

Annual Report 2021
Building the future



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Foodiverse 2021 Annual Report video



foodiverse

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Letter from the President



Joaquín Ballester Martinavarro
President

Over the last few years, at Foodiverse, we have reaped some great successes, becoming the solid multinational group that we are today. We have created a responsible, sustainable group with a strong production structure, which is growing in terms of clients and markets, and with innovation as the main driving force behind our growth.

In 2021, thanks to the enormous efforts of each and every individual that makes up this fantastic team, we can say with great satisfaction that we have grown by 14% compared to 2020, managing to surpass pre-pandemic levels in terms of turnover. We must be very proud of these results, especially given that, for two years –2020 and 2021–, we have been working in an environment marked by the impact of the pandemic and the great difficulties and ongoing restrictions that come with it, from complications with logistics and

supplies, to HR issues that hinder the daily running of the company. This is why, once again, I would like to thank all of the people that form part of Foodiverse for having achieved such success in 2021, made even more noteworthy given the difficulties that we have been faced with on a daily basis.

Throughout 2021, an intense sales push enabled us to take our healthy revolution to more corners of Europe: to new markets and clients, and introducing new products to our regular clients. I am especially proud of the new products we introduce to the market year upon year—innovative, ground-breaking products that revolutionise our clients' shelves and catalogues, bringing great added value, and, above all, satisfying our consumers' needs. Among this year's launches, I would like to highlight the new ultra-fresh salads, the increasing number of organic products in all of our ranges, and our efforts to innovate in new packaging options. In this area, we are always looking for more sustainable solutions that guarantee food safety, such as recycled and recyclable packaging, reduced plastic weights, and the use of alternative materials like cellulose, cardboard, and POP (Prevented Ocean Plastic) packaging made from recycled plastic recovered from the seas and oceans by people at risk of social exclusion.

At Foodiverse, we are fully committed to sustainability. Staying true to this commitment, in 2021 we continued to care for our environment, both on a social and environmental level, looking out for our people, the health and nutrition of our consumers, and, of course, our results as a company.

In this sense, this year we have continued to expand the Foodiverse family by incorporating two new companies. Comfresh, in Spain, is a sales and distribution company that brings us closer to our objective of continuous growth by expanding our client base and product range, under its own brands Freshkia and Freshkia BIO. OrtoVerde, in Italy, enables us to boost our strength in fresh-cut produce in the Italian market. The company has 6,5 hectares of greenhouses, enabling our vertical integration and allowing us to control all of the stages in our value chain.

Furthermore, we have incorporated a new partner in Alnut, our site specialised in baby food and plant-based products. DeA Capital is the perfect partner to speed up our rate of international growth and to help us become the European leader in the baby food sector in the next few years.

On our way to corporate sustainability and following our vision of leadership, in 2021 we started an exciting new stage marked by our Strategic Plan Horizon 2025. This new plan will enable us to consolidate the major milestones reached to date and position Foodiverse as a leading operator in Europe, while staying true to our mission and vision. Horizon 2025 envisages ambitious growth for Foodiverse, mainly focusing on a great sales push, backed by intense innovation in order to add value and satisfy the needs of our consumers, while we continue to explore any opportunities that can help us increase our growth rate.

To implement this new strategic plan, after several intense and gratifying years of work in which former CEO Rafael Boix positioned Foodiverse as a well-established multinational group, Jesús Gómez has been appointed as the new CEO of Foodiverse, taking over from Rafael and guiding us through the exciting present and future challenges and towards the ambitious objectives that we have set out to achieve in 2025. I would like to sincerely thank Rafael Boix for his work and dedication, and congratulate Jesús Gomez while affirming my full support in the exciting task that lies ahead of him.

Now it's time for all of us at Foodiverse to get on with the job in hand, sharing as always the values that help us to consolidate our mission and vision, and to offer our clients the best value proposition, standing by our purpose as a company and remaining true to our commitment to global sustainability.

**Welcome to Foodiverse, welcome to the healthy revolution.
Let's build our future together.**

Main figures



TURNOVER

€327 M



GROWTH

+14%



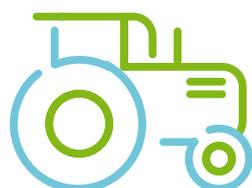
2,510
EMPLOYEES



17

CROP FARMS

9 PRODUCTION
PLANTS



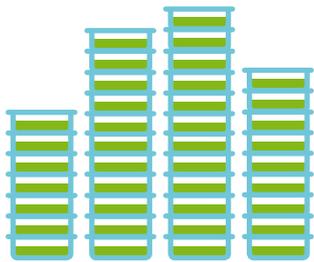
+2,800 HECTARES
MANAGED



€7.5 M
INVESTMENT



+2,000
REFERENCES IN OUR
PRODUCT RANGE



221 M
FRESH AND READY
UNITS SOLD



99,000
STRAIGHT FROM THE
FIELD TONNES SOLD



+50
ORGANIC PRODUCT
REFERENCES



+220
NEW PRODUCTS
IN 2021



1 SALES AND DISTRIBUTION
COMPANY IN SPAIN

Milestones of the year



BUILDING THE FUTURE: NEW STRATEGIC PLAN HORIZON 2025

In our path towards achieving corporate sustainability and our vision of leadership, we are broadening our company's horizons in an exciting new stage marked by our strategic plan, Horizon 2025. _P. 13

A LEADING TEAM

Jesús Gómez, our new CEO, together with the rest of the Foodiverse management team, will be leading the healthy revolution within the scope of our new plan, Horizon 2025. _P. 14



WE WELCOME COMFRESH AND ORTOVERDE

As part of our development and growth strategy, Foodiverse has incorporated the companies Comfresh, a marketer and distributor of fresh produce in Spain, and OrtoVerde, an Italian company specialised in fresh-cut produce with its own agricultural production. _P. 18

BOOSTING OUR HEALTHY REVOLUTION

We have taken our healthy revolution to new corners in Europe via a strong sales push that has led us to sell our products to more than 400 clients in 22 markets. _P. 26



