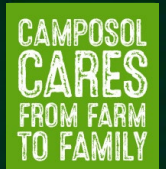


# Camposol

## 4Q 2021 Earning Report

April 2022



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A photograph of a woven basket filled with fresh blueberries, resting on a wooden surface. Several blueberries are scattered around the basket, and some are still attached to their stems with green leaves. The image is slightly blurred, giving it a soft, natural feel.

Camposol at a Glance

Financial Performance

Annex

# Camposol is a global branded fresh healthy food company with an on-trend product offering, unique competitive advantages ...



## Overview

- Global provider of fresh and healthy foods
- Serving retail and wholesale consumers in over 40 countries across the globe
- Unique value proposition recognized globally: high consistency, superior quality and full traceability
- Diverse and strategic sourcing supports year-round production capabilities and superior profitability

## Selected financial overview

4Q21 LTM Sales (US\$):  
**\$385.8 mm**

12-21 Sales CAGR (%):  
**7.7%**

4Q21 LTM Adj. EBITDA<sup>3</sup> (US\$):  
**\$113.4 mm**

4Q21 LTM Adj. EBITDA mg.<sup>3</sup> (%):  
**29%**

## Superior growth and profitability driven by...

...diverse portfolio of high-growth, on-trend fresh products...



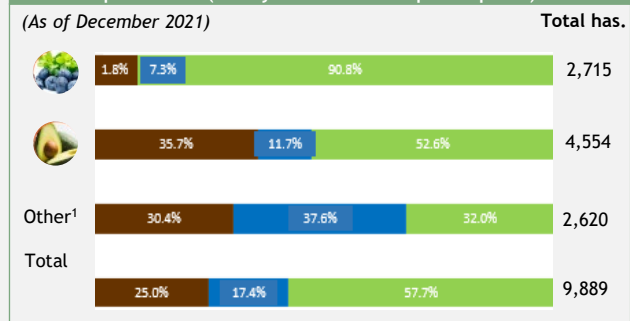
...strong relationship with top retailers and wholesalers worldwide...



...field-to-table supply chain control and sustainable farming methods that ensure food safety and highest quality of products...



...with visibility on short term growth driven by maturity of existing plantations (mainly maintenance capex required)

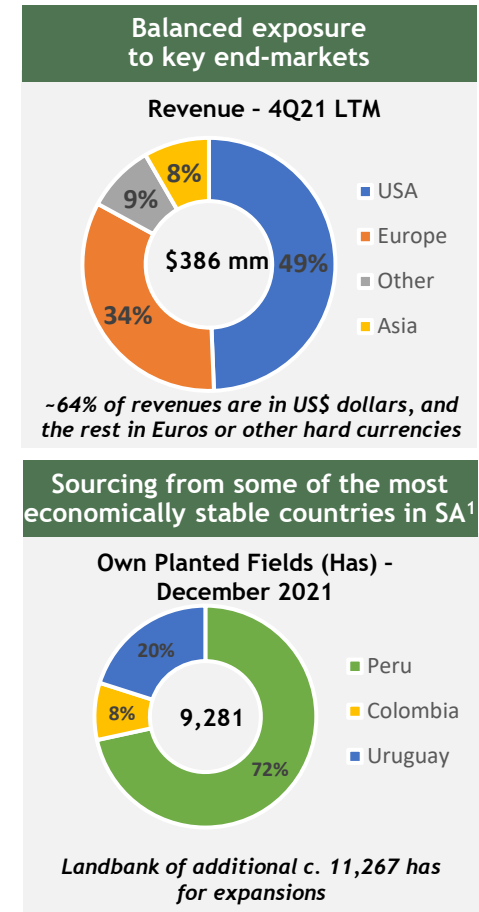
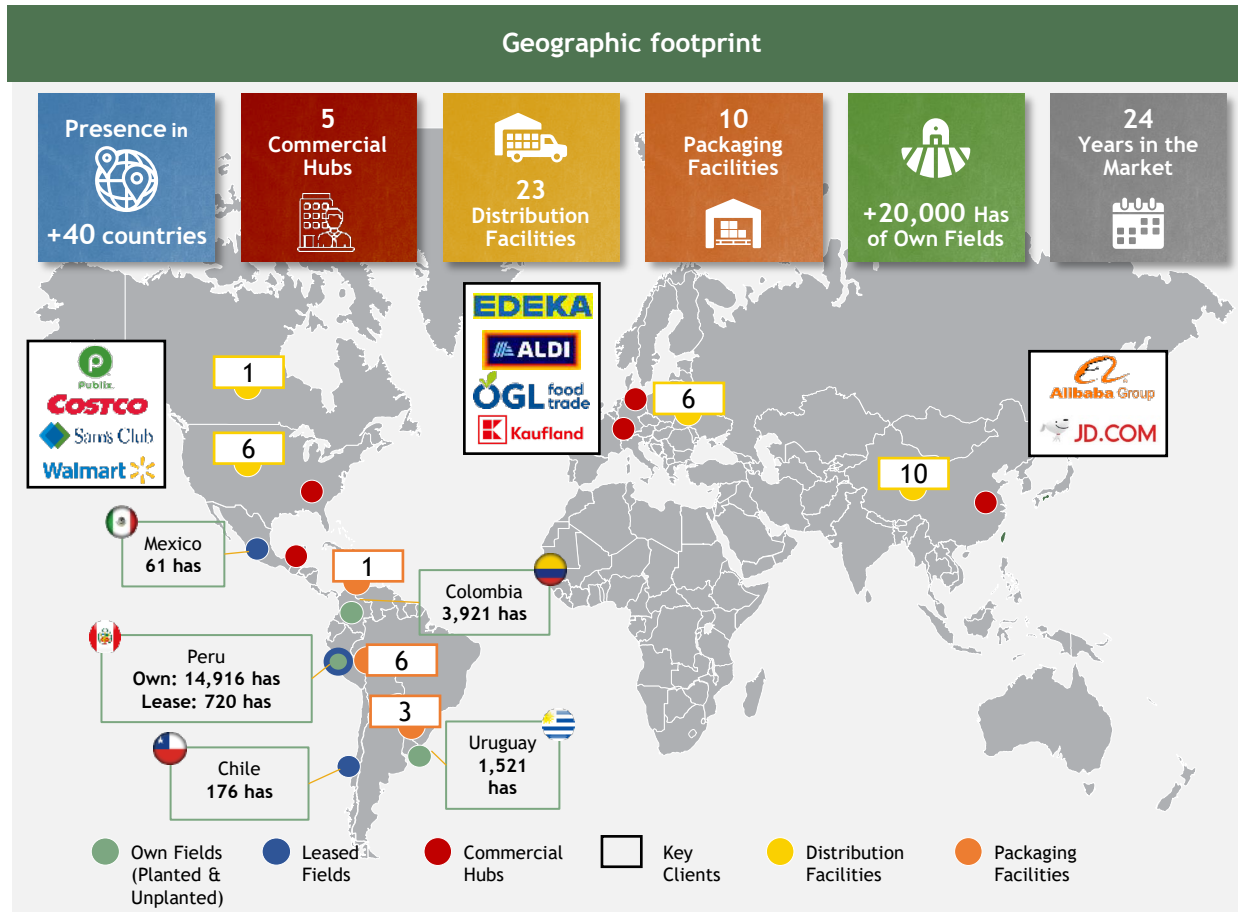


Source: Company information as of December 2021

Notes:

- Others include tangerines, mangoes, grapes and other products. In the revenue breakdown, Others also unallocated revenue which corresponds to minor activities not reported to the chief operating decision maker, such as packaging and other minor services provided by the Company.
- In 2019, we were recognized with the 2018 Risk Taker Award by Walmart for "going above and beyond to meet customer needs", and in 2017 we were recognized with the 2016 Supplier of the Year Award in the Produce Category by Walmart.
- Non-IFRS measure. See the Appendix for a reconciliation of this measure to the most directly comparable financial measure calculated and presented in accordance with IFRS.


