

Q32024 Earnings Call Presentation October 31, 2024



FORWARD-LOOKING STATEMENTS

This presentation and the related earnings call contain certain forward-looking statements regarding the intent, beliefs or current expectations of the Company. These statements include statements that are preceded by, followed by or include the words "believes", "expects", "anticipates", "may" or similar expressions with respect to various matters. Specifically, this press release and the earnings call contain forward-looking statements regarding the Company's plans and expectations for future performance, including: the Company's focus on high-margin, value-added products; our ability to streamline operations and the impact that may have on our profitability and future growth; our ability to generate value for shareholders, including through focusing on its strengths in pineapple, fresh-cut fruit, avocados and value-added products; our expectations regarding our ability to implement strategic alternatives for streamlining our Mann Packing business, and any impact on our profitability and financial condition; our ongoing commitment to future growth, operational excellence and meeting evolving customer and consumer demands; our expectations regarding our pineapple varieties and related innovations, and our ability to expand production and meet the ongoing demand; our expectations regarding customer growth and the expansion and diversification of our product offerings; our expectations regarding our fresh-cut facilities; our expectations regarding our avocado and avocado-related products, as well as our ability to meet the growing demand from key customers and further drive innovation; our ability to strengthen our leadership, and the impact that may have on our business; our ongoing commitment to maximize the full utilization of our biomass, as well as the intended use and timing of such biofertilizers and the impact on our sustainability efforts; our anticipating completion of the sale of certain assets of Fresh Leaf Farms; the impact of recent and future weather-related events on our business, and our ability to recover insurance proceeds, if any, to cover any damage or expenses; our expectations for the tax rate; our commitment to maintaining a prudent capital structure and creating long-term value for shareholders; our expected capital expenditures in 2024; our expected segment results for the full year; our expected net sales and gross margin for the fresh and value-added segment; the impact of any strategic initiative to improve gross margin, including consolidating facilities, expanding fresh-cut facilities, managing product and procurement costs and expanding market presence and our anticipated sales volume regarding our banana segment, any supply and shipping challenges that we may encounter. It is important to note that these forward-looking statements are not guarantees of future performance and involve risks and uncertainties. The Company's actual plans and performance may differ materially from those in the forward-looking statements as a result of various factors, including (i) ongoing elevated commodity and supply chain costs, including costs of raw materials, packaging materials, labor, energy, fuel and transportation, (ii) the Company's ability to successfully execute on its strategic growth plans, including the use of AI, biofertilizers and other technology to effectively manage costs and pricing, (iii) the outcome and anticipated timing of strategic alternatives with respect to the Mann Packing operation, and any impact on our business and results of operations, (iv) the impact of foreign currency fluctuations, including the effectiveness of our hedging activities, (v) the impact of asset impairment or other charges, including those associated with exit activities, crop or facility damage or otherwise, (vi) the impact of ongoing conflict in the Middle East on supply chain logistics and other disruptions in the Company's supply chain, (vii) trends and other factors affecting consumer preferences or consumer, including customers' reception of our new product offerings and innovation, (viii) factors outside the Company's control that impact its and other growers' crop quality and yields, such as severe weather conditions, crop disease, disruptions or issues that impact its production facilities or complex logistics network, and the availability of sufficient labor during peak growing and harvesting seasons, (ix) competitive pressures and the Company's ability to realize the full benefits of the inflation driven price increases implemented, (x) the impact of claims and adjustments proposed by the IRS or other foreign taxing authorities in connection with our current or future tax audits and our ability to successfully contest such tax claims and pursue necessary remedies, (xi) the cost and other implications of changes in regulations applicable to our business, including potential legislative or regulatory initiatives in the United States or elsewhere directed at mitigating the effects of climate change, (xii) damage to our reputation or brand names or negative publicity about our products, (xiii) the Company's ability to successfully manage the risks associated with international operations, (xiv) the impact of severe weather conditions and natural disasters, such as flooding, hurricanes, earthquakes, (xv) the adequacy of insurance coverage and (xvi) the Company's ability to close the sale of Fresh Leaf Farms. In addition, these forward-looking statements and the information in this press release and the earnings call are qualified in their entirety by cautionary statements and risk factor disclosures contained in the Company's Securities and Exchange Commission filings, including the Company's most recently filed Annual Report on Form 10-K. All forward-looking statements in this press release are based on information available to us on the date hereof, and we assume no obligation to update such statements.