INNOVATIVE LAUNCHES

In 2021, we revolutionised our product ranges with over 220 new references in the fresh and ready and straight from the field categories. _P. 42



MORE SUSTAINABLE PRODUCTS EVERY DAY

We combine innovation and sustainability to bring clients and consumers new products with more environmentally respectful packaging options. _P. 44

NEW BRANDS FRESHKIA AND FRESHKIA BIO

Freshkia is born again to democratise healthy eating through innovation and to take our revolution a step further. _P. 46



PROUD OF OUR TALENT

As the cornerstone of Foodiverse, our people come first. We recognise our talent's achievements through the Foodiverse Excellence Awards and celebrate the 15th anniversary of our plant in Aranda de Duero. _P. 78

2021 – SYNONYMOUS WITH GROWTH

This was a successful year in which we grew by 14% and invested €7.5 M in the growth and improvement of our production plants and crop farms. _P. 84





**STRATEGIC PLAN
HORIZON 2025**



Who we are

At Foodiverse, we are much more than a food company. We are a multinational company with expertise in preparing fresh and healthy foods, created to revolutionise the market through a wide range of ground-breaking, balanced, and trendy products, all designed and prepared to be enjoyed any time of the day, anywhere you go.

Welcome to the healthy revolution.

Strategic Plan Horizon 2025: building the future

A plan that embodies our vision as a company and where we are headed.

In recent years, we have implemented great changes that have enabled us to reap great success. Today, Foodiverse is a solid, financially sustainable, and responsible multinational company, with a robust production network and an increasing number of clients and markets.

On our path to sustainability and leadership, we are entering an exciting new phase set out by our strategic plan, Horizon 2025. This will enable us to consolidate the ambitious milestones we have achieved to date and to position Foodiverse as the leading producer of fresh, healthy food in Europe.



Horizon 2025 sets out our action plans and objectives for the next 4 years. It is our roadmap, based on an ambitious growth plan with a strong sales approach that seeks alliances and collaborative relationships to address any and all opportunities for expansion that will help us to achieve our goals.

These are the 5 pillars of our strategic plan, Horizon 2025:



Our operational excellence and efficiency, combined with our leadership in innovation, will enable us to offer the best value proposition to our clients. All the while standing firmly by our company mission and remaining loyal to our values and towards our commitment to global sustainability.

Foodiverse, a leading team

Within the scope of our new strategic plan, Horizon 2025, we have strengthened our management structure to enable Foodiverse and each of its business units to achieve the objectives set out in our development and growth strategy.

Jesús Gómez has been appointed Foodiverse's new CEO and will be leading our company through its exciting present and future challenges. He has taken over from Rafael Boix, who has set the course for our healthy revolution in previous years.



Jesús Gómez, Foodiverse's new CEO

With extensive professional experience, Jesús Gómez has served as Managing Director of one of the main companies in the group—Agromediterránea. He has been a highly successful manager and team leader, as well as a key contributor to the outstanding growth that the agricultural subsidiary has achieved in recent years.

Along with this new appointment, we have welcomed two new top-tier professionals to the Foodiverse management team. David Navas, who boasts experience in prestigious international companies in the sector, has been appointed as the new Business Development

Director at Foodiverse, and Francisco Sánchez Ocerin, with ample experience in fruit and vegetable distribution, as the new Director of Agromediterránea.

Focusing fully on the commercial development and efficiency of our business, we have reorganised our fresh-cut business units and created the Global Fresh-cut Sales Department, responsible for managing the areas of sales and customer service for the Iberian peninsula, Germany, and Switzerland, led by Sergio Ortega. We have also created the Global Fresh-cut Industrial Department, responsible for overseeing our industrial and operational activity on the Iberian peninsula, Germany, and Switzerland, led by José Daniel Bóveda.

Management Team

Our management team, with an average career path of 20 years and 15 years of experience in the agri-food sector, is set to reach the ambitious goals laid out in our plan, Horizon 2025, and to guarantee the sustainable growth of the group, determining the course for our healthy revolution.



Jesús Gómez
CEO



Antonio González
Organisation and People Director



Federico Ponte
Finance, Digitalisation, and
Information Director



Fernando Bas
Ethics, Compliance, and
Communications Director



David Navas
Business Development Director



Francisco Sánchez
Agromediterránea Director



Esther Verdú
Agricultural Operations–Espace
Director



Jose Daniel Bóveda
Global Fresh-cut Industrial
Director

Welcoming Taste of Italy 2 as Alnut's new partner

In 2021, we backed the growth and sustainability of Alnut, our specialist company in baby food and plant-based products, by incorporating a new partner—Taste of Italy 2, managed by DeA Capital Alternative Funds.

Through this agreement, 60% of Alnut's company shares belong to the fund Taste of Italy 2, managed by DeA Capital Alternative Funds, while Foodiverse maintains the remaining 40%. This alliance will boost Alnut's stability, growth, and expansion, as DeA Capital's involvement will enhance Foodiverse's previous achievements.

 **Backing the stability, strategic growth, and expansion of Alnut**



The combination of DeA Capital's sectoral approach together with Alnut's current capacities and management team, as well as Foodiverse's experience and reputation, form very solid foundations on which to continue building a successful project.

The collaboration between Foodiverse and DeA Capital Alternative Funds will enable the business to continue to evolve with continual investment, strengthening the pillars of food safety, quality, and team development, whilst honouring our commitment to the environment and strengthening Alnut's position both in sales and on an international scale.

 **Founded in 2010, Alnut (Spain) specialises in the development and production of a wide range of baby food and family nutrition products**



Revolutionising our sales approach with the acquisition of Comfresh

The acquisition of Comfresh, a company specialising in the marketing and distribution of fresh and fresh convenience products, enables us to reach new markets, clients, and channels through a business that is well consolidated in the Spanish market.

In 2021, we reached significant milestones on the way to becoming the go-to fresh and healthy food company among consumers. The acquisition of Comfresh, framed within our strategy Horizon 2025, provides us with a distribution company that is fully focused on sales and has the capacity to distribute our products all over Spain and via different channels.