...and a truly global platform that allows us to reach top retailers and wholesalers all around the world



Camposol's products are sold in major retail locations worldwide







Camposol at a Glance

Financial Performance

Annex

# Summary of key financials

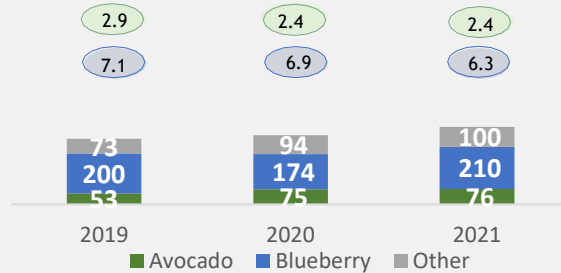


## Revenue and EBITDA historical evolution (US\$mm)

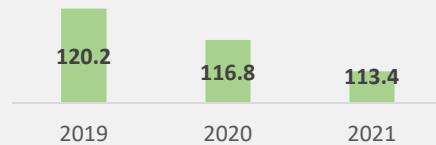
### Revenue

Avg. Avocado  
Price (US\$/kg)

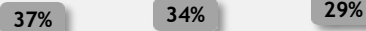
Avg. Blueberry  
Price (US\$/kg)



### EBITDA



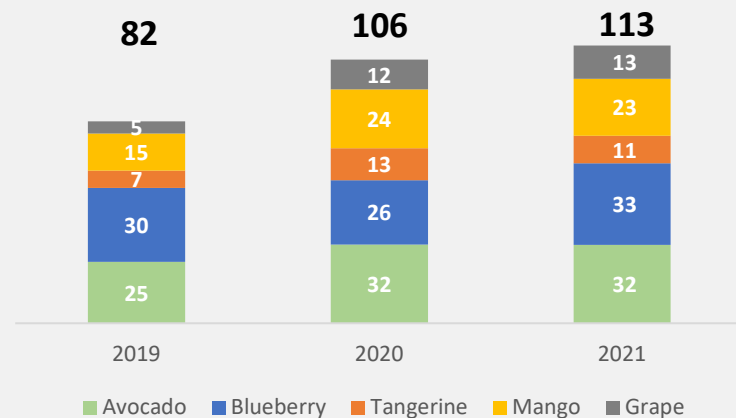
EBITDA  
Margin %



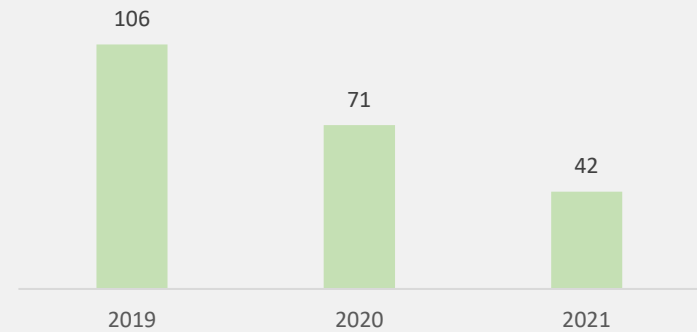
## Highlights

- For the year ended December 31st, 2021, EBITDA amounted to USD 113.4 million, down 2.9% compared to 2020.
- Total sales amounted to USD 385.8 million, up 12.4% compared to 2020 mainly due to increases in blueberries volumes. Furthermore, more hectares entered mid or high yield, 7,416 ha. compared to 7,239 ha. in 2020.
- Camposol reached a total of 9,889 in planted, a decrease of 28 hectares over the same period last year.
- As of December 31st, 2021, the company maintained a cash balance of USD 30.5 million and registered a net leverage ratio of 3.76x.

## Sales by crop (MT)



## Capital expenditures (US\$mm)



## EBITDA Buildup (USD 000)

	2021	2020
Profit before income tax	25,478	57,585
Finance costs	28,106	34,997
Finance income	- 175 -	816
Gain (loss) of associated companies	- 2,599 -	1,708
<b>Operating profit</b>	<b>50,810</b>	<b>90,058</b>
Currency translation differences	4,641	663
Change in fair value of biological assets	- 40 -	23,981
Other income/expenses	9,340	9,093
Amortization of bearer plant	28,859	22,493
Depreciation and amortization	19,548	18,499
<b>EBITDA</b>	<b>113,158</b>	<b>116,825</b>

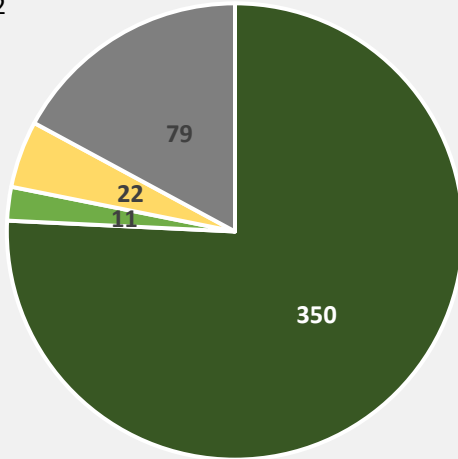


# Current Funding Mix



## Total gross debt<sup>1</sup> (US\$mm)

- Total: 462



■ Senior notes ■ Mid term loans ■ Financial leases ■ Working capital lines

## Highlights

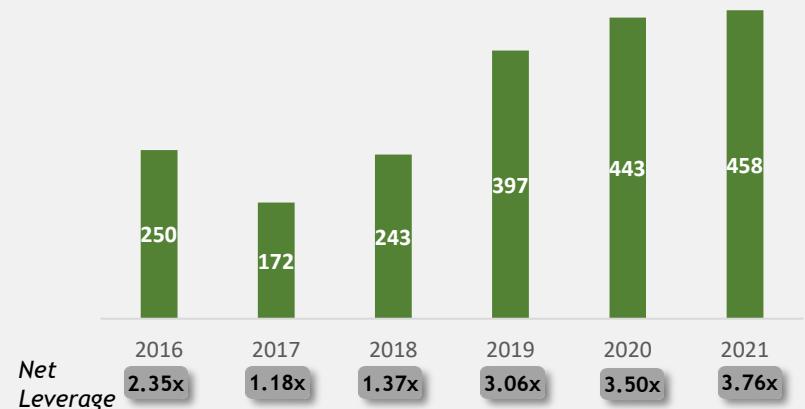
- Total gross debt as of December 31<sup>st</sup>, 2021 amounted to USD 462 million and was mainly composed of senior unsecured notes amounting to USD 350 MM with 6% coupon due in 2027, which represents 76% of the total gross debt.
- Long-term debt at end of period had a duration of ~5 years.
- The net leverage ratio as of December 31<sup>st</sup>, 2021 closes at 3.76x. The company successfully negotiated with Rabobank a committed credit line of up to USD 60 million, valid for two years, that will be used to ensure our international expansion, in order to assure our goal to be a year round supplier

## Structural Debt (US\$mm)

- Long-term debt: USD 373 mm
- Duration: ~ 5 years



## Total debt<sup>2</sup> (US\$mm) and net leverage (x)




Source:

1.  
2.

