



Greenyard
Investor Relations Presentation
September 2020



for a healthier future

| PRELIMINARY NOTES

Safe harbor statement - This press release may contain forward-looking statements. Such statements reflect the current views of management regarding future events, and involve known and unknown risks, uncertainties and other factors that may cause actual results to be materially different from any future results, performance or achievements expressed or implied by such forward-looking statements. Greenyard is providing the information in this document as of this date and does not undertake any obligation to update any forward-looking statements contained in this presentation in light of new information, future events or otherwise. Greenyard disclaims any liability for statements made or published by third parties and does not undertake any obligation to correct inaccurate data, information, conclusions or opinions published by third parties in relation to this or any other press release issued by Greenyard.

Glossary - All definitions are available in the Glossary of the Annual Report

*“to make lives **healthier** by helping people **enjoy** fruit and vegetables, at any moment, **easy, fast** and **pleasurable**, whilst **fostering nature**”*



1

Overview and strategy

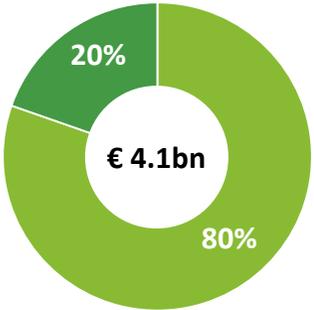
About Greenyard | Greenyard is a global leader in fruit and vegetables processing, services and logistics serving its customers through three main business lines

Greenyard is structured across two segments and three divisions

FRESH	LONG FRESH	
	FROZEN	PREPARED
Sourcing and sales of fresh fruit & vegetables	Sourcing, production and sales of frozen fruit & vegetables	Sourcing, production and sales of canned fruit & vegetables
		

Business split

FY 2019/20 Sales split



FY 2019/20 adj. EBITDA split



■ Fresh
■ Long Fresh

Leading positions in its three markets



N°2 in **fresh** fruit and vegetables in Europe



N°2 in **frozen** fruit and vegetables in Europe



N°5 **preserved** fruit and vegetables in Europe



N°1 in **preserved** mushrooms globally

Industry leader | Greenyard is uniquely positioned to offer best-in-class services and an unmatched product offering

1. Significant growth upside through enormous addressable market potential



2. Consumer drivers stimulating growth towards healthy eating behaviors



7. Complementary management team representing the entrepreneurial DNA



3. Market-leading positions in both Fresh and Long Fresh



6. Significant value upside from turnaround



4. Industry-leading excellence in supply chain management



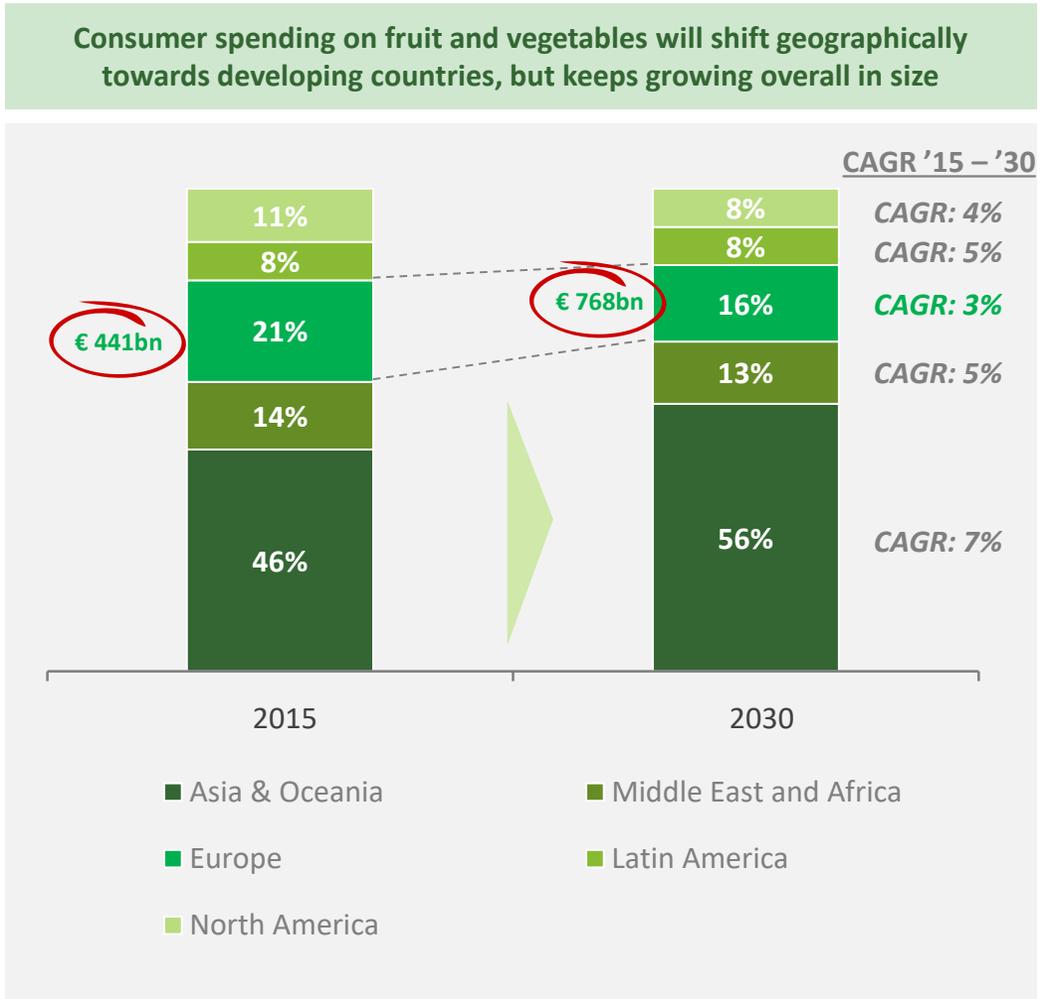
5. Distinguishing strategic edge vs. competitors through partnership model



