

# Sustaining OUR FUTURE

SUSTAINABILITY REPORT  
FY2018

# 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 for *S&W*, it owns it 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 – juices, 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 25,000-hectare pineapple plantation in the Philippines and a factory that is about an hour's drive away. It also operates a beverage PET plant and a frozen fruit processing facility in the Philippines.



## PRODUCTION FACILITIES



*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, the 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.

**“The evidence shows that long-term financial success goes hand in hand with social responsibility, environmental stewardship and good governance.”**

- Georg Kell, UN Global Compact



The theme of our maiden Sustainability Report is **“Sustaining our Future,”** which provides the foundation to our vision - **“Nourishing Families. Enriching Lives. Every Day.”** We need to invest in the present to sustain the future. Sustaining our growth is the lifeline of our business and drives it forward. Generating growth in a sustainable way will sustain our earnings. This means that our policies and practices are geared towards sustaining the land and the communities where we operate, and sustaining the livelihood of our stakeholders – including our growers, service providers, suppliers, toll packers, business partners, employees, and shareholders. Sustainability sets us on a path towards a more holistic and balanced approach towards social, environmental, and economic performance – the triple bottomline.

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Code to access the  
Sustainability section  
of DMPL's website



[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)

# SGX SUSTAINABILITY GUIDELINES



On 20 June 2016, the Singapore Exchange (SGX) introduced the sustainability reporting guidelines and required all listed companies to prepare an annual sustainability report as per Listing Rule 711A. The listed company must describe its sustainability practices with reference to the primary components set out in Listing Rule 711B on a 'comply or explain' basis. The "Sustainability Reporting Guide" (Guide) set out in Practice Note 7.6 of the SGX-ST Listing Rules updates the "Guide to Sustainability Reporting for Listed Companies" issued in 2011 and explains these guidelines further.

The guidelines issued were a response to the growing interest in sustainability from shareholders and investors worldwide. The annual reporting of non-financial information will enhance the visibility of SGX-listed companies amongst investors who seek sustainable investments grounded on companies' environmental, social and governance (ESG) efforts, according to the SGX.

The highlights of the guidelines are as follows:

- These take effect on the financial year ending on, or after, 31 December 2017.
- Instead of a compliance statement, a Board statement to be included in the report describes the company's sustainability actions.
- The materiality principle will be applied when determining whether an ESG factor should be reported on. Factors like corruption and diversity, if assessed to be immaterial by companies, may be excluded. Companies are, however, advised to present information on these factors on their websites to satisfy stakeholder interest.

Key features of the sustainability reporting requirements are:

- Companies have to publish a sustainability report at least once a year, no later than five months after the end of each financial year.
- The report should describe the sustainability practices with reference to five primary components:
  1. Material Environmental, Social, and Governance factors;
  2. Policies, practices and performance;
  3. Targets;
  4. Sustainability reporting framework; and
  5. The Board statement.
- If a company excludes a primary component, it must describe what it does instead with reasons for doing so.
- The sustainability report will be based on the principles set out in the Guide which include, amongst others, providing an accurate and balanced view of the risks and opportunities in a concise manner.
- SGX does not advocate a particular sustainability reporting framework. Companies should carefully select an appropriate framework for their business model and industry. Reports do not require external assurance although companies which have been reporting for several years may find it useful to do so.





C

Commitment

C

Collaboration



C

Championing Together



Nourishing Families.  
Enriching Lives. Every Day.®

E

Excellence in Everything We Do

H

Healthy Families



Life Tastes Good!

C

Commitment to Society & Environment



Bursting with Life™

O

Ownership with Integrity

I

Innovation



WE GROW QUALITY

# ORGANISATIONAL PROFILE

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.

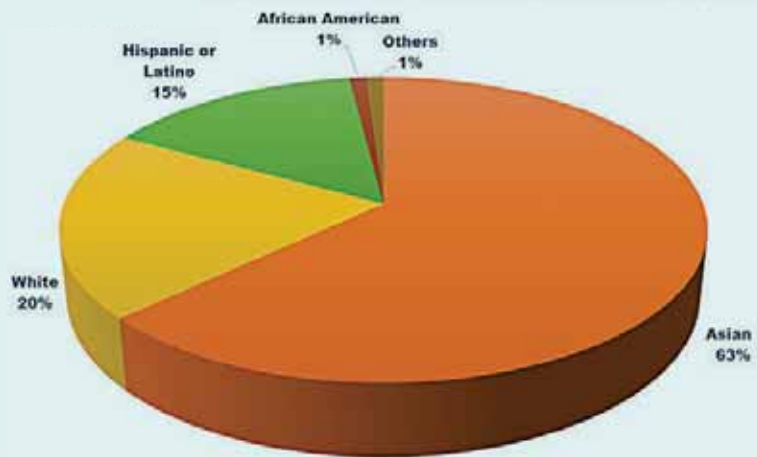
The Del Monte name has been synonymous with premium foods since its debut in 1886. For generations, our Group has proudly earned our reputation with a series of innovations and a singular dedication to quality.

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

### NOURISHING FAMILIES. ENRICHING LIVES. EVERY DAY!



Please refer to the Products Section in the Annual Report for the complete list of products.



### EXECUTIVES



66%



34%

### MANAGEMENT



61%



39%

### SUPERVISORY



59%



41%

### STAFF



65%



35%

# OUR VISION & 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 CORE VALUES



# LETTER TO OUR STAKEHOLDERS



*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*





# “Meeting the needs of the present without compromising the ability of the future to meet their needs.”

- Brundtland Commission, 1987

At Del Monte, we bring to life our vision - “Nourishing Families. Enriching Lives. Every Day.” We are passionate about bringing high-quality, healthy and nutritious foods to people in a way that preserves the environment, builds communities, engages people and enables Del Monte Pacific Group to grow and flourish. Improving sustainability is one of our strategic pillars supporting this vision.

“Sustaining our Future” provides the foundation to our vision. We need to invest in the present to sustain the future. Sustaining our growth is the lifeline of our business and drives it forward. Generating growth in a sustainable way will sustain our earnings. This means that our policies and practices are geared towards sustaining the land and the communities where we operate, and sustaining the livelihood of our stakeholders – including our growers, service providers, suppliers, toll packers, and employees. Sustainability sets us on a path towards a more holistic and balanced approach towards social, environmental, and economic performance - for our people, planet and profit - the triple bottomline.

We have assessed important Environmental, Social and Governance (ESG) factors that concern our internal and external stakeholders, and have conducted an independent materiality assessment to validate these concerns.

We formulated our sustainability priorities within six categories - products, employees, environment, governance, communities and economy. From these six categories, we identified the top 30 sustainability priorities and engaged our stakeholders to identify the Group’s top 10 sustainability priorities. We have also assessed emerging trends that might impact our business.

The Group has embedded sustainability in our strategy to address material ESG factors and priorities. While one of our strategic pillars is to *Improve Operational Excellence and Sustainability*, sustainability also supports our other strategic pillars – *Strengthen the Core, Expand the Product Portfolio, Expand Markets, and Strive for Commercial Excellence*.

Our Sustainability Report captures the targets, performance, policies, and procedures of these priorities, in line with SGX Guidelines.

While this is the first publication of our report using the Global Reporting Initiative framework, sustainability is deeply rooted in our history:

- Our more than 130 years of brand heritage is a testament to the trust in our product quality and portfolio of brands, led by *Del Monte*.
- Our employees across generations attest to the well-being of our people.
- Our more than 100 years of experience in agriculture is a testament to the sustainability of the lands we cultivate or source from.
- Our governance is grounded on the principles of openness, integrity and accountability.
- Our long-term partnerships are a testimony to our stewardship of the communities where we operate.
- All these have sustained the growth of our Group across generations and geographies.

Our report is divided into these six areas - nurturing consumers, employees, nature, governance, communities and growth.

Our Group strives to operate a sustainable business that produces quality products, creates jobs, acts with integrity, and contributes to the economic, environmental and social well-being of the local communities we serve. We stand by our commitment to grow our business in a manner that supports a healthy balance amongst diverse interests of all stakeholders – our consumers, customers, business partners, host communities, employees and their families, and our shareholders.

As a leading global food company, sustainability is an important part of the Group’s long-range strategic plan. Our Board of Directors and management team ensure that we stay on course in our commitment to “*Sustaining our Future*” – *Nourishing Families. Enriching Lives. Every Day.*

  
**MR ROLANDO C GAPUD**  
Executive Chairman

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

8 October 2018

# 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.

## SUSTAINABILITY

reflects the balanced consideration of people, planet and performance. As such, we believe the following tenets are central to our sustainability efforts:



### 1. Nurturing Consumers

For over a century, we have delivered quality products that are safe and nutritious. We will continue to update our product portfolio to bring families a broad range of healthful and tasty food choices.



### 2. Nurturing Employees

We are a people-driven organisation committed to the well-being of our employees, our consumers and the communities in which we live and work.



### 3. Nurturing Nature

Our Group's success is based on preserving a healthy natural environment. We work to ensure the lasting productivity of our fields and that of our growers, and strive to ensure our operational standards and methods make a positive contribution to our environmental footprint.



### 4. Nurturing Governance

We are committed to the highest standards of corporate governance and support the principles of openness, integrity and accountability.



### 5. Nurturing Communities

We believe that the communities where we operate should also be nurtured to ensure we maintain our symbiotic relationship with them and our social license to operate.



### 6. Nurturing Growth

We continue to grow our business and the local economy to sustain profitability, as well as ensure we take care of our people and the environment.

**"Our vision of a sustainable future will only materialise through action taken today."**

– Achim Steiner, UN Environment Programme

# OUR APPROACH TO SUSTAINABILITY



Wax bean field in Wisconsin, 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 ultimately oversees Del Monte's sustainability strategy, which is developed together with our management team. The Board meets with management to review sustainability objectives and performance, which encompasses environmental, social and governance factors affecting the Group. Understanding stakeholders' requirement for 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 refer to our FY2018 Annual Report and 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 to address the key material priorities of the Group to achieve the sustainability goals. This brings to life our vision to nourish families, enrich lives, every day.

## MATERIALITY, STAKEHOLDER ENGAGEMENT AND OUR PRIORITIES

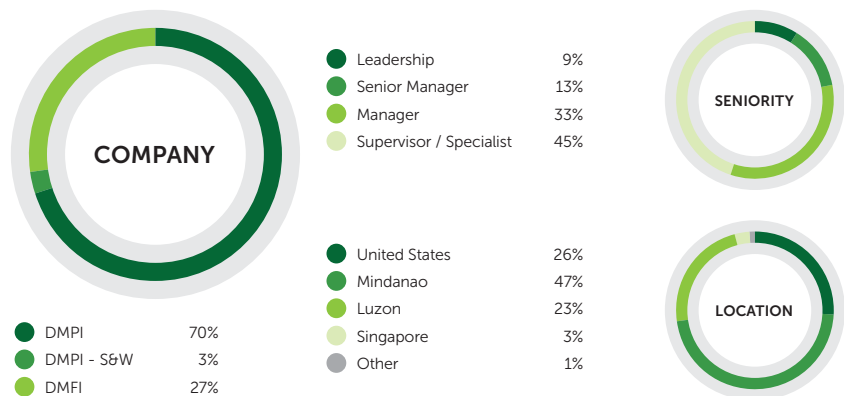
In the prior year, we completed an independent materiality assessment process to identify and assess our priorities with respect to products, people, the environment, governance, business and our stakeholders. We engaged the services of an independent global consultant, a sustainability specialist

firm, to ensure the independent process of assessment.

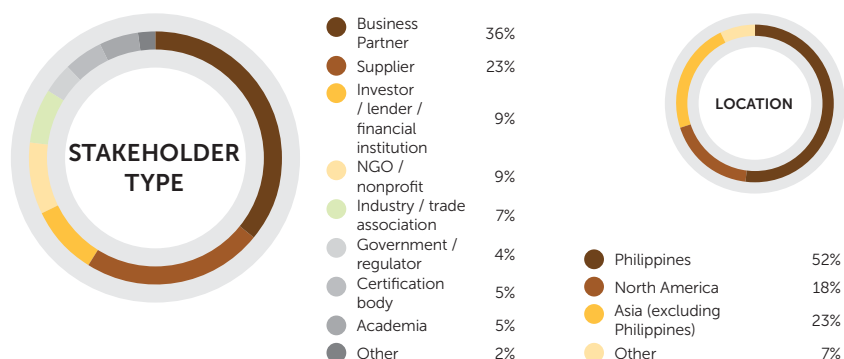
Our materiality assessment had the following objectives:

1. Identify the sustainability priorities, drawing on our knowledge of our Group and external sources to compile a list of issues specific to the food industry. Based on the list of issues, we categorised 30 environmental, social and governance priorities to frame our discussion with internal and external stakeholders.
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.

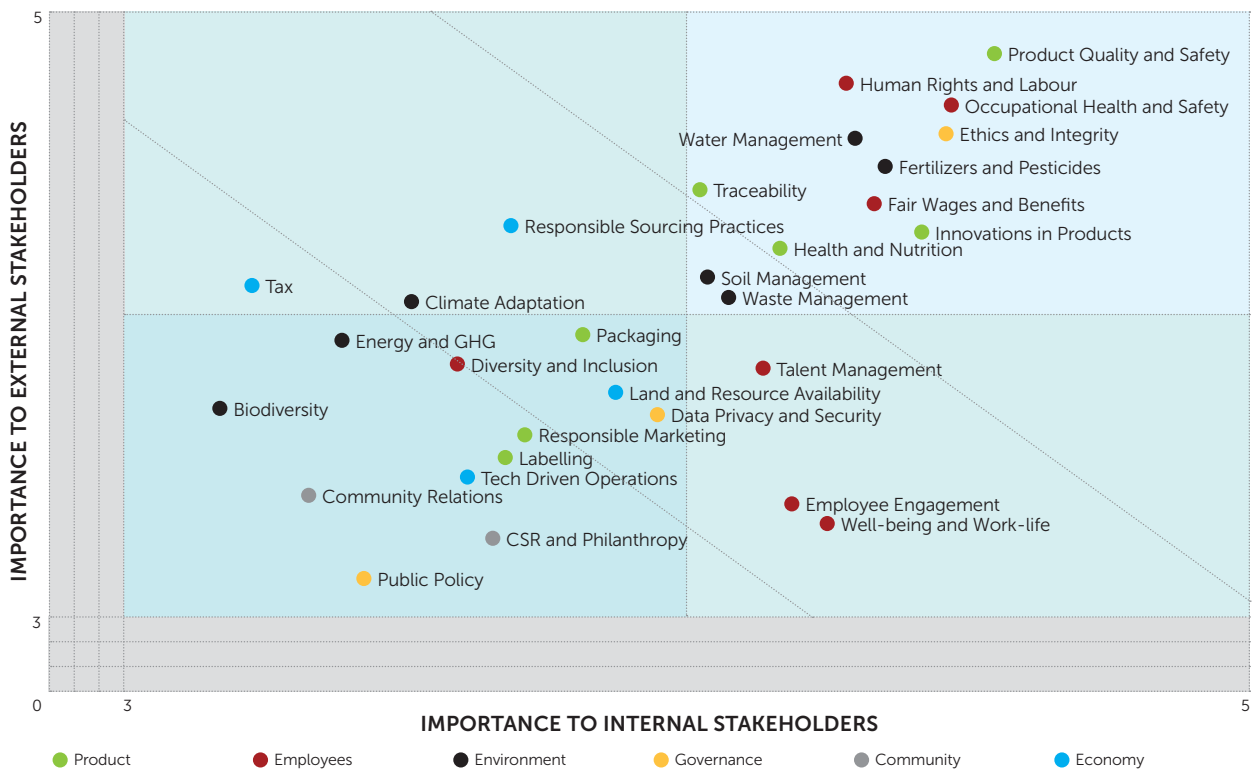
## INTERNAL SURVEY DEMOGRAPHICS: DMPL



## EXTERNAL SURVEY DEMOGRAPHICS: DMPL



# OUR APPROACH TO SUSTAINABILITY



RANK	OUR PRIORITIES
1	Product Quality and Safety
2	Occupational Health and Safety
3	Ethics and Integrity
4	Human Rights and Labour Standards
5	Fertilizer and Pesticide Use
6	Innovation in Products
7	Water Management
8	Fair Wages and Benefits
9	Health and Nutrition
10	Traceability

## 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.

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. Some of the affiliations of Del Monte in the United States include the Stewardship Index for Specialty Crops, the US Environmental Protection Agency's Pesticide Environmental Stewardship Programme and the Canned Food Alliance Executive Committee. Del Monte in the USA and Philippines are members of the Supplier Ethical Data Exchange.

