act or other conduct detrimental to its interests that may be committed by officers and employees as well as third parties or any other persons such as suppliers and contractors.

Supplementing the Code of Business Ethics are the Employee Code of Conduct and Supplier Code of Conduct, which help employees and suppliers navigate several decisions and transactions they make.

Additionally, Del Monte Foods Inc (DMFI) aligns with the prescribed Anti-Corruption programme of the US Department of Justice.

We also strengthen governance through data protection, privacy and cybersecurity. The Group has adopted a Data Privacy Manual and organisational, physical and technological measures to ensure

the protection of personal data. Additionally, the Group conducts continuous training to build its employees' competency in the area of personal data privacy.

The Group is likewise committed to protecting its confidential business data and privacy of individuals. The same applies to cybersecurity laws and regulations, which have also become increasingly more complex.

### ETHICS AND INTEGRITY

1. A separate team evaluates and manages Risks, and both Compliance and Risk Issues are reported to the Board of Directors.

## OUR ACCOMPLISHMENTS

### 13

AWARDS  
SINGAPORE CORPORATE AWARDS

- BEST MANAGED BOARD **GOLD** 2010/2015
- GOLD** 2010 BEST CHIEF FINANCIAL OFFICER
- BEST INVESTOR RELATIONS **GOLD** 2011/2017  
**BRONZE** 2014
- SILVER** 2013/2018  
**BRONZE** 2010 2012/2014 2016/2017 BEST ANNUAL REPORT

### 13

RANKED  
SINGAPORE GOVERNANCE AND TRANSPARENCY INDEX

TOP 2% AMONGST 606 SINGAPORE-LISTED COMPANIES EVALUATED IN SINGAPORE AUGUST 2018

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### 23

RANKED  
ASEAN CORPORATE GOVERNANCE SCORECARD

AMONGST TOP 100 SINGAPORE-LISTED COMPANIES APRIL 2018

### 5

AWARDS  
SECURITIES INVESTORS ASSOCIATION SINGAPORE


- AWARDED 2018 SHAREHOLDER COMMUNICATIONS EXCELLENCE
- TRANSPARENT COMPANY AWARD AWARDED 2001, 2013 2017
- AWARDED 2014 CORPORATE GOVERNANCE AWARD

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### BEST IR WEBSITE

INVESTOR RELATIONS PROFESSIONALS ASSOCIATION SINGAPORE  
AMONGST 700 SINGAPORE-LISTED COMPANIES EVALUATED OCTOBER 2017



 Investors who value Environmental, Social and Governance (ESG) principles invest in companies with sustainable practices, performance and profits.

Jenny Luy, Senior Manager, Investor Relations



2. Del Monte in the US has a whistleblower hotline, Lighthouse, which may be used in all US locations and foreign subsidiaries. Lighthouse offers web access, international numbers for our foreign locations and multilingual agents and is available 24/7.
3. DMFI periodically performs a third-party risk assessment, and evaluates controls and procedures for the Company's highest risk third parties. Criteria used for evaluating risk are:
  - a. The country where third parties are based and the associated Corruption Perception Index of that country;
  - b. Whether transactions are material or not, and;
  - c. The nature of the business partner relationship.



4. Del Monte in the US has an Employee Code of Conduct and Supplier Code of Conduct.
5. Del Monte in the Philippines has a Code of Business Ethics,

which directors, management and all employees abide by. All employees are required to provide information on related party and conflict of interest, which is updated annually.

# Strengthening **Governance**

6. Internal audits are periodically performed to assess corporate, facility and subsidiary processes and controls to ensure compliance with the foregoing policies and to mitigate risk of breaches, fraud, financial and reputational damage.

## DATA PROTECTION AND CYBERSECURITY

1. A significant control initiative is the Cybersecurity Remediation project which will significantly improve the cybersecurity posture of the Company to better manage emerging cybersecurity threats.