Company

Includes short & long term debt without capitalized fees and interest  
Includes new operating leases in the 2020

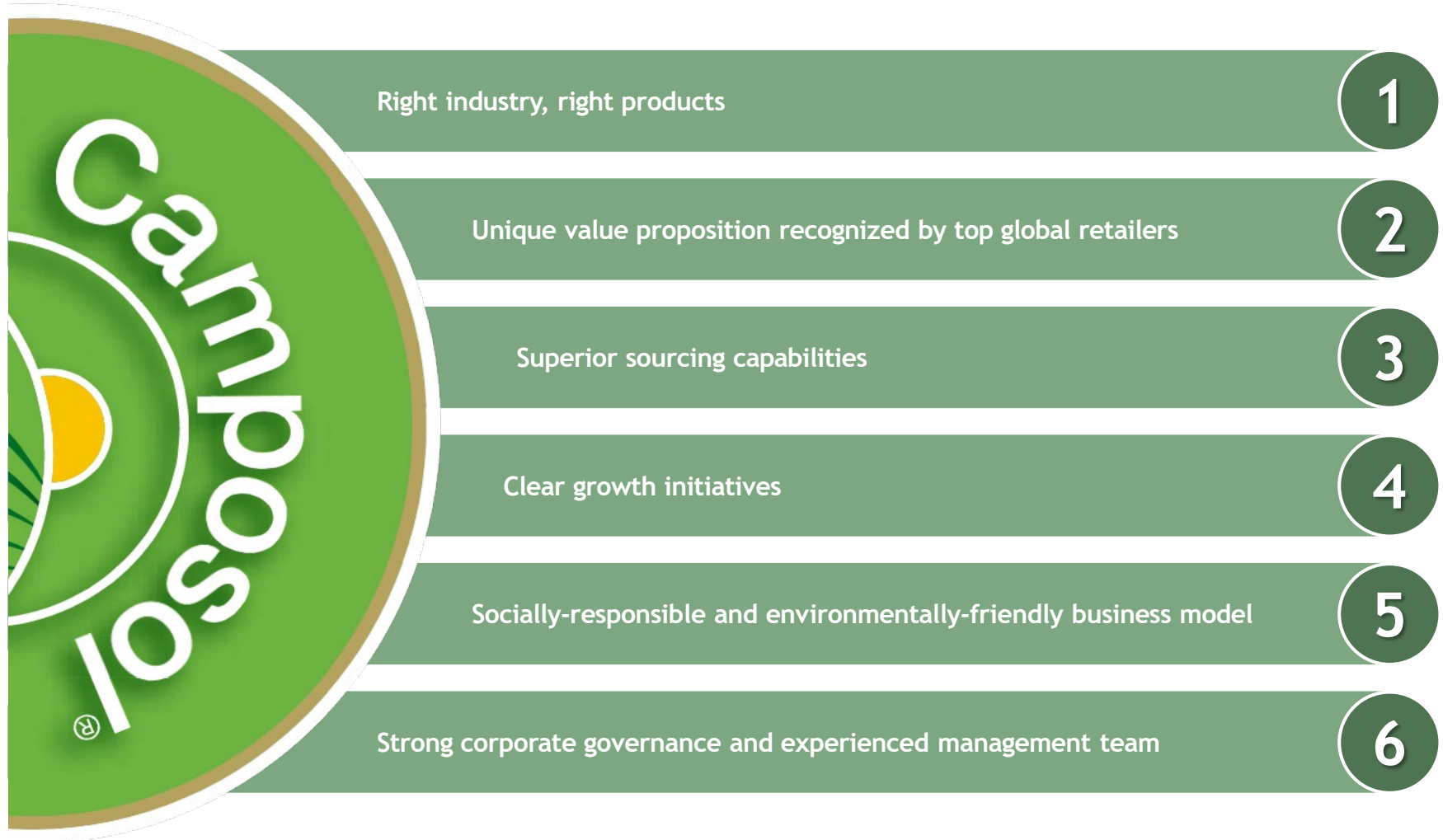
The background of the slide is a grayscale photograph of two avocados. One avocado is cut in half, showing its green flesh and a large, dark pit. It sits on a wooden cutting board. A knife with a wooden handle and a metal blade is also on the board. Another whole avocado is visible in the background. The image is slightly out of focus, creating a soft, natural aesthetic.

Camposol at a Glance

Financial Performance

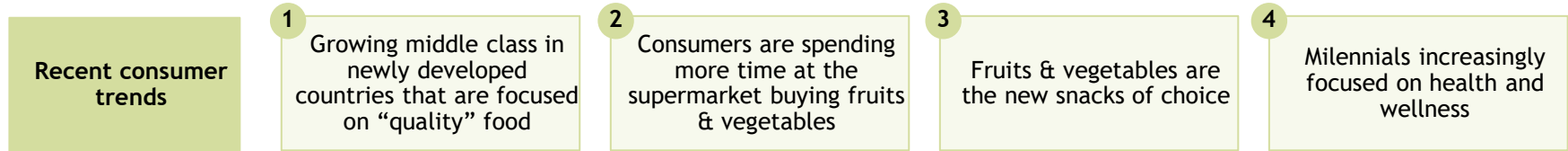
Annex

# Key investment highlights



# 1 Right industry, right products

Consumers focused on fresh & healthy products from trusted sources



## Creating an open and honest relationship with millennials is important

How to reach the millennial generation:

**Be honest**

Creating an open and honest relationship with this audience is very important

**Be natural/organic**

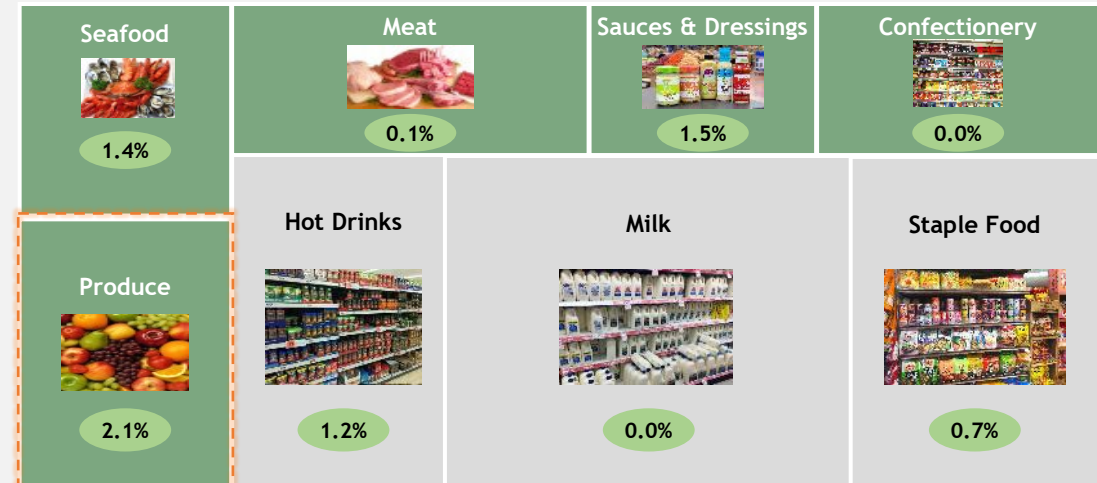
71% of Americans prefer to buy natural and/or organic foods over conventional foods if prices are comparable