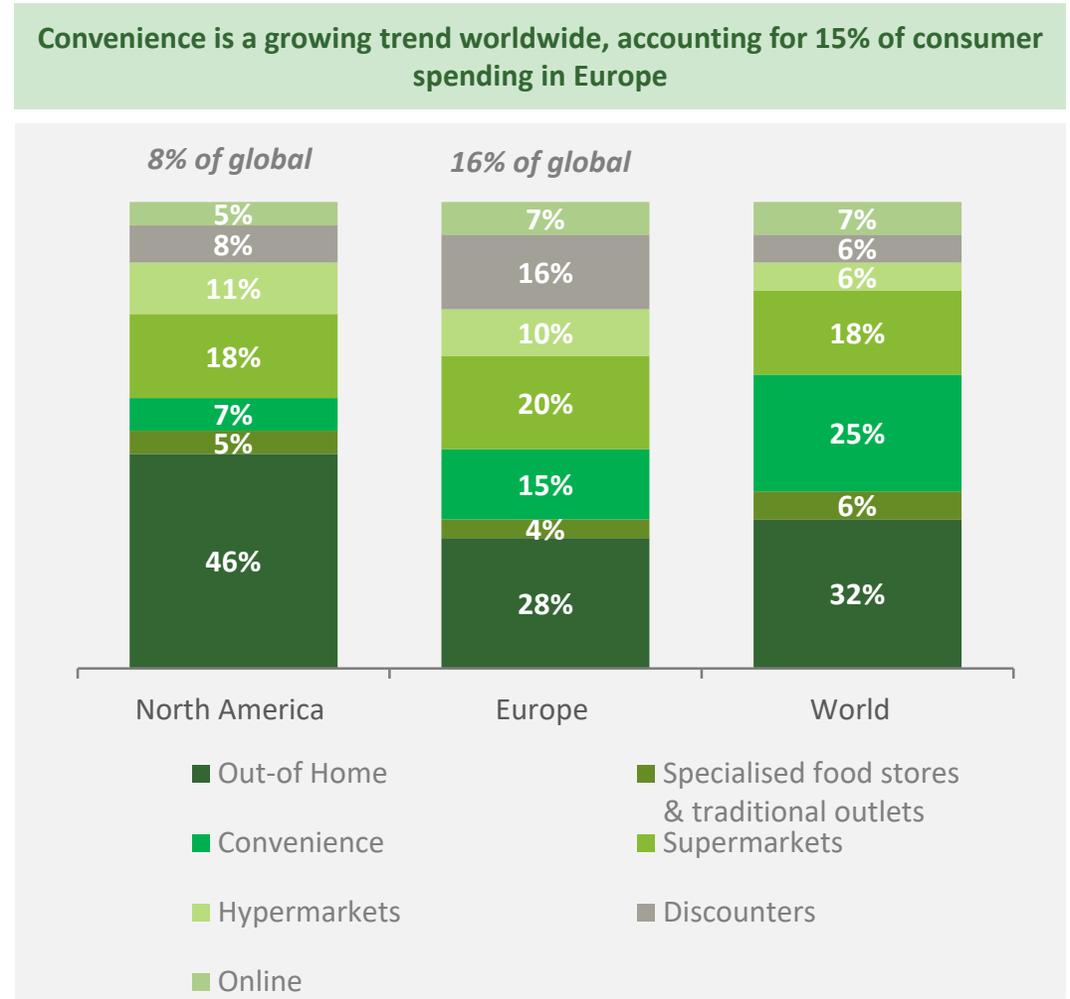


Market | The Global Fruit & Vegetables market presents an enormous addressable market with further growth outlook, substantially served by food retail by 2030...

Consumer spending on fruit & vegetables – Geography dynamic, 2015-2030

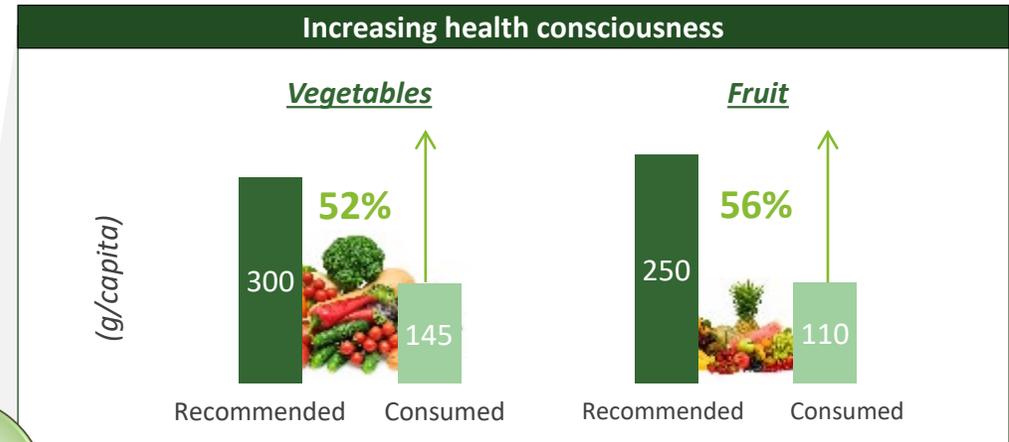
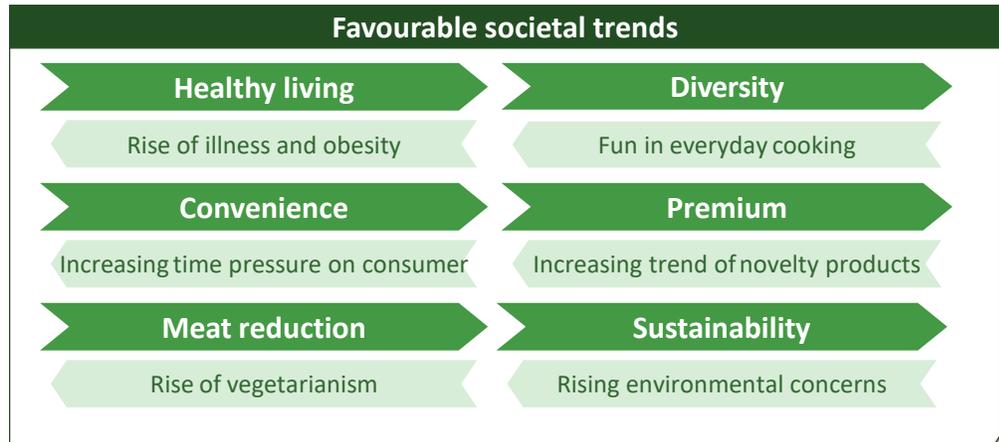


