



Mission Produce®

Investor Presentation
November 2024

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Industry Information

Market data and industry information used throughout this presentation are based on management's knowledge of the industry and the good faith estimates of management. We also relied, to the extent available, upon management's review of independent industry surveys and publications and other publicly available information prepared by a number of third-party sources. All of the market data and industry information used in this presentation involves a number of assumptions and limitations, and you are cautioned not to give undue weight to such estimates. Although we believe that these sources are reliable, we cannot guarantee the accuracy or completeness of this information, and we have not independently verified this information. While we believe the estimated market position, market opportunity and market size information included in this presentation are generally reliable, such information, which is derived in part from management's estimates and beliefs, is inherently uncertain and imprecise. Projections, assumptions and estimates of our future performance and the future performance of the industry in which we operate are necessarily subject to a high degree of uncertainty and risk due to a variety of factors, including those described above. These and other factors could cause results to differ materially from those expressed in our estimates and beliefs and in the estimates prepared by independent parties.

Non-GAAP Financial Measure

This presentation contains the non-GAAP financial measure "Adjusted EBITDA." Management believes these measures provide useful information for analyzing the underlying business results. These measures are not in accordance with, nor are they a substitute for or superior to, the comparable financial measures by generally accepted accounting principles ("GAAP"). Reconciliations of these non-GAAP financial measures to the most comparable GAAP measures are included in the Appendix to this presentation where possible. The Company is unable to reconcile certain forecasted non-GAAP financial measures used herein, including adjusted EBITDA, without unreasonable efforts because a forecast of certain items, including taxes, interest, stock-based compensation, depreciation and amortization, income (loss) from equity method investees, other income, and other special, non-recurring or one-time items is not practical. Adjusted EBITDA refers to net income (loss), before interest expense, income taxes, depreciation and amortization expense, stock-based compensation expense, other income (expense), and income (loss) from equity method investees, further adjusted by asset impairment and disposals, net of insurance recoveries, farming costs for nonproductive orchards (which represents land lease costs), recognition of deferred ERP costs, transaction costs, material legal settlements, amortization of inventory adjustments recognized from business combinations, and any special, non-recurring, or one-time items such as remeasurements or impairments, and any portion of these items attributable to the noncontrolling interest.



A GLOBAL LEADER

in the worldwide avocado business

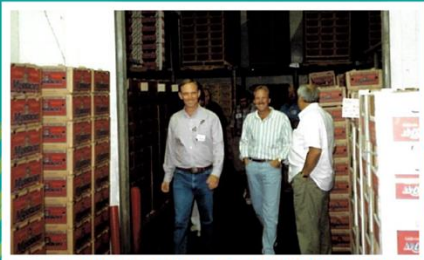
- Four decades of investing in people, technology, and infrastructure
- Global, year-round supply of avocados & mangos
- Supply chain & logistics management
- Strategically located sourcing & distribution
- Vertically integrated: grower – packer – shipper
- Economies of scale
- Large, addressable market

1983-2024 THE HISTORY OF MISSION



1983

Mission Produce founded in Oxnard, CA



1984

Mission de Mexico established in Uruapan, Michoacán



1993

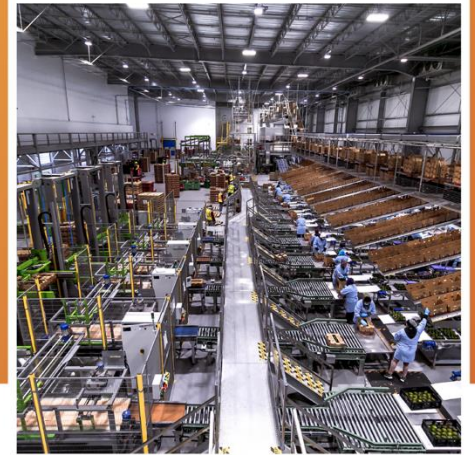
Pioneered the “Ripe Revolution” with ripe and ready avocados

2011

Established vertical integration in Peru

2013

Entered the European market with sales and distribution in the Netherlands



2015

Launched one of North America’s most advanced distribution centers in Oxnard

2018

Mission purchases the remaining 50% interest in Peruvian joint venture, Grupo Arato

2017

Partnerships with Cartama in Colombia and Mr. Avocado in China



2020

IPO - Mission becomes a publicly traded company. NASDAQ: AVO

2021

Mission enters the mango category



2023

Mission Produce enters the UK market with a state-of-the-art ripening center and Mission Control innovative ripening technology

2023

Mission Produce celebrates its 40th anniversary



Mission Produce's Global Network

19 facilities of operation,¹ 16+ countries of origin,² 27 countries of distribution¹



(1) As of October 31, 2023. Includes 10 ripening & distribution centers in North America, 2 packinghouses in Mexico, 1 packinghouse in Peru, 4 ripening, packing, & distribution centers in China, 1 ripening, packing & distribution center in the UK, 1 ripening, packing, & distribution center in the Netherlands. (2) As of September 30, 2024.

