



Life gets Better

3Q FY2015 Results

11 March 2015



Del Monte Pacific Limited

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Acquisition Financing Update

- US\$1.675 bn acquisition of Del Monte Foods, Inc (DMFI) financed by:
 - Debt: US\$970m (DMFI)
 - Equity: US\$705m (DMPL US\$630m bridge loans, US\$75m equity)
- Status of bridge loans :
 - US\$154m Rights Issue completed and Rights to be listed on 11 March 2015; Net proceeds to pay down about US\$150m bridge loans
 - US\$350m extended for up to 2 years, pending perpetual securities issuance



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Deleveraging

- Post Rights Issue, gearing will go down to 4.7x from 8.7x for the Group, and to 1.7x from 3.4x for DMPL (ex DMFI).
- The Group remains committed to deleverage DMPL's balance sheet, and will continue to monitor the financial markets and undertake the international offering of perpetual securities under better market conditions.

In US\$ m	As of 31 Jan 2015	Post Rights
DMPL Group		
Net Debt	1,906.0	1,756.0
Equity	219.8	369.8
Net Debt to Equity (%)	867.0	474.8
DMPL without DMFI		
Net Debt	789.1	639.1
Equity	232.6	382.6
Net Debt to Equity (%)	339.2	167.0



Notes to the 3Q FY2015 Results

1. DMPL changed its financial-year end to 30 April from 31 December to align with that of its US subsidiary, Del Monte Foods, Inc (DMFI). The third quarter of the Company is now 1 November to 31 January. The financial year-end will be on 30 April 2015.
2. DMFI's financial results have been consolidated in DMPL's financials since the acquisition was made on 18 February 2014.
3. Financial comparisons for DMFI are available from sales to gross profit but not available below gross profit as DMFI operated as a division of a larger entity then.
4. DMFI's financial statements are based on US GAAP, while DMPL's are based on IFRS. DMFI's financial statements are converted to IFRS for consolidation purposes.
5. DMPL's effective stake in DMFI is 89.4%, hence the non controlling interest line (NCI) in the P&L. Net income is net of NCI.



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DMPL 3Q FY2015 Results Summary

- Achieved sales of US\$638m with US\$511m or 80% contributed by Del Monte Foods, Inc (DMFI)
- Sales of DMFI grew by 21% versus year ago
- Sales of Del Monte in the Philippines rose 18%, a significant improvement to 1H's 6% growth
- Group EBITDA and net income of US\$47m and US\$11m, respectively, before acquisition and non-recurring expenses of US\$13.5m net of tax



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DMPL 3Q FY2015 Acquisition Expenses

DMPL's EBITDA was impacted by acquisition-related expenses and non-recurring expenses amounting to US\$13.0m

1. US\$6.2m for inventory step up which corresponded to a higher cost of goods sold
 - This was a carryover from the Transition Period February-April 2014
 - However, the inventory step up has no cash flow impact
 - New inventory produced in the current financial year is not subject to revaluation
2. Balance of US\$6.8m on various items mainly on SAP implementation costs at DMFI
 - SAP went live at the end of 3Q
 - US\$6.1m expensed and US\$16.8m capitalised in 3Q
 - DMFI's Enterprise Resource Planning (ERP) migration to SAP is a milestone, as it raises DMFI's processes and systems to global standards with higher efficiencies. This will integrate with DMPL as the Group also uses the SAP system.

The net impact of one-off items to DMPL's 3Q bottom line was US\$13.5m



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DMPL 3Q FY2015 Results

In US\$m	3Q FY 2014	3Q FY 2015*	Chg (%)	Comments
Turnover	123.8	637.5	nm	Consolidation of DMFI's sales of US\$511m (IFRS)
Gross profit	27.3	122.4	nm	Same as above
Operating profit	(12.6)	23.4	nm	Prior year impacted by acquisition-related transaction fees
Finance inc/(exp)	0.7	(27.9)	nm	Higher interest expense from purchase of DMFI
FieldFresh equity share	(0.8)	(0.4)	-50.7	Better performance in 47% owned FieldFresh India
Tax	6.3	1.8	nm	DMFI loss
Net profit	(6.4)	(2.2)	nm	Impact of acquisition-related and non-recurring expenses of US\$13.5m
Net debt	(141.0)	(1,906.0)	nm	Due to purchase of DMFI
Gearing (%)*	64.2	867.0	nm	Same as above