3. Send a similar survey to key external stakeholders to determine the issues they are concerned with, which they would like the Group 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.

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

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

# OUR APPROACH TO SUSTAINABILITY

## SUSTAINABILITY PERFORMANCE



\* British Retail Consortium (BRC) standard is 4 hours  
 \*\* Department of Labour and Employment (DOLE) Philippines  
 \*\*\* World Health Organisation Guidelines on Sugar (2015) Intake using Philippine Dietary Reference Intake (2015) recommends 63 grams maximum added sugar



## OUR APPROACH TO SUSTAINABILITY

The Group's operating units have been certified for the following:

### DEL MONTE FOODS IN THE UNITED STATES

1. Food and Drug Administration and United States Department of Agriculture Regulations and Compliance Standards
2. Global Food Safety Initiative
3. Academy of International Business guidelines
4. Kosher Certification
5. Halal Certification

### DEL MONTE IN THE PHILIPPINES

1. Global Good Agricultural Practices
2. Philippine Good Agricultural Practices
3. Food Safety Systems Certification
4. ISO 9001:2015
5. Kosher Certification
6. Halal Certification

We continue to focus on building the long-term resiliency of our business as we deepen our understanding of the global business environment and remain 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 across the organisation



*Del Monte employees in the Philippines*

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

**THE BENEFITS WE ENVISION ARE TO:**

1. Promote risk management and compliance and avoid penalties by catching risks early on and taking action to mitigate them
2. Improve the business performance by generating operational efficiency and cost savings through a more sustainable business model
3. Enhance the Company's reputation with stakeholders, including investors, credit institutions, customers, employees and business partners
4. Boost the brand equity of the Company through a sustainable social, environmental and economic performance

have been oriented on sustainable business and sustainability reporting. Each team within the Group has set goals to formalise commitments to our overall effort and recognise individual share of accountability as we strive to meet varying market demands.

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.

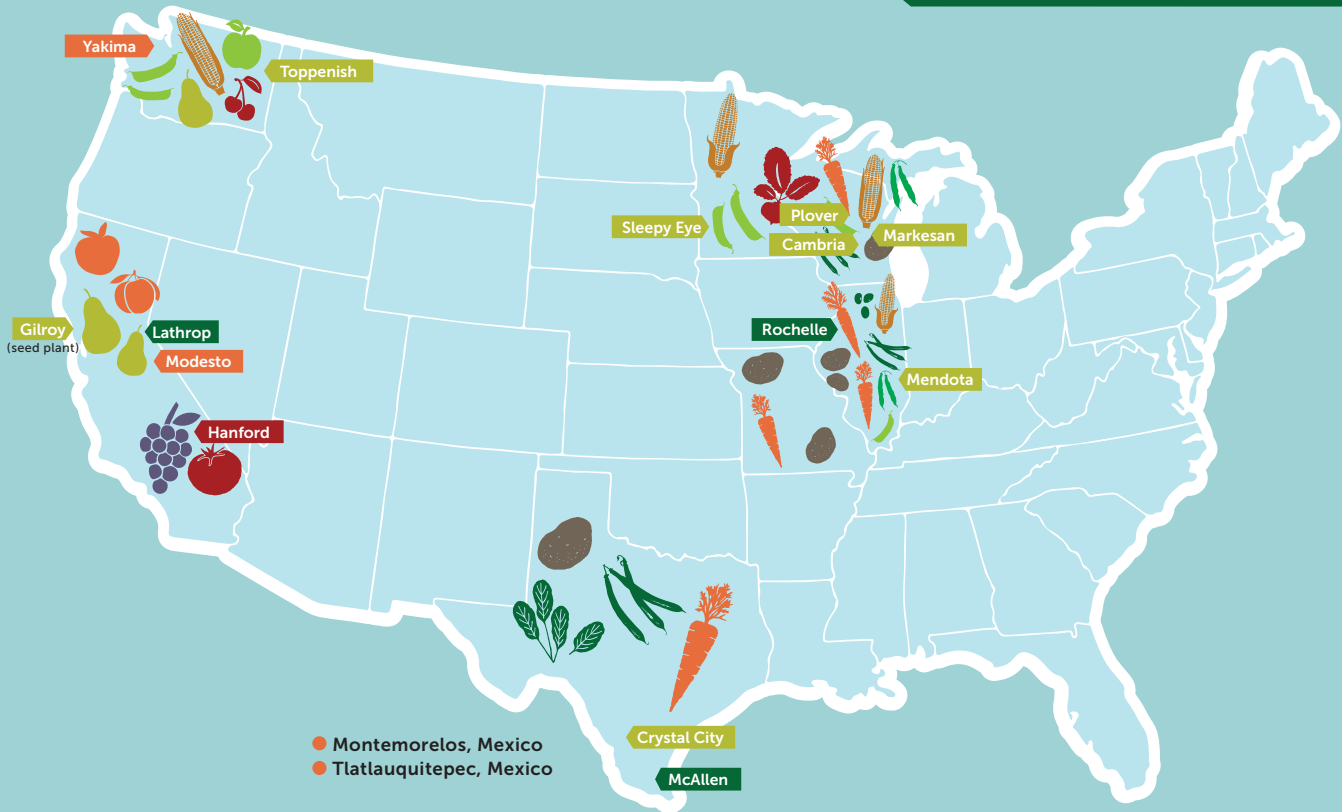
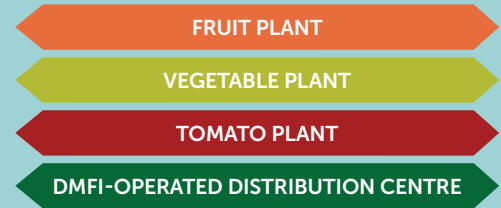
The sustainability report period is from May 2017 to April 2018, or FY2018, in line with our financial year. We have excluded our Indian joint venture business from this report since its contribution to the total business is not material. In the US, two locations closed in FY2018 and these have been removed from the US data.



*Tomato harvest in California, USA*

## WHERE WE GROW, PROCESS, DISTRIBUTE

99+% of our vegetables & tomatoes are grown in the U.S. 70% of our fruits are grown in the U.S.



**10** DMFI-Owned Manufacturing Plants

**3** DMFI-Owned Distribution Centres

**2** Mexico DMFI-Owned Manufacturing Plants

**1** DMFI Seed Operations Facility

WE OFFER ABOUT **200** PRODUCTS FROM ABOUT **40** DIFFERENT TYPES OF HEALTHFUL FRUITS, VEGETABLES & TOMATOES

*picked, cooked & packed at the peak of ripeness.*



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

**97%** of all Del Monte products are **PRESERVATIVE-FREE**

IN 2016, WE BEGAN LABELING MOST OF OUR VEGETABLES, FRUIT CUPS, AND MANY MORE TOMATO PRODUCTS AS NON-GMO.

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

OUR FRUIT REFRESHERS PRODUCT WON **2017 PRODUCT OF THE YEAR!**

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

**WE SUPPORT ABOUT 1,000 U.S. GROWERS**

# Growers



# OF Good

**Growers of Good™** is a campaign of Del Monte Foods focused on the brand's relationship with its farmers, the communities and people it serves, and our natural resources. The campaign is grounded in the Company's commitment to growing the things we love: healthier fruits and vegetables grown at family farms that have been with us for over 100 years, healthier families, and a healthier planet. We are much more than just a food company. We are an advocate for doing what's good.



# NURTURING CONSUMERS

## Nurturing Consumers

At Del Monte Pacific, commitment to quality is deeply embedded in our culture. We will always 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



### OVERVIEW

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 today. It is our commitment to ensure we maintain and keep this trust.

### OUR PERFORMANCE

#### PRODUCT QUALITY AND SAFETY

**100**

Percent of DMPL-owned Facilities with quality certifications



#### PRODUCT INNOVATION

**129**

DMPL's total number of new and reformulated products



#### HEALTH AND NUTRITION

**100**

Milligrams of Bromelain per cup of fresh pineapple



#### TRACEABILITY

**4**

Maximum number of hours to trace products to their origin\*



UNITED STATES  
PHILIPPINES  
SOUTH KOREA



Quality Certifications for Importation and Purchase of Products



Preventive Control Qualified Individual Certification\*

\*given to all facility quality managers in the US as part of the Food Safety Modernization Act

\* British Retail Consortium (BRC) standard is 4 hours

# NURTURING CONSUMERS



## PRODUCT QUALITY AND SAFETY

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.

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 24 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.

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. The Toll Manufacturers' Quality Management Programmes plan includes FSSC 22000 certification for all our manufacturing facilities. This is to ensure that all Del Monte products, whether produced in-house or by our toll manufacturers, are safe and of highest quality.

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.



Quality assurance

# NURTURING CONSUMERS

1. In the US, continuous improvement of our quality system is driven through management review, quality planning and quality improvement teams.
2. 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.
3. At our PET Plant in the Philippines, our plan is to 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 and check the building condition, and conduct personnel refresher courses.



Product tasting led by DMFI CEO Gregory Longstreet

4. Our PET Plant also plans to revitalise food safety trainings especially Hygienic Engineering and strengthen food safety management systems.
5. Del Monte in the Philippines regularly audits our toll manufacturers on compliance with our GMP, HACCP and Good Laboratory Practices (GLP) standards.
6. One of the major Key Performance Indicators (KPIs) of our toll manufacturers is the improvement of their Quality Scorecards year on year.
7. 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 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)	PET plant, Nice Fruit and Cannery	Halal Certification	Cannery & Selected Toll Packers
ISO 9001:2015 Quality Management System	Cannery	Kosher Certification	Cannery
ISO 9001:2015 Quality Management System	Toll Manufacturing Operations & Plantation and Fresh Fruit Operations	Voluntary Control Systems of SGF International	Cannery
Hazards Analysis and Critical Control Point	Cannery	Global G.A.P Phil G.A.P	Plantation

# NURTURING CONSUMERS

*“There are no old roads to new directions.”*

- The Boston Consulting Group

## PRODUCT INNOVATION

Our Vision statement sums up what innovation is to Del Monte:

*“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.”*

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.

Consumers are becoming increasingly interested in learning about the ingredients in their food and are often looking for positive health properties of low-fat or low-sugar. This emphasis on health impacts and benefits has ongoing implications for product design and sourcing.

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.



1. In the US, Del Monte invested US\$1.8 million on research and development spend on innovation.
2. DMFI 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.



3. One of our new products in 2017 was *Del Monte Fruit Refreshers* which won “Product of the Year” in the Healthy Snacking Category based on market research company Kantar TNS’ 40,000-consumer votes on product innovation.



Contadina products in the Philippines

**PRODUCT OF THE YEAR 2017**

**40,000**

CONSUMERS VOTE\*

\*based on a national representative survey conducted in the US by the research firm Kantar TNS

# NURTURING CONSUMERS



4. *Del Monte Fruit Refreshers* was based on the Company's research which showed that adults were looking for snacks in larger sizes and new exciting flavours. We came up with larger fruit cup snacks, paired with citrus and tropical flavours in water and had 100 or fewer calories.
5. In the Philippines, *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.
6. Other products in the beverage portfolio include *Del Monte Juice and Chews*, a snack-in-a-drink combining nata and pineapple with fruit juice blends, a drink popular amongst teens.
7. The Group's Nice Fruit joint venture in frozen pineapple successfully launched frozen pineapple spears in Japan last June. These are produced in Bukidnon, Philippines. Individually packaged and known as

*Pineapple Stick*, it is available in about 70% of 7-Eleven outlets or about 14,000 stores in Japan. It is positioned as an on-the-go healthy snack placed in the store's chiller section, and has received good feedback. With the Nice Fruit revolutionary technology, frozen pineapple, when thawed, has the same physical properties as fresh cut pineapple.

8. For the culinary portfolio, we launched the *Contadina* line consisting of olive oil, pasta, sauces and packaged tomatoes.

## HEALTH AND NUTRITION

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 with 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.

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 improve 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% of it without preservatives.
4. The majority of our products in the US are low in fat and we carry several specialised product lines: organic, low-salt and reduced-salt, no sugar added and light-in-calories for those seeking additional health benefits or following specific dietary regimes.



DMPI R&D and Quality Assurance Team with Head Ma Bella B Javier



Del Monte Fruit & Chia

# NURTURING CONSUMERS

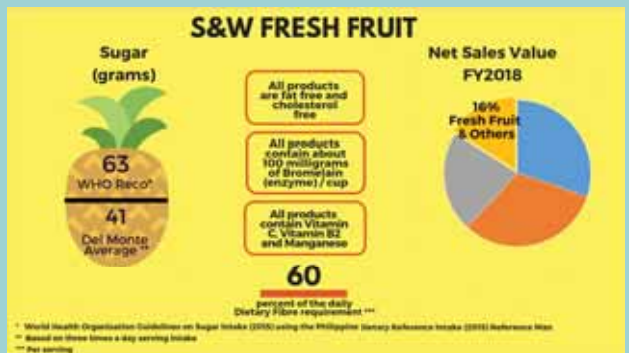
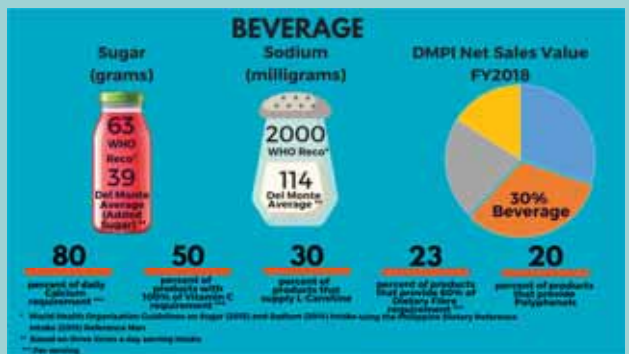
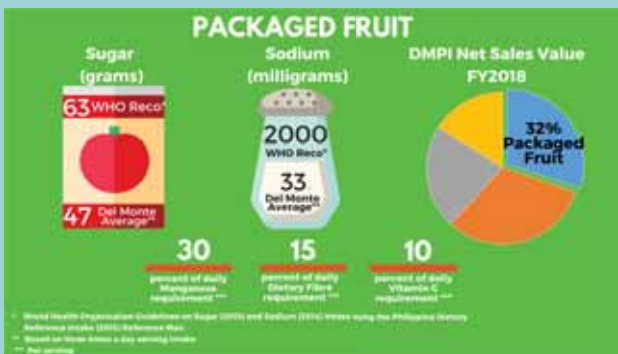


DMP Marketing Team with Head Eileen M Asuncion



Customer & Channel Development Team with Head Lana B Parungao

5. Within our existing categories, Del Monte has more *No Sugar Added* fruit products, *No Salt Added* and *Reduced Sodium* vegetable products than other branded players in the United States.
6. We are recognised 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. Starting with the Company's fresh pack production in 2016, all *Del Monte* tomato products as well as nearly 100% 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 its product line (154 products in total).
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.