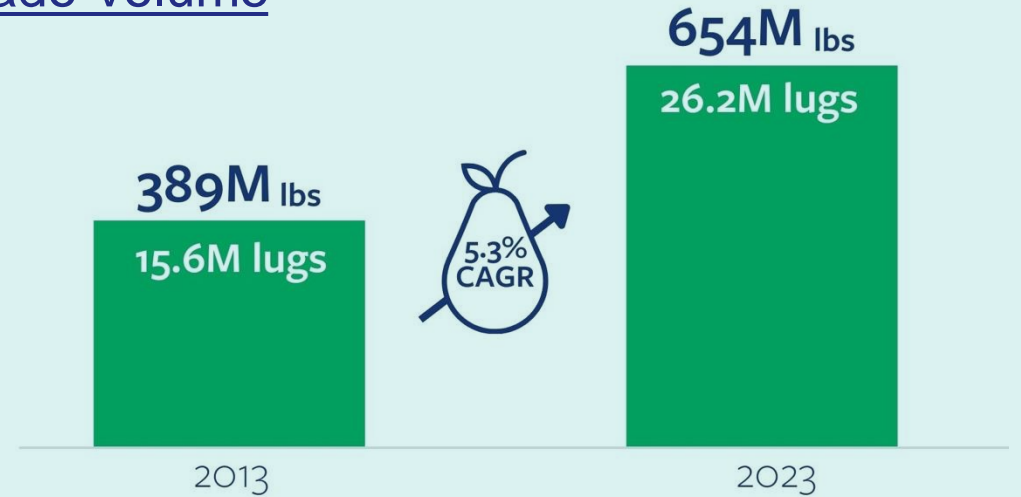


A Long Track Record of Growth

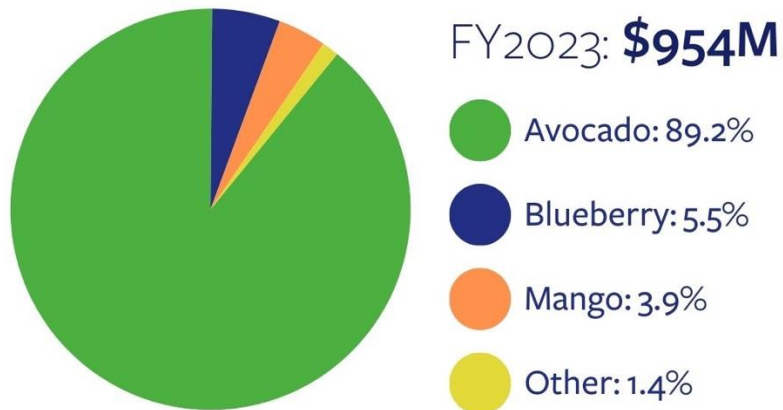
Financial Summary

\$1.14 billion	LTM 3Q24 Revenue
649 mm lbs.	LTM 3Q24 Avocado Volume
7.9%	'13-'23 Revenue CAGR
5.3%	'13-'23 Avocado Volume CAGR
\$27.1 million	LTM 3Q24 Net income
\$88.2 million	LTM 3Q24 Adj. EBITDA ⁽¹⁾

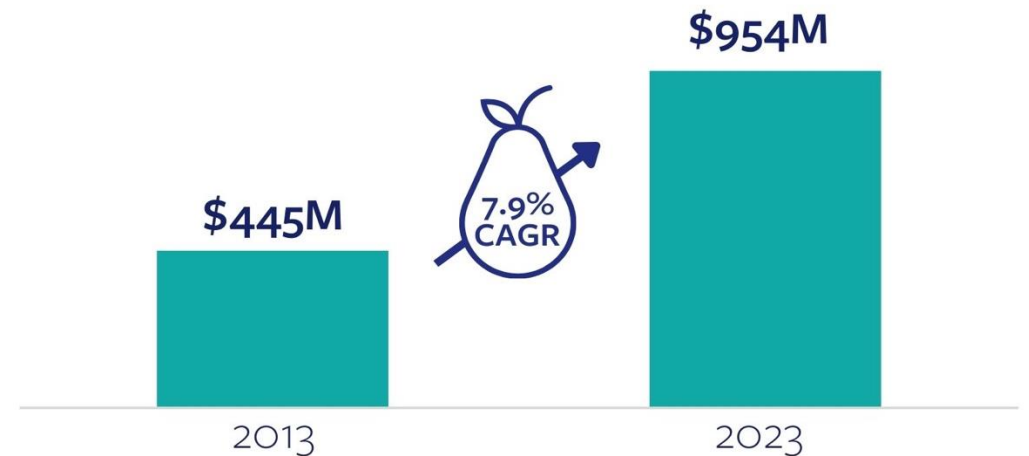
Avocado Volume



Revenue by Type



Avocado Volume Growth and Product Expansion Driving Revenue CAGR

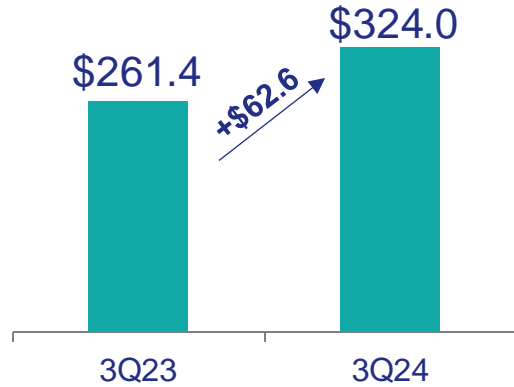


Note: Fiscal year ended October 31. 1 lug = 25lbs, or 1 box. (1)Non-GAAP reconciliation located in the appendix.

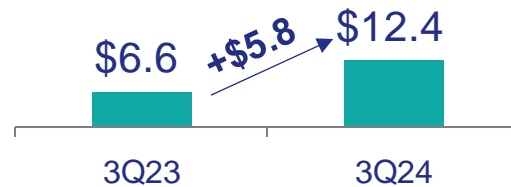
Fiscal 2024 Third Quarter Overview



Revenue (\$mm)



Net Income (\$mm)



Adjusted EBITDA⁽¹⁾ (\$mm)



3Q24 Financial Highlights

- Revenue increased 24% YoY, driven by ongoing strength in the Marketing & Distribution segment
- Robust avocado per-unit margins translated to total gross margin expansion and drove a material increase in adjusted EBITDA versus prior year
- Leveraged diversified global sourcing network to maintain a reliable year-round supply to customers and mitigate the impact of supply challenges and revenue decline YoY in the international farming segment related to the El Niño phenomenon

Segment	Revenue	Growth y/y	Adj. EBITDA ⁽¹⁾	Growth y/y
Marketing & Distribution	\$321.3M	+\$64.7M	\$26.8M	+\$10.7M
Blueberries	\$1.6M	+\$0.2M	\$0.1M	\$(0.1)M
International Farming	\$1.1M	\$(2.3)M	\$4.6M	\$(0.3)M

(1) Non-GAAP reconciliation located in the appendix.

