



Investor Presentation

25 February 2021 – Q3 Update



for a healthier future

| PRELIMINARY NOTES

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Glossary - All definitions are available in the Glossary of the Half Year Report



Overview, mission and strategy

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

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
		

Mission of Greenyard focused on healthy lifestyle & fostering nature

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

- ✓ Deeper **integration with customers and growers** enabling more **stable and resilient** results
- ✓ **Operational excellence and continuous improvement** as new embedded way of working
- ✓ Best in class in **corporate governance and risk management**
- ✓ Being **industry leader in sustainability** leading to **additional economic value**

Market leading positions, serving 19 out the 20 main retailers in Europe



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



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

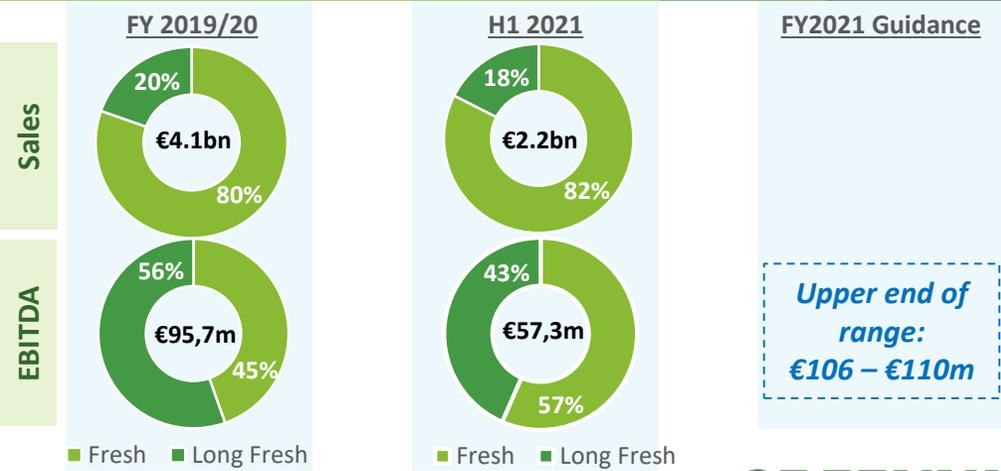


N°5 preserved fruit and vegetables in Europe



N°1 in preserved mushrooms globally

All divisions contributing to the profitability & ready to deliver more



Unique positioning | Greenyard is uniquely positioned as a market leader in its three core divisions, serving the majority of top retailers but also, to a lesser extent, food service/industry

What?



Fresh
Multi-category specialist in fresh fruit and vegetables, combining trading with added value services: ripening, order picking, labelling & packaging, category management and logistics

Frozen
Market leading multi-category specialist in frozen vegetables, mixes, fruits, herbs, organic & convenience products, with a customer base in retail, foodservice and food industry

Prepared
Leading player in prepared fruit and vegetables, mushrooms, pasta, soups & sauces in cans, jars and pouches, largely under private label

To Whom?

Retail

Retail Foodservice Food industry

Retail Foodservice Food industry

Food service/industry represents 20-25% of total Long Fresh sales

Size?

Annually trading **2,000,000 tons**

27 ripening, packaging & service centers

Annually packing¹ **450,000 tons**

12 processing plants

Annually producing **350,000 tons**

Strategy

- Implement a true partnership model that operates on a cost-plus basis (generating modest but stable margins on large volumes) or target margin basis
- Becoming the preferred added value retail partner from fork to field

- Build tailor-made long term relations, combining it with innovation
- Offering a tailored solution for the growing demand in frozen private label

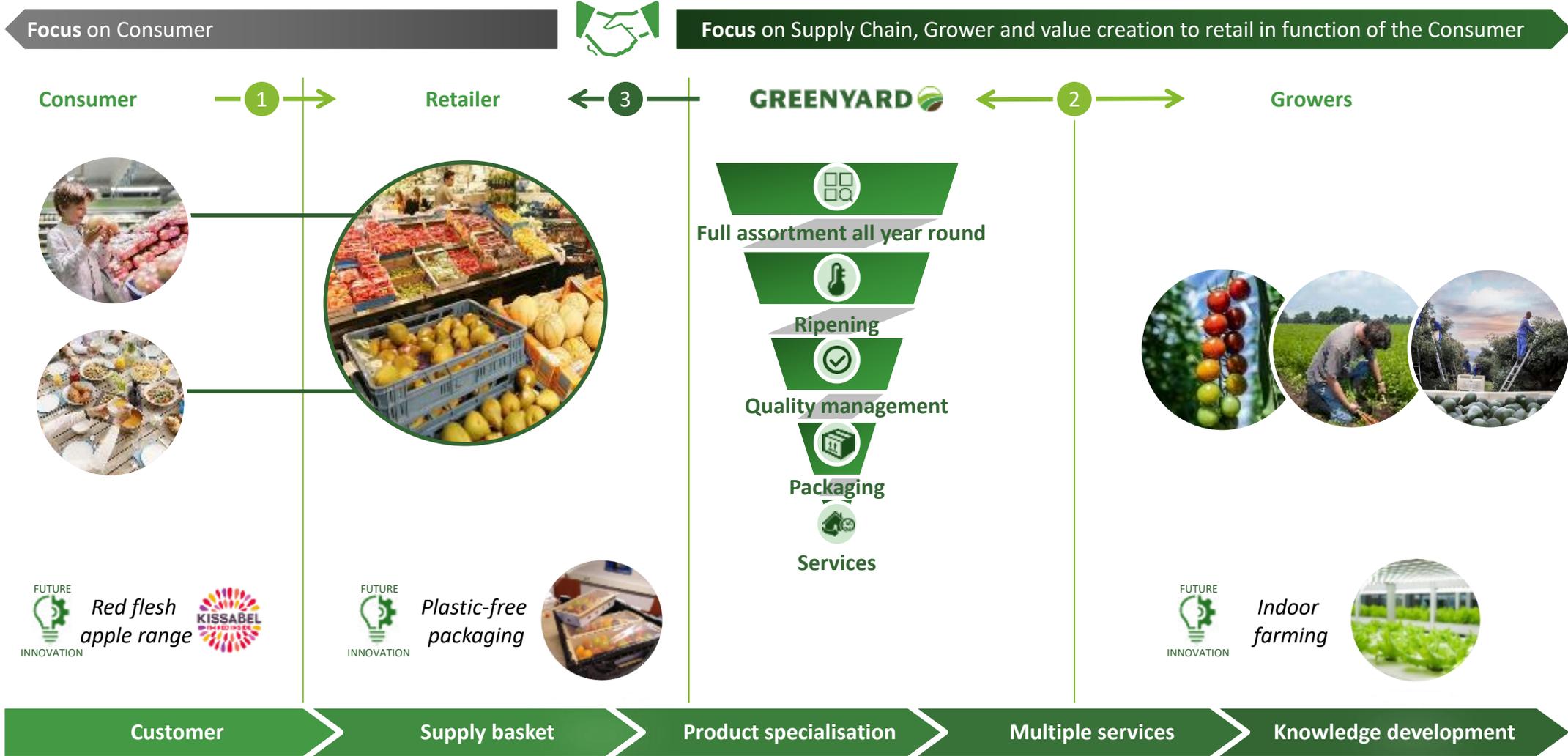
- Build tailor-made long term relations, combining it with innovation
- Offering a tailored solution for the growing demand in prepared private label

Strength

Covering two segments, Greenyard is uniquely positioned in its sector, as the largest player offering the full combination of fresh, frozen and prepared fruit and vegetable products, to become the driving force in the transition to healthier lifestyles and more sustainable food chains.

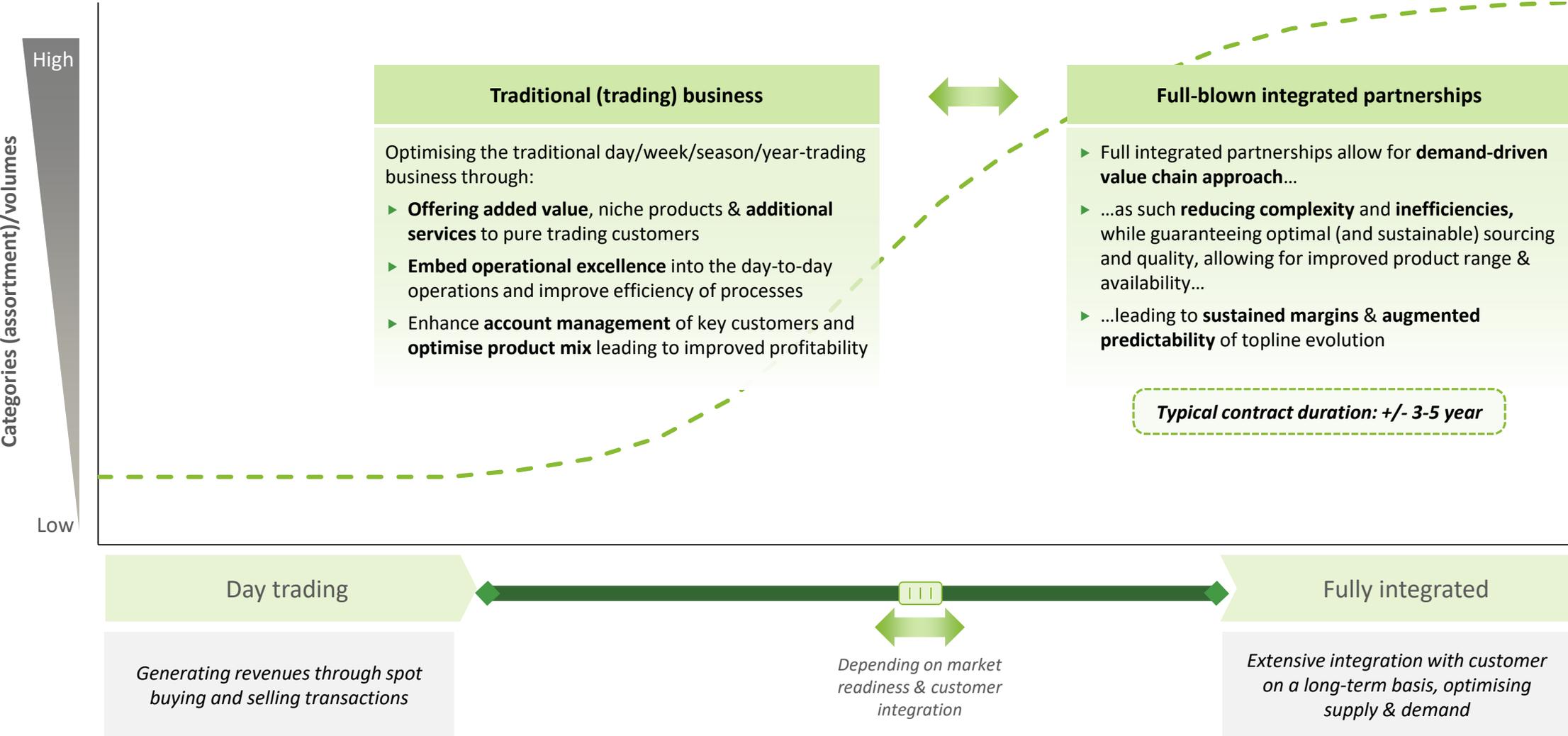
Note 1: We refer to annually packing tonnage given that the Frozen division is packing/selling not only own produced frozen F&V, but also complementing this with purchased frozen F&V

