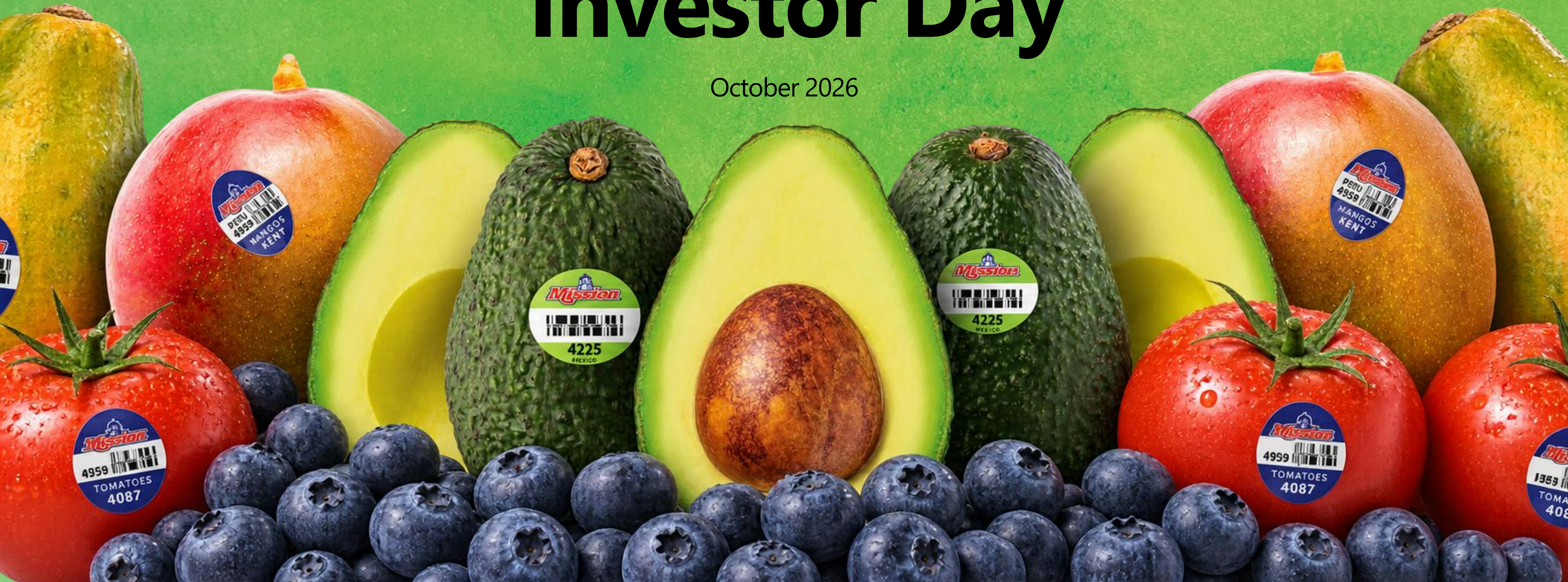




Investor Day

October 2026



Andrew Pearson

Vice President Investor Relations and
Strategy



Important Information and Cautionary Statements

General

This presentation has been prepared by Mission Produce, Inc. (together with its subsidiaries, "Mission," the "Company," "we," "us" or "our") solely for use at the Company's Investor Day held on October 8, 2026. As used in this presentation, the "Presentation" includes these slides, the accompanying oral remarks, the question-and-answer session, the related webcast and any replay or transcript of the event. The Presentation is not intended to be all-inclusive and does not contain all of the information that may be important to an investor. It should be read in conjunction with the Company's filings with the Securities and Exchange Commission (the "SEC"), which are available at www.sec.gov and on the Company's investor relations website at investors.missionproduce.com. If the Presentation is inconsistent with the Company's SEC filings, the SEC filings control. Except as required by applicable law, none of the Company or its affiliates, directors, officers, employees, agents or advisors makes any representation or warranty, express or implied, as to the accuracy or completeness of the information in the Presentation that is derived from third-party sources.

The Presentation does not constitute an offer to sell, or the solicitation of an offer to buy, any securities, and it does not constitute an offer, solicitation or sale in any jurisdiction in which such an offer, solicitation or sale would be unlawful.

Forward-Looking Statements

The Presentation contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. These statements are intended to be covered by the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. All statements other than statements of historical fact are forward-looking statements. They include, among others, statements regarding: our reaffirmed outlook for the second half and fourth quarter of fiscal 2026; our fiscal 2035 ambitions, five-year financial targets and total shareholder return framework; anticipated organic sales growth, margin expansion, free cash flow conversion, capital expenditures and leverage; the anticipated synergies from, and the integration and future performance of, our completed acquisition of Calavo Growers, Inc. ("Calavo"); our capital allocation priorities, including acquisitions, debt reduction and share repurchases; and the assumptions underlying any of the foregoing.

Words such as "may," "will," "would," "could," "should," "expect," "intend," "plan," "believe," "seek," "estimate," "project," "forecast," "anticipate," "target," "goal," "ambition," "aspire," "outlook," "guidance," "reaffirm," "potential," "continue" and variations of these words and similar expressions are intended to identify forward-looking statements. Forward-looking statements are based on management's current expectations and assumptions, many of which relate to matters beyond our control and are subject to rapid change. Although we believe the expectations reflected in our forward-looking statements are based on reasonable assumptions, we can give no assurance that they will be achieved. Actual results could differ materially from those expressed or implied by forward-looking statements due to a variety of factors, including, among others: our ability to integrate Calavo successfully and realize anticipated synergies within the expected time frame; fluctuations in the supply and market price of avocados and other fruit, including as a result of weather, climate and other farming risks; economic, political and trade conditions in Mexico, Peru and our other sourcing and sales markets, including changes in tariffs and trade policy; loss of, or reduced purchases by, one or more of our largest customers; competition; our indebtedness, including indebtedness incurred in connection with the acquisition of Calavo, and our ability to generate sufficient cash flow and remain in compliance with the covenants in our credit facility; and volatility in the trading price of our common stock. These and other important factors are described under "Risk Factors" in our Annual Report on Form 10-K for the fiscal year ended October 31, 2025 and in our subsequent Quarterly Reports on Form 10-Q; under "Risk Factors—Risks Relating to the Combined Company" in the joint proxy statement/prospectus dated March 20, 2026, filed with the SEC pursuant to Rule 424(b)(3) and forming part of our Registration Statement on Form S-4 (Registration No. 333-294128); and in our other filings with the SEC from time to time, which are available at www.sec.gov and on our investor relations website. You should review those factors carefully and not place undue reliance on any forward-looking statement.

Forward-looking statements speak only as of the date hereof. Except as required by applicable law, we undertake no obligation to update or revise any forward-looking statement, outlook, target or ambition, whether as a result of new information, future events or otherwise. Investors should not assume that any later silence by the Company constitutes a reaffirmation.

Long-Term Ambitions, Targets and Total Shareholder Return

Our fiscal 2035 ambitions and multi-year targets are aspirational and are not guidance or projections. They are presented to describe our strategic priorities and are not predictions of future results. They are based on numerous assumptions, many of which are beyond our control

References to total shareholder return ("TSR") describe an illustrative framework showing how organic sales growth, margin expansion, acquisitions and share repurchases could contribute to shareholder value. TSR depends on the trading price of our common stock, which is affected by many factors outside our control. We make no prediction regarding the future trading price of our common stock or the return any investor will realize.

Capital Allocation and Share Repurchases

Statements regarding capital expenditures, acquisitions, debt reduction and share repurchases reflect our current priorities and are not commitments. Our \$100 million share repurchase authorization does not obligate us to acquire any particular amount of shares. Repurchases may be suspended or discontinued at any time. The timing and amount of any repurchases, capital expenditures, acquisitions or debt reduction will depend on market conditions, our cash position and liquidity needs, compliance with our credit facility covenants, the trading price of our common stock and other factors.

Pro Forma, Preliminary and Estimated Information

Pro forma net sales for fiscal 2025 give effect to the acquisition of Calavo as if it had occurred on November 1, 2024. They were not prepared in accordance with Article 11 of Regulation S-X and are presented for illustrative purposes only. They include historical information about Calavo derived from Calavo's records that we have not independently verified. They are not necessarily indicative of the results that would have been achieved had the acquisition occurred on that date, or of future results.

Certain information in the Presentation is preliminary, unaudited or estimated and is subject to change, including amounts identified as estimates (for example, "2026E") and amounts for periods that have not been completed or reported. Totals may not sum due to rounding. Past performance is not necessarily indicative of future results.

Industry and Market Data

Market data and industry information in the Presentation, including market growth rates used as benchmarks for our growth targets, are based on management's knowledge of the industry and good-faith estimates. They are also based, to the extent available, on management's review of independent industry surveys and publications and other publicly available information prepared by third parties. We believe these sources are reliable, but we have not independently verified the third-party information, and we cannot guarantee its accuracy or completeness. Estimates of market position, opportunity and size are inherently uncertain, involve a number of assumptions and limitations, and are subject to the same risks described under "Forward-Looking Statements." You are cautioned not to give undue weight to them.

Trademarks

Mission®, Calavo® and other trademarks, trade names and service marks of the Company appearing in the Presentation are the property of the Company or its subsidiaries. Other trademarks and trade names are the property of their respective owners. Solely for convenience, trademarks and trade names may appear without the ® or ™ symbols. Their omission does not mean that we will not assert our rights to them to the fullest extent permitted by law.



Important Information and Cautionary Statements, cont.

Non-GAAP Financial Measures

The Presentation includes the following financial measures that are not calculated in accordance with U.S. generally accepted accounting principles ("GAAP"): Adjusted EBITDA, Adjusted Net Income, and Free Cash Flow. These measures are supplemental and are not a substitute for, or superior to, financial measures calculated in accordance with GAAP. Our non-GAAP financial measures may not be comparable to similarly titled measures used by other companies. Reconciliations of the historical non-GAAP financial measures to the most directly comparable GAAP measures are included in the appendix to this presentation.

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, farming costs for nonproductive orchards (which represents land lease costs), recognition of deferred ERP costs, transaction advisory costs, 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. Segment adjusted EBITDA refers to, with respect to the applicable segment, 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, farming costs for nonproductive orchards (which represents land lease costs), recognition of deferred ERP costs, transaction advisory and integration costs, 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.

Adjusted Net Income refers to net income attributable to Mission Produce, before stock-based compensation expense, unrealized gain (loss) on derivative financial instruments, foreign currency gain (loss), farming costs for nonproductive orchards (which represents land lease costs), recognition of deferred ERP costs, transaction advisory and integration costs, amortization of inventory adjustments and intangible asset recognized from business combinations, further adjusted by any special, non-recurring, or one-time items such as remeasurement, impairment or discrete tax charges that are distortive to results, and tax effects of these items, if any, and the tax-effected impact of these non-GAAP adjustments attributable to noncontrolling interest, allocable to the noncontrolling owners based on their percentage of ownership interest.

Free cash flow refers to cash flow from operations minus capital expenditures.

We have not reconciled our forward-looking non-GAAP financial measures to the most directly comparable GAAP measures in reliance on the "unreasonable efforts" exception in Item 10(e)(1)(i)(B) of Regulation S-K. These measures include our fiscal 2026 Adjusted EBITDA outlook, our fiscal 2035 Adjusted EBITDA ambition, our Adjusted EBITDA growth target, our Free Cash Flow Conversion target and our Net Debt to Adjusted EBITDA target. We cannot provide these reconciliations without unreasonable efforts because we cannot predict with reasonable certainty the amount or timing of certain items. These items include stock-based compensation, unrealized gains and losses on derivative financial instruments, foreign currency gains and losses, asset impairments and disposals, transaction advisory and integration costs and income taxes. They are inherently uncertain, depend on factors outside our control and could be material, individually or in the aggregate, to our GAAP results.

Today's agenda

Opening Remarks

JOHN PAWLOWSKI

Fresh Avocado Platforms

BROOKE BECKER

All Other Platforms

JOHN PAWLOWSKI

Financial Summary

BRYAN GILES

Q&A Discussion



John Pawlowski

President and
Chief Executive Officer



A NEW CHAPTER

FOR MISSION PRODUCE

Chapter 2: 2026+
**Built to
Compound**

Chapter 1: 1983-2026

**Built to
Lead**



CHAPTER 1

Built to Lead

OUR PURPOSE

Provide better food for a brighter future.

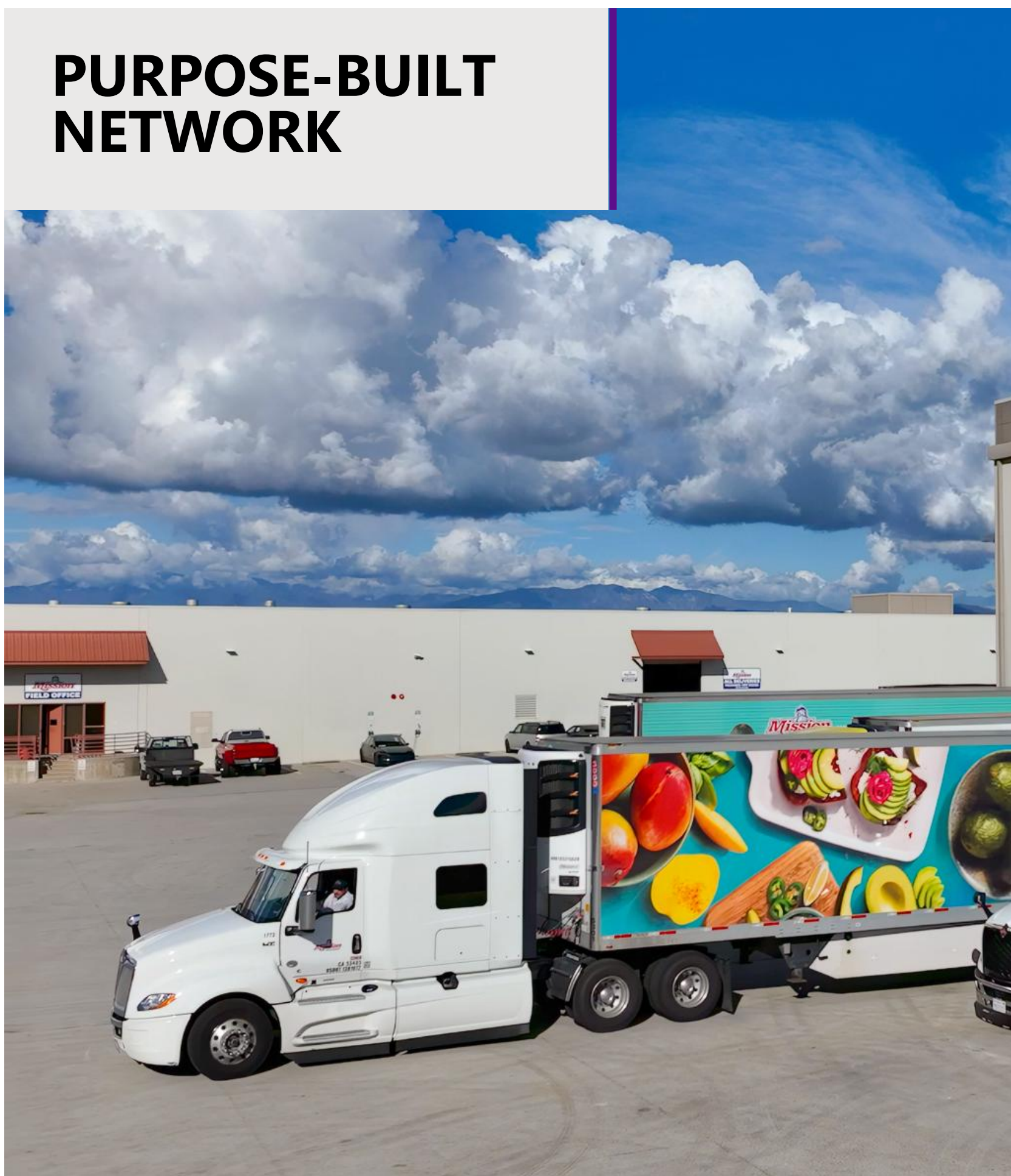


We built the modern avocado category...

YEAR-ROUND SUPPLY



PURPOSE-BUILT NETWORK



CUSTOMER INTELLIGENCE



...and brought the consumer with us

U.S. Avocado Industry Volume¹
(millions of pounds)



1. USDA Economic Research Service, Food Availability Data System, Fresh Avocados: Supply and Use (as of March 1, 2023) and company estimates using Hass Avocado Board volume reports and U.S. Census Bureau Population data.



A network built to win at the shelf

PROXIMITY TO DEMAND

13 distribution centers within 8 hours of nearly all U.S. customers

RIPE-FOR-RETAIL EXECUTION

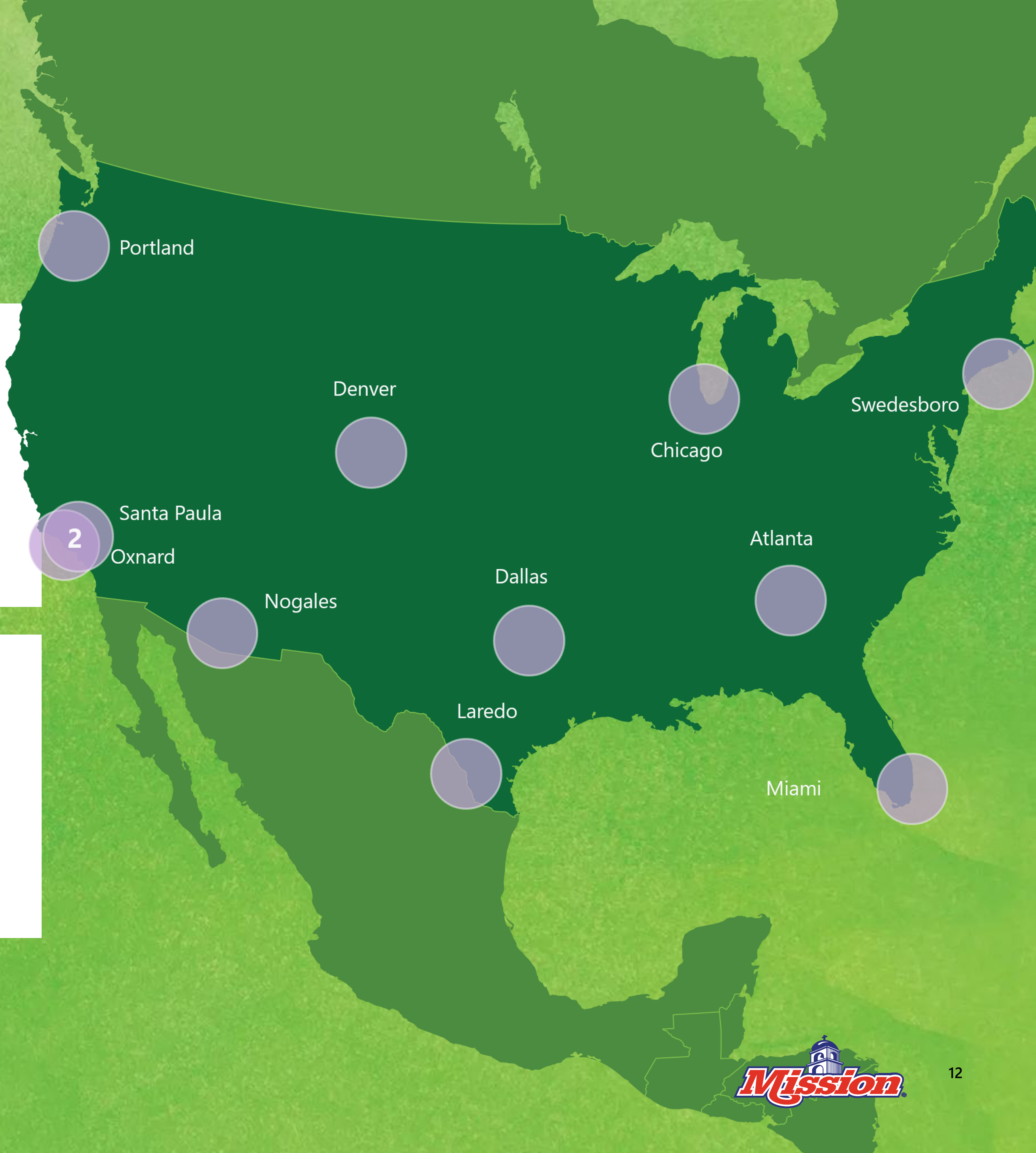
Scaled capabilities deliver the right ripeness at the right time, 7 days a week

RESPONSIVE CUSTOMER SUPPORT

24/7/365 service, cold chain control, and order flexibility reduce out-of-stocks, shrink, and disruption

EMBEDDED CUSTOMER INFRASTRUCTURE

Direct link from our network to retailer DCs, deliveries timed to replenishment cycles



Tailored offerings that move the category

Mission Produce's packaging, branding, ripening, and size offerings are customized for each retail customer to best serve the unique needs of its shoppers



Owned farms strengthen Mission across supply cycles

STRATEGIC SUPPLY & AGRONOMY

10,000+ controlled acres supply approximately 15% of volume and deepen the agronomic expertise Mission applies across its farms and grower network

CUSTOMER CERTAINTY

Controlled supply gives Mission the ability to commit volume, price, quality, timing, and ripeness to strategic retail programs

MARGIN STABILITY

Owned production reduces reliance on spot-market when supply tightens, and captures value across the full value chain: from the farm to distribution

NETWORK ADVANTAGE

Mission's farms strengthen the supply plan; 10,600 suppliers from at least 2 origins year-round fill around that base

Year-round availability creates customer certainty and raises switching costs



52-week reliability

Customer embeddedness

Ability to deliver when supply tightens

Margin resilience

Scale advantage

ORIGIN GROUP	Jan-Mar Winter	Apr-Jun Spring	Jul-Sep Summer	Oct-Dec Fall
MEXICO				
PERU				
CALIFORNIA				
GUATEMALA				
COLOMBIA				
CHILE / DOMINICAN REPUBLIC / NEW ZEALAND				
OTHER SUPPLEMENTAL ORIGINS				

Trusted where standards are highest

- Mission Produce is the leading avocado distributor with full farm-to-fork traceability
- Global food safety experts and local teams maintain rigorous standards worldwide
- Certifications and audit programs support the stringent requirements of top retail and food service customers



Mission is the leading avocado supplier capable of meeting Chipotle's stringent food safety requirements.

Category management drives growth and profitability for customers



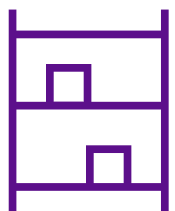
Shopper Insights



Promotional Program Support



Retail Activations



In-Store Merchandising & Education



Innovative Packaging Solutions



Digital Engagement

AVOIntel™



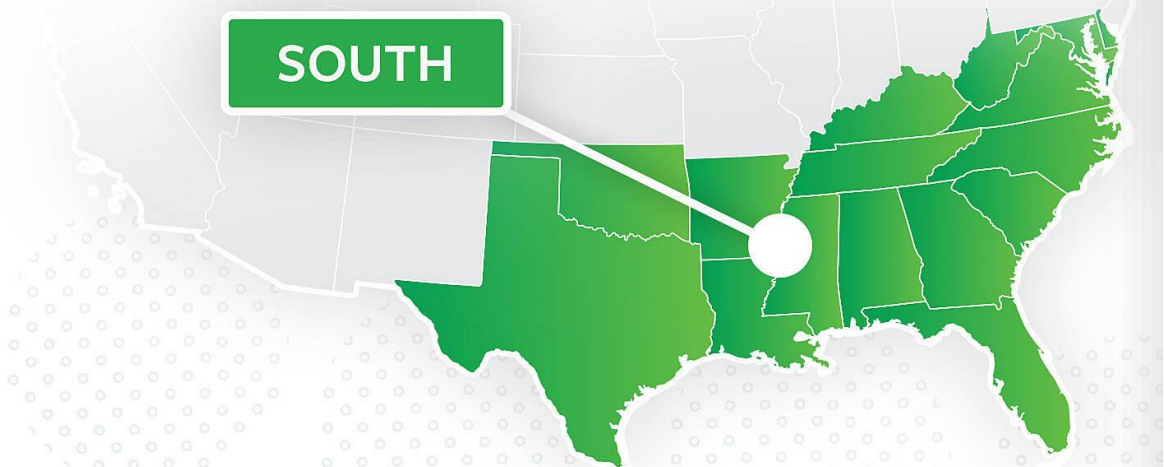
The Southern Snapshot^{1,2}

\$1.2 billion
2024 Avocado Sales

67%
Household Penetration

Purchase Frequency:
10 avocado shopping trips/year

Annual Avocado Spending:
\$33.27
Per Household



¹Calculated based on Circana, Calendar Year 2024 South census region of avocado sales vs. share of population.

²Numerator Static Omni Panel; People Scorecard Report; L52we 7/3

Avocado Price Sensitivity

Revenue generated at retail and Percent of avocado shoppers willing to purchase by avocado price point



Source: Numerator. Avocados Price Sensitivity Study. May 2024.



We've earned the right to lead

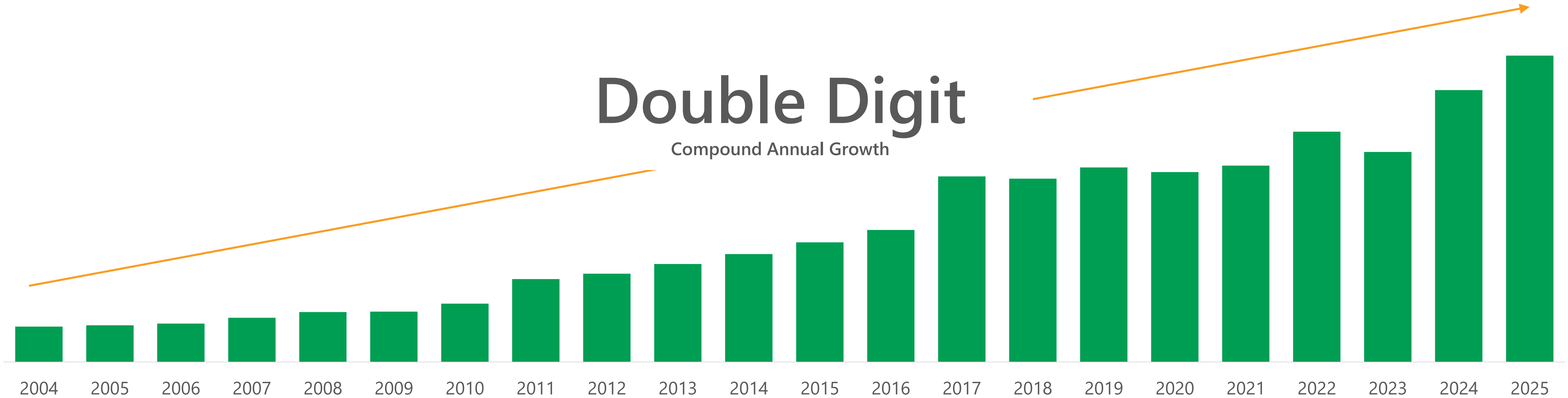
Mission Produce Sales¹

>20 years
of DD compounding growth

#1
global avocado distributor²

A proven
growth engine

Double Digit
Compound Annual Growth



1. Mission Produce Form 10-K for available years and internal data, consolidated company sales. 2. by dollar sales, based on company estimates and management analysis of publicly available information for fiscal year 2025





Chapter 2

Built to Compound

2035 Ambition

Sales

\$4 billion

Including M&A

Adjusted EBITDA¹

\$450 million

Including M&A

Twice the scale. Three times the earnings power.