Joining forces

Foodiverse combines its innovation and legacy of more than 50 years in the sector with Comfresh's experience in marketing and distribution. Our aim is to continue to grow, expanding our client portfolio and product range, seeking propositions with a high added value, and optimising and consolidating existing ranges on the market.

The company has alliances with large-scale national and international producers for whom it markets and distributes product ranges

The acquisition of Comfresh enables Foodiverse to reach new channels, markets, and clients

NAVE (F4) AUXILIAR





throughout the country and via different channels: retail, hospitality, wholesalers, and distributors, making it an excellent distribution and marketing platform from which to reach the main retail and distribution clients in Spain.

A decade of innovation

Founded in 2011, Comfresh brings innovation to its clients through a fresh, healthy, and balanced product range. The company manages more than 200 products, ranging from freshly picked produce to fresh-cut salads and fruit, fresh juices, sandwiches, wraps, gazpachos, and soups, as well as a wide range of organic products in different categories. It also markets an innovative range through its own brands Freshkia and Freshkia BIO.

Comfresh boasts an excellent logistic capacity and a strategic location. From its consolidation and distribution platform in Mercamadrid —the biggest wholesale food market in Europe— it markets and distributes its products to more than 200 clients all over Spain.

COMFRESH IN FIGURES

-  **FOUNDED IN 2011**
-  **€10.6 M IN TURNOVER IN 2021**
-  **CONSOLIDATION AND DISTRIBUTION PLATFORM IN MERCAMADRID**
-  **600 M² WAREHOUSE**
-  **+220 PRODUCTS**
-  **+200 CLIENTS ACTIVE IN RETAIL, HOSPITALITY, WHOLESALE, AND DISTRIBUTION**

OrtoVerde: our healthy revolution expands through Italy

We have boosted our potential in fresh-cut produce with the acquisition of a majority share in the Italian company OrtoVerde Società Agricola S.r.l., specialising in ready-to-eat products.

This step, set out in our strategic plan, Horizon 2025, will increase our presence in the Italian market and contribute towards Foodiverse's international growth, bringing us closer to our goal of becoming one of the main European operators in the fresh and healthy product market.

The fresh-cut produce company OrtoVerde is based in Terranova dei Passerini, in the province of Lodi, in Lombardy. Comprising 6,000 square metres of industrial premises and cutting-edge technology for processing vegetables, the company's facilities were fully renovated in 2016.

The company also has 6.5 hectares of greenhouses in which they grow varieties such as lamb's lettuce, rocket, green and red baby leaf lettuce, and baby spinach intended for the production of ready-to-eat salads and vegetables.



OrtoVerde adds to our international presence and brings us great growth potential in the Italian market

A growing company

This production plant in Italy processes an extensive product range consisting of 50 references in the ready-to-eat category. In 2021, production figures reached over 11 million units.

OrtoVerde has a strategic location, which reinforces our commitment to the Italian market, which is of great relevance to Foodiverse and where we already have Novanatura (Novara).

This acquisition fits in with our vision of leading the healthy revolution and is yet another example of the incorporation of leading companies in their respective markets performed by Foodiverse in recent years.

ORTOVERDE IN FIGURES

-  **FOUNDED IN 2001**
-  **€7.5 M IN TURNOVER**
-  **45 EMPLOYEES**
-  **6,000 M² OF INDUSTRIAL PREMISES**
-  **6.5 HECTARES OF GREENHOUSES**
-  **5 CROP VARIETIES**
-  **50 PRODUCT REFERENCES**
-  **+11 M UNITS PRODUCED EVERY YEAR**



 **This acquisition enables us to establish synergies with the Foodiverse plants in Italy and the rest of Europe**







Our roots

Our greatest legacy lies in our roots: a history linked to innovation. For more than 70 years, we have been pioneers and revolutionaries in everything we do.



1946

E. Martinavarro, Spain
Pioneers in marketing citrus fruits within an organised distribution model.



1969

Josef Müller Gemüse, Switzerland
Pioneers in the fresh-cut produce business in Europe.



2018-2019

Global strategy
Paradigm change.
We commit to being a locally-managed multinational company with a global vision.



2017-2021

As leaders in products and innovation, we create our own fresh and certified organic brands: Sun&Vegs and BIO Sun&Vegs, as well as Freshkia and Freshkia BIO.



2011

Comfresh, Spain
Foundation of our fresh and fresh convenience product marketer and distributor.



2020

Foodiverse
New image, same essence.
We are broadening our horizons to take our healthy revolution further.

Today, Foodiverse is a large group that is continually growing, made up of strong brands and leading companies in Europe that make the most of the synergies derived from belonging to a big multinational, whilst still maintaining their autonomy and independent management.



1997

Agromediterránea, Spain
Company located in the south-east of Spain, a leader in sustainable, safe, and innovative farming.



1999

Thurländer Salate, Germany
Pioneers in the fresh-cut produce business in Germany.



2000

Verdifresh, Spain
The start of our fresh-cut produce business in Spain. Pioneers in the development of salad bowls. We are absolute leaders in terms of market share and innovation in this segment.



2008

Novanatura, Italy
The start of our fresh-cut produce business in Northern Italy.



2003-2007

Verdifresh, Spain
Expansion of Verdifresh throughout Spain, with production plants in Valencia, Malaga, Burgos and Tenerife. Pioneers in the fresh-cut produce business in the Canary Islands.



2001

OrtoVerde, Italy
Foundation of our Italian company combining fresh-cut produce with greenhouse crop production.



2021

Horizon 2025

We start a new stage led by our Strategic Plan Horizon 2025, aiming to become the European leaders in our sector.

Foodiverse today

We are a company that produces, markets, and distributes fresh and healthy products, mainly focusing on the agricultural and fresh-cut produce sectors. We have two main lines of activity:

Straight from the field

We grow our vegetables from the actual seed, so that our products reach our consumers with maximum freshness. We offer more than 35 varieties of vegetables, greens, and herbs, in addition to a wide assortment of organic products, in accordance with our commitment to sustainability.