*The bridge loans of DMPL used for the purchase of DMFI will be refinanced with equity issuance and medium term loan

DMPL ex DMFI 3Q FY 2015 Results*

In US\$m	3Q FY 2014	3Q FY 2015	Chg (%)	Comments
Turnover	123.8	136.2	+10.0	Higher Philippines and S&W sales
Gross profit	27.3	32.7	+19.8	Higher sales
Operating profit	13.1	18.2	+38.9	Same as above
Finance inc/(exp)	1.1	(1.4)	-227.3	FX losses
FieldFresh equity share	(0.8)	(0.4)	-50.7	Better performance in 47% owned FieldFresh India
Tax	(3.2)	(4.2)	+31.3	Higher income from taxable entity
Net profit	9.0	12.2	+35.5	Higher sales
Net debt	(141.0)	(789.1)	nm	Bridge financing to purchase DMFI
Gearing (%)**	64.2	339.2	nm	Same as above

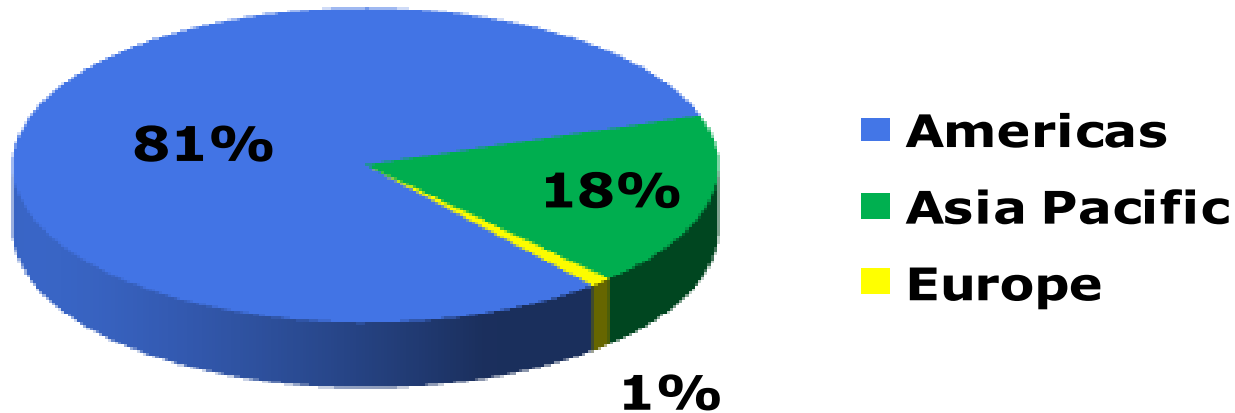
*Does not include acquisition-related expenses and interest expenses on the short term bridge financing loans

**The bridge loans of DMPL used for the purchase of DMFI will be refinanced with equity issuance and medium term loan



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3Q FY 2015 Turnover Analysis



Americas	nm	<ul style="list-style-type: none"> • Due to the consolidation of DMFI's results with sales of US\$511m (IFRS)
Asia Pacific	+14.2%	<ul style="list-style-type: none"> • Strong sales in the Philippines of +18% and the S&W branded business in Asia of +8%
Europe	-5.0%	<ul style="list-style-type: none"> • Lower sales of packaged pineapple due to intentional shifting out of unbranded packaged pineapple products



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DMPL 9M FY2015 Results Summary

- Achieved sales of US\$1.6bn with US\$1.3bn or ~80% contributed by Del Monte Foods, Inc (DMFI), providing momentum for sustained growth
- Sales of DMFI grew by 4% versus year ago
- Sales of Del Monte in the Philippines rose 10%
- Group EBITDA and net income of US\$133.9m and US\$29.7m, respectively, before acquisition and non-recurring expenses of US\$53.6m net of tax



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DMPL 9M FY2015 Results

In US\$m	9M FY 2014	9M FY 2015*	Chg (%)	Comments
Turnover	379.3	1,631.2	nm	Consolidation of DMFI's sales of US\$1.3bn (IFRS)
Gross profit	86.8	307.8	nm	Same as above
Operating profit	11.7	36.7	nm	Prior year impacted by acquisition-related transaction fees
Finance inc/(exp)	(3.6)	(76.2)	nm	Higher interest expense from purchase of DMFI
FieldFresh equity share	(3.4)	(1.6)	-53.9	Better performance in 47% owned FieldFresh India
Tax	1.9	13.6	nm	DMFI loss
Net profit /(loss)	6.5	(23.9)	nm	Impact of acquisition-related expenses of US\$53.6m
Net debt	(141.0)	(1,906.0)	nm	Due to purchase of DMFI
Gearing (%)*	64.2	867.0	nm	Same as above