Focused Growth Strategy



Capitalize on strong growth trends in our **core U.S. market** by **leveraging our nationwide distribution network**



Leverage our **global supply chain and distribution capabilities** to continue developing **international markets**



Diversify sourcing to enhance our global market-leading position and **year-round supply position**



Continue to **vertically integrate** our supply chain





We Operate In a Large and Growing Market with Supportive Tailwinds

Supporting Tailwinds Driving Market Growth

1. Consumer Interest in Healthy Eating:

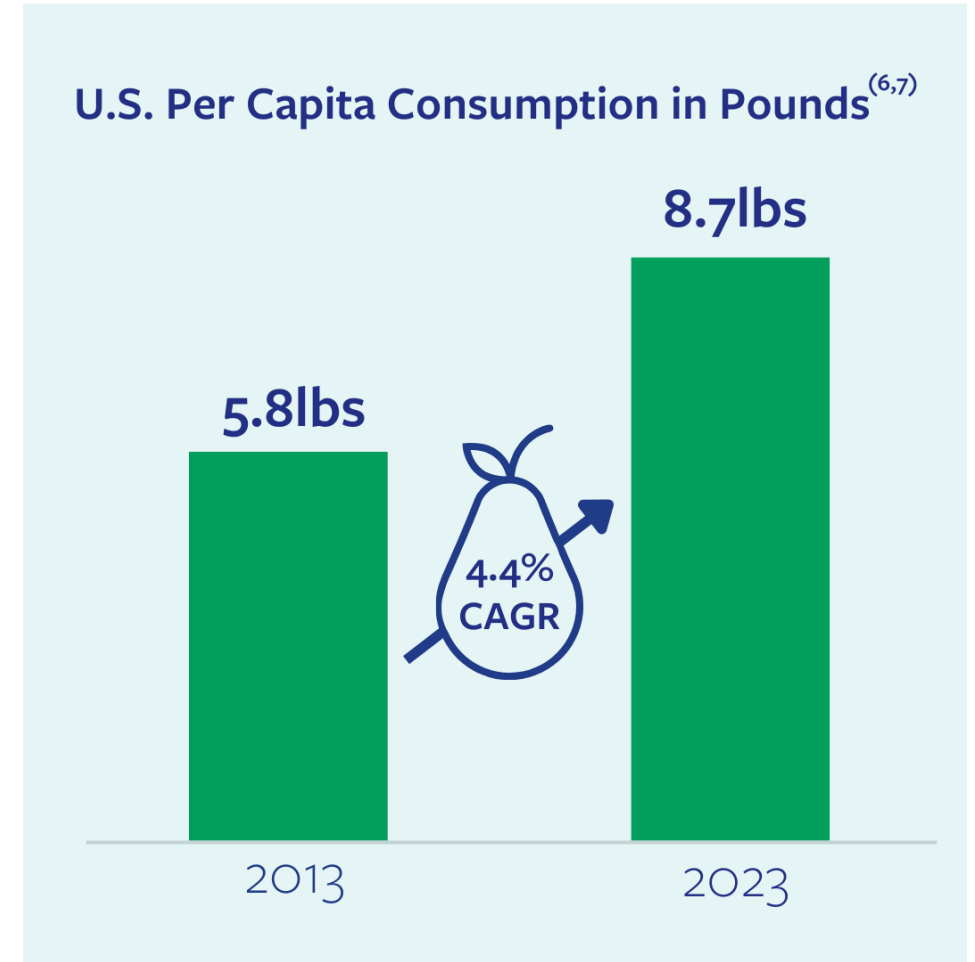
- With more than 20 vitamins and minerals, avocados are associated with heart health, weight health, and skin health. ⁽¹⁾
- 62% of consumers consider healthfulness to be a key driver in the decision to purchase food and beverages. ⁽²⁾

2. Growing Hispanic Population:⁽³⁾

- 91% of Hispanic households purchase avocados, and the average annual avocado spend per Hispanic household is 73% higher than for non-Hispanic households ⁽⁴⁾

