

UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION  
WASHINGTON, D.C. 20549

FORM 8-K

CURRENT REPORT  
Pursuant to Section 13 OR 15(d) of The Securities Exchange Act of 1934

Date of Report (Date of earliest event reported): November 9, 2022

MISSION PRODUCE, INC.

(Exact name of Registrant as specified in its charter)

<b>Delaware</b> (State or Other Jurisdiction of Incorporation or Organization)	<b>001-39561</b> (Commission file number)	<b>95-3847744</b> (IRS Employer Identification No.)
<b>2710 Camino Del Sol, Oxnard, CA</b> (Address of Principal Executive Offices)		<b>93030</b> (Zip code)

Registrant's telephone number, including area code: (805) 981-3650

(Former name or former address, if changed since last report.)

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	Trading Symbol(s)	Name of each exchange on which registered
Common Stock, par value \$0.001 per share	AVO	NASDAQ Global Select Market

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions (see General Instruction A.2. below):

- Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
- Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
- Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
- Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (§230.405 of this chapter) or Rule 12b-2 of the Securities Exchange Act of 1934 (§240.12b-2 of this chapter).

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.

Emerging growth company   
Elected not to use the extended transition period

**Item 7.01 Regulation FD Disclosure**

On November 15, 2022, certain officers of Mission Produce, Inc. (the "Company") will participate in the Stephens Annual Investment Conference. The Company has posted an updated copy of its investor presentation, which will be used at the Stephens Annual Investment Conference, to its website at [www.missionproduce.com](http://www.missionproduce.com). A copy of the presentation is attached to this Current Report on Form 8K as Exhibit 99.1.

The information contained in this Item 7.01, including the related information set forth in the updated investor presentation attached hereto as Exhibit 99.1 and incorporated by reference herein, is being "furnished" and shall not be deemed "filed" for the purposes of Section 18 of the Securities Exchange Act of 1934 ("Exchange Act") or otherwise. The information in this Item 7.01 shall not be incorporated by reference into any registration statement or other document pursuant to the Securities Act of 1933, as amended, or into any filing or other document pursuant to the Exchange Act, except as otherwise expressly stated in any such filing.

**Item 9.01 Financial Statements and Exhibits.**

(d) Exhibits

<u>Exhibit No.</u>	<u>Description</u>
99.1	<a href="#">Investor Presentation</a>

**SIGNATURES**

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

**MISSION PRODUCE, INC.**

/s/ Stephen J. Barnard

Stephen J. Barnard  
Chief Executive Officer

Date: November 9, 2022



Investor Presentation  
November 2022



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# Safe Harbor Statement



## Notice to and Undertaking by Recipients

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## Forward-Looking Statements