**Millennials work with trusted sources**  
on food & nutrition claims

65%	Nutritionists
58%	Dieticians
57%	Family and friends
54%	Personal trainers
26%	Packaging claims

## Health and wellness trends will continue to drive consumption patterns and increased foot traffic in fresh food aisles

Global retail store volume growth (CAGR %)<sup>1</sup>



Fresh produce represents one of the fastest growing categories

Camposol focused category  
 '15 - '20 CAGR

**Illustrative aisle map**

Perimeter of the store Center of the store

Camposol has ideally positioned itself to capture consumers' shift towards fresh products

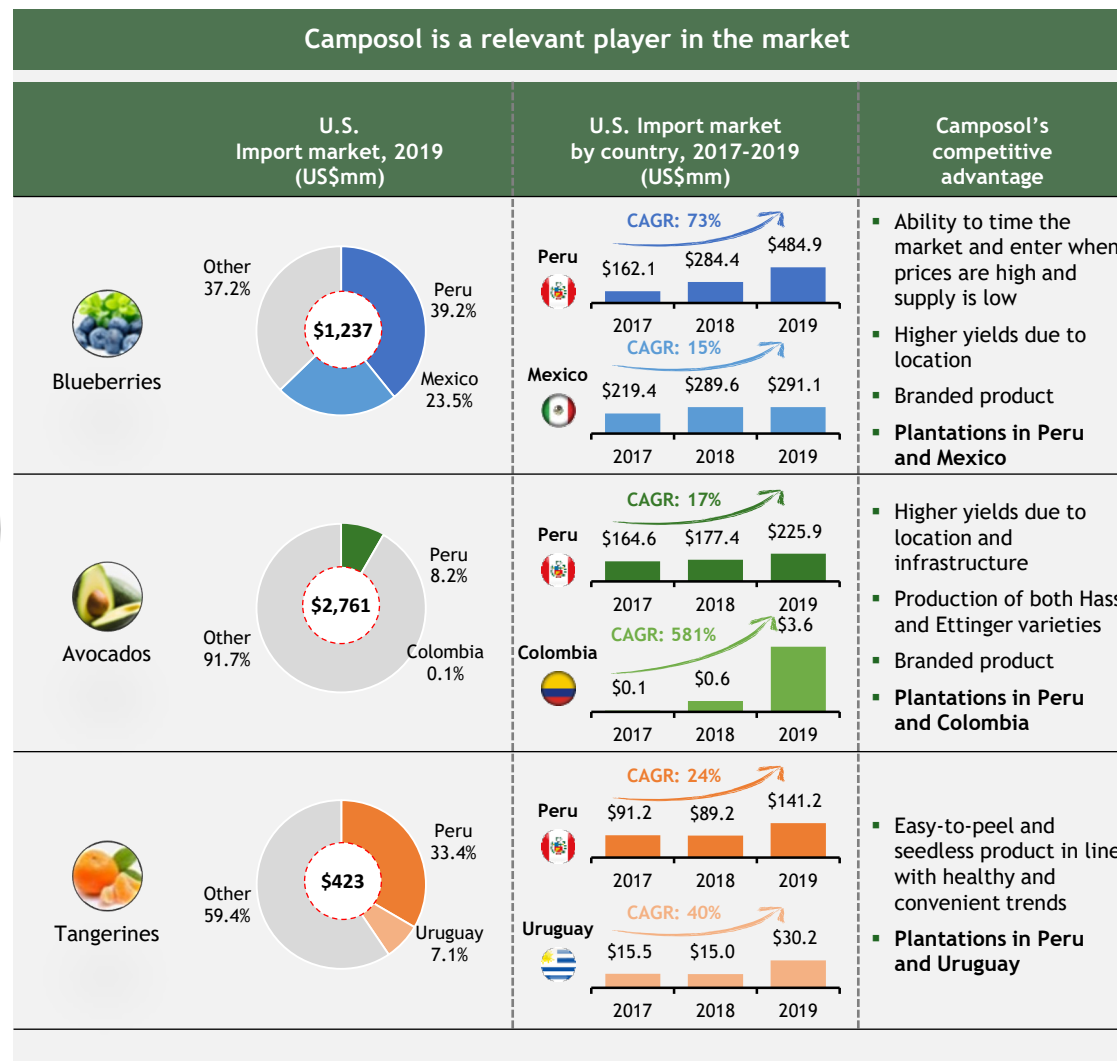
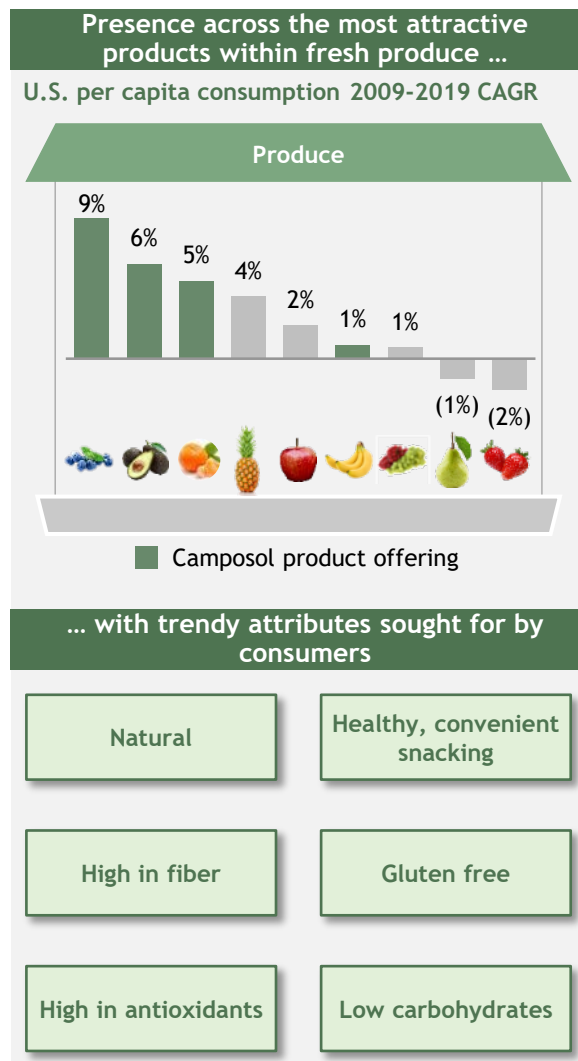
Source: Immersive Youth Marketing Group "Youth Consumer Behavior: Millennials and the Natural Foods", The Halo Group "How Can Your Brand Resonate With Millennial Foodies?", Euromonitor - World Retail Volumes

Note:

1 Per Euromonitor, represents volume

# 1 Right industry, right products

Camposol is present in the fastest growing fresh produce sub-categories



Source: USDA.

Represents total market size

## 2 Unique value proposition recognized by top global retailers



Control from field to table for high product quality, food safety and 100% product traceability



R&D is an integral part of Camposol's DNA, with 10 independent PhD scientists and advisors, and established relationships with 8 leading universities around the world



Source: Company information.