To sustain the programme, the Company has rolled out the cybersecurity awareness and training initiative which was attended mostly by employees from the Philippines. The inputs and feedback gathered from the awareness and training sessions will be used to improve the existing Information Security Policy which will be issued to the entire organisation as soon as the balance work on the awareness and training programme is completed within FY2020.

2. The Group has implemented an Enterprise Resource Planning system, Systems, Applications and Products (SAP) in the US and outsourced its finance and accounting functions to a reputable global service provider in the Philippines.

3. Refocusing IT support to effectively manage project implementation which includes prioritising SAP enhancements, aligning key business processes with functional groups, and putting in place a transition plan.

4. The Group develops and implements measures to counter and eliminate cyberattacks from outside sources.

5. Recognising that IT assets are valuable and vital to support tactical business functions, the Group is currently in the process of revising its existing Information Security Policy to ensure that effective protection of information is communicated in a clear and consistent manner.

6. 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.

## Privacy

1. We have engaged a third party to audit our systems and mitigate risks relating to data privacy and cyberattacks.

2. An awareness initiative on Data Privacy was also started in the Company, whose head was assigned the official Data Privacy Officer to the Legal Department.

3. A recent survey assessed the level of awareness of employees concerning data privacy regulations. Of all the respondents handling private data, 51% are familiar with the general idea of the regulations.

For more information regarding our governance, please refer to page 70-92 of our FY2019 Annual Report. You can also visit our website at [www.delmontepacific.com/corporate-governance](http://www.delmontepacific.com/corporate-governance).





*Legal Team with Chief Legal Counsel Antonio E S Ungson and Ramon M Velez of Stakeholder Relations*



*Internal Audit Team with Head Gil R S Veloso*



*Information Technology Team with Head Cesar R Canlas*

# Developing Communities



## IN THIS SECTION

- 1 | COMMUNITY INVESTMENT
- 2 | COMMUNITY HEALTH AND WELLNESS

- 3 | LIVELIHOOD PROGRAMMES
- 4 | EDUCATION, SCHOLARSHIPS AND YOUTH DEVELOPMENT

# Developing **Communities**



*Del Monte Foundation Board led by Chairman Joselito D Campos, Jr, Director Edgardo M Cruz, Jr and Director Luis F Alejandro*

The Group continues to develop and uplift the quality of life of communities where we operate. We believe our quality products can change lives and make an impact on our communities. With regard to community investment, DMFI's Corporate Giving Programme reflects our values which we share with the communities. Through this approach, Del Monte identifies and supports local and national organisations that make a difference.

Del Monte Foundation, Inc, a non-stock and non-profit organisation in the Philippines, spearheads our efforts as we expand our reach in the local community. The Foundation employs a framework that identifies and selects community projects, in coordination with Del Monte Philippines, Inc plantation and cannery teams. Its mission is to promote social progress to our host communities through rural education, youth development, skills training, environmental conservation, and delivery of basic community services.



*DMFI CEO Gregory Longstreet and Del Monte volunteers pack food products for local residents in Walnut Creek, California*

When it comes to our livelihood programmes, community-based skills trainings are conducted to provide greater and easier access to technical education for the out-of-school youth and unemployed heads of families. The skills learned are used by the beneficiaries for employment or self-employment to augment their family's income.

Our Community Education Centre has official accreditation from the Philippine Technical Education and Skills Development Authority (TESDA) highlighting public-private sector cooperation for community education.

# Developing **Communities**

Furthermore, Del Monte is committed to education and youth development. Through the Del Monte Foundation, gifted children earn quality education from primary levels up to post-graduate studies through our academic, grants-in-aid, and sports scholarships.

Aside from these, the Foundation works closely with the community to harness the potential of the youth to lead and transform their communities into self-sufficient units for nation-building.