Statements in this presentation that are not historical in nature are forward-looking statements that, within the meaning of the federal securities laws, including the safe harbor provisions of the Private Securities Litigation Reform Act of 1995, involve known and unknown risks and uncertainties. Words such as "may," "will," "expect," "intend," "plan," "believe," "seek," "could," "estimate," "judgment," "targeting," "should," "anticipate," "goal" and variations of these words and similar expressions, are also intended to identify forward-looking statements. The forward-looking statements in this press release address a variety of subjects, including statements about our short-term and long-term assumptions, goals and targets. Many of these assumptions relate to matters that are beyond our control and changing rapidly. Although we believe the expectations reflected in such forward-looking statements are based upon reasonable assumptions, we can give no assurances that our expectations will be attained. Readers are cautioned that actual results could differ materially from those implied by such forward-looking statements due to a variety of factors, including: limitations regarding the supply of avocados, either through purchasing or growing the loss of one or more of our largest customers or a reduction in the level of purchases by customers; doing business internationally, including Mexican and Peruvian economic, political and/or societal conditions; fluctuations in market prices of avocados; increasing competition; inherent farming risks; variations in operating results due to the seasonality of the business; general economic conditions; the effects of the COVID-19 pandemic, including resulting economic conditions; inflationary pressures and increases in costs of commodities or other products used in our business; food safety events and recalls of our products; changes to USDA and FDA regulations, U.S. trade policy, and/or tariff and import/export regulations; restrictions due to health and safety laws; significant costs associated with compliance with environmental laws and regulations; acquisitions of other businesses; the ability of our infrastructure to handle our business needs; supply chain optimization failures or disruptions; disruption to the supply of reliable and cost-effective transportation; failure to recruit and retain key personnel and an adequate labor supply and lack of good employee relations; information system security risks, data protection breaches and systems integration issues; changes in privacy and/or information security laws, policies and/or contractual arrangements; material litigation or adverse governmental actions; failure to maintain or protect our brand; changes in tax rates or international tax legislation; risks associated with our indebtedness; the viability of an active, liquid, and orderly market for our common stock; volatility in the trading price of our common stock; concentration of control in our executive officers, directors and principal stockholders over matters submitted to stockholders for approval; limited sources of capital appreciation; significant costs associated with being a public company and the allocation of significant management resources thereto; reliance on analyst reports; failure to maintain proper and effective internal control over financial reporting; restrictions on takeover attempts in our charter documents and under Delaware law; the selection of Delaware as the exclusive forum for substantially all disputes between us and our stockholders; the Russia/Ukraine conflict; and other risks and factors discussed from time to time in our Annual and Quarterly Reports on Forms 10-K and 10-Q and in our other filings with the Securities and Exchange Commission. You can obtain copies of our SEC filings on the SEC's website at [www.sec.gov](http://www.sec.gov). The forward-looking statements contained in this press release are made as of the date hereof and the Corporation does not intend to, nor does it assume any obligation to, update or supplement any forward-looking statements after the date hereof to reflect actual results or future events or circumstances.

## 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 Measures

This presentation contains the non-GAAP financial measures "Adjusted EBITDA" and "Adjusted EBITDA Margin." 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), certain noncash and nonrecurring ERP costs, transaction costs, material legal settlements, 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, all of which are excluded from the results the CEO reviews uses to assess segment performance and results. Adjusted EBITDA Margin 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), certain noncash and nonrecurring ERP costs, transaction costs, material legal settlements, 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, as a percentage of net sales.

## Mission Produce: At a Glance

A global leader in the worldwide avocado business with nearly four decades of investments in people, technology, and infrastructure

- A Global Leader in Avocado Marketing and Distribution
- Year-Round Supply
- Vertical Integration
- Global Distribution Network of 12 Forward Distribution Centers (FDCs) and counting
- Large Addressable Market
- Economies of Scale



## A Long Track Record of Growth



Revenue (\$mm)



Volume (mm lbs.)



**\$892mm**

*FY 2021 Revenue*

**\$85mm**

*FY 2021 Adj. EBITDA <sup>(1)</sup>*

**~9%**

*'11 - '21 Revenue CAGR*

**~11%**

*'11 - '21 Avocado Volume CAGR*

**10%**

*Adj. EBITDA Margin <sup>(1)</sup>*

**19**

*World-Class Facilities Across 9 Countries <sup>(2)</sup>*

**~15%**

*Avocados Sourced from Owned Production (2021)*

Source: Management and other publicly available information. <sup>(1)</sup> Non-GAAP reconciliations located in the appendix. <sup>(2)</sup> Includes our 4 global sales offices. Note: Fiscal year ended October 31. Revenue reflects Mission Produce only. 1 kg = 2.2 lbs, or 1 box.