Notes:

<sup>1</sup> Packaging capabilities for blueberries and avocados.

<sup>2</sup> As of December 31, 2020

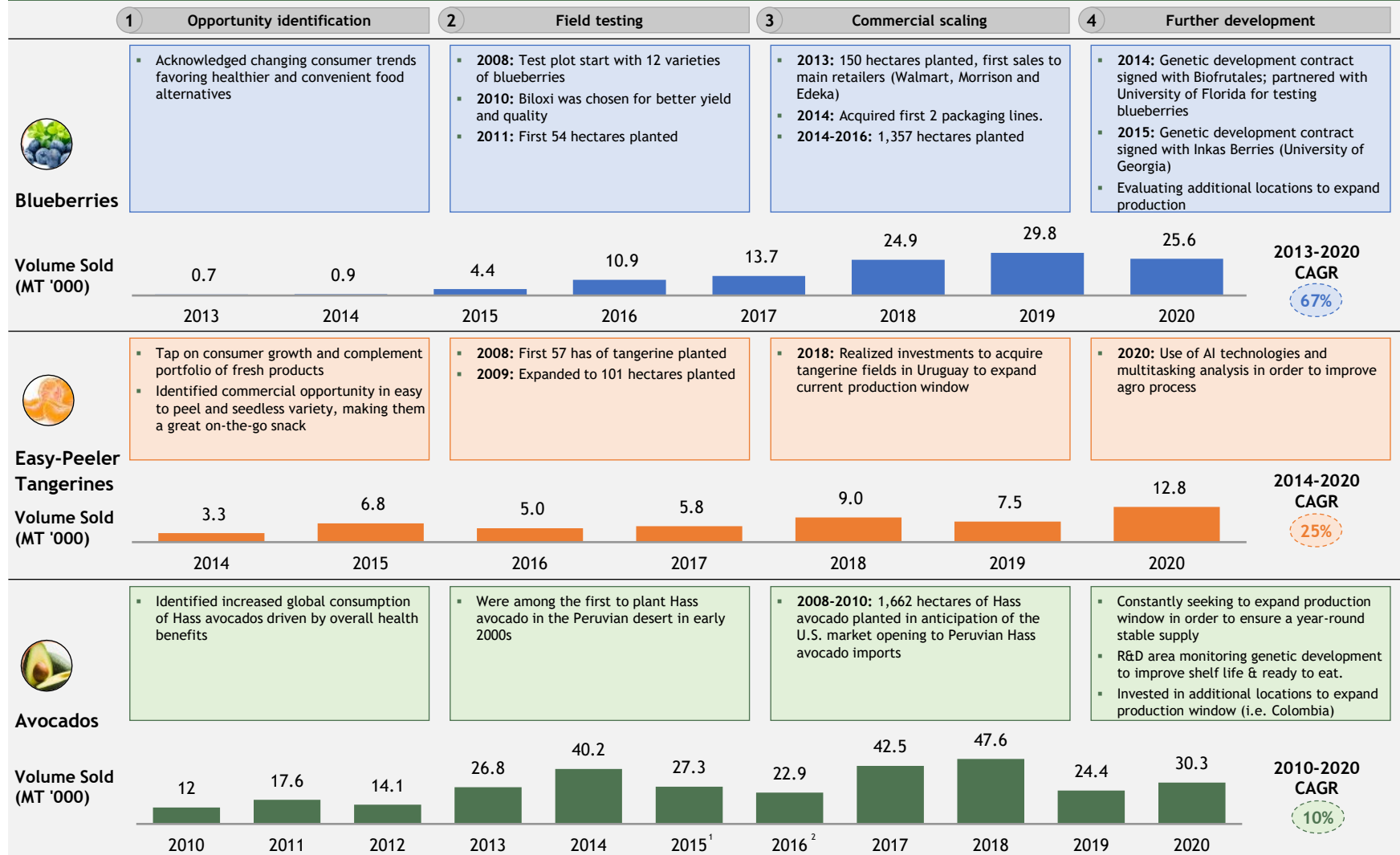


## 2 Unique value proposition recognized by top global retailers



Proven ability to introduce and scale new profitable products

### Selected case studies



Source: Company information.

Note:

<sup>1</sup> Volume decrease due to the presence of a weak El Niño phenomenon during 2014 and moderated in 2015.

<sup>2</sup> Year of high temperatures during winter that affected avocado trees.

## 2 Unique value proposition recognized by top global retailers

Camposol, the multiple award winning company



### Continued recognition for excellence



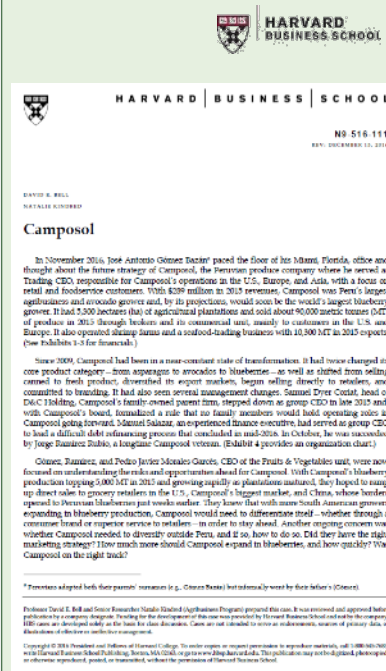
Award 2019



“Walmart, one of our main customers in the North-American market, has recognized us with their 2019 Award. The award is granted to companies that have innovated and exceeded the customer’s needs and expectations on supply of products and services, while having an outstanding performance vis-à-vis other suppliers.”

Camposol  
March 2019

### Harvard Business School: Camposol Case Study



In November 2016, José Antonio Gómez Tacuri paced the floor of his Miami, Florida, office and thought about the future strategy of Camposol, the Peruvian produce company whose he served as Trading CEO, responsible for Camposol's operations in the U.S., Europe, and Asia, with a focus on retail and foodservice customers. With \$209 million in 2015 revenues, Camposol was Peru's largest agribusiness and avocado grower and, by its projections, would soon be the world's largest blueberry grower. It had 5,500 hectares (that of agricultural plantations and sold about 80,000 metric tonnes (MT) of produce in 2015 through brokers and its commercial unit, mainly to customers in the U.S. and Europe. It also operated shrimp farms and a seafood-trading business with 10,500 MT in 2015 exports. (See Exhibits 1-5 for financials.)

Since 2009, Camposol had been in a non-consistent state of transformation. It had twice changed its core product category—from asparagus to avocados to blueberries—as well as shifted from selling, owned to fresh produce, diversified its export markets, begun selling directly to retailers, and consigned to brokering. It had also seen several management changes. Samuel Perez Costa, head of D&C Trading, Camposol's family-owned parent firm, stepped down as group CEO in late 2015 and, with Camposol's board, formulated a rule that no family members would hold operating roles in Camposol going forward. Manuel Salazar, an experienced finance executive, had served as group CEO to lead a difficult debt refinancing process that concluded in mid-2016. In October, he was succeeded by Jorge Ramirez Rubio, a longtime Camposol veteran. (Exhibit 4 provides an organization chart.)