# NURTURING CONSUMERS

## TRACEABILITY

Consumers today are increasingly concerned about the origins of their food. They want to understand the origin, safety, ingredients and sustainability of their products in simple language. Events relating to food contamination globally have raised consumer awareness and demand for better food quality and transparency, especially amongst millennials. In light of this, we aim to communicate with our consumers effectively to maintain their trust and ensure the quality and safety of our products.

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.



1. The Group conducts periodic quality audits with our co-manufacturers to ensure compliance with our standards.
2. The number of assessments conducted annually for traceability is two mock recalls per facility (10 facilities in the US). 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 traceability using electronic tracking of product movement.
4. DMFI 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 the products to its production date complies with the standards of the British Retail Consortium.
8. The standard applies to both our own facilities and our toll manufacturers.
9. Traceability assessments are conducted during certification and customer audits of our facility as well as our toll manufacturers.



# NURTURING CONSUMERS



Del Monte 100% Pineapple Juices in 1-litre carton

## PRODUCT PACKAGING

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.

1. DMFI provides information about GMOs in our products to consumers so that they can make informed choices. The Company provides a hotline in the DMFI website to enable customers to ask detailed questions and provide feedback on the products.

2. While the fruits, vegetables and tomatoes in *Del Monte* products in the US have always been non-GMO, some added ingredients for sweeteners or flavourings have traditionally been sourced from genetically modified crops like corn or soybean.
3. In 2016, we began labeling most of our vegetables, fruit cup snacks and many more tomato products as non-GMO.
4. 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.
5. We converted our products in the US to be non-BPA. We have converted 100% of our branded tomato products and nearly 100% of our branded fruit and vegetable products to have non-BPA lining.
6. 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.

7. In the Philippines, *Del Monte* has a convenient packaging for ketchups in Stand-up Pouches (SUP) with reclosable spout.
8. To make our products more accessible for consumers, we developed and introduced a low-cash outlay pack in SUP for our tomato and pineapple tidbits products.
9. *Del Monte* in the Philippines is 100% BPA-Non Intent for all packaging materials in the cannery and its toll packers.
10. We also innovated our packaging to make it more convenient for consumers. Our juices now come in resealable one litre-cartons.

## PACKAGING FOOTPRINT



- Cans & Ends 77%
- Glass 1%
- Cartons & Sleeves 4%
- Plastic cups, lids, and bottles 7%
- Corrugate 6%
- Labels 4%
- Plastic wraps 1%



Del Monte packaged products



# THREE GENERATIONS OF MY FAMILY WORKED IN DEL MONTE FOR 97 YEARS

Ann Gilda S. Pozon

Del Monte Philippines, Inc. (DMPI) started operating in the Philippines in 1926 and I am proud to say that three generations of my family worked in the company for 97 years!

My father, Honorato Salazar, joined Del Monte in 1930. As the Plantation Land Preparation Head, he was in charge of preparing the fields for pineapple production, and building and maintaining new roads in the plantation. I still remember his story. When the Second World War was imminent, his crew buried the tractors and land preparation equipment in the fields. After the war, they dug them up and he went to Manila to buy parts for their repair.

My father packed 38 years of service until his retirement in 1971, which would have been 41 years if not for the interruption of the war. My dad continued to work for Del Monte as a consultant for its Davao banana plantation operations for 10 more years, serving the company for a total of 48 years.

I started working with Del Monte in 1972 when I was still a college senior. Since my Accounting course included two semesters of actual work experience, my father introduced me to the company's Chief Accountant who interviewed me. After taking the entrance exams, I was hired immediately.

Having grown up for 19 years with pineapples all around me during my father's tenure with Del Monte, I thought I would work elsewhere to broaden my horizon after graduation from college. But upon my parents' advice that Del Monte is the ultimate employer who takes good care of its employees even beyond retirement, I followed my father's footsteps and worked in the company for the next 41 years until 2013! I am now on my sixth year post-retirement, working with Del Monte as a consultant.

Twelve different assignments made my work interesting over four decades. My first memorable assignment was as Computer Programmer and Systems Analyst. My best project was the mapping and design of the computerization of accounting reports. Financial Planning and Analysis and Business Unit Reporting was the next best assignment for me when I was promoted to Manager.

My best assignment has been as Exports Director, preparing the company for the expiration of legacy supply contracts, forming a group to support the new exports business.

I had hoped that a third generation in my family would follow me after realizing how good Del Monte has been to us. My son, Paolo, joined DMPI in 2001 and had a 4-year stint with MIS and Sales. He now runs his own business.

Del Monte will take care of you as long as you remain a loyal employee. The compensation and benefits, like superior medical care, retirement and provident plans, and access to cooperatives, make employees stay long. At the plantation where I grew up, housing and utilities continue to be provided by the company. The company built communities so we do not have to go far for our schools, hospital, worship, stores, and even for our sports and entertainment. DMPI nurtures communities.

More than compensation and benefits, the challenge of my work assignments, kindness of my colleagues, and trust and compassion of Del Monte's leadership then and now, made me stay this long.

Isn't it awesome that three generations in my family worked with DMPI for 97 years! In fact, there are many other Del Monte families who have worked for two to three generations in the company.

The core values of DMPI include *championing together*, *ownership with integrity (or malasakit)*, and *excellence in everything we do*.

Del Monte truly nurtures generations.



**Nourishing families.  
Enriching lives.  
Every day.**

<https://www.lifegetsbetter.ph>

1926



Del Monte started operations in the Philippines

1930



My father joined the company

1957



My father and I in Camp 12

1972



With Internal Auditors after I joined Del Monte

2001



My dad on his 90<sup>th</sup> birthday

2003



My son Paolo with Sales

2018



With the Europe commercial team and our COO

# NURTURING EMPLOYEES



## Nurturing Employees

We are a people-driven organisation committed to growing wellness and a high quality of life through harmonious working relationships.

- 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

### OVERVIEW

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 5,600 regular employees of the Group work at our plantation, manufacturing facilities, administrative and marketing offices. About 2,100 regular employees work in the United States and Mexico, while 3,500 are employees based in the Philippines and Singapore.

Given that our employees are our most valuable resource, we are committed to fundamental human rights and adherence to labour standards. The farm and production facilities employ people from surrounding communities in the Philippines. Workers are paid above average rates in the industry and are informed of the terms and conditions of employment prior to their appointment. They undergo medical examinations annually and whenever required. Child and forced labour and any other form of exploitation are not allowed.

Discrimination on the grounds of nationality, ethnicity, religion, age and gender is against the Group's Code of Business Ethics.

***"Satisfied employees mean satisfied customers, which leads to profitability."***

**- Anne M Mulcahy, Chairman and CEO**

### OUR PERFORMANCE

#### OCCUPATIONAL HEALTH AND SAFETY

**28**

Percent reduction in the Group's number of injuries



#### HUMAN RIGHTS AND LABOUR STANDARDS

**100**

Percent of third party service providers certified compliant with Labour Standards, Wages and Benefits



#### FAIR WAGES AND BENEFITS

**31**

Percent increase in DMPL employees' training hours



DMPI Leadership team led by COO Luis F Alejandro

# NURTURING EMPLOYEES



Green beans inspection



Field workers in Bukidnon, Philippines

## OCCUPATIONAL HEALTH AND SAFETY

We are committed to ensuring our employees' health and safety. Providing employees with a safe work environment is one of our priorities. We value our employees in a way that makes life better for every member of the organisation. Moreover, ensuring the health and safety of our employees reduces costs arising from lost-time injuries and medical leaves.

In the US, we strive to provide a workplace free of preventable hazards. We comply with all laws and regulations governing workplace safety and health, including the Occupational Safety and Health (OSH) Act.

In the Philippines, we consistently provide safety training to plantation and cannery employees and enforce the use of personal protective equipment required in performing their assigned duties and

responsibilities.

DMPI work committees identify potential safety risks and hazards, and devise action plans to mitigate or avoid its occurrence. Safety programmes are implemented and process improvements are made to ensure workplace health and safety.

1. In the US, we apply DuPont's award-winning Safety Training Observation Programme at every facility. Through this training, our employees are able to identify and communicate safe and unsafe conditions and acts. By feeling confident and being able to talk to others about safety, our employees work together to prevent incidents from occurring, especially at our production facilities where there are higher risks, and by extension, more incidents.
2. In FY2018, Del Monte experienced a Total Incident Rate (TIR) of 2.62 and a severity

rate of US\$0.12 per hour worked – which is far below the most recent Bureau of Labour Statistics (2015) TIR of 5.2 for the fruit and vegetable canning industry.

3. 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.
4. 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.
5. Facilities in the Philippines have Emergency Response Teams and Fire Brigade Teams, which are identified and trained for cases of crises and these teams lead the conduct of regular Emergency Preparedness Drills to ensure that all employees are aware of what to do in case of emergencies and natural disasters.
6. Safety trainings have been extended to our service providers in both the plantation and cannery.
7. We conduct periodic inspection of trucks and forums on safety and training on defensive driving



Del Monte workers in a corn processing plant in Wisconsin, USA

**2,445,287**  
Safe-Man Hours without Lost Time Accident (LTA) from July 2007 to July 2017 in the PET plant in the Philippines



DMPI received Award of Merit in the Safety Organisation of the Philippines Award 2017

# NURTURING EMPLOYEES

to help reduce our accident rate in the Philippine cannery and plantation.

8. Our office in Manila - the Jose Y Campos Centre building - 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.
9. DMPI audits the toll manufacturers regularly for compliance with all laws and regulations governing workplace safety and health, including Occupational Safety and Health Regulations.
10. Toll manufacturers in the Philippines provide ongoing safety training to all their employees, enforce the use of personal protective equipment required in performing 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.



*Executive Office, Strategic Planning, Finance and HR Teams*

In the US, over 64% of the Company's seasonal hourly employees are part of unions that help advocate fair wages and working conditions.

DMFI's philosophy holds that promoting diversity in the workplace is a means of encouraging personal and organisational growth and contribution, and further enables individuals and teams. Furthermore, 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.

For the last couple of years, despite changes to our business, 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%.

In the Philippines, the Company performs periodic audits of contract manufacturers and certain direct suppliers. Some independent and unannounced audits are

used to address quality assurance and compliance issues. Labour-Management Cooperation (LMC) councils meet regularly to discuss and decide on issues affecting employees, their families, the Company and the communities where we operate.

1. 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.
2. Our farm and production facilities employ people from surrounding communities and they undergo annual physical examinations.
3. LMCs prepare the groundwork for efficient and swift negotiations between Union and Management, as manifested in the signing of two memorandums of agreements covering enhanced economic and social benefits for about 55% of the total regular employees at the plantation and cannery in the Philippines.

## HUMAN RIGHTS AND LABOUR STANDARDS

The Group has a Code of Conduct for employees and suppliers that strengthens our commitment to fundamental human rights and adherence to labour standards. Both DMFI and DMPI are members of the Supplier Ethical Data Exchange to ensure compliance in the supply chain.



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

# NURTURING EMPLOYEES

*“When people go to work, they shouldn’t have to leave their hearts at home.”*

- Betty Bender, Author



Del Monte Singapore staff visit Home for the Elders



S&W Team with Head Tan Chooi Khim

4. An LMC Day enjoins plantation union members to celebrate ‘wins’, including innovations whose benefits have created benefits beyond their own families.

## FAIR WAGES AND BENEFITS

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. DMFI 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).

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.

Memorandums of agreement with the labour unions stipulate wage increases and enhancements in benefits for farm and factory workers from year to year.

1. DMPI 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
2. Plantation employees live with their families in Group-owned houses and dormitories (for unmarried employees).
3. Employee-organised cooperatives provide our workers with services that enhance economic benefits for their

families. Cooperative members enjoy annual dividends and patronage refunds.

4. Children of cannery employees enjoy free year-round weekend tutorials in basketball and, as scheduled, other sports (tennis, swimming, martial arts) and creative skills (photography, theatre arts). Core values are introduced through learning exposure that helps them grow a strong sense of community and family life.

## EMPLOYEE ENGAGEMENT

Building a culture of engagement is a continuing journey. It requires commitment from everyone in the organisation. The Group involves employees in various activities that promote a healthy work-life integration. The Group’s commitment to engagement is a journey worth taking. It is one way we nourish our employees, enrich lives, every day.

**Houses and Dormitories in the Plantation (Philippines) include:**

- Camp Clinics
- Primary Schools
- Secondary Schools
- 100-bed Hospital
- Day Care Centre
- Plaza
- Chapel
- Social Hall
- Playground



S&W fresh pineapples

# NURTURING EMPLOYEES



DMFI employees packing products for charity



EMPLOYEE ENGAGEMENT ACTIVITIES IN THE PHILIPPINES	
SPORTS FEST	TREE PLANTING
FITNESS CLASS	SUMMER OUTING
HALLOWEEN	CHRISTMAS PARTY
LIFESTYLE SERIES	MyHR
EMPLOYEE COUNCIL	MONTEE STORES/PASS
TEAM BUILDING	FUN DAY

- Our US facilities and corporate employees are actively involved in contributing time and money to organisations that serve:
  - Medical research
  - Education
  - Special needs
  - Youth activities
  - Veteran support
- In December 2016, the Employee Council in Cabuyao Plant in the Philippines was established to provide a venue for employees and management to have the opportunity to promote a thriving and healthy work environment in the Philippines.
- Del Monte in the Philippines believes that Engagement is everyone’s responsibility. 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.
- “Our Voice, Our Choice” survey allowed them to closely look at the critical elements that enable employee engagement. It captured employee feedback for the Company which was beneficial in creating an environment that fosters employee engagement. It also allowed the Company to educate managers on how engagement is created, measured, and sustained amongst their teams.
- Employee Engagement is one of DMPI’s key priorities. This survey becomes the basis for action plans to continuously engage employees. The results show a great opportunity to further increase employee engagement.
- As a way to improve employee communication, our Human Resources Department in the Philippines has enhanced our online HR Information System called MyHR, utilising technology for fast and accurate employment transactions. Other employee engagement initiatives by the company are the “Montee” stores where employees can purchase DMPL products at a discount.

## Our Key Takeaways

Our VOICE. Our CHOICE.

QUICK WINS OPPORTUNITIES

**BEST FRIEND**  
We value rapport and building healthy relationships.



**RECOGNITION**  
Corporate Recognition Programme is a work in progress. We are also prioritising this now.



**MISSION**  
Clear on our mission and contribution towards this common goal.



**PROGRESS**  
We just started rolling out our core leadership programme that emphasises the value of ongoing conversations in making development, progress, and growth.



Participation Rate: 96%  
October 18 - November 3, 2017  
1,011 out of 1,054 employees

- We extensively cascaded our Del Monte CHOICE Values to employees across all levels (from Operating Committee [OPCOM] to Rank & File), locations and divisions. Crowdsourced data from the series of Cascades are analysed and used as reference in enhancing or designing our

# NURTURING EMPLOYEES



DMFI employees promoting CHOICE core values of DMPL Group

people programmes, strategies and initiatives to drive employee engagement, e.g. "Leaders As People Development Partners Workshop," etc.

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

## WELL-BEING AND WORK-LIFE INTEGRATION

Del Monte helps employees integrate their work with their personal lives. Providing employees programmes that help balance their work and family life will assist the Group and employees in fulfilling their goals both inside and outside work.