Consumer spending on fruit & vegetables – Geography and Channel, 2030

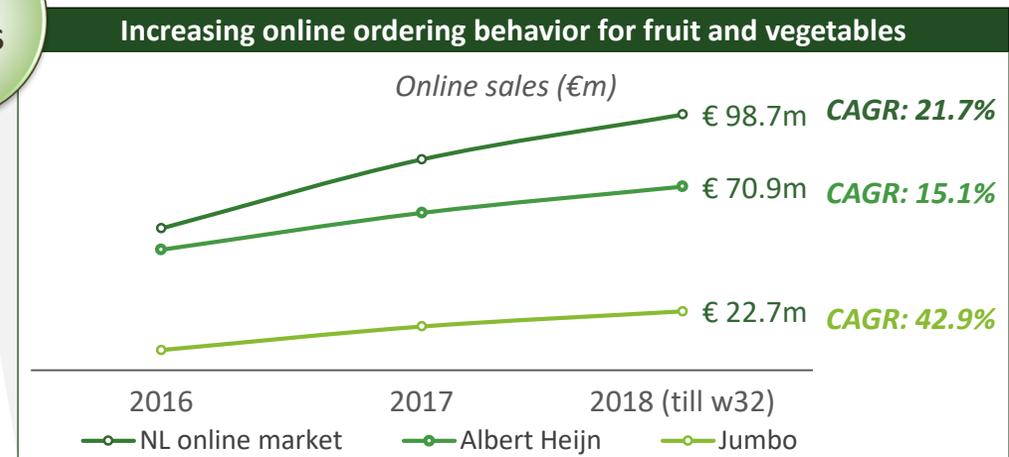
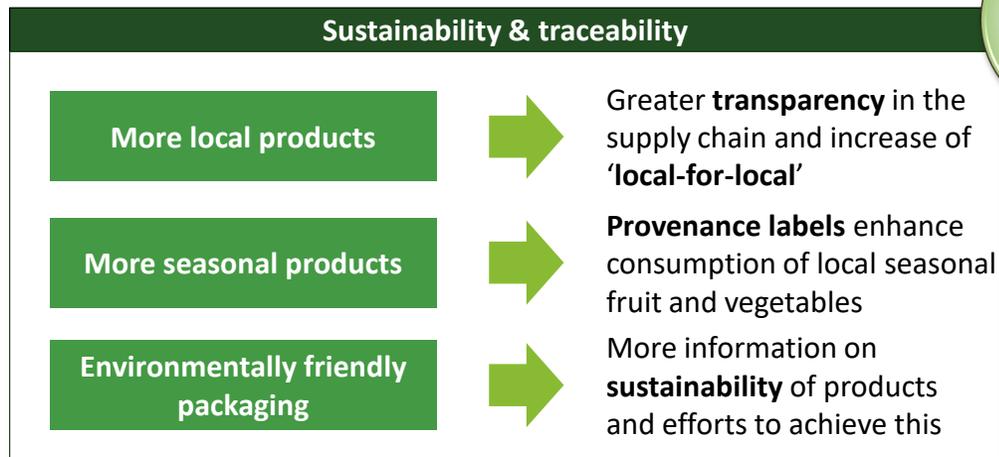




Market trends | Greenyard leveraging on consumer market trends supporting growing demand



MARKET DRIVERS





Market position | As a market leader with a unique position in its three core divisions, Greenyard is serving the majority of the top retailers in its core regions