Fork-to-Field approach | Greenyard providing clients highly advanced supply chain management services through integrated partnerships

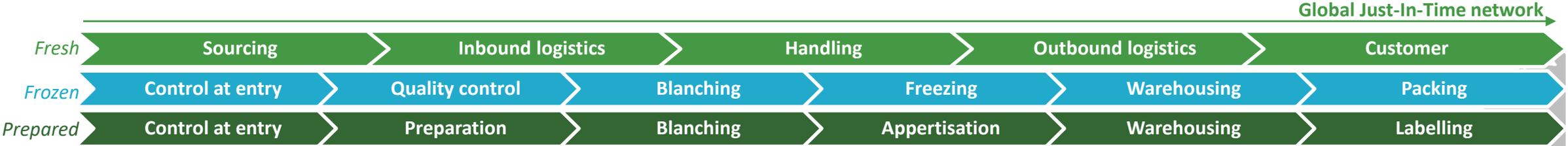


Note: Illustration above details Greenyard Fresh approach

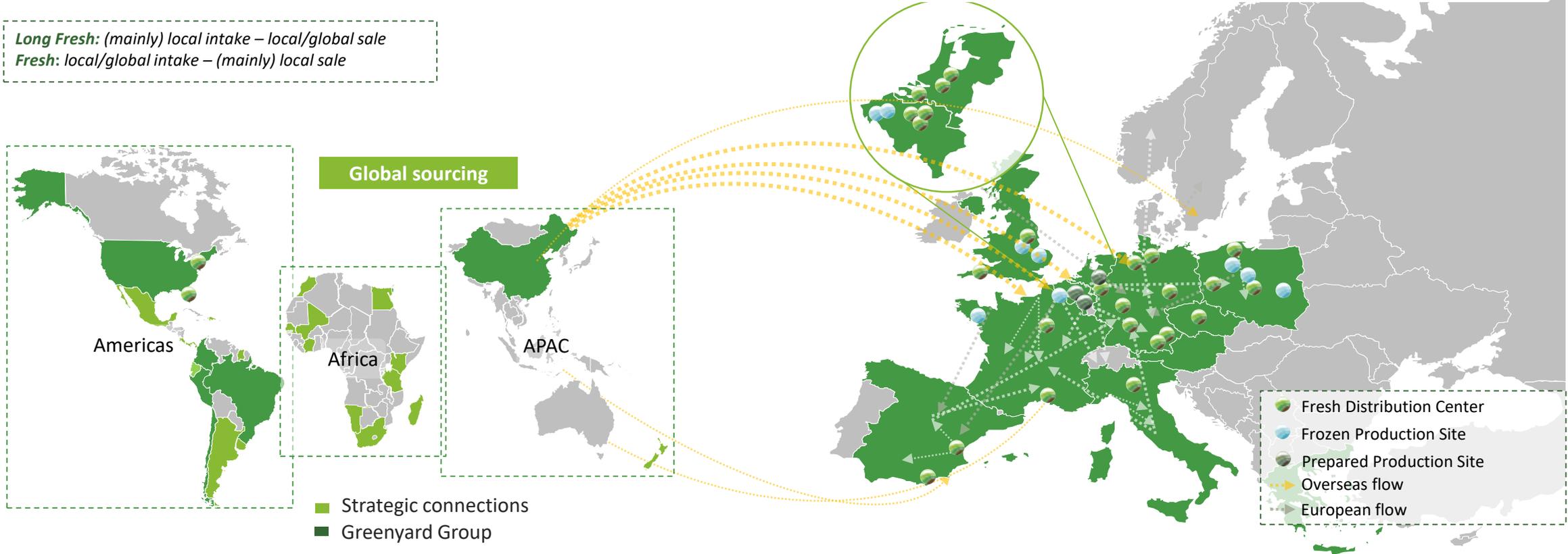
Integrated partnerships | Greenyard's important shift from opportunistic day trading to (long-term) collaborations with different integration levels in both traditional business & partnerships



Global footprint | Thanks to its global network of growers and excellent supply chain management services, Greenyard manages to fulfill customers' high standards



Long Fresh: (mainly) local intake – local/global sale
Fresh: local/global intake – (mainly) local sale



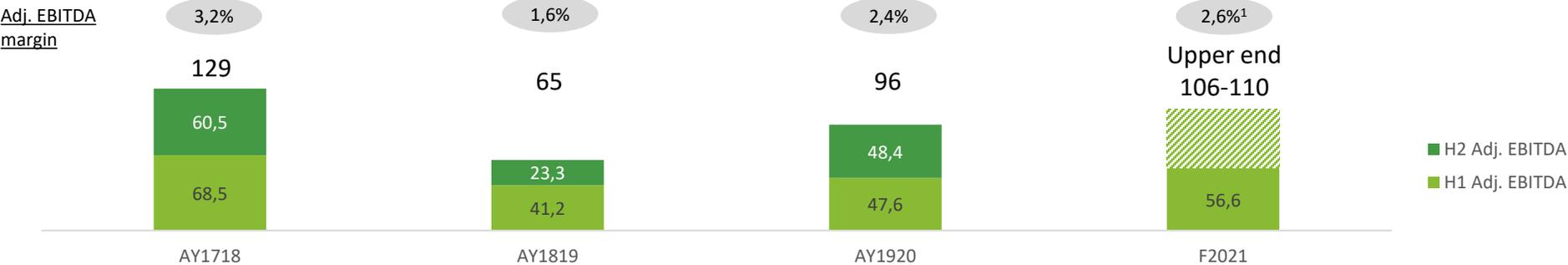
Unique combination | With its unique combination, the 3 divisions are strengthening each other a.o by cross-supplying services and produce

Thanks to the harsh situation in AY1819, the Transformation Office has identified significant synergy potential across the 3 divisions which are currently being harvested. In addition, the company culture has changed, and people prove much more open to cooperate and do business together



Expected trend towards one F&V category (Fresh, Frozen, Prepared) at retailers offering F&V in the most appropriate form to meet consumer needs. A group like Greenyard, covering all three segments, is best positioned to optimize and supply a full F&V assortment for each consumption moment.

Successful transformation as evidenced by improved results



Fresh

Sizeable top-line growth and stabilizing profit margins resulting from further development of new & existing **integrated long-term partnerships**

- ▶ **Profitability uplift** following (volume) **ramp-up & scope expansion** in existing & new partnerships, further driven by **higher incentive realisation**
- ▶ **Significant rationalisation** thanks to professionalisation, group leverage & cooperation, workforce rightsizing and indirect spent savings

Q3 sales increased by 11,4% Y-o-Y driven by higher volumes in the long-term relationships

Year	H1 Adj. EBITDA	H2 Adj. EBITDA	Total Adj. EBITDA	Adj. EBITDA margin
AY1718	42,6	30,1	72,7	2,2%
AY1819	21,7	3,3	25,0	0,8%
AY1920	24,6	18,8	43,4	1,3%
F2021	32,4	16,0	48,4	1,8% ¹

Long Fresh

Fruit and convenience **projected to show double digit y-o-y sales growth**, operational excellence & innovation leadership as levers for **margin improvement**

- ▶ Growth with **existing long-term clients**, start of partnership with Tesco and **focus on growth businesses** like convenience, bio and fruit
- ▶ Continuous strive for realising **cost efficiencies** and better **asset utilisation**,
- ▶ **Profitability management** of product and client portfolio

Q3 sales increased by 6,4% Y-o-Y with higher sales in retail and food industry more than offset lower sales in food-service

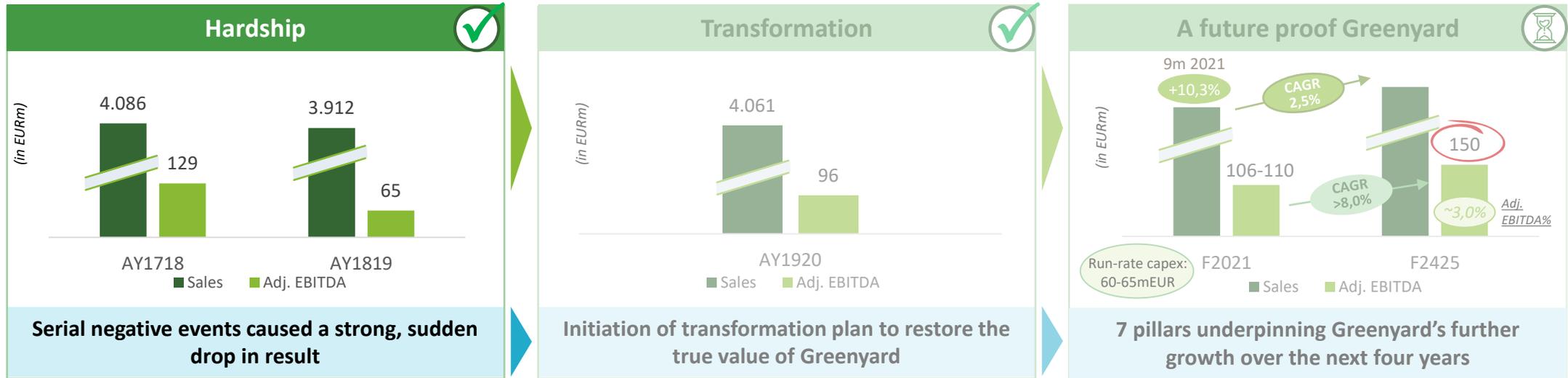
Year	H1 Adj. EBITDA	H2 Adj. EBITDA	Total Adj. EBITDA	Adj. EBITDA margin
AY1718	25,7	31,0	56,7	7,6%
AY1819	20,5	21,4	41,9	5,8%
AY1920	24,3	29,6	53,9	6,8%
F2021	24,9	40,1	65,0	6,5% ¹