## Focused Growth Strategy



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



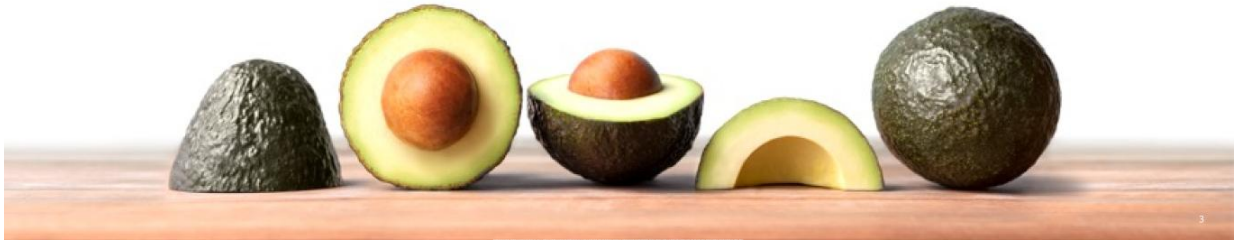
Leverage our **global supply chain and distribution capabilities** to continue developing **international markets**



**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

**Global Hass Avocado Market Size** <sup>(1)</sup>



**U.S. Avocado Per Capita Consumption** <sup>(2)</sup>



**2021 Per Capita Hass Avocado Consumption (lbs)** <sup>(3,3)</sup>



### Supporting Tailwinds Driving Market Growth

- Health and Wellness:** Satisfies the growing interest in healthy eating and nutrient-rich foods, avocados have more than 20 vitamins and minerals, which are essential to a daily diet and associated with heart health, weight health, and skin health.<sup>(4)</sup>
- Millennial Consumption:** 74% of millennial households purchased avocados vs. 67% of non-millennial households in 2021.<sup>(5)</sup>
- Growing Hispanic Population:**<sup>(6)</sup> 93% of Hispanic households purchased avocados in the twelve months ending Sept. 18, 2022. The average annual avocado spend per Hispanic household is 73% higher than for non-Hispanic households.<sup>(5)</sup>

(1) Knowledge Sourcing Intelligence LLP, Avocado Market Size, Share, Opportunities, COVID-19 Impact, And Trends, By Type, August 2022. (2) Rabobank, Avocado Consumption to Continue Setting Records, May 2021. (3) Hass Avocado Board, 2021 Consumption Estimates, Import Data Divided by Population. (4) Hass Avocado Board, Avocado Nutrition Facts Chart. (5) Numerator Insights, 12 months ending Sept. 18, 2022. (6) Pew Research Center, A Brief Statistical Portrait of U.S. Hispanics.



## Strong Global Distribution Network and Customer Base



## Extensive Infrastructure With State-of-the-Art Facilities

We are one of the only players of scale with the infrastructure to meet customer demands and support continued growth



### 4 packhouses in Peru, California, and Mexico

- Proximity of packhouses to our growers deepens the relationships and differentiates us from other buyers



### 12 FDCs and Ripening Centers Globally

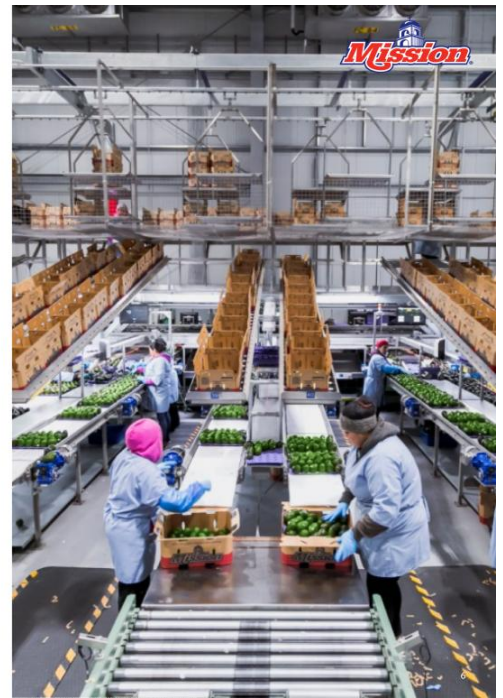
- Our FDCs allow us to store and allocate volume efficiently for our customers based on real-time demand
- Strategic location of FDCs and ripening centers in key markets promotes prompt responses to customer demands

#### Packhouse Advantages

- High-definition grading cameras
- State-of-the-art washing, sorting, packing, and bagging Line
- Industry-leading post-harvest practices
- Plug-Ins for ocean containers

