



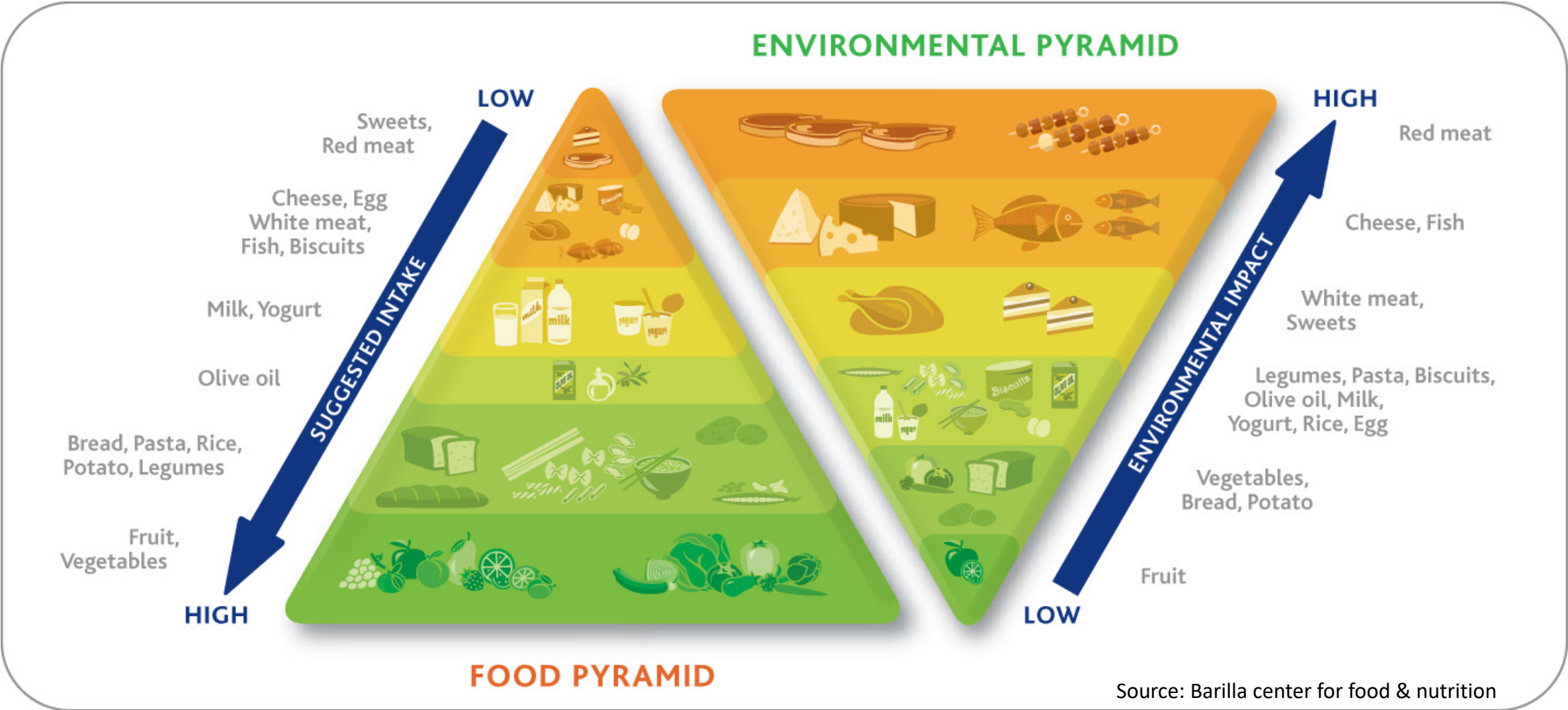
Adapting to climate change - a 'fresh' perspective

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14 November 2019

Let's start with the best news

PRODUCE IS THE MOST HEALTHY & SUSTAINABLE FOOD CATEGORY!