¹ Adj. EBITDA margin based on HY2021 results



A future proof Greenyard

3 years ago, a combination of unfavourable developments caused hardship for Greenyard



- ▶ **Listeria contamination:** Contamination in Hungarian plant leading to many exceptional costs



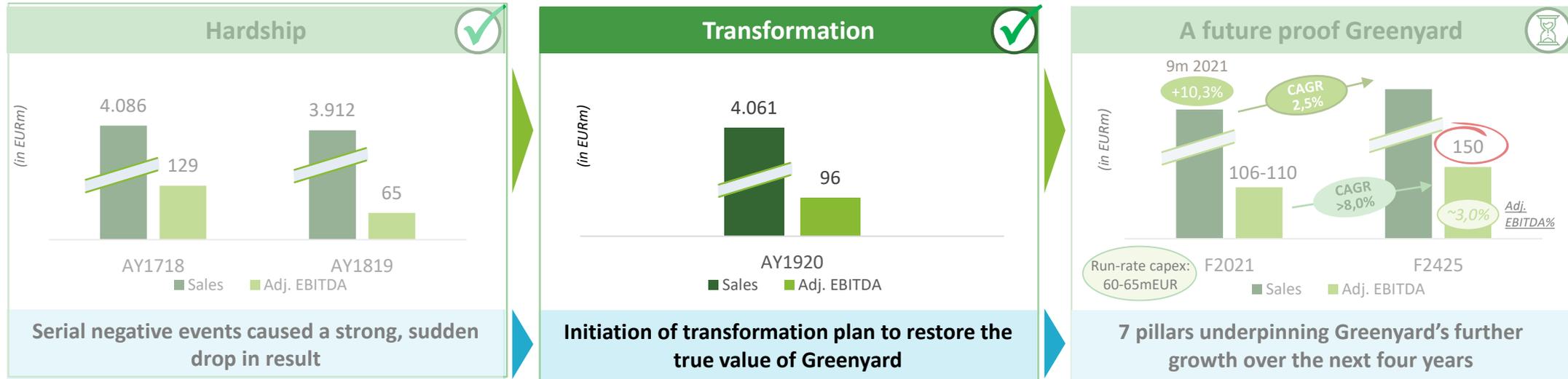
- ▶ **Revenue model transition pains:** price and volume pressure due to lengthy and high impact change process (as well for Greenyard as for retailer) to build a partnership



- ▶ **Adverse weather conditions:** negative impact which resulted in waste, lower production and overhead absorption

These three exceptional circumstances, coming together, in combination with the high debt and low group/cash focus (at that time) in Greenyard, led to financial difficulties

Strong transformation plan and rigorous implementation based on three overarching workstreams had led to a swift recovery & increased profitability



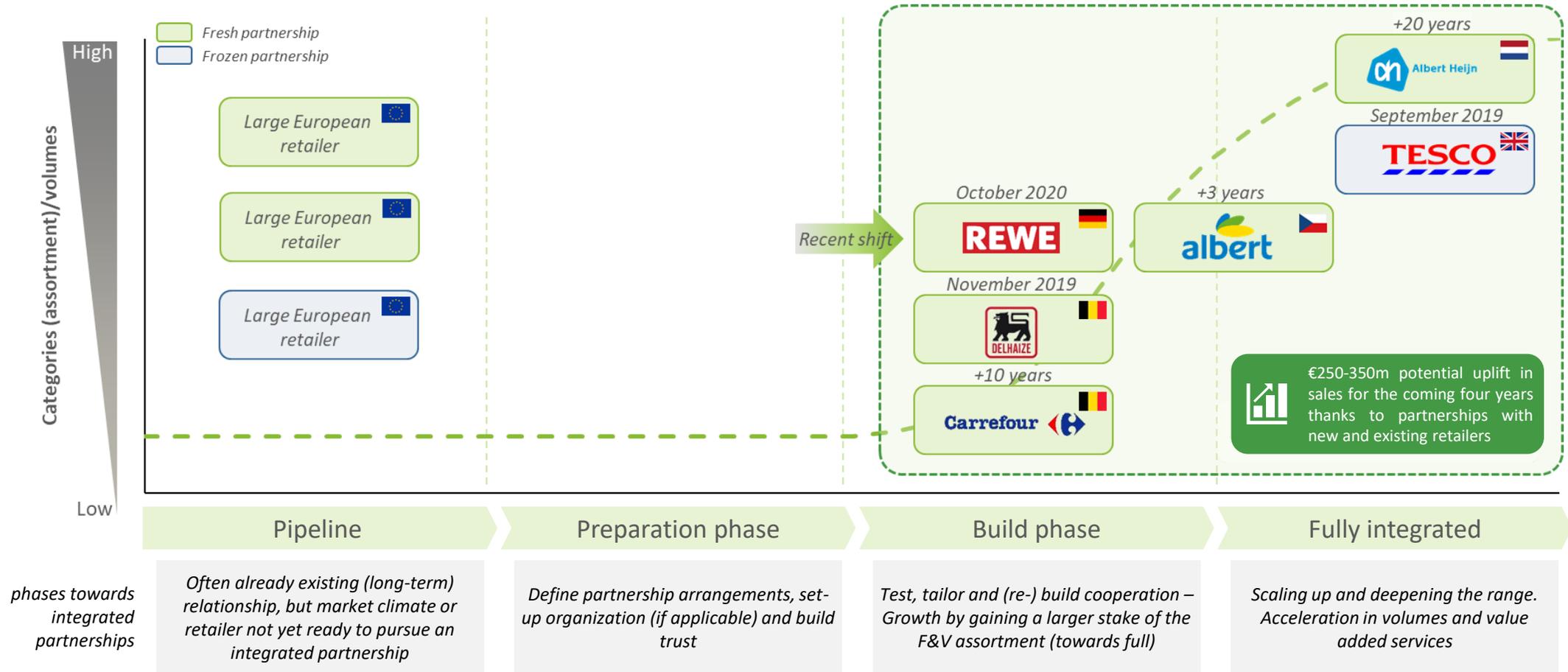
Embedded in Greenyard's organisational culture to ensure continuous improvement & strengthened organisation with sharpened corporate governance

Note: Financials above are Pre IFRS 16



Revitalisation of commercial relationships

Unique long-term relationships | Deepening long-term relationships to produce more added value services remunerated by a stable EBITDA margin profile



Long-term relationships foster the commitment for long-term, sustainable investments in the value chain. The continued investment in these long-term relationships is expected to create room for innovation and joint expansion in higher growth categories, such as frozen fruit and meal kits.

Transformation office has been scrutinising all cost areas to identify and unlock untapped cost efficiency potential across the whole Group

REALISED TRANSFORMATION INITIATIVES (APRIL '19 – AUGUST '20)



Implementing operational excellence

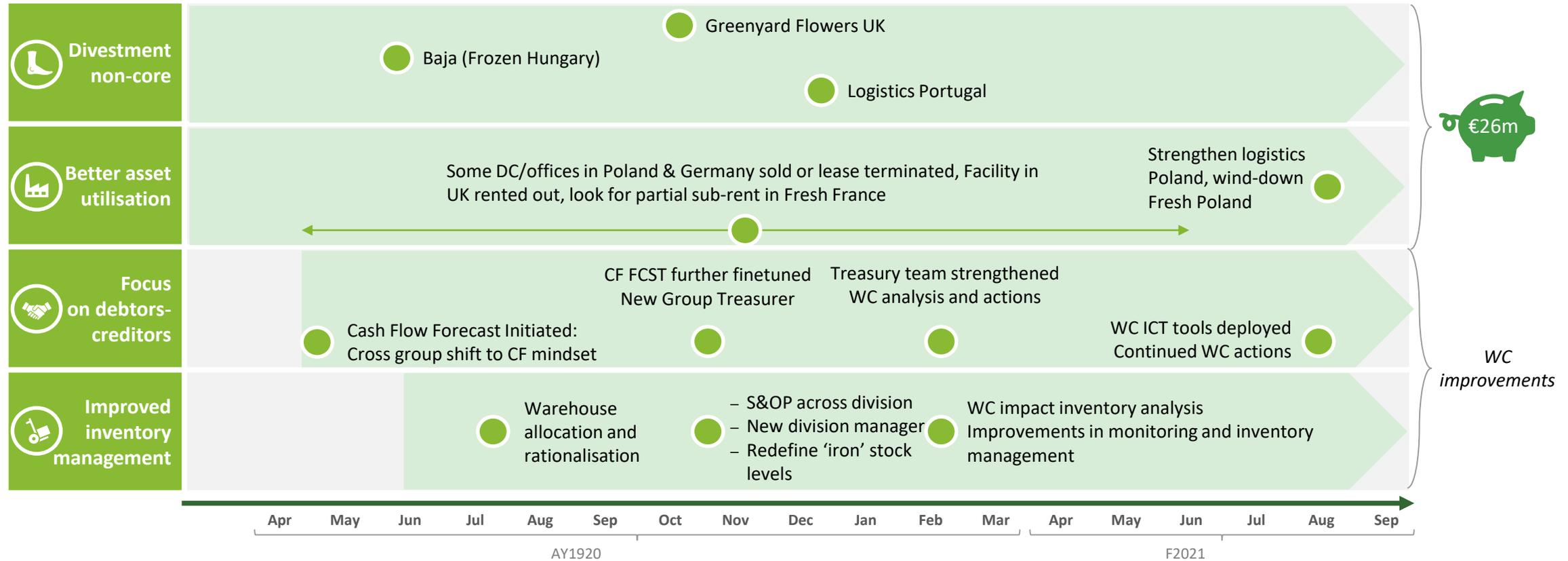


Rigorous and continued focus on cash led to an improved net financial debt position



Footprint rationalization and focus on cash management

OVERVIEW RECENT CASH MANAGEMENT INITIATIVES



By implementing this strong transformation plan based on these three overarching workstreams and a rigorous implementation, Greenyard was able to gradually restore the trust in the company of its various stakeholders (a.o. Suppliers, clients, financing banks, investors...)