Fresh and ready

To eat, heat up, cook or prepare. From bagged salads and vegetables, salad bowls, microwaveable vegetable plates, fresh-cut fruit, fruit and vegetable juices and smoothies, dips and spreadable snacks, soups or gazpachos, to sandwiches and vegetable wraps... We boast a wide range of fresh, practical products for those who don't have much time to cook but want to have a healthy, balanced diet.

Our corporate brand



Our sites



Spain



Spain - 50% stake



Spain



Germany



Italy



Spain



Fields in Spain



Centre for Agricultural innovation in Montserrat, belonging to Espace



Switzerland



Italy - 51% stake

Our brands



Our activity covers the entire production chain, from the seed itself all the way to our consumers' tables, growing and producing all our products. We combine traditional experience as farmers with our great industrial capacity, through a great number of processing plants and distribution hubs that are all locally managed.

PURPOSE



Verdifresh: Specialists in fresh ready-to-eat salads and ready-to-cook vegetables with 3 production plants in Spain and over 20 years of absolute leadership in terms of product innovation and market share in the Spanish market.



Mesturados Canarias: Our ready-to-eat and ready-to-cook salad and vegetable business in the Canary Islands. We support the Canarian agricultural sector and grow a wide range of agricultural products on our two farms with fields and greenhouses located in Tenerife.



Agromediterránea: Specialists in growing and producing agricultural products straight from the fields. We offer our clients tailored, all-round solutions to provide fresh products, from the seeds through to final delivery. We also have specific varieties geared towards the fresh-cut industry and a wide assortment of certified organic products.



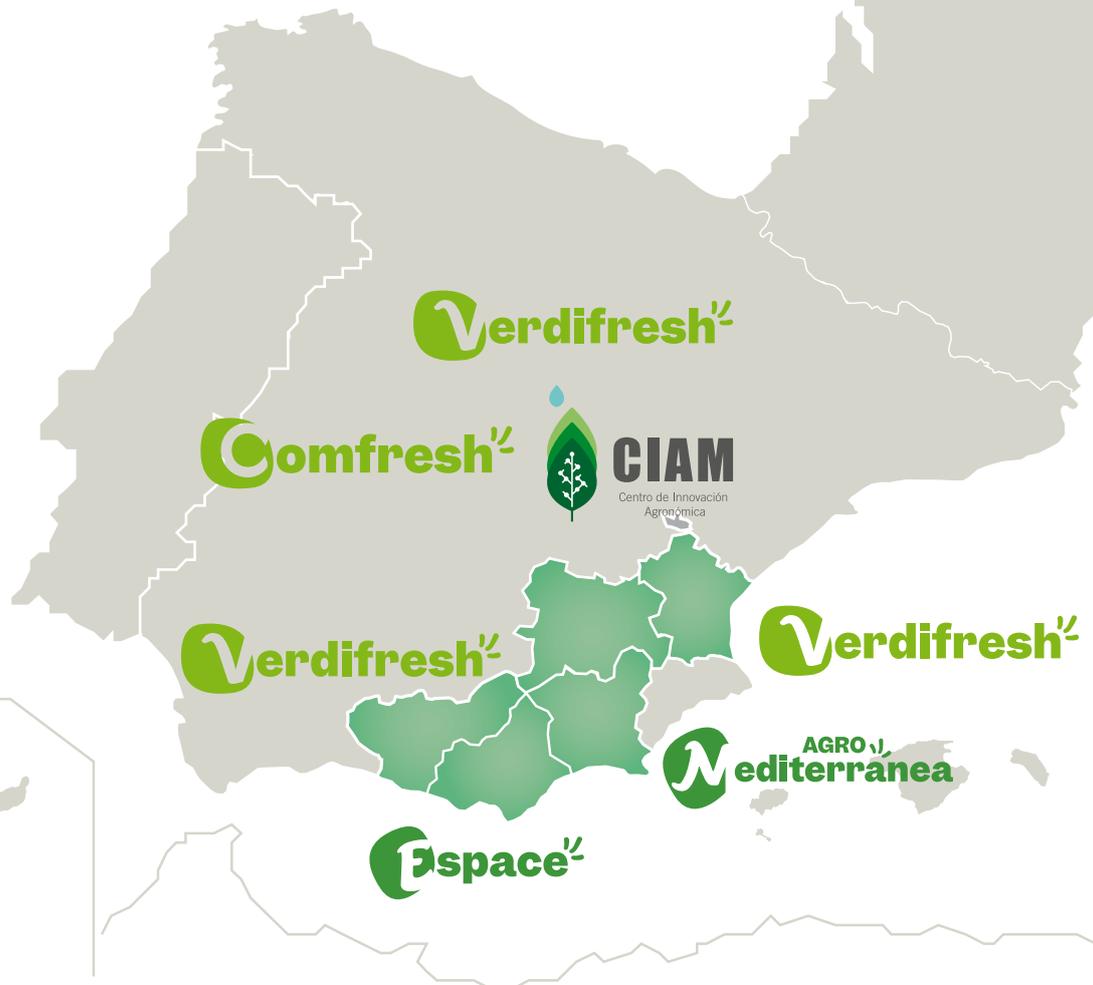
Espace: We manage more than 2,800 hectares of crops on 14 farms in 5 Spanish provinces, where we grow different varieties of lettuce, vegetables, and herbs.



CIAM: The Agricultural Innovation Centre in Montserrat (Spain) is our extensive agricultural R&D laboratory where we look into new, more efficient and sustainable processes and growing methods, and carry out tests to improve new varieties.



Comfresh: We market and distribute fresh produce, consolidating and optimising existing product ranges with new products with a high added value, while working with clients from different channels: retail, hospitality, and wholesale.



Mesturados
CANARIOS

m Josef Müller Gemüse: Pioneers in fresh-cut produce in Europe. We are specialised in the production of ready-to-eat salads and fresh-cut fruits, and work with the major distribution chains in Switzerland, being leaders in this market.

T Thurländer Salate: Pioneers in fresh-cut produce in Germany, being the leading company in the salad bowl segment in the German market.



OrtoVerde: Specialists in fresh-cut produce for the Italian market. We also manage 6.5 hectares of greenhouses where we grow 5 agricultural varieties for the processing of ready-to-eat salads and vegetables.