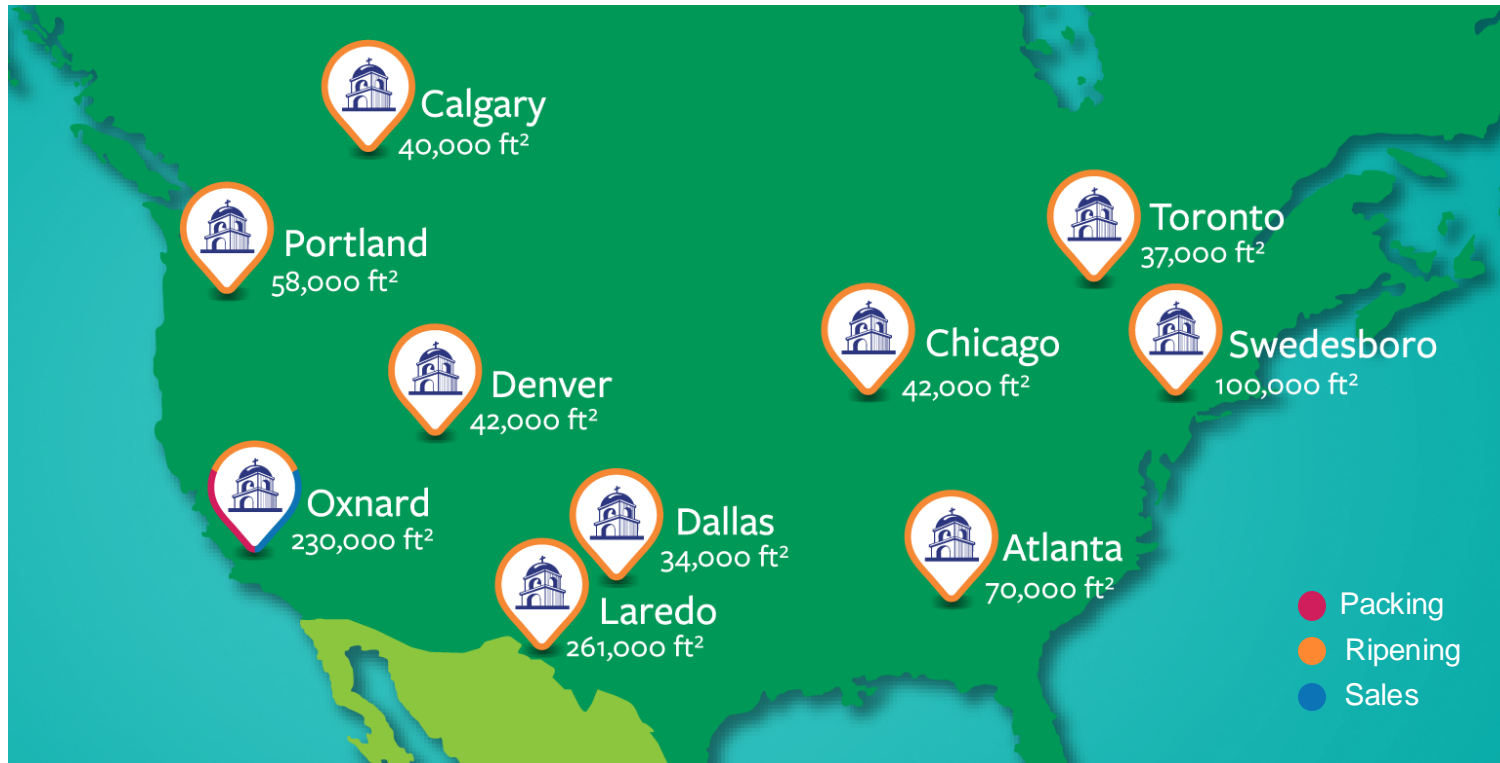
3. Millennial & Gen-Z Consumption:

- 71% of millennial households purchase avocados. ⁽⁴⁾
- About 25% of Generation Z are Hispanic, compared to 17% of millennials and 12% of Generation X. ⁽⁵⁾





State-of-the-Art Infrastructure Covering North America Markets



Packhouse Advantages

- High-definition grading cameras
- State-of-the-art washing, sorting, packing, and bagging line
- Industry-leading post-harvest practices (cold chain)
- Ocean container plug-ins

Forward Distribution and Ripening Center Advantages

- Ability to ripen to customer specification
- Ability to store and deliver volume opportunistically as customer demand evolves
- Proximity to clients



Mission is Positioned as a Preferred Supplier by Offering Custom Programs & Value-Added Services

We provide customers with leading operations and industry insights geared toward driving sales

- Ripening to customer specifications
- Logistics management (especially trucking)
- Hands-on training to facilitate proper fruit handling & educational resources
- Merchandising and promotional support
- Around-the-clock customer support and availability
- Consumer-friendly bagging and custom packaging
- Category management
 - AvolIntel™ Insights on market trends and consumer behavior
 - Quarterly category analysis & reviews





Capitalizing on the operational & logistical synergies of avocados & mangos to drive the mango category globally

We leverage our vertical integration in Peru and international growing partnerships to access the top mango varieties around the world.

- Year-round supply
- Top mango varieties: Kent, Keitt, Tommy Atkins, Palmer, Honey, Haden
- Advanced ripening capabilities & custom ripe programs
- Around-the-clock service
- Educational tools and resources

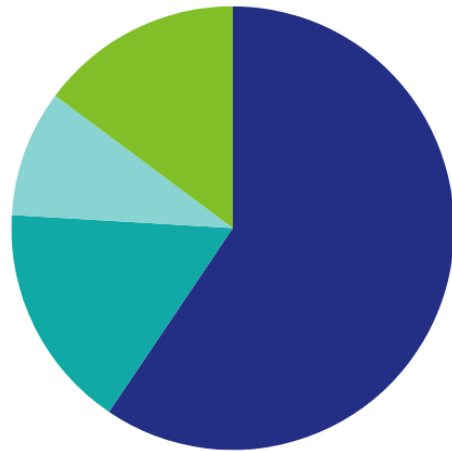


Channel Segmentation Strategy Based on Growth and Profitability

We are the preferred partner across Retail, Food Service, Wholesale, and International Channels

Customer Channel Segmentation by Volume

(as of FY 2023)



- ▶ Competitive positioning in sales, sourcing, and operations to serve customers year-round, growing demand across the globe

- ▶ Alignment with margin-accretive customers that hold strong market positions in their respective channel

- ▶ Strategic locations in key markets
- ▶ Scalability
- ▶ Surety of supply
- ▶ Consistent quality

- ▶ Leading our customer & partner relationships with excellence

- ▶ Innovative solutions
- ▶ World-class service
- ▶ Market intelligence
- ▶ Superior products
- ▶ Dedication to our core values: FIRST (Fun, Innovative, Reliable, Successful, Trustworthy)