### COMMUNITY INVESTMENT

- As part of our "Farm2Family" Corporate Giving Programme, we contribute to organisations that focus on farm advocacy, community nourishment, environmental stewardship, disaster relief, education, youth activities, family care, and healthy living through financial gifts and food donation to our communities.
- Beyond hunger relief, our programmes also reduce waste such as our Brite Recovery Programme in partnership with Feeding America.
- Through a partnership led by the Wisconsin Institute for Sustainable Agriculture called "Field to Foodbank", excess food is donated to those in need through a collaboration between growers, manufacturers, and truckers.
- To manage the challenge of supporting local food bank inventory needs, unused fresh food is canned to help extend the shelf life of the product and lock in the nutritional benefits.




<p><b>FARM</b></p> <ul style="list-style-type: none"> <li><b>GOING GREEN</b> to support environmental stewardship</li> <li><b>FARM ADVOCACY</b> to support on-farm conservation and education programmes</li> <li><b>DISASTER RELIEF</b> to activate quickly to lend food and support during a crisis</li> <li><b>HUNGER RELIEF</b> to support local residents and food pantries in need of healthy meal options</li> </ul>	<p><b>FAMILY</b></p> <ul style="list-style-type: none"> <li><b>HEALTHY LIVES</b> to support exercise and medical research activities</li> <li><b>FAMILY CARE</b> to support families and family networks</li> <li><b>SCHOOL SUCCESS</b> to support education, after-school programmes, and scholarships</li> <li><b>YOUTH ACTIVITIES</b> to support local teams, art and music workshops, and team building</li> </ul>
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Food products donated to Feeding America



- 5. Del Monte is proud to have been part of Field to Foodbank, in partnership with our growers, since its establishment in 2008.
- 6. When disaster strikes, we ship our nutritious food to communities in need. We work with the American Red Cross and Feeding America to respond in real-time with pre-approved in-kind food donations for large-scale disasters, especially those affecting farms.



*Del Monte Foundation mobile clinic serves far flung communities*

**COMMUNITY HEALTH AND WELLNESS**

- 1. Del Monte Foundation participates in the Zero Extreme Poverty 2030 Movement (ZEP2030) as local convener. ZEP2030 is an initiative of civil society organisations (CSO) that aim to uplift one million Filipino families from extreme poverty by 2030.
- 2. As a local convener, the Foundation is the lead organisation on the ground in-charge of facilitating the convergence of different stakeholders in the area as well as member organisations of the Movement.
- 3. The Foundation partnered with Coca-Cola Foundation Philippines, Inc to install water systems in pilot localities in Bukidnon, Philippines as part of the ZEP2030.
- 4. The Foundation conducts community education sessions pertaining to family values, health and nutrition, prevention and treatment of common illnesses, family planning, financial management, and such other concerns relevant to the community.

- 5. Community health workers undergo continuous training supported by the Foundation to ensure that they are able to render better services to their patients.

🌱🌱 Nourishing families, enriching lives, feeding a hundred million people, in the next one hundred years! That, ultimately, is the essence of sustainability!

**Amante A Aguilar,  
Head of Supply Chain**



*Family planning seminar for mothers in plantation communities*



*Water system installed in a locality*

# Developing **Communities**

## LIVELIHOOD PROGRAMMES



*Housewives making fruit preserves in plantation localities*

1. Free technical skills training courses are conducted in towns and cities in the Philippines. Training graduates take national certification exams given by TESDA and are assisted by the government's employment office for job placement. Others opt to be self-employed and are given start-up assistance by the Department of Social Welfare and Development or Local Government Units (LGUs).
2. The Del Monte Foundation Centre in Camp Phillips, Bukidnon, Philippines continues to offer technical, vocational training on shielded metal arc welding, bread and pastry production and basic driving.
3. Del Monte Foundation conducts its Home Care Education, a 5-month programme that teaches women proper nutrition, preventive health, family planning, herbal remedies, emergency care, and livelihood skills, amongst others.
4. The Foundation initiates and supports new trainings through partnerships with government



*Housekeeping seminars conducted by the Foundation*

5. The Foundation, in cooperation with the Plantation Supervisors' Coop and the Department of Trade and Industry (DTI), introduced fruit preserve making. This provides livelihood opportunities for housewives in the neighbouring areas.
6. The Foundation likewise partners with a local organisation for the training of poor local farmers in organic farming sponsored by TESDA.
7. The Department of Labour and Employment (DOLE) in Region-X partners with the Foundation and TESDA to coordinate and facilitate employment programme activities such as job fair, career coaching, and other related activities involving the graduates of trainings conducted by DMPI. With this partnership, training graduates have more access to employment.
8. Del Monte's bottling plant in Cabuyao, Laguna assists local residents to enhance their technical skills through a collaborative programme with TESDA.

agencies and various private organisations.