*The bridge loans of DMPL used for the purchase of DMFI will be refinanced with equity issuance and medium term loan

DMPL ex DMFI 9M FY 2015 Results*

In US\$m	9M FY 2014	9M FY 2015	Chg (%)	Comments
Turnover	379.3	385.2	+1.6	Higher Philippines and S&W sales offset by decline in Exports
Gross profit	86.8	88.7	+2.2	Higher sales
Operating profit	42.7	42.3	-0.9	
Finance inc/(exp)	(3.5)	(4.0)	+14.3	FX losses
FieldFresh equity share	(3.4)	(1.6)	-53.9	Better performance in 47%-owned FieldFresh India
Tax	(7.6)	(7.7)	+1.3	Higher income from taxable entity
Net profit	25.3	29.0	+14.6	Higher sales and lower losses at FieldFresh
Net debt	(141.0)	(789.1)	nm	Bridge financing to purchase DMFI
Gearing (%)**	64.2	339.2	nm	Same as above

*Does not include acquisition-related expenses and interest expenses on the short term bridge financing loans

**The bridge loans of DMPL used for the purchase of DMFI will be refinanced with equity issuance and medium term loan



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DMPL 9M FY2015 Acquisition Expenses

DMPL's EBITDA was impacted by acquisition-related expenses and non-recurring expenses amounting to US\$59.9m

1. US\$44.3m for inventory step up which corresponded to a higher cost of goods sold
 - This was a carryover from the Transition Period ending April 2014
 - However, the inventory step up has no cash flow impact
 - New inventory produced in the current financial year is not subject to revaluation
2. Balance of US\$15.6m on various items including SAP implementation costs at DMFI
 - SAP went live at the end of 3Q
 - US\$6.6m expensed and US\$34.2m capitalised in 9M
 - DMFI's Enterprise Resource Planning (ERP) migration to SAP is a milestone, as it raises DMFI's processes and systems to global standards with higher efficiencies. This will integrate with DMPL as the Group also uses the SAP system.

The net impact of one-off items to DMPL's 9M bottom line was US\$53.9m



Outlook for FY2015

1. Expects to generate sustained earnings on a recurring basis in FY2015 as the Group drives both topline growth across its key markets in the USA, the Philippines and the rest of Asia
2. As majority of DMFI's stepped up inventory will be sold in the financial year ending April 2015, this will continue to impact the Group's bottomline

However, there is no cash flow impact, hence cash flow generation will remain strong. New inventory produced in the current financial year is not subject to revaluation

4. FY2015 is a business in transition and integration for DMFI, while FY2016 is expected to be back to a normalised state
5. Deleveraging after the capital raising exercise



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Del Monte Foods USA

- 3Q sales improved by 21% YoY to US\$511 million (IFRS), a reversal from 1H's decline
- 9M sales up 4% YoY to US\$1.3bn
- Initiatives generated positive results:
 - ❖ Reverting to competitive pricing levels
 - ❖ Reintroducing the well-recognized classic Del Monte label
 - ❖ Reinstating trade support levels
- DMFI's sales have seasonality, with its strong season in the 2H (~55%) of its FY
 - 1Q : 18-20% of FY (Back to school)
 - 2Q : 24-26% of FY (Pipelining for Thanksgiving)
 - 3Q : 28-30% of FY (Christmas) >> most important quarter
 - 4Q : 26-28% of FY (Easter)



In January, DMFI partnered with complementary brands

Seasoned Veg Partnership with Tyson & Tie-in at Walmart



Partner Demo



FSI & Ad in Delish Magazine at Walmart

Walmart ✨



IRC on Tyson packages



In-store signage

Canned Mango Launch & Tie-in at Walmart



Social media posts



FSI

Contadina Partnership with Fleischmann's® Yeast



Home page wallpaper and banner ads



Del Monte Philippines

- 3Q sales were up 18% in the Philippines, while 9M was up 10%:
 - ❖ Volume opportunities across all categories were maximised during the peak consumption period, benefitting from the early availability of Christmas-related marketing programs and trade initiatives
 - ❖ Price increases for select product lines also contributed to higher sales



