



# INVESTOR RELATIONS

Fresh Del Monte Produce Inc.  
July 31, 2018

# Forward-Looking Statements

This presentation contains certain forward-looking statements regarding the intent, beliefs or current expectations of the Company or its officers with respect to the Company's plans and future performance. These forward-looking statements are based on information currently available to the Company and the Company assumes no obligation to update these statements. It is important to note that these forward-looking statements are not guarantees of future performance and involve risks and uncertainties.

All forward-looking statements in this presentation are based on information available to the Company on the date hereof, and the Company assumes no obligation to update any such forward-looking statements. The Company's plans and performance may also be affected by the factors described in Item 1A. – "Risk Factors" in Fresh Del Monte Produce Inc.'s Annual Report on Form 10-K for the year ended December 29, 2017 along with other reports that the Company has on file with the Securities and Exchange Commission.



# OUR VISION

—

TO BECOME THE WORLD'S LEADING SUPPLIER OF HEALTHFUL, WHOLESOME AND CONVENIENT FRESH AND PREPARED FOOD AND BEVERAGES FOR CONSUMERS OF ALL AGES.



# AGENDA

01

**Fresh Del Monte  
At A Glance**

02

**Industry Dynamics  
Looking Into The Future**

03

**Strengths We Are  
Building On**

04

**Strategic Direction**

05

**Financial Overview**





**FRESH DEL MONTE**  
**AT A GLANCE**

**FRESH DEL MONTE**

# AT A GLANCE

**1892**

Del Monte® brand  
established

**1989**

Fresh business  
separated from canned

**1996**

Del Monte Fresh  
Produce acquired by  
current management

**1996**

Introduced the first new  
pineapple variety in more than  
15 years; the Del Monte Gold®  
Extra Sweet Pineapple

**1997**

IPO NYSE



FRESH DEL MONTE

# AT A GLANCE

**1999**

Expanded “value-added” to include fresh-cut fruit and vegetables

**2004**

Acquired Del Monte Foods Europe

**2008**

Acquired Caribana, substantially increasing Del Monte® branded banana and Del Monte Gold® pineapple production in Costa Rica

**2013/14**

Acquired tomato agricultural production land in Florida and Virginia

**2013/14**

Acquired additional production land in Costa Rica & Nicaragua & expanded Philippine banana production



**FRESH DEL MONTE**

# AT A GLANCE

**2014**

Launched a protein line in our Dallas facility and rolled out protein salads and snack offerings that include fresh fruit & vegetables.

**2014**

Del Monte Fresh Produce opened its first distribution center and fresh-cut facility in Canada.

**2016**

Acquired blueberry and deciduous farms in South America.

**2017**

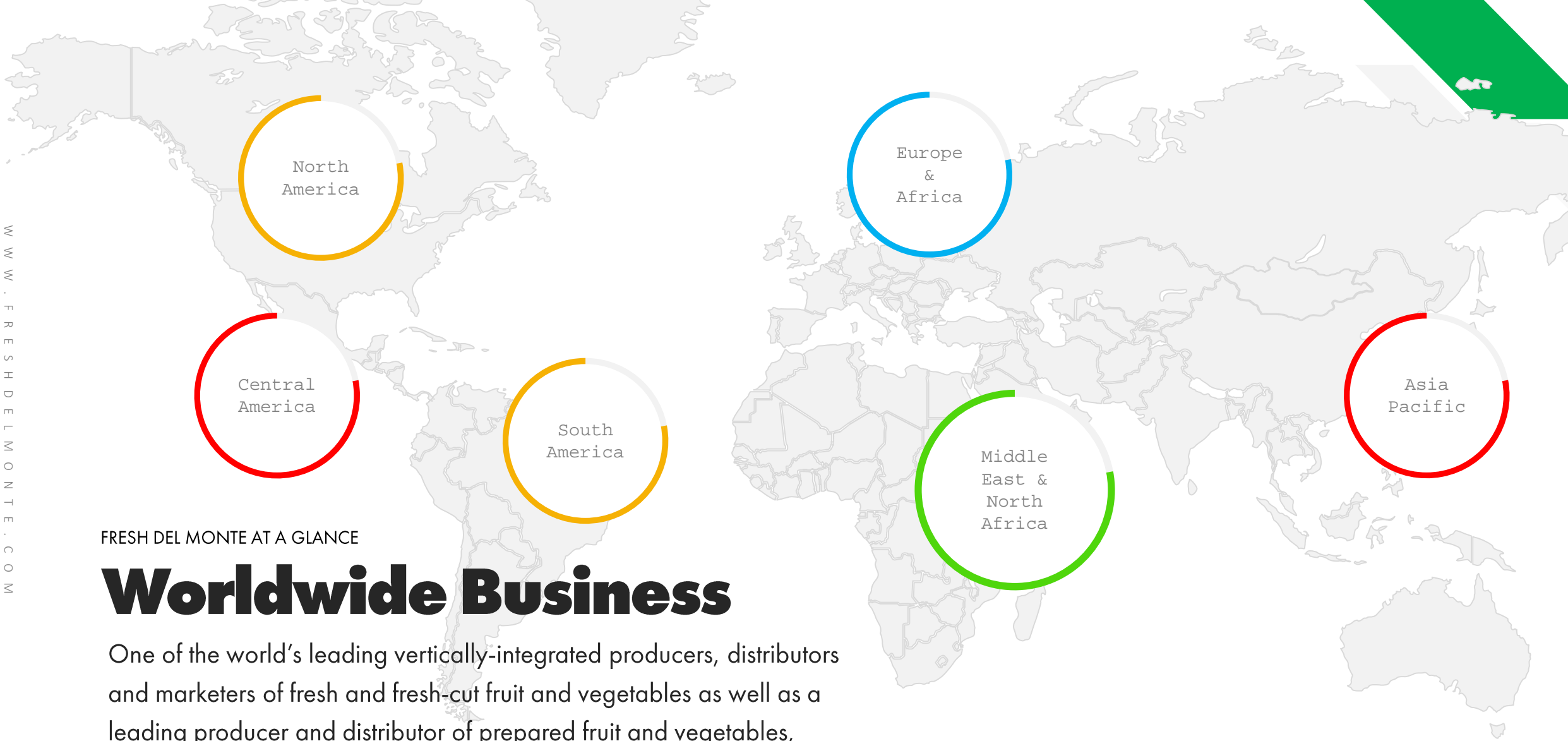
Announced new joint ventures with Del Monte Pacific Limited in retail & refrigerated grocery products. Invested in Panama's banana production.

**2018**

Acquired Mann Packing, a leading supplier of fresh vegetables, an equity investment in plant-based meal kits, and made a strategic partnership with Greener Farms.







FRESH DEL MONTE AT A GLANCE

# Worldwide Business

One of the world’s leading vertically-integrated producers, distributors and marketers of fresh and fresh-cut fruit and vegetables as well as a leading producer and distributor of prepared fruit and vegetables, juices, beverages, snacks and desserts in Europe, Africa and the Middle East.



# Continually Evolving Company

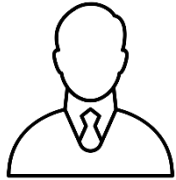
Then			Now
Commodity Producer	Product Range	➔	More than 100 products
Limited	Sourcing	➔	Global basis
Truckload shipments 2 Distribution Centers ("DC' s")	Delivery System	➔	Truckload shipments, Just in Time ("JIT"), Direct Store Delivery ("DSD") Global DC' s & Fresh-Cut Ops ("FCO' s")
Chartered vessels	Logistics	➔	Owned & chartered vessels
Predominantly retailers & wholesalers	Customers	➔	Retailers, Club Stores, Convenience, Petro Stations, Quick Serve Chains, Foodservice



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# Worldwide Business



**42,000**

Employees globally

**47**



Worldwide Distribution Centers (North America: 30)

**19**



Fresh Cut Operations (North America: 11)

**15**



F&B Stores



**11**

Owned Vessels



**7**

Chartered Vessels



FRESH DEL MONTE AT A GLANCE

# Experienced and Results Oriented Management

Name	Title	Years at FDP
Mohammad Abu-Ghazaleh	Chairman and CEO	21
Youssef Zakharia	President and COO	18
Richard Contreras	Senior Vice President and CFO	19
Marlene Gordon	Senior Vice President – General Counsel and Secretary	1
Marissa R. Tenazas	Senior Vice President – Human Resources	21
Helmuth Lutty	Senior Vice President – Shipping Operations	21
Jorge Pelaez	Vice President – CECAB* (Colombia, Ecuador, Central America & Brazil)	32
Emanuel Lazopoulos	Senior Vice President – North America Sales, Marketing and Product Management	14
Paul Rice	Senior Vice President – North America Operations	30
Sergio Mancilla	Vice President – South America	21
Gianpaolo Renino	Vice President – Europe and Africa	13
Mohammad Abbas	Vice President – MENA* (Middle East & North Africa)	11
Hector Rivera	Vice President – Asia Pacific	6



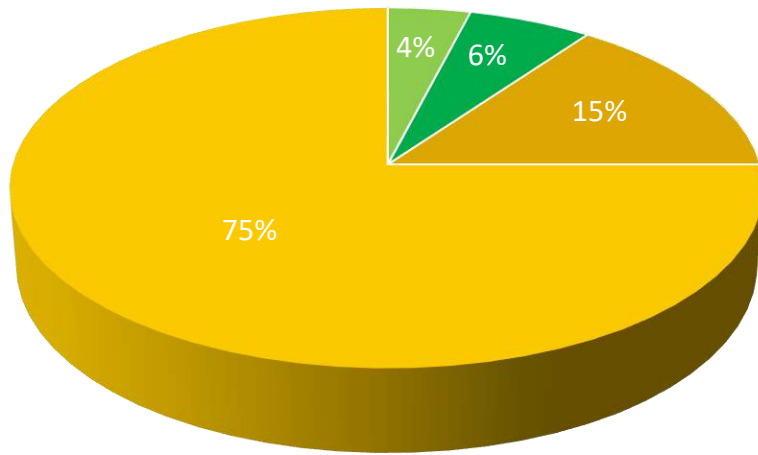
# Then and Now!