Del Monte in the United States fosters a diverse and welcoming workplace focused on mutual respect. Most importantly, DMFI encourages employees to maintain a healthy work-life balance. The Company supports employees in pursuit of healthier lifestyles and even provide our employees with financial assistance to engage in health and well-being programmes.

Del Monte in the Philippines launched several programmes to improve employees' work-life integration such as sports and family events, movie nights, educational talks and symposiums, pre-retirement seminars and trainings on health and safety.

- In the Philippines, 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

**99**  
 Percent of CHOICE Cascade Completion in Manila, Mindanao and Corporate Office in the Philippines

summer programmes for employees' dependents.

- 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.
- To help employees know their benefits, 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 they have.



DMPI employees promoting CHOICE core values of DMPL Group

WELL-BEING AND WORK-LIFE INTEGRATION ACTIVITIES IN THE PHILIPPINES	
TRAININGS ON BASIC LIFE SUPPORT AND EMERGENCY FIRST AID	LECTURES AND TALKS ON FINANCES
PRE-RETIREMENT SEMINARS	MOVIE NIGHTS
LECTURES ON PARENTING	SYMPOSIUMS ON WOMEN EMPOWERMENT
FAMILY EVENTS	SPORTS EVENTS
EDUCATIONAL TALKS ON HEALTH AND NUTRITION	FINANCIAL WELLNESS BROWN BAG SESSIONS

# NURTURING EMPLOYEES

4. Financial Wellness Brown Bag sessions enable employees to manage their finances and prepare for a more secure and financially-rewarding future.
5. To emphasise our mission on Health and Wellness, the Company provides educational sessions on proper nutrition and balanced diet. In addition, several symposiums focusing on lifestyle diseases are held to increase awareness and how to combat these diseases.
6. The Company sponsors a series of Pre-Retirement Seminars to help near-retiring employees holistically prepare for their retirement. The programme enables participants to effectively plan and manage the key stages of the transition process and make more informed decisions for a secure and rewarding retirement. Employees with a partner jointly take a serious look at the necessary adjustments when the employee finally retires from the Company.
7. To celebrate Women’s month, the Company holds a series of symposiums on women empowerment and improving women’s confidence.
8. We hold movie nights for employees where movies are shown at the end of the week to help relieve stress.



Take your child to work day in the US

## TALENT MANAGEMENT

In the United States, professional development is part of our performance system and links to our core values and competencies. DMFI management supports and encourages employees to participate in career development activities that will contribute to their ability to deliver value and ensure further growth and success for themselves and the Company.

“We choose to be excellent in everything we do.” This is DMPI’s commitment, embedded in our CHOICE Values, in building our employees’ competencies to better equip them for the future.

Del Monte’s “Roadmap to Global Competitiveness” in the Philippines starts with building on the capabilities of each employee on the ground 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. The framework pinpoints the specific technical and operational skill set each team member must develop to deliver high performance.

1. DMFI offers an Education Assistance Programme to help employees develop and enhance their careers.



Del Monte runners with Chief Corporate Officer Ignacio C O Sison



First-aid team



# NURTURING EMPLOYEES

2. Some of the types of training DMFI provides are:

- a. Managers provide internal learning opportunities by working closely with employees to structure appropriate on-the-job activities to meet identified developmental needs.
- b. External programmes and professional certifications are supported via seminars, conferences, or other specialised workshops.



*7 Habits training for Del Monte employees*

- c. External university courses are available through the Del Monte Employee Education Assistance Programme. Under the provisions of this programme, eligible employees may receive up to US\$5,250 annually in financial assistance for approved courses of study at accredited educational institutions.



*Del Monte employees in Singapore celebrating Chinese New Year*

3. DMFI offers over 50 training programmes annually for hourly employees to ensure they have the necessary skills and information to conduct high-quality and safe work that meets the Company's expectations and standards.

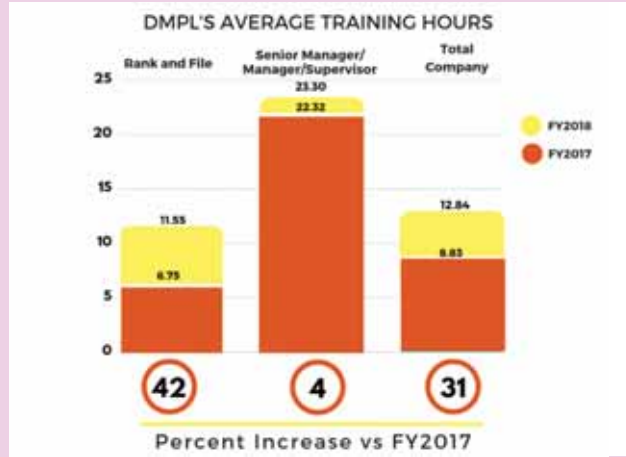
4. A management succession plan is fully in place, with a bench of candidates trained amongst our ranks to be able to immediately assume responsibilities of key management positions in the event of vacancy.

5. In the Philippines, DMPI's GR8 (Great) Del Monte Leadership Competency Model serves as our guide in developing our leaders, to enable them to coach and collaboratively lead teams towards achieving the



*DMPI Supply Chain Team with Head Amante A Aguilar*

# NURTURING EMPLOYEES



Company's operational and business goals. We balance the leadership equation by developing Del Monte Leaders who are not only competent but also serve as models who live out our Del Monte CHOICE (Core Values).

- 6. Each Competency Framework also serves as a foundation for broad-range people programmes on recruitment, learning, career development, succession planning and performance management.
- 7. Fully supported by a powerhouse OPCOM Corporate Faculty, our in-house Basic Management

Programme aims to broaden and sharpen our Managers' perspective and understanding of the business, enables them to adapt to dynamic business situations, and manage effects of business volatility and changes to people, process, culture and mindset.

- 8. The Company's Moving Up to Supervision Series aims to equip our young leaders with basic leadership skills that allow them to effectively perform their new role as people managers. These weekly classroom sessions complement formal technical trainings, coaching/mentoring and intensive on-

the-job experience provided via structured Cannery Operations and Plantation Operations Supervisory Training Programmes.

- 9. The Company's average training hours in the Philippines increased by 25% versus last year. This covers leadership and business training, culture-build, technical and regulatory training programmes.



DMPI Human Resources Team with DMPL Head Ruiz G Salazar, DMPI Head Gerard P G Bautista and Mindanao HR Armin S Narciso

# DEL MONTE POWERS UP WITH RENEWABLE ENERGY

AN IDEAL MODEL OF SUSTAINABILITY • NURTURING NATURE



## ENVIRONMENT

Minimizes and cleans wastewater discharge



## ECONOMIC

Reduces cost of power and electricity



## COMMUNITY

Sustains community livelihood



## GOVERNANCE

Complies with environmental laws

**Carbon Footprint and Climate Change** | 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 the largest producer of pineapples in the country and its vast 25,000-hectare pineapple plantation and forest areas reduce the amount of carbon dioxide, offsetting any emissions in the atmosphere. There are not many companies that are carbon negative or even carbon neutral. Less carbon emissions are better for the environment. DMPI, a leading manufacturer of food and beverages, is uniquely positioned among food companies to help mitigate climate change.

**Renewable Energy** | As the company assesses opportunities to further improve its carbon footprint, Del Monte Philippines pursues renewable energy solutions that are good from an environmental, economic, community, and governance perspective. Del Monte embarked on a renewable energy project and installed a waste-to-energy plant that produces methane gas from the wastewater of its cannery in Bugo, Cagayan de Oro, which is converted to steam that generates 2.8MW of electricity. Power generated from biomass, such as waste, contributed only 1.09% of Philippine electricity supply in 2016, a largely untapped resource for renewable energy.



Waste-To-Energy Biogas Plant

The waste-to-energy plant highlights DMPI's commitment to environmental stewardship – nurturing nature. The cleansed effluent discharged at the coastal waters of Macajalar Bay, adjacent to the cannery, has BOD (biological oxygen demand) levels that are compliant with government regulation, in fact, below government mandated levels. This is good for the environment and the fishermen that rely on the sea for their livelihood. Moreover, the plant reduces greenhouse gas emissions (GHG) in compliance with the Clean Air Act of the government. Cleaner air emissions are good for the neighboring local communities around the cannery. This waste-to-energy facility takes over the job done by an equally eco-friendly, but power-intensive aerobic treatment plant, hence reducing overall energy consumption.

This plant reduces the energy cost of the company by approximately P40 million per year, over 20% cheaper than the grid which is mostly reliant on coal-fired plants since it is less costly to generate energy from biogas. Lower operating costs

improve the competitiveness of DMPI and its ability to sustain its profitability. Finally, the power plant serves as a buffer against unstable power supply, in times of power shortages, and as a shield against power cost increases. The waste-to-energy facility is indeed an excellent model of sustainability from an environmental, economic, community and governance perspective, benefiting multiple stakeholders simultaneously. Quality, which is part of Del Monte's logo, is at the center of DMPI's brand promise, which also encompasses the environment and community where it operates. The core values of DMPI include a commitment to society and environment, healthy families, and excellence in everything we do, sustaining our growth into the future.

Del Monte Philippines will continue to seek out energy reduction opportunities across all its facilities and invest in improvements that are not only environment-friendly but also cost-efficient. This is in line with one of DMPI's strategic pillars to improve operational excellence and sustainability and Del Monte's vision:

*Nourishing families. Enriching lives. Every day.*



*Life gets Better*

# NURTURING NATURE



## Nurturing Nature

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

- IN THIS SECTION**
- 1** Fertilizer & Pesticide Use
  - 2** Water Management
  - 3** Soil Management
  - 4** Climate Change & Energy Efficiency
  - 5** Waste Management
  - 6** Biodiversity & the Environment

### OVERVIEW

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 as we support sustainable processes to enhance our environmental footprint.

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



*Zucchini harvest*

facilities, communicated to facility management and also incorporated in our training for operations staff.

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. To instil more confidence in our growing practices, 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.



*Peach harvest in California, USA*

# NURTURING NATURE

*“There can be no Plan B because there is no planet B.”*

- Ban Ki-Moon, UN Secretary-General



*Pineapple plantation in Bukidnon, Philippines*

Additionally, DMFI partners with a third party vendor, *CropTrak™*, to use their crop data management system to track traceability and sustainability metrics, and customer audit information. *CropTrak™* allows us to house the data in one central repository to facilitate more dynamic communication with operations and partners. *CropTrak™* 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.

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.

DMFI is unique compared to our competitors because we have our own dedicated agricultural Seed Operations Research Team. Our plant breeding programme uses 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 the 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.

In a single year, Del Monte tests over 3,000 genetically distinct, new and upcoming varieties in the hope of identifying a better plant that we can grow for years to come. We grow and evaluate over 1,500 green beans, 1,000 peas, and 500 corn which are genetically distinct.

The strongest ones are advanced the following year into yield, harvestability, and quality plots in the nursery, and then to successively larger row and field plots. We move the best few varieties from test status to trial status over the next two years, to continue to understand their characteristics. If the variety performs consistently and fills a niche, we add it to the Del Monte Approved Variety List, scale up seed production to meet field department demand, and it 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 FY2018, we grew Del Monte seeds that had been developed and grown using these processes in 17,282 hectares of land. Of all the vegetables grown, 95% of beans, 50% of corn, 25% of peas, 100% of lima beans, and 75% of spinach use Del Monte seeds. The rest of the seeds are selected for the same traits by Del Monte’s research team, but are not our proprietary seeds.



*Green bean field in Wisconsin, USA*

Years	1	2	3	4	5	Del Monte Approved Variety
<b>Genetically, distinct plants</b>	3,000	→			<1	
<b>Field size</b>	Single plant	Nursery plants	Short row plots in a grower’s field	Strip plots of 1 to 20 acres	40 to 160 acres	

# NURTURING NATURE



DMPI flies drones for mapping in Bukidnon, Philippines

Our green beans are one of the greatest successes of our plant breeding programme. We have been able to improve the yield of our latest green bean variety every year since 1996 by understanding its water, nutrient timing, pest management, seed quality, soil type, plant density, timing, and overall growing habitat.

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 are mainly aimed at improving plantation yield through ecologically friendly

land preparation, plant disease management and chemical application, efficient water sourcing and drainage, and use of sustainable planting materials.

One of the projects implemented to maintain DMPI's world class plantation management system was the Drone Programme which allows us to monitor the condition of the 25,000-hectare pineapple field in Bukidnon, Philippines. It captures pictures, including topography and colour, which help determine the health of the plants and optimise inputs of production. Global Positioning System (GPS) technology is also now being used to monitor the plantation and truck deliveries to ensure efficiency, productivity and safety at work.

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

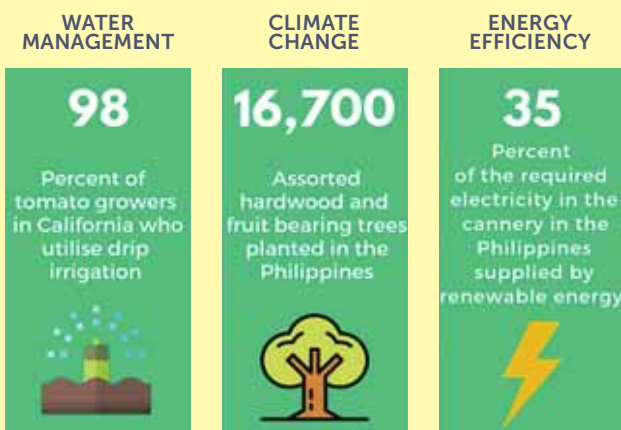
## FERTILIZER AND PESTICIDE USE

In the United States, DMPI is a leader in introducing agricultural practices that minimise the use of pesticides and help farmers grow stronger, more productive crops with less fertilizer, water and other materials.

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 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.

By limiting pesticide use, we reduce the potential for 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. We have participated in a number of IPM-related partnerships and initiatives to share knowledge and best practice.

## OUR PERFORMANCE



Pineapple spray operation

# NURTURING NATURE



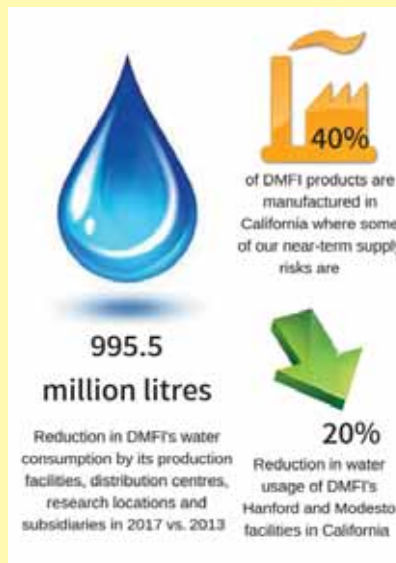
Checking the sweet corn quality in Wisconsin, USA

Del Monte researchers investigate crop density as a way to increase yield per hectare while cutting pesticide and fertilizer use. We continue to explore the possibility of rolling out high-density techniques to other crops.

1. DMFI provides our growers with plants that are naturally resistant to plant diseases and insects, thus reducing fertilizer and chemical use in farms.
2. Working with our growers to plant the best disease-resistant varieties for their regions, 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.
3. 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.
4. In addition, we reduced our application energy usage over 85% through such fewer applications.
5. Cutting down pesticide use at the source also helps us prevent pesticides from entering our fields and foods. 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.

6. This feedback loop means we closely examine the impact that new pesticides might have on our products, and that we develop higher standards of



Irrigation on bean field, Texas, USA

growing.