Costa, Ramirez, and Pedro Javier Morales García, CEO of the Fruits & Vegetables unit, were now focused on understanding the risks and opportunities ahead for Camposol. With Camposol's blueberry production topping 3,000 MT in 2015 and growing rapidly as plantations matured, they hoped to ramp up direct sales to grocery retailers in the U.S., Camposol's biggest market, and China, whose borders opened to Peruvian blueberries just weeks earlier. They knew that both new South American growers expanding in blueberry production, Camposol would need to differentiate itself—whether through a consumer brand or superior service to retailers—in order to stay afloat. Another ongoing concern was whether Camposol needed to diversify outside Peru, and if so, how to do so. Did they have the right marketing strategy? How much more should Camposol expand in blueberries, and how quickly? Was Camposol on the right track?

\*Provisions assigned both their parent's revenues (e.g., Costa's Peru) but ultimately were by their father's (Costa's).

Professor David E. Bell and Senior Researcher Natalia Ghoshal (Agribusiness Program) prepared this case. It was reviewed and approved before publication by the company's designees. Pending the designees' final review, this case may be revised by the Harvard Business School and the company. HBS cases are developed solely as the basis for classroom discussion. Cases are not intended to serve as endorsements, sources of primary data, or distributions of client or confidential information.

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### Walmart Supplier of the Year award is based on several performance metrics:

Sales growth

Margin growth

Gross margin return on inventory investment

Joint business plan results

In-stock order and fill rates

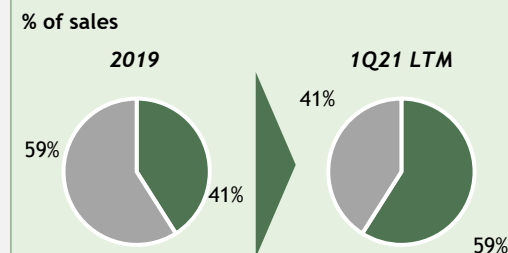
Product quality

### Camposol is focused on building relationships directly with retailers across key products

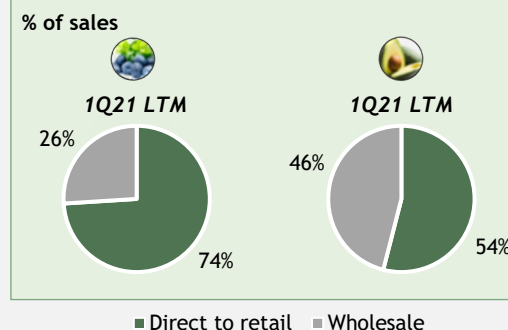
#### Key partners:



#### Sales by channel



#### Sales by channel - key products<sup>2</sup>



### Long-standing and strong relationships with key global retailers who consistently demand our products



Serves retail and wholesale customers in over 40 countries



High-quality, diverse and long-standing customer relationships



Awarded and recognized for our high quality and superior service



Top 10 customers represented ~50% of total sales in 2020



With the exception of Costco at ~12%, no customer represented over 10% of 2020 revenues

Source: Company information.

1 In 2019, we were recognized with the 2018 Risk Taker Award by Walmart for “going above and beyond to meet customer needs”, and in 2017 we were recognized with the 2016 Supplier of the Year Award in the Produce Category by Walmart

2 Refer to fresh blueberries and fresh avocados.

## 2 Unique value proposition recognized by top global retailers



Value proposition is well-recognized by leading retailers worldwide

Retailers are placing incremental requirements upon their vendors and Camposol has strengthened its relationship with retail partners across the globe by consistently delivering high-quality and fully-traceable products

### A unique value proposition...

A

**Total control from field-to-table and sustainable farming methods** emphasize a **socially-responsible** and **environmentally-friendly** business model that ensures **food safety** and **100% product traceability**





- Control of seed-to-store process ensures product traceability
- Natural pest controls and farming methods minimize use of harmful chemicals and environmental damage

B

**High quality and diverse portfolio** of fast-growing, on-trend, fresh products with ability to **meet demand at times of low supply and highest price**

- Well developed R&D process eases the introduction, scaling, and commercialization of new products
- Strategic locations enable production flexibility and allows Camposol to meet demand at times of low supply and highest price

### ... that is recognized by top retailers worldwide

		Existing product offering				
		 Avocados	 Blueberries	 Mangos	 Seedless Grapes	 Easy-Peeler Tangerines
U.S.	Walmart	✓	✓	✓	✓	--
	Costco	✓	✓	✓	✓	✓
	Safeway	✓	✓	✓	✓	--
	metro	✓	✓	✓	--	✓
	Kroger	--	✓	--	--	--
Europe	ALDI	✓	✓	--	✓	--
	OGL food trace	✓	✓	✓	✓	--
	Sainsbury's	✓	--	--	--	--
	MARKS & SPENCER	✓	✓	✓	--	--
	Ahold Delhaize	✓	--	✓	--	--
Asia	7-Eleven	✓	✓	✓	--	--
	Wong's	✓	✓	--	--	--
	Lotus's	✓	✓	--	--	✓
	Mei Ya	✓	✓	--	--	--
	WUJI	✓	✓	--	--	--

✓ Already selling

### Highly complimented by its partners

#### Partner with top global retailers

“It is a great pleasure to work with Camposol as they have proven to be a leading grower in their industry. Camposol has become an integral part of our proposition moving forward due to the excellent quality and fantastic service. We are looking forward to the future together.”

Tesco

“It has been a pleasure building our partnership with Camposol. They have been a good part of our success out of Peru. We are thankful for the partnership.”

Costco

“Our partnership started up in 2005...Camposol is a leading producer in their product line, a very trustful and professional partner. We are looking forward to future business together.”