AGENDA

- **Business Update**
- Q3 Financial Results
- Q&A

BUSINESS HIGHLIGHTS

Mann Packing Update

- Three-pronged approach to streamline operations
- Consolidating facilities, refining product offerings and divesting assets

Third-Quarter 2024 Performance

- Gross profit increased 26%, compared with the prior-year period
- Net income of \$42 million, a more than 400% increase from \$8 million in Q3 2023

Pineapple Category

- Honeyglow® and Pinkglow® pineapples driving strong demand
- Rubyglow® pineapple waitlist opened in Europe for 2025 delivery

Fresh-Cut Product Line

Strong performance in the U.S. and UK and completed consolidating fresh-cut facility in Asia

Avocado Program

- Key growth driver in North America
- Leveraging sourcing network and ripening capabilities

Leadership Strengthening

- Danny Dumas rejoined as SVP of Sales, Marketing, and Product Management
- Welcomed Dr. Nizar Haddad and Dr. Imad Farhat for biomass optimization

Sustainability Achievements / Awards & Recognitions

- Emissions reduction targets achieved seven years ahead of schedule
- 2023 Sustainability Report available on www.freshdelmonte.com
- Newsweek's World's Most Trustworthy Companies and Humankind 100







Q3 2024 FINANCIAL RESULTS

NET SALES

\$1,020M vs. \$1,003M PY

GROSS PROFIT

\$94M vs. \$74M PY

GROSS MARGIN

9.2% vs. 7.4% PY

ADJ. GROSS PROFIT *

\$94M vs. \$83M PY

ADJ. OPERATING INCOME*

\$47M vs. \$34M PY

ADJ. FDP NET INCOME*

\$37M vs. \$17M PY

ADJ. DILUTED EPS*

\$0.77 vs. \$0.35 PY

ADJ. EBITDA*

\$68M vs. \$50M PY

FRESH AND VALUE-ADDED PRODUCTS





Q3 2024

• Net Sales:

- Increased 9% compared with prior-year period, primarily due to higher sales volume and higher per unit selling prices of avocado, pineapple, prepared food and fresh-cut fruit
- Partially offset by lower net sales of vegetables due to strategic volume rationalization

• Gross Profit:

- Increased primarily due to higher net sales and lower production costs of pineapple and fresh-cut fruit
- Partially offset by the negative impact of fluctuations in exchange rates, primarily a stronger Costa Rican colon

Gross Margin:

Increased to 10.1% compared with 6.3% in the prior-year period

BANANA

NET SALES







Q3 2024

Net Sales:

- Decreased 10% primarily due to lower sales volume in North America, due to competitive market pressures, and lower sales volume in Asia, as a result of decreased supply from the Philippines
- Partially offset by higher per unit selling prices in Asia due to lower industry supply

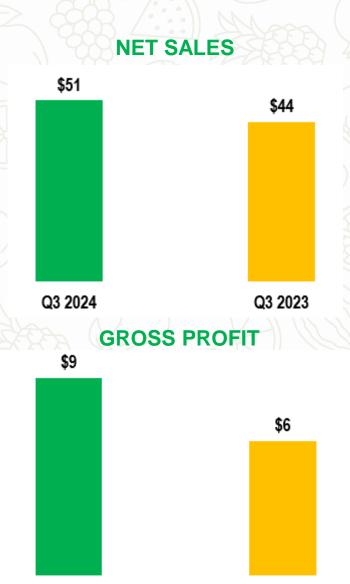
Gross Profit:

- Decreased principally due to lower net sales, higher per unit production costs, and the negative impact of fluctuations in exchange rates due to a stronger Costa Rican colon
- Partially offset by lower per unit ocean freight costs

Gross Margin:

Decreased to 6.2% compared with 8.3% in the prior-year period

OTHER PRODUCTS & SERVICES



Q3 2023

Q3 2024

Q3 2024

Net Sales:

 Increased primarily due to higher per unit selling prices in the poultry and meats business, as well as higher net sales in the third-party ocean freight services business due to higher rates

Gross Profit:

 Increased primarily due to higher per unit selling prices and lower per unit production costs in the poultry and meats business

Gross Margin:

Increased to 18.2% compared with 14.2% in the prior-year period









Q3 2024 SELECTED FINANCIAL RESULTS

Income Tax Rate

16% vs. 32% PY

Net Cash Provided by Operating Activities

\$187M vs. \$180M PY

Long-Term Debt

\$270M vs. \$401M PY

Adj. Leverage Ratio*

1.01x vs. 1.34x PY

Capital Spending

\$34M vs. \$41M PY

Dividend

Declared \$0.25/share vs. \$0.20/share PY







The Company's results are determined in accordance with U.S. generally accepted accounting principles (GAAP). Certain information presented reflects adjustments to GAAP measures that are referred to in this presentation as "non-GAAP measures." Management believes these non-GAAP measures provide a more comparable analysis of the underlying operating performance of the business.

These non-GAAP measures include the following: Adjusted gross profit, Adjusted gross margin, Adjusted operating income, Adjusted EBITDA, Adjusted EBITDA margin, Adjusted EBITDA margin and Adjusted Leverage Ratio. Adjusted gross profit, Adjusted gross margin, Adjusted operating income, Adjusted FDP net income and Adjusted diluted EPS each reflect adjustments relating to asset impairment and other charges, net, gain on disposal of property, plant and equipment, net, and other product-related (credits) charges. EBITDA is defined as net income attributable to Fresh Del Monte Produce Inc. excluding interest expense, net, provision for income taxes, depreciation and amortization, and share-based compensation expense. Adjusted EBITDA represents EBITDA with additional adjustments for asset impairment and other charges, net, gain on disposal of property, plant and equipment, net and subsidiary, and other product-related charges. EBITDA margin represents EBITDA as a percentage of net sales, and Adjusted EBITDA margin represents Adjusted EBITDA as a percentage of net sales. Adjusted Leverage Ratio represents net debt (total short-term and long-term debt outstanding, including current portion of long-term debt and finance leases and letters of credit, less cash and cash equivalents) divided by Adjusted EBITDA for the trailing twelve-month period.

These non-GAAP measures provide the Company with an understanding of the results from the primary operations of its business. The Company uses these metrics because management believes they provide more comparable measures to evaluate period-over-period operating performance since they exclude special items that are not indicative of the Company's core business or operations. These measures may be useful to an investor in evaluating the underlying operating performance of the Company's business because these measures:

- 1. Are used by investors to measure a company's comparable operating performance;
- 2. Are financial measurements that are used by lenders and other parties to evaluate creditworthiness; and
- 3. Are used by the Company's management for various purposes, including as measures of performance of its operating entities, as a basis of strategic planning and forecasting, and in certain cases as a basis for incentive compensation.

Because all companies do not use identical calculations, the Company's presentation of these non-GAAP financial measures may not be comparable to similarly titled measures used by other companies. Reconciliations of non-GAAP financial measures to the most directly comparable GAAP financial measures are provided in the financial tables herein.



Fresh Del Monte Produce Inc. and Subsidiaries Non-GAAP Reconciliation (U.S. dollars in millions, except per-share amounts) - (Unaudited)

Quarter ended

	Quarter ended														
	September 27, 2024							September 29, 2023							
	Gross profit	Operating income	Net inc attribut to Fresh Mon Produ Inc	table n Del te ice	Dilute	d EPS	Gross profit		erating	Net inco attributa to Fres Del Mor Produc Inc.	able sh nte ce	Dilute	ed EPS		
As reported	\$ 93.8	\$ 53.9	\$	42.1	\$	0.88	\$ 74.4	\$	25.4	\$	8.4	\$	0.17		
Adjustments:															
Other product-related charges ⁽¹⁾	0.6	0.6		0.6		0.01	8.4		8.4		8.4		0.17		
Asset impairment and other charges, net (2)	_	0.2		0.2		_	_		2.5		2.5		0.05		
Gain on disposal of property, plant and equipment, net and subsidiary	_	(8.2)		(8.2)		(0.17)	_		(2.0)	(2.0)		(0.04)		
Other adjustments (4)	_	_		_		_	_		_		_		_		
Tax effects of all adjustments (5)				2.3		0.05				(0.1)		_		
As adjusted	\$ 94.4	\$ 46.5	\$	37.0	\$	0.77	\$ 82.8	\$	34.3	\$ 1	7.2	\$	0.35		