**EDUCATION, SCHOLARSHIPS AND YOUTH DEVELOPMENT**



*Foundation scholars with DMPL Chief Executive Officer Joselito D Campos Jr and Olivia M Campos*

1. Public schools in local towns in the Philippines benefitted from the assistance extended by the Foundation during the annual school brigade.
2. The Foundation partners with the Labour Management Councils of East and Sumilao Crop Production Units for the organisation of inter-community sports tournaments. It likewise donates sports and playground equipment sets to different localities.
3. Wooden pallets from DMPI's cannery were donated to several localities where they were converted to school chairs. The Foundation promotes child development through the material assistance it extends to institutions that cater to the needs of young children. It donates various materials designed to help develop the motor, visual-learning and creative skills of pre-school children in 17 public elementary schools and 6 day-care centres.




*The cannery's wooden pallets converted into school chairs*



*Employees help out in the annual school brigade*

# Developing **Communities**

## OUR IP SCHOLARS



**KRISTINE O. SULOGAN**  
Bukidnon Tribe  
Full Del Monte Scholar  
(2014-2018)

Graduating from Bukidnon State University with a degree in Bachelor of Science in Community Development, Kristine feels blessed to have been chosen as one of the Foundation's scholars. Currently, she is a contract worker at the Department of Labour and Employment (DOLE) in Bukidnon. After her stint in DOLE, she hopes to hold a permanent position in other agencies. She plans to take the civil service exam.

Kristine hopes the Foundation programs can continue to make dreams a reality for other scholars like her. She believes community involvement is beneficial to her fellow IPs, and strives to be of service to them.

**RELMON LAGUNDAY MELENDEZ**  
Bukidnon-Tagaloanan Tribe  
Full Del Monte Scholar  
(2014-2018)

Having graduated with a Bachelor of Elementary Education (BEED) degree at Bukidnon State University, becoming a teacher was a dream come true for Relmon. He has been hired by the Department of Education as a teacher. Furthermore, he plans to earn a master's degree and doctorate degree. He is also planning to organise a livelihood programme for students of the Bukidnon Tagaloanan Tribe to help their finances while going to school.

To him, being a Del Monte Scholar is both an honour and a responsibility. He considers himself a testimony of the Foundation's generosity and its commitment to helping improve the lives of young people.

**HEAVENLY KRIS AMOR "HEAVEN" G. DUMAYAO**  
Higaonon Tribe  
Full Del Monte Scholar  
(2014-2018)

The Foundation supported Heaven throughout her four-year Bachelor of Physical Education at Bukidnon State University and funded her review for the licensure exam. She currently volunteers as a teacher for Alternative Learning System (ALS) in Manolo Fortich.

According to Heaven, her scholarship also pushed her to become a better student as she strived hard to maintain the grade requirement.

Heaven plans to pursue further studies for an administrative position. With her allowances, she was able to put up her small online retail store.

From left to right: Kristine, Relmon, and Heaven

\* Indigenous People

4. Community youth leaders join Leadership Trainings, after which, they harness resources of their youth organisations to attain the development goals of their communities.
5. Foundation scholars and community youth leaders participate in various trainings on leadership and values enrichment.
6. The Foundation has a campaign called "Help Send a Child to School" to provide an avenue for Del Monte employees to express the core value of 'Commitment to Society and Environment' via sponsorship of a high school scholar. It also aims to increase access to education of financially challenged but deserving students in the rural areas.