BUILT TO COMPOUND.

WORLD'S FINEST AVOCADOS & MANGOS | ©MISSION PRODUCE 2026

1. The Company is unable to provide a reconciliation of forward-looking Adjusted EBITDA to the most directly comparable GAAP measure, net income, without unreasonable efforts because certain items that impact such measures, including interest expense, taxes, depreciation and amortization, stock-based compensation, acquisition and integration costs, restructuring charges and other special items, cannot be reasonably predicted. The probable significance of these items could be material. Accordingly, the Company is unable to provide forward-looking GAAP net income for the same reasons.



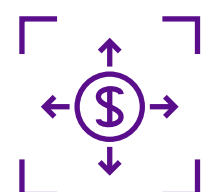
The right levers for long-term shareholder returns

(five-year goals in green)



ORGANIC SALES GROWTH

Grow > Market



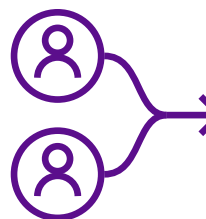
MARGIN EXPANSION

~300 basis points



CASH CONVERSION

>90% Free Cash Flow Conversion



M&A + CASH RETURNS

Disciplined M&A
Opportunistic Share Repurchases



The right team is in place



John Pawlowski
President & CEO



Bryan Giles
CFO



Joanne Wu
Chief Legal Officer



Damian Ricketts
CAO



Keith Barnard
SVP, Global Sourcing



Brooke Becker
SVP, Sales & Marketing



Simón Gonzales
SVP, International
Farming



Paul Frowde
Managing Director,
UK & Europe



Frank Briseño
VP, Operations



Anita Lemos
Chief of Staff

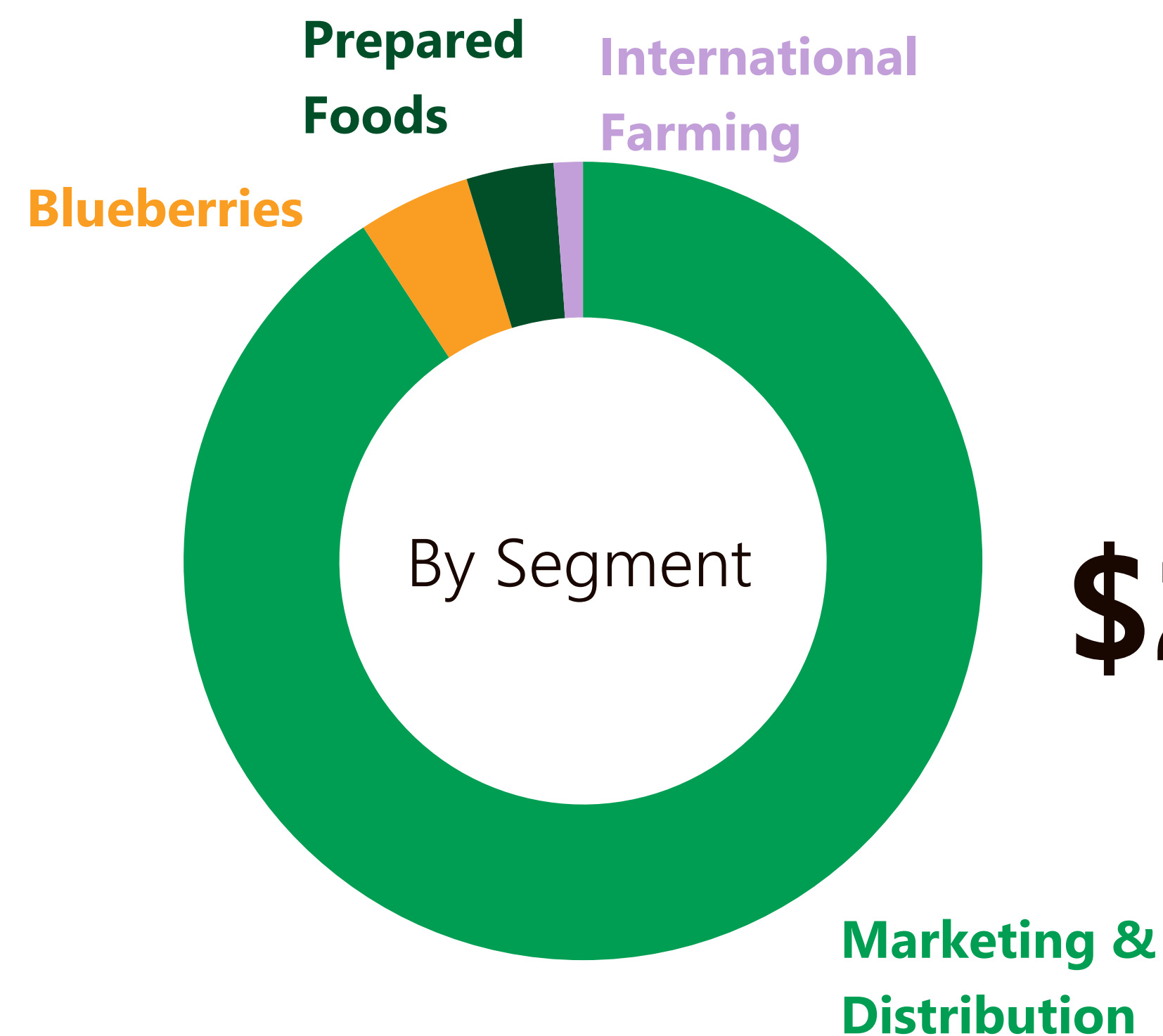


Ani Khachatoorian
VP, HR

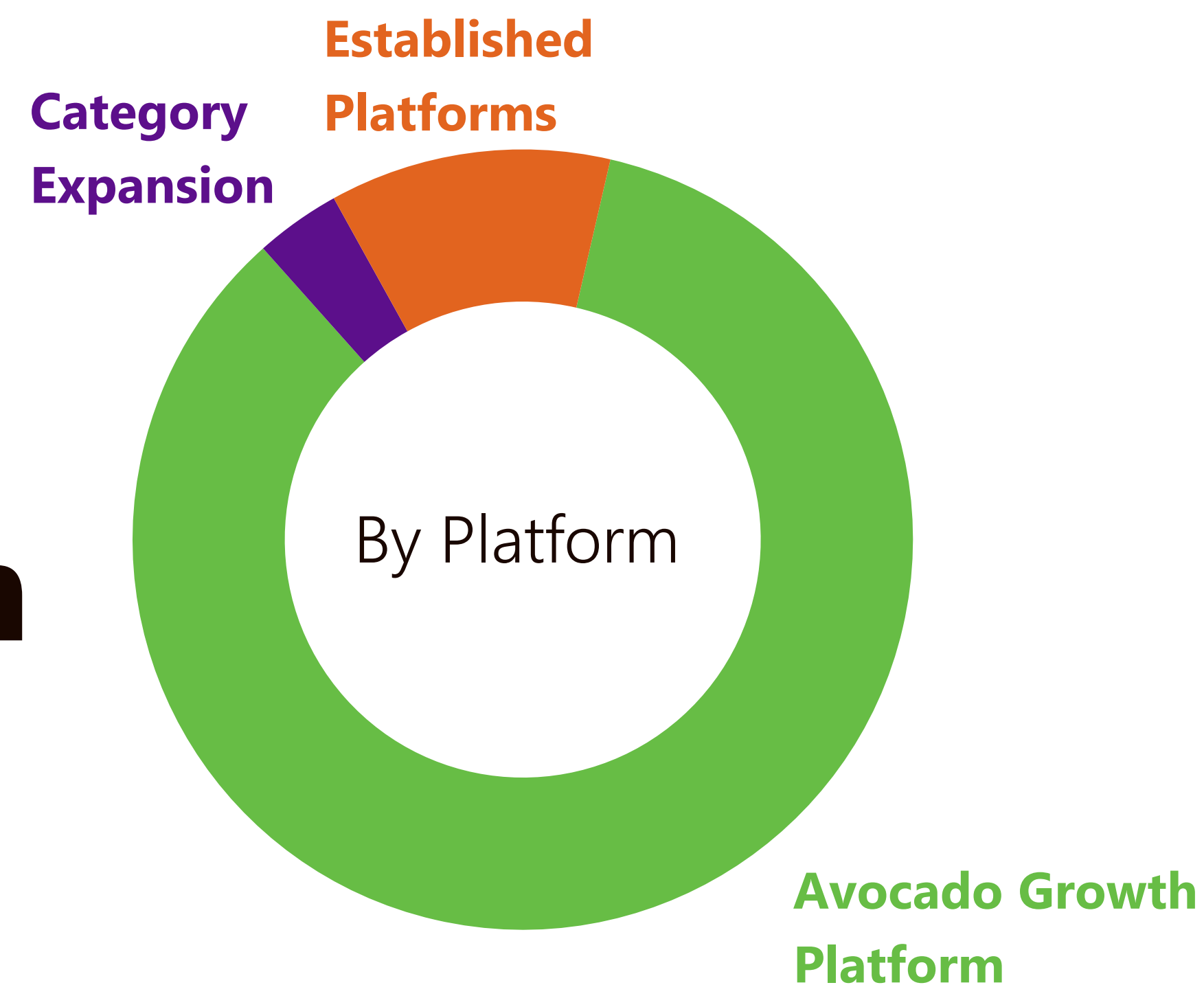


Andrew Pearson
VP, IR & Strategy

The right portfolio to compound growth

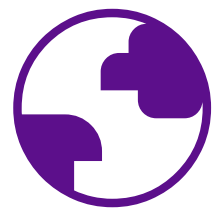


Fiscal 2025
Proforma Net Sales¹:
\$2.0 billion



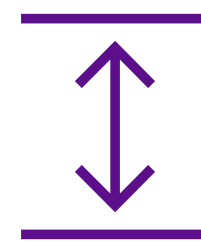
1. Mission Produce and Calavo Growers Form 10-K; Financial figures are for the 12 months ended 10/31/25. All combined company proforma financial figures represent the addition of each company's as-reported net sales figures for fiscal 2025.

Growth framework



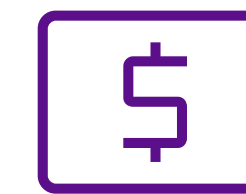
AVOCADO GROWTH PLATFORM

Win in avocado across all strategic geographies.



CATEGORY EXPANSION

Cultivate the next growth platform through category expansion.



ESTABLISHED PLATFORMS

Maintain strong cash generation to help fund growth and cash returns.

Calavo positions us to strengthen supply, customer offering, and earnings

SECURE MORE SUPPLY

Expanded sourcing and packing across Mexico and California

SERVE MORE NEEDS

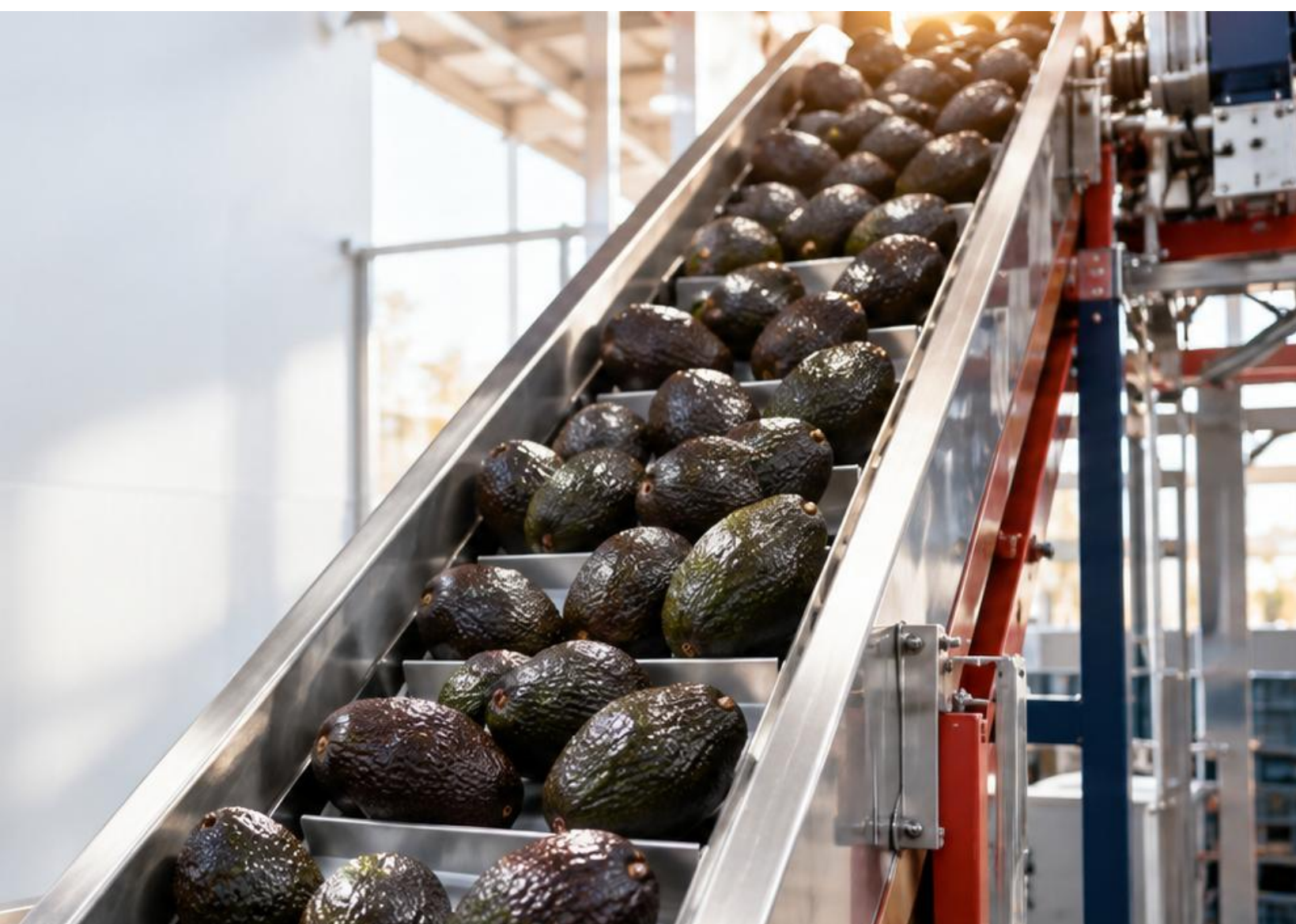
Fresh avocados plus guacamole, papayas and tomatoes

UNLOCK MORE VALUE

SG&A and operations synergies expected to expand margins and drive cash flow

**STRONG
STRATEGIC FIT**

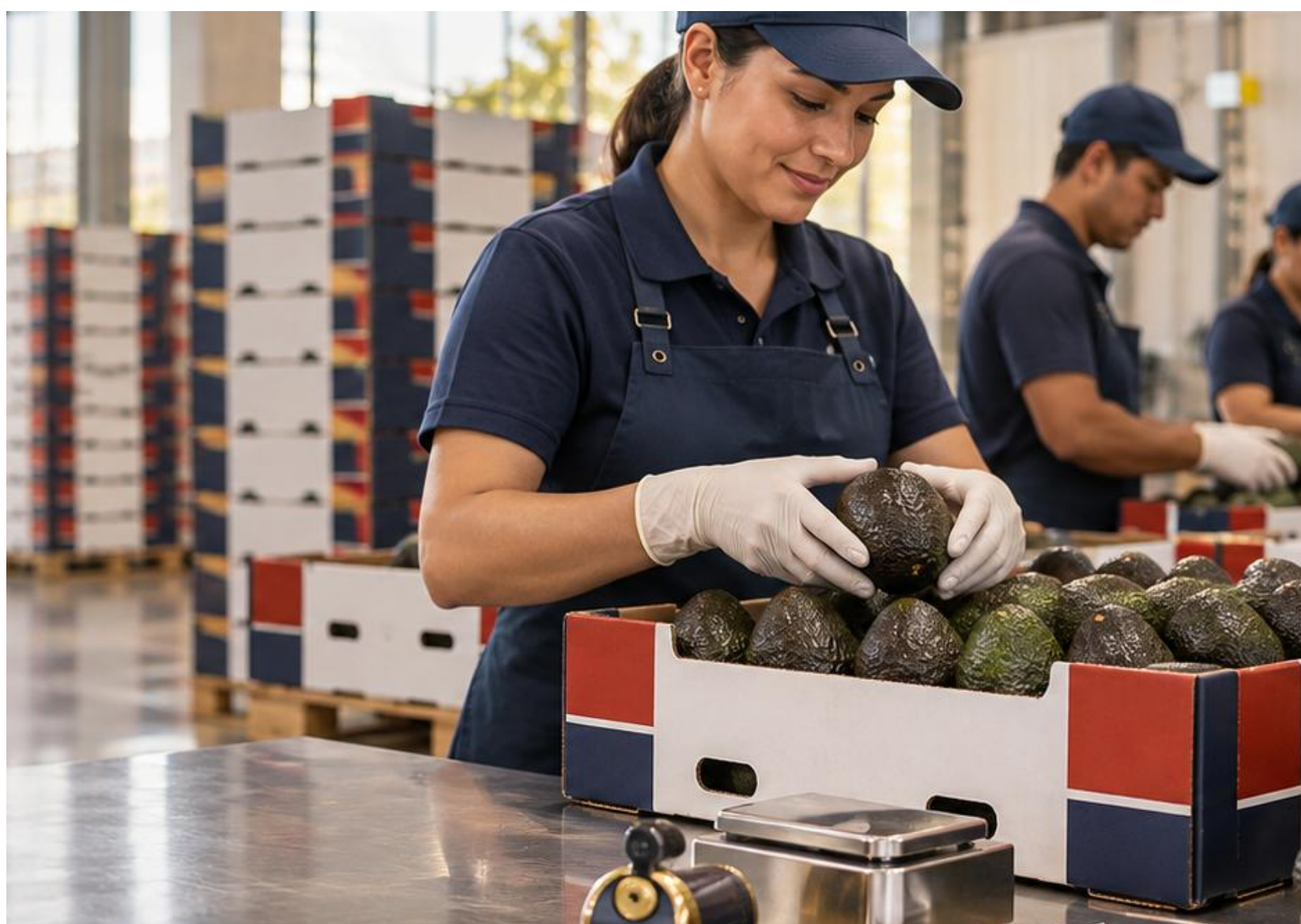
Calavo integration starting off strong



HIGHER SYNERGY OUTLOOK

+20%

\$25M+ → \$30M+



NET LEVERAGE REDUCTION TARGET

-0.5x

By year-end 2027

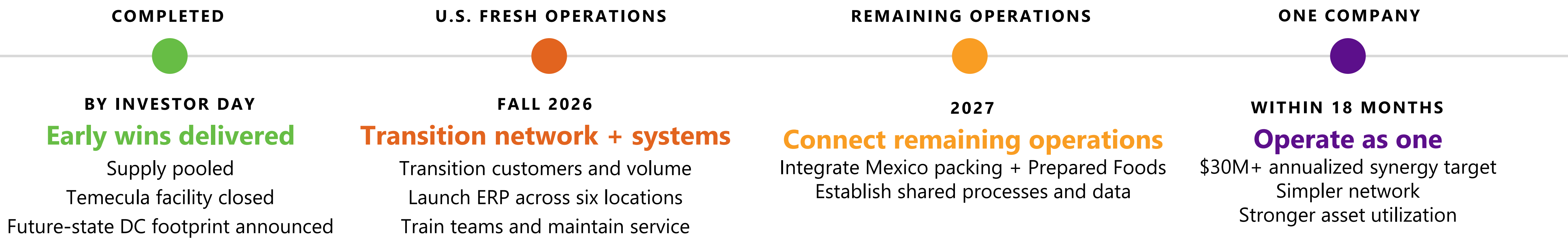


POOLING SUPPLY

2 → 1

Better match.
Better service.

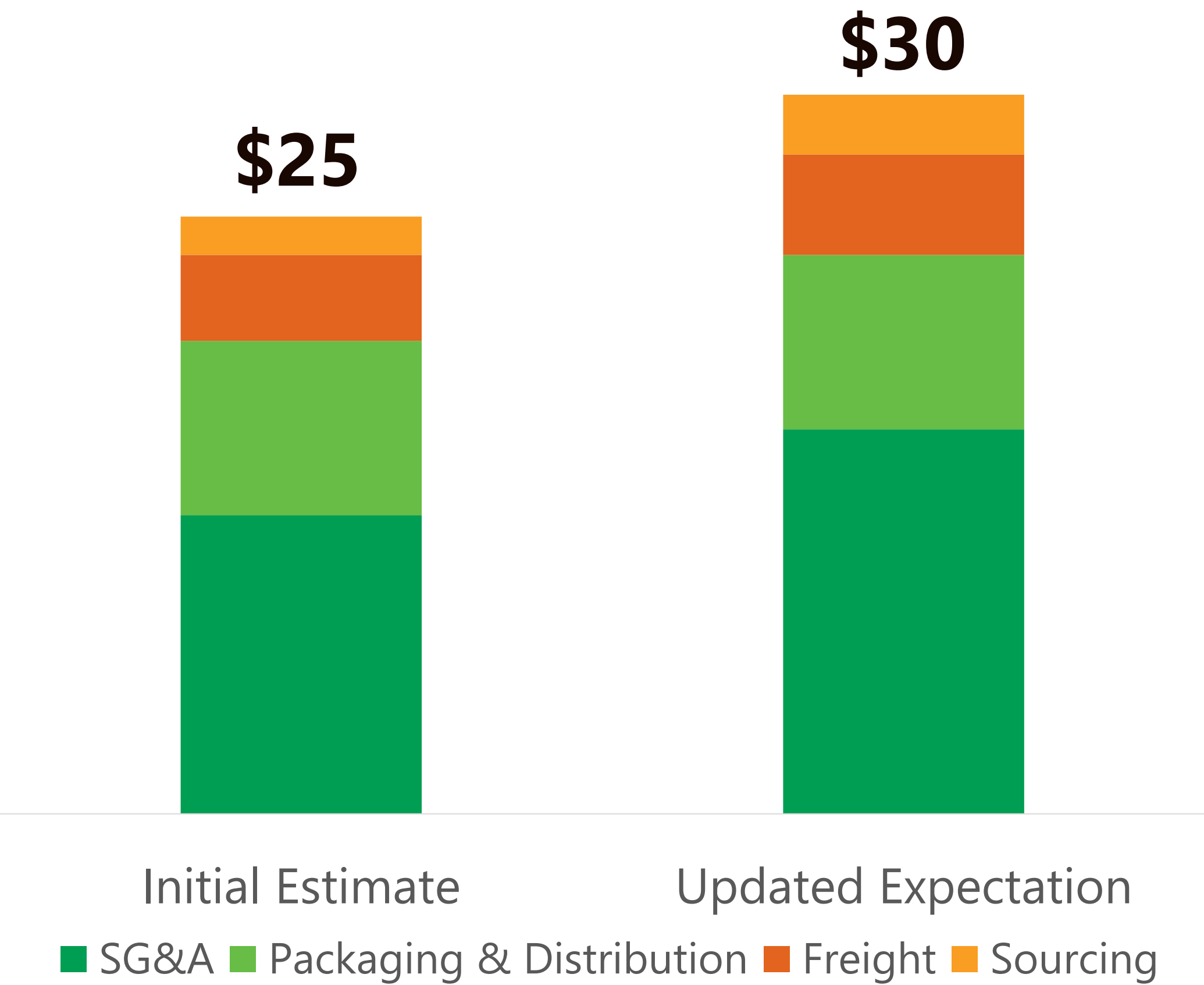
Calavo integration on track



Leveraging
one network

Calavo synergy outlook increased as integration advances

Calavo Synergies¹
(U.S. dollars in millions)



- Small contribution expected in Q4 2026
- Full \$30M run-rate targeted within 18 months
- Still meaningful upside potential

1. Based on internal company tracking and estimates.



Delivering on our commitments

Reaffirming fiscal year 2026 second-half and Q4 guidance.

ADJUSTED EBITDA¹

Second-half 2026

\$84-88

million

Q4 2026

\$52-55

million

MISSION PERU EXPORTABLE VOLUME

Second-half 2026

120-130

million pounds

Q4 2026

67-77

million pounds

Brooke Becker

Senior Vice President
Sales and Marketing





AVOCADO GROWTH PLATFORM

U.S. Avocado

secular tailwinds,
enduring growth

U.S. AVOCADO

Secular tailwinds, enduring growth



27%
Market Share²

GROWTH DRIVERS

- Large category with durable tailwinds
- Strong talent a critical differentiator
- Growth-driving capabilities

1. Calculated by multiplying the 2025 USDA average avocado price by the 2025 total industry volume reported by the Hass Avocado Board. 2. Estimate calculated by multiplying the 2025 USDA average avocado price by Mission's 2025 volume and Calavo's 2025 volume, then comparing to addressable market.



Nutrition is avocado's evergreen demand engine



1 SERVING OF FRESH AVOCADO

20 nutrients

6g good fat

3g fiber

80 calories

Source: Hass Avocado Board. USDA-Approved Avocado Nutrition Facts. March 2026.

Regulatory validation

Qualifies for FDA's updated "healthy" claim and is included in federal dietary guidance¹



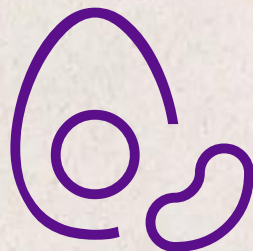
Resilient across wellness cycles and trends

Avocados maintain a critical role due to their nutrient density and health benefits



Consumer behavior already confirms it

Health benefits are the #1 purchase driver for avocados³



1. U.S. FDA, Use of the "Healthy" Claim on Food Labeling (Dec. 19, 2024). 2. USDA and HHS, Dietary Guidelines for Americans, 2025–2030, January 2026 and company perspectives. 3. Numerator Avocado Usage Survey, Q7, August 2024; U.S. avocado buyers.