Delivering the targets as set out in the roadmap



Sustainable growth in group sales (+10,3% Y-o-Y) with stable margin profile and heading towards the upper range of €106m - €110m of Adj. EBITDA (AY2021)



Increasing resilience to new external factors with a more robust business profile & profitability



New integrated partnerships with top tier retailers realized as a sound basis for continued growth



Successful focus on de-risking Greenyard and group-wide cash management & cost controlling initiatives



On track to secure comprehensive refinancing by end of FY2020/2021 and maintaining supportive bank relations



Strong management team with proven track record, ready to further realise future ambitions

Significant potential to further grow and stabilise a sound cash flow generation, enhance its profitability and stabilise cash flows on the back of supportive market trends



- ◁ After focusing on the Transformation Plan, Greenyard is turning the page with **revised long-term ambitions**, built around 7 core pillars
- ◁ An **organic growth trajectory** in both the Fresh segment and the Long Fresh segment, set out by Greenyard's management, is the **basis for this revised and ambitious plan** for the coming four years



- 🤝 Deepening GY's unique long-term relationships
- ♻️ Smart sourcing strategy
- ⚖️ Secure growth at robust profitable margins
- 🏭 Develop asset base and logistic/production capabilities
- 🌱 Sustainability roadmap - economics and sustainability go hand in hand
- ⚙️ Strengthening agile organisation
- 🏛️ Strong corporate governance

New long-term ambitions | Expected growth is underpinned by 7 pillars that Greenyard intends to focus on and further develop over the coming four-year period



-  **Deepening GY's unique long-term relationships**
-  **Smart sourcing strategy**
-  **Secure growth at robust profitable margins**
-  **Develop asset base and logistic/production capabilities**
-  **Sustainability roadmap - economics and sustainability go hand in hand**
-  **Strengthening agile organisation**
-  **Strong corporate governance**



Unique long-term relationships | Deepening long-term relationships to produce more added value services remunerated by a stable EBITDA margin profile

Full high-quality, optimised assortment

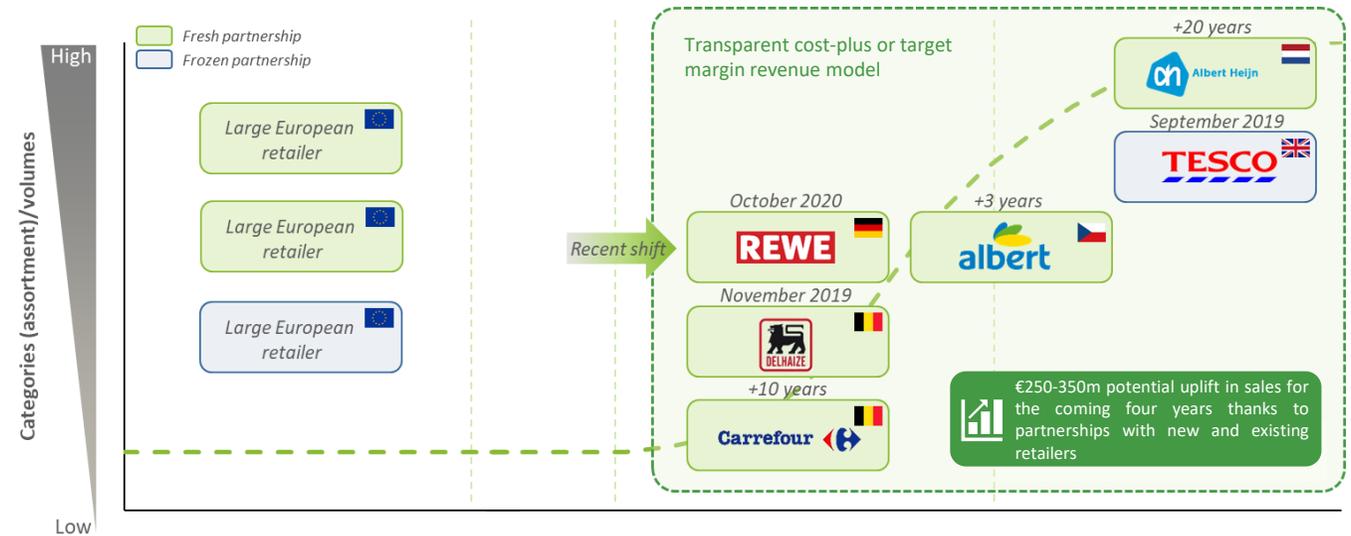
- ▶ Sourcing/assortment determined by retailer and Greenyard
- ▶ Growth with retailer gaining F&V market share, opening new stores, higher penetration with franchisees
- ✓ Better & more diverse assortment, products, availability and taste for the customers
- ✓ Stable volume allocation at a stable price for growers
- ✓ Invest in quality and secure availability in stores

Integrated Supply Chain

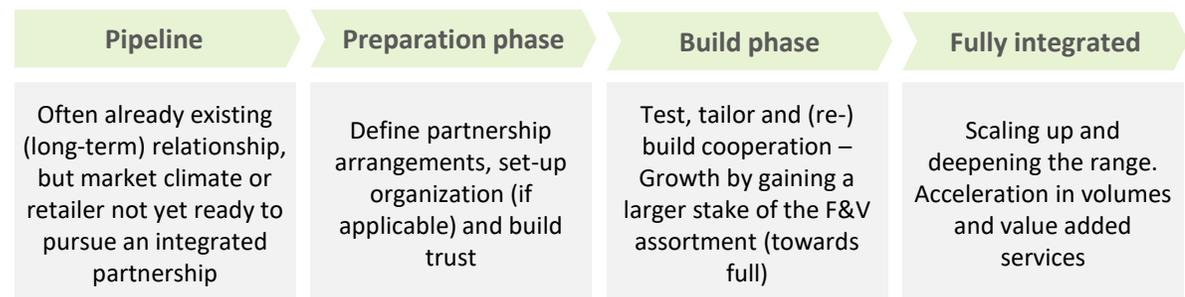
- ▶ Transparent supply chain
- ▶ Integrated systems (e.g. in warehousing or IT)
- ▶ All/majority of F&V flows controlled by Greenyard
- ▶ All stores on platform
- ✓ Reduction of waste
- ✓ Increased demand predictability
- ✓ Improved transparency, traceability and improved product knowledge
- ✓ Reduced business volatility and increased efficiency
- ✓ Improved usage of natural resources/footprint

Stable margins

- ▶ Transparent cost-plus structure
- ▶ Retail price determined by retailers and advised by Greenyard
- ▶ Incentives (e.g. quality, innovation, etc.)
- ✓ 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



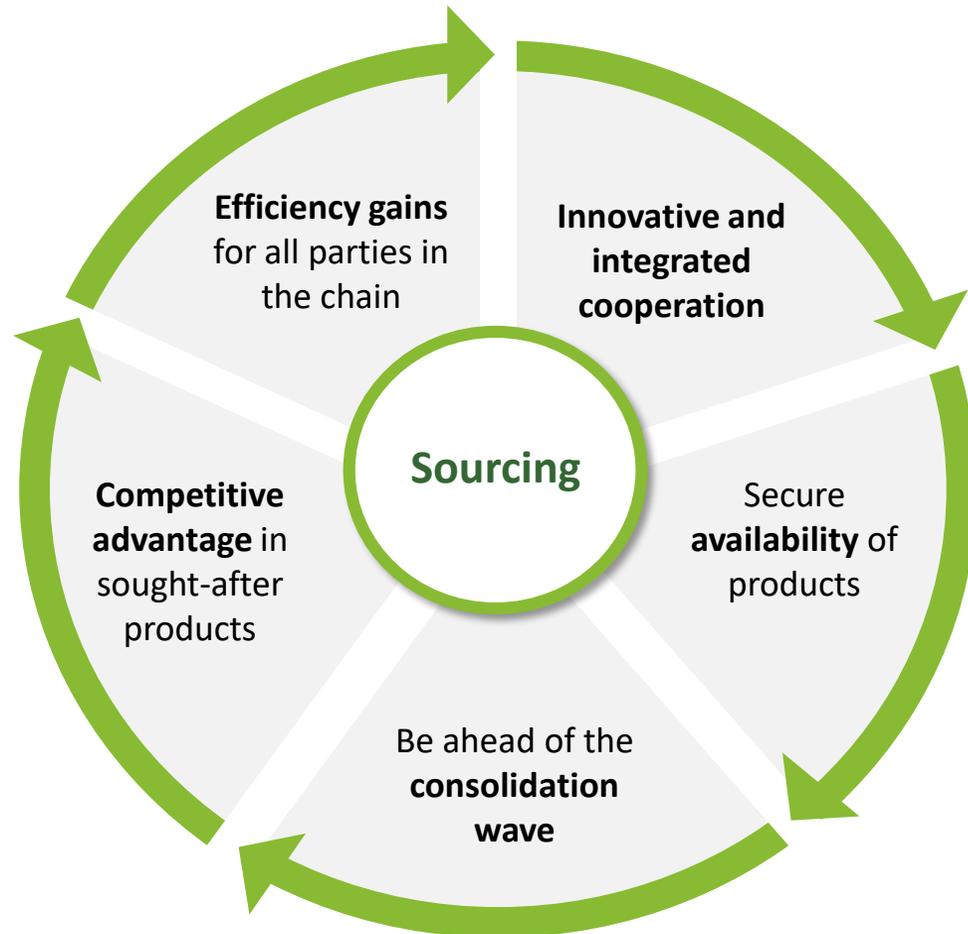
Phases towards integrated partnerships:



Long-term relationships foster the opportunity to grow the assortment, including in higher growth categories such as frozen fruit and meal kits, to optimise the supply chain, improve product quality and reduce waste, as well as to introduce innovation



Smart sourcing strategy | Integration in the entire chain through collaboration with growers and joint sourcing



▶ **Smart sourcing:** to attract new growers and retain important growers



▶ **Collaboration across the Group:** Greenyard can bundle the group expertise and create alignment



▶ **Improved efficiency:** allowing improved economic terms, as well as a more sustainable supply



▶ **Sustainable supply chain:** lower waste, intelligent and efficient logistical use and balanced supply and demand



▶ **Future proof:** with the sourcing strategy, Greenyard aims to secure its availability and supply of the most sought-after categories and be a catalyst in the further professionalization of the agricultural sector



Secure growth at robust profitable margins | Improve resilient margin growth thanks to rigorous margin management and customer intimate strategy

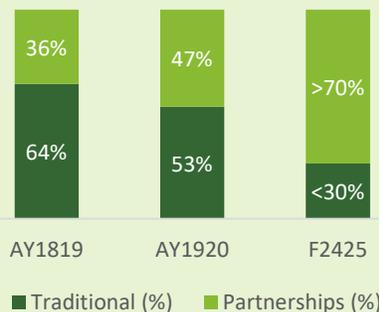
As a large F&V service/produce provider, we have to master the art of aligning demand and supply, and sales and purchase prices in very volatile markets

Fresh

Shift towards more sustainable growth & margins and LT partnerships

- ▶ **Strong topline growth & profitability enhancement by important shift** to (long-term) collaborations with different integration levels in both traditional business & partnerships
- ▶ **Sharp management of margins** by aligning retail sales, product prices (a.o by liquidation settlements) and intimate grower relations
- ▶ By the end of the 4-year period, Greenyard aims to have **more than 70%** of Fresh sales **contracted on the long term** with a stable EBITDA margin