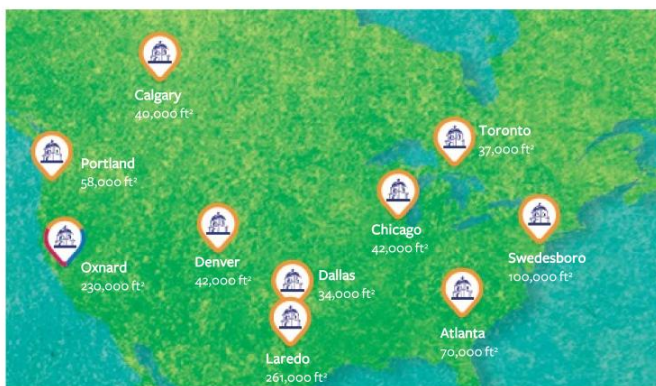
#### Forward Distribution and Ripening Center Advantages

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



## Our North American Distribution Footprint

Our unique distribution scale and capabilities enable us to grow volumes with new and existing customers across multiple channels



- The U.S. is our largest market, where our ripening and distribution centers are strategically located in key markets, in close proximity to our highest-volume customers nationwide.
- Our unique facility footprint enables us to flex our ripening and storage capacity to fulfill demand during peak periods.
- Our cold chain capabilities promote optimal fruit condition and precise levels of ripeness at arrival.
- Our newest FDC in Laredo became fully operational in September 2021, increasing our North American capacity by ~40%. Its strategic placement provides greater flexibility to customers and supports periods of heavy volume within Mexico's seasonality.



## Key Customer Channels

### Retail



- ✓ Provide ripe, ready-to-eat fruit that is aesthetically pleasing
- ✓ Provide value-added services, including customized packaging, category insights, and logistical management
- ✓ Offer year-round availability of fruit via diversified sourcing to satisfy growing consumer demand

### Foodservice



- ✓ Provide specific grades of fruit and tailored specs with cost and margins in mind
- ✓ Offer around-the-clock customer support, localized distribution, and consistent supply to promote customer retention
- ✓ Provide ripening expertise to satisfy demand for high-quality, ready-to-eat fruit



## Overview of Value-Added Services

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

- Ripening to customer specifications
- Bagging and custom packaging
- Logistics management (especially trucking)
- Hands-on training to facilitate proper fruit handling
- Merchandising and promotional support
- Around-the-clock customer support and availability
- Avocado Intel Insights on market trends and consumer behavior



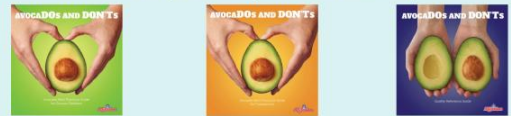
Bags designed to meet varying consumer lifestyles



Merchandising programs to drive growth

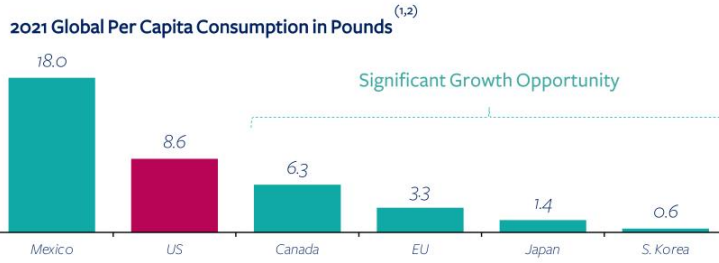
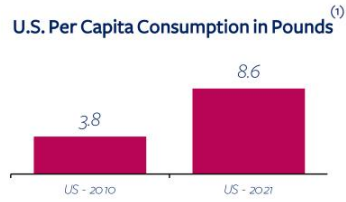