MARKET LEADER

FRESH

30 distribution sites

1,8 million tons/year supply

ca. 5,500 employees

#2 EU
#3 WW

MARKET LEADER

FROZEN

10 facilities

450,000 tons/year production

ca. 2,000 employees

#2 EU

MARKET LEADER

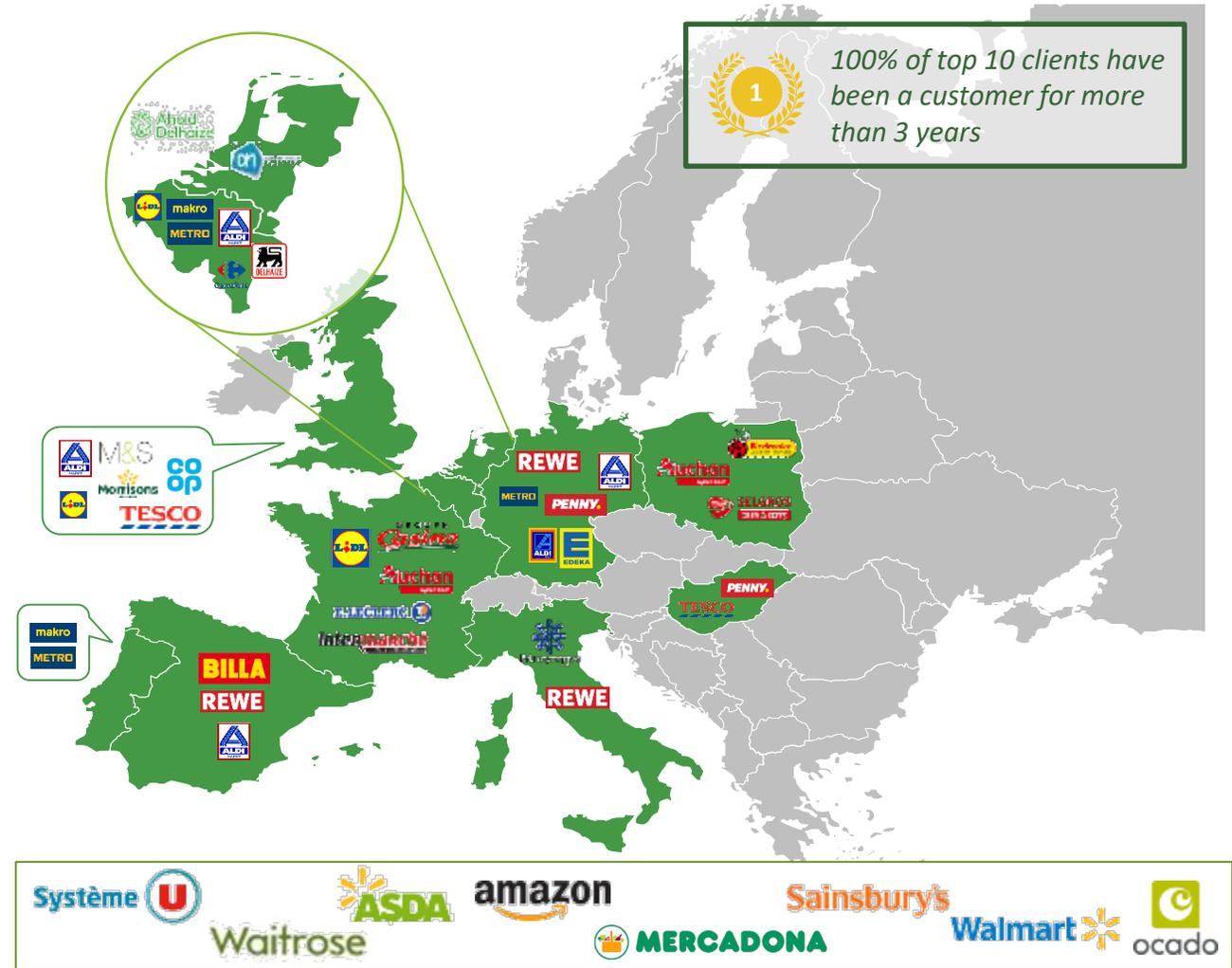
PREPARED

3 facilities

320,000 tons/year production

ca. 1,000 employees

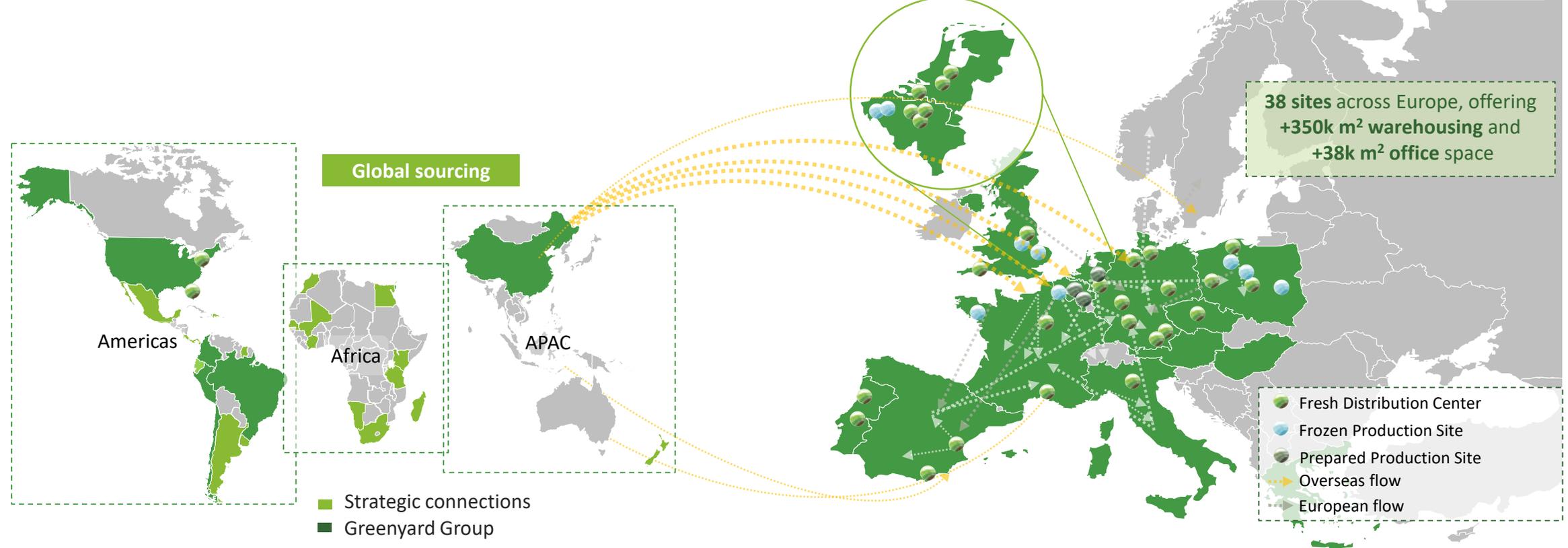
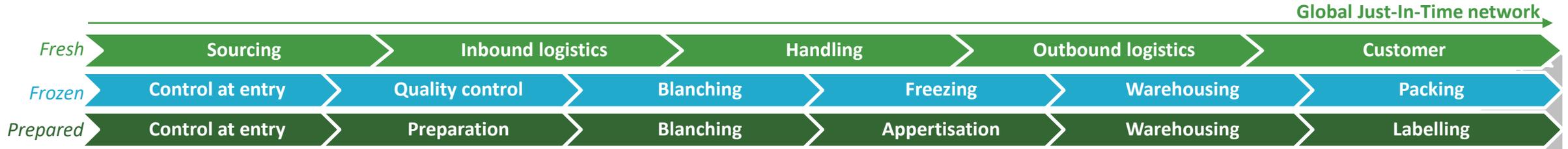
#5 EU
#1⁽¹⁾



(1) mushrooms

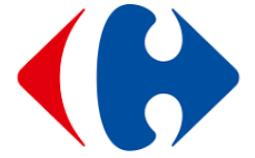


Thanks to its global network of growers in combination with excellent supply chain management services, Greenyard manages to fulfill customers' high standards