Global Avocado Consumption is Poised to Grow

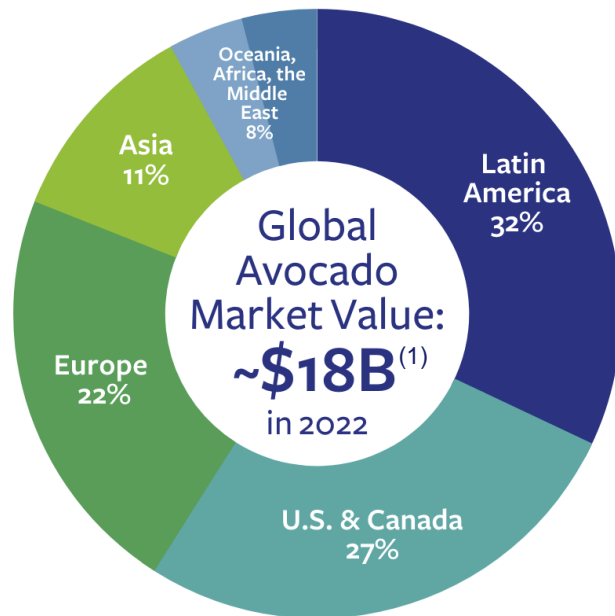
Mission is driving year-round availability in international markets to meet growing demand

International Growth Opportunity:

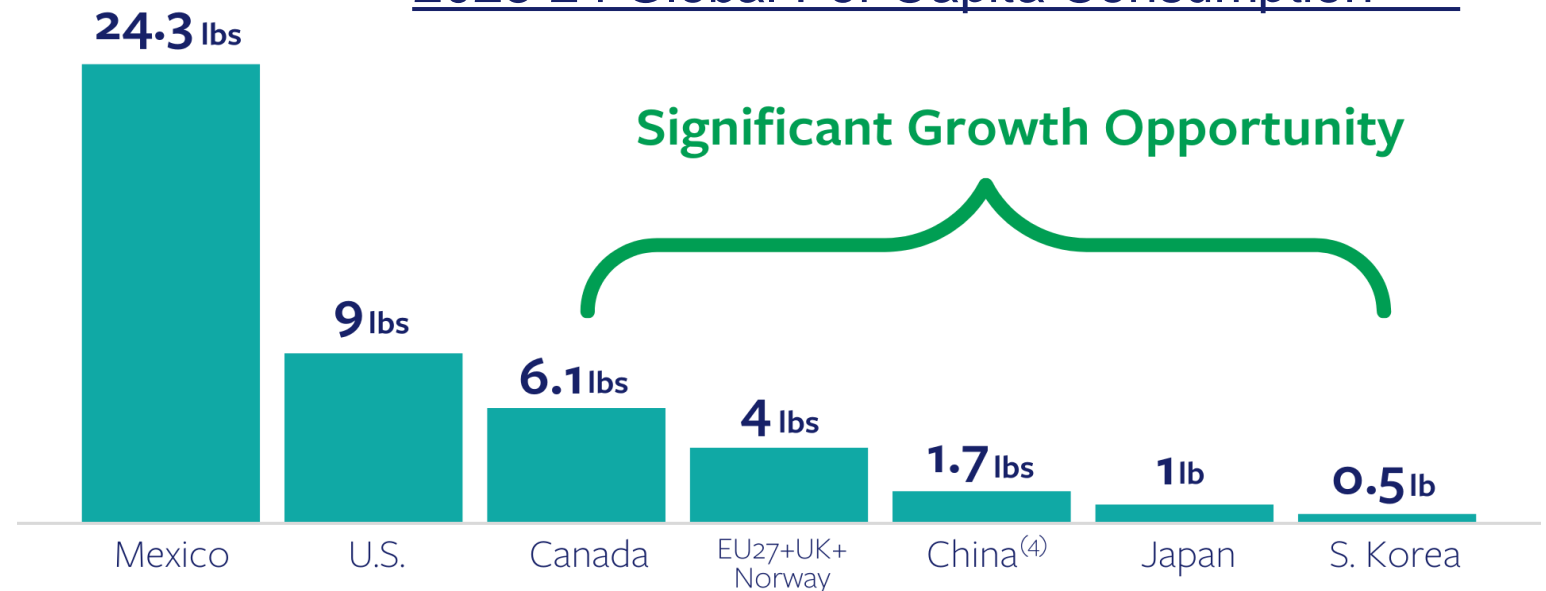
- Increasing global availability
- Increasing household penetration
- Innovation & expansion of logistics & production

Competitive International Positioning:

- Meeting gaps in supply with increasing exports
- Increasing international distribution in key markets
- Expanding international customer base in EU & Asia



2023-24 Global Per Capita Consumption (2,3)