7. We continue to explore the possibility of rolling out high-density techniques to other crops.

## WATER MANAGEMENT

The agricultural sector uses 70% of the world's accessible freshwater supply, and many countries are reaching, or have already reached, their renewable water limits. With growing climate instability resulting in increasing droughts and other water pollution concerns, water scarcity is quickly becoming a top issue in the agriculture sector and governs where plants are grown, placing limits on productivity.

Managing water resources to maximise water efficiency, minimise pollution, and protect access to water for other users is truly a shared challenge for food processors.

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. Water scarcity is a real and pressing environmental concern. 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

# NURTURING NATURE



Tomatoes in Hanford, California facility

mitigate adverse consequences of crop agriculture on soil and water conservation.

Responsible farming focuses on sustainable crop cultivation and efficient drainage systems, with innovative as well as tried-and-tested practices, including minimising build-up of surface water during heavy rain and positioning grass strips at strategic points to slow down water flow.

We look for ways to optimise water use in all of our toll manufacturing operations, reduce water usage and increase water reuse and recycling.

1. In the US, 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.
2. From the time we plant to when we package the fruits and vegetables, water is a critical resource. Many of the regions where we grow and operate in are starting to experience water stress exacerbated by climate change. We see our concern for water scarcity reflected in stronger regulations and more calls to monitor and manage water use.
3. We work with our growers to implement the least water-intensive cultivation methods possible. For instance, 98% of Del Monte tomato growers utilise drip irrigation for targeted

application of water and fertilizer.

4. Presently, 78% of our facilities have high or extremely high water stress, so it is imperative for us to use water sparingly. To the extent possible, we capture and reuse water at our facilities.
5. At most of our facilities, we recycle the cooling water from our cans and use it to run our cooling towers. By doing so, we reduce the amount of fresh water and energy we use.
6. 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. These allow us to use less fresh water and avoid water treatment costs.

7. Of the 10 manufacturing facilities of DMFI, 78% of the sites in these regions have high or extremely high baseline water stress.
8. In the Philippines, our PET 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 Water Use Ratio in the PET Plant for FY2018 is 11.29, below the 11.87 maximum target.
9. Our Water Conservation Initiatives include:
  - a. Improve WUR by 10%
  - b. Improve RO efficiency from 45% to 64%
  - c. RO water recovery system
  - d. Activation of additional Activated Carbon Filter tank
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 will be reduced each year.

## SOIL MANAGEMENT

In the US, soil, along with seeds, is the primary medium of growth of our products. Poor soil health can have impact on the environment in the form of poor water retention, increased nutrient and chemical runoff, and declining yields.



Vegetable planting in Wisconsin, USA



# NURTURING NATURE

*“In life we need to be a little like the farmer, who puts back into the soil what he takes out.”*

- Paul Newman



DMPI Plantation Director Alejandro G Chavarria inspecting a pineapple field in the Philippines



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 (GLOBALG.A.P.) certified, further affirming a management system focused on Food Safety, Worker’s Health and Safety, Environmental Protection and Conservation of Wildlife. GLOBALG.A.P. is a globally recognised private sector body that sets voluntary standards for agricultural products. 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.

Our participation in the GLOBALG.A.P. certification process was voluntary and was a strategic response to customers’ demand for food safety worldwide. A Philippine Good Agricultural Practices (PhilG.A.P.) 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.

1. To facilitate soil management, DMFI asks growers to:
  - a. Conduct consistent soil sampling to manage soil fertility and health



Young pineapple fruit

- 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
2. DMFI encourages our farmers to work with qualified plant and soil scientists, or agronomists, who 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 lawful landowners by virtue of their respective ownership or stewardship documents as attested by concerned government agencies.
5. DMPI installs soil conservation measures in pineapple fields. 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. Our agricultural team conducts soil erosion studies and has developed a soil conservation manual.
8. We also reinforce technical competency through continuous training and education on soil management to reduce soil erosion in our plantation.

# NURTURING NATURE

9. With better fruit quality and greater operational efficiency, we have initiated programmes to:
  - a. Minimise waste and improve efficiencies in electricity and water consumption
  - b. Increase usage of recycled but viable packaging materials
  - c. Measure production efficiencies via 5S, Total Productive Maintenance and 6 Sigma
  - d. Enhance the health and well-being of our workforce and their families
  - e. Ensure compliance of our service providers with local labour laws
10. The Group cooperates with agrarian reform beneficiaries and the Philippine Department of Agrarian Reform towards efficient implementation of Comprehensive Agrarian Reform Programme.
11. Some of the soil conservation measures done in the Philippines are standardised basin design, using bamboo as check-dams following standard spacing and installation of back-slopes on roads.

## CLIMATE CHANGE ADAPTATION AND ENERGY EFFICIENCY

We face opportunities and risks associated with climate change. Predicted impact of climate change, such as increased temperatures, less reliable water supplies, and more intense extreme weather events, can significantly impact our operations and supply chain.



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

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. DMFI works with farmers on a variety of sustainability initiatives that help address climate change. DMFI's plant growing programme helps develop drought- and pest-resilient seeds. The Company also directly partners with our growers through the Sustainable Food Alliance's Cool Farm Tool. Several of our growers in Wisconsin and Washington piloted the tool to measure their GHG emissions and understand mitigation options for agricultural production.

Del Monte Foods also minimises carbon footprint by locating our processing plants close to the fields where our crops are grown. The majority of our crops are locally sourced and travel an average of 160 kilometres from the field to the manufacturing gate, and an average of 560 kilometres from distribution centre to retailer.

In the Philippines, we also closely monitor our carbon footprint. 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 is negative. DMPI is the largest producer of pineapples in the country and its vast 25,000-hectare pineapple plantation and forest areas reduce the amount of carbon dioxide, offsetting any emissions in the atmosphere. There are not many companies that are carbon negative or even carbon neutral. Less carbon emissions are better for the environment. DMPI, a leading manufacturer of food and beverages, is uniquely positioned amongst food companies to help mitigate climate change. DMPI plants various timber trees in plantation camps, company grounds and facilities. Bamboos are planted along field boundaries and non-arable land.



*Solar panels in Hanford facility in California, USA*

# NURTURING NATURE



Waste-to-energy facility in Bugo, Philippines



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

The Group continually assesses our investment opportunities in renewable energy solutions in each of our facilities. A number of renewable energy projects have been implemented across our facilities in the Philippines and United States.

As early as 2009, DMFI installed 6,400 solar panels covering over 37 square kilometres and producing 1.8 million square kwh which amounts to more than 8% of total electricity requirements during non-pack season at our primary tomato production facility in Hanford, California. The solar panel installation at our Hanford facility has enabled us to become a member of the Environmental Protection Agency (EPA) Green Power Programme.

In the Philippines, Del Monte embarked on a renewable energy project that produces biogas using cannery wastewater. The waste-to-energy facility generates 2.8 MW of electricity. More significantly, cleansed water discharged at coastal waters of Macajalar Bay has Biochemical Oxygen Demand (BOD) levels below government mandated levels. 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.

We will continue to seek out energy reduction opportunities across all our facilities and invest

in improvements that collectively reduce our air emissions, including GHG and our operating costs.

1. In the US, Del Monte received the Greenhouse Reduction Award from the California Manufacturers and Technology Association and the Industrial Environmental Association.
2. As part of DMFI's ongoing continuous improvement efforts, our Modesto plant installed a combined heat and power system, selective catalytic reduction unit, condensing economiser and backpressure turbine generator to its boiler system that cut natural gas use by 20%.
3. DMFI has a company-wide programme dedicated to implementing condensing economisers to improve heat recovery and steam system efficiency.

At least 50% of our facilities utilise this technology and we continue to expand this programme across our other facilities.

4. 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.
5. At DMFI, we track total network miles as a way to determine the success of our efforts to reduce the distance our finished products travel between processing plant and store.

Since 2015, we have eliminated 2.3 million miles or 3.7 million kilometres (the equivalent of approximately 1,476,310 litres of diesel fuel) from our distribution



Energy efficiency award received by Senior Manager, Corporate Sustainability, Raulito R Rodil

# NURTURING NATURE

network through a variety of initiatives.

- 6. Del Monte in the Philippines embarked on a renewable energy project that produces biogas using cannery wastewater.
  - a. This plant complements the job done by an equally eco-effective but power-intensive aerobic treatment plant.
  - b. This plant highlights our commitment to environmental stewardship on reduction of our GHG in compliance with the Clean Air Act of the government - recycling while enhancing our business competitiveness through reduced energy costs.
  - c. This plant reduces the yearly energy cost of the company by approximately 40 million pesos because it is 20% cheaper than the grid which mostly relies on coal-fired plants.
- 7. In the Philippines, we received the Outstanding Award in the Don Emilio Abello Energy Efficiency Awards in 2017.
- 8. By using the waste-to-energy facility in the Philippines, we have reduced 29% of the cannery's power cost per kwh.



management practices and specifically comparing landfilling to recycling rates to ensure that we are managing our waste streams in the most efficient manner possible. We instituted a "Ner0 (Near Zero) Landfill" policy where we aim to divert up to 98% from reaching the landfill based on the Environmental Protection Agency's Waste Reduction Hierarchy.

In the Philippines, we are also committed to sustainable waste management across our operations. We 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 and the benefits of utilising recycled materials. When disposal is the only option, we seek to dispose materials in an environmentally safe and responsible manner. We understand that the correct handling, storage and disposal of waste materials is essential to comply with environmental regulations and pollution prevention.

Our pineapple pulp waste disposal system, a pioneering effort which started in the 1950s, converts a by-product of the cannery into feed for our cattle farm at the plantation. This helps us reduce waste and cut costs.

- 1. For over four 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.
- 2. 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.



## WASTE MANAGEMENT

In the United States, we are benchmarking our waste



Clean-up drive



# NURTURING NATURE

*“There is no such thing as “away.” When we throw something away, it must go somewhere.”*

- Annie Leonard, Proponent of Sustainability



Pear trees in full bloom



Coastal Clean-up of Macajalar Bay, Philippines

3. 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 local restaurant programme, Food Recycling Project.
4. 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.
5. We operate effluent treatment plants that treat wastewater discharged from our agro-industrial facilities.
6. Our high-filtration extraction system processes excess juice into pineapple concentrate and syrup, significantly reducing

volume of wastewater.

7. 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.
8. Awards received in Pollution Control Association in the Philippines include The Outstanding Pollution Control Officer Award and 1st Runner-up for Mother Nature Award.
9. Our PET Plant Operation in the Philippines implements a solid waste segregation programme in order to capture recyclable wastes and sell them as scrap materials.
10. All toll manufacturers in the Philippines practice waste segregation, and waste management is part of new employees' training of our toll

manufacturers. DMPI ensures that all toll manufacturers comply with water and smoke discharge regulations.

## BIODIVERSITY AND THE ENVIRONMENT

Under our sustainability framework, we have significantly enhanced our stakeholder advocacy programme for environmental conservation. In the Philippines, our carbon footprint remains carbon-negative. However, we continue to undertake many initiatives during the year to reduce process residues, strengthen energy conservation in all worksites and plantation homes, and explore more efficient energy sources.

1. Del Monte Foods and its leading shippers have successfully completed 2016 emissions reporting with the US Environmental Protection Agency SmartWay Transport Partnership.
2. DMFI piloted the Sustainable Food Alliance's Cool Farm Tool in Wisconsin and Washington.



Tree-planting activity by DMPI employees



Apricot orchard bloom and bees in California, USA

# NURTURING NATURE



Coffee project of the Del Monte Foundation



Tree seedlings nursery

3. 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. The organisation works to monitor key environmental performance indicators and reduce carbon emissions through optimisation and efficiency best practices.

4. Through its coffee production project, the Del Monte Foundation is able to assist 22 families who maintain the 3-hectare coffee farm in Bukidnon, Philippines. It will take 2 more years for the coffee plants to bear fruit and be harvested.

5. In the Philippines, we also spearheaded the River Rehabilitation Project: Vetiver Planting. This project is a recipient of the World Water Day Award 2018 “Kampeon ng Lawa (Champion of the Lake).”

6. Part of our CSR initiatives of our toll manufacturers are the Waterbody Programme and Quarterly Orchestrated Clean-up by the Department of Environmental Natural Resources–Environmental Management Bureau. The theme was World Water 2018: “Nature for Water”. Profood International Corporation, one of our tollpackers, was assigned

the Butuanon River for continued protection and revitalisation of our adopted rivers.

7. Our PET Plant has the Environmental Compliance Certificate ECC-R4A-1504-0291 and Laguna Lake Development Authority Clearance PC-20a-016-00199.

8. The PET Plant is an active member of Cabuyao River Protection Advocates.

9. Clean-up Day and Adopt-A-Creek Projects were also conducted in the Philippines.

10. Our tree planting programme in Mindanao, Philippines, started using mostly endemic tree species seedlings sourced from nurseries sustained by local indigenous people to provide a haven for wildlife to flourish.



DMPI Plantation Team with Head Alejandro G Chavarria

## NURTURING GOVERNANCE



## SINGAPORE CORPORATE AWARDS

**13 AWARDS\***  
2010 – 2018



**Gold**  
2010 & 2015



**Gold**  
2010



**Gold**  
2011 & 2017

**Bronze**  
2014



**Silver**  
2013 & 2018

**Bronze**  
2010, 2012, 2014,  
2016 & 2017

### Ranked 13

Top 2% amongst 606 Singapore-listed companies evaluated in the Singapore Governance and Transparency Index in August 2018

### Ranked 23

Amongst Top 100 Singapore-listed companies in the ASEAN Corporate Governance Scorecard in April 2018



#### Best IR Website\*

Amongst 700 Singapore-listed companies evaluated by EQS-Investor Relations Professionals Association (Singapore) in October 2017



## 5 AWARDS\* BETWEEN 2001 AND 2018 FROM THE SECURITIES INVESTORS ASSOCIATION SINGAPORE:

- Shareholder Communication Excellence Award 2018
- Transparent Company Award 2001, 2013 & 2017
- Corporate Governance Award 2014



\* For mid-cap category

# NURTURING GOVERNANCE

## Nurturing Governance

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



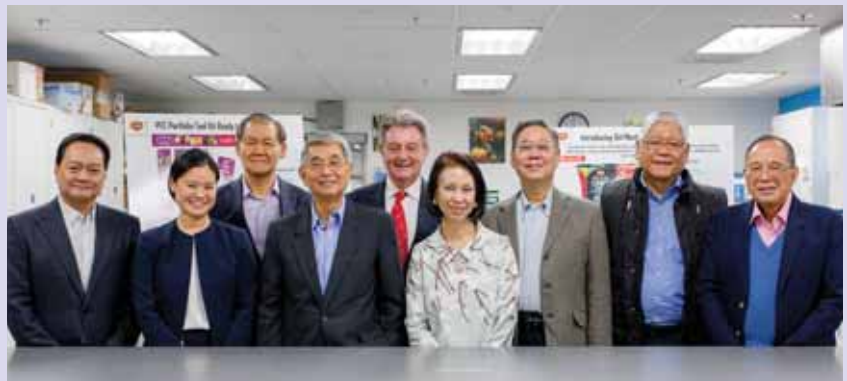
IN THIS SECTION

1 Ethics & Integrity

2 Data Protection, Privacy & Cybersecurity

### OVERVIEW

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.



Del Monte Pacific Board of Directors and Executives led by Executive Chairman Rolando C Gapud and CEO Joselito D Campos, Jr

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

### ETHICS AND INTEGRITY

Del Monte Pacific Limited is committed to the highest standards of corporate governance as it supports the principles of openness, integrity and accountability 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).