U.S. demographic tailwinds

Hispanics are one of the fastest growing major U.S. demographic,³ are already over-indexing in avocado consumption,³ and continue to grow consumption.

30%

Hispanic share of avocado spend¹

4x

Hispanic population projected 10-year growth rate vs total population²

+31%

Hispanic avocado spend vs 2020¹

+55%

Hispanic household over-index in category spend³

1. Numerator Insights Data Explorer Hispanic/Latino Shoppers vs. Non-Hispanic/Latino Shoppers, Calendar Year 2025. 2. US Census Bureau Population Estimates, 2025-2035. 3. Pew Research Center compilation of data from 2000 decennial census and 2024 American Community Survey (US Census Bureau)

U.S. demographic tailwinds

New avocado buyers are getting younger and households with children are becoming the next-generation demand base.

+7x

Gen Z share of new avocado buyers since 2019¹

76%

households with children that purchase avocados¹

+22%

avocado spend in households with children vs no children¹

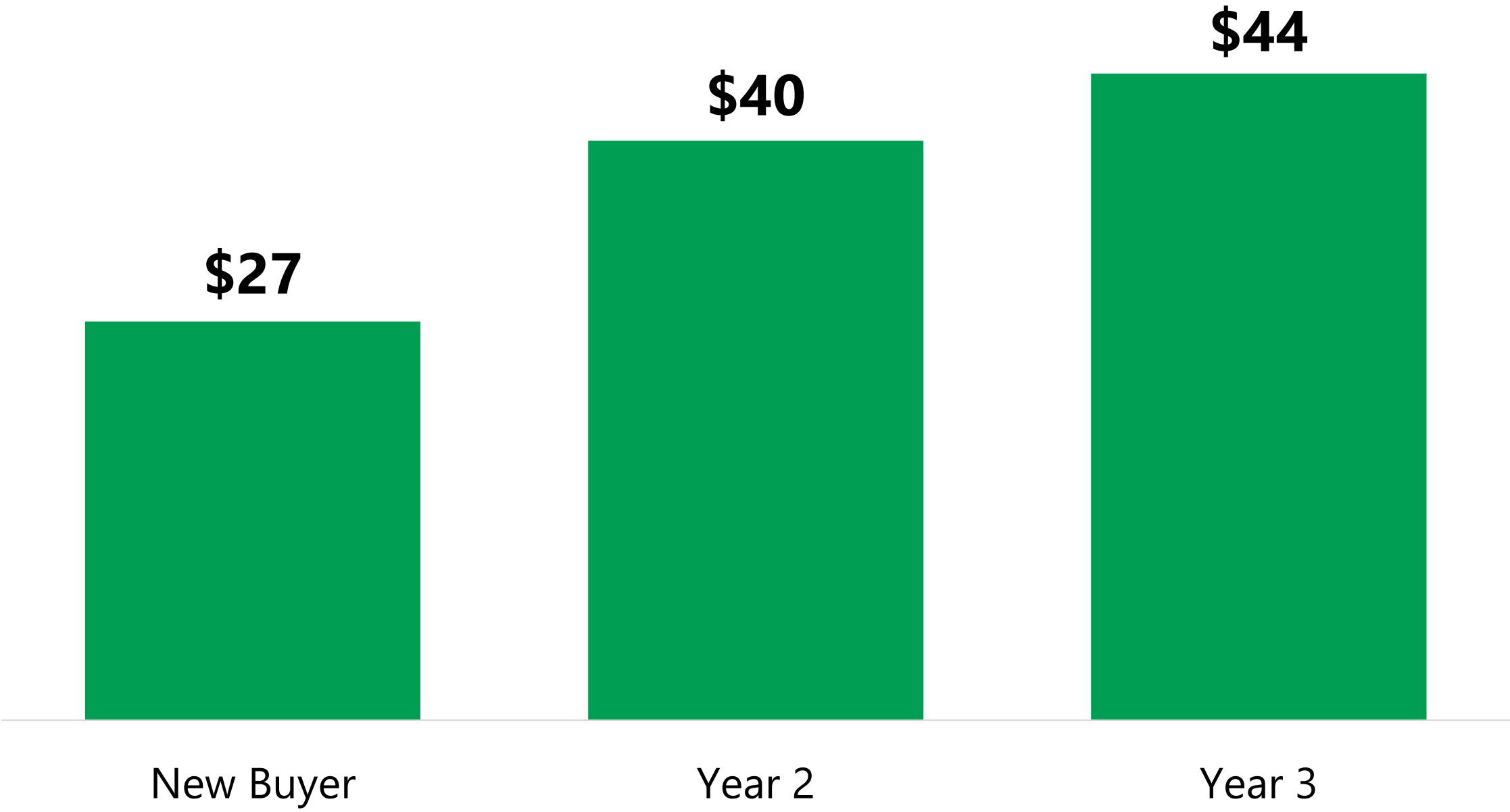
+13%

Millennial/Gen Z households buy rate vs Boomers/Gen X households²

1. Numerator. Avocado Category. 52 weeks ending 5/31/26. 2. Numerator Insights Shopper Metrics, Millennial/Gen Z shoppers vs. Boomer/Gen X Shoppers, Calendar Year 2025.

New avocado buyers become more valuable over time

U.S. Consumer Buy Rate¹
(US Dollars)

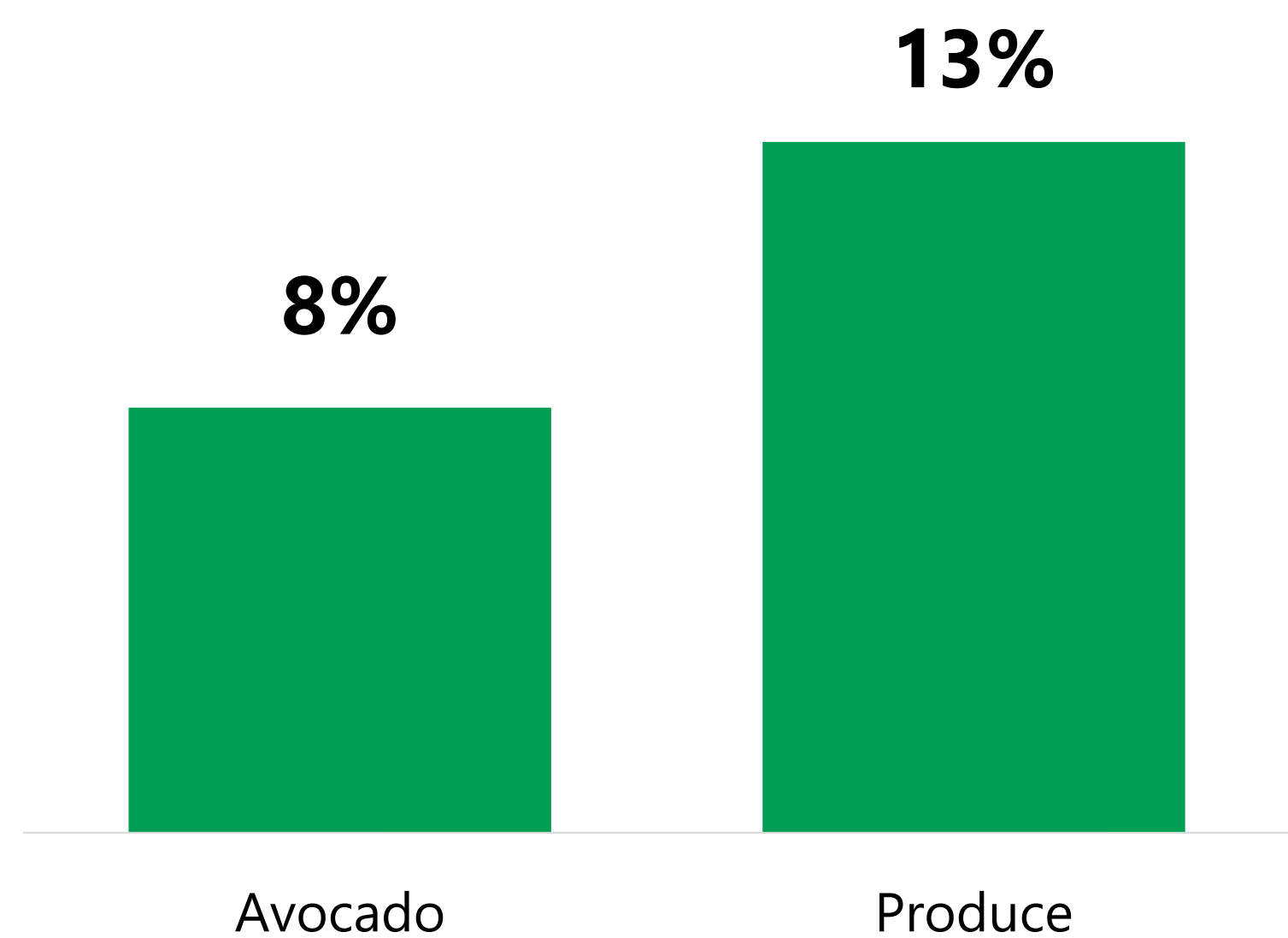


1. Numerator Insights, Customer Lifetime Value Analysis, 2023–2025. Cohort of U.S. households newly purchasing avocados in 2023.

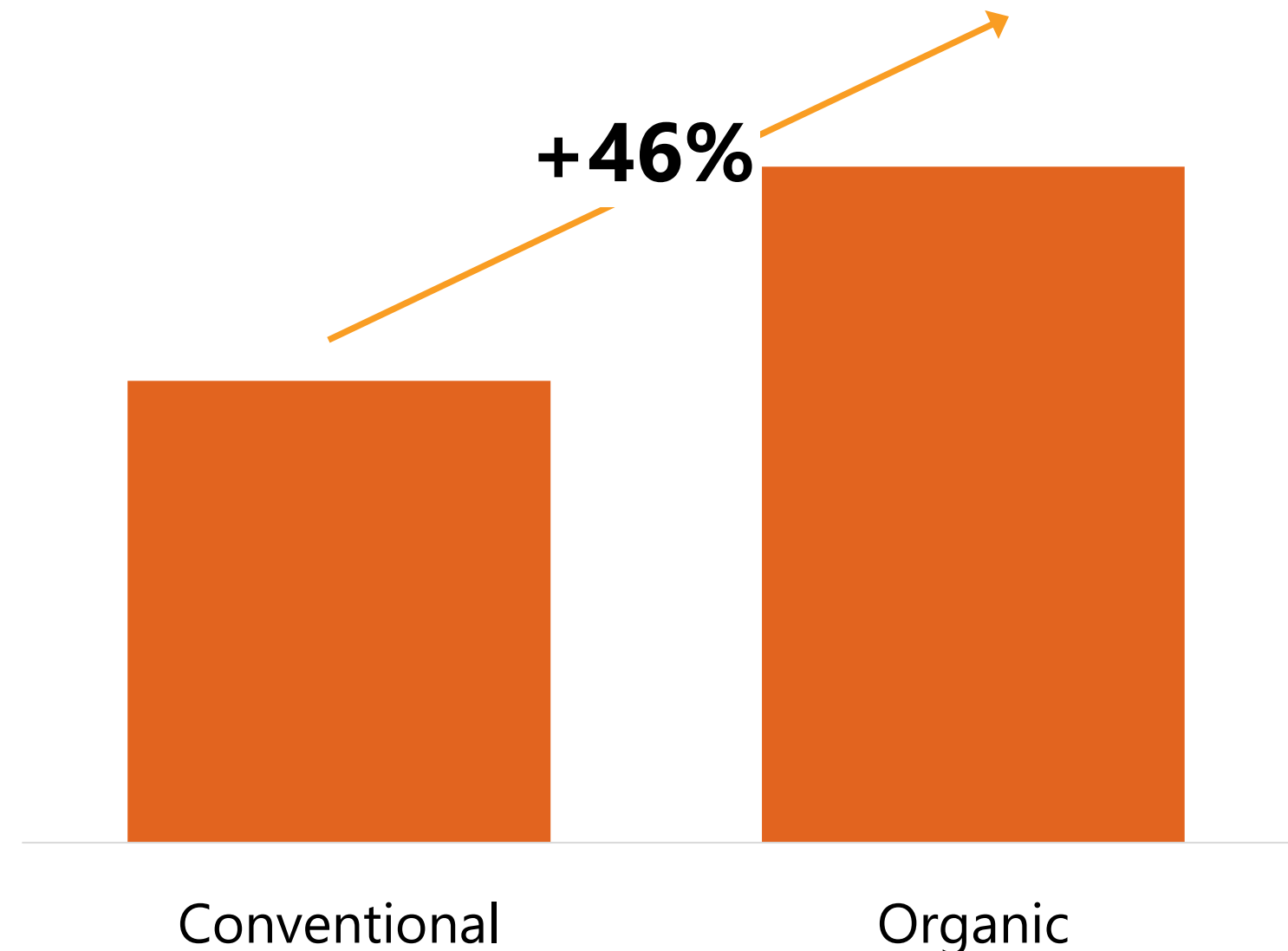


Organic segment signals further upside within the avocado market

U.S. Organic Dollar Share¹



U.S. Avocado Retail Price per Pound¹



+26%

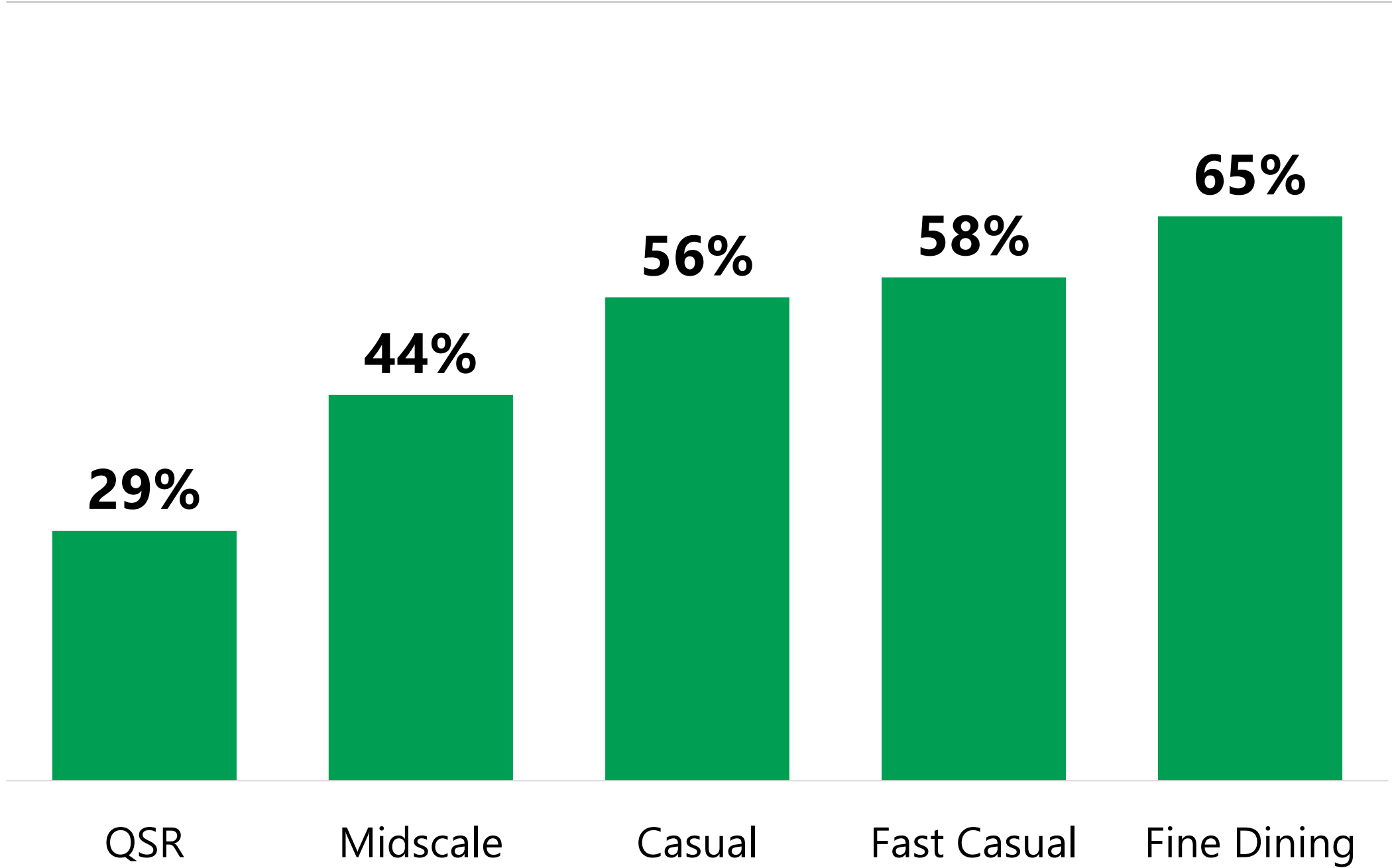
organic avocado
dollar sales growth
in four years¹

1. Circana, total U.S. MULO+, calendar year 2025

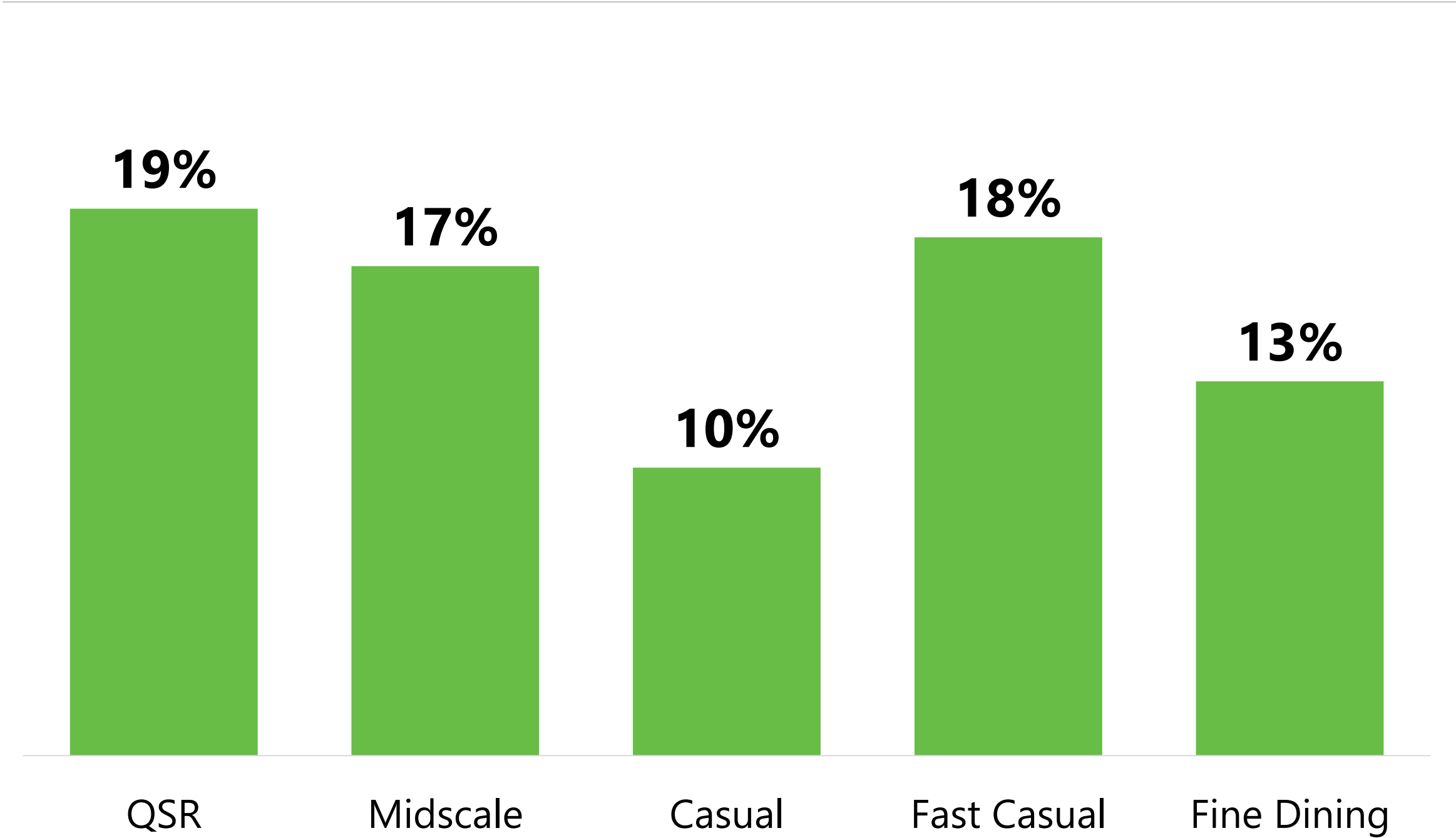


Avocado going mainstream in restaurants

Avocados in U.S. Restaurants¹
(% of restaurants serving avocados)



U.S. Avocado Penetration Growth in Restaurants¹
(% growth in restaurant penetration over 10 years)



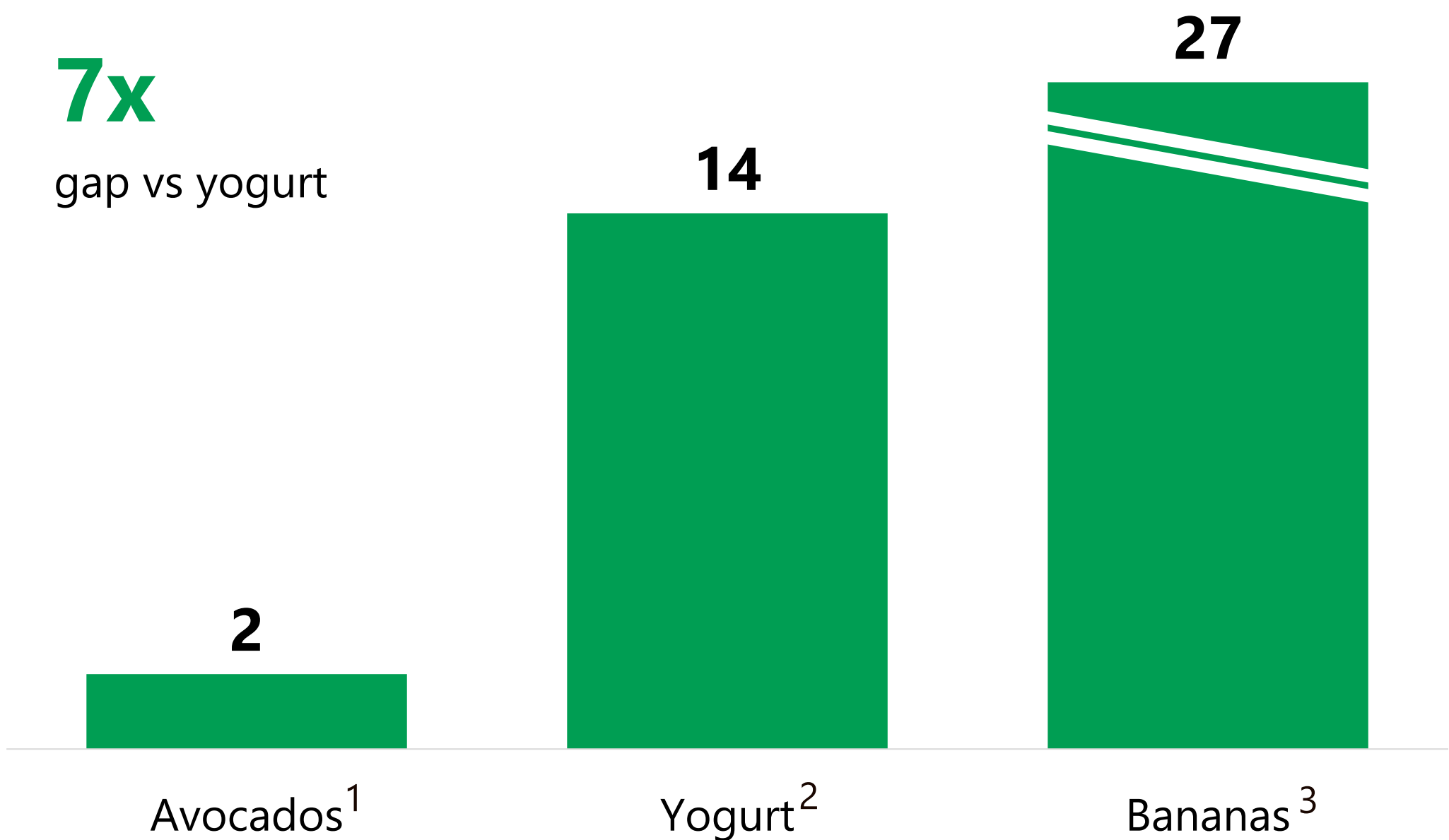
1. Datassential, Menu Trends and Menucast, year ended March 2025. Penetration represents the percentage of restaurants serving avocados; growth represents the relative change in penetration from 2016 to 2025.