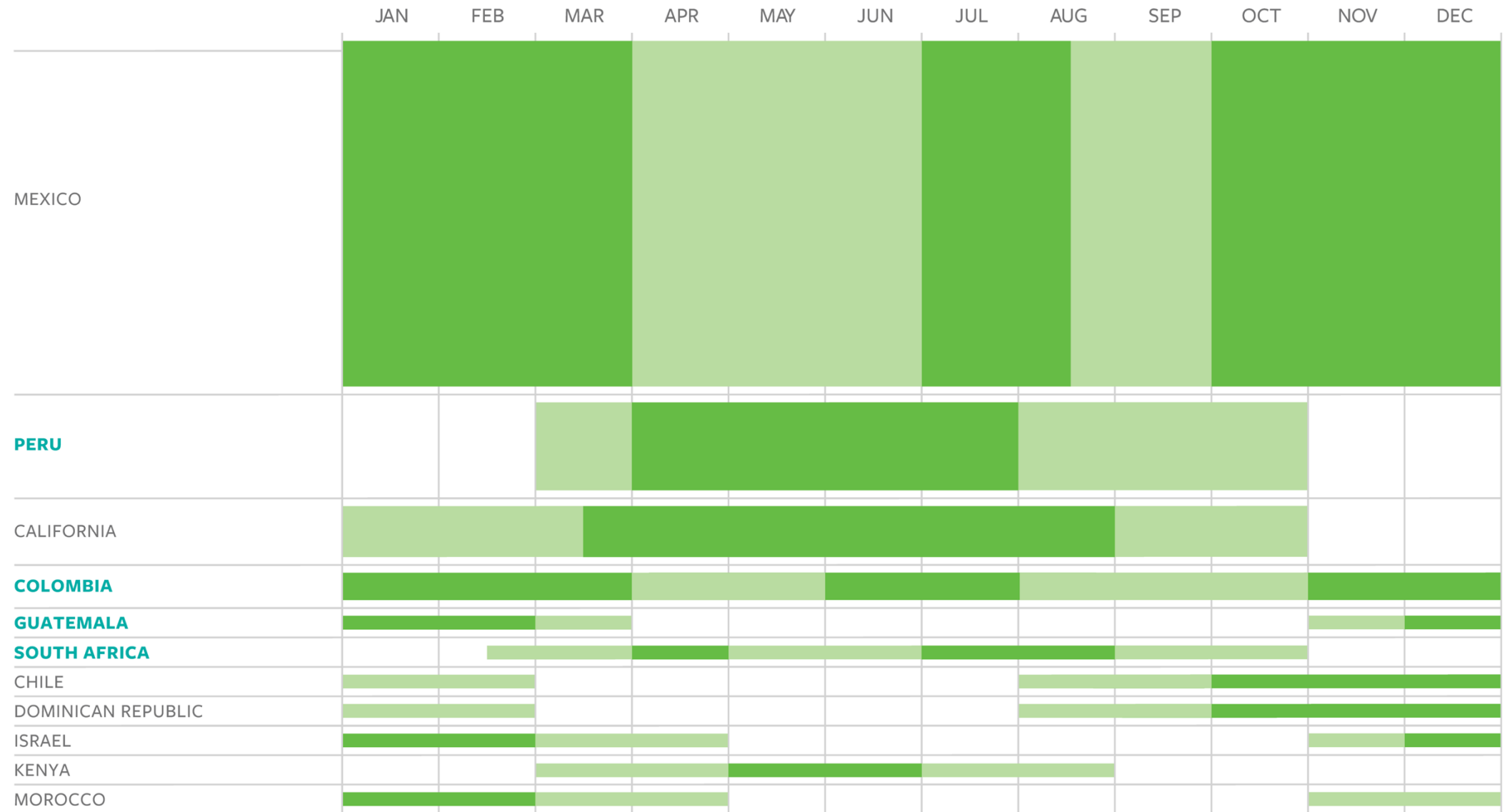


(1) Rabobank. Global Growth Far from Over. May 2023. (2) FruiTrop Magazine. September-October 2024. (3) Avocado Annual Report. USDA Foreign Agricultural Service. April 2024. (4) Calculated on 100 million inhabitants (households whose income exceeds \$34k/year).