We work for the top retailers in the world



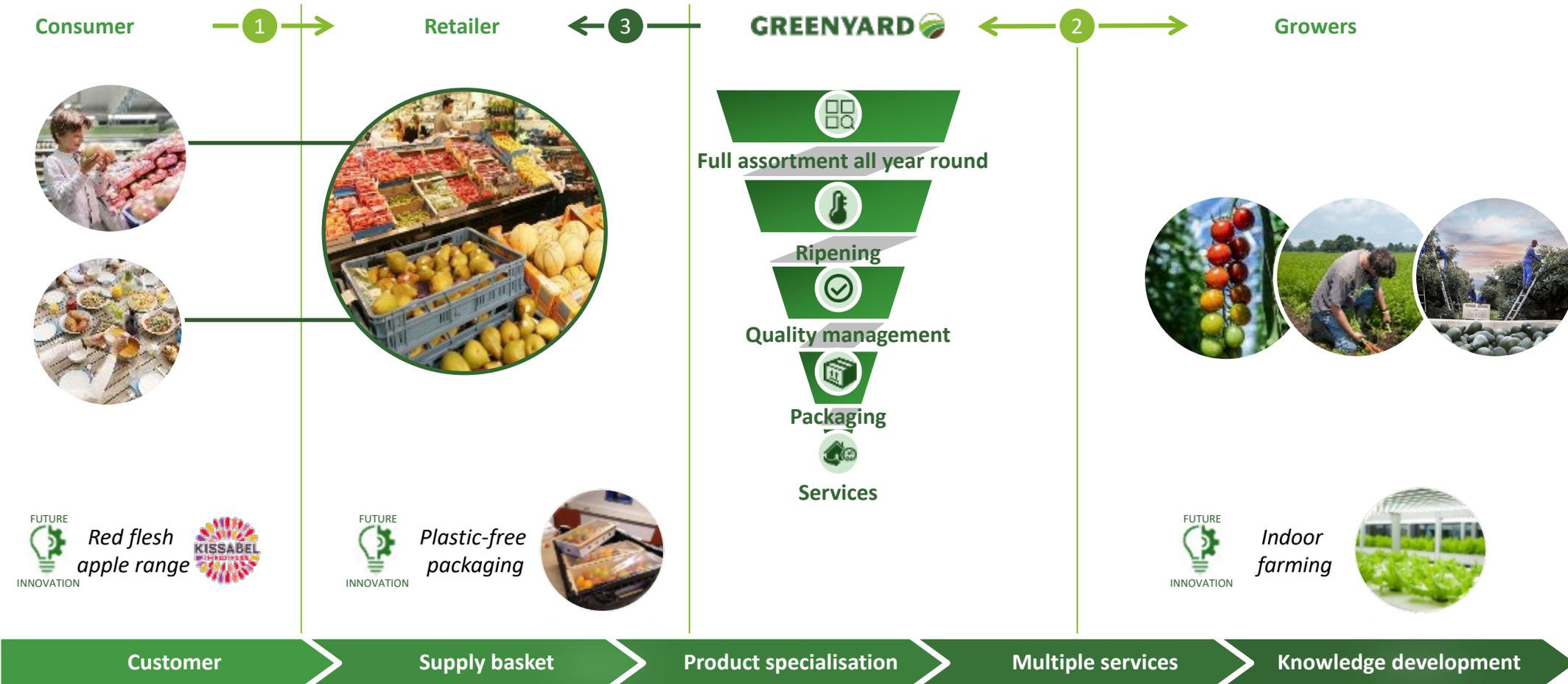


... adding value in every step of the value chain, by providing clients highly advanced supply chain management services from “field to fork”

Focus on Consumer



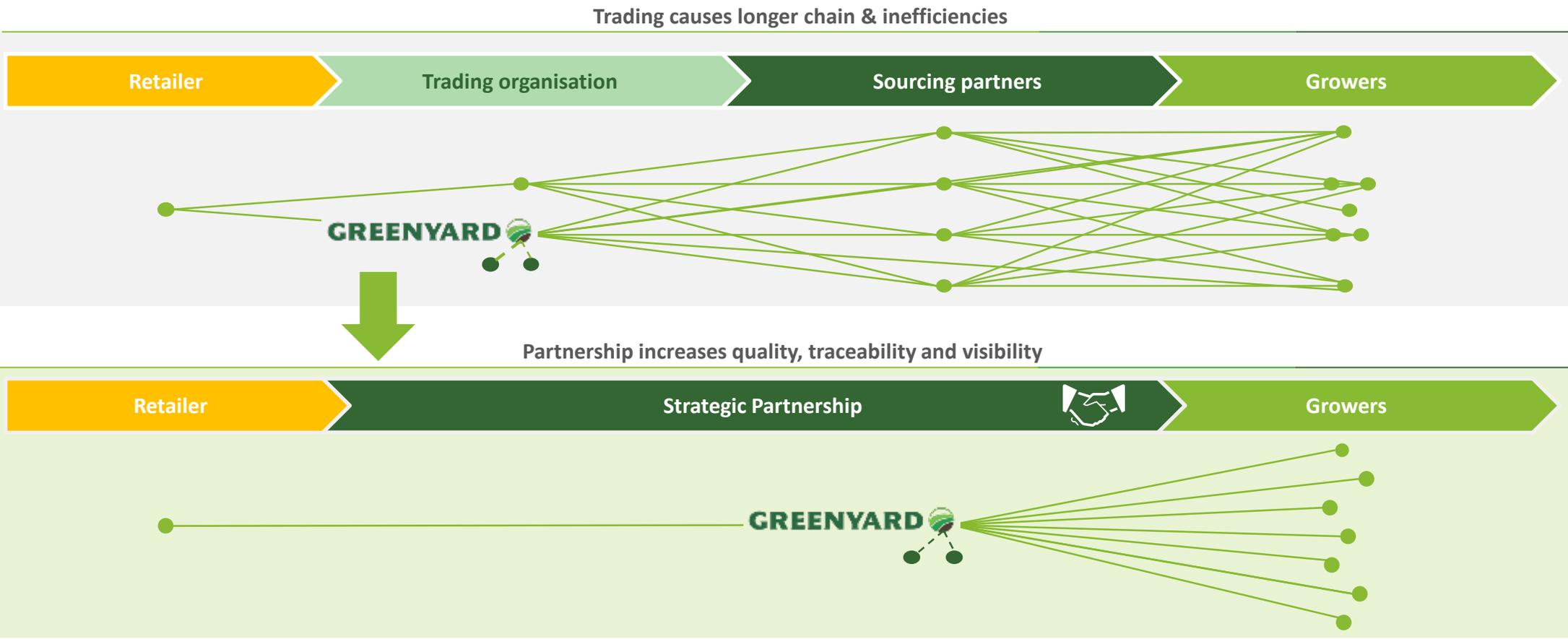
Focus on Supply Chain, Grower and value creation to retail in function of the Consumer





Being a frontrunner in rationalising the fruit & vegetables value chain towards an omni-beneficial long term partnership model...

Greenyard is in the process of convincing retailers to evolve from less efficient trading or direct sourcing models, towards an omni-beneficial partnership model





Partnerships are becoming an increasingly important leg of the model

Bakker Belgium and Delhaize sign a strategic value chain agreement
28 May 2019



Greenyard and Carrefour Belgium sign an agreement in principle to strengthen their commercial relationship
23 April 2019



Greenyard Frozen UK and Tesco become partners to help consumers enjoy a full range of frozen, fruits, vegetables and herbs
30 April 2019



Breakthrough in the German fresh produce market: REWE Group and Greenyard develop new partnership model
19 September 2019





...while the system is gradually shifting to accommodate Greenyard's new partnership model which allows for integration flexibility in features, terms and conditions

Key Partnership Principles		Advantages
Full Assortment	Sourcing / assortment determined by retailer and Greenyard	<ul style="list-style-type: none"> ✓ Better assortment, products, availability and taste for the customers ✓ Stable volume allocation at a stable price for growers ✓ Reduced waste
	Geographical exclusivity (i.e. no trading allowed)	
Integrated Supply chain	Transparent supply chain	
	Integrated systems (e.g. in warehousing or IT)	
	All/majority of F&V flows controlled by Greenyard	
	All stores on platform	
Stable margins	Transparent cost-plus structure	<ul style="list-style-type: none"> ✓ Consistent quality and price ✓ Retailer can focus on core competence (i.e. marketing and sales) ✓ Promotions at the right time and for the right product ✓ Strong visibility of earnings
	Retail price determined by retailer and advised by Greenyard	
	Incentives (e.g. quality, innovation, etc.)	