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## EXPANDED PRODUCTS PLATFORM

### Net Sales by Product

1996

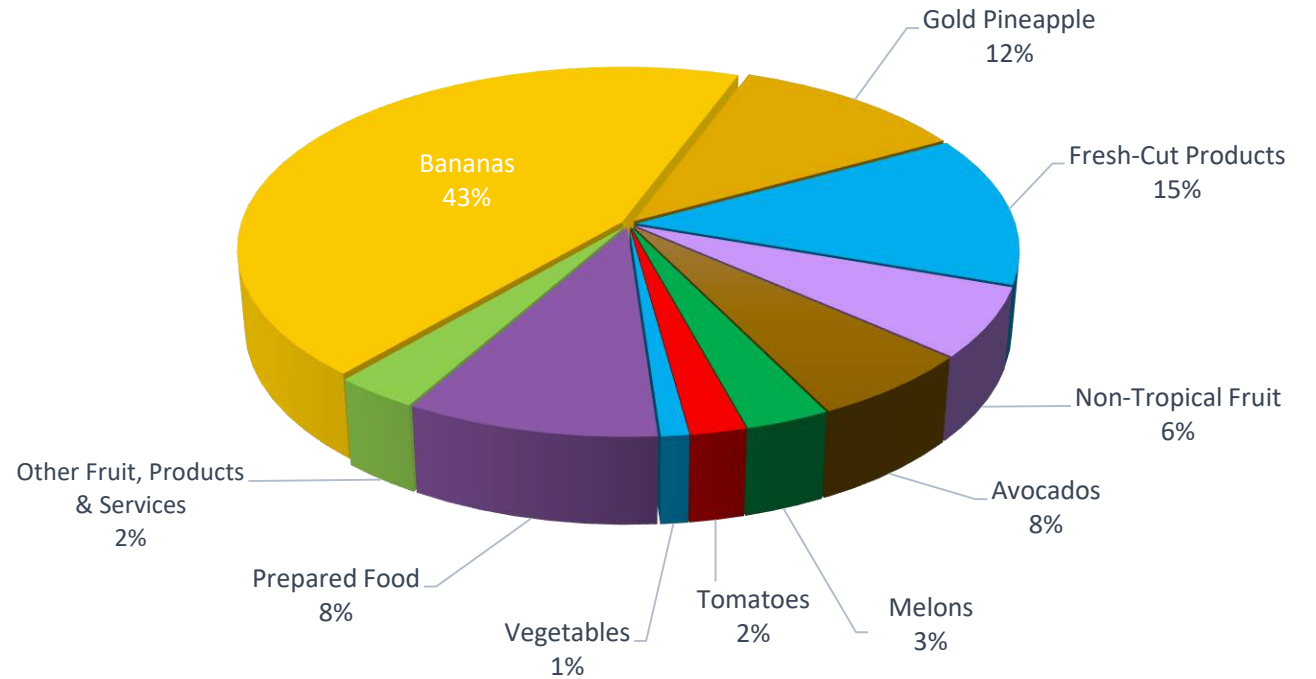


■ Other ■ Melons ■ Pineapples ■ Bananas

Net Global Sales of \$1.2 Billion

Bananas 75% Other Fresh 21% Other 4%

2017



Net Global Sales of \$4.1 Billion

Bananas 43% Other Fresh 49% Prepared Food 8%



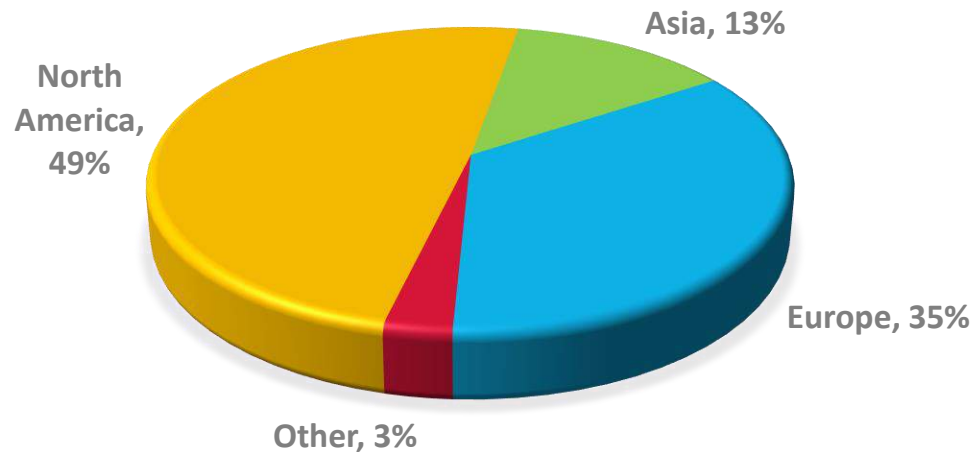
# Then and Now!

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## INTERNATIONAL EXPANSION

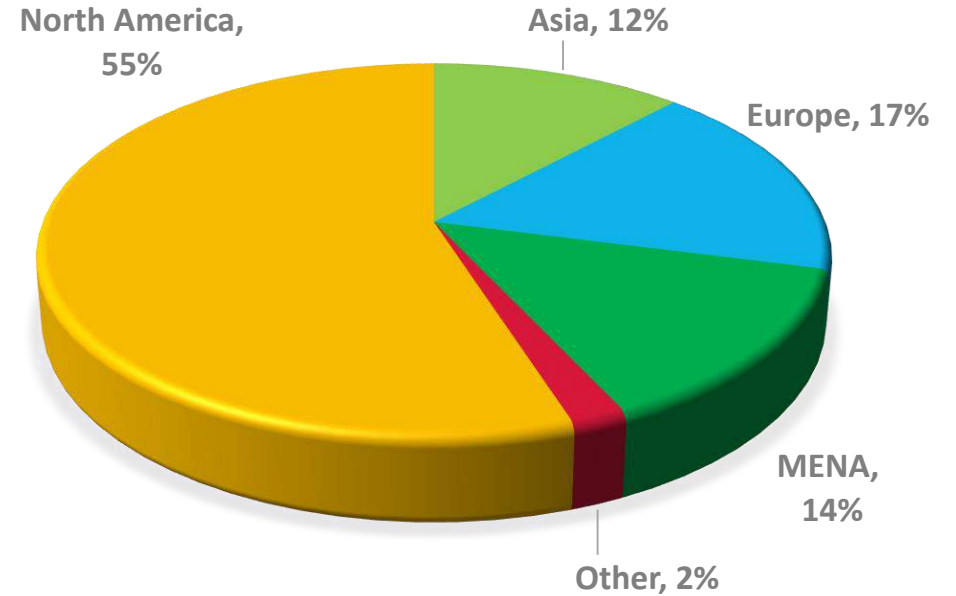
### Net Sales by Region

1996



Net Global Sales of \$1.2 Billion

2017



Net Global Sales of \$4.1 Billion

North America \$2,382.4  
Europe \$665.9

MENA \$518.8  
Asia \$460.2

\*US Dollars in Millions





# Industry Dynamics



LOOKING INTO THE FUTURE

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**“By 2050, demand for food will rise by 70% yet our capacity to increase food production is declining.”**

SOURCE: OXFAM INTERNATIONAL, JUNE 1, 2011





LOOKING INTO THE FUTURE

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**“We will need to double irrigation by 2050 to grow enough food to meet demand of an estimated population of 9 billion people”**

SOURCE: WWF

## LOOKING INTO THE FUTURE

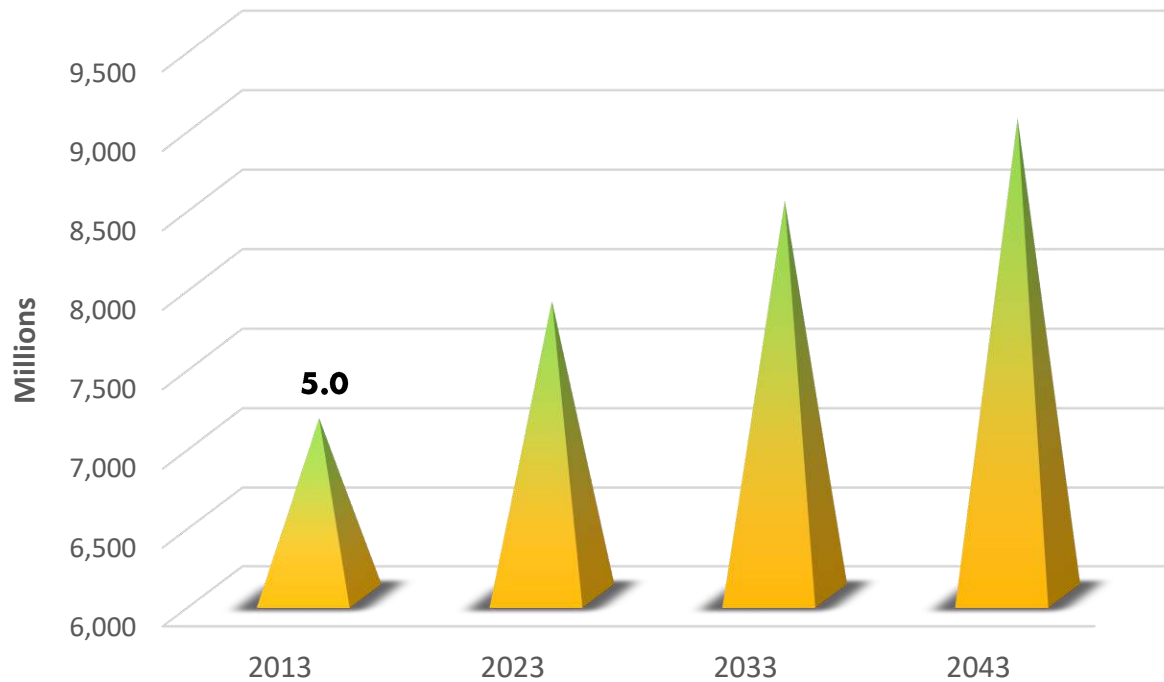
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**“Land is scarce and will become scarcer as the world has to double food output to satisfy increased demand by 2050. With limited land and water resources, this will automatically lead to increased valuations of productive land.”**