Educational materials to promote a positive avocado experience

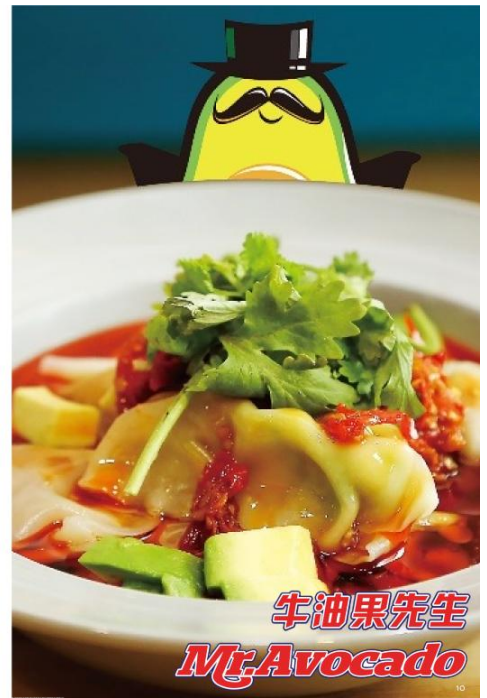


## International Avocado Consumption is Poised to Grow

- U.S. avocado consumption has seen significant growth over the past decade
- Mission is driving year-round availability in international markets to meet growing demand



<sup>(1)</sup> Hass Avocado Board; 2021 Consumption Estimates, Import Data Divided by Population. <sup>(2)</sup> Rabobank, Plenty of Avocado Advocates Around the World, May 2022





## Growth Drivers: We are Well-Positioned to Capitalize on International Distribution Opportunities

**Mission Produce consistently evaluates opportunities to capitalize on meaningful growth and consumption in international markets.**

### Europe

- During the past decade, the European (EU – 27+UK) avocado market has grown at an average rate of 12% per year, and the total market is currently estimated at 861,000 metric tons<sup>(1)</sup> – a clear indicator of the European market’s growth potential.
- Mission continues to increase exports from Peru, Guatemala, Colombia, and other regions to fill in supply gaps to meet growing demand with a consistent year-round supply
- We established a state-of-the-art FDC in the United Kingdom (UK), planned to open in 2023, to support new direct retail relationships and expand our UK customer base.

### Asia

- Consumption rates are increasing as acceptability and awareness grow. Avocado imports to Asia have increased from ~53,000 tons in 2022 to ~137,000 tons in 2022.<sup>(2)</sup>
- We own strong and longstanding relationships with key importers and customers in Japan, Korea, and China.
- We continue to maximize and expand on our avocado distribution network in China with our strategic partners. Existing Chinese distribution facilities serve as a platform to meet growing demand in China.

(1) Rabobank, Plenty of Avocado Advocates Around the World, May 2022. (2) FruitTop, Avocado World Statistics, September-October 2022 – No. 283

# Diversified Sourcing and Year-Round Supply







## International Farming and Vertical Integration: Peru Case Study



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

### PERU BY COMMODITY SEASONALITY



Being vertically integrated enables us to leverage our resources, and employ our workforce, on a year-round basis with complementary commodities, such as mangos and blueberries.

- Operating since 2011
- ~10,000 acres of avocados and mangos
- ~1,000 acres of blueberries



## We Take a Disciplined Approach Towards Our Long-Term Investments in Vertical Integration

### OUR APPROACH



Higher Margins	Quality Control
Oversight Into Supply Chain	Enhanced Customer Service
Unique Pricing Capabilities	Diversified Sourcing

We are focused on applying our successful Peru model in other emerging origins, such as Colombia and Guatemala

### Mission's Total Global Volume



#### COLOMBIA



- Since 2018
- Owned Area for Development: ~1,500 acres through JV

#### GUATEMALA



- Since 2020
- Contracted Area for Development: ~1,700 acres

(1) Inclusive of the 10mm lbs (4.0m lugs) of avocados supplied by the International Farming segment.