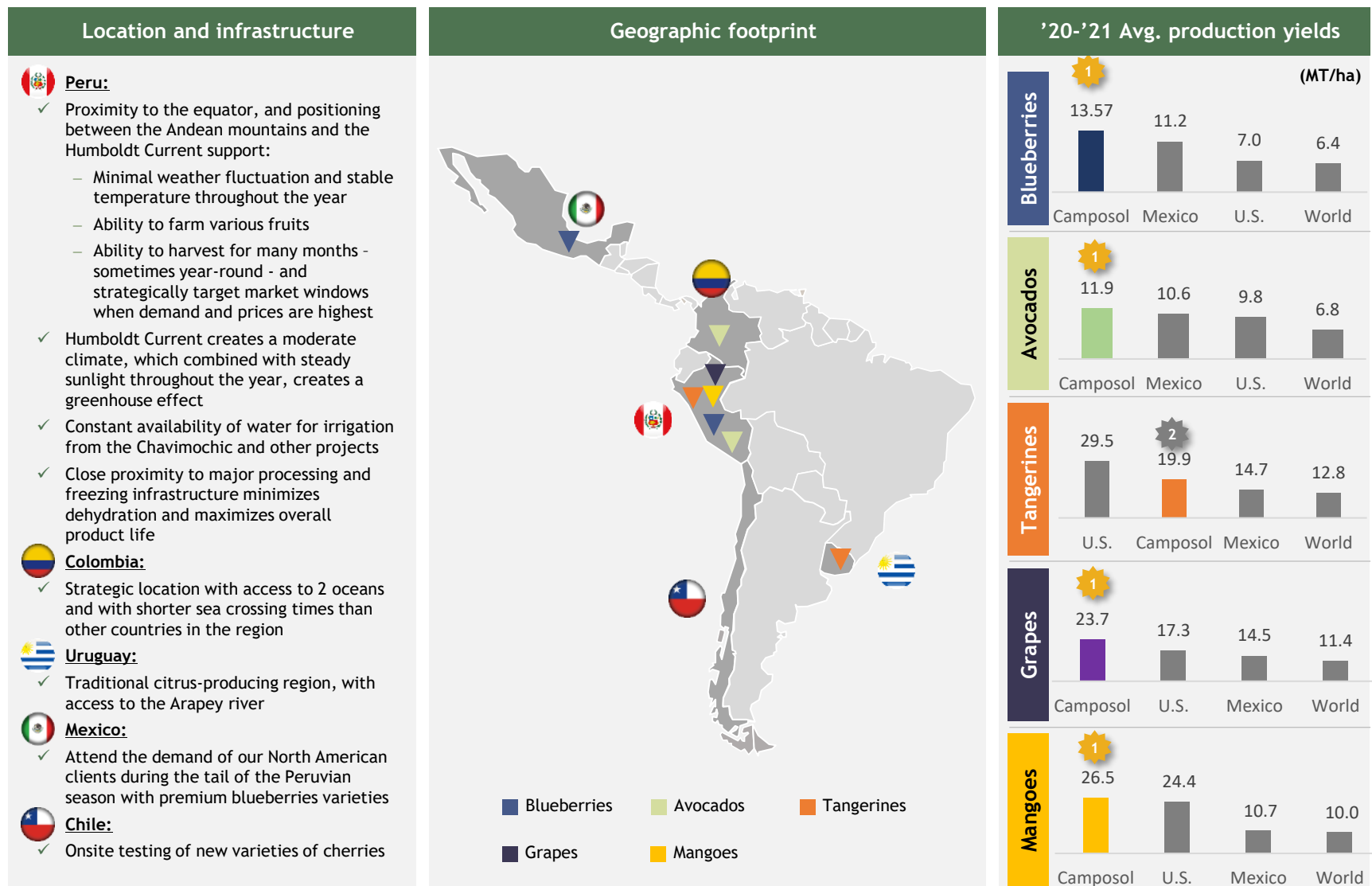
EDEKA

### 3 Superior sourcing capabilities



Strategic location and infrastructure enables superior yields...

Location and operational expertise allows Camposol to achieve distinctively higher yields



Source: FAOStat, Company information.  
Note: Yields shown are average yield from 2018-2019.

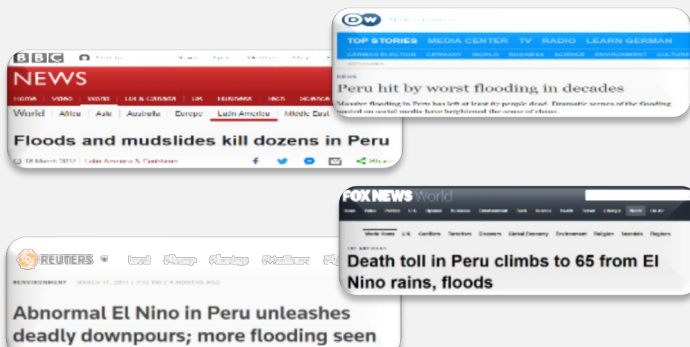
### 3 Superior sourcing capabilities

...with proven resiliency against market shifts...



#### In 2017, Peru experienced its worst storm in nearly two decades

- The El Niño event of 2017 was an unusually severe iteration of a more common phenomenon
  - Prior to 2017, severe El Niño events only occurred in 1982 and 1997
- Exceptionally warm water in the Pacific Ocean fueled torrential rains that caused deadly flooding (**10x** normal rainfall)



#### During 2020, Peru was highly impacted by the COVID-19 pandemic

- Peru was one of the most affected countries in the region and globally due to the COVID-19 outbreak
- The government dictated strict virus containment and shelter-in-home measures



#### Camposol's operations were not materially affected

##### Location

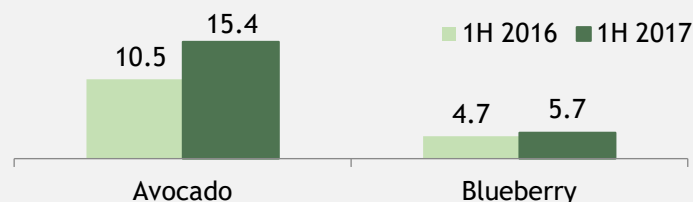
- Plantations are located far from mountains, minimizing risk of landslides

##### Infrastructure

- Reparations on the Chavimochic canal were quickly made by a cohort of private businesses

#### There was no material impact on yields

##### Y-o-Y Volume Change (%)



#### Camposol was able to effectively minimize the impact of COVID-19 pandemic

- While commuting to the fields was initially limited to 50% due to lockdowns and sanitary protocols dictated by the Peruvian government, plants and facilities continued to operate and were not required to shut down
- Limited impact on demand for avocados given no direct exposure to foodservice (slight impact on prices only as excess volumes were directed to retail and wholesale channels)
- Increase in tangerines demand, following a global increase in demand for citrus fruits
- No material impacts to our global supply chain
- Deliveries to main customers globally continued even with the short-term shutdown of Shanghai port
- During 2H19, the company began the implementation of an online control system for the transportation, access, and deployment of personnel in the fields, being a key factor in the Company's efforts to mitigate the impact of the COVID-19 pandemic

## 4 Clear growth initiatives

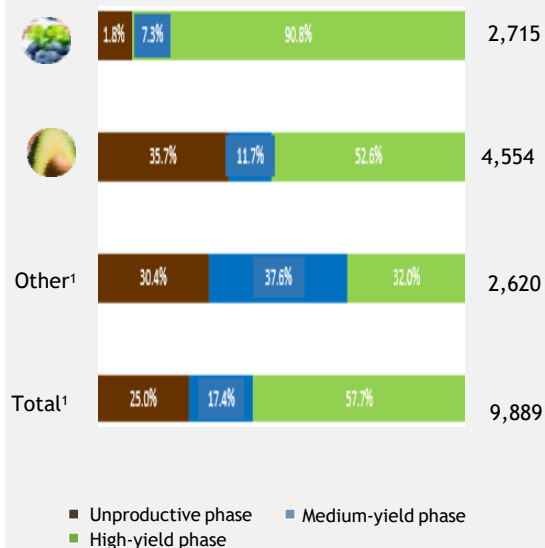
Strong track record of revenue and operational growth



### Embedded growth from existing plantations yet to reach full production capacity

- Short-term future growth driven by maturation of existing plantations (only maintenance capex required)

Total has.  
as of Dec. 2021



### Tangible revenue-boosting opportunities

- Increase of current production**
  - ✓ Increase planted fields of blueberries to further supply retail partners during the existing commercial window
- Expand production window**
  - ✓ Expansion of avocados and easy-peeler tangerines through acquisition of arable land in neighboring countries (Colombia and Uruguay)
- Shift to trendy, higher margin variety**
  - ✓ Transform current product offering by shifting from red globe to seedless variety, allowing for higher margins
- Expand product portfolio**
  - ✓ Replicate opportunity in the cherry market
  - ✓ Replicate experience with tangerines and expand citrics portfolio
- Third-party sourcing**
  - ✓ Further increase revenue growth through third-party sourcing (initially blueberry and avocado)

### Clear strategy for sustainable growth

Continue to identify, develop and launch new products

Further strengthen relationships with retailers, and maintaining best-in-class commercial and logistics platform by expanding international commercial offices

Commitment to sustainable business model

Clear and disciplined strategy of inorganic growth



**No need for significant investments in land bank or acquisitions to sustain growth coming from existing plantations**

Source: Company information.