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

A global player in fruits and vegetables, active in all segments



FRESH

- # 1 in Europe
3 globally
- Sourcing & sales of Fresh F&V
- ≈ 5,700 employees
- 30 distribution centers
- Active in 20 countries



FROZEN

- # 2 in Europe
- Production & sales of Frozen F&V
- ≈ 1,900 employees
- 10 facilities
- Active in 7 countries



PREPARED

- # 5 in Europe,
1 in mushrooms globally
- Production & sales of Prepared F&V
- ≈ 1,100 employees
- 3 facilities
- Active in 8 countries

Extreme weather events already affect our industry



BY TOM JOYCE @tomfruitnet

Thursday 9th August 2018, 17:20 London

Drought threat to EU processors

A sustained period of drought this summer has resulted in sharp declines in EU vegetable yields, leading to smaller, less regular deliveries to processors



BY CARL COLLEN

Wednesday 10th April 2019, 11:58 London

Dry weather hits Greenery results

Extreme weather and increased competition are behind a drop in the Dutch company's yearly net profit



BY TOM JOYCE @tomfruitnet

Tuesday 12th June 2018, 14:54 London

Climate change threat to veg

A study focusing on the impact of climate change on leafy greens, vegetables and legumes has highlighted the severe threat posed to yields if no action is taken



BY ED LEAHY

Thursday 22nd November 2018, 15:26 London

Weather hits Greenyard with €113m loss

First half of 2018 was one to forget for Greenyard who laboured in the sun under drought conditions and falling prices

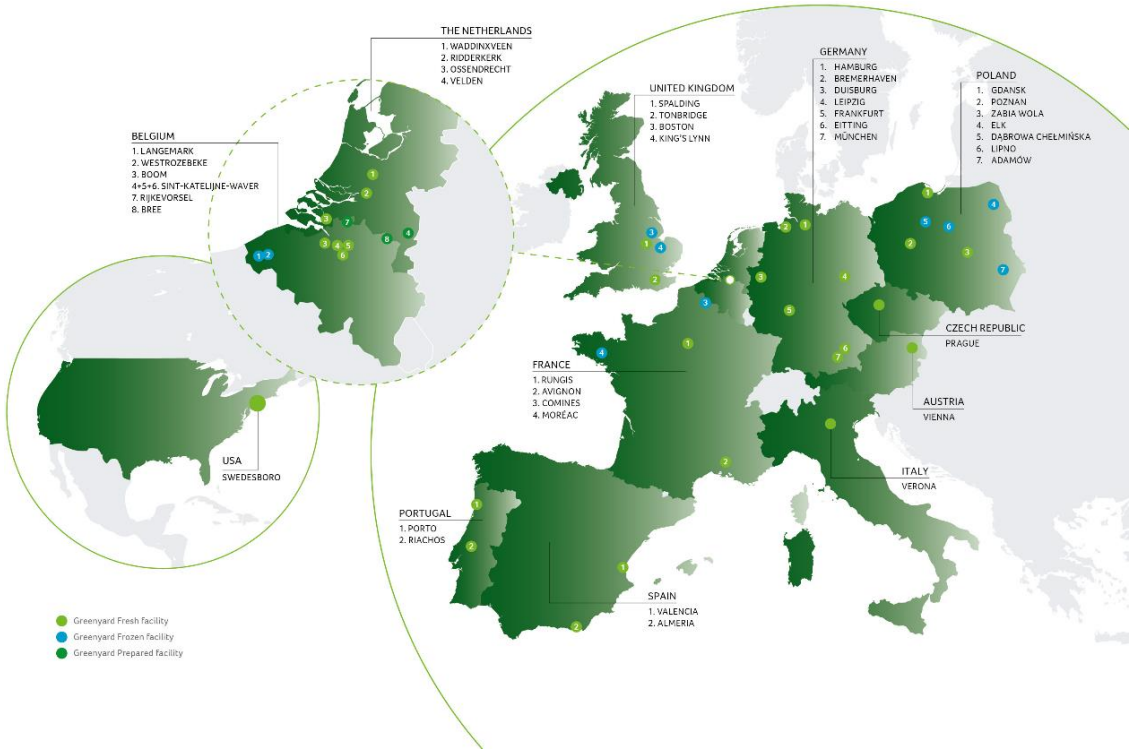
Drought, debt battles push Costa Group into \$176m equity raising

Fruit and vegetable giant Costa Group has unveiled a \$176 million equity raising at a deep discount to the company's most recent share price