SOURCE: Joachin von Braun, International Food Policy Research Institute

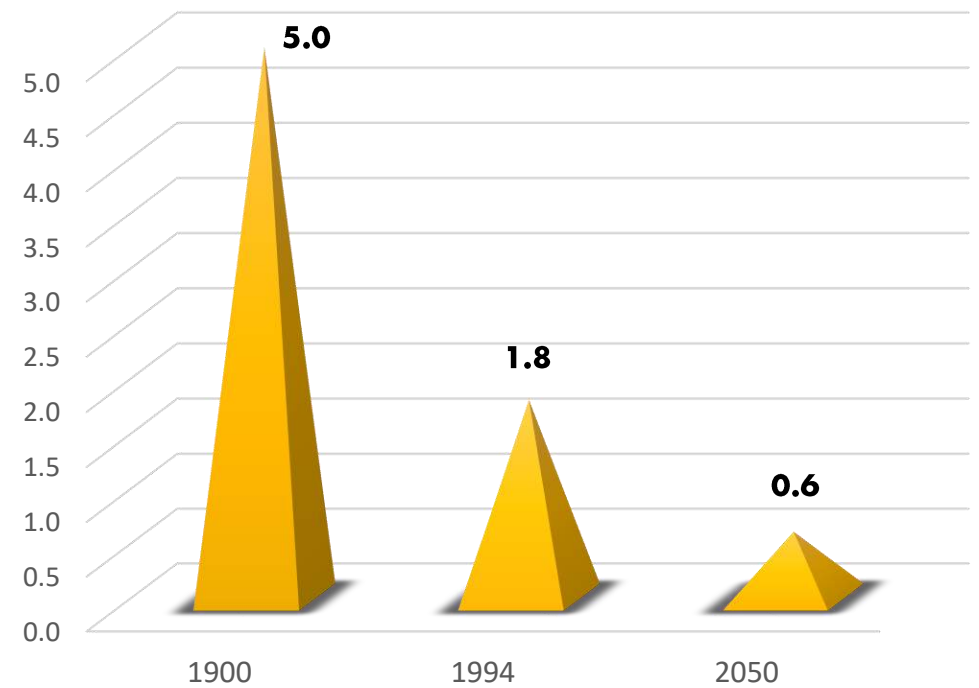
# Looking into the Future

## GLOBAL POPULATION



Source: The United Nations (2010)

## FARM ACREAGE PER CAPITA



Source: Food, Land, Population, and the US Economy – Cornell University / Istituto of Nazionale della Nutrizione (1994)





## LOOKING INTO THE FUTURE

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**"Fruits and vegetables are expected to continue experiencing growth in niche areas as consumers persist in seeking out novel flavors from around the world. Increases in disposable personal income will support purchases of premium fruits and vegetables, including non-G.M.O., organic, and locally grown types. Also, marketing strategies focusing on health and the delicious taste of fresh produce will help fruits and vegetables to expand their appeal and per capita consumption."**

SOURCE: Food Business News 2017





**Strengths  
We Are  
Building On**

STRENGTHS WE ARE BUILDING ON

# Industry Leader

Leader & Pioneer in Consumer & Industry Trends

We are the  
**ONLY** true  
multi-national  
produce company!



## We were the...

- ✓ **FIRST** to introduce premium gold pineapple
- ✓ **FIRST** to complete a national distribution network
- ✓ **FIRST** to launch a national fresh-cut fruit network
- ✓ **FIRST** to achieve Global G.A.P.

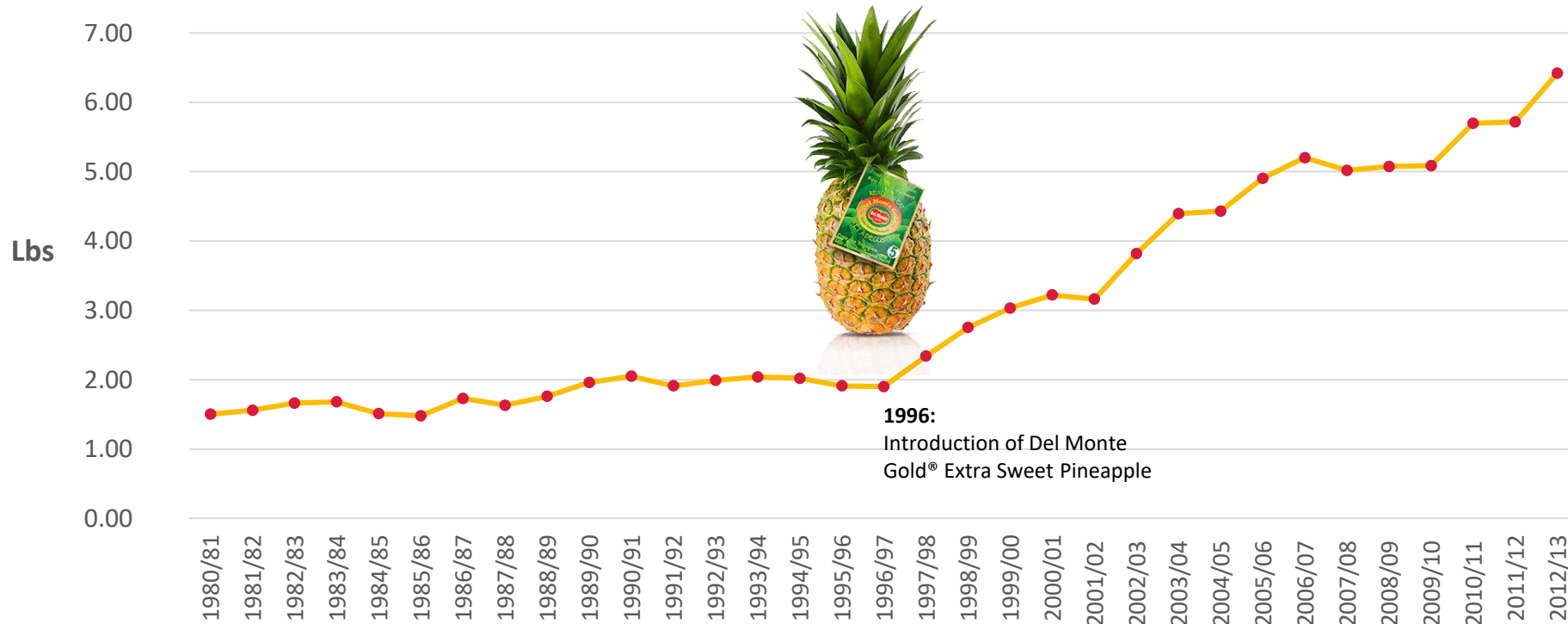


STRENGTHS WE ARE BUILDING ON

# Research & Development

Most Innovative Fresh Produce Company

### US Fresh Pineapple Per Capita Consumption



Source: USDA- 2013 Fruit and Fruit and Tree Nut Yearbook

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STRENGTHS WE ARE BUILDING ON

# Leading Market Positions



**#1** Marketer of fresh pineapples worldwide



**#1** Marketer of fresh-cut fruit in the U.S, Japan, U.K., UAE & Saudi Arabia



**#3** Marketer of bananas worldwide

STRENGTHS WE ARE BUILDING ON

# Leading Market Positions



**Leading marketer of branded avocados in U.S.**



**A leading marketer of branded grapes in the U.S.**



**A leading marketer of branded canned fruit in European markets & Middle East**



**A leading marketer of bananas, pineapples, deciduous fruit & vegetables in the Middle East**



**A leading marketer of poultry and meat products in Jordan**

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STRENGTHS WE ARE BUILDING ON

# The Del Monte® Brand

## High Brand Recognition



One of the most widely recognized food brands worldwide-over 90% awareness



Leadership positions across several categories



One of the 2 top of mind brands when consumers are asked to remember a fresh produce brand



Global footprint



STRENGTHS WE ARE BUILDING ON

# The Del Monte® Brand

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## Broad Appeal

- Transferability of brand to new products and new categories
- Ease of entry into new markets
- Greater acceptance at a lower cost of entry

## Health & Wellness

- No artificial ingredients
- Fresh, high quality products
- Better-for-you attributes
- Toddlers to retirees



STRENGTHS WE ARE BUILDING ON

# Production & Sourcing

In 2017 - **43%** of our fresh produce was grown on company-controlled farms

In 2017 - **116,131** acres under production – **68,322** acres owned and **47,809** acres leased



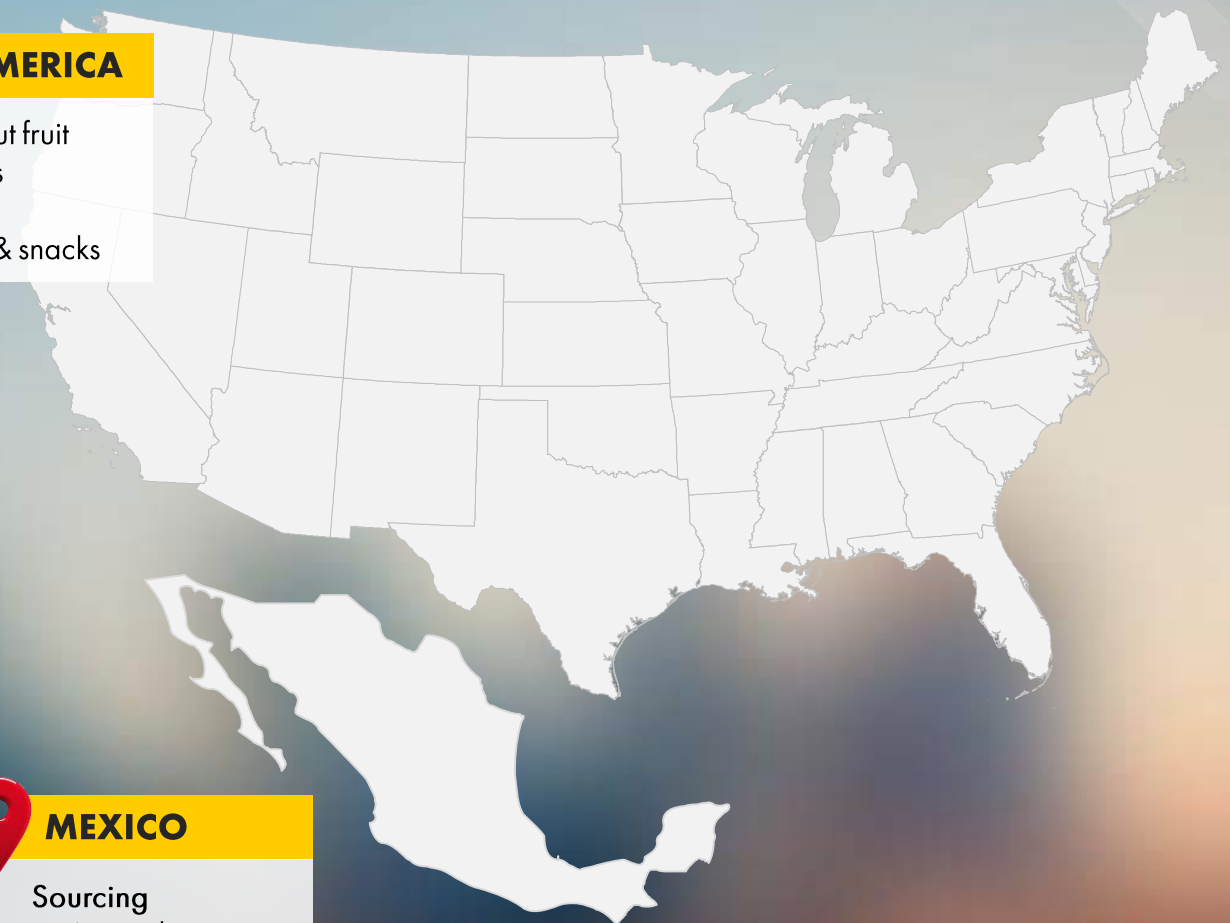
## NORTH AMERICA

- Fresh & fresh-cut fruit and vegetables
- Prepared food
- Protein salads & snacks