### OUR PERFORMANCE



For more information regarding our governance, please refer to the Corporate Governance Section of our FY2018 Annual Report.



# NURTURING GOVERNANCE

*“Ethics is the new competitive environment.”*

- Peter Robinson, CEO



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

The Board of Directors and Management are committed to use their best endeavours to align the Group’s governance framework with the recommendations of the revised Code of Corporate Governance issued on 6 August 2018 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.

The Corporate Governance Manual of the Group contains the framework of principles, guidelines, policies and terms of references that govern the performance of the Board and Management and their responsibilities that serve both corporate objectives and the long-term interests of the Group’s shareholders and other stakeholders. The Manual contains guidelines that are intended to prevent any conflict of interest on the part of the Company’s directors and executives.

The Company’s Interested Person Transactions (IPT) policy and manual prescribe the review and monitoring procedures and approval requirements for any transaction of the Group and its subsidiaries with any interested person such as a director, the Chief Executive Officer, any controlling shareholder

or associate of these persons. The policy and manual recognise and guard against the potential undue influence that interested persons may have on the Group especially with respect to entering into transactions that may not be in the best interest of the Company or minority shareholders.

In order to protect the Group against any conflict of interest at any level, all employees are required to provide relevant information on relationship that they may have with any of their employer’s suppliers, service providers, counterparties, other employees or other circumstances that give rise or could give rise to a conflict of interest.

Moreover, the Group implements a Securities Dealings Policy which prohibits certain designated persons within the Company to deal in the Company’s securities while in possession of unpublished material, price-sensitive information or to provide such information to others. This policy should effectively guard against insider trading that prejudices minority shareholders and the investing public.

The Group implements a Whistleblower Policy that aims to deter and uncover any corrupt, illegal, unethical, fraudulent 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.



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

# NURTURING GOVERNANCE



DMPI Legal Team with Head Antonio E S Ungson and Ramon M Velez of Stakeholder Relations

Importantly, pursuant to the Group's Code of Business Ethics, it has a stringent policy against fraud and corruption. 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 and enter into every day. Adherence to these codes helps employees and business partners to have sustainable business relationships.

Pursuant to these codes, the Group prohibits any form of corruption by its employees and suppliers. Any solicitation or offering of gifts, payments or commissions

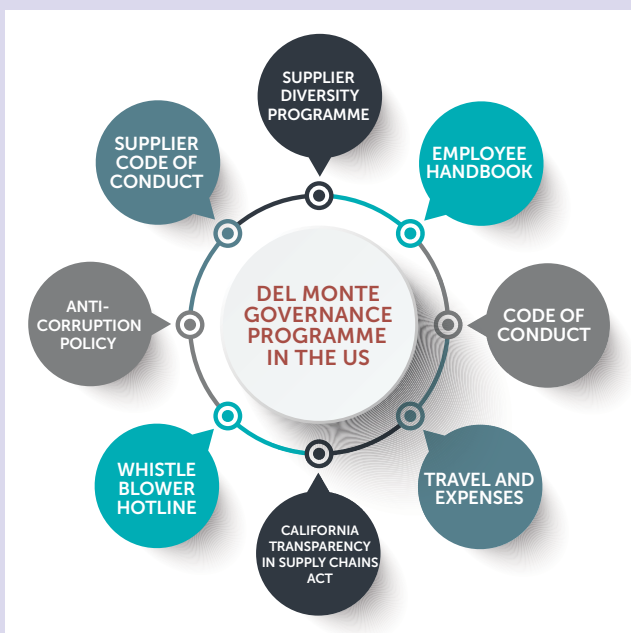
by Company employees and their families, or by suppliers and their representatives, in exchange for business or for personal gain is strictly prohibited and employees are expected to report any such violations or suspected violations.

DMFI's Anti-Corruption programme aligns with that prescribed by the US Department of Justice, which is a hallmark of an effective compliance programme. Anti-Corruption training is provided every two years to approximately 100 officers and employees at Del Monte and its subsidiaries. The Anti-Corruption Policy includes procedures to address high-risk transactions such as:

- a. International Gifts and Hospitality
- b. Travel and Lodging for Government Officials
- c. Review and Approval of any Facilitating Payments
- d. Retention of Intermediaries and Consultants
- e. Reviews of Proposed Charitable and Political Donations
- f. Financial and Accounting Requirements

DMFI's Anti-Corruption procedures require employees to follow a specific due diligence process and obtain prior written approval from the Legal Department before retaining any consultant, agent or other third party who may reasonably be expected to interact with any foreign government official on behalf of Del Monte.

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



# NURTURING GOVERNANCE

related to Lighthouse are posted on the Del Monte intranet site and posters are placed at all work locations.

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;
  - c. and the nature of the business partner relationship.
4. DMFI 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.
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, PRIVACY AND CYBERSECURITY

In this Information Age where data is considered the new currency, data protection, privacy, and cybersecurity have never been more important. As data processing evolves and companies increase their reliance on big data, the risks of data breaches and potential misuse of personal and sensitive information have become more apparent and, in many cases, have given rise to new laws and regulations worldwide.

In response to this challenge, the Group has strengthened its commitment to protect the personal data of its various stakeholders, including its employees, shareholders, customers, contractors, business partners and suppliers. The Group has adopted a Data Privacy Manual which

codifies the Group's commitment to ensuring the free flow of information to promote innovation and growth, and for the proper management of its businesses, while at the same time ensuring that the subject's fundamental right to privacy is respected.

With evolving privacy laws and regulations, the Group needs to more carefully navigate the changing legal environment while remaining steadfast in its commitment to data privacy. The same applies to cybersecurity laws and regulations which have also become increasingly more complex. Companies can be subjected to fines, injunctions, government audits and, in more serious cases, criminal liability.



DMPI Internal Audit Team with Head Gil R S Veloso



Information Technology Team with Head Cesar R Canlas

## NURTURING GOVERNANCE

This has been exacerbated by breaches in security against major companies worldwide, thus, heightening the need to strengthen our cybersecurity against such attacks. One significant risk of such breaches in security is the negative effect of media attention which may result in loss of consumer trust and confidence in the Group, thereby resulting to consumers being less willing to share their data with the Group, including data which could have been valuable in making informed business decisions and improved customer offerings.



Our Group is committed to respecting and protecting the privacy of individuals who visit our websites. We do not disclose any of the users' personal data except as required by law or regulations, and we process their personal data exclusively for the purpose of pursuing the relationship with them as declared in the respective privacy policies of our websites.

With the increasing global incidence of cyberattacks on companies' servers and websites, we have committed to strengthen and improve the security of the Group's systems.

1. 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.

2. Given the new systems and processes involved, there are risks to timely and accurate processing of documents, monitoring of expenditures, along with the change of service provider and decision-making associated with the steady flow of detailed quality information.
3. Refocusing IT support to effectively manage the 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. We have engaged a third party to audit our systems and mitigate risks relating to data privacy and cyberattacks.
6. 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.



# DEL MONTE SUSTAINS COMMUNITIES, NOURISHES FAMILIES, ENRICHES LIVES

Del Monte Philippines, Inc. (DMPI) gives back to the community, a company tradition since the first pineapples were planted in Bukidnon over 90 years ago in the 1920's. DMPI's impact is felt in the life of communities around its farm and facilities. While its business supports the livelihood of at least 20,000 residents – from fruit growers, truckers to harvesters and maintenance crews – other residents greatly benefit from Del Monte. As a responsible corporate citizen, DMPI uplifts the quality of life of communities.

COMMUNITY SERVICE	MEDICAL & DENTAL MISSIONS	EDUCATIONAL SESSIONS	TECHNICAL SKILLS TRAINING	SCHOOL CHAIR DONATIONS	SCHOLARSHIPS
<b>30,000</b>	<b>2,200</b>	<b>2,000</b>	<b>1,100</b>	<b>680</b>	<b>340</b>
PATIENTS SERVED BY THE FOUNDATION'S MOBILE CLINIC	PATIENTS BENEFITTED FROM MEDICAL AND DENTAL MISSIONS	RESIDENTS ATTENDED COMMUNITY EDUCATIONAL SESSIONS	INDIVIDUALS ATTENDED VARIOUS TECHNICAL SKILLS TRAINING	CLASSROOM CHAIRS DONATED TO PUBLIC SCHOOLS	YOUTHS RECEIVED SCHOLARSHIPS TO VARIOUS SCHOOLS

\*Data covers a period of one year.

## Community Health and Wellness

Del Monte Foundation, Inc. spearheads DMPI's mission in its host communities and improves their health, wellness, and nutrition. Over a period of one year, the Foundation's mobile clinic caters to about 30,000 patients across over 50 communities around the plantation. The Foundation conducts nine medical and dental missions for about 2,200 patients with free treatment and medicine. It also conducts home care and community health education classes for over 2,000 homemakers, and rural residents on nutrition, prevention, and treatment of illnesses, family planning, and emergency care, among others. Over 200 community health workers have been trained to render better services. Twelve communities have received medical apparatus for health services.

## Livelihood Programs

The Foundation provides technical skills training and livelihood development needed by communities to gain employment or engage in self-employment. The Foundation is accredited by the Technical Education and Skills Development Authority (TESDA). Workshops train students in welding, plumbing, driving, engine servicing, and cosmetology, among others. Over 1,100 out-of-school youths and unemployed heads of families benefit from technical skills training courses conducted in 30 municipalities. Training graduates are TESDA-certified and are helped with job placements. The Foundation partners with a local school to provide vocational courses.



## Education, Scholarship, and Youth Development

The Foundation sponsors about 340 Del Monte scholars in different schools, from high school to college levels, through academic, community and sports scholarships, and the Jose Yao Campos Grants-in-Aid. Over 1,000 alumni of the scholarship program, which started in 1956, are now key contributors to community growth in the Philippines. The Foundation also harnesses the potential of the youth to lead and transform their communities for nation-building.

The Foundation provides material and labor to construct or restore classroom buildings and facilities, benefiting 34 schools so far. Using recycled wood, 680 classroom chairs for 25 public schools, and 13 sets of tables and chairs for day care centers and pre-schools in 10 towns were fabricated. The Foundation develops the skills of pre-school children in 16 communities. Eight local communities benefit from playground equipment fabricated by graduates of welding courses. The Foundation partners with Labor Management Councils to stage intercommunity sports tournaments.

Quality, which is part of Del Monte's logo, is at the center of DMPI's brand promise, which also encompasses the community where it operates. The core values of DMPI include a *commitment to society and environment, healthy families, and championing together, sustaining its growth into the future.*



Del Monte Philippines improves the quality of life of its host communities, in line with one of its strategic pillars to improve sustainability and achieve Del Monte's vision:

***Nourishing families. Enriching lives. Every day.***

<https://www.lifegetsbetter.ph>

# NURTURING COMMUNITIES



The impact of the Group's business is clearly felt in the day-to-day lives of communities around its farm and production units, while its business directly and indirectly supports the livelihood of at least 75,000 individuals.



- IN THIS SECTION**
- 1** Community Investment
- 2** Community Health and Wellness
- 3** Livelihood Programmes
- 4** Education, Scholarships and Youth Development



Del Monte Foundation scholars with DMPL CEO Joselito D Campos, Jr and Olivia M Campos

## OVERVIEW

The Del Monte family prides itself in giving back to the community. This has become our tradition since the first pineapple fields were planted in the 1920's. To this day, Del Monte employees keep this tradition as we visit various communities. The Group's employees volunteer their time to help make lives better for the less fortunate.

As a responsible corporate citizen, the Group continues to contribute to the development and upliftment of the quality of life in communities where we operate.

## OUR PERFORMANCE

FEEDING AMERICA	FARM2FAMILY PROGRAMME	FIELD TO FOODBANK	RED CROSS AND FEEDING AMERICA
<b>1,361,000</b>	<b>760,000</b>	<b>30,000</b>	<b>18</b>
Kilos of canned fruits and vegetables to relieve hunger	US dollars and over 3.1 million kilos donated to local community groups	Cases processed to contribute to the ending of hunger	Truckloads of products equivalent to 454,000 kilos donated for disaster relief operations

# NURTURING COMMUNITIES

*"We make a living by what we get, but we make a life by what we give."*

- Winston Churchill



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



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

During the fall of 2017, DMFI quickly acted to deliver over 453,600 kilograms of food for Hurricane Harvey rescue efforts in Texas, Louisiana and Puerto Rico, as well as fire recovery efforts in California and to earthquake responders in Mexico.

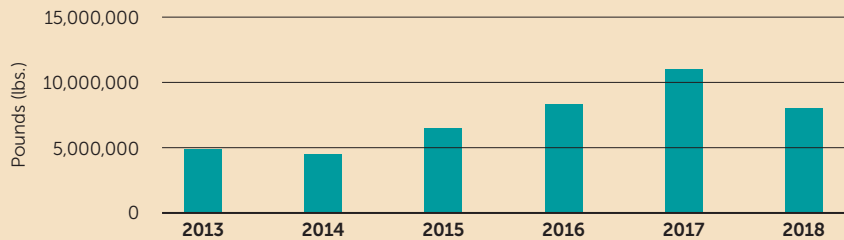
Additionally, each US-based manufacturing facility donates to local food banks on a regular basis. In 2017, their efforts resulted in over 3.6 million kilograms of food donated to food banks near where they operate. DMFI corporate offices in Walnut Creek, California; Rogers, Arkansas; and Pittsburgh, Pennsylvania also coordinated volunteer efforts to help pack donatable goods for local families in need near the offices.

## COMMUNITY INVESTMENT

Our corporate giving programme reflects our values and we share these with the communities in which we operate. At Del Monte, we have a can-do spirit and we believe in using our quality products to change lives and make a real impact in our communities. Through this approach, we identify and support local and national organisations that make a difference.

1. As part of our "Farm2Family" Corporate Giving programme, we strive to contribute to organisations that focus on farm advocacy, feeding those in need, environmental stewardship, disaster relief, education, youth activities, family care, and healthy

## FOOD DONATIONS



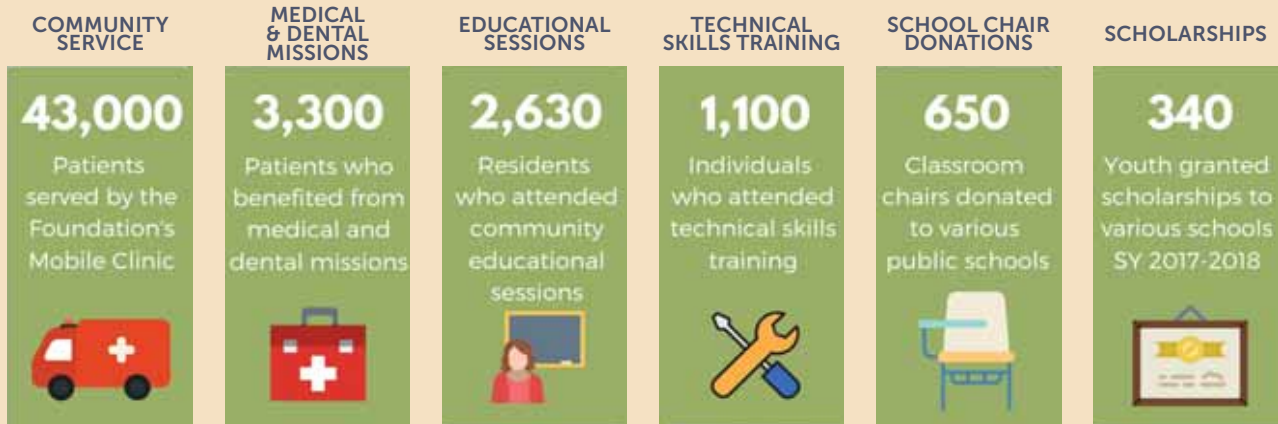
living through financial gifts, as well as donating food to our communities where we can have the most impact.