Fresh Del Monte Produce Inc. and Subsidiaries Non-GAAP Reconciliation

(U.S. dollars in millions, except per-share amounts) - (Unaudited)

Nine months ended

		Sept	ember 27, 2024		September 29, 2023							
	Gross profit	Operating income	Net income attributable to Fresh Del Monte Produce Inc.	Diluted EPS	Gross profit	Operating income	Net income attributable to Fresh Del Monte Produce Inc.	Diluted EPS				
As reported	\$ 289.2	\$ 166.0	\$ 121.8	\$ 2.54	\$288.2	\$ 171.9	\$ 95.1	\$ 1.97				
Adjustments:												
Other product-related charges (1)	0.8	0.8	0.8	0.02	10.2	10.2	10.2	0.21				
Asset impairment and other charges, net ⁽²⁾	_	1.2	1.2	0.02	_	9.5	9.5	0.20				
Gain on disposal of property, plant and equipment, net and subsidiary	_	(26.6)	(26.6)	(0.56)	_	(38.3)	(38.3)	(0.79)				
Other adjustments (4)	_	_	_	_	_	_	7.6	0.16				
Tax effects of all adjustments (5)			6.6	0.14			5.9	0.12				
As adjusted	\$ 290.0	\$ 141.4	\$ 103.8	\$ 2.16	\$298.4	\$ 153.3	\$ 90.0	\$ 1.87				



Fresh Del Monte Produce Inc. and Subsidiaries Segment Gross Profit Non-GAAP Reconciliation (U.S. dollars in millions) - (Unaudited)

Quarter ended

	Qualitic chaca															
	September 27, 2024						September 29, 2023									
		resh and value- added products		Banana	р	Other roducts and ervices		Total		resh and value- added products		Banana	р	Other roducts and ervices		Total
Gross profit (as reported)	\$	63.3	\$	21.3	\$	9.2	\$	93.8	\$	36.2	\$	31.9	\$	6.3	\$	74.4
Adjustments:																
Other product-related charges (1)		0.2		0.4				0.6		8.4						8.4
Adjusted gross profit	\$	63.5	\$	21.7	\$	9.2	\$	94.4	\$	44.6	\$	31.9	\$	6.3	\$	82.8
Net Sales	\$	623.7	\$	345.3	\$	50.5	\$1	L,019.5	\$	574.0	\$	384.7	\$	44.4	\$1	,003.1
Gross margin ^(a)		10.1 %		6.2 %		18.2 %		9.2 %		6.3 %		8.3 %		14.2 %		7.4 %
Adjusted gross margin ^(b)		10.2 %		6.3 %		18.2 %		9.3 %		7.8 %		8.3 %		14.2 %		8.3 %

⁽a) Calculated as Gross profit as a percentage of net sales.

⁽b) Calculated as Adjusted Gross profit as a percentage of net sales.



Fresh Del Monte Produce Inc. and Subsidiaries Segment Gross Profit Non-GAAP Reconciliation (U.S. dollars in millions) - (Unaudited)

Nine months ended

		Septem 20			September 29, 2023						
	Fresh and value- added products	Banana	Other products and services	Total	Fresh and value- added products	Banana	Other products and services	Total			
Gross profit (as reported)	\$ 197.2	\$ 72.8	\$ 19.2	\$ 289.2	\$ 145.3	\$ 125.7	\$ 17.2	\$ 288.2			
Adjustments:											
Other product-related (credits) charges (1)	0.4	0.4		0.8	10.1	0.1		10.2			
Adjusted Gross profit	\$ 197.6	\$ 73.2	\$ 19.2	\$ 290.0	\$ 155.4	\$ 125.8	\$ 17.2	\$ 298.4			
Net Sales	\$1,994.6	\$1,119.1	\$ 153.3	\$3,267.0	\$1,895.0	\$1,258.6	\$ 158.5	\$3,312.1			
Gross margin ^(a)	9.9 %	6.5 %	12.5 %	8.9 %	7.7 %	10.0 %	10.9 %	8.7 %			
Adjusted Gross margin ^(b)	9.9 %	6.5 %	12.5 %	8.9 %	8.2 %	10.0 %	10.9 %	9.0 %			

⁽a) Calculated as Gross profit as a percentage of net sales.