Elementary children receive educational materials from the Foundation



School classrooms donated by the Foundation



*Del Monte Foundation Team with Executive Director Bella G Quimpo*



*Del Monte volunteers packing products for donation*

# Sustaining Growth



We are a global branded food and beverage company that caters to today's consumer needs for premium quality, healthy products

## IN THIS SECTION

- 1 | OUR PERFORMANCE
- 2 | RESPONSIBLE SOURCING PRACTICES

# Sustaining **Growth**

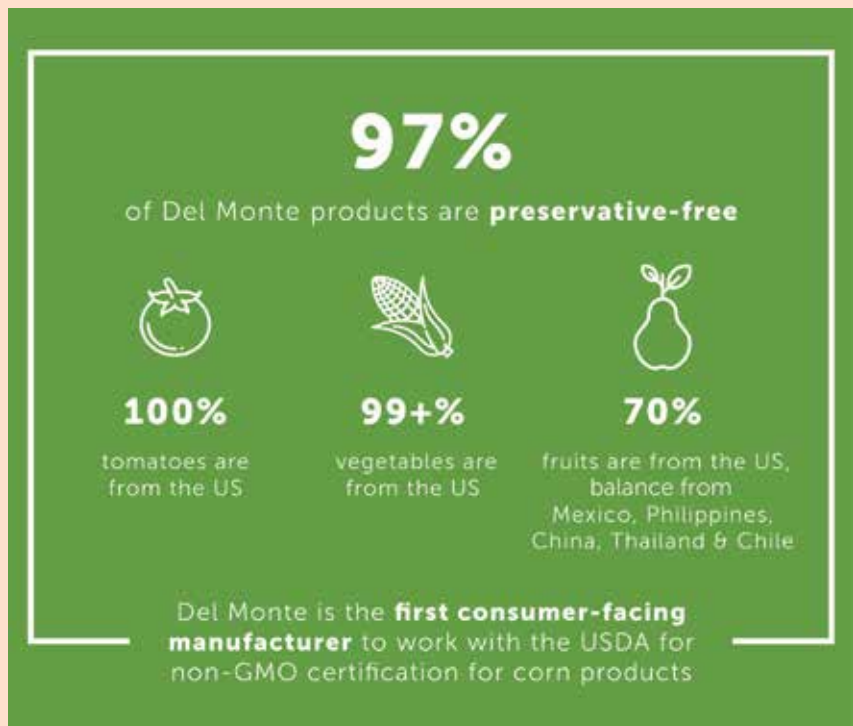


The economic impact of Del Monte Pacific Group goes beyond our over 6,000 regular employees. In addition, we have engaged about 20 service providers in all areas of our operations.

In the United States, Del Monte Foods is one of the largest producers, distributors and marketers of premium quality, branded food products for the US retail market. DMFI contracts with over 1,000 farmers across North America which supply about 1,000,000 tons of produce. 100% of the tomatoes, 99+% of the vegetables and about 70% of the fruits we produce are grown in the US.

Our relationships with farmers extend more than three generations. The fruits and vegetables are contractually grown on farms. Some Del Monte fruit growers include farm families that have produced for Del Monte for over 70 years. Our growth has a broader implication for farms across the United States.

Our pineapple plantation in the Philippines encompasses 10 municipalities in Bukidnon and



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

\*Does not include apple tons

## Sustaining Growth

seven towns in Misamis Oriental, Mindanao. We engage with over 50 supplier partners which provide various goods and services to the Company. An estimated 15,000 families or approximately 75,000 individuals directly or indirectly depend on the Company in southern Philippines.

Overall, our presence has immensely contributed to the region's economic growth, creating a multiplier effect on the local economy by fueling local business, supporting the Group's operations as well as serving day-to-day needs of our employees and their families.







DMFI maintained its leading market share position for the full year in canned vegetable and fruit. Business fundamentals remain on solid ground with strong shelving, new innovation and sustained marketing investments.