2. Beyond hunger relief, our programmes also reduce waste such as our Brite Recovery Programme with Feeding America. Sometimes there are slight imperfections in fruits or cans during the manufacturing and labeling process.
3. Another source of waste typically starts at the field itself. When excess food is grown and cannot be sold, it is plowed under. Through a partnership led by the Wisconsin Institute for Sustainable Agriculture called Field to Foodbank, excess food is contributed to those in need through a collaboration between growers, manufacturers, and truckers.

FARM	FAMILY
<b>Going Green</b> to support environmental stewardship	<b>Healthy Lives</b> to support exercise or medical research activities
<b>Farm Advocacy</b> to support on-farm conservation or education programmes	<b>Family Care</b> to support families and family networks
<b>Disaster Relief</b> to activate quickly to lend food and support during a crisis	<b>School Success</b> to support education, after school programmes and scholarships
<b>Hunger Relief</b> to support local residents or food pantries in need of healthy meal options	<b>Youth Activities</b> to support local teams, art & music workshops, and team building

# NURTURING COMMUNITIES

## OUR PERFORMANCE



- To manage the challenge of supporting local food bank inventory needs, the unused fresh food is canned, helping to extend the shelf life and lock in the nutritional benefits. This system relies on multiple layers of generosity from the donation of the seeds, land, labour, cans, and processing.
- Del Monte is proud to have been part of Field to Foodbank, in partnership with our growers, since its inception in 2008. During that inaugural year, Del Monte processed 3,000 cases, providing a robust proof of concept.
- Finally, when disaster strikes, a quick reaction is key to help those affected. While the roads are still impassable at times, 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.
- When hurricanes severely damaged parts of Texas, Florida, and Puerto Rico in 2017, Del Monte responded with 18 truckloads of fruits and vegetables equal to over 1 million pounds of food distributed in under three weeks to the affected regions.

### COMMUNITY HEALTH AND WELLNESS

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 for identifying and selecting community projects, in coordination with the DMPI Plantation and Cannery teams.

The Foundation's mission is to raise the level of global health and wellness by bringing greater awareness on health, nutrition and food safety to our host communities. Through the Del Monte Foundation, we help address various community concerns on sanitation, health and wellness.

- The Foundation supports Smile Train, a programme that provides free surgery to indigent children with cleft lip.
- The Foundation participates in the Zero Extreme Poverty 2030 Movement (ZEP2030) as local convener for Bukidnon,



Del Monte Foundation mobile clinic serving far flung communities in Bukidnon, Philippines



Dental Mission in Bukidnon, Philippines



# NURTURING COMMUNITIES

Philippines. ZEP2030 is an initiative of civil society organisations (CSO) that aims to uplift 1 million Filipino families from extreme poverty by the year 2030. As a local convenor, the Foundation is the lead organisation/CSO on the ground in-charge of facilitating the convergence of different stakeholders in the area as well as clusters/member organisations of the Movement.

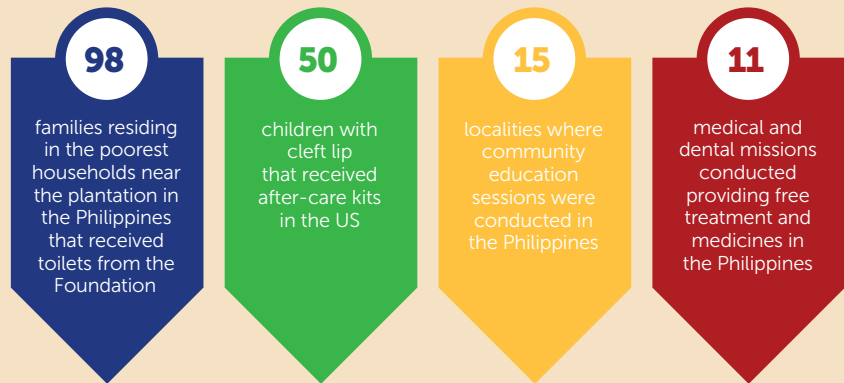
3. The Foundation conducts community education sessions in localities pertaining to family values, health and nutrition, prevention and treatment of common illnesses, financial management, family planning and such other concerns relevant to the community.
4. Community health workers undergo continuous training supported by the Foundation so they could render better service to their constituents.

## LIVELIHOOD PROGRAMMES

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. Community-based skills trainings are also 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



Shielded metal arc welding course of the Foundation accredited by TESDA



employment or self-employment to augment their family's income.

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 and vocational training on shielded metal arc welding, bread and pastry production and basic driving.
3. Del Monte Foundation implements 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 agencies and private organisations.
5. The Foundation has introduced fruit preserve making in cooperation with the Plantation Supervisors' Co-op and the Department of Trade and Industry to utilise excess supply of papaya. This provides livelihood opportunities for housewives in the neighbouring localities.
6. New courses like native beadwork and automotive maintenance servicing have been introduced.



Automotive technical training

# NURTURING COMMUNITIES



*Bread and pastry production for housewives in localities within the plantation*



*Home Care Education Programme*

7. The Foundation likewise partners with a local organisation for the identification of poor local farmers for a training in organic farming sponsored by TESDA.
8. The Department of Labour and Employment in Region-10 partners with the Foundation and TESDA whereby, amongst others, it coordinates and facilitates 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 and employment assistance.
9. Del Monte's PET Plant in Cabuyao, Laguna, Philippines assists local residents enhance their technical skills through a collaborative programme with TESDA.

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

1. Consistent with our commitment to help the national government address the shortage in school facilities, i.e. classrooms and chairs, the Foundation undertook the construction of 2 classrooms in San Roque Elementary School and Lindaban Elementary School in two towns in Bukidnon, Philippines.
2. Public schools in 5 towns in the Philippines benefitted from the assistance extended by the Foundation during the annual school brigade. Materials to help restore classroom buildings and

facilities were donated to make them functional and ready for the opening of the new school year.

3. Wooden pallets from DMPI's cannery were also donated to the LGUs of two localities from which they produced additional 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.
4. The Foundation partners with the Labour Management Councils of East and Sumilao Crop Production Units for the

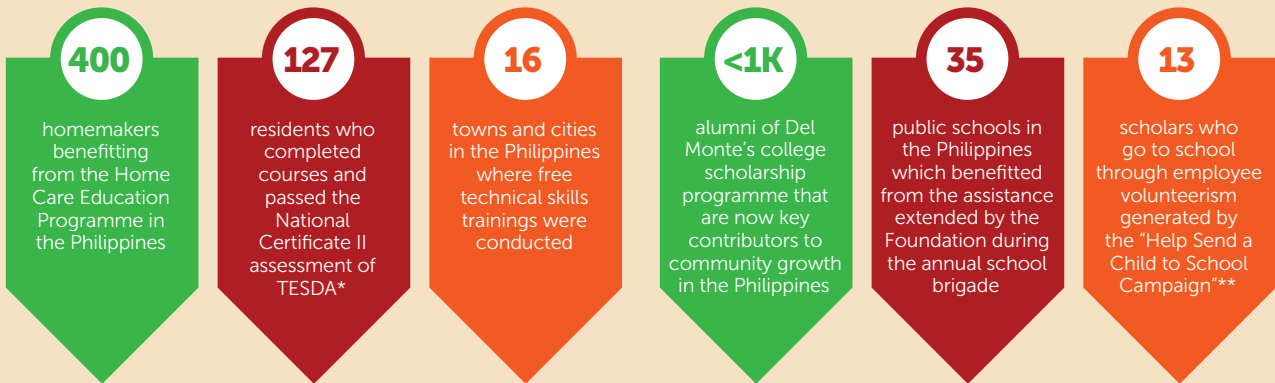
## EDUCATION, SCHOLARSHIPS AND YOUTH DEVELOPMENT

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. A scholar is supported in each of the communities where DMPI has operations.



*Some of Del Monte Foundation's 340 scholars*

# NURTURING COMMUNITIES



\* Technical Education and Skills Development Authority (Philippines)

\*\* With monthly contributions of Php1,000 for a period of 6 years, an employee in the Philippines can support the education of a child through completion of senior high school

organisation and implementation of inter-community sports tournaments. It likewise donates sports equipment to identified localities as well as playground equipment sets to two localities.

5. Community youth leaders also join Leadership Trainings after which they harness resources of their respective youth

organisations to attain both medium-term and long-term development goals of their communities.

6. Foundation scholars and selected community youth leaders participate in the various trainings on leadership and values enrichment.

7. 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.



School classrooms donated by the Foundation led by Executive Director Bella G Quimpo



Del Monte Foundation Team with Chairman Joselito D Campos, Jr and Olivia M Campos



Del Monte Scholars with Foundation Director Luis F Alejandro

## DEL MONTE FLIES DRONES TO MAP ITS PLANTATION



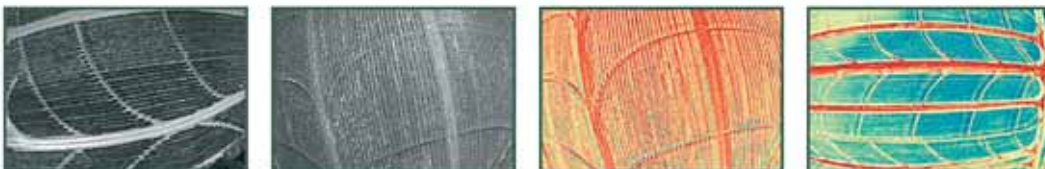
The pioneers of **Del Monte Philippines, Inc. (DMPI)** started farming in Bukidnon in 1926 and laid the foundation of the company's sustainable land use. Over 90 years of plantation operations are a testament to Del Monte's sustainable farming across generations.

It takes 18 months to grow a pineapple before it is harvested. DMPI's agricultural practices improve yield through ecologically-friendly land preparation, efficient water and fertilizer use, planting, growing and harvesting. Company practices include measures to mitigate the risk of El Niño or La Niña. Del Monte's pineapple plantation is certified with Global GAP (Good Agricultural Practices), Philippine GAP and ISO 9001, affirming its world class plantation management system. The certification further attests that DMPI conforms to international standards in food safety, workers' health and safety, environmental protection, and conservation of wildlife.



**Drones: Eye in the Sky** | Del Monte started its Drone Program in October 2015 as an early adopter of Unmanned Aerial Vehicles (UAV) or Agricultural Drone technology in the Philippines. The drones are used to map and monitor the health and vigor of pineapple plants in the fields during various stages of growth across 25,000 hectares of plantation area. Drones provide a full macro view of the plantation fields for monitoring growth, yield, early detection of pest and infestation, and harvest. The drones fly over the fields of Bukidnon from east to west, north to south, collecting various types of images including topography and color. On board this small aircraft are sensors for flight altitude, speed and imaging, along with its control system that connects to a computer.

The distinct responses of the field are colorized to identify field features such as roads, canals, and soil. Plant health, vigor, and level of nutrition are indicated based on their color responses.



Raw and derivative images taken by a drone to monitor the plants' health and vigor

**GPS Technology: Farm to Cannery** | DMPI leverages other technology in agriculture such as GPS technology to monitor plantation ground assets and truck deliveries. Tracking hundreds of ground assets working round the clock, day and night, across the vast plantation at varying stages of farming, can be complex, but GPS technology is a solution that enables DMPI to optimize the efficient use of these assets, maximizing productivity and safety. In the course of harvest deliveries from the farm to the cannery, GPS locates and identifies trucks going in and out of the fields, providing real-time information — location, speed, time of arrival, which is important for queuing, identification of vehicles, and estimated loads. Deployment of assets can be planned well and effectively carried out in exact field locations and with precise timing. DMPI also continues to seek other technology platforms to optimize its operations.

Quality, which is part of Del Monte's logo, is at the center of DMPI's brand promise, which traces its roots in the plantation where it grows quality. The core values of DMPI include *innovation, a commitment to society and the environment, and excellence in everything we do*, sustaining its growth into the future.

Del Monte Philippines uses technology in agriculture to sustain its plantation, in line with its strategic pillar to improve operational excellence and sustainability, and to achieve Del Monte's vision:

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

<https://www.lifegetsbetter.ph>



# NURTURING GROWTH



## Nurturing 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

### OVERVIEW

The economic impact of Del Monte Pacific Group benefits more than our 5,600 regular employees. In addition, we have engaged 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 contracted with over 1,000 farmers across North America which supplied over 900,000 tonnes of produce in FY2018. 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 that collectively span over 28,300 hectares of land. 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 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,

WE SUPPORT OVER  
**1000**  
U.S. GROWERS

**100% TOMATOES ARE FROM THE U.S.**

**99+% VEGETABLES ARE FROM THE U.S.**

**70% FRUITS ARE FROM THE U.S.**  
WITH SUPPLY FROM MEXICO, PHILIPPINES, CHINA, THAILAND & CHILE



Del Monte products

# NURTURING GROWTH

*"If you always do what you always did, you will always get what you always got."*

- Albert Einstein

## OUR PERFORMANCE

### TOTAL VALUE OF DONATIONS

**1,295,000**

US Dollar value of donations to various institutions and foundation



### ECONOMIC IMPACT

**75,000**

Individuals that directly or indirectly depend on DMPI



### GROUP REVENUE

**2.2**

Billion US Dollars Net Revenue



Contadina and Del Monte shelf display in the Philippines

supporting the Group's operations as well as serving day-to-day needs of our employees and their families.

## OUR PERFORMANCE

For FY2018, the Group generated sales of US\$2.2 billion, down 2.5% from prior year on higher Philippines and S&W Asia sales offset by lower USA and Europe sales. The US business accounted for US\$1.7 billion or over 75% of total sales. The Philippine business delivered record sales of US\$333.8 million, up 7% in peso terms. S&W business in Asia generated record sales as well of US\$106.1 million, up 6% from FY2017.

DMFI increased its market share in the US across key categories in retail, i.e. canned vegetables, canned fruits and fruit cup snacks driven by compelling innovations, strong execution against fundamentals at retail, and sustained marketing investment to support its brands. DMPI also maintained its dominant market position in the Philippines in categories it competes in.

DMPL generated a gross profit of US\$432.5 million, lower by 13% versus prior year, as gross margin decreased to 19.7% from 22% last year. The Company generated an EBITDA of US\$102.3 million, lower by 47.3%. Half of the decline was attributed to one-off expenses amounting to US\$29.1 million after deducting one-off gains. Without

the one-off expenses, the Group's EBITDA would have been US\$165.0 million, down 22% versus FY2017.

The Group generated a net loss of US\$36.5 million for the full year FY2018, unfavourable versus prior year's net income of US\$24.4 million mainly due to one-off expenses of

US\$48.5 million post-tax. Excluding one-off expenses, the Group's net income would have been US\$12.0 million, lower versus the recurring net income last year of US\$45.5 million mainly due to higher marketing investment in the USA to reinvigorate the business in line with the Group's long-range plan,

## FY2018 DEL MONTE GROWERS AND WEIGHT OF PRODUCT SUPPLIED

CATEGORY	US GROWERS	TONS SUPPLIED
Vegetable	477	452,636
Tomato	20	254,655
Fruit	575	218,713
Total	1,072	926,004

## DMPL FY2018 SALES



Americas	75%
Philippines	15%
Asia ex-Philippines	8%
Europe	2%



Packaged Fruit and Vegetable	68%
Culinary	18%
Beverage	7%
Fresh Fruit and Others	7%







# NURTURING GROWTH

coupled with lower export sales and significantly reduced pineapple juice concentrate pricing.