⁽b) Calculated as Adjusted Gross profit as a percentage of net sales.



Fresh Del Monte Produce Inc. and Subsidiaries Reconciliation of EBITDA and Adjusted EBITDA (U.S. dollars in millions) - (Unaudited)

		Quarte	r en	ded		Nine mon	ths ended			
	S	eptember 27, 2024	S	eptember 29, 2023	S	September 27, 2024		eptember 29, 2023		
Net income attributable to Fresh Del Monte Produce Inc.	\$	42.1	\$	8.4	\$	121.8	\$	95.1		
Interest expense, net		4.2		5.4		14.0		19.4		
Income tax provision		7.9		4.1		25.6		24.9		
Depreciation & amortization		19.5		21.2		59.2		64.9		
Share-based compensation expense		2.0		2.4		4.8		7.6		
EBITDA	\$	75.7	\$	41.5	\$	225.4	\$	211.9		
Adjustments:										
Other product-related charges (1)		0.6		8.4		0.8		10.2		
Asset impairment and other charges, net (2)		0.2		2.5		1.2		9.5		
Gain on disposal of property, plant and equipment, net and subsidiary $\overset{(\mathbb{S})}{=}$		(8.2)		(2.0)		(26.6)		(38.3)		
Other adjustments (4)		_		_		_		7.6		
Adjusted EBITDA	\$	68.3	\$	50.4	\$	200.8	\$	200.9		
Net sales	\$	1,019.5	\$	1,003.1	\$	3,267.0	\$	3,312.1		
Net income margin ^(a)		4.1 %		0.8 %		3.7 %		2.9 %		
(a) Calculated as Net income attributable to Fresh Del Monte Produce Inc. as a percentage of net sales.										
EBITDA margin ^(b)		7.4 %		4.1 %		6.9 %	6.4 %			
(b) Calculated as EBITDA as a percentage of net sales.										
Adjusted EBITDA margin ^(c)		6.7 %		5.0 %		6.1 %		6.1 %		
(c) Calculated as Adjusted EBITDA as a percentage of net sales.										



Trailing Twelve Months Leverage Ratio Q3 2024
(U.S. dollars in millions) - Unaudited

(U.S. dollars in millions) - Unaudited										iling Twelve Months ptember 27,
	Q.	4 2023	Q1	1 2024	Q2	2 2024	Q:	3 2024		2024
Net income attributable to Fresh Del Monte Produce Inc.	\$	(106.4)	\$	26.1	\$	53.6	\$	42.1	\$	15.4
Interest expense, net		3.4		5.0		4.9		4.2		17.5
Income tax provision		(6.8)		5.3		12.3		7.9		18.7
Depreciation & amortization		19.9		20.0		19.7		19.5		79.1
Share-based compensation expense		2.3		0.6		2.2		2.0		7.1
EBITDA	\$	(87.6)	\$	57.0	\$	92.7	\$	75.7	\$	137.8
Adjustments:										
Other product-related charges (1)	\$	(6.3)	\$	(1.0)	\$	1.2	\$	0.6	\$	(5.5)
Asset impairment and other charges (credits), net (2)		133.8		2.3		(1.3)		0.2		135.0
(Gain) on disposal of property, plant and equipment, net and subsidiary (3)		(2.1)		(14.8)		(3.6)		(8.2)		(28.7)
Other adjustments ⁽⁴⁾		-		_		_				
Adjusted EBITDA	\$	37.8	\$	43.5	\$	89.0	\$	68.3	\$	238.6
Long-term debt and finance leases Add: Current maturities of debt and finance leases Add: Current portion of letters of credit Less: Cash and cash equivalents Net Debt									\$	274.8 1.5 16.0 (50.8) 241.5
Leverage ratio (a)									<u> </u>	1.75x
(a) Calculated as net debt divided by EBITDA. Adjusted leverage ratio (b) (b) Calculated as net debt divided by Adjusted EBITDA.										1.01x