In January 2019, a dedicated team was appointed, tasked with preparing, steering and executing the Transformation Plan to ensure a swift recovery

Key Take-aways

<p>T.O. Initiation</p>	<ul style="list-style-type: none"> Short-term headwinds led to the establishment of the Transformation Plan In January, Marc Zwaaneveld, co-CEO, was appointed to lead the process, drawing from vast experience in executing transformative situations 						
<p>Team</p>	<ul style="list-style-type: none"> Transformation Team is responsible for the planning and stringent execution Divisional management teams remain responsible for daily line management of the Business The team is dedicating their time to a large extent to the Transformation Plan and report directly into the Executive Team and the Board of Directors 						
<p>Assessment</p>	<ul style="list-style-type: none"> a top-down assessment of improvement programs was performed Management performed a bottom-up analysis, underpinning the initiatives 						
<p>Scope</p>	<p>1 Sourcing</p>	<p>2 Procurement</p>	<p>3 Indirect & Overheads</p>	<p>4 Supply Chain</p>	<p>5 Strategy and Sales</p>	<p>6 Long Fresh</p>	<p>7 Workforce rightsizing</p>



... supported and led by a complementary Senior Management Team fully engaged and focused to roll-out the newly set plans and targets

EXECUTIVE MANAGEMENT



HEIN DEPREZ

Co-CEO

- Co-CEO as of January 2018
- Focuses on the roll-out of Greenyard’s strategic partnership model with its retailers
- Founded Univeg in 1987, which later became Greenyard Fresh



MARC ZWAANEVELD

Co-CEO

- Started at Greenyard as of January 2019
- Responsible for business and transformation
- Led the turnaround as CEO of Van Gansewinkel Group (2014-2017)
- CFO and Vice-Chairman at Suez Benelux & GE (until 2011)



GEERT PEETERS

CFO

- CFO as of September 2018
- CFO at Metallo Group from 2012-2018
- Finance Director Belux Suez from 2010-2012
- Senior Manager in Corporate Finance & Recovery at Deloitte and PwC, where he started in 1997

FRESH



IRENKE MEEKMA

MD - Fresh (Bakker)

- Managing Director at Greenyard Fresh-Bakker segment
- Joined Bakker Barendrecht in 2000 as Commercial Director
- Before, she worked c.11 years at Albert Heijn in several positions, including sales, logistics, buying & category management and IT



CHARLES-HENRI DEPREZ

MD – Fresh

- MD at Greenyard Fresh division as of 2019
- Managing Director at Greenyard Frozen segment as of January 2018
- Worked as Head of Finance Department at Bakker Barendrecht and Project Manager at Expofrut

LONG FRESH



ERWIN WUYTS

MD - Frozen

- MD at Greenyard Frozen division as of 2019
- Development strategic plan business unit frozen patisserie
- Before, he was assigned the role of MD at Lutosa (2009-2017)



DOMINIEK STINCKENS

MD - Prepared

- Managing Director at Greenyard Prepared segment as of July 2015
- Joined Scana-Noliko In 1989 where he became general manager in 1997
- In 2000, he led the Management Buy Out until summer 2012



2

Financial Information

FY 2019/2020

Highlights | A year of recovery thanks to the successful transformation

Three pillar transformation approach



- Long term relationships
- Increased relevance
- Action plan loss-making volumes
- Innovation at a correct price

- Transport & logistics optimisation
- Group procurement
- Cost discipline
- Development joint sourcing

- Divestments non-core business
- Better asset utilisation
- Focus on debtors/creditors
- Improved inventory management



Culturally embedded



Continuous improvement

Key financials Group | Transformation driving the recovery, 3-week COVID-19 impact is only minor on adjusted EBITDA (< € 2,0m)

1

Quarter by quarter accelerating Group net sales increase over AY 19/20 (+3,8%)



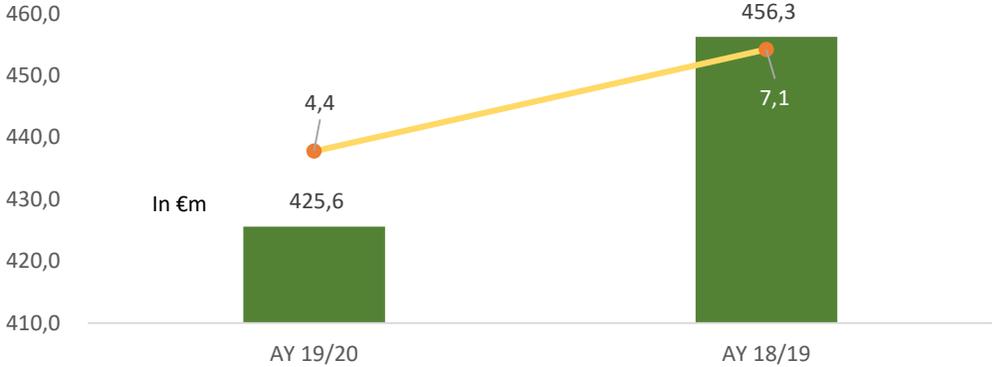
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Thanks to transformation and commercial incentives recovery of adjusted EBITDA by 48,4%