Sales split



Extensive integration with customer on a long-term basis, optimising supply & demand

- ▶ Demand-driven value chain approach
- ▶ Reducing complexity and inefficiencies
- ▶ Sustained margins & augmented predictability

Long Fresh

Focus on high-growth segments, customer/product profitability and operational excellence

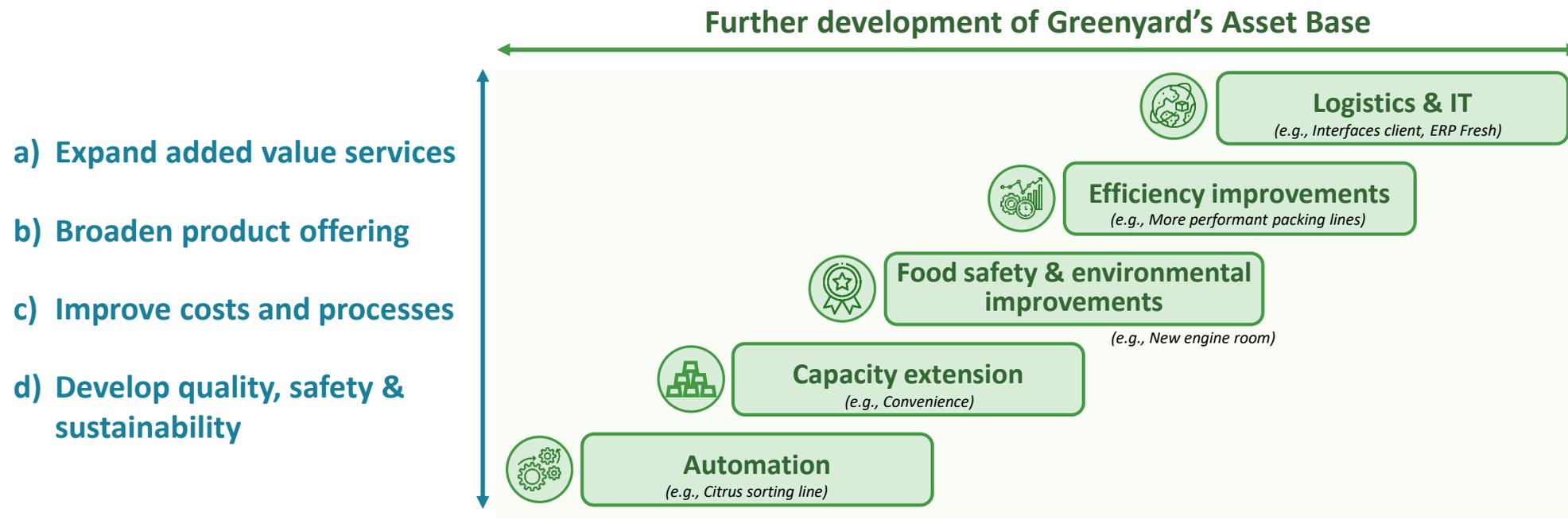
- ▶ **Diversified base of retail and food service clients** all over the world, **typically year contracts** which are **rolled forward** from year to year, potential of further partnerships
- ▶ Gain market share and extend production/sales in **high-growth, more profitable** segments like **convenience, organic and fruit**, and defend position in vegetables
- ▶ Intense relation with key accounts by providing **client-specific and innovative** product offering based on **cost-efficient** production
- ▶ Close follow-up of **client/product profitability** based on detailed cost allocation, and (if needed) adjust the **portfolio** and/or **sales prices** to protect margins
- ▶ **Continuous balancing** of grower supply/production and demand and reliable S&OP forecasting leading to lower required inventory at the same time safeguarding sufficient product availability



Develop asset base and logistic/production capabilities | Defined program of high ROCE investments and projects to improve utilisation of asset base and cost efficiency



- ▶ **Investment program:** Greenyard is aiming for an **annual run-rate CAPEX over the next four years of between €60m and €65m**, to **structurally develop** Greenyard's **asset base** to execute and **deliver on its ambitions**. This will put the Company in a **pole position**, together with its global footprint, to have a **state-of-the-art & advanced production equipment** at its disposal. This in order to **deliver optimized & cost-efficient services** (e.g., sorting and packing lines, freeze/sterilisation units, food processing equipment...) to our clients

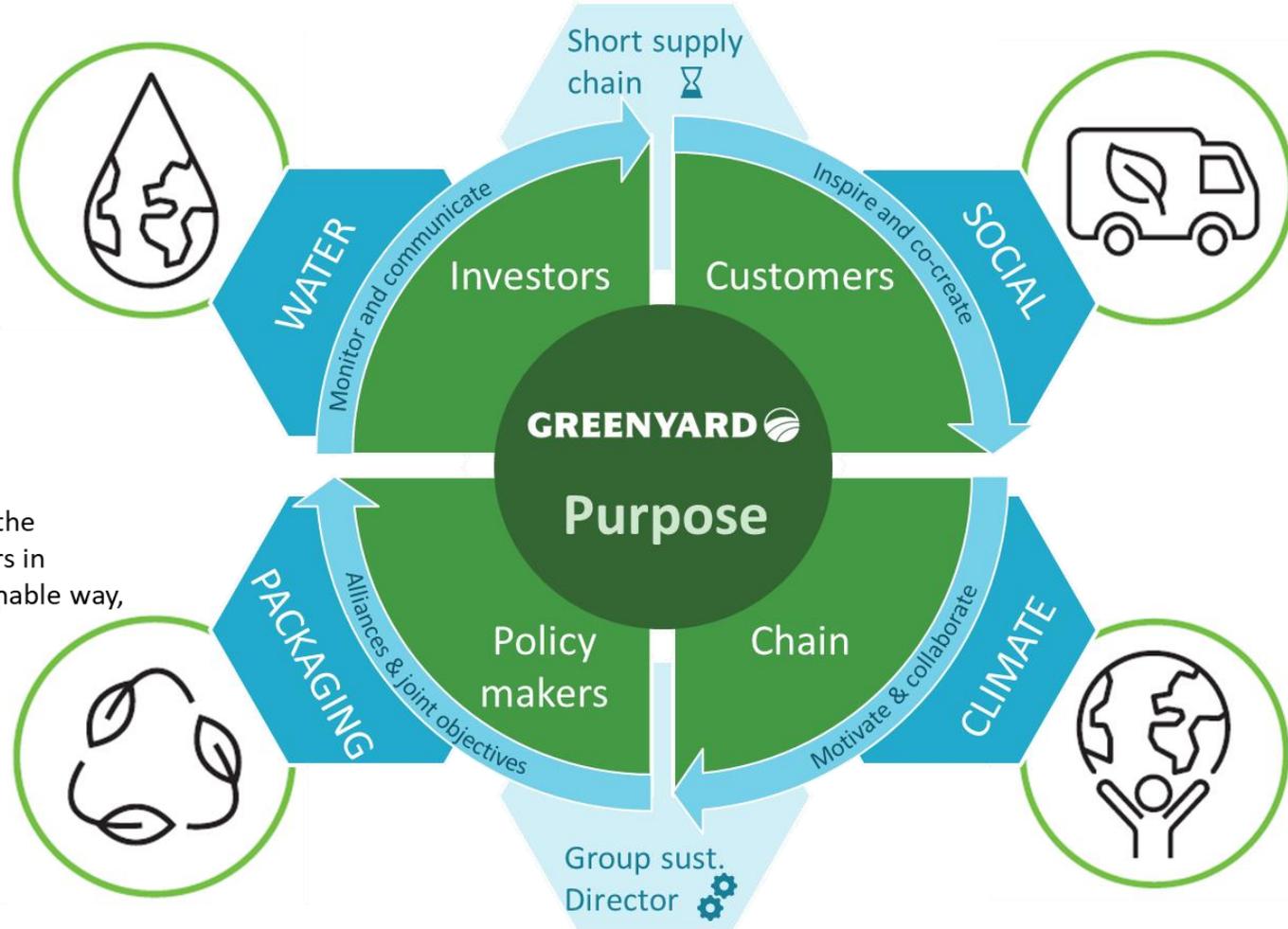


- ▶ **Cost efficiency projects:** Besides running an investment program, Greenyard is also very **active in & focused on more efficient use of resources and assets** throughout the company (e.g., optimization of logistics (a.o. TMS-system), appointment of Group Transport Director, re-allocation of activities between various distribution centers and facilities, using the group's economies of scale for purchasing...)



Sustainability roadmap | going hand in hand with adding economic value

Sustainability is to become part of every day decisionmaking, embedded in the entire organisation, whereby adding economic value and sustainability go hand in hand.



Join our customers in working on sustainability and transparency in various fields and parts of the value chain

Greenyard believes it is the responsibility of all actors in society to act in a sustainable way, including companies

Not only our own footprint needs to improve, but it will become crucial to motivate our partners in the chain to work on sustainability



Sustainability roadmap | 4 concrete commitments, including climate action, water stewardship, responsible sourcing and achieving zero waste.

#1

We will reduce our greenhouse gas (GHG) emissions by 50% by 2025

(2018: n/a)

152.478 tonnes CO₂-eq.