<sup>1</sup> Includes mangos, grapes and cherry.



## 5 Socially-responsible and environmentally-friendly business model



### Camposol's business benefits the Company's long-term sustainable mission

Theme	Description	Key stakeholders				Select examples
		Workers	Community	Environ- ment	Customers	
Wellness	<ul style="list-style-type: none"> <li>Provides programs to support employee well-being</li> <li>Sponsors programs to foster community development and support</li> <li>Continued focus on healthy, nutritional products</li> </ul>	✓	✓	✓	✓	<div>  <p><b>Wasi Wasi</b> Education program focusing on the intellectual, artistic, and social development of 41 children of employees</p> </div> <div>  <p><b>Prenatal Care</b> Education and basic services to pregnant employees and relatives of employees</p> </div> <div>  <p><b>Health Clinics</b> Health clinic set up in El Chao to provide basic medical service</p> </div>
Environmentally friendly	<ul style="list-style-type: none"> <li>Manages several sustainability programs to support the preservation and betterment of the environment</li> </ul>	✓	✓	✓	✓	<div>  <p><b>Reforestation Program</b> Plantation of trees in deforested areas of Peru</p> </div> <div>  <p><b>Water Efficiency Initiative</b> Developing methodologies to reduce water usage across the value chain</p> </div> <div>  <p><b>Air Quality Controls</b> Constantly monitor air quality</p> </div>
Product traceability	<ul style="list-style-type: none"> <li>Fully-integrated fields to attain quality certifications for clients</li> </ul>			✓	✓	<div>  <p><b>Global Reporting Initiative</b> First Peruvian company to follow UN international GRI guidelines</p> </div> <div>  <p><b>GLOBAL G.A.P.</b> Adherence to sustainable development and pesticide levels requirements</p> </div> <div>  <p><b>U.N. Global Compact</b> Commitment to U.N guidelines to adopt sustainable and socially reasonable policies</p> </div>
Corporate culture	<ul style="list-style-type: none"> <li>Culture that emphasizes wellness of all key stakeholders</li> </ul>	✓	✓	✓	✓	<div>  <p><b>Strong commitment to the community</b></p> </div> <div>  <p><b>JUVENTUD ARTE &amp; DESARROLLO</b> Corporate values grounded on fomenting sustainable agricultural methods and product innovation</p> </div>
<h4>Select awards</h4> <div>  <p>Recognized by SENATI for its commitment to fair labor practices and contribution to the professional development of citizens of Piura</p> </div> <div>  <p>Recognized as the most desirable place to work across the aquaculture and agriculture industries in Peru by Arellano Marketing's "Where do I want to Work" study</p> </div> <div>  <p>Recognized as one of the top 50 companies in Peru for being a leader in the development of talent</p> </div> <div>  <p>Earned first place in the "Caring for the Environment" category</p> </div> <div>  <p>Won the Premio Nacional Ambiental Antonio Brack EGG, in the eco-efficiency category. Most prestigious award delivered by the Peruvian Ministry of the Environment</p> </div>						

Source: Company information.

## 6 Strong corporate governance and experienced management team



Experienced and well-recognized management team...

		Experience at Camposol	Other selected experience	Education
	<b>José Antonio Gómez</b>	10 Years		
	CEO			
	<b>Milagritos Olivero Groppo</b>	4 Years		
	CFO			
	<b>David Bruggen</b>	3 Years		
	Managing Director Camposol International			
	<b>Harold Mongrut</b>	1 Year		
	Country Manager Peru			
	<b>Juan Manuel Güell</b>	3 Years		
	Supply Chain Central Manager			
	<b>Lieneke Schol</b>	1 Year		
	Vice President of Corporate Affairs and Talent			
	<b>Tania Segovia</b>	6 Years		
	Audit and Risks Central Manager			

Source: Company information.

## 6 Strong corporate governance and experienced management team



...supported by an investment group with proven track record of growth and value creation

### Board of Directors



**Samuel Dyer**

*Chairman of the Board*

- Held various positions at Copeinca prior to the company's sale to China Fishery Group ("CFG"). Has a degree in Business Administration from University of Miami with a specialization in Finance and Administration



**Piero Dyer**

*Director*

- Held various management positions at Camposol, most recently as CFO. Has a degree in Business Administration and bachelor's degree in Mechanical Engineering from University of Miami



**William Dyer**

*Director*

- Held various positions at Copeinca prior to the company's sale to CFG. Has a degree in International Business Administration from the University of Florida, and a master's degree in Business Administration from Thunderbird University and Tecnológico de Monterrey



**Jackeline Dyer**

*Director*

- Has worked in the international real estate business for more than 13 years. Since February 2021, has been a member of the Board of Directors of Camposol. Also serves as member of the Governance and Talent Committee of the Board of Directors, board member of D&C Group and a member of the Investment committee, and the Compensation & Governance committee of D&C Group. Part of host committee of Gift of Life. Has a bachelor's degree in Civil Engineering from University of Miami and MBA from Nova Southeastern University

**Camposol is in the process of selecting 5 independent board members who will join the 4 existing family members**

**Former independent directors will continue working alongside the Company as external corporate advisors**



**Costakis Mavrocordatos**

- Wide experience in the agricultural sector and has been the leading business advisor of a private group involved in the fresh produce industry which has become one of the largest of its kind globally over the years.

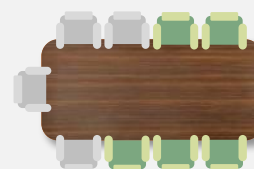


**Andreas Demetriou**

- As a senior partner of Ernst & Young (EY) for over 30 years, he managed the provision of assurance and advisory services to major financial services companies in Southeast Europe and international business companies headquartered in Cyprus

### Sound corporate governance practices

#### Participation of independent directors



Dyer Coriat Family

Independent

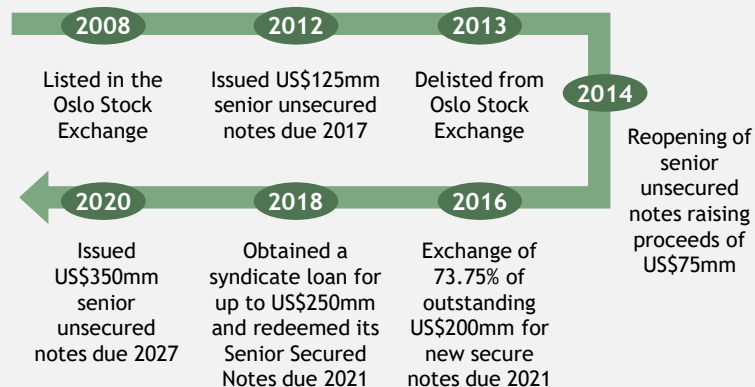
#### Committees

**Audit, Internal  
Control and  
Risks**

**Governance,  
Compensation  
and Social  
Responsibility**

**Strategy and  
Investments**

#### Experience in capital markets





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