Breakfast + Snack: upside to the base case

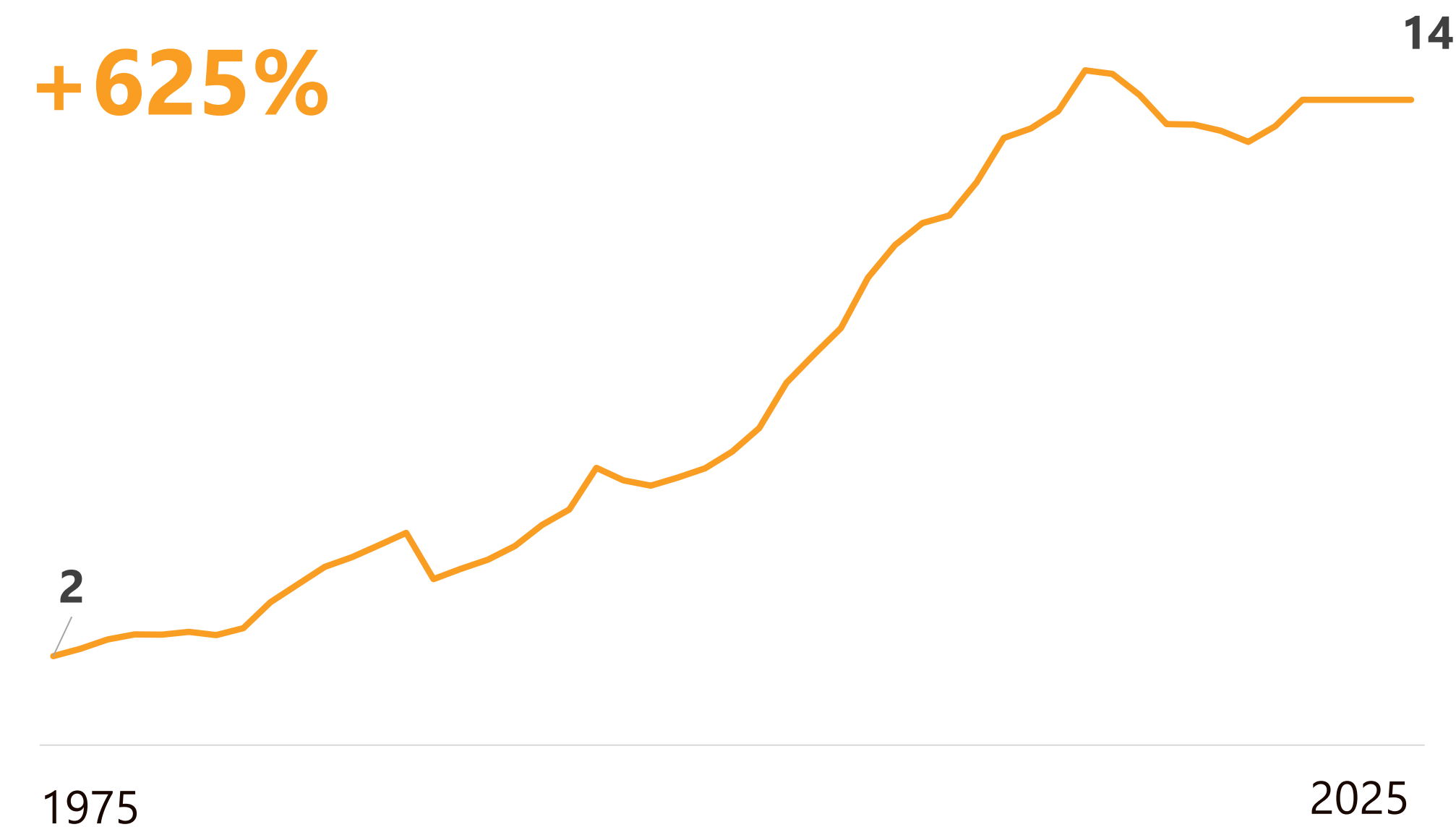
Avocado’s biggest white space is breakfast + snack

Avocado Breakfast + Snack Consumption vs Benchmarks
(Pounds per capita)



Yogurt shows how a category with similar attributes can scale

Yogurt Consumption²
(Pounds per capita)

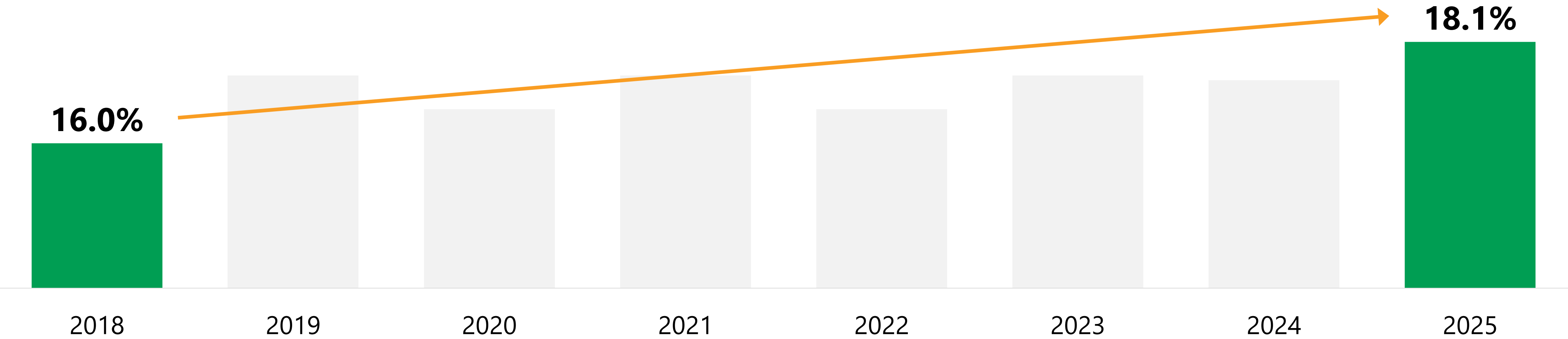


1. Mission Produce estimate based on USDA Economic Research Service food-availability data and Mission Produce consumer-usage estimates; 2. USDA Economic Research Service, Food Availability (Per Capita) Data System, "Non-frozen soft products: Total and per capita availability"; 3. USDA Economic Research Service, Food Availability (Per Capita) Data System, "Fresh fruit: Farm-weight per-capita availability".



Mission has a long history of winning

Mission Produce U.S. Industry Share¹
(volume sales by fiscal year; does not include Calavo)



1. Mission Produce estimate based on Company volume and total industry volume reported by the Hass Avocado Board for each fiscal year ending October 31.



People-powered moat: in a dynamic category, experienced people are infrastructure

✓ College Recruiting

✓ Train in the business

✓ Promote from within

✓ Deepen relationships

✓ Make better decisions

✓ Earn more trust

HOW DOES EXPERIENCE CREATE AN ADVANTAGE?

"I've been fortunate to work in a variety of roles at Mission, and each one has taught me something different. You start to see how everything connects, what our customers need, and how to deliver. That experience is a big part of what sets us apart."

-Brock N., Regional Director of Operations

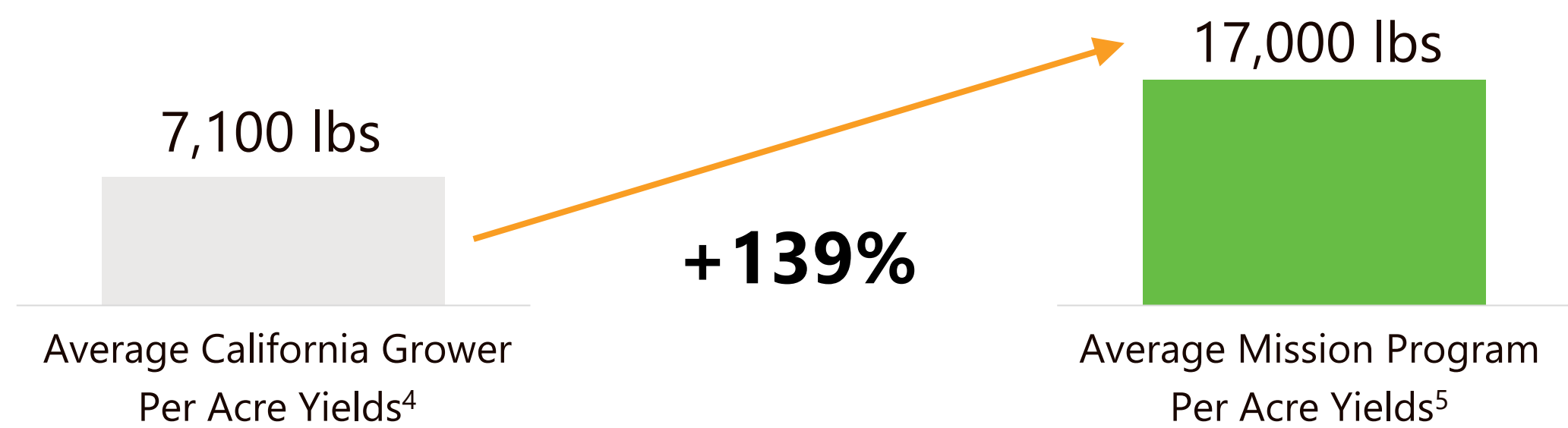
EARN SUPPLY • READ THE MARKET • PROTECT THE CUSTOMER

Customers choose the most dependable supply

Buyer of choice with growers worldwide

- Mission agronomy support drives profitable yields
- 40+ years track record of strong returns
- Largest supplier in California¹
- #1 exporter of avocados from Mexico and Peru^{2,3}
- Fair Trade Certification empowers farming communities⁶

Mission Grower Support Delivers Yield Advantage



Multi-origin platform enhances supply resilience

- 20+ sourcing countries
- Ability to shift to best value
- Lower risk from weather, trade, logistics challenges

Coverage by largest sourcing region

ORIGIN GROUP	Jan-Mar Winter	Apr-Jun Spring	Jul-Sep Summer	Oct-Dec Fall
MEXICO				
PERU				
CALIFORNIA				
GUATEMALA				
COLOMBIA				
CHILE / DOMINICAN REPUBLIC / NEW ZEALAND				
OTHER SUPPLEMENTAL ORIGINS				

1. Management assessment of Mission Produce volume data compared to CAC Industry Volume YTD 8/14/26; 2. APEAM weekly export reports, 2025, ranking based on Mexican avocado export volume; 3. Fluctuante, Agroexportaciones 2025, avocado exporter rankings; 4. California Avocado Commission. Industry Statistical Data. 2024-2025. 5. Internal data on Mission Produce Grower Volume. 2024-2025. 6. Calavo Growers is Fair Trade certified, Mission Produce is actively pursuing the fair trade certification.



Vertical integration drives sales for Mission and retailer

Committed supply

Mission offers fixed volume for the season

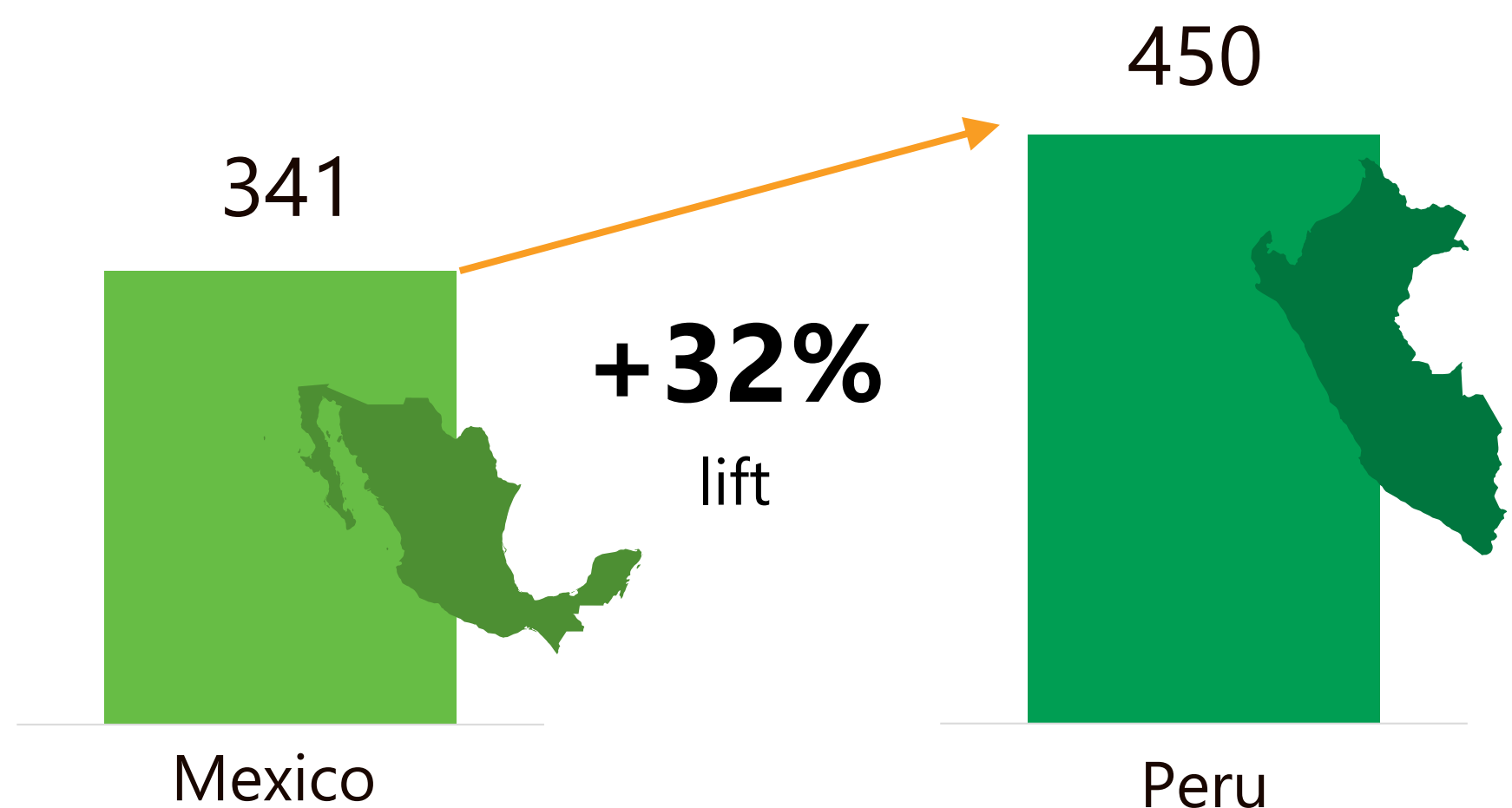
Greater pricing visibility

Supports earlier customer planning

Longer promotion windows

12 to 14 weeks of retail activation potential

Regional Retailer Velocity Comparison¹
(thousands of pounds per week)



Mission uniquely enables customers to plan ahead, execute effectively, and drive results.

1. Mission sales data, 9 weeks ending 8/22/26 vs. prior 9 weeks

Turning avocado intelligence into customer growth

Data

Shopper, market, competitive signals

AVOIntel™

Diagnosis

Opportunity gaps, fair-share upside, demand signals

AVOIntel™

Retail Action

Assortment, pack, ripening, merchandising

Growth

Sales, volume, share, households, shrink, profit

CASE STUDY¹

+13%

avocado sales volume growth at stores with ripe program

vs.

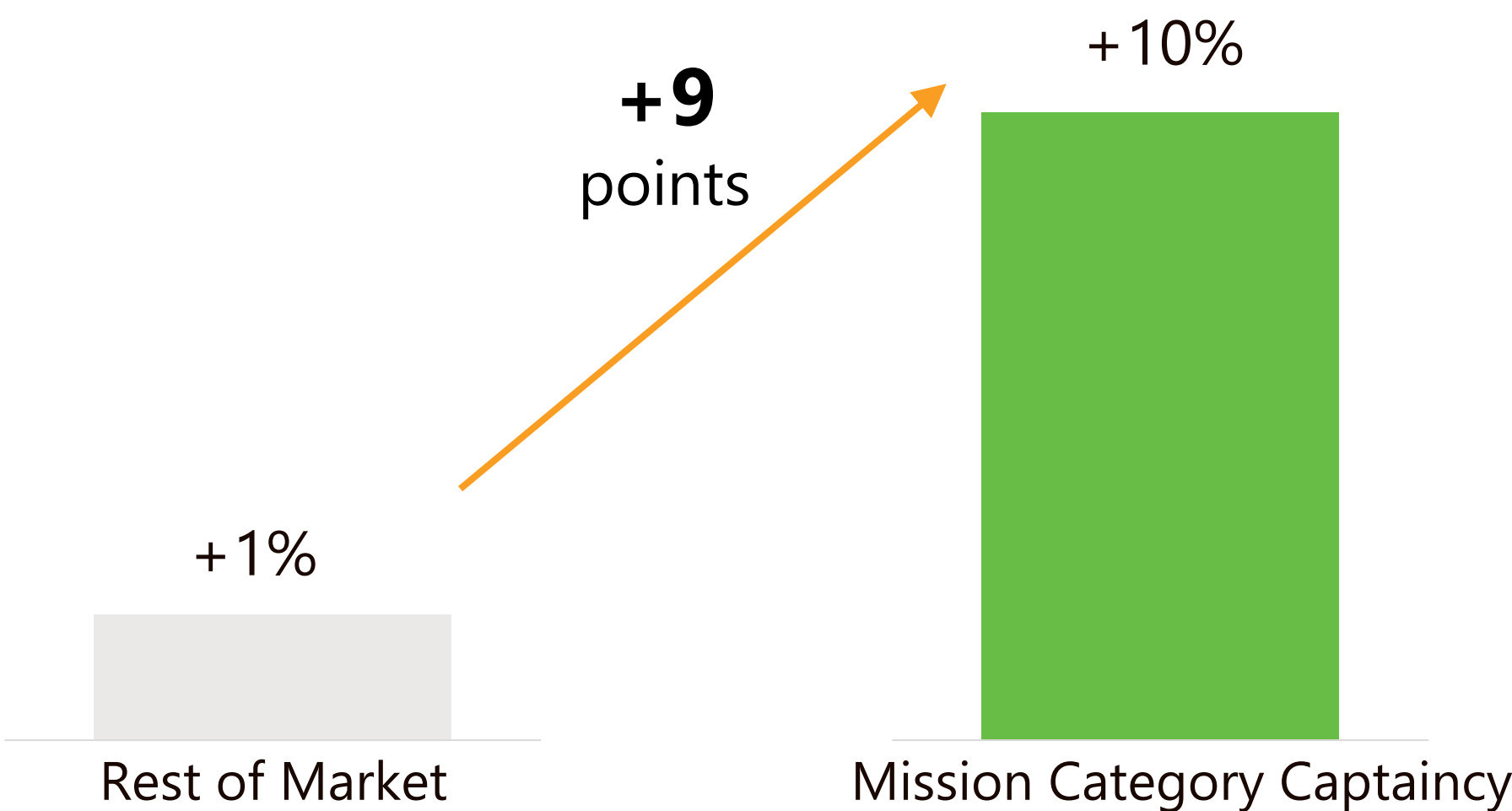
Flat

avocado sales volume growth at stores without ripe program

At a national mass retailer, Mission identified ripeness as key consumer purchase hurdle; ripening program resulted in 13 points sales growth outperformance versus stores not yet on the ripe program.

MEANINGFUL OUTPERFORMANCE

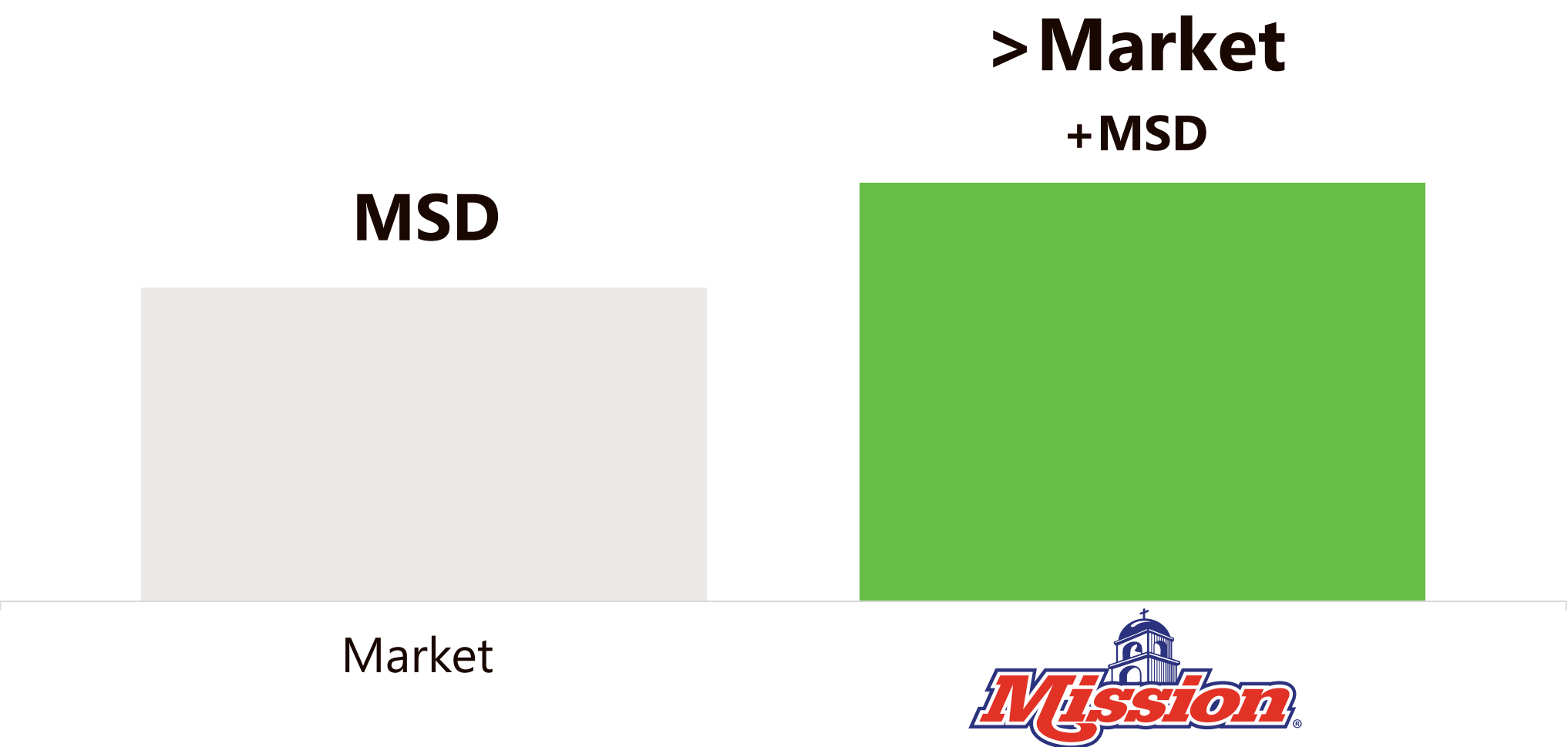
Sales Growth vs Prior Year²



1. Circana, masked retailer, 13 weeks ending 3/30/25. 2. Circana, avocado category and masked retailer, 12 weeks ending 7/13/25.

Mission Produce's capabilities enable consistent outperformance

U.S. Avocado 5-year Organic Sales Growth Target
(Annual Growth Rates)



KEY TAKEAWAYS

One of the most enduring category growth stories in U.S. food over the last 100 years

Secular and emerging tailwinds driving continued growth

Mission's best-in-class capabilities support outperformance of the market



AVOCADO GROWTH PLATFORM

International Avocado

global runway,
proven capabilities

INTERNATIONAL AVOCADO

Global runway, proven capabilities



GROWTH DRIVERS

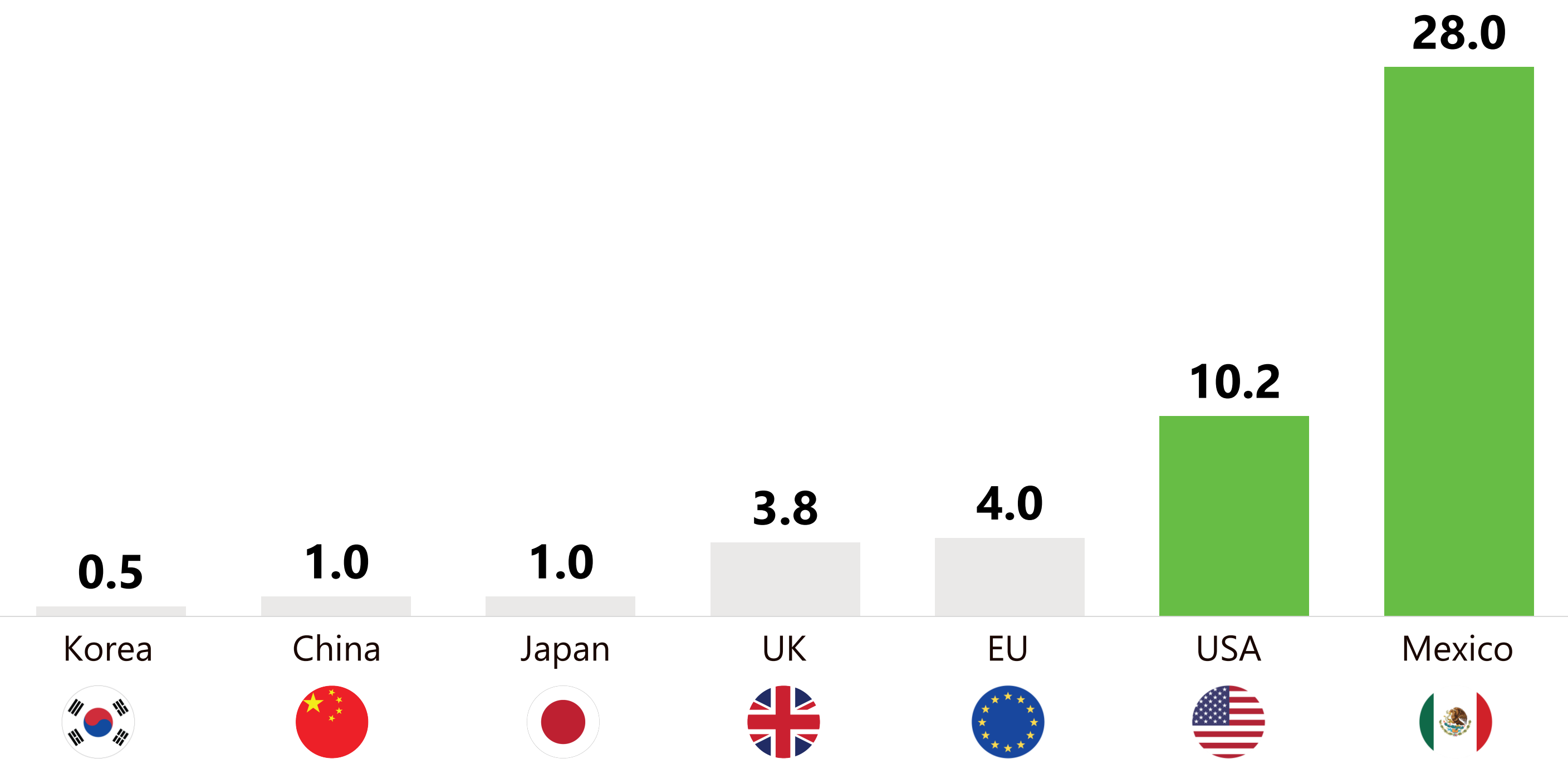
- Underpenetrated consumption
- Room to expand Mission’s position
- Repeatable local playbook



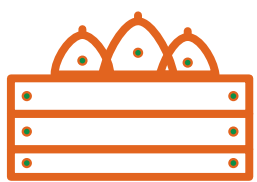
1. Rabobank. Global Avocado Update 2025, Europe and Asia, June 2025. 2. Estimate calculated using Mission Produce 2025 global volume and Rabobank 2025 global avocado export volume.