Specific to distributor operations, FY2019 was a year of transformation as the Group worked to upgrade operations and processes. As some of its legacy distributors have lagged in terms of modernisation required, the Group felt it necessary to transition out of these distributors and replace them with those that could support the level of expansion that the Group expects, particularly in a fast-changing, highly competitive environment. While the transition impacted Philippine market sales in FY2019, the Group believes it will help set up a stronger base for future growth. Improvements are expected to be seen beginning in the first quarter of FY2020.

DMPL continues to lead in market share position in most categories it competes in despite operational issues.

The Group acknowledges the importance of building a strong

### 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 <sup>1</sup>	70.3%	#1	 
Canned and Carton RTD Juices	83.1%	#1	
Tomato Sauce	82.9%	#1	
Spaghetti Sauce <sup>2</sup>	39.3%	#1	  

<sup>1</sup> *Combined share for Del Monte and Today's brands*

<sup>2</sup> *Combined share for Del Monte, Today's and Contadina brands*

*Source: Nielsen Retail Index, 12M to April 2019*

partnership and healthy relationship with its suppliers. Accordingly, the Group conducts business with all customers on the basis of integrity, mutual interest and fairness. The Group prohibits the practice of forced and child labour.

In the United States, DMFI has a Supplier Code of Conduct that applies to any entity providing goods or services, including suppliers and subcontractors. The objective is for suppliers to practice and uphold ethical

business standards. Del Monte's Supplier Diversity Programme enables small and diverse businesses to be considered fairly as subcontractors and suppliers.

In selecting suppliers, Del Monte in the Philippines uses its Supplier Quality Management Programme (SQMP) which assesses the quality and delivery performance, feedback, recognition and continuous improvement programme for all direct materials suppliers and toll manufacturers.



**OUR PERFORMANCE**

**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%



*Contadina, one of our heritage brands, celebrated 100 years in 2018*

1. DMPL generated sales of US\$2.0 billion in FY2019, lower by 11% versus the prior year as higher sales in S&W in Asia and the Middle East were offset by lower sales in the United States, Philippines and Europe.

2. The Group reported a net income of US\$20.3 million for the full year, favourable compared to the prior year's net loss of US\$36.5 million. Of the US\$20.3 million of Group income, DMFI reported a loss of US\$51.5 million while DMPL ex-DMFI reported a net income of US\$41.9 million.

3. DMPL's US subsidiary, Del Monte Foods, Inc (DMFI), generated sales of US\$1.4 billion or 73% of Group sales, lower by 14% versus prior year due to the divestiture of the Sager Creek vegetable business in September 2017, and lower volume of retail branded products due to price increase and reduced promotional spend.

There was also a decline in non-branded products which was in line with DMFI's strategy.



*Growers of Good campaign promoting Del Monte as an advocate for doing what is good*

4. A new, integrated master brand campaign "Growers of Good" was launched in September 2018 promoting Del Monte as an advocate for doing what is good – Del Monte nurtures the Earth's goodness today to grow a healthier and more hopeful tomorrow.

5. Significant strides have been made at an accelerated pace in introducing new, more convenient and better-for-you

products to the American public especially in FY2019. DMPL's US subsidiary, Del Monte Foods, Inc. (DMFI), has taken a leadership role in addressing consumer preferences by fast tracking innovation.

6. The Philippine market sales in FY2019 were US\$307.8 million, down 4.2% and 8.0% in peso and US terms, respectively.

**🌱 We are growers of good, highly dependent on the health of our land, so we care more about the preservation of this earth more than anyone I can think of.**