- (1) Other product-related charges for the quarter ended September 27, 2024, primarily consisted of \$1.0 million of additional logistic and inventory write-off expenses incurred as a result of Hurricane Beryl during July 2024, partially offset by \$0.6 million of insurance recoveries related to shipment disruptions in the Red Sea during the second quarter of 2024. For the nine months ended September 27, 2024, other product-related charges also consisted of \$1.2 million of severance charges from the outsourcing of certain functions within our fresh and value-added operations, partially offset by \$1.7 million of insurance recoveries, net of expenses, associated with Greece production facility flooding. Other product-related charges for the quarter ended September 29, 2023, primarily consisted of an inventory write-off and clean-up costs of \$8.4 million due to severe flooding caused by heavy rainstorms in Greece that impacted a seasonal production facility. For the nine months ended September 29, 2023, other product-related charges also included inventory write-offs of \$1.8 million, which were primarily related to the sale of two distribution centers in Saudi Arabia.
- Asset impairment and other charges, net for the quarter ended September 27, 2024, primarily consisted of \$0.2 million of property, plant and equipment damage due to heavy wind and rainstorms in Chile. For the nine months ended September 27, 2024, asset impairment and other charges, net also included \$1.8 million of legal settlement charges and \$0.5 million of reserves related to a potential liability arising from our third-party logistics operations (refer to the Form 10-Q for the quarter and nine months ended September 27, 2024, for further information on this matter), partially offset by \$2.0 million of insurance recoveries associated with fire damage to a warehouse facility in South America during the fourth quarter of 2023. Asset impairment and other charges, net for the quarter ended September 29, 2023, primarily consisted of impairment charges related to low-yielding banana farms in the Philippines of \$3.7 million, property, plant and equipment damage of \$0.9 million due to severe flooding caused by heavy rainstorms in Greece, and impairment of right-of-use asset in South America of \$0.7 million, partially offset by insurance reimbursement and other credits of \$2.8 million in connection with a cybersecurity incident, which occurred during early 2023. For the nine months ended September 29, 2023, asset impairment and other charges, net also included impairment charges due to low productivity grape vines in South America, idle land in Central America, and expenses incurred in connection with a cybersecurity incident which occurred during early 2023. The cybersecurity incident temporarily impacted certain of the Company's operational and information technology systems and resulted in incremental costs primarily related to the engagement of specialized legal counsel and other incident response advisors.



- (3) Gain on disposal of property, plant and equipment, net and subsidiary for the quarter ended September 27, 2024, primarily consisted of a \$7.7 million gain from the sale of a warehouse in Chile and a \$0.3 million gain from the sale of an idle packing facility in Costa Rica. For the nine months ended September 27, 2024, gain on disposal of property, plant and equipment, net and subsidiary also included a \$14.7 million gain from the sale of two idle facilities in South America and a \$3.4 million gain from the sale of a warehouse in Europe. Gain on disposal of property, plant and equipment, net and subsidiary for the quarter ended September 29, 2023, primarily consisted of a gain of \$2.4 million related to the sale of a carrier vessel, partially offset by the loss of \$0.4 million related to disposals of a farm in the Philippines and a plantation in Costa Rica. For the nine months ended September 29, 2023, gain on disposal of property, plant and equipment, net and subsidiary also included a \$20.5 million gain on the sale of two distribution centers and related assets in Saudi Arabia, a \$7.0 million gain on the sale of an idle facility in North America, a \$3.8 million gain on the sale of the Company's plastics business subsidiary in South America and gains on the sales of land assets in South and Central America.
- (4) Other adjustments for the nine months ended September 29, 2023, primarily related to the portions of the gain on disposal of property, plant and equipment, net and other product-related charges which were attributable to a minority interest partner, reflected in net income (loss) attributable to redeemable and noncontrolling interests.
- (5) Tax effects are calculated in accordance with ASC 740, Income Taxes, using the same methodology as the GAAP provision of income taxes.