## MEXICO

- Sourcing
- Avocados
  - Vegetables



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STRENGTHS WE ARE BUILDING ON

# Production & Sourcing

In 2017 - **43%** of our fresh produce was grown on company-controlled farms

**CECAB\***

**Sourcing**

- Bananas
- Pineapples
- Melons
- Mangos
- Plantains
- IQF
- Coconuts

**Greenhouse**

- Tomatoes
- Bell peppers
- Cucumbers
- Other vegetables

*\*Colombia, Ecuador, Central America and Brazil*

**SOUTH AMERICA**

**Sourcing**

- Avocados
- Non-tropical
- Berries



STRENGTHS WE ARE BUILDING ON

# Production & Sourcing

In 2017 - **43%** of our fresh produce was grown on company-controlled farms



## MENA

- Fresh & fresh-cut fruit and vegetables
- Prepared food
- Poultry & meat



STRENGTHS WE ARE BUILDING ON

# Production & Sourcing

In 2017 - **43%** of our fresh produce was grown on company-controlled farms



## EUROPE

- Fresh & fresh-cut fruit and vegetables
- Prepared food



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STRENGTHS WE ARE BUILDING ON

# Production & Sourcing

In 2017 - **43%** of our fresh produce was grown on company-controlled farms

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## AFRICA

### Sourcing

- Bananas
- Pineapples
- Prepared food



STRENGTHS WE ARE BUILDING ON

# Production & Sourcing

In 2017 - **43%** of our fresh produce was grown on company-controlled farms

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## ASIA

- Bananas
- Pineapples
- Fresh-cut fruit
- Non-tropicals





STRENGTHS WE ARE BUILDING ON

# Sustainability

## PLANET

- Efficient use of resources and inputs
- Waste management and recycling
- Sustainable agriculture and integrated pest management
- Protection and management of conservation areas

## PEOPLE

- Health, safety and wellness of employees and community
- Employee training and development
- Fair and ethical labor practices
- Improvement and development of communities where we operate

## PRODUCT

- Certification under internationally accepted standards
- Engage our suppliers in adopting practices that support our sustainability goals





STRENGTHS WE ARE BUILDING ON

## Quality and Safety

As the leader in our industry, we have strong commitments to delivering quality products and service to our customers, and safe and clean working practices for our employees.

To demonstrate compliance with international regulations and standards on environmental protection, food safety and social accountability, our farms and our facilities are certified by one or more of the following standards:

- **Global GAP**
- **ISO 14001 and ISO 9001**
- **SCS Sustainably Grown**
- **OHSAS 18001**
- **SIFAV**
- **Rainforest Alliance**
- **PrimusGFS**
- **FSSC / ISO 22000**
- **SQF**





STRENGTHS WE ARE BUILDING ON

## **Quality and Safety**

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- Certifications carried out by external and internal parties are conducted on a regular basis
- On-going training in all areas of quality and safety
- Trained quality control professionals – Chemistry, Microbiology and Agricultural Services

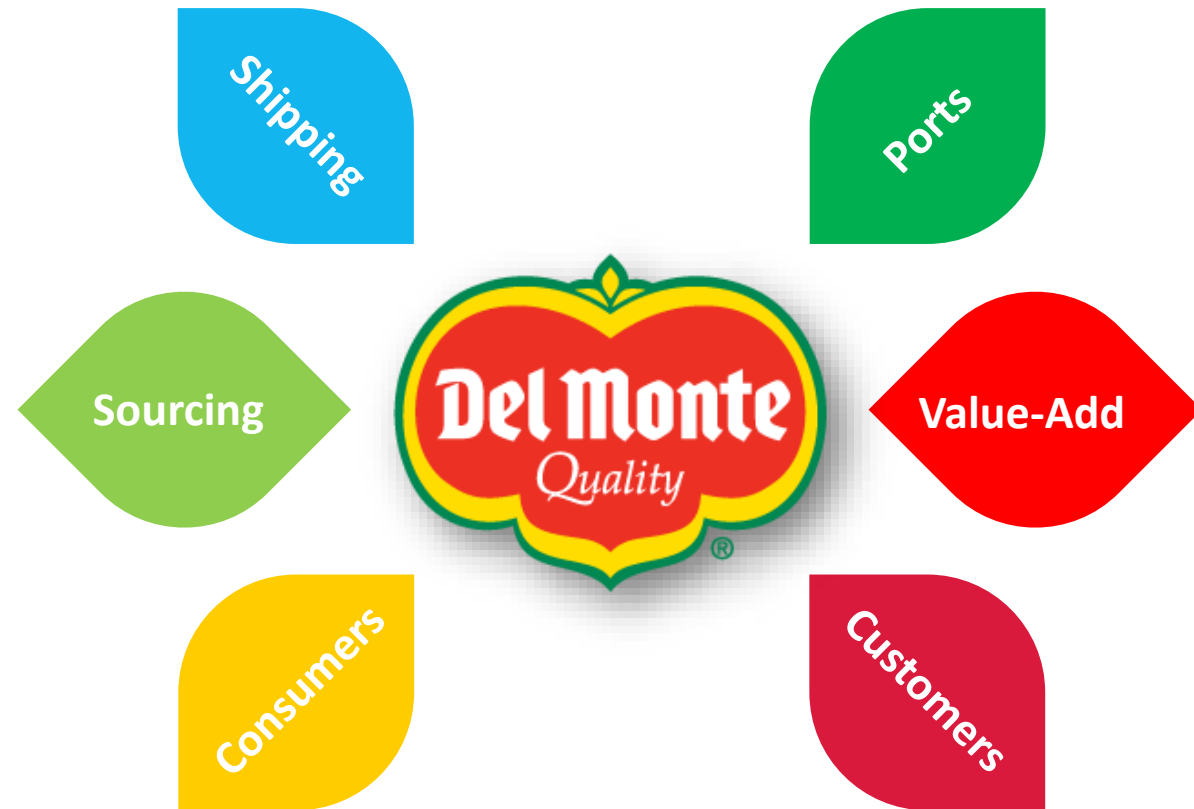


STRENGTHS WE ARE BUILDING ON

# Unmatched Scale & Scope

## A Key Differentiator

- ✓ Quality control
- ✓ Lower and more stable costs
- ✓ Value-added services



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# Our Growth Strategy



# Investing For Long-Term Growth

- Leverage powerful, vertically integrated infrastructure
- Pursue strategy of diversification
  - Expand geographic presence
  - Grow existing product lines
  - Enter new distribution channels – closer to consumers
  - Accelerate addition of new, higher margin products
- Minimize dependence on bananas
- Capitalize on Del Monte® brand – acquisitions and JV's
- Increase market share and leadership position
- Cost management and efficiency improvement





STRATEGY IN ACTION

# Leveraging Infrastructure

## MAXIMIZE:

### Agricultural land

- Increase our own production versus independent growers

### Logistics

- Reefer vessels, containers and trucks
- Higher-margin products essentially ride for free

### Distribution, fresh-cut and protein facilities and Food & Beverage Stores

- Streamline operations, further leverage sales capabilities

Maximizing Revenues  
From Our Existing  
Infrastructure to **Increase  
Volume** and **Reduce  
Costs**