Meaningful consumption-growth opportunity

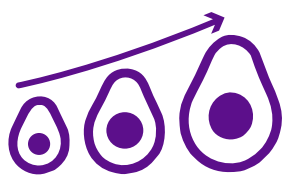
Avocado Consumption
(pounds per capita)



Large international markets remain underpenetrated



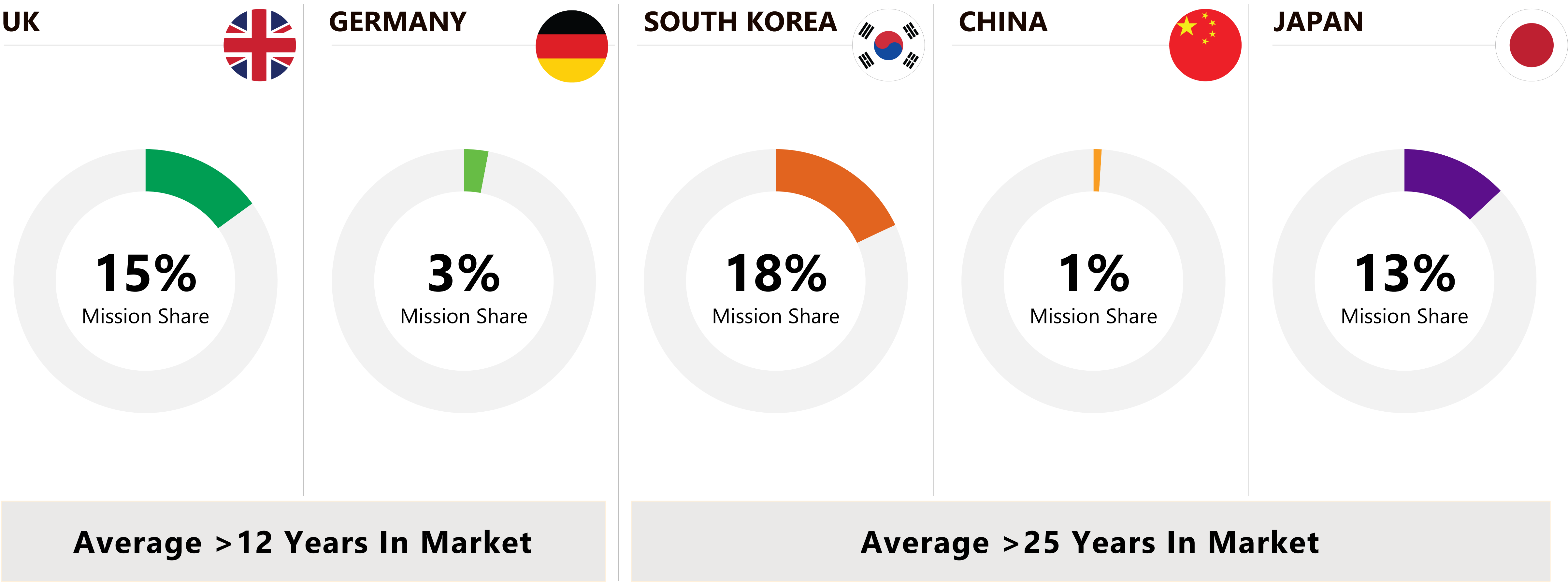
U.S. + other higher-consumption markets demonstrate substantial headroom



Modest per-capita gains can create meaningful sales growth

Sources: World Avocado Organization, Avocado World Statistics Yearbook 2024/25, estimated per-capita consumption for South Korea, China, Japan, the United Kingdom, EU-27 and Mexico; Mission Produce estimate for the United States based on July YTD 2026 Hass Avocado Board industry volume and U.S. Census Bureau population data. Kilograms converted to pounds at 2.2046 pounds per kilogram.

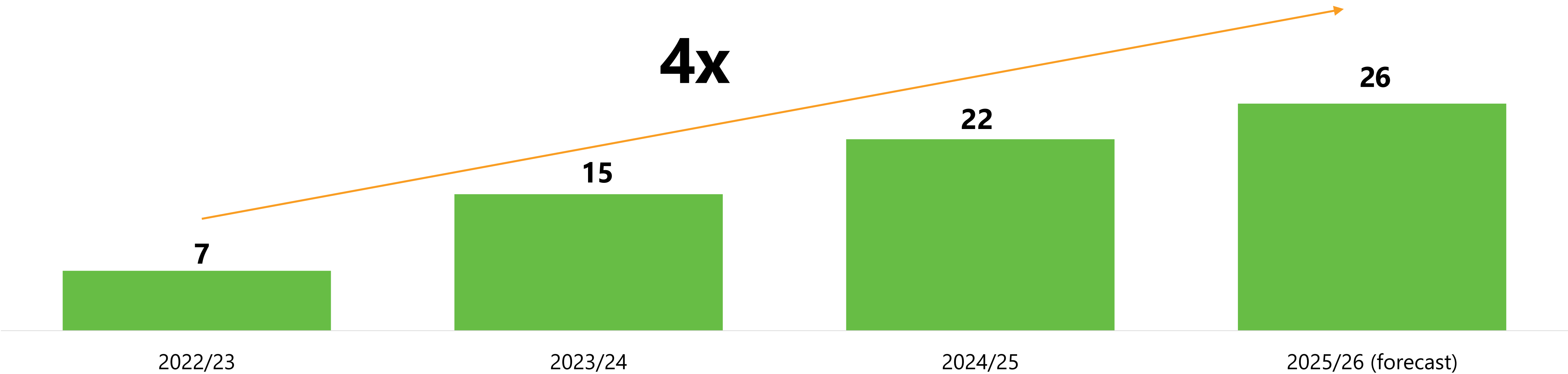
Mission holds established positions and expertise in key markets



A case study in driving international growth

Deploying the Mission playbook to an underserved market drove 4x increase in volume in three years in the United Kingdom

Mission Produce UK Avocado Volume
(millions of kilograms)



Source: Mission Produce UK annual avocado volume sales.



Build a strong team

PAUL FROWDE

Managing Director
UK & Europe



30+ years
produce experience

ADAM SHAW

Technical Director
UK & Europe



20+ years
produce experience

KENNY MORAN

Sourcing Director
UK & Europe



20+ years
produce experience

LUKE STOCKDALE

Sales Director
UK



20+ years
produce experience

SEAN BAGHERI

Commercial Director
Europe



10+ years
produce experience

Establish scalable operating platform

Strategically Located Processing and Distribution In UK and Netherlands



Mission Produce facility in Dartford, United Kingdom

FULL-SERVICE CAPABILITIES

- ✓ Ripening
- ✓ Cold storage
- ✓ Packing
- ✓ Advanced grading
- ✓ Bagging

- Purpose-built capacity near major import gateways supports customers across the UK and Europe
- Integrated, multi-temperature operations provide scale and flexibility
- Advanced quality, grading, and ripening technology delivers consistent product at scale

Address retailers' largest needs



Dependable Supply & Fulfillment

- Year-round availability
- Dependable delivery execution
- Global sourcing, locally delivered



Precision Ripening

- Ripened to customer specifications
- Consistent consumer experience
- Technology-driven precision

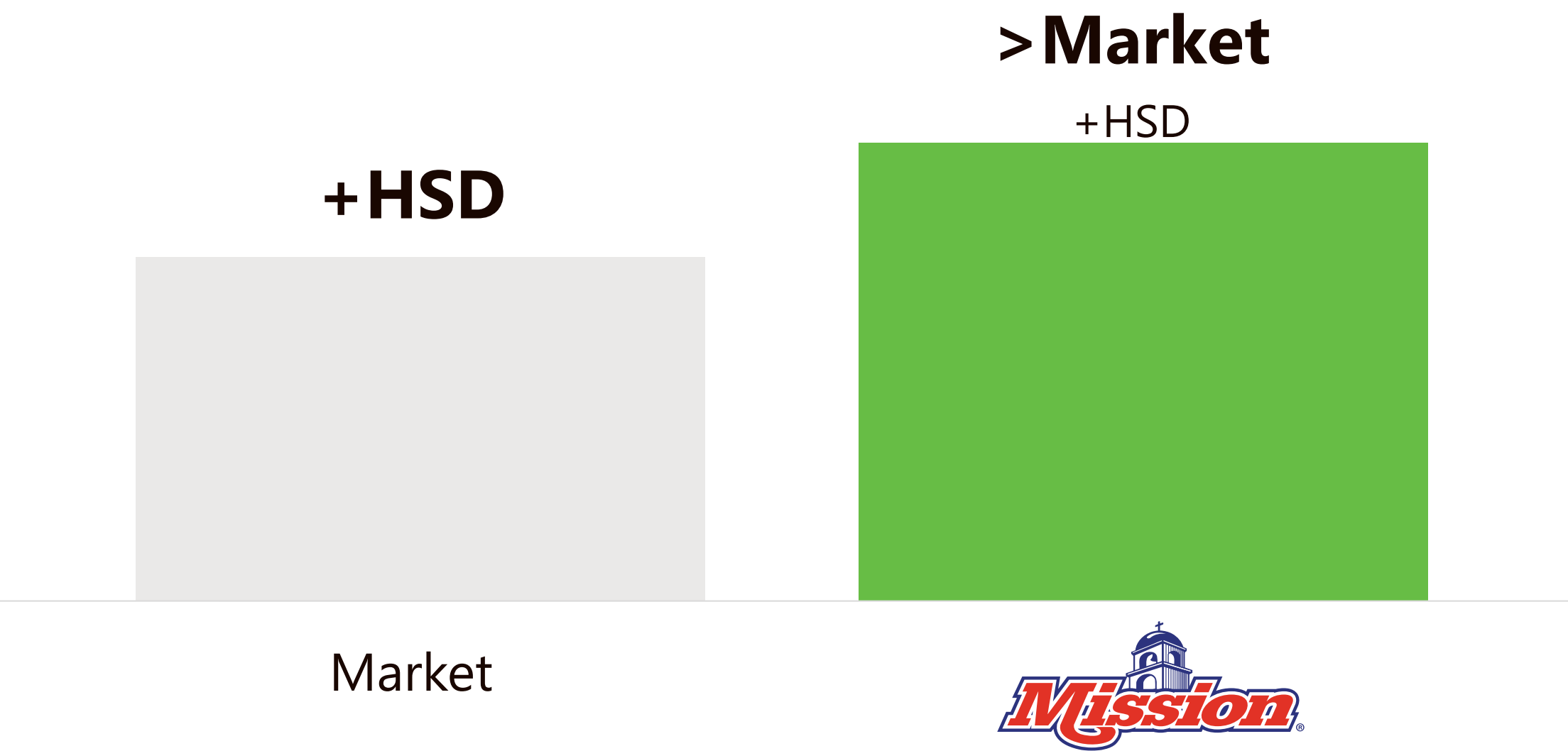


Trusted Partnerships

- Integrated global support
- Deep category expertise
- Proven partner

Mission's scale, expertise, and leadership support sustained international growth

International Avocado 5-year Organic Sales Growth Target
(Annual Growth Rates)



KEY TAKEAWAYS

- Underpenetrated global category with long runway
- Established local platforms give Mission right to win
- Repeatable playbook supports above-market growth



John Pawlowski

President and
Chief Executive Officer





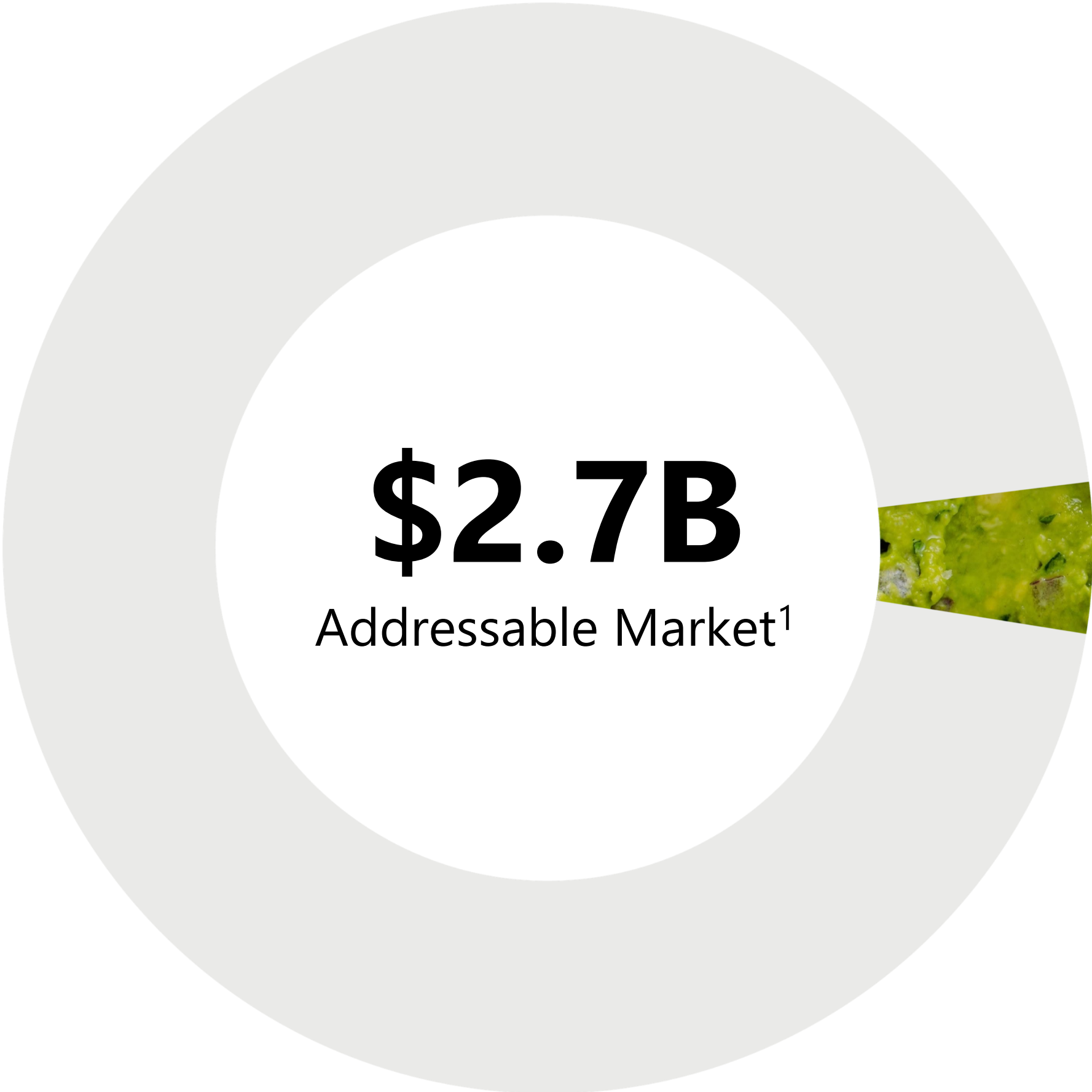
AVOCADO GROWTH PLATFORM

Prepared Foods

higher-margin
avocado platform

PREPARED FOODS

Higher-margin avocado platform



3%

Market Share²



GROWTH DRIVERS

- Convenience trends
- Product and application versatility
- Fresh avocado drivers: health, demographics, foodservice, new occasions

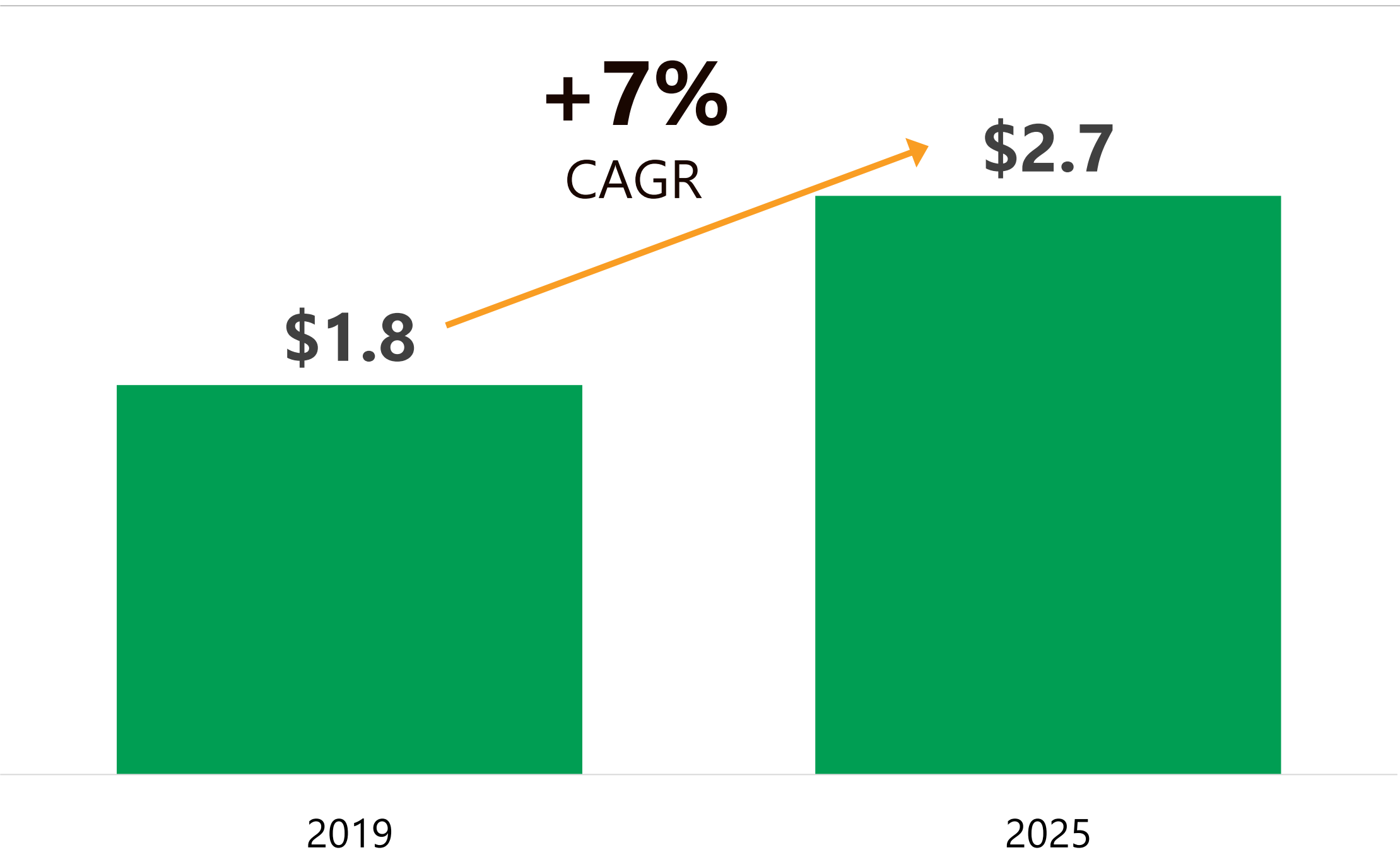


1. IMARC Group, Global Avocado Processing Market report, August 2025, 2025 estimated global sales. 2. Calavo Growers Form 10-K, 2025, Prepared Foods segment sales as percentage of addressable market.

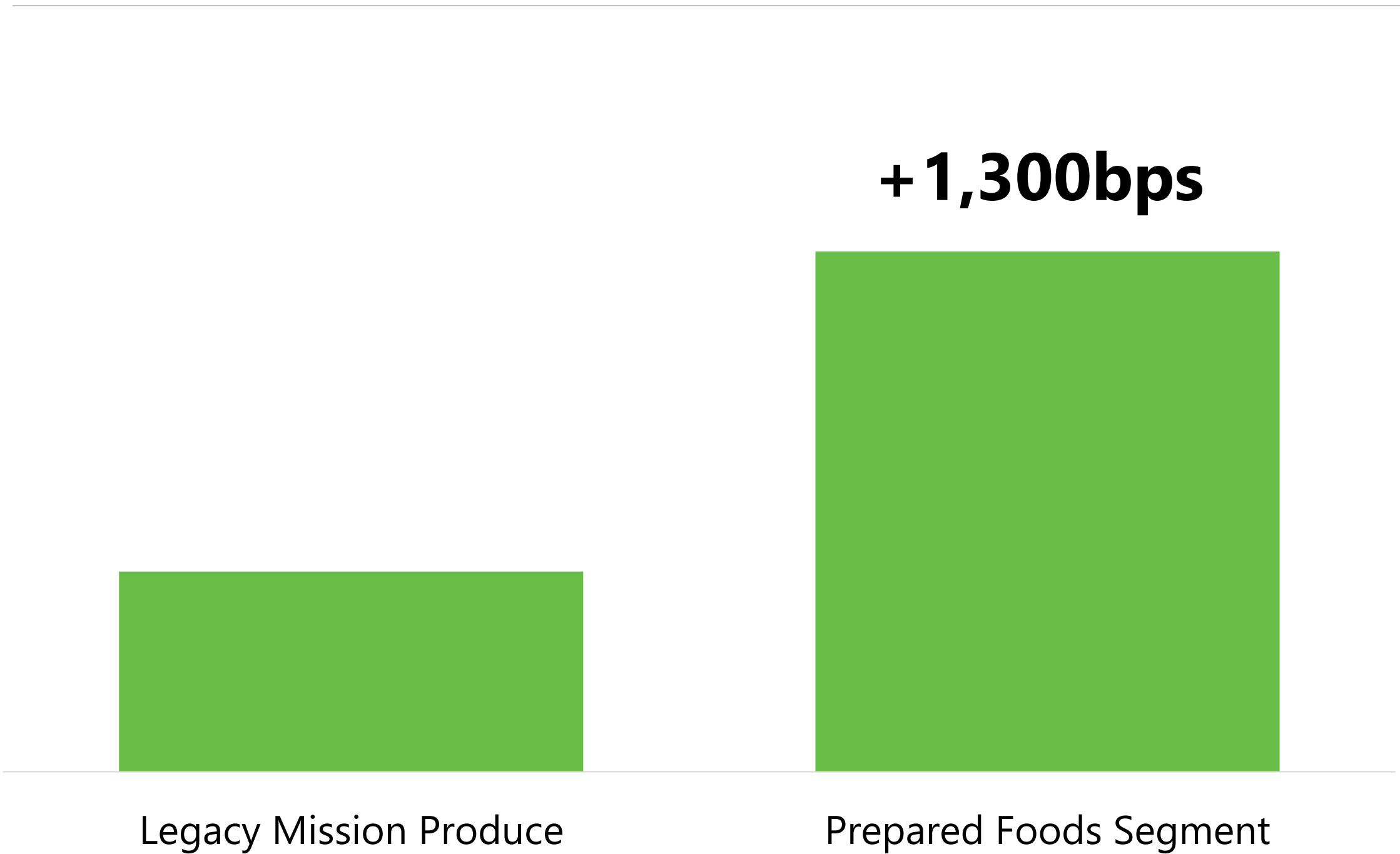


High-growth, high-margin opportunity

Global Avocado Processing Market Sales¹
(U.S. dollars in billions)



Mission Produce Gross Margin²
(% sales)

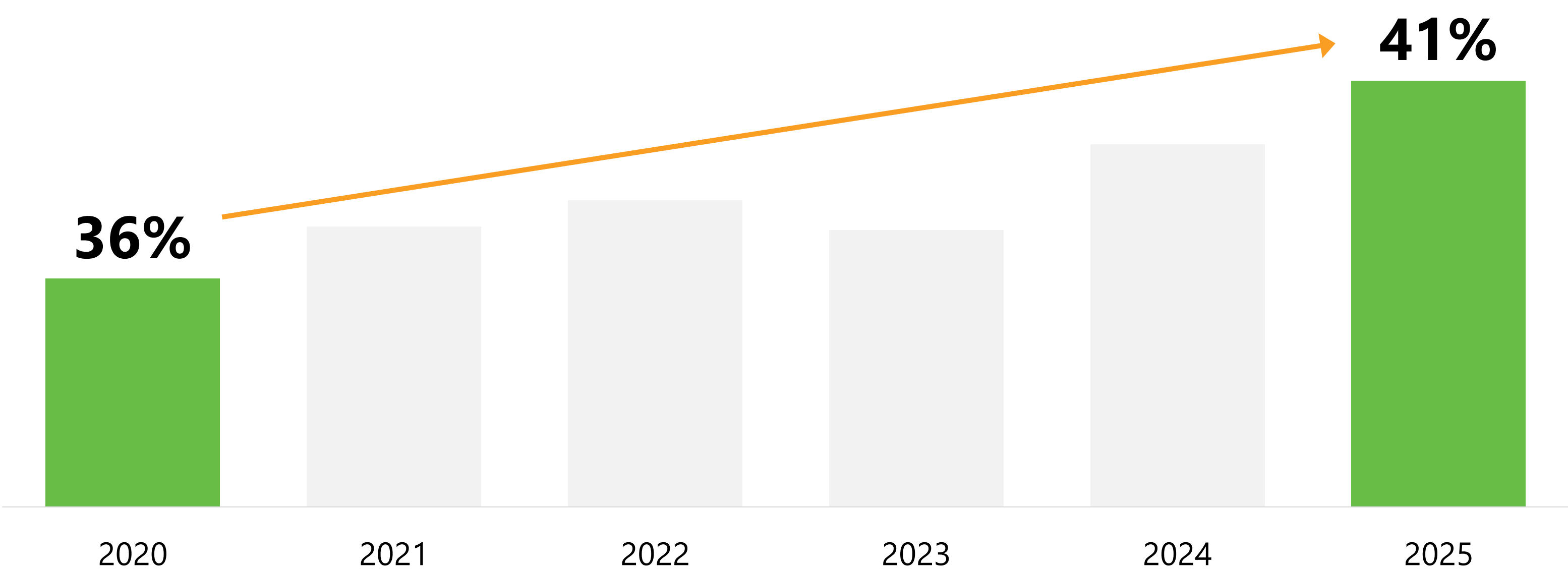


1. IMARC Group, Global Avocado Processing Market report, August 2025. 2. Company estimates based on historical segment results and publicly available pre-acquisition financial information.



More than 1 million new households entering category annually in U.S.

U.S. Guacamole Category Household Penetration



Source: Numerator Insights, years ending 10/31



Prepared avocado benefits from similar growth drivers as fresh avocado

Health

Nutritional profile aligns with health and wellness trends



Demographics

Appeal extends across consumer groups



Foodservice

Foodservice is a core demand channel



Breakfast + Snack

Versatility supports more eating occasions

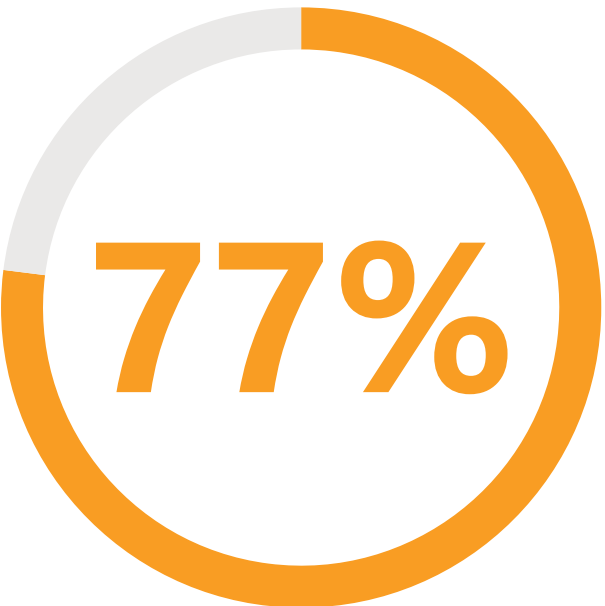


Source: IMARC Group, Global Avocado Processing Market report, August 2025

Convenience unique to prepared avocado



dual-income married-couple families¹



Meals prepared <15 minutes²

+12%

Snacks eaten on the go
vs. 3 years ago³



1. BLS Employment Characteristics of Families 2025, Released April 2026 (among married couple families); Circana/National Eating Trends; 2. Circana, National Eating Trends, meals sourced from home/retail, year ended October 2025; 3. Circana LLC, SnackTrack, 12 Months Ended September 2025 vs. 12 Months Ended September 2022.