N Novanatura: Our ready-to-eat salad business in Italy with innovative dippable and drinkable products made from 100% natural ingredients. We work with the main distribution chains in the Italian market.

Thurländer
SALATE

Müller

OrtoVerde

N Novanatura

OUR FIELDS

-  +2,800 HECTARES OF MANAGED CROPS
-  17 FARMS
-  6 PROVINCES IN SPAIN AND 1 IN ITALY

OUR INDUSTRIAL PLANTS

-  60,000 m² OF INDUSTRIAL FACILITIES
-  9 PRODUCTION PLANTS IN EUROPE: SPAIN, GERMANY, SWITZERLAND, AND ITALY
-  1 MARKETER AND DISTRIBUTOR IN SPAIN

Our essence

The reflection of who we are, our unbreakable guide.

Mission

At Foodiverse, we want to revolutionise healthy eating. Our mission is to help consumers maintain a balanced diet, always in an easy, appetising, and trendy manner, allowing them to enjoy their food any time, anywhere.



Vision

We want to be the go-to company for consumers who want fresh and healthy products throughout every stage of their lives, creating long-term value for shareholders, workers, and collaborators, and generating a positive impact on our environment.



Values

Everyone who is part of the Foodiverse team shares the same values:

Innovation: Foodiverse's legacy is a history linked to innovation, in both products and processes, to offer the best safety, quality, service, and price.

HOLD principle: Hygiene, Order, Long-lasting cleanliness, and Discipline are the pillars that allow us to ensure the highest food quality and safety in our facilities, processes, and products.

Excellence: our organisation promotes the search for ever-higher goals. Ongoing improvement and a critical spirit are the keys to our success.

Efficiency: we believe that production efficiency is not only the driving force behind profitability, but is also a fundamental element of our commitment to sustainability.

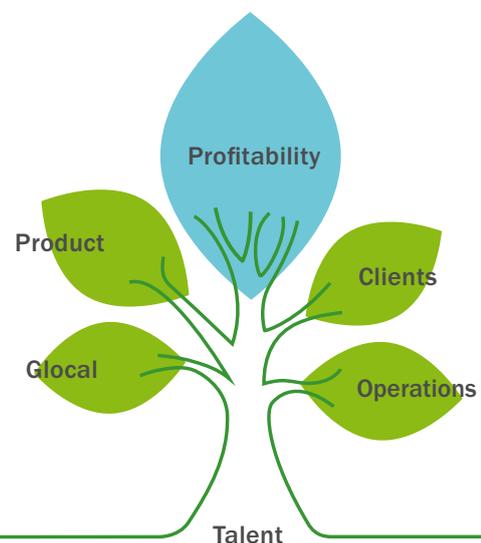
Commitment: we are committed to sustainability, caring for our environment on a nutritional, environmental, social, and economic level.

Honesty: we are a trustworthy, transparent, honest, and reliable company. We comply with current legislation and have our own Code of Ethics.

Passion: this is what we feel for our roots, our innovative legacy, the land, and our products. They are the best reflection of our values and what makes us unique.

Strategy

Working with our talent as the cornerstone, we have built a locally-managed organisation with a global vision, leader in products, expert in operations, and focused on satisfying the needs of each and every client. As a result, we ensure profitability and sustainable growth.





SALES APPROACH



Commercial milestones

Our healthy revolution is unstoppable. We are extremely proud of our success, having doubled the number of clients and gaining new channels and markets in 2021.

Leaders in fresh and ready products

We are leaders in the ready-to-eat salad category in Spain, Germany, and Switzerland, and boast a solid position in countries like Portugal, Italy, Austria, and Denmark.

This year, we have significantly increased our fresh and ready product sales, specifically by 14% worldwide. Thanks to our strong sales push, 50% of our fresh-cut range clients are new, adding to the more than 200 clients gained with the acquisition our distribution company, Comfresh.

Innovation, quality, and service have been key to us becoming partners of large-scale retailers in the Spanish market and continuing our expansion in

Portugal, where we are constantly growing as a gold standard supplier of salad bowls and microwaveable plates, both with private label and via our brand, Sun&Vegs. In the hospitality channel, we have teamed up with important restaurant chains, starting in the Canary Islands and with prospects of expanding throughout Spain.

In Germany, where we occupy a leading position as specialists in private label, we are continuing to expand in the retail sector, both in terms of turnover and clients, who especially appreciate our ability to offer healthy, on-trend products, such as our ultra-fresh salads known as Daily Bowls. In Switzerland, we have maintained our position as a leading innovator with recipes with a higher nutritional value and a lower environmental impact. Today, we are the main producer of ready-to-eat organic fruit and salads, and are our clients' main partner in this segment.

+400
CLIENTS IN
22
MARKETS



Leaders in ready-to-eat products in Spain, Germany, and Switzerland

In the Italian market we have taken important steps together with our retail clients, mainly through private label, while at the same time continuing to strengthen our brand identity with Sun&Vegs in innovative products, such as our dippable snacks. Another big milestone has been resuming activity with our clients in the hospitality sector.

Straight from the fields: from the Mediterranean to the rest of Europe

Our agricultural business continues to reap great success. We have increased sales in Europe by 7%. What's more, by working closely with large distribution chains, we have been able to reach new countries in Eastern Europe, taking our products to a total of 22 markets.

Sales in the retail channel in Spain have also increased by 7%. Working with large national and regional chains in the sector has enabled us to position Sun&Vegs as a gold standard brand in the straight-from-the-field segment.

The success of our ready-cut microgreens, live lettuces with the roots attached, and our aromatic herbs in the hospitality channel is just another of the company's achievements in a year in which we have also considerably increased our sales of vegetables for the processing industry.



**The healthy revolution
grows with new markets,
clients, and products**

Bringing innovation, freshness, and sustainability to Fruit Attraction

Our healthy revolution was once again present at Fruit Attraction in Madrid (Spain), one of the biggest food fairs worldwide for the fruit and vegetable sector.