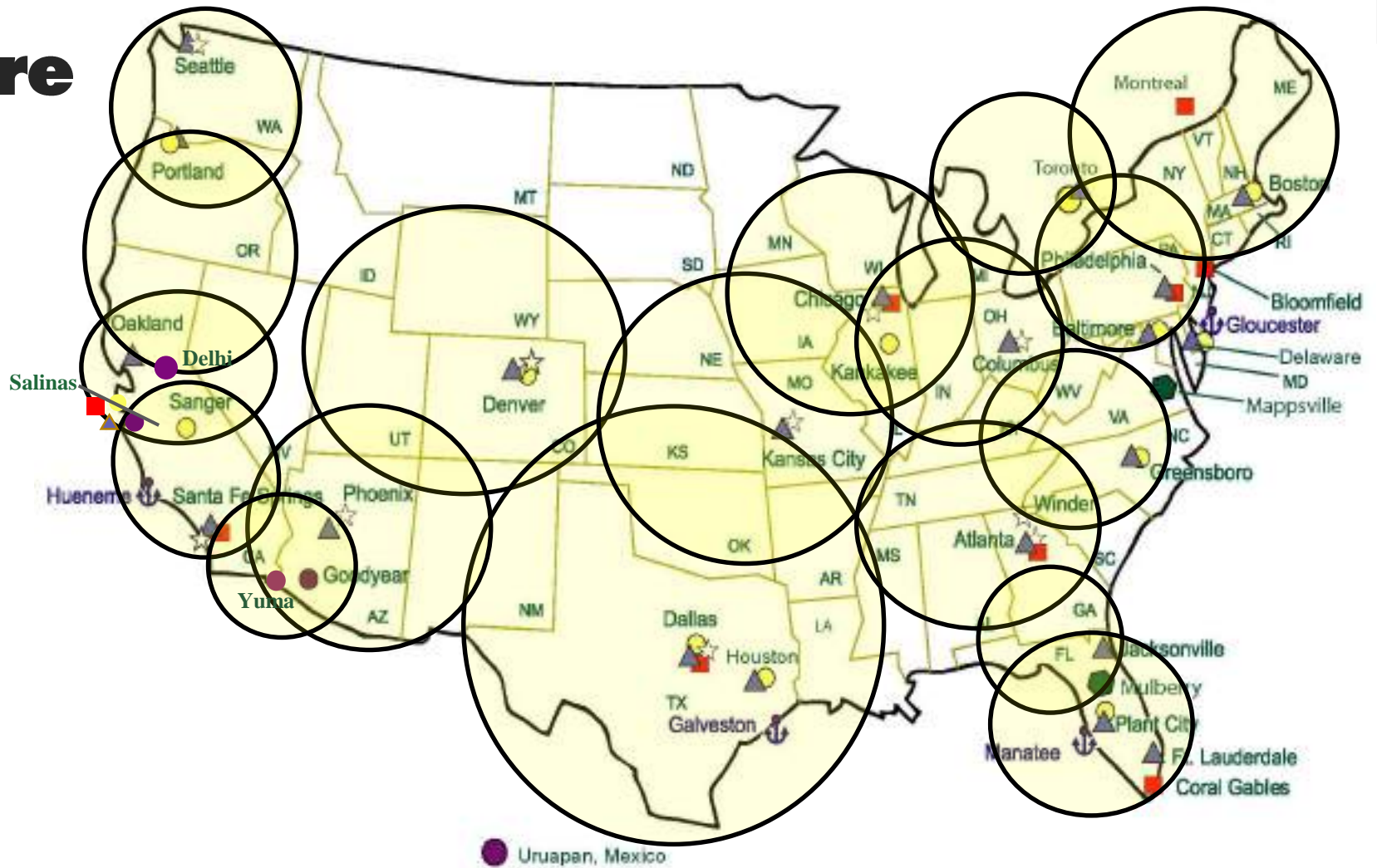


STRATEGY IN ACTION

# Leveraging Infrastructure

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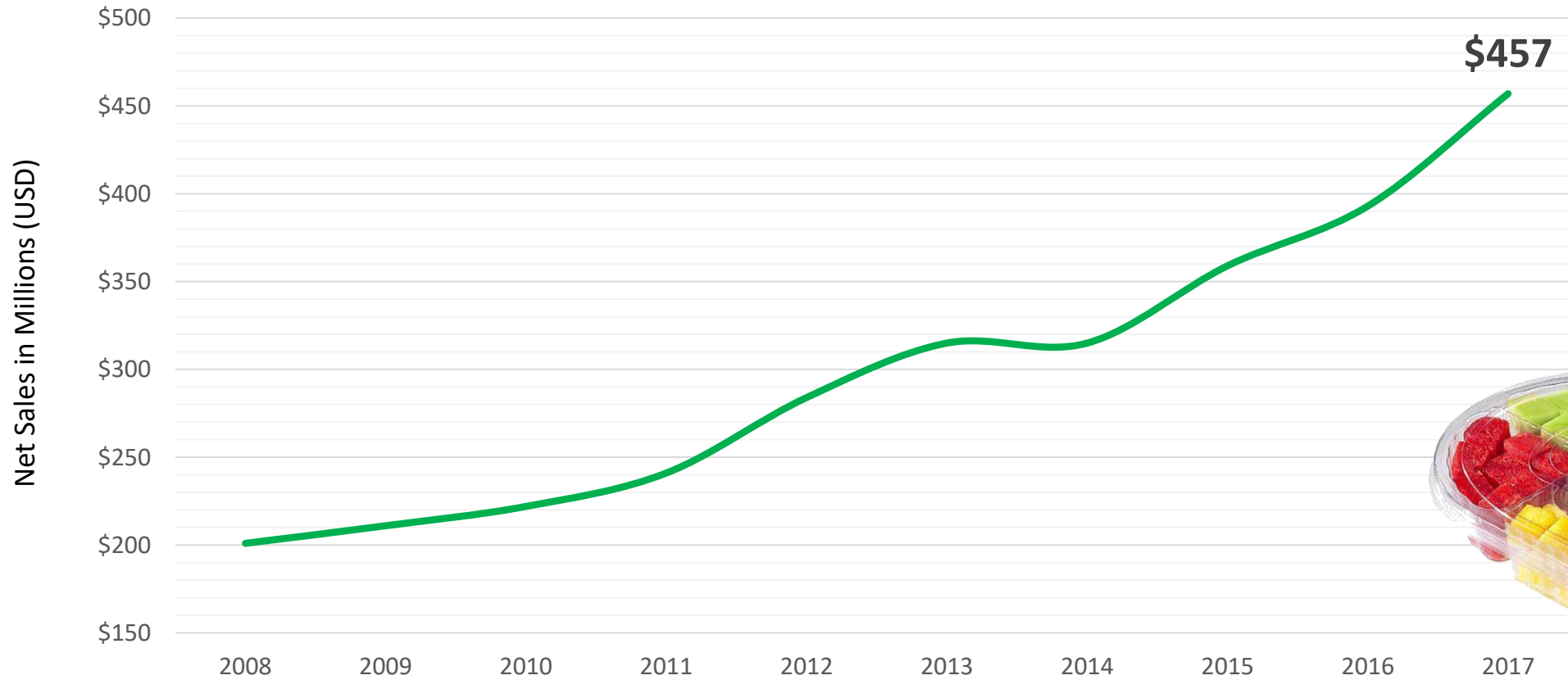
- ▲ Distribution Center
- Fresh-Cut Operation
- Sales Offices
- ☆ Re-Pack Facilities
- ⚓ Port Facilities
- Production Facilities
- New Tomato Packing House



# Grow Existing Products

Example: Del Monte® North America Fresh-Cut Growth

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STRATEGY IN ACTION

# Fresh-Cut Products

## Trends Play to Our Strengths

- Stringent food safety standards
- Grow most of our own raw material
- Cold chain control
- Value-added services
- Reliable year-round deliveries
- Complete infrastructure



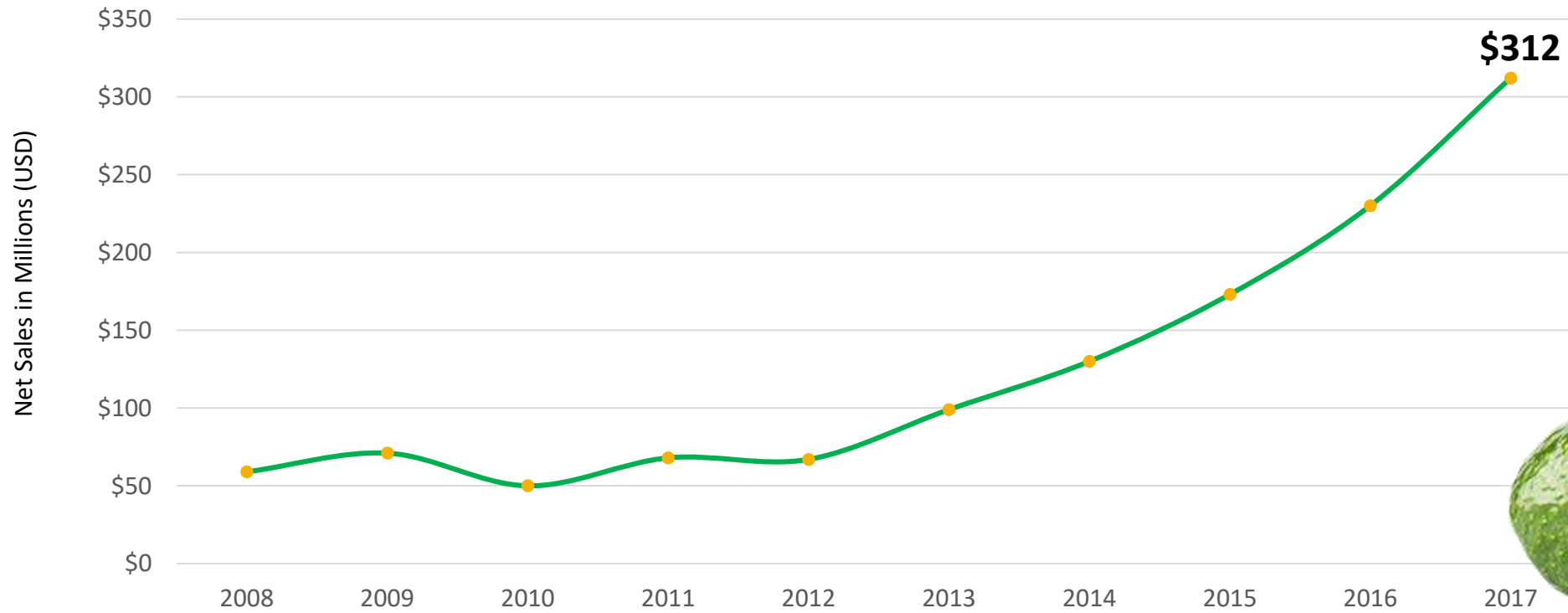
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# Grow Existing Products

Example: Del Monte® North America Avocado Growth

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STRATEGY IN ACTION

# Large Market Opportunity To Meet Evolving Customer Needs Through Traditional And New Distribution Channels

## Consumers

- Desire for convenience
- Pre-washed and pre-packaged
- Healthy and on-the-go
- Ready-to-eat/ use

## Food Service

- Premeasured & customized packaging
- Health and wellness
- Food safety



STRENGTHS WE ARE BUILDING ON

# Distribution Channels

Growth through expanded Distribution channels.

### Retailers



### Food Service

### Convenience Stores



### Boxed Meal Kits



### Warehouse & Club Stores



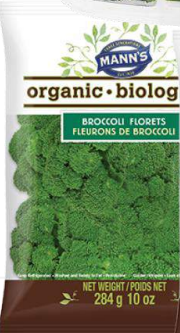
### Casual Dining & Quick Service



STRATEGY IN ACTION

# New Products and Packaging

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# Joint Ventures

## Growth Opportunities – Del Monte Fresh Produce North America and Del Monte Pacific Limited

- Increases product portfolio and scale of Del Monte® brand
- Opportunity for each partner to share expertise and optimize economies of scale
- Settlement of all active lawsuits in the United States between the parties centered on licensing rights and distribution

Del Monte Fresh Produce North America now has the rights to place the Del Monte® brand on several items previously sold under their second-tier brands.

In addition to the joint ventures, the companies have entered into a long-term mutual supply agreement to accelerate expansion of Del Monte® products sales in various markets around the world.