We will set long-term Science Based Targets no later than 2022



#2

We will assess the water risks of 100% of our grower base by 2025

We started in 2019 with water-intensive crops and our own processing sites



#3

100% of our consumer packaging will be recyclable by 2025

(2018: 97%)

98%



#4

100% of our grower base located in risk origins will be certified for social compliance by 2025

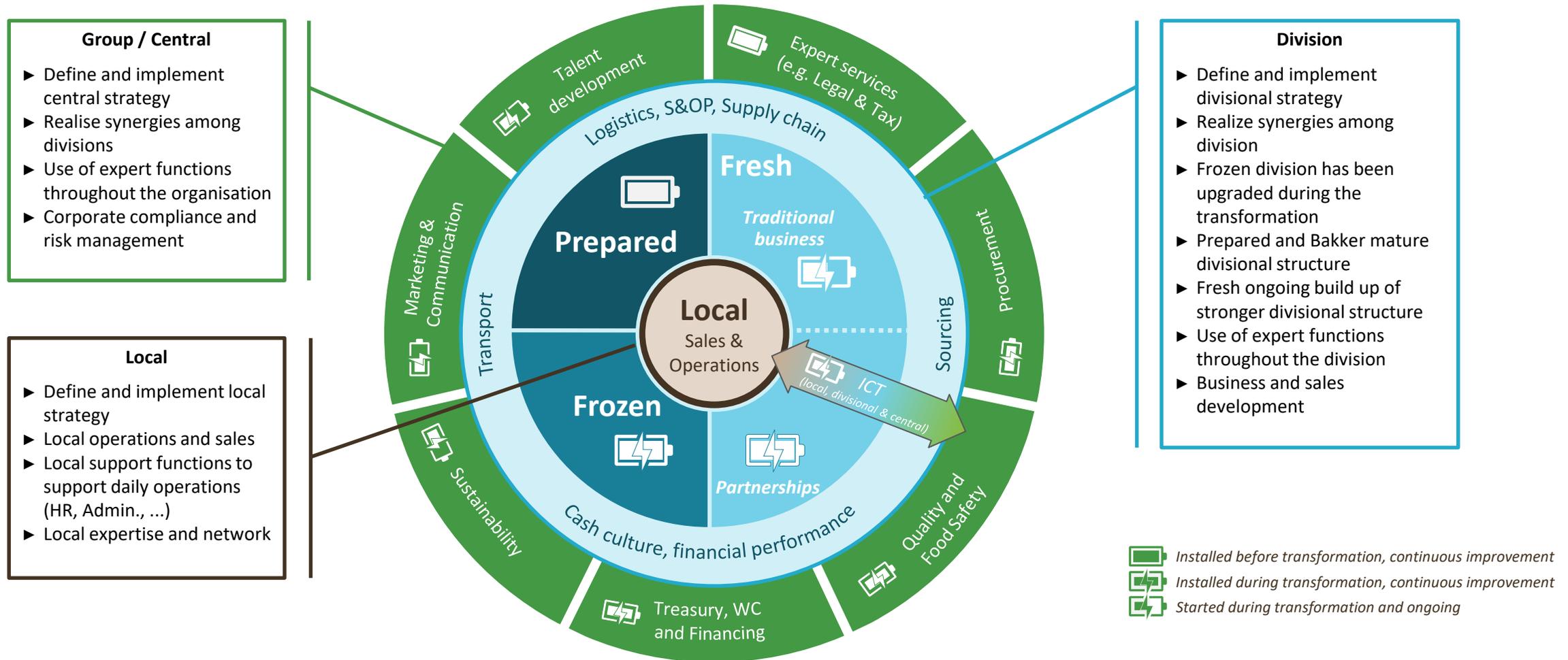
(2018: n/a)

78%



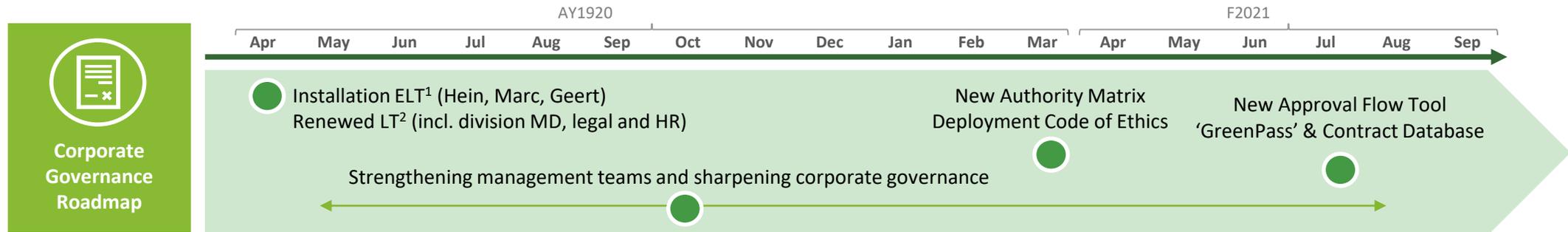


Agile organisation | Improved cooperation between entities & divisions thanks to revised organisational structure that leverages expertise and synergies





Strong corporate governance | Long-term alignment of interests in a strengthened organisation



► **Supervision by ELT:** Under the leadership of the two co-CEOs and the CFO and supported by a leadership team, Greenyard has installed strong corporate governance measures. **All major strategic & operational decisions need to be approved by all 3 ELT-members**, supported by a strong, renewed LT-team (see next slide)



► **Strengthening management teams:** Several **changes at country level to future proof MD's**, at **division level** appointment of a divisions **Fresh MD**, **strengthening with key functions** (e.g., communication, transport, sustainability director)



► **Long-term alignment of interests:** Greenyard has **created a structural long-term alignment** of interests **between (senior) management and company**, ensuring a **commitment** over the long-term **through long-term incentives**



► **Install a more performance-driven culture:** Strong focus on discipline and accountability, orientation to future, foster co-operation throughout the group (a.o. embedded in performance management system)

*“Over the past 2 years, our focus was to develop Greenyard into a next phase of its existence. Key words are **resilience, agility and continued professional governance**. With a long-term committed management team this will lead to **solid and sustainable growth involving all stakeholders in the supply chain.**”*

Marc Zwaaneveld, co-CEO

Notes: 1. ELT: Executive Leadership Team; 2. LT: Leadership Team

Fully engaged and focused Leadership Team

EXECUTIVE LEADERSHIP TEAM



**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

LEGAL & HR



**ALEXANDER
VERBIST**
Group Legal/HR
Director

- Group HR Director as of 2021 and Group Legal Director as of September 2015
- Business & Corporate Legal Counsel, Tessengerlo Group from 2014-2015
- Senior Associate at Laga's corporate law and M&A department from 2009-2014

FRESH



**MAARTEN VAN
HAMBURG**
MD - Fresh
(Bakker)

- MD Bakker Division as of 2020
- MD Bakker NL 2017-2020
- Sales Manager Bakker 2014-2017
- After various international senior positions in large retailers
- Passion for Food & Sustainable entrepreneurship.



**YANNICK
PEETERS**
MD – Fresh
(Belgium)

- MD Fresh Belgium since January 2020, member of the LT since March 2019 due to importance of successful transformation of Fresh Belgium
- Group Strategy Director & Corporate Finance manager since 2017
- Previously worked in corporate finance at Deloitte in London, Brussels and internationally



**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)

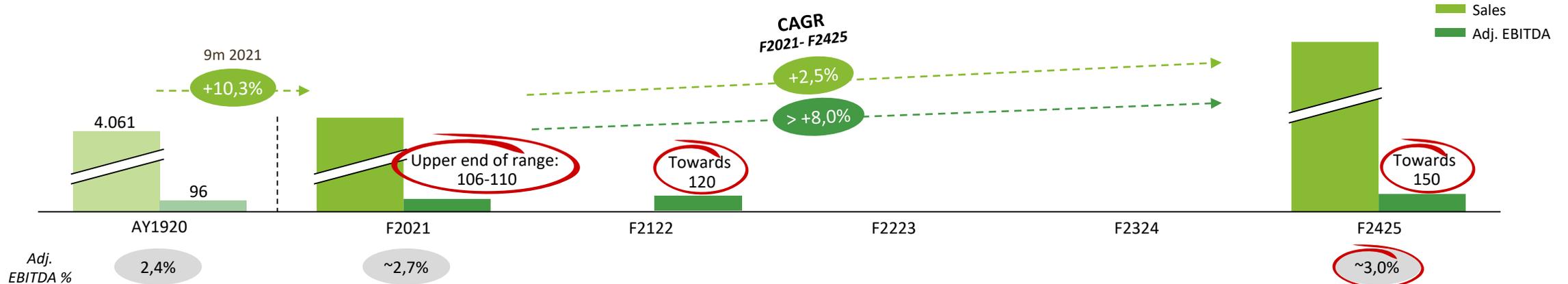


**DOMINIEK
STINCKENS**
MD - Prepared

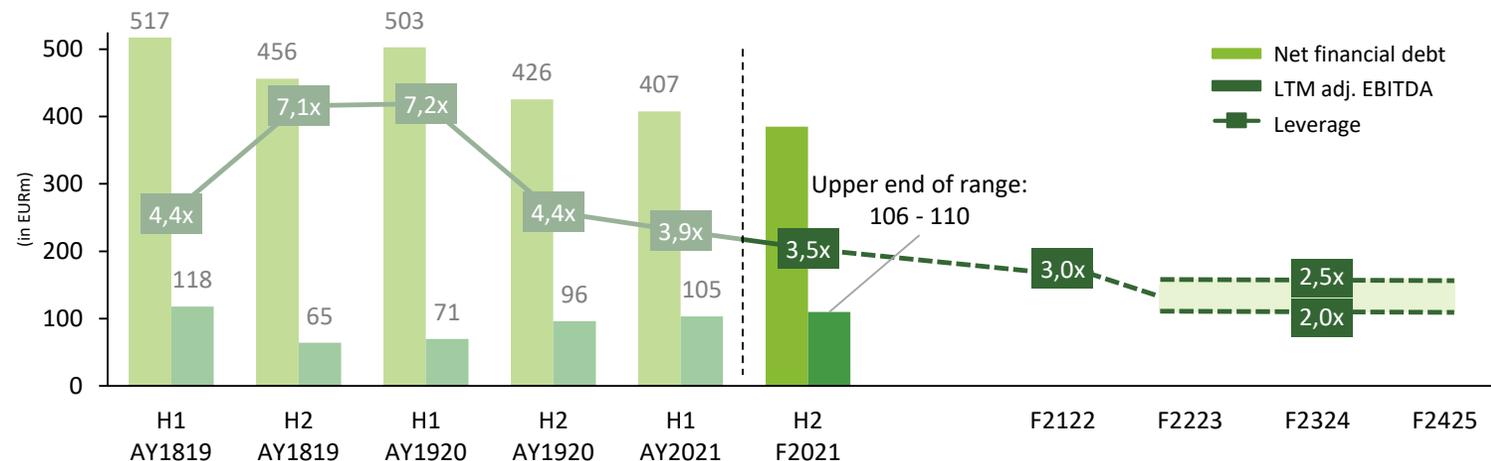
- Managing Director at Greenyard Prepared segment as of July 2015
- Joined Scana-Noliko In 1989 where he became general manager in 1997
- In 2000, he led the Management Buy Out until summer 2012

Solid foundation for a sustainable profitable future underpinned by Greenyard's improved financial results

An organic growth trajectory in both the Fresh/Long Fresh segments resulting in sizeable topline growth & resilient margins



Structural improvement in financial position enables further sustainable deleveraging



- ▶ Following the rigorous focus on cash generation & improving profitability across all divisions and confirming earlier outlooks, Greenyard estimates that **the leverage ratio will move towards 3,5x by the end of financial year 2020/2021**, down from 3,9x in September 2020
- ▶ **Lower leverage takes into account a further decrease in nominal debt**, a.o by the repayment of the accordion debt, granted by its relationship banks in June 2019
- ▶ Greenyard aims for a long-term net financial debt/adjusted EBITDA ratio between 2,0x and 2,5x (before application of IFRS 16) in less than 2 years, with the aim of structurally remaining between this range in the years thereafter

Note: Financials above are Pre IFRS 16
¹ In less than two years from now



APPENDIX: Greenyard in more detail

Greenyard has transformed and solidified its operational core business

Management is determined to demonstrate improved resilience and increased predictability in its financial results, as such reconfirming and advancing its position as worldwide leader in fruit and vegetables with an extensive offering of fresh, frozen and prepared products & services and delivering promising benefits to all stakeholders.