After a year overshadowed by COVID-19, which prevented Fruit Attraction from being held in 2020, in 2021 we returned to this great event stronger than ever. Innovation and sustainability, Foodiverse's core values, occupied centre stage on our stands, where we presented our range of healthy products, both straight from the fields and fresh-cut, as well as our wide range of organic products in both categories, and innovative, environmentally-friendly packaging solutions.



Agromediterránea and Verdifresh shared the Sun&Vegs stand, covering an area of 64 m² and meticulously designed, which also boasted a daily cooking demo.



Comfresh had their own stand, the highlights of which were the relaunch of their brand, Freshkia, and their new line of ultra-fresh salads: Buddha Bowl.



We also had a Foodiverse stand with an innovative virtual reality experience in which participants could see first-hand how a seed is transformed into a fresh, healthy, ready-to-eat product.



Several professionals from our team were invited to talk at different events during the trade fair, including our CEO, Jesús Gómez, who participated in the Fresh Food Logistics forum.



We were nominated for the Innovation HUB awards thanks to our microwaveable carbonara dish, POP radishes, and Buddha Bowl products, the last two reaching the finals. Agromediterránea also reached the final in the Internet Stars awards for their blog and the best digital campaign.

We received visits from clients, suppliers, and collaborators, as well as important institutional representatives, such as the Spanish Minister for Agriculture, the President of the Region of Murcia, and the Regional Ministers for Agriculture for Murcia and Valencia.

Our product range

STRAIGHT FROM THE FIELDS

Lettuces



Living lettuces



Baby Leaf



Vegetables



Aromatic herbs



Microgreens



Sprouts and shoots



ORGANIC LINE

Organic crops



Organic fresh and ready



FRESH AND READY

Ultra-fresh



Ready-to-eat bagged salads and salad bowls



Ready-to-heat fresh dishes



Ready-to-prepare bagged salads



Ready-to-cook fresh vegetables



Ready-to-eat fresh fruit



Vegetable snacks



Ready-to-drink or heat fresh drinks





LEADERSHIP IN INNOVATION



Product innovation

With innovation always as our main ingredient, we continue to add new products to our healthy revolution.

Straight from the fields

In 2021, we set up our first Innovation Committee for fresh produce, formed by experts from different areas in the production process, and thanks to which we have been able to launch groundbreaking products such as:

**+220
REFERENCES
LAUNCHED IN
2021**



Living lettuces

An innovative product straight from the fields that preserves all of its freshness, as the lettuce is grown without any pesticides and is kept alive with its roots attached until it is consumed. Available on the market in the oakleaf and butterhead varieties through our gold standard agricultural brand Sun&Vegs.

Microgreens

We have incorporated new flavours, textures, and colours in our range with our mixed microgreens – a blend of kale, mustard greens, radish leaves, broccoli, basil, and coriander. Marketed under the brand Sun&Vegs, they come in a practical format, ready-cut and mixed. A product containing all of the nutrients, but in miniature.



Yellow courgettes

We innovate with appealing proposals such as the yellow courgette or round yellow courgette. With a sweeter taste and more solid consistency than the green courgette, they add colour and stand out in our clients' shelves.



Organic radishes in POP packaging

An exceptional example of our commitment to innovation and sustainability. Our organic radishes come in POP (Prevented Ocean Plastic) packaging, made from recycled plastic gathered from the sea, and in a format that has never been used until now: a 200-gram pot with a lid that helps to keep the product fresh for longer and makes it easier to consume.

Fresh and ready

Value-added recipes

We aim to break into interesting segments with disruptive, appealing, fresh, on-trend proposals inspired by international cuisine. This has led us to launch our Santa Fe salad, our fresh microwavable carbonara dish, and to extend our Caesar salad range with three appealing varieties: Organic Caesar, Low-cal Caesar, and Vegan Caesar, the latter in co-branding with Heura and Violife, leaders in the vegan sector in Spain.



Backing organic products

The launch of our organic Caesar salad bowl makes us pioneers in Spain and Portugal where, to date, no comparable certified product has been launched. We have also extended our ready-to-eat organic salad and fruit range in Switzerland, where we are absolute market leaders in this segment.



Ultra-fresh range

At Foodiverse, we have been committed to producing ultra-fresh products in countries like Germany and Switzerland for a number of years, but this year we are introducing the category in Spain for the first time. This new ultra-fresh range consists of a new meal concept: fresher, shorter shelf-life products presented in cardboard packaging.

As the leading ambassador for this category, our Daily range can be found in Switzerland and Germany and is expanded year on year with new recipes. Our Buddha Bowl dish is new to Spain: an innovative concept based on colourful recipes with vegetables, fruit, proteins, carbohydrates, and pulses, marketed under our brand, Freshkia. This is suitable for vegans, vegetarians and flexitarians, as it contains 100% plant-based meat and a vegan alternative to cheese.



Fresh fruit

We have expanded the ready-to-eat fruit segment in Switzerland with new bowl formats and new references: melon mix, pineapple and cranberries, mango and pomegranate, and watermelon slices, among others.

Local focus

We innovate with solutions adapted to local tastes, in line with our consumers' lifestyles, such as our new vegetable dips or BBQ vegetable trays, aimed at the Swiss market.

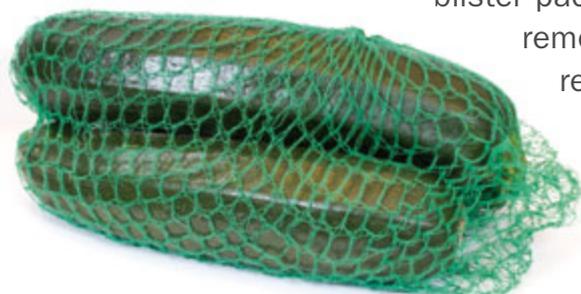
We innovate with more sustainable packaging

Advances in packaging are the result of our firm commitment to sustainability, united with our innovative spirit. When designing our products, we provide packaging solutions that help us to reduce our ecological footprint, while always guaranteeing the maximum food safety and quality.