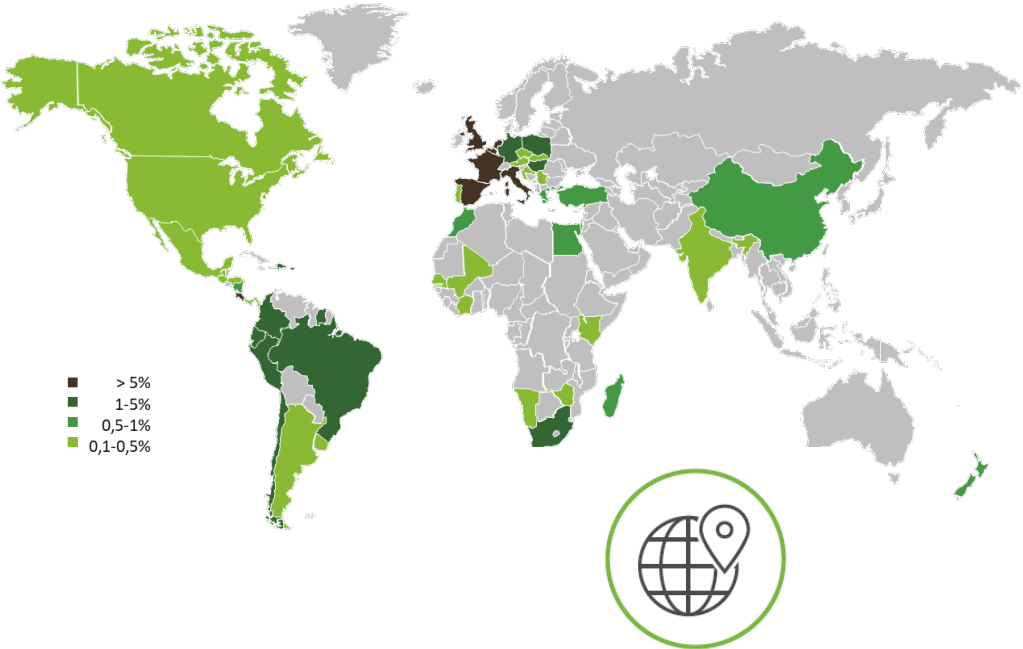
October 28, 2019 by Darren Gray

Geographical spreading as main mitigation tool

Footprint processing plants



Worldwide sourcing reach



Over 90 countries
constitute our sourcing base, as close
as possible as far as necessary

Dealing with a fragmented supply base and a large variety in product categories

FROM SMALLHOLDERS PRODUCING SEASONALLY TO HIGH-TECH GREENHOUSES GROWING YEAR-ROUND



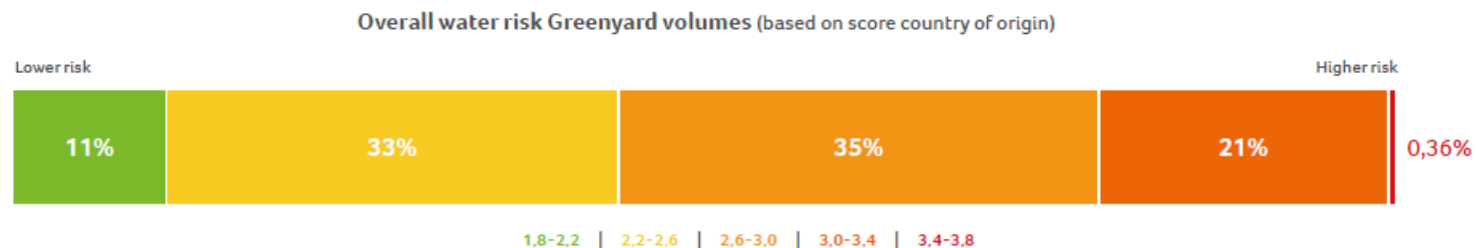
Over 4,500
growers & suppliers partner
with us both locally and overseas



Prioritising water stewardship as mitigation tool

FOCUS ON DROUGHT RESILIENCE AND SUSTAINABLE WATER USE

- Support producers and producer organisations
 - Investing in efficient irrigation systems (e.g. drip irrigation tests in onion production in Poland)
 - Investing in protective cropping (e.g. vertical farming trials)
- Provide training on efficient water management to smallholder farms overseas
- Supply treated wastewater (effluent) from our processing plants for irrigation where possible
- Understanding our water risk
 - Assessment of our grower base => 90% by 2022
 - Trials of water management audits on avocados in Chile and other countries