Joint Venture	Ownership		Product Category
	FDP	DMPL	
Del Monte Food & Beverage	2/3	1/3	Retail F&B Stores
Del Monte Chilled Juice	51%	49%	Chilled juice
Del Monte Refrigerated Fruit Products	49%	51%	Extended shelf life, refrigerated and chilled fruit products
Del Monte Avocado / Guacamole Products	49%	51%	Extended shelf life, refrigerated avocado products such as guacamole

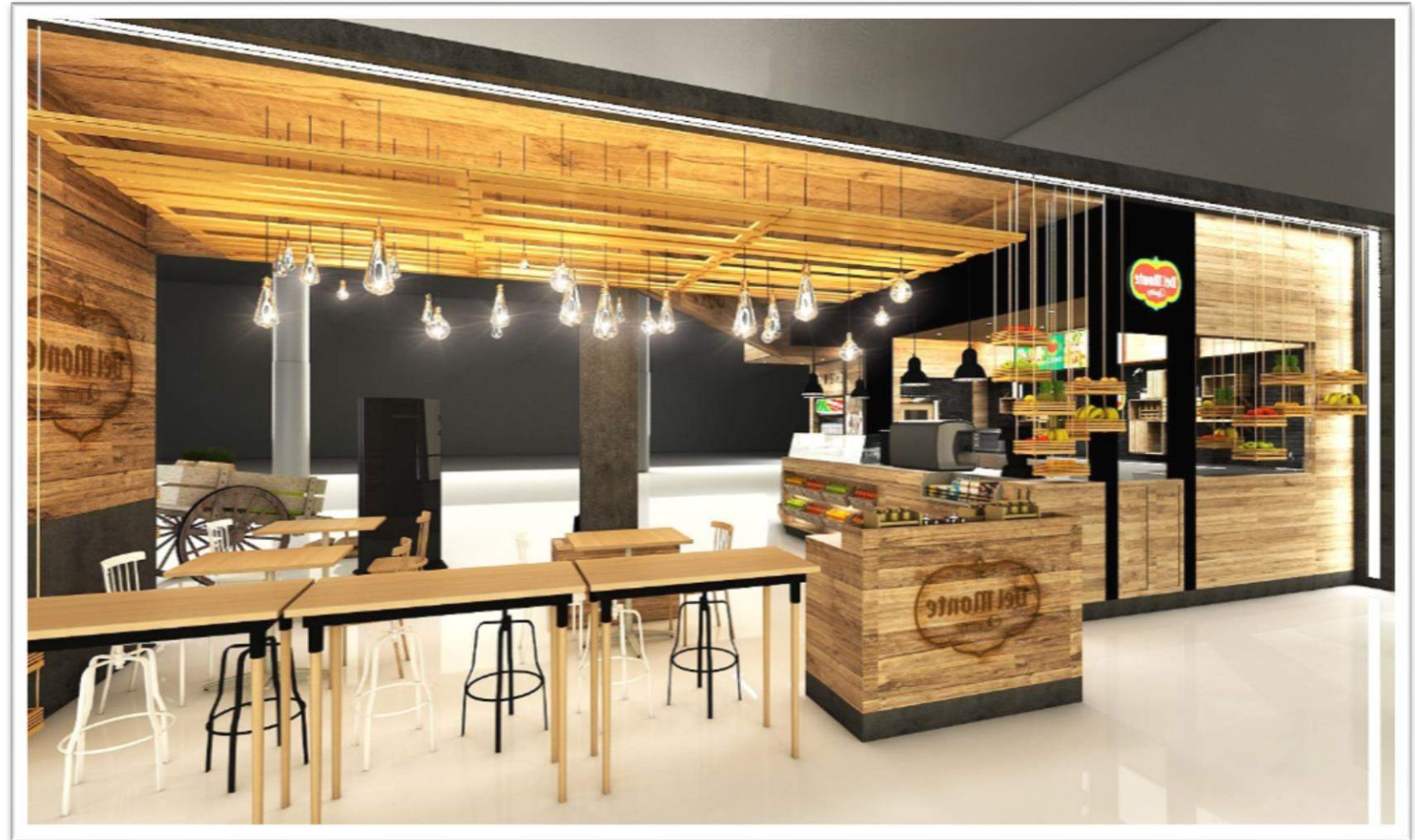


STRATEGY IN ACTION

# Joint Ventures

## The Del Monte® Brand

- Food and Beverage Stores



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# Acquisition

## Growth Opportunities Mann Packing Company

- Leading supplier of fresh vegetables
- Best known for innovation
- Customers are household names in North America retail channel
- Food service customers are some of the nation's largest
- Diversified revenue base - commodity products, value-added and co-pack
- In 2017, Mann Packing's estimated revenues of \$535 million
- Purchase price of \$361 million
- Acquired in February 2018



STRATEGY IN ACTION

# Mann Packing Company

## A Del Monte Fresh Produce Company

Strong Brand Equity & Superior Products

In the U.S., Mann Packing is the...

- #1 Producer of Sugar Snap Peas
- #1 Florets & Blends
- #1 Producer of Sweet Potatoes and Butternut Squash
- #2 Green Beans



STRATEGY IN ACTION

# Mann Packing Company

## A Del Monte Fresh Produce Company

### Leading Innovator

- Known industry-wide
- Value-added, high margin products
- Healthy food trends
- Transcends all channels

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STRATEGY IN ACTION

# Mann Packing Company

## A Del Monte Fresh Produce Company

### Synergies & Opportunities

- Mann's fresh-cut vegetables complement Del Monte's fresh-cut fruit
- Better "own the shelf" with a wider assortment of product offerings
- Leverage Mann's retail sales team
- Leverage Mann's marketing expertise and "spirit of innovation"
- Leverage Del Monte's distribution network and infrastructure
- Leverage Del Monte's presence in club and warehouse stores, in casual dining, convenience stores and quick-serve restaurants
- Leverage purchasing power
- Leverage Del Monte's farming presence and expertise in Guatemala to supplement products from Mexico "winter" production





# **Selected Financial Highlights**

# Summary Data

	Full Year					2nd Quarter	
	2013	2014	2015	2016	2017	2017	2018
Net Sales	\$ 3,684	\$ 3,928	\$ 4,056	\$ 4,012	\$ 4,086	\$ 1,147	\$ 1,272
Gross Profit	\$ 290	\$ 365	\$ 342	\$ 461	\$ 332	\$ 123	\$ 78
% Margin	8%	9%	8%	12%	8%	11%	6%
Operating Income	\$ (28)	\$ 174	\$ 91	\$ 244	\$ 153	\$ 80	\$ 14
Net Income	\$ (34)	\$ 142	\$ 62	\$ 225	\$ 121	\$ 69	\$ (8)
EPS - GAAP	\$ (0.61)	\$ 2.53	\$ 1.17	\$ 4.33	\$ 2.39	\$ 1.36	\$ (0.16)
EPS Adjusted *	\$ 1.83	\$ 2.73	\$ 2.43	\$ 4.74	\$ 2.44	\$ 1.40	\$ 0.14

	Full Year					Six Months	
	2013	2014	2015	2016	2017	2017	2018
Operating Cash Flow	\$ 109	\$ 231	\$ 231	\$ 332	\$ 194	\$ 174	\$ 162
Capital Expenditures	\$ 160	\$ 149	\$ 132	\$ 147	\$ 139	\$ 72	\$ 82
Total Debt	\$ 251	\$ 267	\$ 254	\$ 232	\$ 358	\$ 227	\$ 690

Figure in USD (millions)

\* Excludes asset impairment, restructuring charges &amp; gain/(loss) on the sale of assets.







FINANCIAL PERFORMANCE

# Other Fresh Produce

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	Full Year					2nd Quarter	
	2013	2014	2015	2016	2017	2017	2018
Net Sales	\$ 1,693	\$ 1,745	\$ 1,826	\$ 1,853	\$ 1,997	\$ 568	\$ 721
Pineapples	\$ 510	\$ 577	\$ 525	\$ 495	\$ 493	\$ 135	\$ 139
Fresh-Cut	\$ 408	\$ 381	\$ 467	\$ 517	\$ 608	\$ 169	\$ 272
Non-Tropical	\$ 296	\$ 284	\$ 271	\$ 260	\$ 236	\$ 78	\$ 86
Avocados	\$ 99	\$ 130	\$ 175	\$ 230	\$ 315	\$ 85	\$ 95
Gross Profit*	\$ 194	\$ 211	\$ 209	\$ 237	\$ 180	\$ 55	\$ 47
Gross Profit Margin	12%	12%	11%	13%	9%	10%	7%

Figure in USD (millions)

\* Excludes asset impairment & other charges.





FINANCIAL PERFORMANCE

# Bananas

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	Full Year					2nd Quarter	
	2013	2014	2015	2016	2017	2017	2018
Price / Box	\$ 14.52	\$ 14.80	\$ 14.33	\$ 14.47	\$ 14.06	\$ 14.92	\$ 14.52
Net Sales	\$ 1,693	\$ 1,805	\$ 1,868	\$ 1,812	\$ 1,775	\$ 500	\$ 458
Gross Profit*	\$ 62	\$ 109	\$ 77	\$ 159	\$ 113	\$ 58	\$ 24
Gross Profit Margin	4%	6%	4%	6%	6%	12%	5%

Figure in USD (millions)

\* Excludes asset impairment & other charges.





FINANCIAL PERFORMANCE

# Prepared Food

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	Full Year					2nd Quarter	
	2013	2014	2015	2016	2017	2017	2018
Net Sales	\$ 353	\$ 378	\$ 363	\$ 347	\$ 314	\$ 80	\$ 94
Gross Profit*	\$ 35	\$ 45	\$ 57	\$ 65	\$ 39	\$ 10	\$ 8
Gross Profit Margin	10%	12%	16%	19%	12%	13%	8%