3

Cash mindset and improved working capital reduce nominal debt and leverage

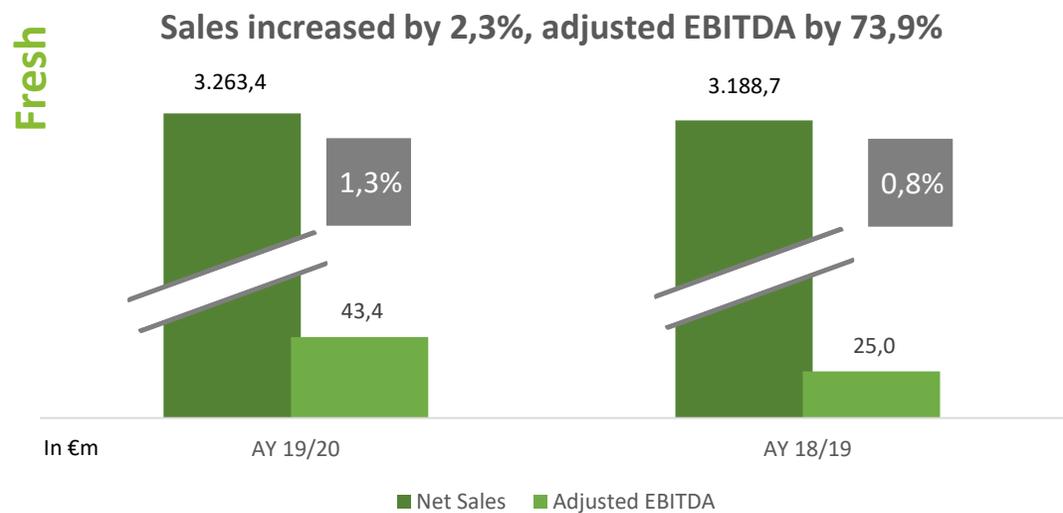


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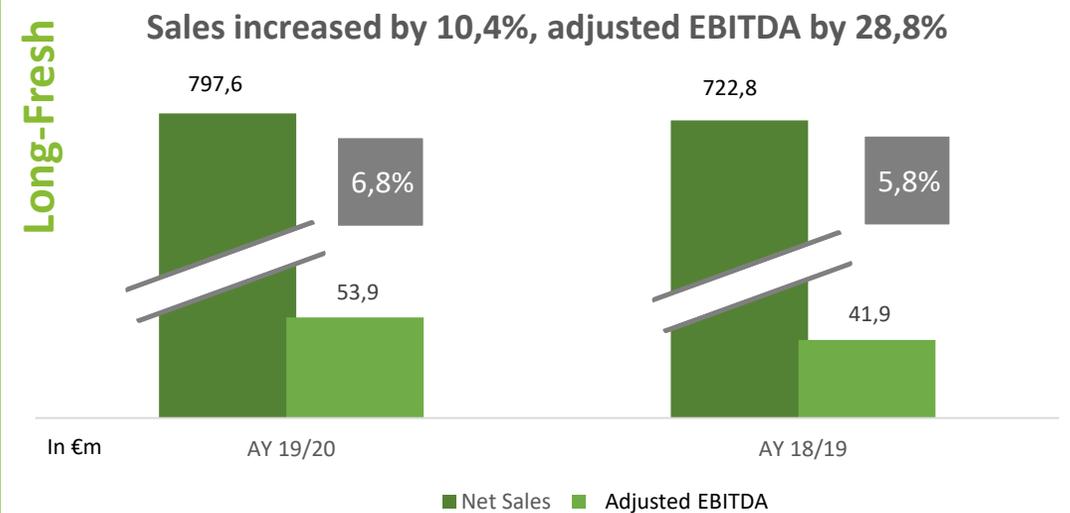
Bringing EBIT to € -2,6m (of which € +12,5m in H2) from € -133,4m last year



Key Financials Segments | Both segments benefit from the transformation

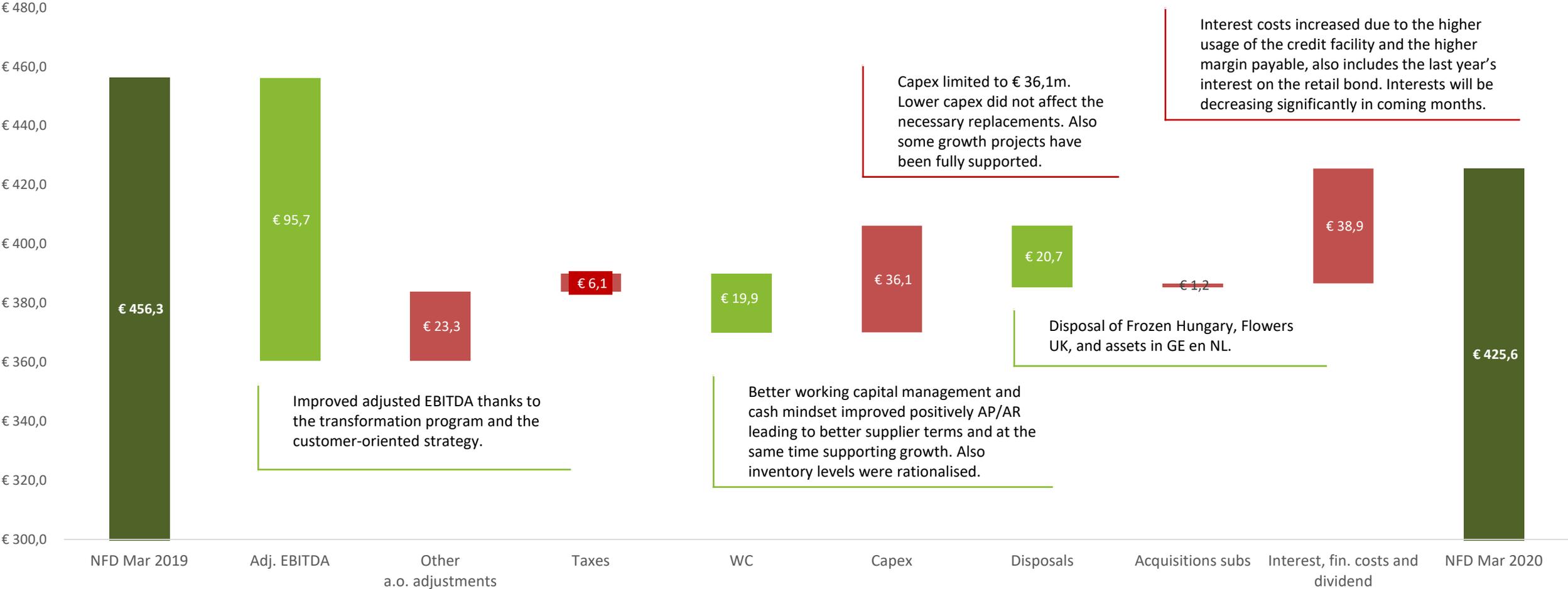


- Fresh sales amounted to € 3.263,4m, up € 74,7m from € 3.188,7m last year (+2,3%).
- Profitable growth thanks to the revitalisation of the commercial relationships and ramping up of the partnerships. This also includes a recovery of the loss-making volumes that were terminated.
- Fresh was able to implement its transformation initiatives including a strong cost control, workforce resizing, efficiency improvements, purchase leverage and waste control.
- Management teams in several countries have been strengthened.
- The negative trend of decreasing profitability was reversed.