Short-term needs

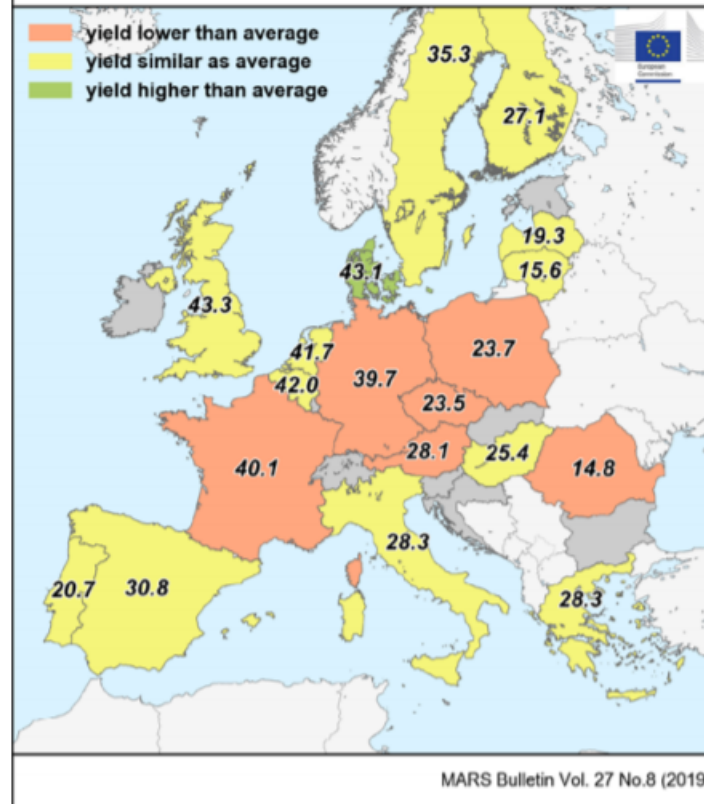
FORECASTING TOOLS ADAPTED TO THE NEEDS AND REALITY OF THE HORTICULTURAL SECTOR

AREAS OF CONCERN - EXTREME WEATHER EVENTS
Based on weather data from 1 July 2019 until 30 August 2019



Potato - yield forecast 2019

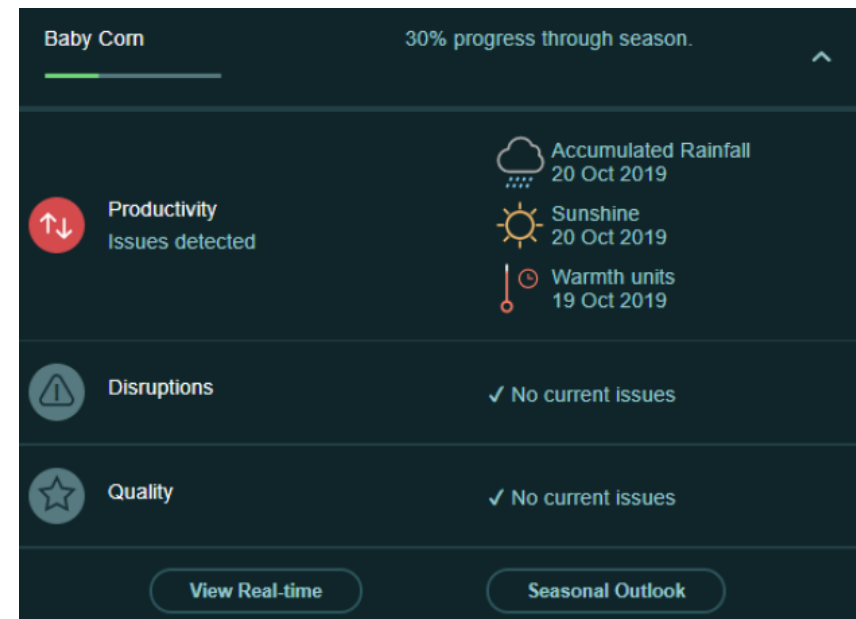
MARS forecast versus average yield (t/ha) 2014 - 2018



Short-term needs

FORECASTING TOOLS ADAPTED TO THE NEEDS AND REALITY OF OUR COMPANY

- Develop future agro farming management software connected to weather stations (+ drones/satellites) and multiple sensors including tensiometers for soil moisture monitoring to decide when and what practices to apply during the phenology of the crops



Source: AgriPulse

- Simplified tools to track crop progress worldwide and allow timely decision-making in terms of quality specifications, promotions, emergency sourcing

Long-term needs

STRATEGIC SOURCING OUTLOOK IN VIEW OF CLIMATE CHANGE



Decision-support tools to assess:

- Where will we source our products in 5-10 years from now?
 - Fruit (multi-annual trees) versus vegetables (annual crops)
- Where do we expand or build new processing plants?
 - Guaranteed water availability both for crops and factories

Thank you for your attention!

To make lives healthier



*by helping people
enjoy fruit and vegetables*



*at any moment,
easy, fast and pleasurable*



whilst fostering nature.



GREENYARD

for a healthier future