The following 6 major actions were taken by management to lay the foundation for a healthy, profitable future for Greenyard and will be monitored continuously in the future:

1 Strengthened the entire organisation and governance, intensified cooperation across countries and divisions, leveraged expertise & purchasing power

2 Improved resilience to internal/external factors by a.o. more robust processes, long-term relations, diversification, improved planning & irrigation (weather)

3 Operational excellence, continuous improvement mindset and quality leadership throughout the organization allowing Greenyard to excel within all relationships



Further develop asset base and production capabilities with high-ROCE investments a.o. in automation, capacity extension and quality & efficiency improvements



Structural margin improvement through focus on higher-margin and more stable added value services & fast growing subsegments like convenience & organic

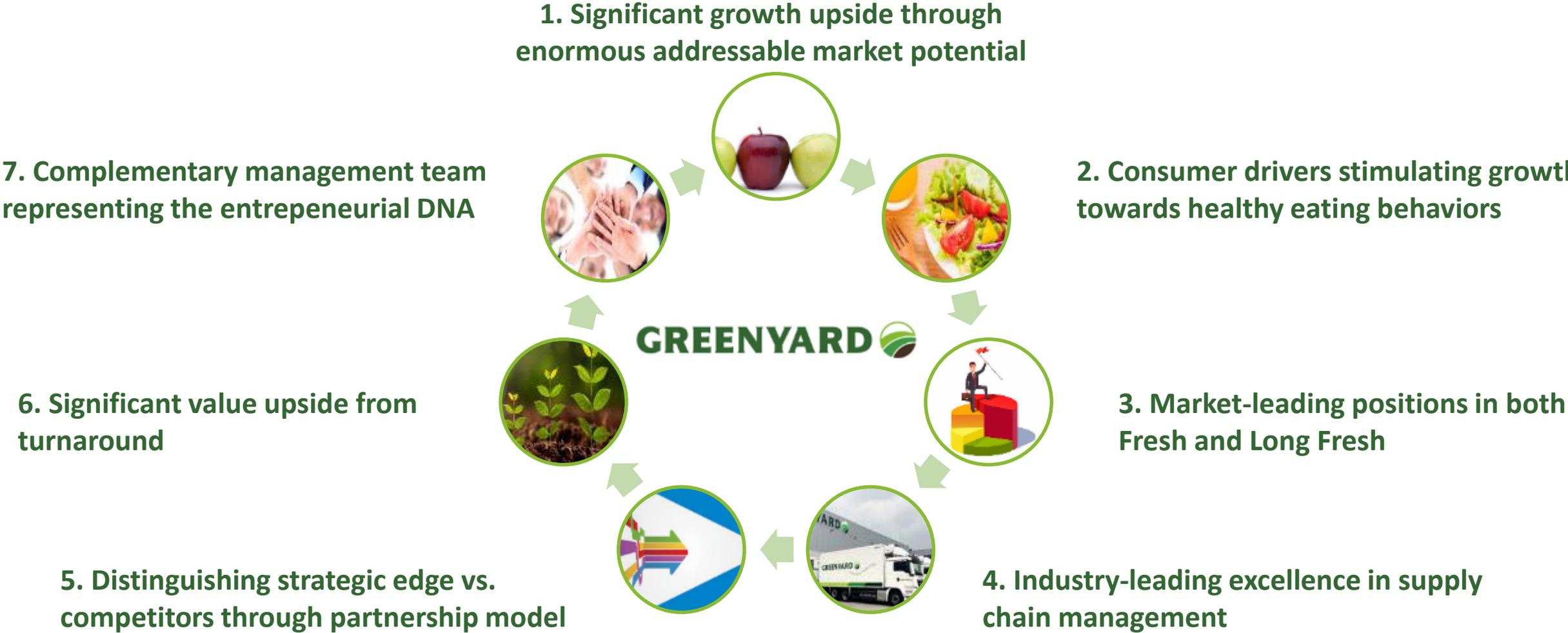


Strategic shift from day-trading to longer-term, customer intimate collaborations, both in the traditional business and partnerships with top European retailers



Significant potential to further grow the business, enhance its profitability and stabilise cash flows on the back of supportive market trends

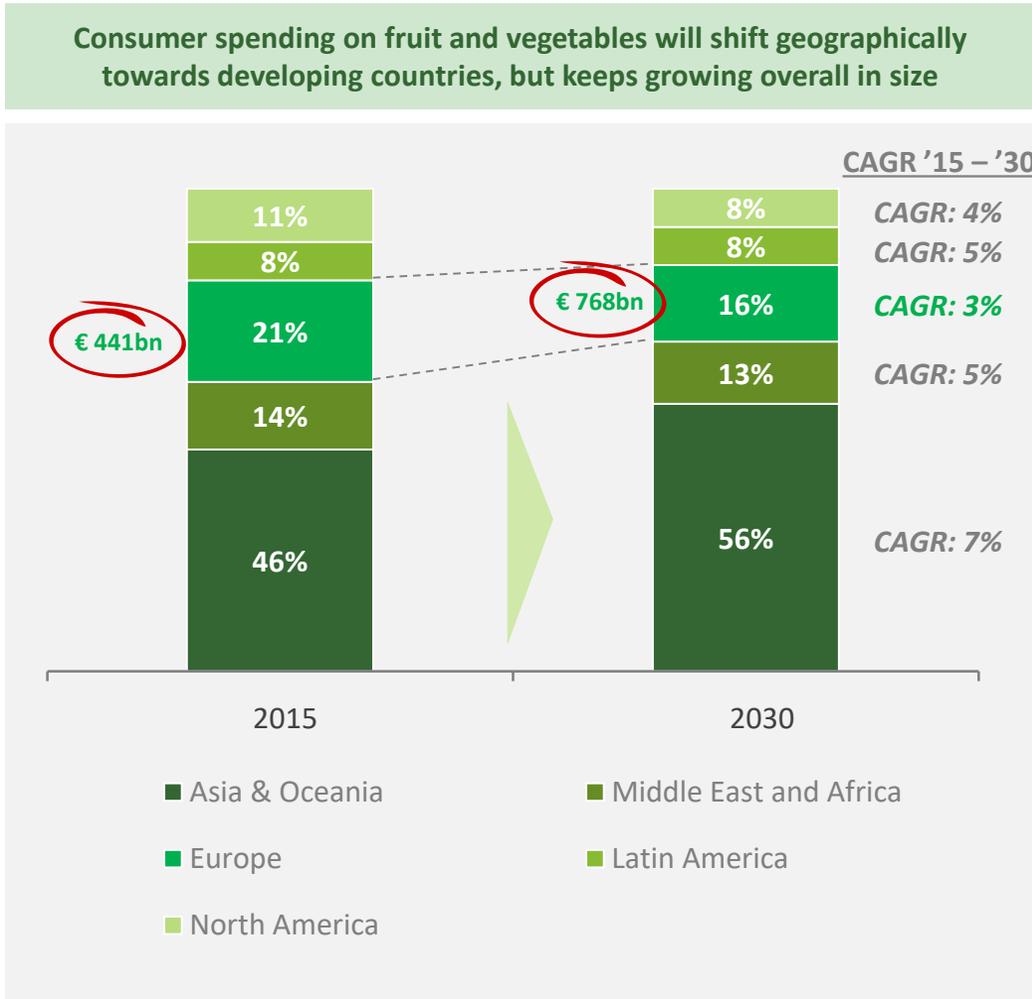
About Greenyard | Greenyard is uniquely positioned to offer best-in-class services and an unmatched product offering



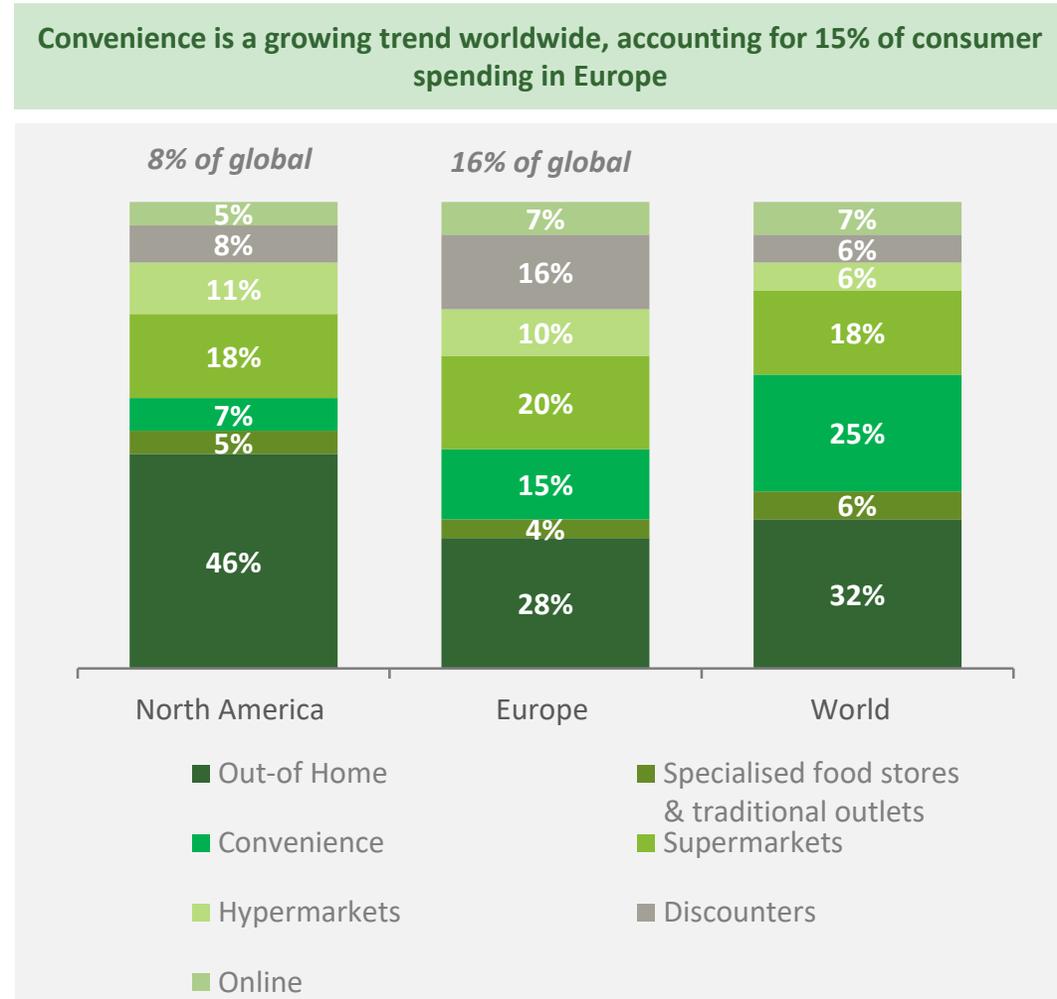


Market | The Global Fruit & Vegetables market presents an enormous addressable market with further growth outlook, substantially served by food retail by 2030...