Experienced, Values-Based Leaders Who Nurture a Culture of Innovation and Growth



**Steve Barnard**  
Founder and  
Chief Executive Officer



**Tim Bulow**  
President and Chief  
Operating Officer



**Joanne Wu**  
General Counsel



**Bryan Giles**  
Chief Financial  
Officer



**Anita Lemos**  
Vice President of  
Human Resources



**Juan Wiesner**  
Director of Latin  
American Operations



**Jesus Garcia**  
Director of Mexican  
Operations



**Fernando Garcia**  
Director of Mexican  
Operations

Our Core Values

**FUN**  
**INNOVATIVE**  
**RELIABLE**  
**SUCCESSFUL**  
**TRUSTWORTHY**

- Seasoned industry pioneers and veterans, many of whom have 30+ years of industry experience
- On-the-ground support and expertise in key locations
- Committed to corporate responsibility and sustainability
- Foster an entrepreneurial culture that is focused on innovation and growth





## Environmental, Social, Governance (ESG) Highlights



For nearly four decades, Mission has invested in providing the finest for its people, product, and planet.

### Highlights from Our FY 2021 ESG Report

- **Food Waste:** In FY 2021, we applied shelf-life extension technology to 34.8 million pounds of avocados to combat food waste
- **Packaging:** We are working to reduce the plastic in our bags by 50% by 2025 – as of FY 2021, we are 34% of the way to reaching this goal
- **Energy & Emissions:** In FY 2021, we decreased trash sent to landfills by 19% and increased recycling by 33%
- **Water:** Mission's precision farming practices enable us to use 40% less water per avocado in California and 40.5% less in Peru compared to the industry average
- **Food Safety & Quality:** In FY 2021, our Peru packhouse received the highest score on an unannounced audit by the British Retail Consortium (BRC), a widely recognized and GFSI-benchmarked food safety scheme
- **Our People:** In May of 2021, we sponsored the produce industry's first-ever Diversity, Equity, and Inclusion initiative through the International Fresh Produce Association

# The Mission Advantage

**Key Relationships:**  
Our relationships extend across thousands of avocado growers and regions globally

**Time and Capital Investments:**  
Capital investment, ripening and logistics expertise, and significant lead time from seed to fruit

**Cultivation and Farming Expertise:**  
Our staff is dedicated to progressive and biodiverse farming practices to cultivate strong yields

**Economics of Scale:**  
Company-owned ripening, fulfillment, and distribution network

**Vertical Integration:**  
Our owned farms and partnerships with key players give us enhanced control over supply and farming practices

**Customer Relations and Market Intelligence:**  
Market intelligence data in consumer purchasing behaviors, market trends, and POS





APPENDIX





## Non-GAAP Reconciliations Adjusted EBITDA and Adjusted EBITDA Margin

(\$mm except for percentages)	YTD Q3		LTM Q3	Annual	
	2022	2021	2022	2021	2020
Net income	\$ 7	\$ 28	\$ 24	\$ 45	\$ 29
Interest expense	4	3	5	4	7
Provision for income taxes	4	15	10	21	15
Depreciation and amortization	17	14	24	20	18
Equity method income	(4)	(4)	(7)	(8)	(4)
Stock-based compensation	3	2	3	3	5
Legal settlement	—	1	—	1	—
Farming costs for nonproductive orchards	1	—	2	1	—
ERP costs	4	—	4	—	—
Transaction costs	1	—	1	—	—
Remeasurement gain on business combination with	(2)	—	(2)	—	—
Impairment on equity method investment	—	—	—	—	21
Other (income) expense	(4)	1	(6)	(1)	1
Adjusted EBITDA	\$ 30	\$ 59	\$ 57	\$ 85	\$ 92
Net sales	\$ 808	\$ 655	\$ 1,045	\$ 892	\$ 862
Income before income taxes	\$ 11	\$ 43	\$ 33	\$ 66	\$ 44
Operating margin	1 %	7 %	3 %	7 %	5 %
Interest expense	—	—	—	—	1
Depreciation and amortization	2	2	2	2	2
Equity method income	—	(1)	(1)	(1)	—
Stock-based compensation	—	—	—	—	1
Impairment on equity method investment	—	—	—	—	2
Other (income) expense	—	—	(1)	—	—
Adjusted EBITDA margin	4 %	9 %	5 %	10 %	11 %

Totals may not sum due to rounding.