Avocado's versatility creates significant runway



New Occasions

Expanding from a dip eaten at get-togethers to everyday condiment



New Categories

Spreads, sauces, dressings, frozen, and pulp



New Experiences

Flavor exploration, ethnic cuisines, sensory variety



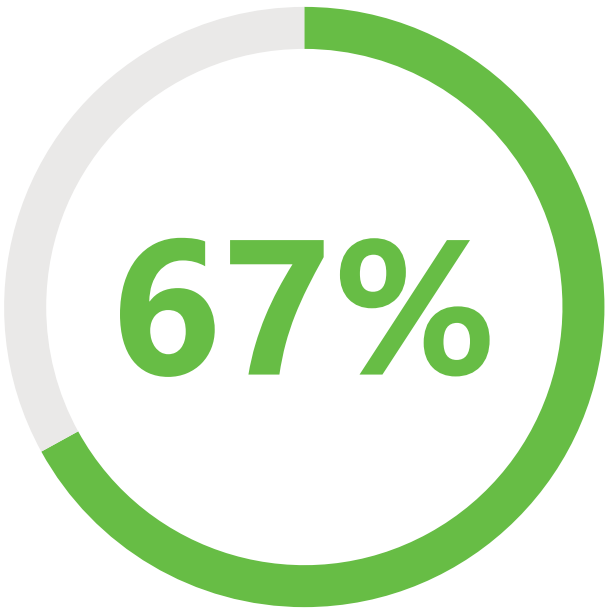
New Formats

Squeeze pouch, on-the-go consumption, dipping kits, variety packs

Recent innovation delivering on multiple fronts

Mission's differentiated squeeze pouch scaling quickly

CONVENIENCE + NEW OCCASIONS



use the product like a condiment¹

NEW FORMATS



positive-very positive experience¹

NEW EXPERIENCES



unique flavor profiles

AvoFresco squeeze pouch highest rate of repeat purchase of all guacamole products in the store; rate still increasing²

1. Numerator verified voices survey, AvoFresco Squeeze Bottle buyers at Walmart; 2. Circana Unify+; Numerator Insights, year-to-date through June 2026.

Trusted supplier + natural adjacency = incremental sales

Long-tenured, trusted advisor in avocado category



serving customers since

1983



Already converting fresh avocado leadership into prepared avocado sales



Recently won distribution with a leading natural retailer



A trusted and long-standing fresh avocado relationship created the opportunity



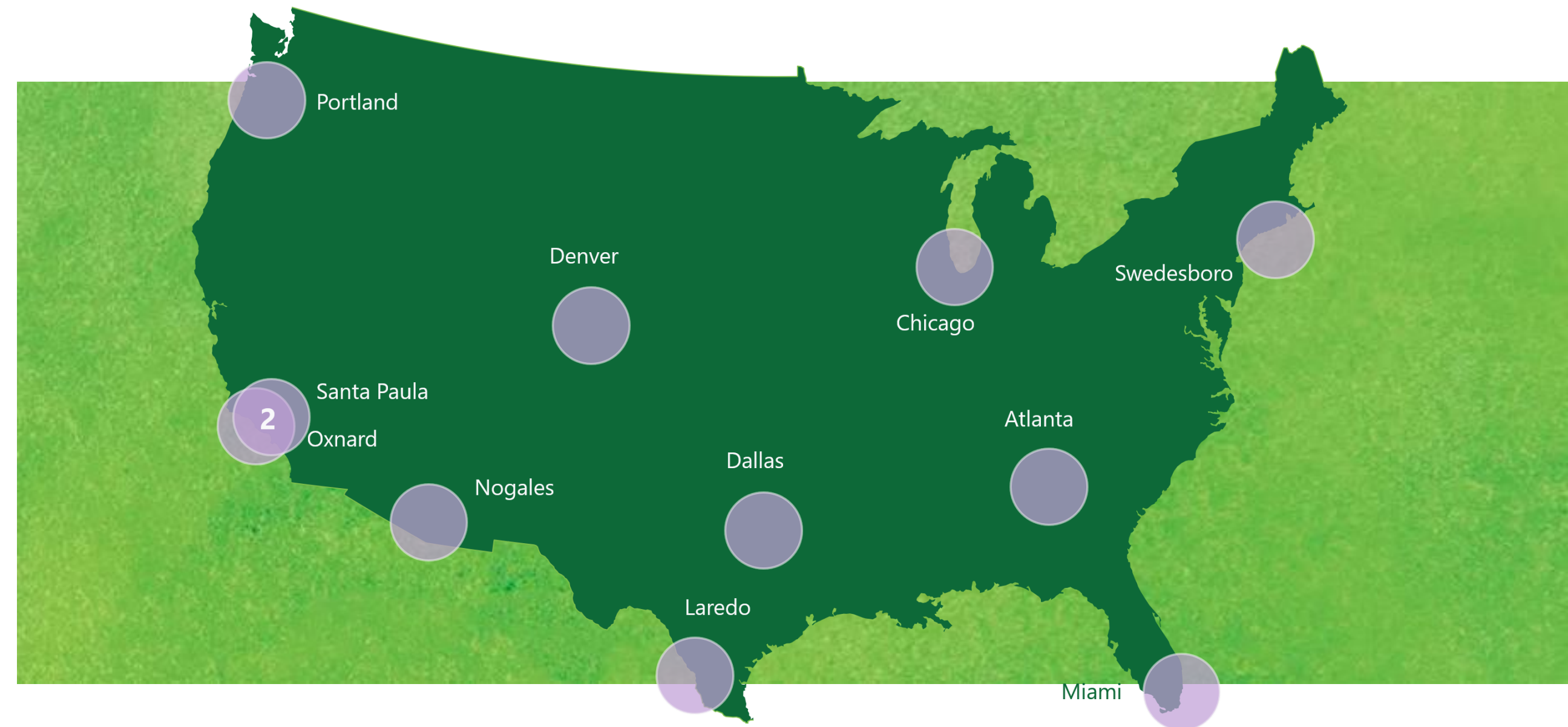
Prepared Foods capabilities and category insights secured the win

Growth-supporting infrastructure already in place



MANUFACTURING

- ~100,000 square feet manufacturing
- Installed capacity can support ~2x sales
- Minimal capex to further expand capacity



COLD CHAIN DISTRIBUTION

- >1,000,000 square feet of owned cold-chain distribution built over 40 years
- Within ~8 hours of most U.S. customers

Proven in fresh. Ready for prepared.

DEEPEST INSIGHTS OF THE AVOCADO CONSUMER

AVOIntel™

Purchasing
Occasions

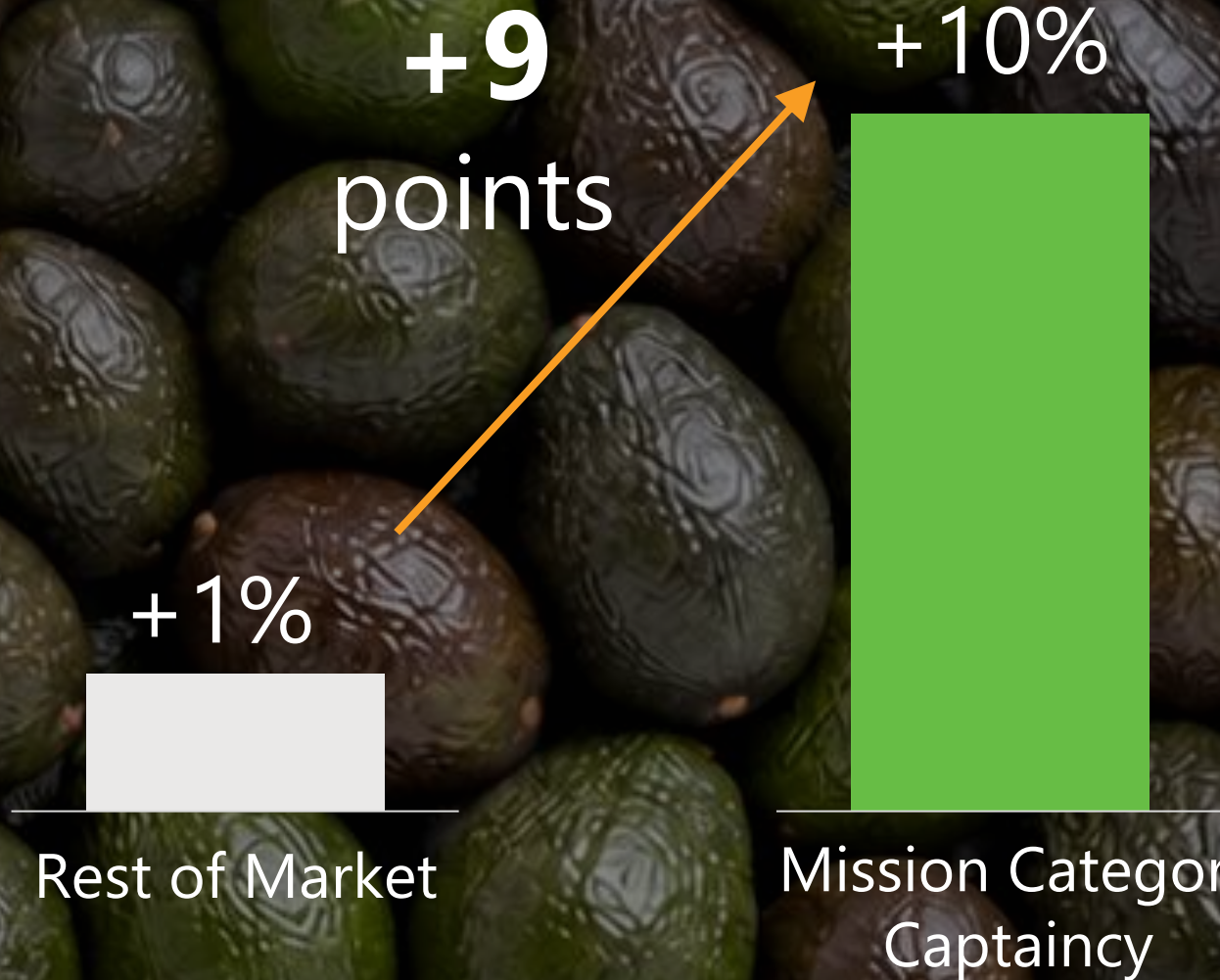
Price
Sensitivity

Retail
Merchandising

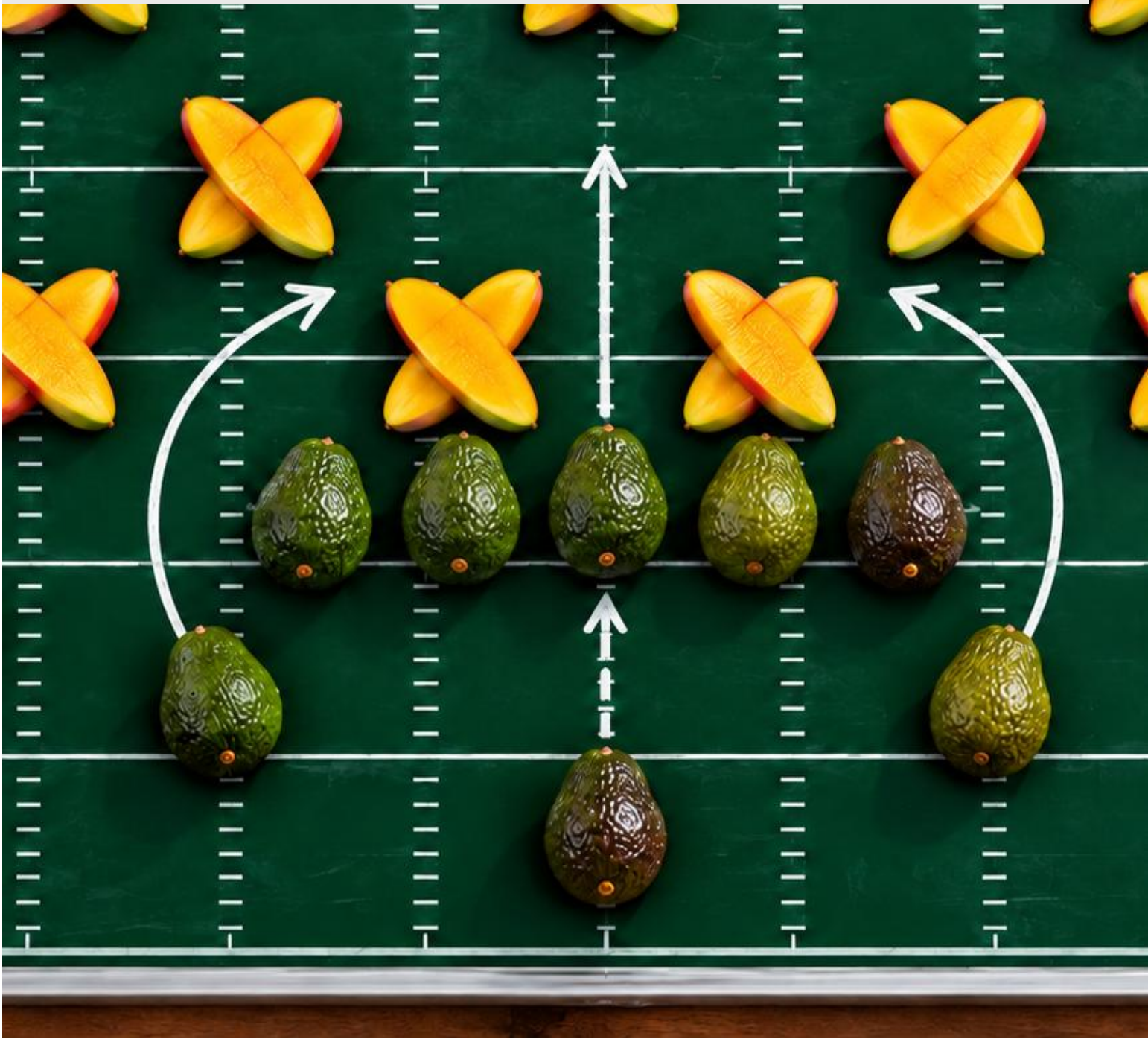
Consumer
Profiles

PROVEN ABILITY TO GROW CATEGORIES

Sales Growth vs Prior Year



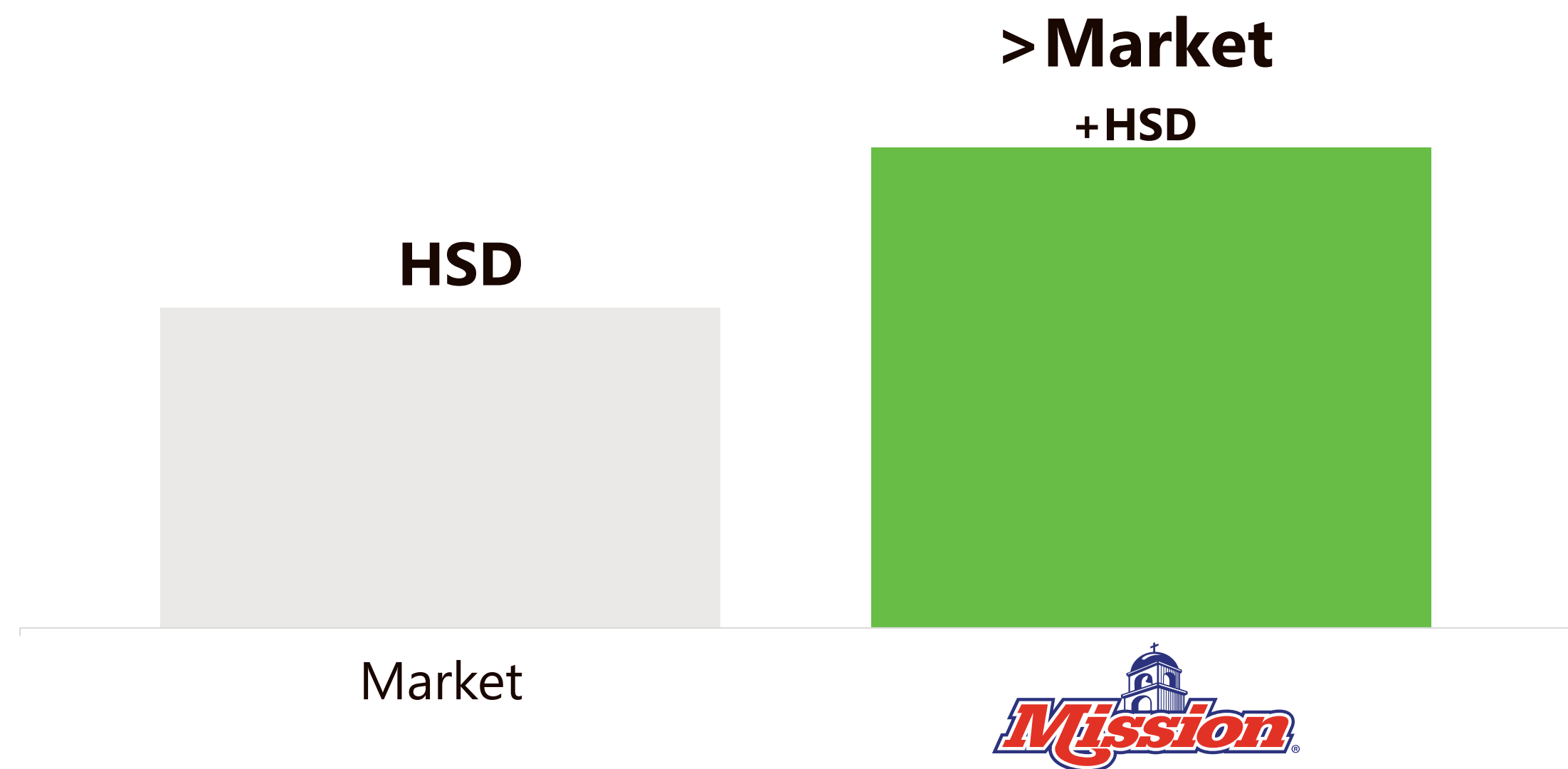
REPEATABLE PLAYBOOK READY FOR PREPARED



Source: Circana, avocado category and masked retailer, 12 weeks ending 7/13/25.

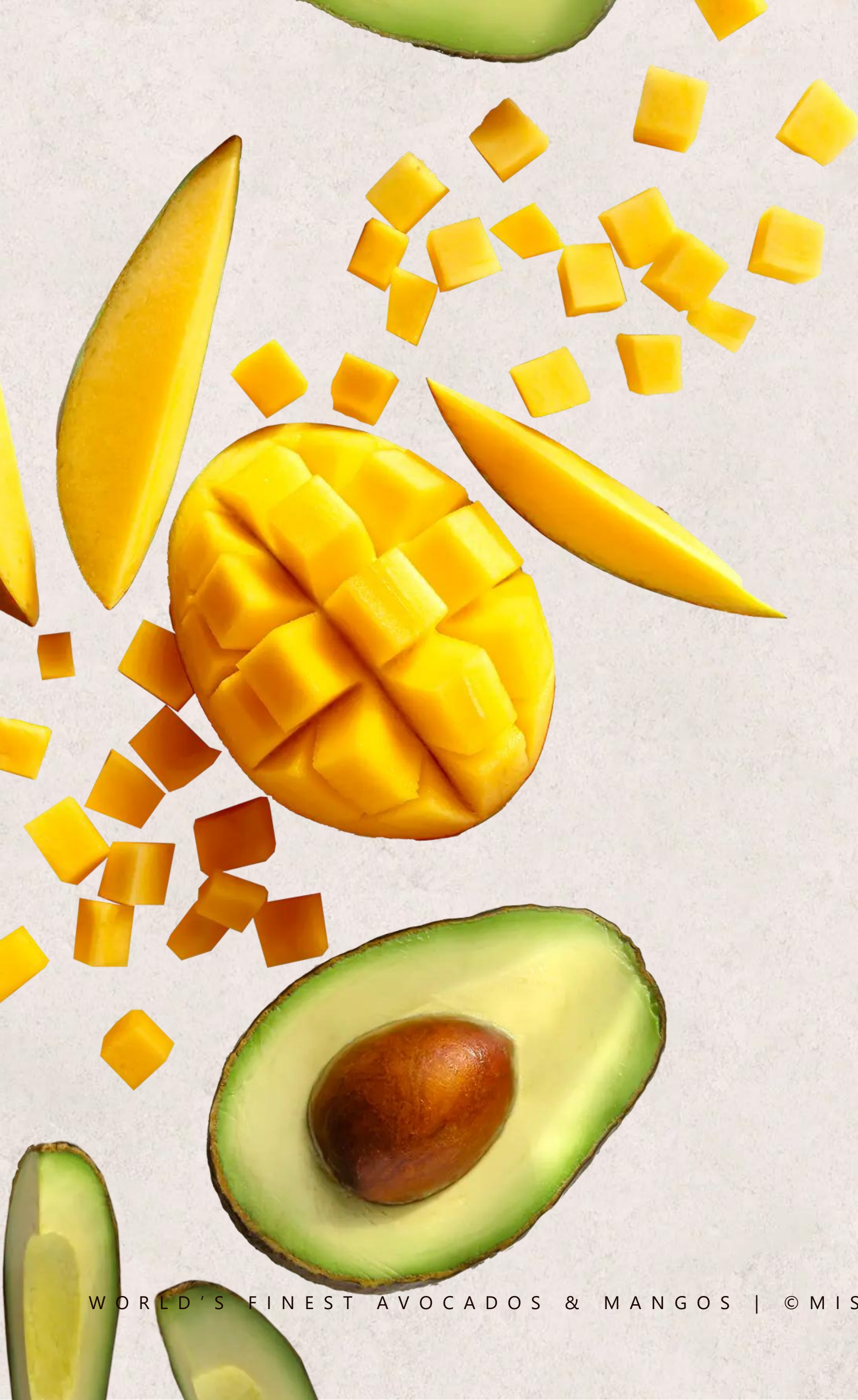
Mission has the right to win across the avocado ecosystem

Prepared Foods 5-year Organic Sales Growth Target
(Annual Growth Rates)



KEY TAKEAWAYS

- High-margin, growing category with consumer runway
- Mission advantaged from fruit to finished product
- Mission infrastructure and customer reach amplify new Prepared Foods capabilities



CATEGORY EXPANSION

U.S. Mango

emerging category in a
developed market

U.S. MANGO

Emerging category in a developed market



6%
Market Share²



GROWTH DRIVERS

- Large category with early-stage U.S. adoption
- Global supply base with room to scale
- Mission network built for high-maintenance fruit

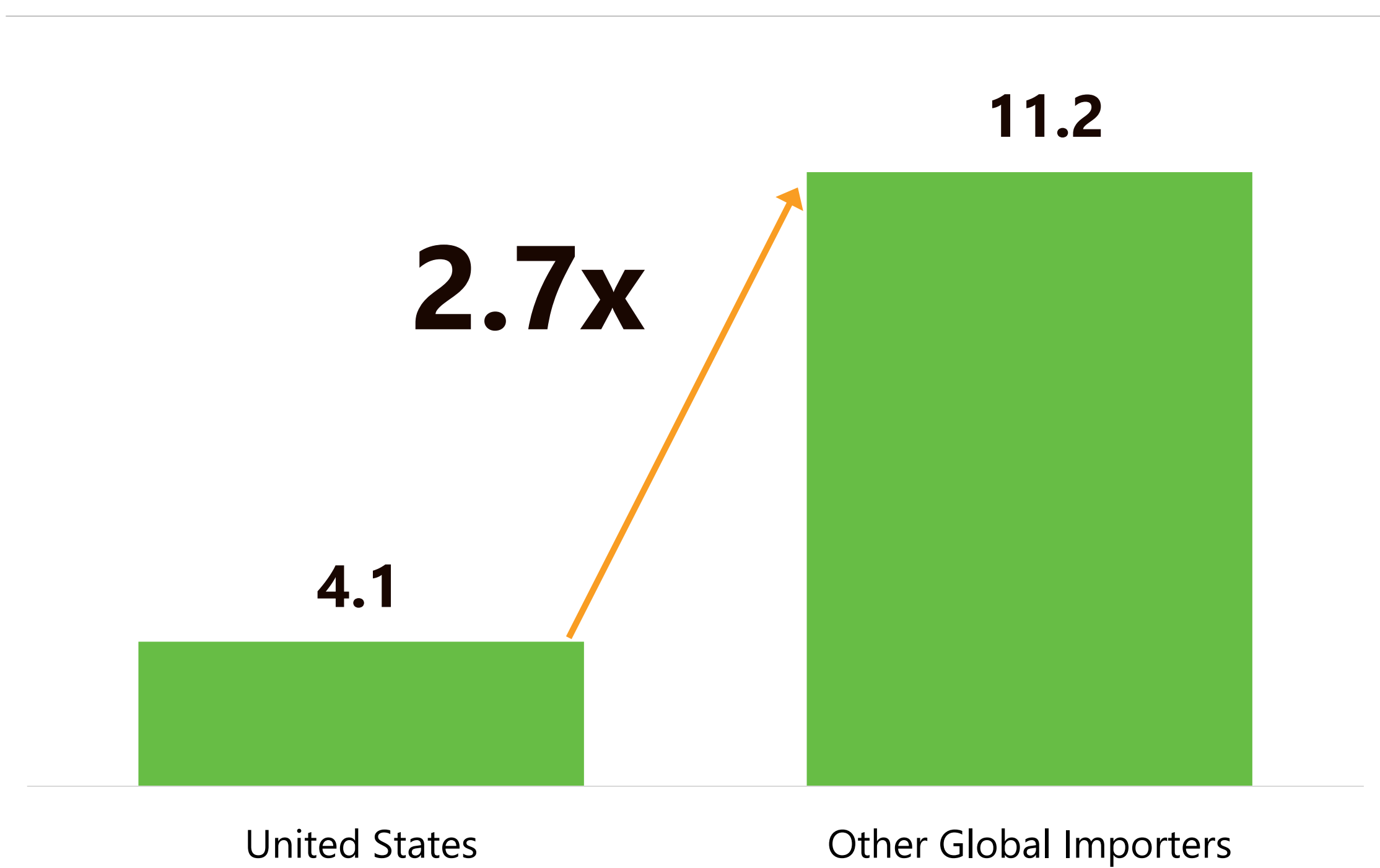
1. Calculated using 2025 USDA Trade Volume and average monthly USDA prices reported by the National Mango Board. 2. Estimate calculated using Mission 2025 US mango volume and NMB 2025 total arrival volumes.