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



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

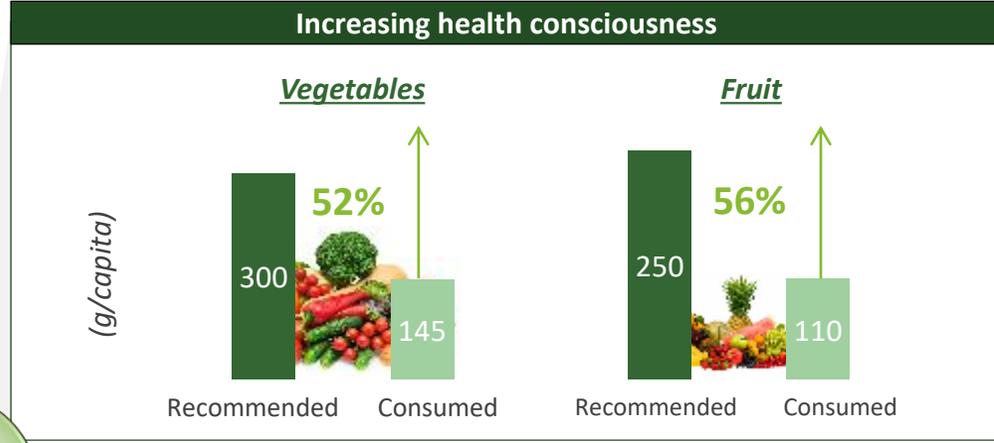




Market trends | Greenyard leveraging on consumer market trends supporting growing demand

Favourable societal trends

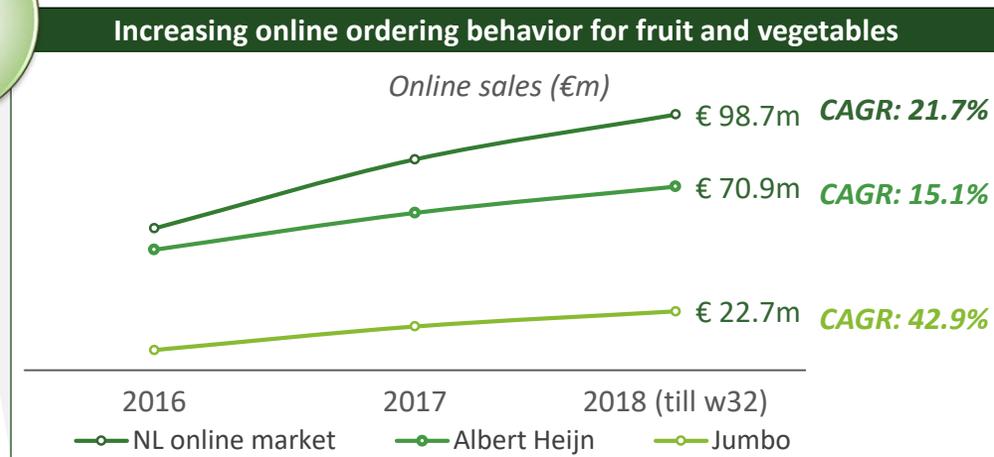
Healthy living Rise of illness and obesity	Diversity Fun in everyday cooking
Convenience Increasing time pressure on consumer	Premium Increasing trend of novelty products
Meat reduction Rise of vegetarianism	Sustainability Rising environmental concerns



MARKET DRIVERS

Sustainability & traceability

More local products	➔ Greater transparency in the supply chain and increase of 'local-for-local'
More seasonal products	➔ Provenance labels enhance consumption of local seasonal fruit and vegetables
Environmentally friendly packaging	➔ More information on sustainability of products and efforts to achieve this





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

MARKET LEADER

FROZEN

10 facilities

450,000 tons/year production

ca. 2,000 employees

MARKET LEADER

PREPARED

3 facilities

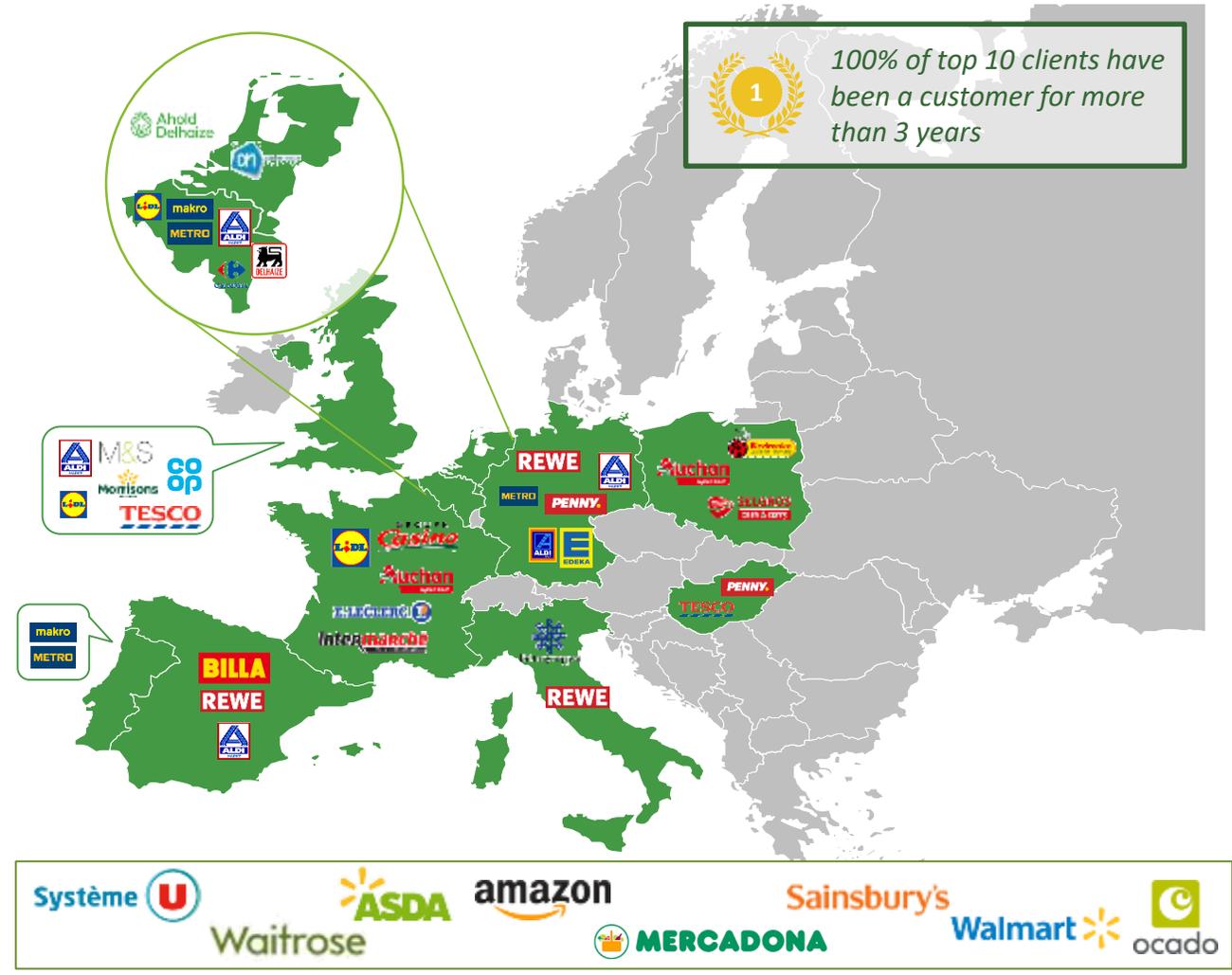
320,000 tons/year production

ca. 1,000 employees

#2 EU
#3 WW

#2 EU

#5 EU
#1⁽¹⁾



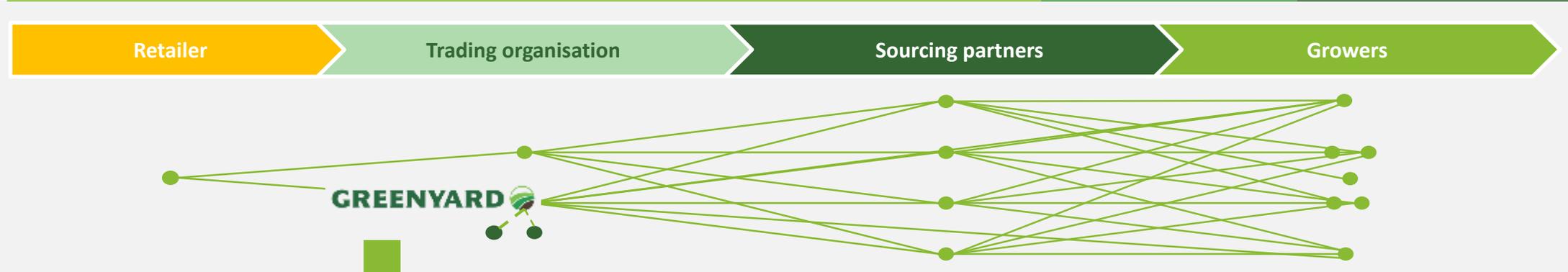
(1) mushrooms



Rationalising the fruit & vegetables value chain towards an omni-beneficial long term integrated 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

Trading causes longer chain & inefficiencies

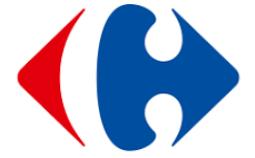


Partnership increases quality, traceability and visibility





We work for the top retailers in the world





Partnerships are becoming an increasingly important leg of the model

Bakker Belgium and Delhaize sign a strategic value chain agreement

28 May 2019



FRESH

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

23 April 2019



FRESH

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

30 April 2019



LONG FRESH

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

19 September 2019



FRESH



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



Contact

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