In FY2018, the Group focused on three key areas – deleveraging the balance sheet, strengthening our core business and innovating products and processes.

1. The Group reduced its net debt at the end of FY2018 to US\$1.4 billion, much lower than US\$1.7 billion at the end of the prior year. We ended FY2018 with a net debt to equity ratio of 2.4x, a reduction from 2.9x in FY2017, and more significantly, 7.5x four years ago post-acquisition by executing the following initiatives:
  - a. The Group raised about US\$450 million of equity for debt repayment – US\$300 million in April and December 2017 by issuing the first US Dollar denominated Preference Shares listed on the Philippine Stock Exchange, and US\$150 million of capital through a Rights Issue in 2015.
  - b. DMPL purchased US\$126 million of loans in the USA that yielded significant principal and interest savings. These loans had been trading at substantial discount to par value in the secondary market and are the highest interest-bearing credit facility of the Group.

## STRONG MARKET POSITION IN KEY CATEGORIES IN THE USA

Products	Market Share	Market Position	Brands
Canned Vegetable	28.7%	#1	
Canned Fruit	37.3%	#1	
Fruit Cup Snack	32.9%	#2	
Canned Tomato*	8.9%*	#2	  

*Canned market shares are for branded only, ex-private label*

*\* Combined share for Del Monte, S&W and Contadina brands*

*Source: Nielsen Scantrack dollar share, Total US Grocery + WalMart, 12M ending 28 April 2018*

## MARKET LEADER IN VARIOUS CATEGORIES IN THE PHILIPPINES

Products	Market Share	Market Position	Brands
Packaged Pineapple	85.9%	#1	
Canned Mixed Fruit <sup>1</sup>	74.0%	#1	 
Canned and Carton Juice	83.3%	#1	
Tomato Sauce	85.0%	#1	
Spaghetti Sauce <sup>2</sup>	42.9%	#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 2018*

- c. The Group significantly improved its operating cash flow to US\$322.9 million in FY2018 from US\$187.1 million in the prior year, primarily by reducing inventory in the USA.
2. With our US business generating 75% of Group sales, we strengthened our US leadership team with the appointment of a new Del Monte Foods CEO, Chief Marketing Officer, and Heads of Operations and Foodservice.
  3. Under the new DMFI leadership team, the Company has become more market-driven, innovative and aligned with consumer preferences, supported by a strong operations team.
  4. We divested the non-performing Sager Creek vegetable business in September 2017, closed its factory, and also shut down another plant in Indiana.



DMPI Finance Team with Head Parag Sachdeva

# NURTURING GROWTH



Rich flavour of College Inn in a new organic variant



Contadina Products



DMFI donation to Feeding America led by DMFI CEO Gregory Longstreet

- a. As a result, we booked one-off expenses amounting to US\$62.7 million in FY2018.
  - b. These planned closures will lead to improvement in margins starting FY2019 as well as generate stronger cash flows through lower inventories.
  - c. We continue to review our manufacturing and distribution footprint in the US.
  - d. We also continue to strengthen our core business in Asia, both in the Philippines and S&W markets.
5. Under the new DMFI leadership, there is an increased focus on innovation, significantly shifting project focus from base work to new product development.
  6. DMFI is working on vegetable and tomato innovation, especially in packaging and more value-added products for consumers, going beyond traditional, commoditised offerings.
  7. DMPL entered a new category of frozen pineapple using Nice Fruit's breakthrough technology which allows fruits and vegetables to be frozen up to three years, and, once thawed, retain their original properties just like fresh.
  8. Our innovation in the Philippines will go beyond focusing on beverage, and will include more new product launches in fruits and culinary, focusing on value-added differentiated offerings.
  9. Innovation goes beyond launching new products, includes our processes, and cuts across all functions of our Company – in agriculture, production and supply chain, marketing and sales, digital, support functions and renewable energy.
  10. The Group donated US\$1.3 million 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.

## RESPONSIBLE SOURCING PRACTICES

The Group acknowledges the importance of building a strong partnership and healthy relationship with its suppliers. Accordingly, the



Fresh grapes for delivery from an orchard in California, USA



Green bean deliveries



# NURTURING GROWTH

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, DMPI 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.

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.
2. It is our policy to seek out opportunities to buy from these suppliers where price, quality and delivery of service are competitive.



*DMPI Procurement Team with Head Angel V. Gatchalian, Jr*

3. DMPI has a Supplier Code of Conduct for suppliers to practice and uphold ethical business standards.
4. DMPI issued a Code of Business Conduct to its suppliers 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.
5. In the Philippines, the Company has an SQMP for direct materials suppliers and toll manufacturers as an aid in the selection of best suppliers for the Company.
6. The objective of the programme is to align DMPI's quality parameters with that of 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 serves as a tool to determine allocation of the Company's requirements to suppliers.
7. The suppliers are rated based on quality performance, delivery performance and competitiveness.



*Tomato deliveries*



# GLOBAL REPORTING INITIATIVE (GRI) INDEX

GENERAL DISCLOSURES		REPORT SECTION/LINK
<b>ORGANISATIONAL PROFILE</b>		
102-1	Name of the organisation	Corporate Profile, inside front cover
102-2	Activities, brands, products, services	Corporate Profile, inside front cover Annual Report <a href="https://www.delmontepacific.com/investors/results-and-reports">https://www.delmontepacific.com/investors/results-and-reports</a>
102-3	Location of headquarters	Annual Report, inside back cover <a href="https://www.delmontepacific.com/investors/results-and-reports">https://www.delmontepacific.com/investors/results-and-reports</a>
102-4	Location of operations	Corporate Profile, inside front cover Annual Report <a href="https://www.delmontepacific.com/investors/results-and-reports">https://www.delmontepacific.com/investors/results-and-reports</a>
102-5	Ownership and legal form	Corporate Profile, inside front cover Annual Report <a href="https://www.delmontepacific.com/investors/results-and-reports">https://www.delmontepacific.com/investors/results-and-reports</a>
102-6	Markets served	Corporate Profile, inside front cover Annual Report <a href="https://www.delmontepacific.com/investors/results-and-reports">https://www.delmontepacific.com/investors/results-and-reports</a>
102-7	Scale of the organisation	Corporate Profile, inside front cover Annual Report <a href="https://www.delmontepacific.com/investors/results-and-reports">https://www.delmontepacific.com/investors/results-and-reports</a>
102-8	Information on employees and other workers	Organisational Profile, page 4
102-9	Supply Chain	Corporate Profile, inside front cover Nurturing Growth, page 59
102-10	Significant changes to the organisation and its supply chain	Nurturing Growth, Our Performance, page 61
102-11	Precautionary principle or approach	Nurturing Governance, Ethics and Integrity, pages 46-48
102-12	External initiatives	Nurturing Consumers, Product Quality and Safety, pages 16-17 Nurturing Nature, pages 34-35
102-13	Membership of associations	Nurturing Consumers, Product Quality and Safety, pages 16-17 Nurturing Nature, pages 34-35
<b>STRATEGY</b>		
102-14	Statement from senior decision-maker	Letter to Our Stakeholders, page 7
<b>ETHICS AND INTEGRITY</b>		
102-15	Key Impacts, Risks and Opportunities	Our Approach to Sustainability, page 9 Annual Report <a href="https://www.delmontepacific.com/investors/results-and-reports">https://www.delmontepacific.com/investors/results-and-reports</a>
102-16	Values, principles, standards and norms of behaviour	Nurturing Governance, Ethics and Integrity, pages 46-48
102-17	Mechanisms for advice and concerns about ethics	Nurturing Governance, Ethics and Integrity, pages 46-48
<b>GOVERNANCE</b>		
102-18	Governance structure	Annual Report, Corporate Governance, pages 76-80 <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 76-78 <a href="https://www.delmontepacific.com/investors/results-and-reports">https://www.delmontepacific.com/investors/results-and-reports</a>

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GENERAL DISCLOSURES		REPORT SECTION/LINK
102-23	Chair of the highest governance body	Annual Report, Corporate Governance, page 78 <a href="https://www.delmontepacific.com/investors/results-and-reports">https://www.delmontepacific.com/investors/results-and-reports</a>
102-24	Nominating and selecting the highest governance body	Annual Report, Corporate Governance, pages 79-82 <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 85 <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 73-75 <a href="https://www.delmontepacific.com/investors/results-and-reports">https://www.delmontepacific.com/investors/results-and-reports</a>
102-30	Effectiveness of risk management processes	Annual Report, Corporate Governance, pages 87-88 <a href="https://www.delmontepacific.com/investors/results-and-reports">https://www.delmontepacific.com/investors/results-and-reports</a>
102-31	Review of economic, environmental and social topics	Annual Report, Corporate Governance, pages 87-88 <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, page 91 <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 83-86 <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, page 83 <a href="https://www.delmontepacific.com/investors/results-and-reports">https://www.delmontepacific.com/investors/results-and-reports</a>
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102-42	Identifying and selecting stakeholders	Materiality, Stakeholder Engagement and our Priorities, page 9
102-43	Approach to stakeholder engagement	Materiality, Stakeholder Engagement and our Priorities, page 10
102-44	Key topics and concerns raised	Materiality, Stakeholder Engagement and our Priorities, page 10
102-45	List of all entities included in the organisation's financial statements or equivalent	Corporate Profile, inside front cover Annual Report <a href="https://www.delmontepacific.com/investors/results-and-reports">https://www.delmontepacific.com/investors/results-and-reports</a>
102-46	Defining report content and topic boundaries	Scope and Inclusive Period, page 12
102-47	List of material topics	Materiality, Stakeholder Engagement and our Priorities, page 10
102-48	Restatements of information	Not applicable
102-49	Significant changes from previous reporting periods in the list of material topics and topic boundaries	Not applicable
102-50	Reporting period for the information provided	Scope and Inclusive Period, page 12 Annual Report <a href="https://www.delmontepacific.com/investors/results-and-reports">https://www.delmontepacific.com/investors/results-and-reports</a>
102-51	Date of the most recent report	Not applicable
102-52	Reporting period	Annual

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GENERAL DISCLOSURES		REPORT SECTION/LINK
102-53	Contact point for questions regarding the report	Corporate Information, inside back cover Ignacio C O Sison Chief Corporate Officer <a href="mailto:isison@delmontepacific.com">isison@delmontepacific.com</a>  Raulito R Rodil Senior Manager, Corporate Sustainability <a href="mailto:rrodil@delmontepacific.com">rrodil@delmontepacific.com</a>
102-54	Claims of reporting in accordance with the GRI Standards	Reporting Standards, page 10
102-55	GRI content index	GRI Index, pages 64-68
102-56	External assurance	None
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103-1 103-2 103-3	Nurturing Consumers Product Quality and Safety Innovation Health and Nutrition Traceability Product Packaging	Nurturing Consumers, pages 15-22
103-1 103-2 103-3	Nurturing Employees Occupational Health and Safety Human Rights and Labour Standards Fair Wages and Benefits Employee Engagement Well-being and Work-life Integration Talent Management	Nurturing Employees, pages 24-32
103-1 103-2 103-3	Nurturing Nature Fertilizer and Pesticide Use Water Management Soil Management Climate Change Adaptation and Energy Efficiency Waste Management Biodiversity and the Environment	Nurturing Nature, pages 34-44
103-1 103-2 103-3	Nurturing Governance Ethics and Integrity Data Protection, Privacy and Cybersecurity	Nurturing Governance, pages 46-50 Annual Report, Corporate Governance, pages 73-90 <a href="https://www.delmontepacific.com/investors/results-and-reports">https://www.delmontepacific.com/investors/results-and-reports</a>
103-1 103-2 103-3	Nurturing Communities Community Investment Community Health and Wellness Livelihood Programmes Education, Scholarships and Youth Development	Nurturing Communities, pages 52-57
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304-2	Significant impacts of activities, products, and services on biodiversity	Nurturing Nature, Biodiversity and the Environment, pages 43-44
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403-2	Types of injury and rates of injury, occupational diseases, lost days and absenteeism, and number of work-related fatalities	Nurturing Employees, Occupational Health and Safety, pages 25-26
403-5	Worker training on occupational health and safety	Nurturing Employees, Occupational Health and Safety, pages 25-26
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407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Nurturing Employees, Human Rights and Labour Standards, pages 26-27
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# CORPORATE INFORMATION

## DEL MONTE PACIFIC LIMITED

### BOARD OF DIRECTORS

Mr Rolando C Gapud  
*Executive Chairman*

Mr Joselito D Campos, Jr  
*Managing Director and CEO*

Mr Edgardo M Cruz, Jr  
*Executive Director*

Mr Benedict Kwek Gim Song  
*Lead Independent Director*

Mr Godfrey E Scotchbrook  
*Independent Director*

Dr Emil Q Javier  
*Independent Director*

Mrs Yvonne Goh  
*Independent Director*

### 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 John Clark  
*SVP, Chief Human Resources Officer*

Mr Gary Thomas  
*SVP, Operations*

## DEL MONTE PHILIPPINES, INC

Mr Joselito D Campos, Jr  
*President and CEO*

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*

Ms Eileen M Asuncion  
*Group Head, Marketing*

Ms Lana B Parungao  
*Group Head, Customer and Channel Development*

Mr Amante A Aguilar  
*Group Head, Supply Chain*

Mr Francisco T Molas  
*Group Head, Mindanao Operations*

Mr Gerard Paul G Bautista  
*Group Head, Corporate Human Resources*

Mr Angel V Gatchalian, Jr  
*Group Head, Corporate Procurement*

Mr Cesar R Canlas  
*Group Head, Information Technology*

## S&W FINE FOODS INTERNATIONAL LTD

Ms Tan Chooi Khim  
*General Manager*

Mr Richard Lin  
*Commercial Manager, China (Fresh and Packaged)*

Mr Marco Deo B Verdeflor  
*Commercial Manager, China, Korea, Taiwan and Middle East (Fresh)*

Ms Sharin A Rebolledo  
*Commercial Manager, China, Korea, Hong Kong and Taiwan (Packaged)*

Mr Fritz Matti  
*Commercial Manager, Japan (Fresh and Packaged)*

Mr Sumarleki Amjah  
*Head, ASEAN, MENA and Indian subcontinent (Packaged)*

Ms Warunee Karnasuta  
*Commercial Manager, Europe, Middle East and Africa (Packaged)*

Ms Yap Siew Ling  
*Commercial Manager, Europe, Middle East and Africa (Packaged)*

## SUSTAINABILITY REPORT TEAM

Mr Ignacio C O Sison  
*Chief Corporate Officer*

Mr Raulito R Rodil  
*Senior Manager, Corporate Sustainability*

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

Ms Jennifer Y Luy  
*Senior Manager, Investor Relations*

Ms Ma Irma E Rivera  
*Executive Assistant*

## COMPANY SECRETARY

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## LISTING & TRADING SYMBOLS

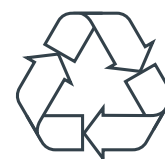
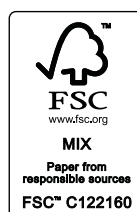
Listed on 2 August 1999 on the Singapore Exchange  
Listed on 10 June 2013 on the Philippine Stock Exchange (PSE)  
Preference Shares listed on 7 April 2017 and 15 December 2017 on the PSE  
Bloomberg: DELM SP and DELM PM, and DMPA1 and DMPA2 for the Preference Shares  
Reuters: DMPL.SI and DELM.PS, and DMPA1.PS and DMPA2.PS for the Preference Shares

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