New Pineapple Tidbits in a 200g pouch format

New Del Monte Ketchup in pouch to penetrate the Filipino household with a more affordable pack

Delectable Christmas ('Sarap ng Pasko') campaign in the Philippines and Christmas bundled packs



Del Monte Philippines – Christmas Merchandising



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Del Monte Philippines – Christmas Merchandising



Left: Fiesta Fruit cocktail – Make Christmas more delectable

Right: Spaghetti Sauce – Serve the complete flavor of the No.1 (Spaghetti)



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- S&W branded business sales in Asia grew by 8%
- Higher sales of packaged products in Korea
- Started shipping Canned Fruit Cocktail to Pakistan
- Launched S&W HeartSmart Juice in the Middle East

Nationwide campaign in UAE : Awareness Generation & Consumer Engagement activities

«إس آند دبليو» في أسواق الإمارات

القلب والأوعية الدموية تسمى «مخبر الموت» لأنها مسؤولة عن 25% من أسباب الوفاة بولاية الإمارات. وأُسفرت التجربة السريرية أن وجبتين يوميًا من شراب إس آند دبليو سمعت شارب فواكه مشكل فريد من مستحلبات الفيتات الأديان إلى خفض مستوى الكوليسترول الخاص LDL بنسبة تصل إلى 8% في 8 أسابيع بالمقارنة مع السيطرة بقرى أخرى. وشراب الأناناس 100% من إس آند دبليو سمعت شارب متسوق للتجارة العامة ذم م ومتوفر في محلات التسوق ماركات الكبرى في دولة الإمارات العربية المتحدة.

بالتعمق قلب صحي تناول عصير إس آند دبليو سمعت شارب، تحت هذا التسمار طرح إس آند دبليو العلامة التجارية الأشهر في العالم في مجال صناعة الألبان والمشروبات، مشروباتها من الأناناس 100% ومشروب فور سيزونز والفواكه المشكل مع الرينكتين، وهو عبارة عن مزيج فريد من مستحلبات الفيتات والأستاتول الذي قد يساعد في تخفيض مستوى الكوليسترول الضار.

في دولة الإمارات العربية المتحدة، يعاني من ارتفاع مستوى الكوليسترول الضار الذي يسبب أمراض القلب والأوعية الدموية في عام 2012 شككت أمراض

القلب والأوعية الدموية تسمى «مخبر الموت» لأنها مسؤولة عن 25% من أسباب الوفاة بولاية الإمارات. وأُسفرت التجربة السريرية أن وجبتين يوميًا من شراب إس آند دبليو سمعت شارب فواكه مشكل فريد من مستحلبات الفيتات الأديان إلى خفض مستوى الكوليسترول الخاص LDL بنسبة تصل إلى 8% في 8 أسابيع بالمقارنة مع السيطرة بقرى أخرى. وشراب الأناناس 100% من إس آند دبليو سمعت شارب متسوق للتجارة العامة ذم م ومتوفر في محلات التسوق ماركات الكبرى في دولة الإمارات العربية المتحدة.



S&W Asia – Launch of Tetra Pak Juices in Singapore

- Tetra Pak Juices launched in Dec 2014 at NTUC Fairprice, Cheers Convenience and Petrol Marts
- Gondola End display to drive offtake of new products
- Aggressive sampling programme on weekends

Aggressive Sampling at NTUC FP Hyper on Weekends



Attractive In-Store Support (Gondola Ends, Wobblers)



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S&W Asia – Gulfood Event in Middle East

- Maiden participation in Gulfood Event (USA Pavilion)
- Sales leads from Pakistan, UK, Lebanon, and others
- Visitors were warmly welcomed by a vibrant booth design and there was ongoing sampling activities for juices

 **8 - 12 FEBRUARY 2015**
DUBAI WORLD TRADE CENTRE

Visit S&W at Trade Centre Arena & Sheikh Saeed Halls
USA Pavilion, Stand no. : S-B49



FieldFresh India

- DMPL's share of loss in the FieldFresh joint venture in India was at its lowest since 2009 at US\$0.4 million from US\$1.1 million in the prior year period
- FieldFresh's sales +13% with the Del Monte branded packaged sales +17%



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