Multiple-Source Strategy Drives Year-Round Availability to Meet Global Demand

Avocado Availability



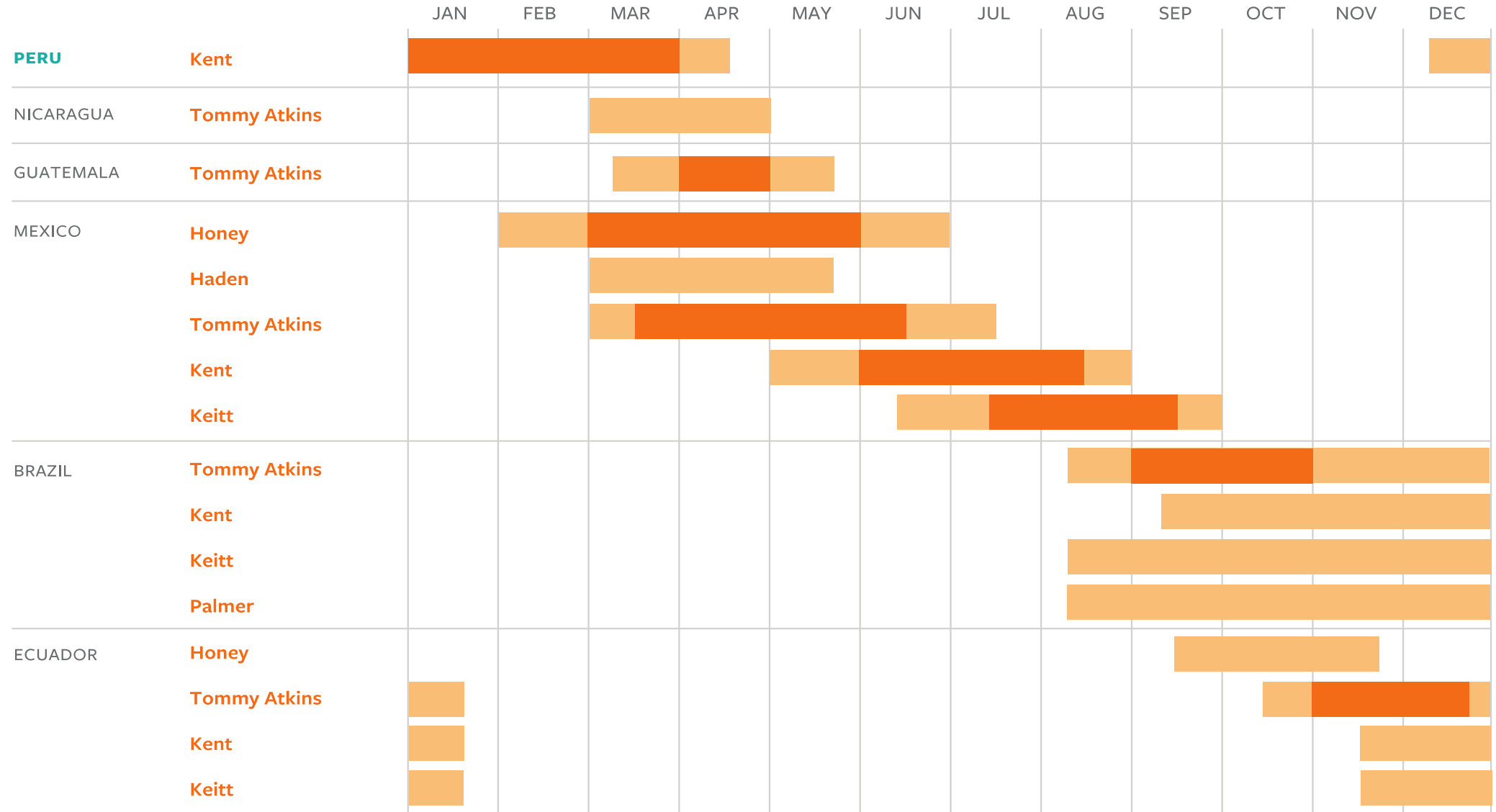
● In-country farming investment

Row size generally represents each origin's annual share of volume sourced for distribution



Multiple-Source Strategy Drives Year-Round Availability to Meet Global Demand

Mango Availability



● In-country farming investment

Row size generally represents each origin's annual share of volume sourced for distribution



International Farming and Vertical Integration: Peru

We own 100% of our avocado and mango farming operations and packhouse, as well as a controlling interest in our blueberry farming operation.

Vertical integration strengthens our competitive position:

- It enables us to leverage our resources to grow, pack, and ship complementary commodities, such as mangos and blueberries
- With commodities year-round, we can employ our workforce year-round, promoting talent retention
- We benefit from enhanced quality control
- We can offer strong supply reliability to our customers
- By owning our fruit, we can decrease our reliance on other origins to fulfill demand



PERU BY COMMODITY SEASONALITY





VERTICAL INTEGRATION



COLOMBIA

1,700 planted acres¹



GUATEMALA

1,800 planted acres¹



SOUTH AFRICA²

700 planted acres³

Colombia

- Partnered with one of the largest avocado producers in Colombia, to grow, pack, and ship
- Global distribution, focused on the European market

Guatemala

- Farming operations established & growing
- Packhouse under construction
- Primarily European distribution, with additional markets on the horizon
- Opposite seasonality to Peru, filling in supply gaps
- Authorization to enter the U.S. granted by the USDA November 2024

South Africa

- Mission owns a 5% interest in a JV to develop avocado orchards
- Partnered with one of South Africa's largest farming companies to grow, pack, and ship
- Extends supply availability to the EU by approximately 2 months before the Peruvian season

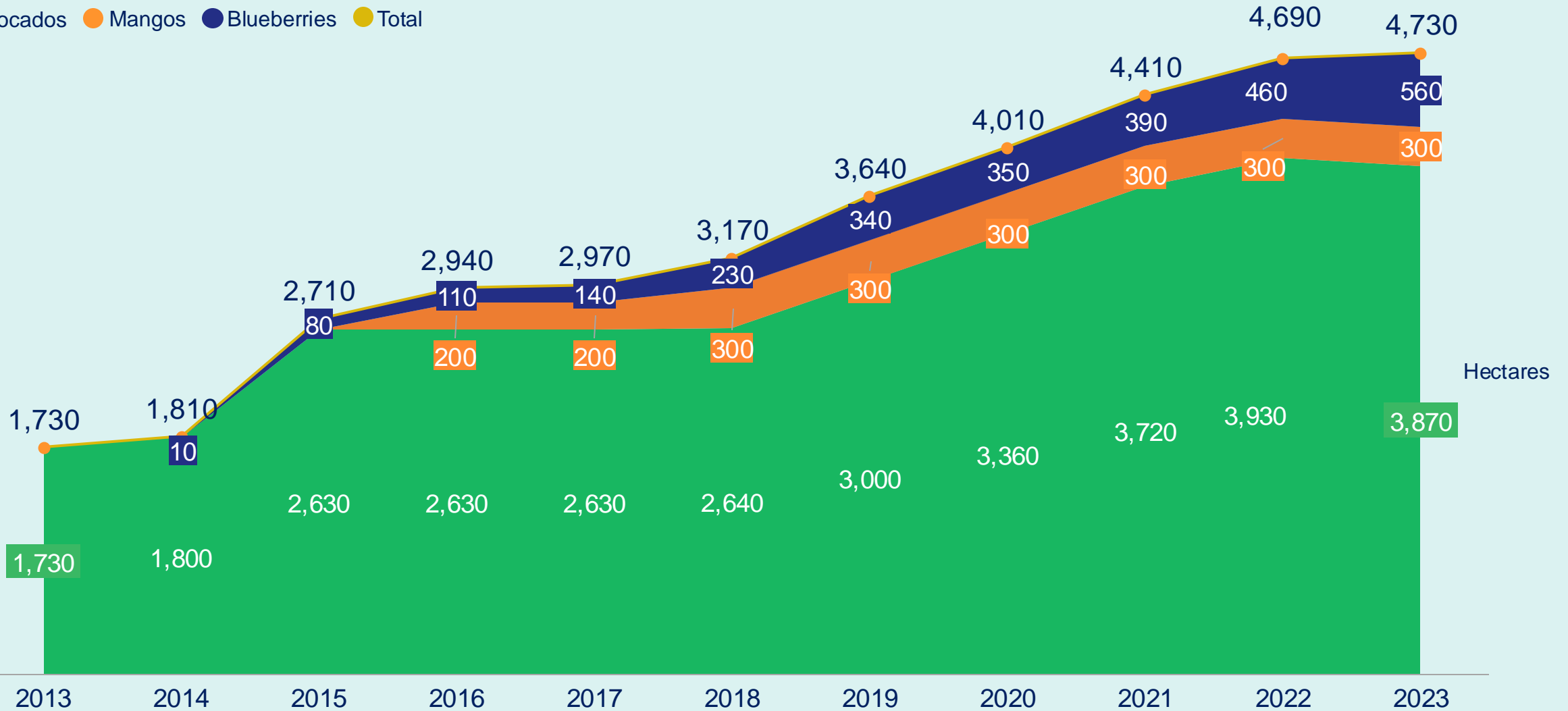
1. As of October 31, 2023.
2. Not authorized for U.S. entrance.
3. As of November 22, 2023.