A long runway to grow mango consumption in the U.S.



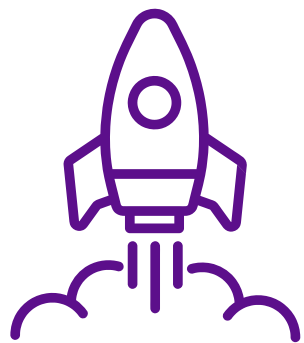
U.S. Mango Consumption^{1,2}
(pounds per capita)



U.S. consumers eat roughly one third the mangos as other importing markets¹



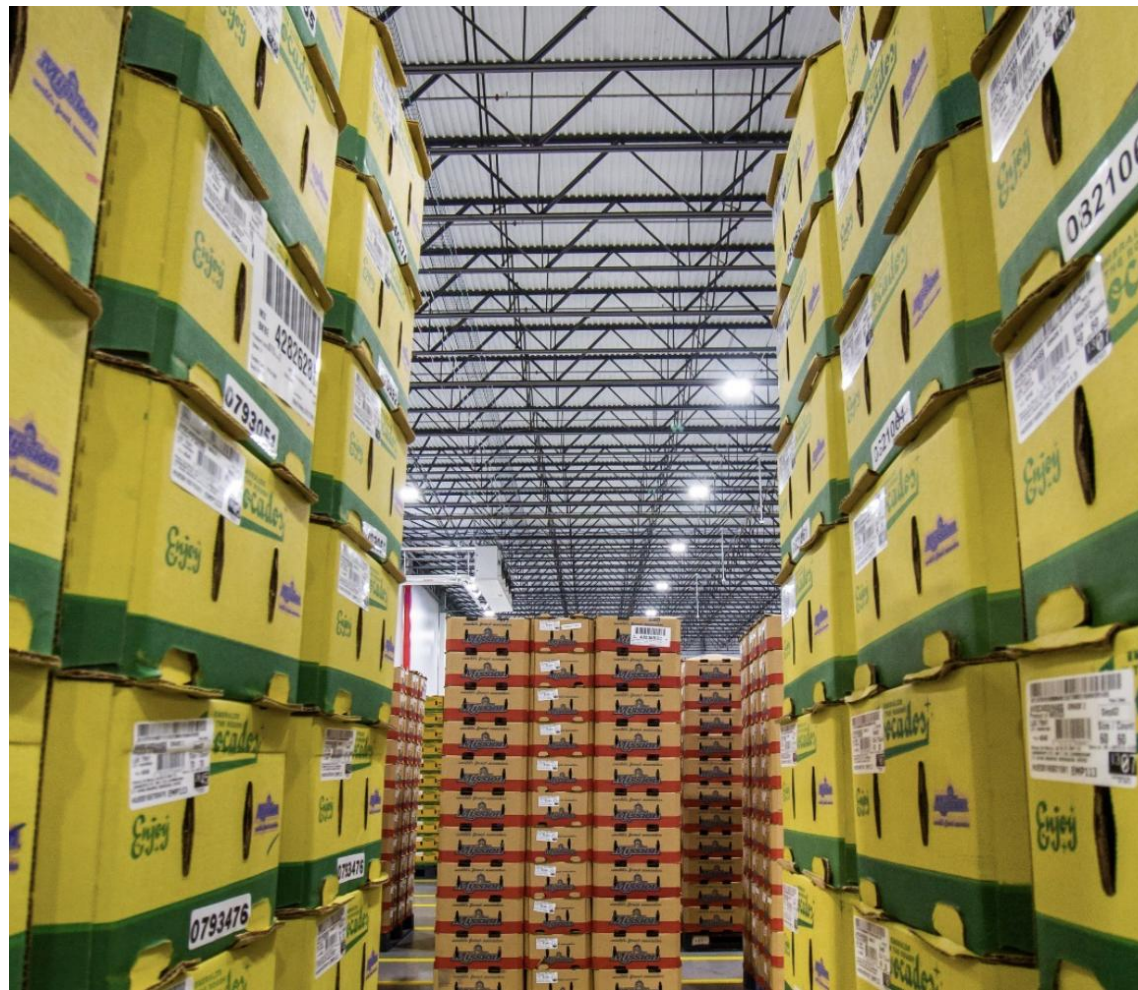
Strong international consumption demonstrates mango's broad consumer appeal



As awareness, availability, and convenience expand, the U.S. has a long runway for per-capita consumption growth

1. US consumption estimated using 2025 total industry volume reported by the National Mango Board and the 2025 total population reported by the US Census. 2. Consumption of large import markets in 2024: Canada, US, South Korea, Europe, and Russia. FruiTrop March-April 2026.

Mission is purpose built for high-maintenance fruit



Cold Chain

- Temperature-controlled from post-harvest to delivery
- Forced-air cooling rapidly cools to maximize shelf-life
- Temperatures customized by fruit variety and region



Ripening

- Science-based ripening process
- Industry-leading technology
- Custom ripening programs maximize sales



Quality

- Hands-on quality inspections on all incoming and outgoing fruit
- Farm to fork traceability
- Expert storage & handling guidance for peak freshness



Speed to Shelf

- DCs within 8 hours of nearly every retailer in U.S.
- 24-7 support
- LTL and full-truck service at every DC

Product innovation and insights accelerate category growth

Retail Ready Mango Bags

- **Data-driven:** Built on insights showing ~18% of mango spend happens at club stores¹ — a clear signal shoppers want value packs
- **Built to stand out:** Bold, bright stand-up pouch with 3- and 4-count snack-size mangos — grab-and-go convenience that makes mangos easier to shop
- **Proven results:** +33% volume and +28% dollar sales at a key retailer over an 8-week period, with zero cannibalization of bulk²



Coachella Keitts

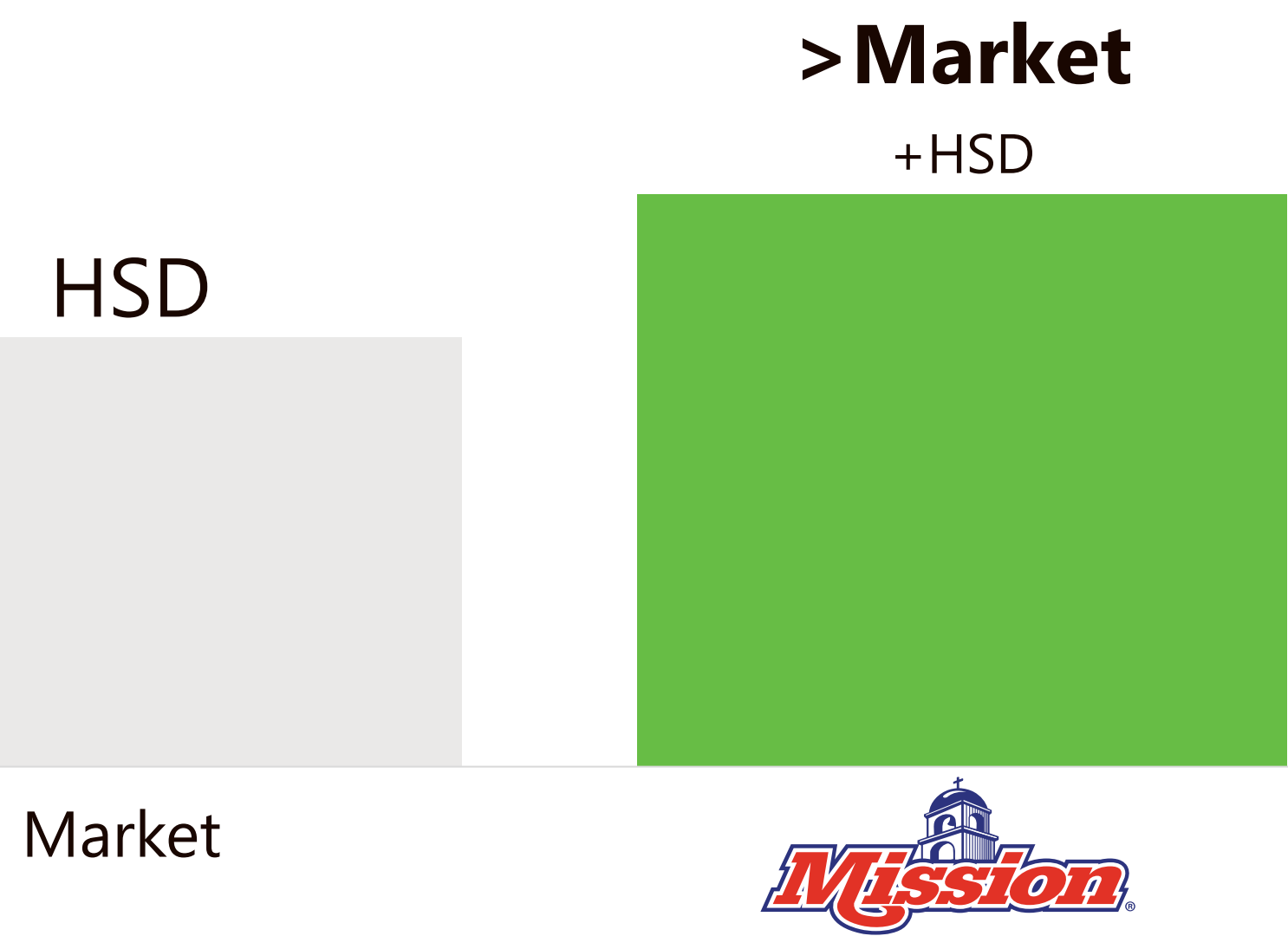
- **Fast-growing segment:** Organic mango volume up 154% since 2020, now 16% of total mango volume³
- **CA-grown & differentiated:** ~360 acres of organic Coachella Valley Keitts — locally grown, no hot-water treatment, harvested at peak maturity for superior flavor and quality
- **Premium play:** Limited-supply, locally grown fruit at 3-4x conventional pricing, attracting high-value diverse shoppers



1. Numerator Insight 12 months ending 8/31/24. 2. Circana, Masked Retailers, 8 weeks ending 5/4/2025. 3. Circana, Total U.S. MULO+, Calendar Year 2025.

Mission Produce's proven capabilities enable outperformance in mangos

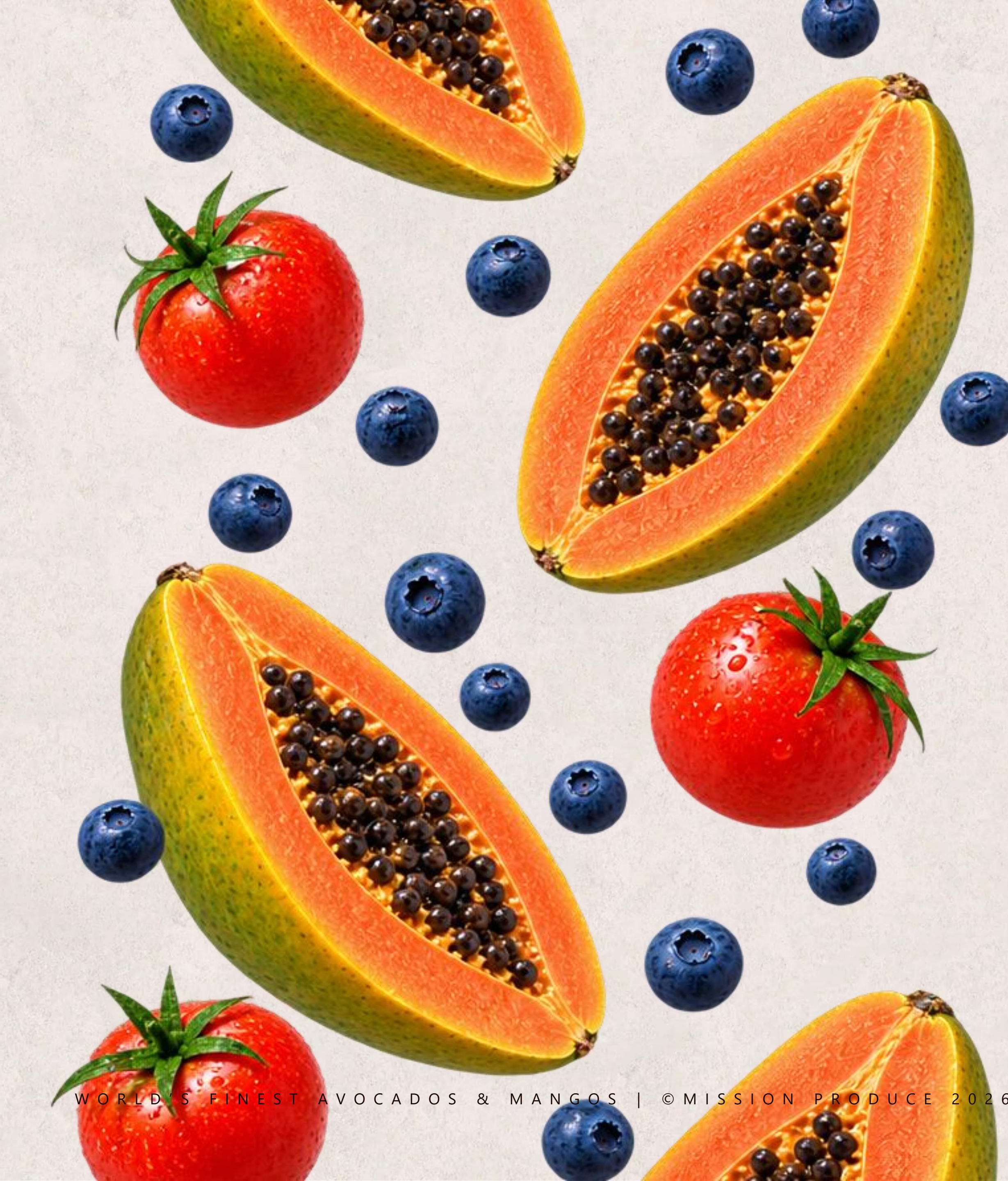
U.S. Mango 5-year Organic Sales Growth Target
(Annual Growth Rates)



KEY TAKEAWAYS

- Mangos a natural fit in terms of infrastructure and operating strengths
- Growing category + Mission world-class capabilities to enable outperformance
- Only supplier with insights to help customers grow





ESTABLISHED PLATFORMS

Cash Generators

ESTABLISHED PLATFORMS

International Farming

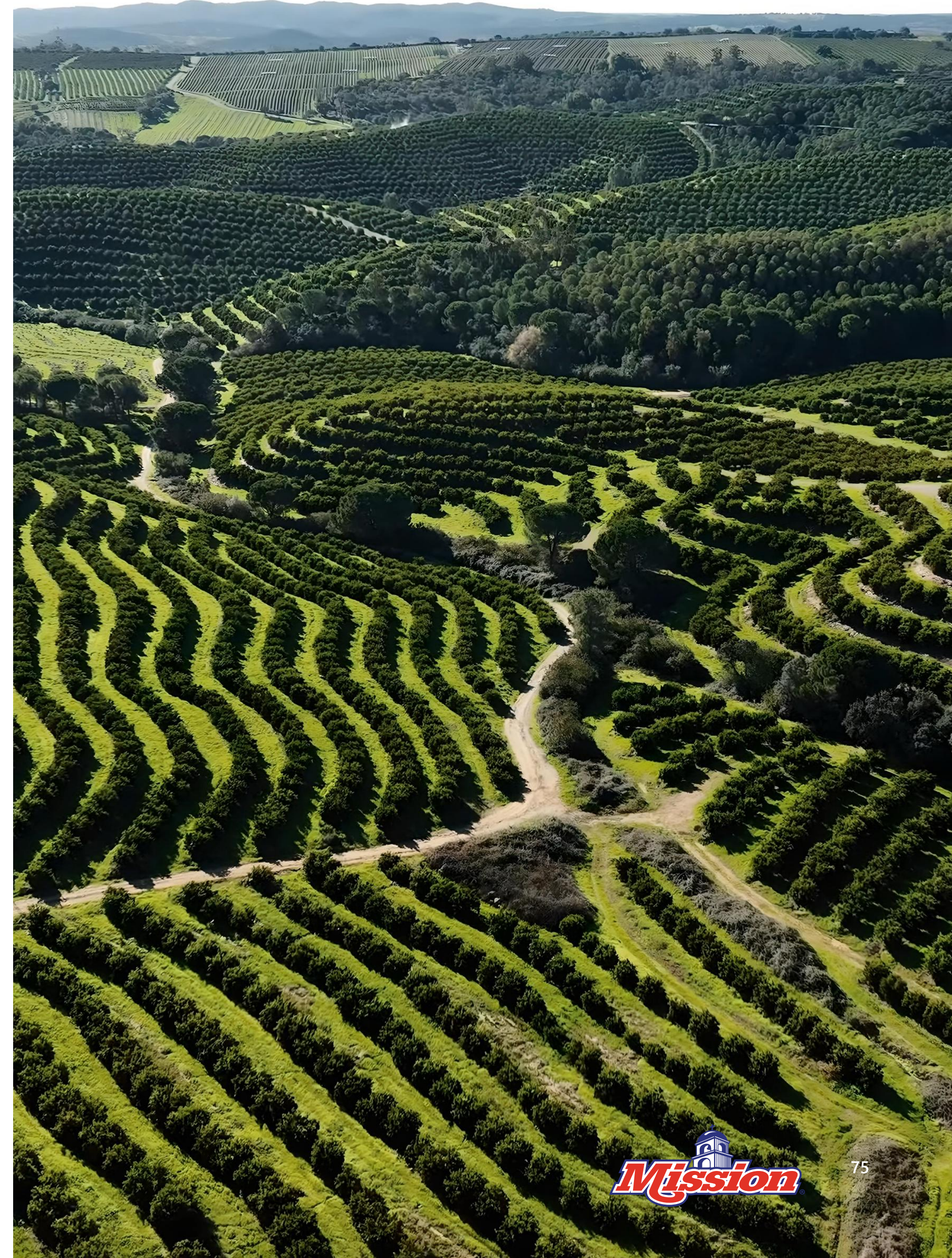
- ✓ Reduces market exposure and enables unique customer programs
- ✓ Heavy investment phase complete
- ✓ Guatemala farm expected to come online in 2027
- ✓ Continued yield improvement projected in Peru

\$24 million

2025 sales after eliminations

+LSD

Projected 5-year
Sales Growth



ESTABLISHED PLATFORMS

Blueberries

- ✓ Complementary seasons enable year-round utilization of people and assets
- ✓ Single distribution partner provides sales certainty
- ✓ Improved yields and costs drive moderate profit growth

\$93 million

2025 sales

+LSD

Projected 5-year
sales growth



ESTABLISHED PLATFORMS

Tomatoes and Papayas



Papayas

Differentiated offering with solid customer demand

Managed to generate cash while serving a unique market niche

+LSD

Projected 5-year sales growth



Tomatoes

Small crop managed for cash generation

Planting flexed based on market economics

+LSD

Projected 5-year sales growth

Turning established platforms into stronger cash generators

Cash Generators

5-year Organic Sales Growth Target
(Annual Growth Rates)

+LSD

KEY TAKEAWAYS

Good businesses
with attractive cash
generation over time

Managing with the
goal of maintaining
performance

Cash flows fund
growth and share
repurchases

Bryan Giles

Chief Financial Officer

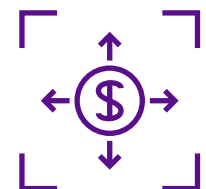


Our shareholder return levers and 5-year goals



ORGANIC SALES GROWTH

Grow > Market



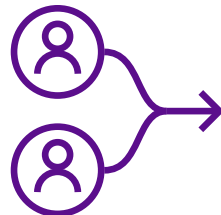
MARGIN EXPANSION

~300 basis points



CASH CONVERSION

>90% Free Cash Flow Conversion



M&A + CASH RETURNS

**Disciplined M&A
Opportunistic Share Repurchases**



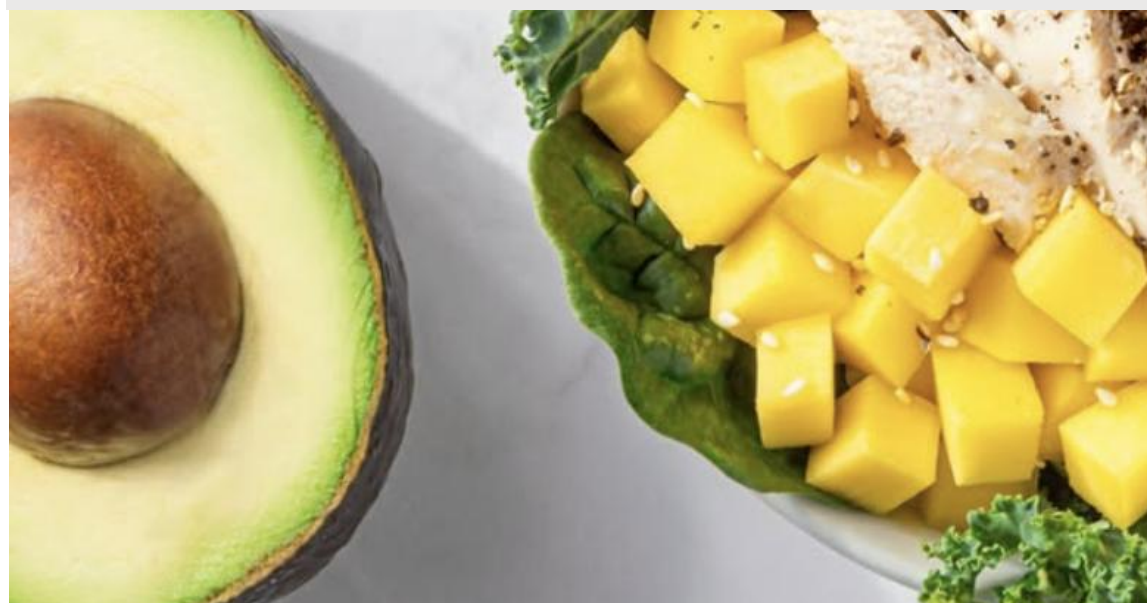
Organic sales growth

Growth-oriented portfolio supports MSD organic sales growth goal

Marketing & Distribution

MSD

- U.S. Avocado: **MSD**
- International Avocado: **HSD**
- U.S. Mango: **HSD**
- Tomatoes + Papayas: **LSD**



Prepared Foods

HSD



Blueberries

LSD



International Farming

LSD

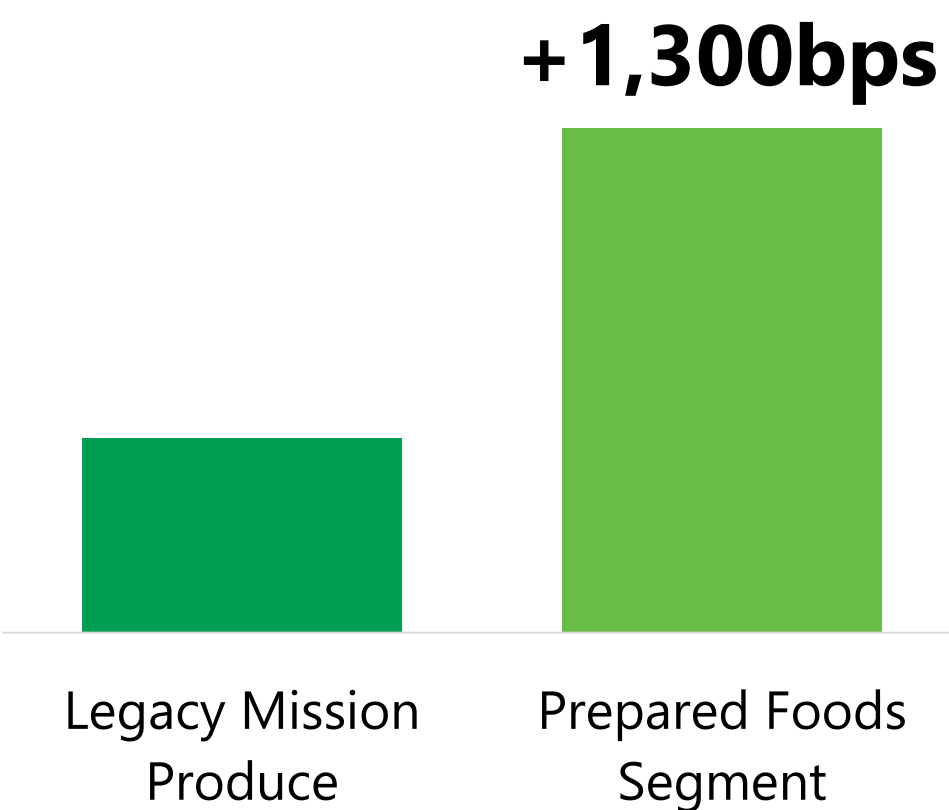


Total Organic Sales Growth Target **MSD**

Margin expansion: four drivers

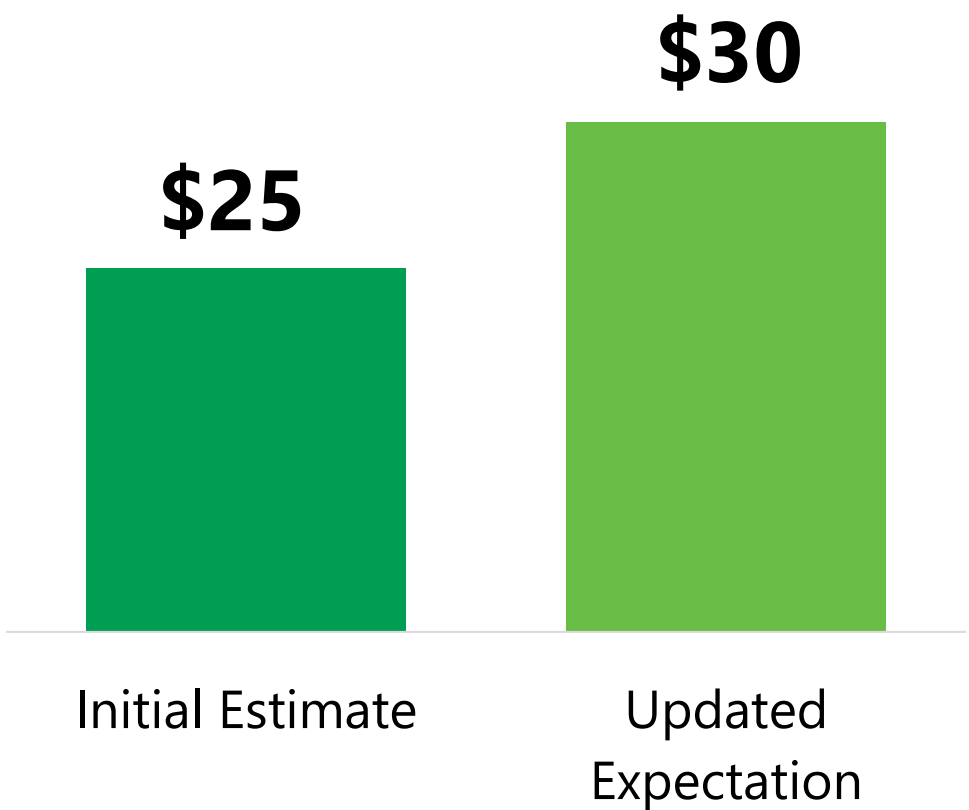
Margin Mix

Mission Produce Gross Margin¹
(% Sales)