Straight from the fields

We have expanded our range of organic products with our new organic radishes, and have gone one step further with its innovative POP (Prevented Ocean Plastic) packaging, which uses plastic recovered from the seas and oceans, with minimum micronage, and can be further recycled and reused. Thanks to this initiative, we are also able to deliver a positive economic impact in the areas where the plastic is gathered, as local communities are involved in its production, under the supervision of the independent organisation Ocean Cycle, which certifies the whole process.

We also offer plastic-free packaging options for agricultural products, using alternatives such as cardboard trays, kraft paper strips for our courgettes, as well as trays and blister packs made from 100% recycled PET. At the same time, we are reducing the thickness of our plastic



blister packs and providing innovative solutions, such as removing styrofoam from our sweetcorn packaging, replacing plastic nets with compostable ribbon and cellulose nets, and switching plastic for cellulose to make moulded trays for round courgettes. Through all of these actions, we have managed to save over 85 tonnes of plastic.

Fresh and ready

In 2021, we improved the sustainability of our standard salad range by including a bamboo fork with FSC certification in our salad bowls, as well as introducing a 100% recycled PET bowl. What's more, we accompanied the launch of our ultra-fresh project in Spain with cardboard packaging that is more respectful towards the environment, as it contains 90% less plastic compared to conventional salad bowls. Plastic is only used in the film seal and for the sauce sachet.

In Germany, our most important project involved new cardboard packaging for our salads, which contains less than 5% plastic and comes with eco-friendly cutlery.

With a clear focus on sustainability, In Switzerland, on top of finding the perfect way to combine food safety and sustainability with our 100% recyclable cardboard bowls, our ready-to-eat fresh fruit range now includes wooden forks and bamboo sticks, having saved over 400 kg of plastic.

Another of our most innovative packaging solutions of 2021 was the development of the new Bio Salad Roll, suitable for both our agricultural selection and our fresh-cut range. These new bags combine Kraft paper and PLA, thus guaranteeing 100% bio-based, compostable, and biodegradable packaging for vegetables and salads, whilst complying with the highest food-safety standards.



Maximum innovation with our brand, Freshkia

As a result of our push to continue innovating and taking our revolution to more consumers via new channels and markets, we have decided to boost our brand, Freshkia. We have redesigned its brand image, giving it a fresher, more modern look with a new identity and positioning.

A brand with personality

Freshkia aims to contribute to a healthier lifestyle and individual wellbeing by developing and proposing tasty, healthy, original products that respond to the needs of our modern society. It promotes a healthy, balanced diet as a way of feeling good about ourselves and our environment, enabling us to live a more conscientious, fuller life. What's more, it boasts the Freshkia BIO range for organic certified products.



New Buddha Bowl, a legendary product

In 2021, we launched our brand Freshkia with an exceptional new product: the Buddha Bowl —an innovative healthy-eating concept consisting of ultra-fresh, ready-to-eat meals made from outstanding premium ingredients, combining fresh-cut vegetables, fruits, proteins, carbohydrates, and legumes to create extremely tasty recipes. They are ideal for those who like to look after themselves inside and out and are suitable for vegans, vegetarians, and flexitarians, thanks to the co-branding with our partners Heura, a 100% plant-based meat brand, and Violife, who offer a vegan alternative to cheese, both market leaders in their segments in Spain. Due to our firm commitment with the environment, our Buddha Bowls come in innovative 97% recyclable cardboard packaging that is heat-sealed with a fully recyclable film which is 100% eco-friendly.



Buddha Bowl comes in 4 delicious varieties: Karma (fresh vegetables, Violife vegan alternative to cheese made from coconut oil, together with a generous sprinkling of tricolore fusilli, apple, and olives); Nirvana (fresh vegetables combined with Heura original strips and accompanied by rice, edamame, and mango); Namaste (fresh-cut vegetables with white quinoa, Violife vegan alternative to cheese, walnuts, and sweetcorn); and Mantra (fresh-cut vegetables mixed with Heura Mediterranean strips and garnished with apple and sweetcorn).

Freshkia

• Buddha Bowl •

Our Buddha bowls are inspired by the culinary wisdom of the Buddhist tradition, according to which monks went from door to door with an empty bowl that neighbours filled with whatever they had cooked that day, resulting in a colourful and varied dish.

Paying attention to the very last detail, we have named these dishes using terms from the Buddhist tradition and use the mandala symbol for our product design. Its appealing packaging and harmonious blend of colours invite you to discover the 4 exotic recipes: Karma, Nirvana, Namaste, and Mantra. We combined the launch of this unique product with the creation of its own website: www.buddhabowlfreshkia.com, where consumers can find out about the different recipes and the brand's commitment to sustainability, as well as discover original, creative features, such as its audio manifesto.

CIAM, the most innovative seed

Some of our company's most outstanding agricultural innovations have stemmed from our Centre for Agricultural Innovation in Montserrat (Spain), such as our living lettuces and our new blend of microgreens.

Living lettuces

With sustainability being one of our strategic pillars, the living lettuce not only underlines Foodiverse's commitment to healthy food, but also to the environment.

This project was carried out in our Farmitank, a groundbreaking, soil-free vertical hydroponic farming system, in a fully-controlled environment where no pesticides are used. Thanks to the production and marketing of our living lettuces, we have improved the yield in our Farmitank, increasing crop density and productivity by 12%, and reducing the energy consumption of the silo by 5%.



Marketed under our brand Sun&Vegs, we initially launched our living lettuce range with oakleaf lettuces before introducing new varieties, such as butterhead lettuce —both red and green. This proposal positions us on the leading edge of the sector and enables us to offer our clients the freshest, most innovative products straight from the fields, while guaranteeing maximum safety.

CIAM



CIAM
Centro de Innovación
Agronómica

- +30 HA OF AGRICULTURAL LAND
- 2 CLIMATIC CHAMBERS
- 1.2 HA OF GREENHOUSES
- 10 M PLANTS IN GREENHOUSES





Our CEO, Jesús Gómez, had the honour of collecting the prize from the 43rd edition of these awards, organised by the magazine Actualidad Económica.

Recognition of our innovation

Our research project for growing living lettuces received an award in 2021 for being one of the 100 Best Ideas of the Year in terms of sustainability. The award was presented by the Spanish magazine Actualidad Económica.