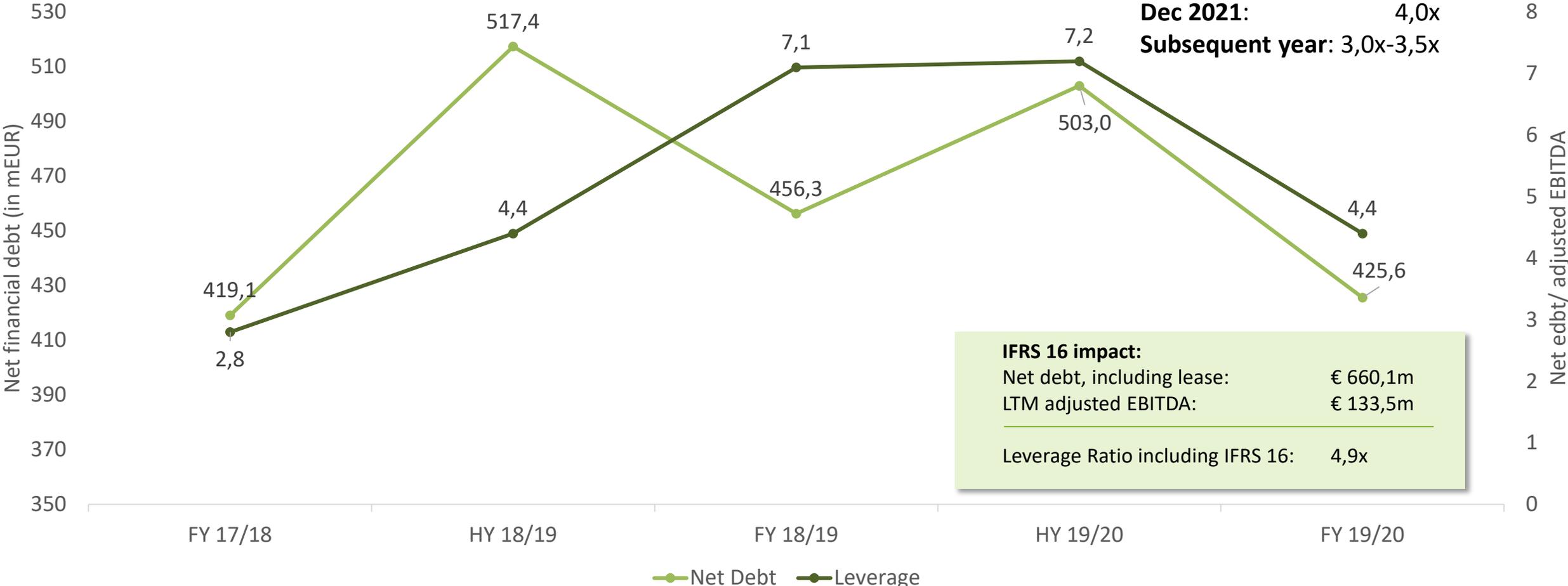


- Long Fresh sales amounted to € 797,6m, up € 74,9m from € 722,8m (+10,4%).
- Sales to retail customers increased a.o. due to the new partnership with Tesco in Frozen (fruit & vegetable). Also important growth in convenience as well in Frozen as in Prepared.
- Frozen fully recovered from the difficult 'Listeria' year 18/19.
- Important improvement in capacity utilisation and production efficiency as well as savings in logistics and overhead costs. A key driver is better co-ordination among production facilities.
- Focus on price strategy, but pressure in mushroom market is high.

Net financial debt evolution | Improvement by € 30,7m with stronger profitability, working capital and disposals as the main drivers of reducing debt



Leverage evolution | Leverage below 4,5x and thus returns gradually back towards 'normal' levels after a sudden spike in FY 18/19



Dec 2021: 4,0x
Subsequent year: 3,0x-3,5x

IFRS 16 impact:
 Net debt, including lease: € 660,1m
 LTM adjusted EBITDA: € 133,5m

 Leverage Ratio including IFRS 16: 4,9x

Focus on sustainability | Clear targets, transparent reporting



Climate action

“In recent months, we have made the necessary efforts to map our company carbon footprint (scope 1 & 2), including an initial analysis of our indirect emissions (scope 3).”

Target: Full publication of our carbon emission footprint, including scope 1, 2 and 3 emissions



Water stewardship

“Water is a critical resource for growing fruit and vegetables. This makes Greenyard particularly conscious about rational and sustainable water usage in our own operations and throughout our value chain. ”

Target: Water risk assessment for 90 % of our grower base by 2022, 100% by 2025.



Responsible sourcing

“Throughout the value chain, ensuring social standards is of utmost importance for Greenyard. Greenyard has established the ambition to conduct business with suppliers that can assure compliance with international and national employment legislation, particularly in risk countries. ”

Target: 90% responsible sourcing by 2022, 100% responsible sourcing by 2025.



Zero waste

“Greenyard faces the important trade-off between packaging and food shelf-life. Careful use of packaging and by designing it to be recyclable, reusable and lighter in weight, Greenyard protects and extends the life of products, while helping to reduce food waste at the consumer end.”

Target: 99% of our consumer packaging will be recyclable by 2022, 100% by 2025

Outlook

Based on the current progress and plans Greenyard expects an adjusted EBITDA (excluding IFRS 16 impact) for the full year ending 31 March 2021 to range between € 106,0m and € 110,0m.

“We live in turbulent times. Our society, our customer landscape and our Company have changed. This change was needed and will gear us up for the future. The way we have responded to the challenge of securing the food supply chain during the COVID-19 quarantine period, clearly demonstrates Greenyard’s strength and relevance.”

Quote of Hein Deprez, co-CEO

“This fiscal year started after the announcement of the Transformation Plan. Thanks to a lot of hard work with contributions from every employee in Greenyard, we proved to be able to realise the profitability potential and untapped efficiencies. This sets the basis for a healthy financial growth. The Transformation will turn into Continuous Improvement with a lot of new actions identified for FY 20/21.”

Quote of Marc Zwaaneveld, co-CEO



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