Owned Operations: Cultivated Farms Annual Growth in Peru

Cultivated Hectares By Commodity

● Avocados ● Mangos ● Blueberries ● Total



Note: Hectare count is approximate and has been rounded to the nearest tenth.

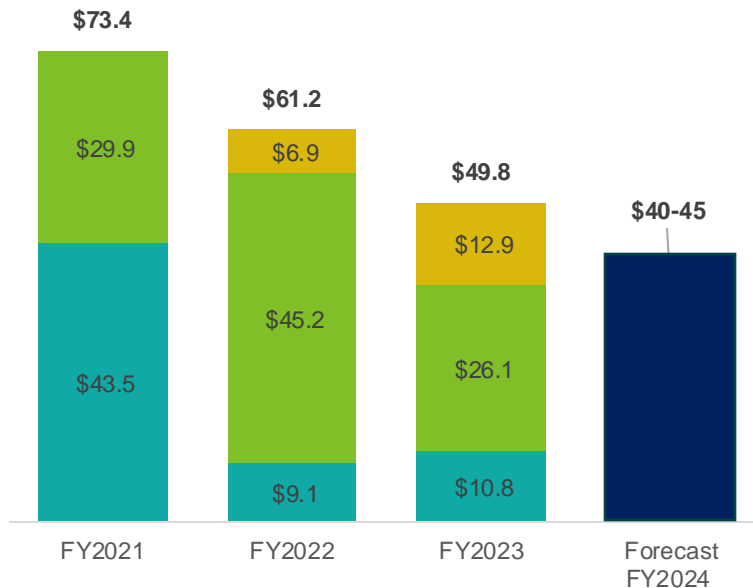


Recent Capital Investments

We have invested heavily in our business historically, which we believe will put us in a position to generate strong, free-cash flows in the coming years

Capital Expenditures (\$mm)

- Blueberries⁽¹⁾
- International Farming
- Marketing & Distribution
- Consolidated Forecast



- Invested >\$500mm across capital expenditures and equity investments during the past 10 years: ⁽²⁾
 - Mega facility in Laredo, TX supporting MX distribution throughout North America
 - UK distribution facility supporting expansion to retail/food service customer base in UK market
 - Avocado orchard development in Peru and Guatemala
- Modest leverage ratio despite capital-intensive model
- Slowing investments in distribution & farming
 - Distribution – focus on capacity utilization
 - Farming – finish existing projects outside of Peru to fill in supply calendar
- Utilizing incremental operating cash flow from Blueberries JV in FY2024 to accelerate development projects slated for future periods

(1) The Blueberries segment was consolidated prospectively on May 1, 2022. (2) Includes 2018 buyout of remaining 50% interest in Peru farming JV.



Long-term Financial Outlook

- ▶ Bullish outlook on avocado and mango consumption driving global revenue growth, with volume and market share growth translating to improved leverage of distribution and farming investments
- ▶ Year-over-year variability to be expected in our industry – growth unlikely to come in steady, stable increments



Estimated Total
Revenue Growth:
Mid-Single Digits

Estimated Adjusted
EBITDA Growth:
High-Single Digits

Strategic Priorities Summary



Our Vision:

Lead the global avocado market and leverage business model in strategic adjacencies

Who We Are:

A marketing and distribution business that uses vertical integration strategically to support the business

Strategic Priorities

Strengthen the core (avocados)

Grow globally

Optimize cost structure and pricing

Innovate and expand our offering

Human Capital

Systems & Infrastructure

Healthy Balance Sheet with Modest Leverage

Values: FIRST (Fun, Innovative, Reliable, Successful, Trustworthy)

Portrait of Success

Differentiation and competitive advantage

Category growth and leadership

U.S. and international consumption growth

Innovation and expanded offerings



Appendix: Non-GAAP Reconciliation

(\$mm)	Reconciliation of Non-GAAP Measure				
	YTD Q3		LTM Q3	Annual	
	2024	2023	2024	2023	2022
Net income (loss)	\$ 21.1	\$ (9.1)	\$ 27.1	\$ (3.1)	\$ (34.9)
Interest expense	9.9	8.3	13.2	11.6	5.5
Provision for income taxes	10.0	2.4	9.8	2.2	3.7
Depreciation and amortization	27.5	22.8	37.5	32.8	24.8
Equity method income	(2.6)	(3.2)	(3.4)	(4.0)	(5.1)
Stock-based compensation	4.5	3.2	5.8	4.5	3.6
Asset impairment and disposals, net of insurance recoveries	3.8	1.2	3.9	1.3	0.4
Farming costs for nonproductive orchards	1.3	1.3	1.8	1.8	1.5
Recognition of deferred ERP costs	1.6	1.7	2.1	2.2	4.6
Severance	1.3	—	2.6	1.3	—
Legal settlement	0.2	—	0.2	—	—
Transaction costs	—	0.3	—	0.3	0.6
Amortization of inventory adjustment recognized from business combination	—	0.7	—	0.7	0.4
Goodwill impairment	—	—	—	—	49.5
Remeasurement gain on business combination with Moruga	—	—	—	—	(2.0)
Other expense (income), net	(1.3)	1.3	(2.4)	0.2	(4.4)
Noncontrolling interest	(6.4)	0.2	(10.0)	(3.4)	(0.6)
Adjusted EBITDA	\$ 70.9	\$ 31.1	\$ 88.2	\$ 48.4	\$ 47.6