**Carol Vella, Senior Manager, Business Development**

# Sustaining Growth



Contadina's Gourmet Made Easy campaign



Del Monte Spaghetti Sauces in 5 delicious flavours



Frozen pineapples made with the patented Nice Fruit Dry freezing technology



Meal tie-ups with leading fastfood chains Jollibee and Chowking



S&W Pineapple Juice on Tmall.com, the e-commerce portal of Alibaba



S&W Tomato Juice on Singapore Airlines flights

7. Foodservice sales in the Philippines remained strong, riding on the rapid expansion of quick service restaurants and convenience stores, as well as Del Monte Philippines' growth of its juice dispensers, meal partnerships and customised products.
8. The Group will continue to drive dispenser juice and condiments sachet expansion to grab opportunities in convenience stores as emerging channel for ready-to-eat meals amongst young, urban professionals. It will expand its portfolio range via ready-to-eat recipe ideations with convenience store commissaries.
9. Sales of the S&W business in Asia and the Middle East reached US\$115.4 million in FY2019, 9% higher than the US\$106.1 million in FY2018, a record for this brand since the Group acquired it in 2007.
  - a. The fresh segment accounted for 79% of S&W's total sales.
  - b. Improved sales were driven by the robust 19% growth of the S&W Sweet 16 fresh pineapple.
10. 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 its nutrients and original properties, successfully launched frozen pineapple spears in 7-Eleven stores.

**Sustainable companies weather disruptive storms.**



Raul Rodil, Senior Manager, Corporate Sustainability

- 11. DMPL intends to enhance cross market cooperation between USA and Asia, and vice-versa as part of DMPL's growth and globalisation initiative.
- 12. The Group donated US\$1.5 million (in cash and products) to various foundations and institutions in the US and the Philippines to fund numerous projects such as scholarship grants, technical training to unemployed community members, feeding programmes and relief operations.



Green beans delivery in Wisconsin, USA

**RESPONSIBLE SOURCING PRACTICES**

- |  |   |   |
|--|---|---|
| <ul style="list-style-type: none"> <li>1. The Company performs periodic audits of contract manufacturers and direct suppliers. Some independent and unannounced audits are used to address quality assurance and compliance issues.</li> <li>2. It is our policy to seek out opportunities to buy from these suppliers where price, quality and delivery of service are competitive.</li> <li>3. DMFI has a Supplier Code of Conduct for suppliers to practice and uphold ethical business standards.</li> </ul> | <ul style="list-style-type: none"> <li>4. DMPI has a Code of Business Conduct which outlines the Company's practices in building its relationship with suppliers while adhering to the principles of integrity, mutual interest and fairness in conducting business.</li> <li>5. In the Philippines, the Company has an SQMP for direct materials suppliers and toll manufacturers as basis for selection of best suppliers for the Company.</li> <li>6. The objective of the programme is to align DMPI's quality parameters with that of</li> </ul> | <p>suppliers, provide suppliers with performance scorecards, classify suppliers into certified, preferred, approved and conditional suppliers, and align suppliers with DMPI's goals that would help support growth in the next five years. The programme helps determine allocation of the Company's requirements to suppliers.</p> <ul style="list-style-type: none"> <li>7. The suppliers are rated based on quality performance, delivery performance and competitiveness.</li> </ul> |
|--|---|---|



One of Del Monte's growers in Wisconsin, USA



Peach grower in California, USA

# Sustaining **Growth**



*Finance Team with Chief Financial Officer Parag Sachdeva*



*Demand Planning Team with Senior Manager Cheryl Anne V Valino*



*Procurement Team with Head Angel V Gatchalian, Jr*

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102-4	Location of operations	Corporate Profile, inside front cover
102-5	Ownership and legal form	Corporate Profile, inside front cover
102-6	Markets served	Corporate Profile, inside front cover
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102-18	Governance structure	Annual Report, Corporate Governance, pages 73–78 <a href="https://www.delmontepacific.com/investors/results-and-reports">https://www.delmontepacific.com/investors/results-and-reports</a>
102-20	Executive-level responsibility for economic, environmental and social topics	Annual Report, Senior Management, Mr. Ignacio C O Sison, page 24 <a href="https://www.delmontepacific.com/investors/results-and-reports">https://www.delmontepacific.com/investors/results-and-reports</a>
102-22	Composition of the highest governance body and its committees	Annual Report, Corporate Governance, pages 73–78 <a href="https://www.delmontepacific.com/investors/results-and-reports">https://www.delmontepacific.com/investors/results-and-reports</a>
102-23	Chair of the highest governance body	Annual Report, Corporate Governance, page 75 <a href="https://www.delmontepacific.com/investors/results-and-reports">https://www.delmontepacific.com/investors/results-and-reports</a>