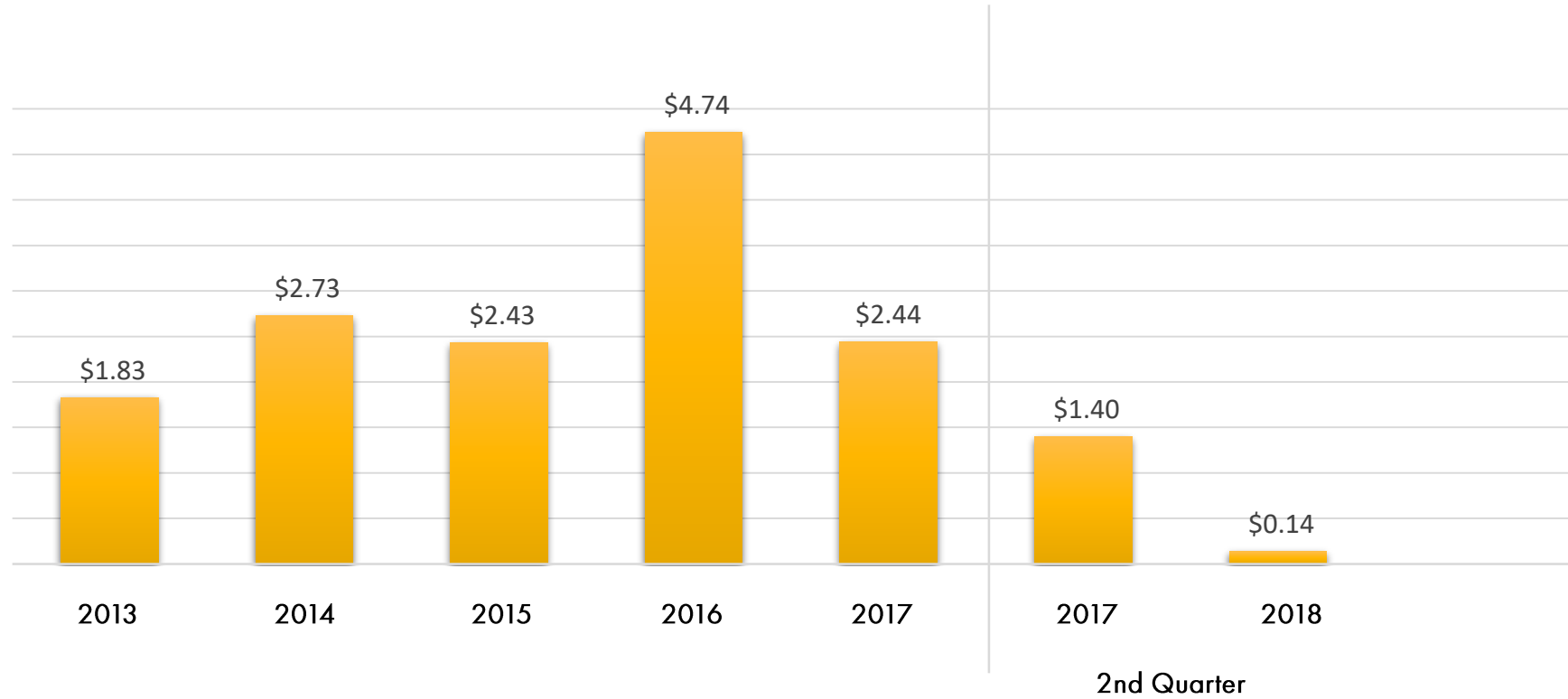
Figure in USD (millions)

\* Excludes asset impairment & other charges.



# Earnings Per Diluted Share

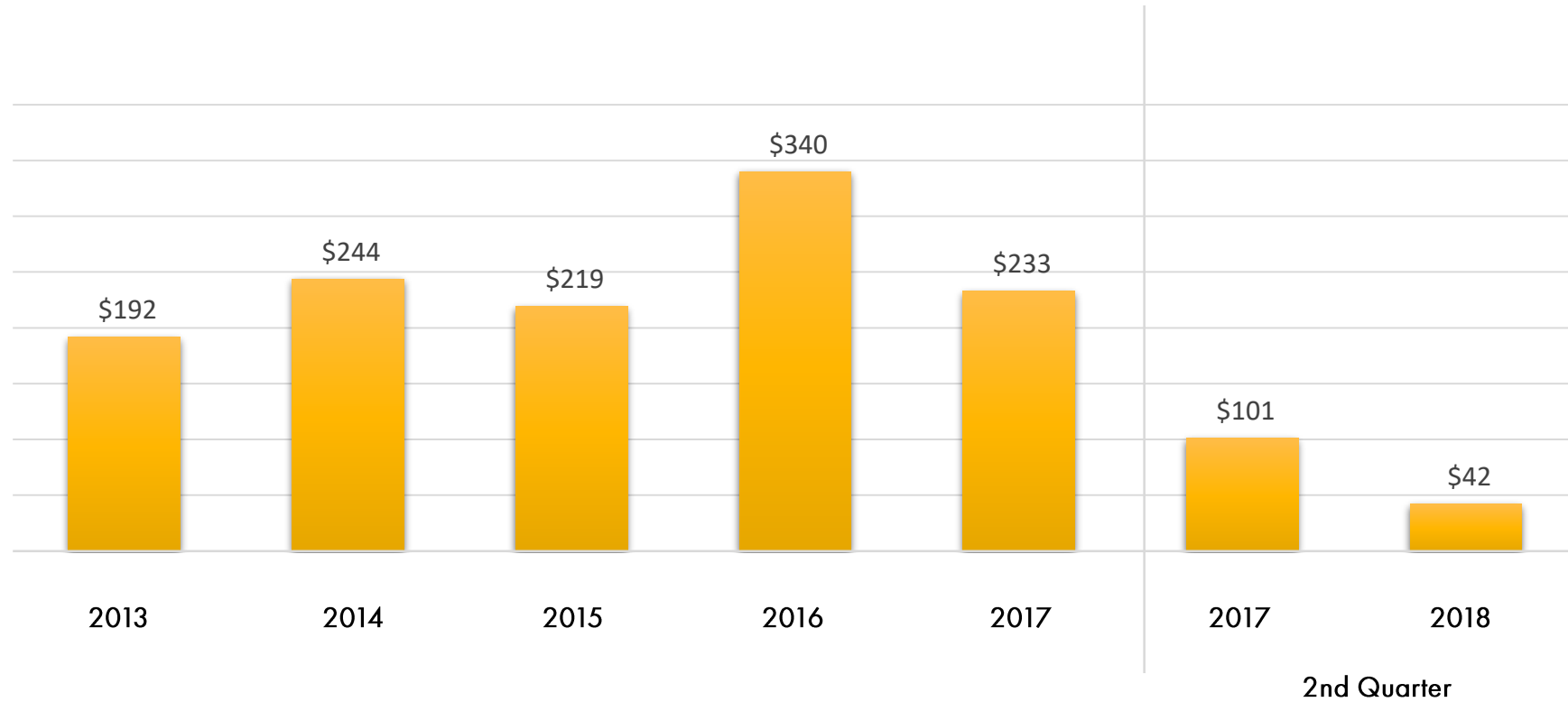
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\* Excludes asset impairment, restructuring charges & gain/(loss) on the sale of assets.



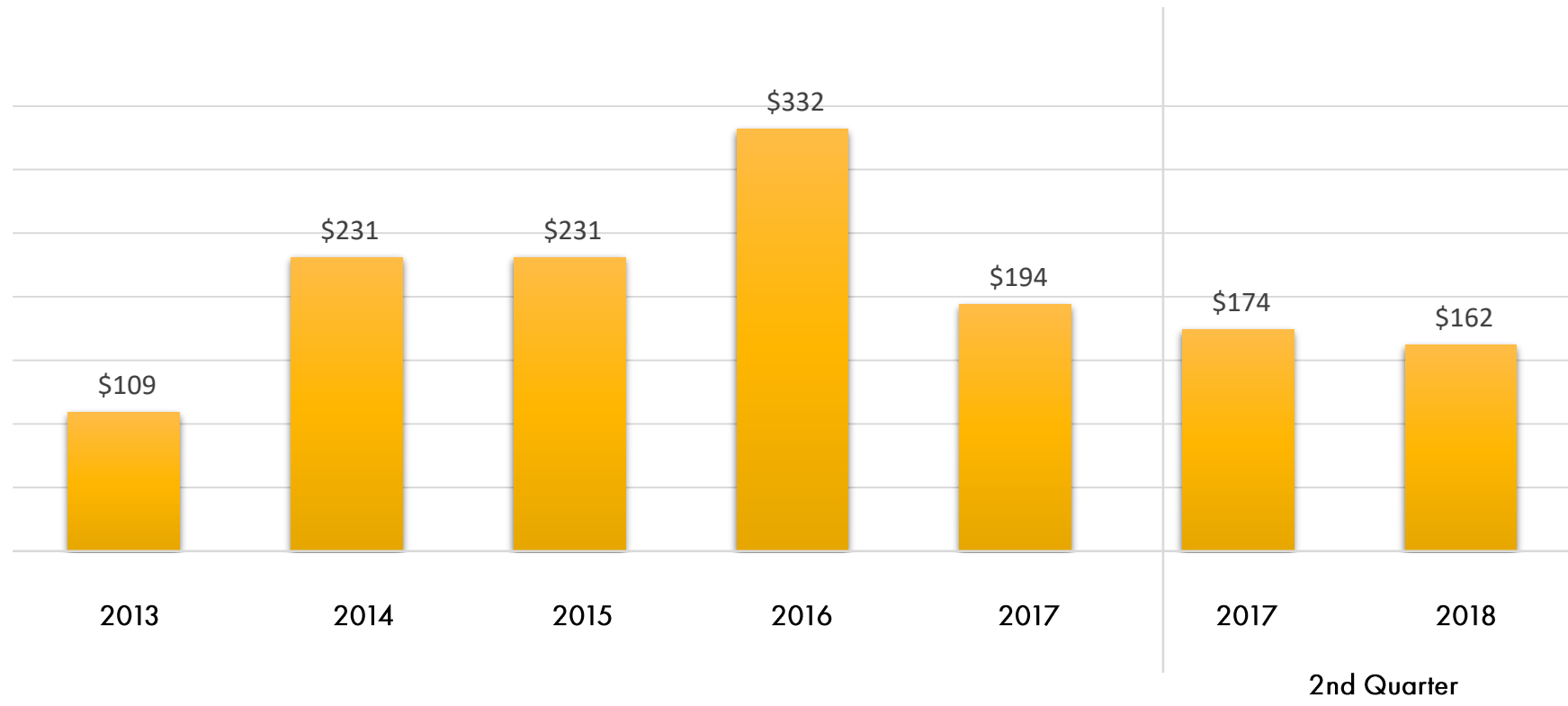
# Adjusted EBITDA



\* Excludes asset impairment, restructuring charges & gain/(loss) on the sale of assets.