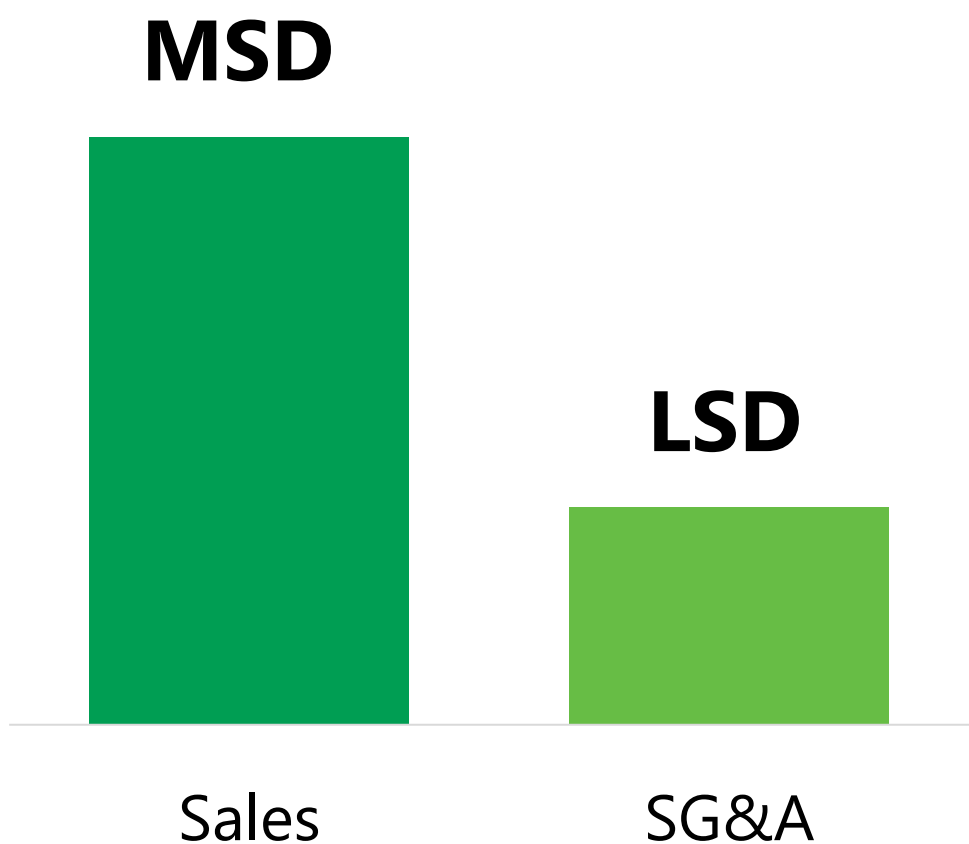
Calavo Synergies

Mission-Calavo Synergy Estimate²
(U.S. dollars in millions)



SG&A Management

Sales and SG&A Growth Potential



Asset Utilization



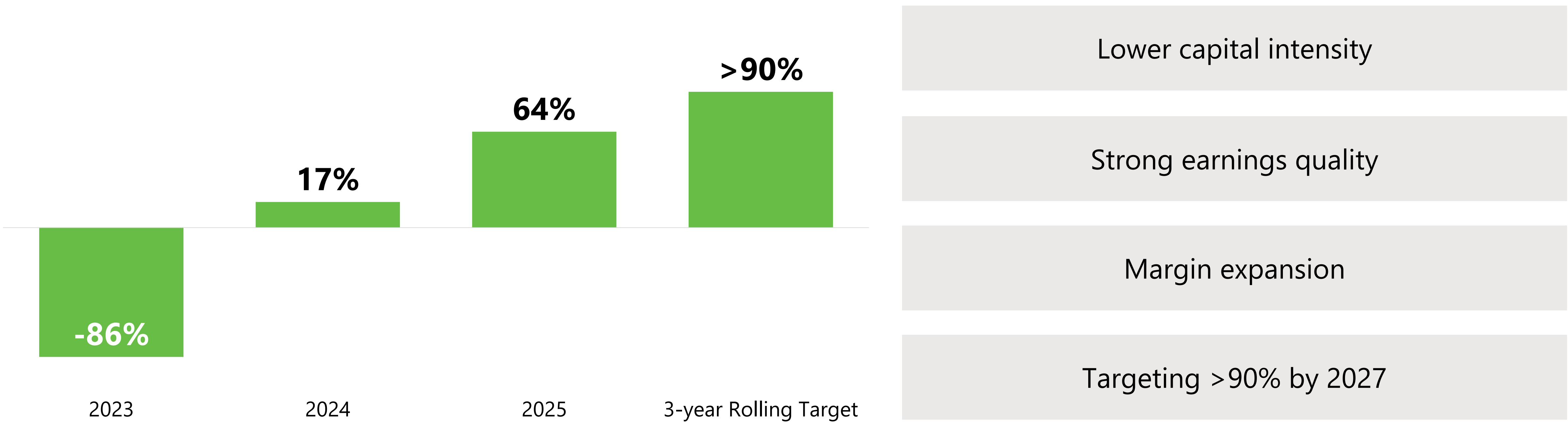
Total Margin Expansion Target: ~300 basis points



1. Company estimates based on historical segment results and publicly available pre-acquisition financial information; 2. based on internal company tracking and estimates.

Targeting >90% Free Cash Flow conversion

Free Cash Flow Conversion
(3-year rolling)



Free cash flow conversion defined as free cash flow divided by adjusted net income. See appendix at the end of this presentation for reconciliation.

Disciplined capital allocation creates value

Capital Allocation Priorities

INVEST IN THE CORE

CapEx % Sales ~3%

REDUCE LEVERAGE

Net Debt to
Adjusted EBITDA <1.5x

PURSUE DISCIPLINED M&A

Prioritize near-term ROIC
Accretion

SHARE REPURCHASES

Residual cash
Opportunistic execution



CAPITAL ALLOCATION

Invest in the core

~3%
CAPEX / SALES TARGET

Protect

People • Food • Communities



Maintain

Reliability • Quality • Continuity



Grow

Capabilities • Capacity • Cost Savings

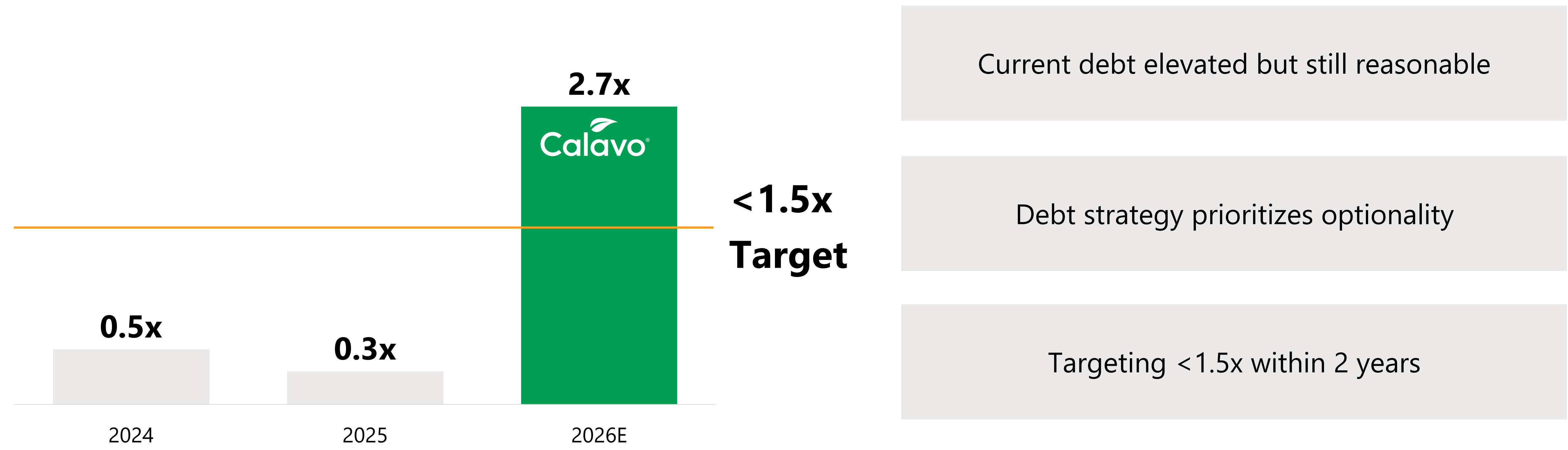


GROWTH CAPITAL RETURNS

ROIC + IRR: Above cost of capital; focus on return magnitude and timing

Maintain focus on healthy balance sheet

Net Debt to Adjusted EBITDA



Net Debt to Adjusted EBITDA is calculated as total debt, including finance lease liabilities, less cash and cash equivalents, divided by Adjusted EBITDA. Fiscal 2024 and fiscal 2025 reflect reported year-end amounts. Fiscal 2026E is an unaudited Company estimate based on estimated fiscal year-end net debt and estimated full-year pro forma Adjusted EBITDA, including the pre-acquisition results of Calavo.

CAPITAL ALLOCATION

Pursue disciplined M&A



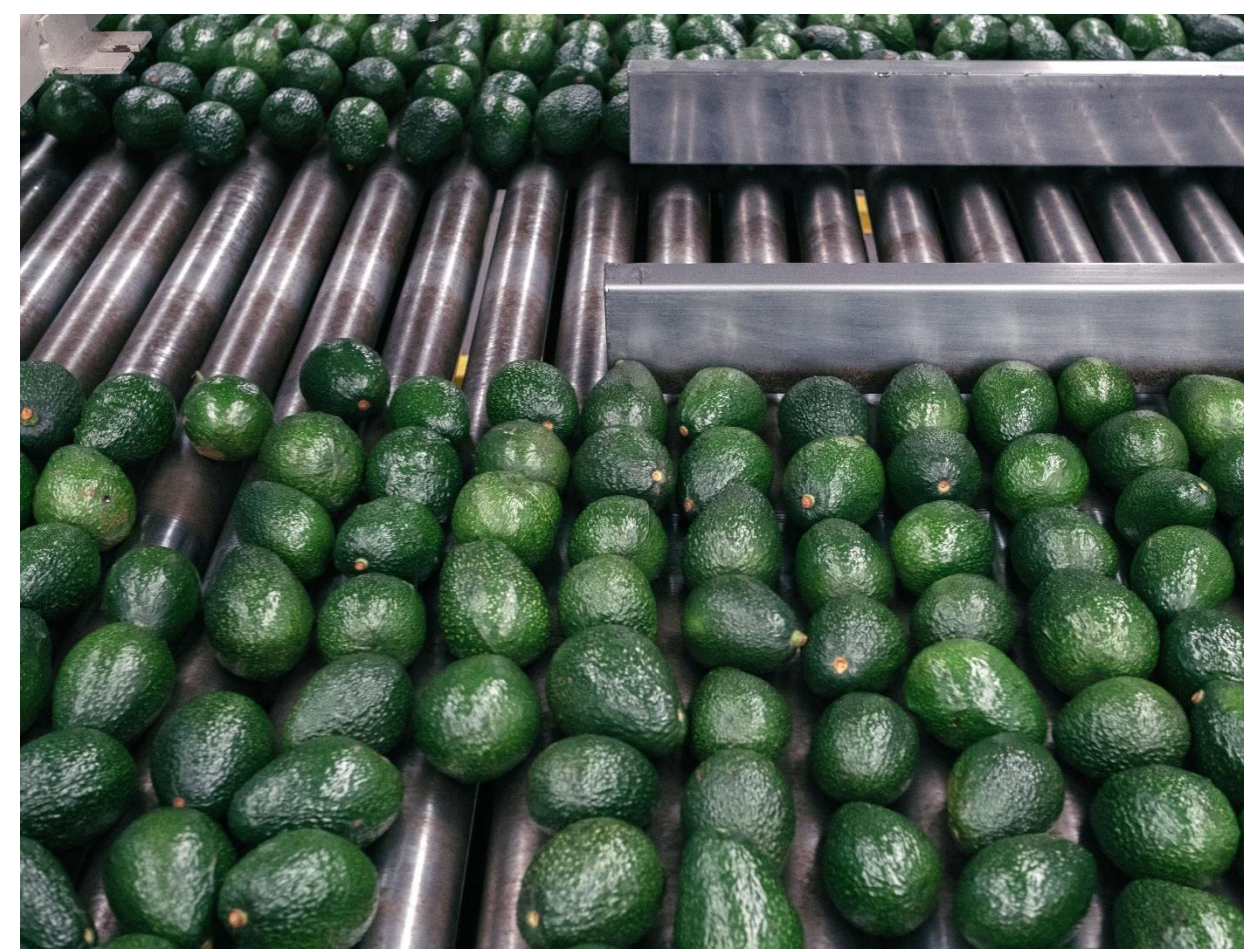
Prepared Foods Capabilities

- Value-added avocado ecosystem
- Domestic + international
- Refrigerated near-term focus



“Emerging” Markets

- Attractive, contestable avocado markets
- Focused on Europe, UK, and Asia



Capacity/Scale

- Remove bottlenecks in priority markets
- Add capacity faster than we can build



Small Bets

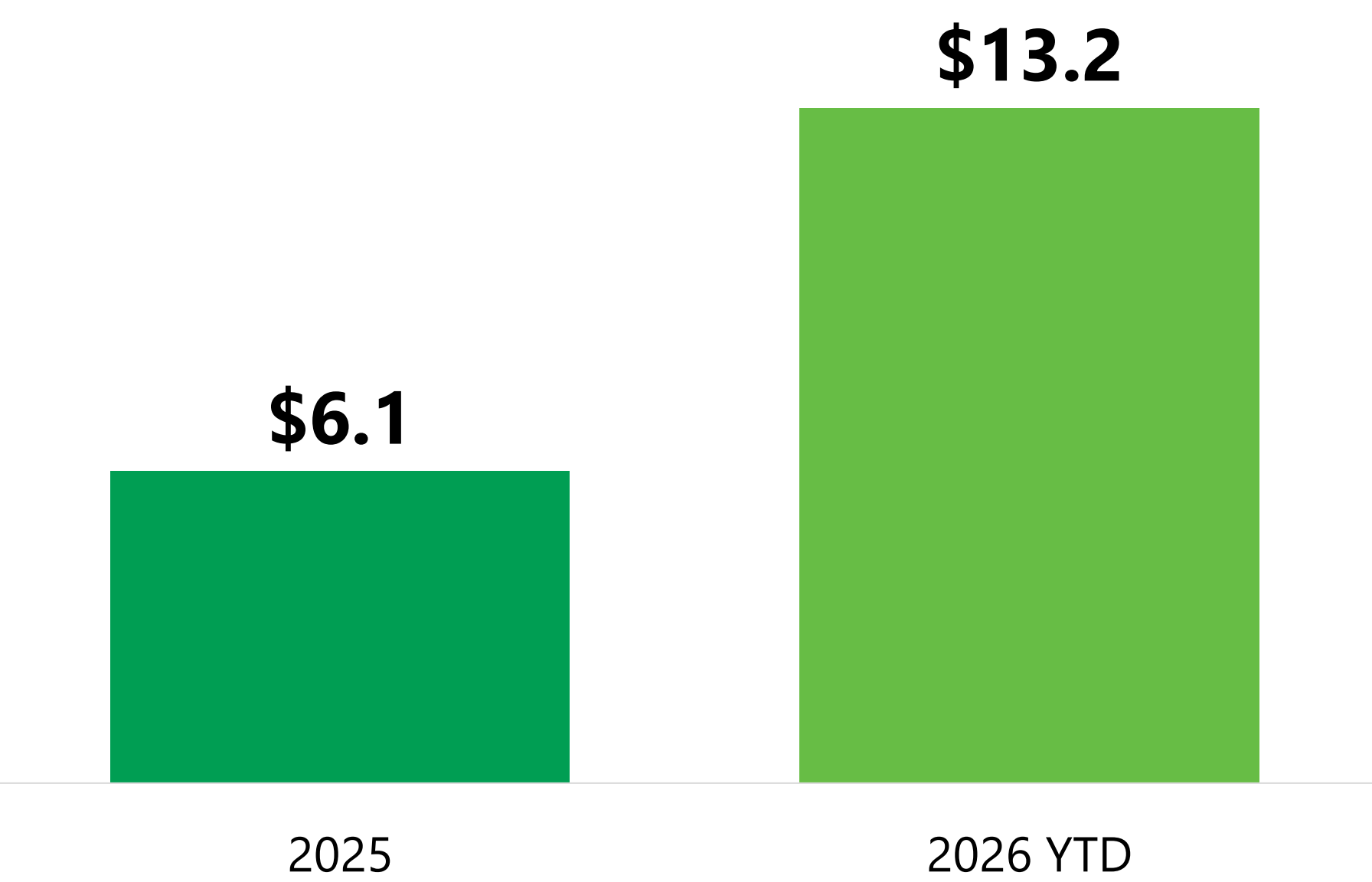
- Emerging adjacencies
- Scale only when proven

Investments to create value through near-term ROIC accretion + IRRs above cost of capital

CAPITAL ALLOCATION

Share repurchases

Share Repurchases
(U.S. dollars in millions)



\$100 million
share repurchase authorization

- Lower future capex needs opens more meaningful opportunity to return capital
- Share repurchases deployed opportunistically when cash position, near-term cash needs, and stock price dynamics line up

Source: as reported in Company's SEC filings: Form 8-K, 10-K, and 10-Qs, as applicable, for the relevant time periods.

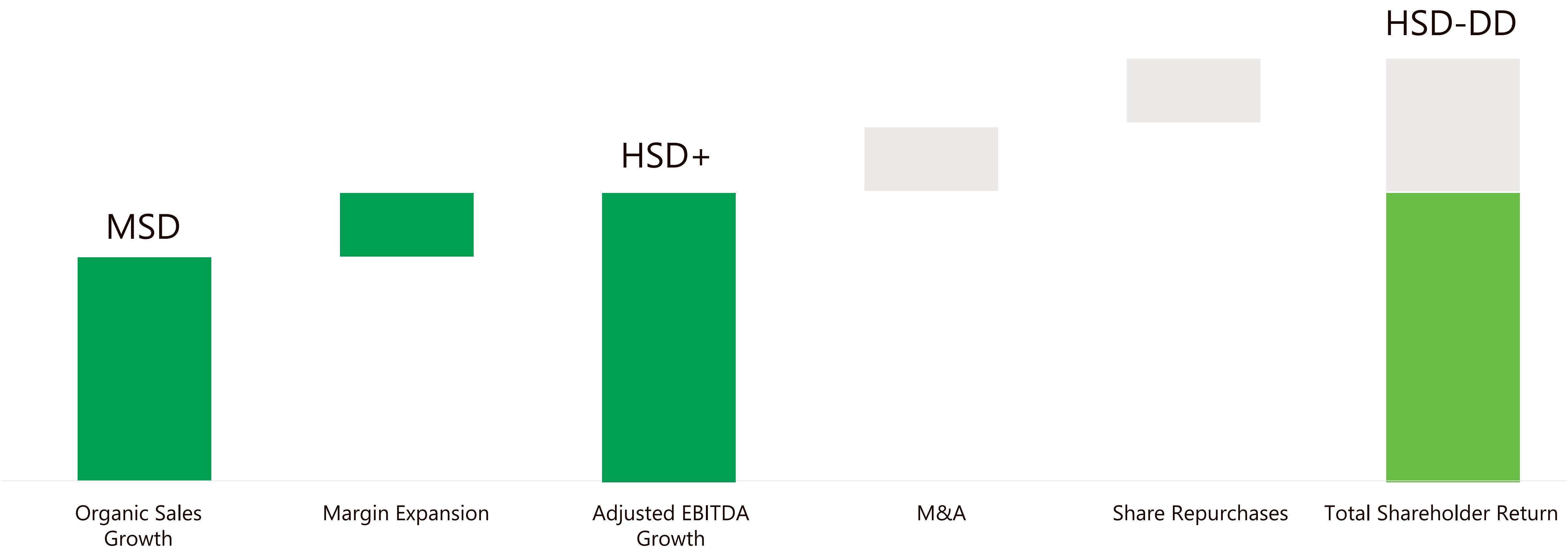


5-year financial targets

Metric	Target
Organic sales growth	Mid Single Digits
Adjusted EBITDA growth	High Single Digits+
CapEx % of net sales	~3%
Free Cash Flow conversion	>90%
Net Debt-to-Adjusted EBITDA	<1.5x



Total shareholder return goals



Key Messages

CHAPTER ONE BUILT THE ASSETS AND CAPABILITIES

Four decades of investment created Mission's category leadership and a platform built for growth

THE NEXT CHAPTER CONVERTS THE PLATFORM INTO RETURNS

Mission's 5-year plan supports high-single-digit to double-digit annual shareholder returns

THE LARGEST VALUE DRIVERS ARE ALREADY UNDERWAY

Growth targets grounded in our track record, with near-term earnings drivers already in motion

Built to compound.



Built to Compound





Non-GAAP Reconciliations

Net (Loss) Income to Adjusted EBITDA and Net Leverage

	FY2022	FY2023	FY2024	FY2025
Net (loss) income	\$ (34.9)	\$ (3.1)	\$ 41.8	\$ 40.5
Interest expense	5.5	11.6	12.6	9.4
Provision for income taxes	3.7	2.2	18.6	21.4
Depreciation and amortization	24.8	32.8	37.7	34.6
Equity method income	(5.1)	(4.0)	(3.7)	(5.4)
Stock-based compensation	3.6	4.5	7.1	8.8
Asset impairment and disposals, net of insurance recoveries	0.4	1.3	3.9	3.9
Farming costs for nonproductive orchards	1.5	1.8	1.7	1.8
ERP costs	4.6	2.2	2.2	2.2
Severance	-	1.3	1.3	-
Legal settlement	-	-	0.2	-
Advisory and transaction costs	0.6	0.3	-	1.2
Goodwill impairment	49.5	-	-	-
Remeasurement gain on business combination with Moruga	(2.0)	-	-	-
Amortization of inventory adjustment recognized from business combination	0.4	0.7	-	-
Supply chain optimization costs	-	-	-	0.2
Tariffs	-	-	-	1.1
Other (income) expense, net	(4.4)	0.2	(3.6)	(0.7)
Adjusted EBITDA before adjustment for noncontrolling interest	48.2	51.8	119.8	119.0
Noncontrolling interest	(0.6)	(3.4)	(12.0)	(8.2)
Total adjusted EBITDA	\$ 47.6	\$ 48.4	\$ 107.8	\$ 110.8
Total debt	\$ 142.9	\$ 154.8	\$ 116.7	\$ 100.3
Less: cash and cash equivalents	(52.8)	(42.9)	(58.0)	(64.8)
Net debt	\$ 90.1	\$ 111.9	\$ 58.7	\$ 35.5
Net leverage (net debt / adjusted EBITDA)	1.9x	2.3x	0.5x	0.3x

Non-GAAP Reconciliations

Free Cash Flow and 3-Year Rolling Free Cash Flow Conversion

	FY2021	FY2022	FY2023	FY2024	FY2025
Net income (loss) attributable to Mission Produce, as reported	\$ 44.9	\$ (34.6)	\$ (2.8)	\$ 36.7	\$ 37.7
Stock-based compensation	2.6	3.6	4.5	7.1	8.8
Unrealized loss (gain) on derivative financial instruments	(3.0)	(6.0)	2.3	0.6	-
Foreign currency transaction (gain) loss	1.6	2.0	1.8	(1.6)	1.0
Asset impairment and disposals, net of insurance recoveries	(0.2)	0.4	1.3	3.9	3.9
Farming costs for nonproductive orchards	0.8	1.5	3.8	4.2	3.5
ERP costs	-	4.6	2.2	2.2	2.2
Severance	-	-	1.3	1.3	-
Legal settlement	0.8	-	-	0.2	-
Advisory and transaction costs	-	0.6	0.3	-	1.2
Amortization of inventory adjustment recognized from business combination	-	0.4	0.7	-	-
Amortization of intangible asset recognized from business combination	-	-	1.5	0.5	-
Goodwill impairment	-	49.5	-	-	-
Remeasurement gain on business combination	-	(2.0)	-	-	-
Depreciation — blueberries	-	-	-	4.1	-
Supply chain optimization costs	-	-	-	-	1.1
Tariffs	-	-	-	-	1.1
Debt extinguishment costs	0.1	-	-	-	-
Tax effects of adjustments	(0.3)	(1.3)	(4.1)	(4.2)	(5.2)
Discrete tax charges	5.4	-	1.8	-	1.5
Noncontrolling interest	-	(0.2)	(1.3)	(2.2)	(0.6)
Adjusted net income (EAT)	\$ 52.7	\$ 18.5	\$ 13.3	\$ 52.8	\$ 56.2
Net cash provided by operating activities, as reported	\$ 47.0	\$ 35.2	\$ 29.2	\$ 93.4	\$ 88.6
Purchases of property, plant and equipment	(73.4)	(61.2)	(49.8)	(32.2)	(51.4)
Free cash flow	\$ (26.4)	\$ (26.0)	\$ (20.6)	\$ 61.2	\$ 37.2
Free cash flow conversion	(50.1%)	(140.5%)	(154.9%)	115.9%	66.2%
Free cash flow, rolling 3-year			\$ (73.0)	\$ 14.6	\$ 77.8
Free cash flow conversion, rolling 3-years			(86.4%)	17.3%	63.6%