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102-24	Nominating and selecting the highest governance body	Annual Report, Corporate Governance, pages 76–79 <a href="https://www.delmontepacific.com/investors/results-and-reports">https://www.delmontepacific.com/investors/results-and-reports</a>
102-25	Conflicts of interest	Annual Report, Corporate Governance, page 82 <a href="https://www.delmontepacific.com/investors/results-and-reports">https://www.delmontepacific.com/investors/results-and-reports</a>
102-26	Role of highest governance body in setting purpose, values and strategy	Annual Report, Corporate Governance, pages 70–73 <a href="https://www.delmontepacific.com/investors/results-and-reports">https://www.delmontepacific.com/investors/results-and-reports</a>
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102-31	Review of economic, environmental and social topics	Annual Report, Risk Management, pages 60–63 Annual Report, Corporate Governance, pages 84–89 <a href="https://www.delmontepacific.com/investors/results-and-reports">https://www.delmontepacific.com/investors/results-and-reports</a>
102-33	Communicating critical concerns	Annual Report, Corporate Governance, pages 88–92 <a href="https://www.delmontepacific.com/investors/results-and-reports">https://www.delmontepacific.com/investors/results-and-reports</a>
102-35	Remuneration policies	Annual Report, Corporate Governance, pages 80–83 <a href="https://www.delmontepacific.com/investors/results-and-reports">https://www.delmontepacific.com/investors/results-and-reports</a>
102-36	Process for determining remuneration	Annual Report, Corporate Governance, pages 80–83 <a href="https://www.delmontepacific.com/investors/results-and-reports">https://www.delmontepacific.com/investors/results-and-reports</a>
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102-41	Percentage of total employees covered by collective bargaining agreements	Nurturing Employees, Human Rights and Labour Standards, page 35
102-42	Identifying and selecting stakeholders	Our Approach to Sustainability, Materiality and our Priorities, page 20
102-43	Approach to stakeholder engagement	Our Approach to Sustainability, Stakeholder Inclusiveness, page 21
102-44	Key topics and concerns raised	Our Approach to Sustainability, Materiality and our Priorities, pages 19–20
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102-47	List of material topics	Our Approach to Sustainability, Materiality and our Priorities, page 19
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102-49	Significant changes from previous reporting periods in the list of material topics and topic boundaries	Not applicable
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102-51	Date of the most recent report	Sustaining Our Future, 8 October 2018
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#### **NOTE ABOUT PRINTING:**

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Source: FSC website and standards



This is an FSC-certified publication.

# Corporate Information

## DEL MONTE PACIFIC LIMITED

### BOARD OF DIRECTORS

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*Executive Chairman*

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*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*

### 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*

Ms Ma Bella B Javier  
*Chief Scientific Officer*

## DEL MONTE FOODS, INC

Mr Gregory Longstreet  
*President and Chief Executive Officer*

Mr Gene Allen  
*SVP, Chief Financial Officer*

Mr William Sawyers  
*SVP, General Counsel,  
Chief Compliance Officer, Secretary*

Ms Bibie Wu  
*SVP, Chief Marketing Officer*

Mr Eric Ingram  
*SVP, Chief Human Resources Officer*

Mr Gary Thomas  
*SVP, Operations*

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Mr Luis F Alejandro  
*General Manager and COO*

Mr Parag Sachdeva  
*Chief Financial Officer*

Mr Antonio E S Ungson  
*Chief Legal Counsel, Chief Compliance  
Officer and Company Secretary*

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Singapore Exchange  
Listed on 10 June 2013 on the Philippine  
Stock Exchange (PSE)  
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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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