# Operating Cash Flow



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\* Figure in USD (millions)



# Debt & Cap-Ex

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## Investing in diversification and expansion

- **Repurchase Program**
  - \$774 million spent between 2010 and Q2 2018
- **Dividend Policy**
  - Quarterly cash dividend of \$0.15 per ordinary share
- **Total Debt** – 6 Months 2018 \$690 million
- **Capital Ex** – 6 Months 2018 \$82 million

## DEBT

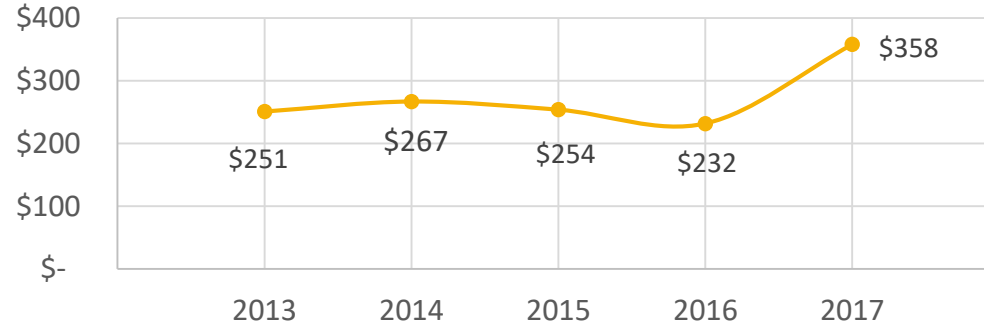


Figure in USD (millions)

## Cap-Ex

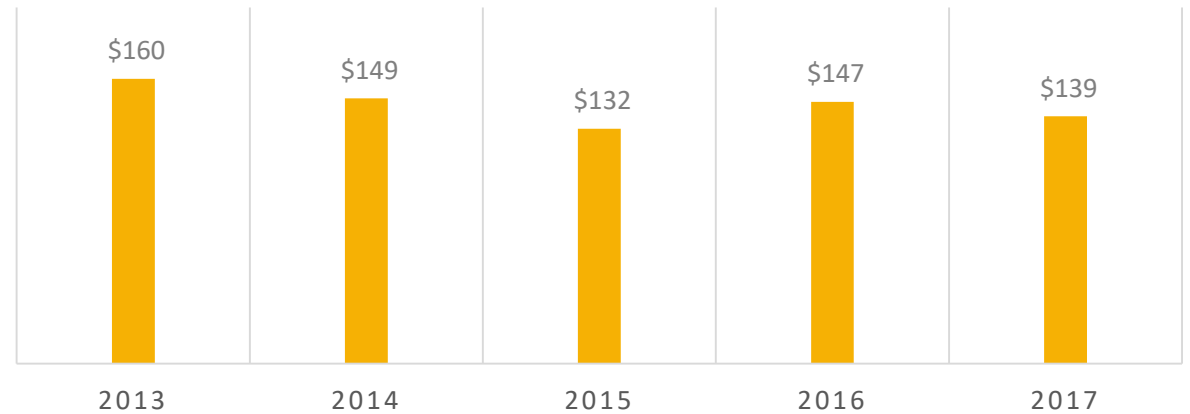


Figure in USD (millions)



FINANCIAL PERFORMANCE

# Investment Highlights

## Strong Foundation Built on Diversification

Clear growth strategy – outstanding execution & momentum

Positioned like no one else – vertically integrated & innovative

Respected – global “mega” brand that speaks to health and wellness, quality and convenience

Global player

Commitment to long-term value





# APPENDIX



# Income Statement

	Full Year					Second Quarter	
	2013	2014	2015	2016	2017	2017	2018
Net Sales	\$ 3,684	\$ 3,928	\$ 4,056	\$ 4,012	\$ 4,086	\$ 1,147	\$ 1,272
Cost of Sales	3,392	3,562	3,714	3,550	3,754	1,024	1,194
Restructuring and Other Charges	2	1	-	-	1	0	0
Gross Profit	290	365	342	461	332	123	78
% Margin	8%	9%	8%	12%	8%	11%	11%
SG & A	176	176	184	187	173	42	50
Gain (Loss) on Sale of Assets	(5)	(4)	2	-	(3)	0	6
Asset Impairment & Other Chgs.	137	11	70	30	3	2	20
Operating Income	(28)	174	91	244	153	80	14
% Margin	-1%	4%	2%	6%	4%	7%	1%
Interest Expense	(2)	(3)	(4)	(3)	(6)	(1)	(6)
Other, Net	13	(14)	(11)	(4)	(2)	(1)	(10)
Tax (Expense) Benefit	(17)	(14)	(14)	(12)	(25)	(8)	(6)
Net Income	\$ (34)	\$ 142	\$ 62	\$ 225	\$ 121	\$ 69	\$ (8)
% Margin	-1%	4%	2%	6%	3%	6%	-1%
EPS - GAAP	\$ (0.61)	\$ 2.53	\$ 1.17	\$ 4.33	\$ 2.39	\$ 1.36	\$ (0.16)
EPS Adjusted *	\$ 1.83	\$ 2.73	\$ 2.43	\$ 4.74	\$ 2.44	\$ 1.40	\$ 0.14

\* Figure in USD (millions)

\* Excludes asset impairment, restructuring charges &amp; gain/(loss) on the sale of assets.



# Income Statement

## Non-GAAP Measures (per share):

	Quarter Ended		Six Months Ended	
	June 29, 2018	June 30, 2017	June 29, 2018	June 30, 2017
Reported net (loss) income - Diluted	\$ (0.16)	\$ 1.36	\$ (0.16)	\$ 1.36
Asset impairment and other charges, net (1)	\$ 0.42	\$ 0.04	\$ 0.42	\$ 0.04
Gain on disposal of property, plant and equipment, net (2)	\$ (0.12)	\$ -	\$ (0.12)	\$ -
Comparable net (loss) income - Diluted	<u>\$ 0.14</u>	<u>\$ 1.40</u>	<u>\$ 0.14</u>	<u>\$ 1.40</u>

- (1) Asset impairment and other charges, net for the quarter ended June 29, 2018 included restructuring activities in Asia and South America and acquisition costs in North America. Asset impairment and other charges, net for the six months ended June 29, 2018 also included acquisition costs related to Mann Packing and insurance proceeds in North America. Asset impairment and other charges, net for the quarter ended June 30, 2017 included impairment charges in South America, Central America and Asia. Asset impairment and other charges, net for the six months ended June 30, 2017 also included insurance proceeds related to previously announced flooding in South America offset by impairment charges in Asia.
- (2) Gain on disposal of property, plant and equipment, net for the quarter and six months ended June 29, 2018 primarily related to a gain on sale of property and assets in Europe and South America offset by asset disposals in South America due to restructuring activities. Gain on disposal of property, plant and equipment, net for the quarter and six months ended June 30, 2017 primarily related to maritime equipment sales.



# Non GAAP Measures

The Company's results are determined in accordance with U.S. generally accepted accounting principles (GAAP). Some of the information presented in this press release reflects adjustments to GAAP measures such as amounts related to restructuring, asset impairment charges, gain on sales of assets and certain other special items, if any. Management believes these adjustments provide a more comparable analysis of the ongoing operating performance of the business. These adjustments result in non-GAAP financial measures and are referred to in this press release as comparable operating income, comparable net income and comparable net income per share. Because all companies do not use identical calculations, our presentation of these non-GAAP financial measures may not be comparable to similarly titled measures used by other companies.

Comparable operating income and comparable net income provide us with an understanding of the results from the primary operations of our business. We use comparable operating income and comparable net income to evaluate our period-over-period operating performance because management believes they provide more comparable measures of our continuing business as they adjust for special items that are not reflective of the normal earnings of our business. These measures may be useful to an investor in evaluating the underlying operating performance of our 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 our management for various purposes, including as measures of performance of our operating entities and as a basis of strategic planning and forecasting.



## APPENDIX

# Cash Flow

	Full Year					Six Months	
	2013	2014	2015	2016	2017	2017	2018
Net Income*	\$ (34)	\$ 145	\$ 66	\$ 226	\$ 119	\$ 115	\$ 38
Non-Cash Charges	210	93	150	93	104	44	76
Working Capital	<u>(70)</u>	<u>(7)</u>	<u>14</u>	<u>13</u>	<u>(29)</u>	<u>15</u>	<u>49</u>
Operating Cash Flow	<u>109</u>	<u>231</u>	<u>231</u>	<u>332</u>	<u>194</u>	<u>174</u>	<u>162</u>
Capital Expenditures	(160)	(149)	(132)	(147)	(139)	(72)	(82)
Acquisitions/Disposals	(10)	(11)	7	(42)	5	3	(365)
Changes in Debt	127	16	(19)	(26)	126	(6)	329
Dividends	(28)	(28)	(26)	(28)	(30)	(15)	(15)
Share Repurchase	(95)	(131)	(117)	(108)	(142)	(72)	(10)
Equity Securities	8	-	-	-	-	-	(4)
Proceeds From Share Issuance	-	-	-	-	-	-	-
Proceeds from Stock Options	44	49	35	12	2	0	-
Other, Net	<u>8</u>	<u>15</u>	<u>12</u>	<u>3</u>	<u>(11)</u>	<u>(8)</u>	<u>(2)</u>
Net Change in Cash	<u>\$ 3</u>	<u>\$ (8)</u>	<u>\$ (9)</u>	<u>\$ (5)</u>	<u>\$ 5</u>	<u>\$ 4</u>	<u>\$ 15</u>

\* Figure in USD (millions)

\* Excludes asset impairment, restructuring charges &amp; gain/(loss) on the sale of assets.



# Balance Sheet

	Full Year					Six Months	
	2013	2014	2015	2016	2017	2017	2018
<b>ASSETS</b>							
Cash & Short Term Investments	\$ 43	\$ 34	\$ 25	\$ 20	\$ 25	\$ 24	\$ 40
Accounts Receivable	398	414	417	412	432	441	493
Inventory & Other	575	593	544	529	562	492	550
<b>CURRENT ASSETS</b>	<u>1,016</u>	<u>1,041</u>	<u>986</u>	<u>961</u>	<u>1,020</u>	<u>958</u>	<u>1,084</u>
Property, Plant & Equipment	1,101	1,170	1,215	1,272	1,328	1,305	1,415
All Other Assets	472	464	395	420	419	425	762
<b>TOTAL ASSETS</b>	<u>\$ 2,589</u>	<u>\$ 2,675</u>	<u>\$ 2,596</u>	<u>\$ 2,653</u>	<u>\$ 2,767</u>	<u>\$ 2,688</u>	<u>\$ 3,260</u>
<b>LIABILITIES</b>							
Current Liabilities	\$ 383	\$ 409	\$ 382	\$ 369	\$ 394	\$ 376	\$ 492
Long Term Debt	249	265	253	232	358	227	690
Other Liabilities	207	213	211	236	225	228	228
<b>TOTAL LIABILITIES</b>	<u>838</u>	<u>887</u>	<u>845</u>	<u>837</u>	<u>976</u>	<u>831</u>	<u>1,410</u>
<b>SHAREHOLDER'S EQUITY</b>	<u>1,751</u>	<u>1,788</u>	<u>1,751</u>	<u>1,816</u>	<u>1,791</u>	<u>1,857</u>	<u>1,851</u>
<b>LIAB. &amp; SHAREHOLDER'S EQUITY</b>	<u>\$ 2,589</u>	<u>\$ 2,675</u>	<u>\$ 2,596</u>	<u>\$ 2,653</u>	<u>\$ 2,767</u>	<u>\$ 2,688</u>	<u>\$ 3,260</u>

\* Figure in USD (millions)