Microgreen blends

In 2021, we continued to expand our range of microgreens with the launch of our new blends, which combine aromatic varieties with traditional crops that can be used for their leaves, such as basil, coriander, red mustard, kale, red radish, and broccoli. The result is a surprising blend in the form of microgreens, which we market ready-cut and mixed together in the same product.

Improved baby leaf crops

In line with our spirit of continuous improvement, this year, we have carried out variety tests to improve the quality of the baby leaf varieties grown in our greenhouses. On the one hand, the idea behind the tests was to obtain shoots of a more intense red to add more colour and visual appeal to the product. On the other hand, we performed tests on new varieties that adapt better to each season's specific climate conditions.



FARMITANK

MAXIMUM EFFICIENCY: GROUND PRODUCTIVITY X 18

95% SAVING ON WATER COMPARED TO OPEN FARMLAND

MAXIMUM FOOD SAFETY

PESTICIDE-FREE

CLIMATIC CONTROL: 65% REDUCTION IN THE CROP CYCLE IN WINTER COMPARED TO IN THE OPEN AIR

Shared success with our suppliers

Working together with our suppliers enables us to offer clients and consumers an extensive range of innovative products that make us leaders in our sector.

On an operational level, one of our most important milestones in 2021 was the integration of all purchases in our German site within our Central Purchasing Office. The idea behind this is to improve efficiency, create synergies to optimise the supply chain, and improve quality, service, and price.

As far as fruit and vegetables are concerned, the official approval of new suppliers of raw materials for most of our references has enabled us to guarantee a constant supply and reliable service for clients and consumers 365 days a year. What's more, the diversity of the partners that we work with gives us greater knowledge of the worldwide market, and increases our innovation capacity.

Our suppliers are key to the success of our healthy revolution and their efforts and support have been fundamental in counteracting a year conditioned by haulage and raw material prices, and marked by the general shortage of supplies in Europe towards the end of the year. We have drawn up medium and long-term collaboration agreements which encourage our partners to work efficiently and develop a spirit of continuous improvement, whilst enabling us to guarantee our competitiveness.

Regarding our commitment to sustainability in our auxiliary materials, we have continued to make progress in terms of the circular economy by introducing biodegradable or biocompostable materials, innovative paper packaging, and bamboo and wooden forks as clear alternatives to plastic.



OUR SUPPLIERS

- 426 SUPPLIERS
- 164 AGRICULTURAL PRODUCERS
- 118 SUPPLIERS OF TOPPINGS AND OTHER RAW MATERIALS
- 114 SUPPLIERS OF AUXILIARY RAW MATERIALS
- 1,403 REFERENCES SUPPLIED

The excellence and diversity of our suppliers enables us to increase the quality of our products and boost our innovation capacity

Collaborative innovation

Our innovative spirit is part of our legacy and is reflected in everything we do. We embrace collaborations and alliances with the best partners, working together with top universities, institutions, and technological centres on innovation projects that enable us to continue to be pioneers in our sector and to boost our healthy revolution.

+€1 M
ANNUAL
INVESTMENT IN
R&D&I

Client and supplier workshops

As part of our Horizon 2025 plan, commercial growth —focusing entirely on our clients— will be key for Foodiverse over the next few years. For this reason, this year we have resumed our workshops, both with clients and suppliers, fostering partnerships and alliances that will help us to consolidate our position and to maintain our leadership in innovation, boosting the growth of all parties involved.



Sharing knowledge

MBA Spain Conference

Foodiverse participated in the 12th MBA Spain Conference, organised by Spanish students from the Sloan School of Management at the Massachusetts Institute of Technology (MIT) and from Harvard Business School. This annual event brings together more than 150 Spanish students from the most prestigious business schools in the USA and is also attended by economic leaders, entrepreneurs, and politicians from Spain. Here, we participated in the Biggest Industry in the World panel, which discusses the future prospects and challenges of the agri-food sector.

Kreab Forum

In 2021, we also took part in the financial forum Investment Opportunities in the Agribusiness Sector, an event organised by the global strategic communications consultancy Kreab Spain, where we shared our experience alongside speakers from Oliver Wyman, BNP Paribas, BBVA, and MCH Private Equity.



23rd AECOC congress Valencia (Spain)

At this event, which brings together the leading manufacturing and distribution companies, Jesús Gómez, CEO of Foodiverse, participated in the round table Health and Sustainability: values that move the consumer, together with managers from other companies in the sector. During this event, debates were held on new trends in healthy eating, the impact that the pandemic has had on the consumption of fresh vegetables, and the growing importance that consumers place on values like sustainability and health.

Participation in webinars

We have also taken part in numerous meetings and webinars where we have been able to highlight our leading position in the sector.

These are the entities and institutions we collaborate with:





**OPERATIONAL EXCELLENCE
AND EFFICIENCY**





Experts in operations

Our innovative nature seeps into each and every one of the processes in the group. This, together with our values of maximum efficiency and excellence, makes us experts in operations. Our innovative spirit, combined with continuous improvement, enables us to become more efficient and competitive, and offer our clients the best service.

Maximum efficiency from the fields

We work to produce top-quality vegetables, always guided by the principles of resource sustainability and efficiency. With this in mind, we have expanded our outdoor production capacity by increasing the number of farmable hectares on our farms and the crop density, thus making better use of the space available. Furthermore, we are using the optimum density to maintain perfect light conditions whilst reducing the use of pesticides, preventing the spread of diseases, and hence increasing productivity in the field as well as the quality of the crops. More specifically, we have increased the scope of our iceberg lettuce crops in summer, as well as that of our little gem and mini romaine varieties, increasing production by 11% per hectare.

We have also implemented new soil disinfection techniques, among which we can highlight biosolarisation —a chemical-free method that eliminates microorganisms by raising the temperature of the soil.

Finally, in 2021, we concluded our variety selection tests on new crop varieties such as iceberg lettuces, spinach, and courgettes, all of them being more tolerant and resistant to weather conditions and diseases.

Optimisation and maximum efficiency in our production centres

One of the main milestones of 2021 was the consolidation of our Verdifresh production centre in Aranda de Duero (Spain) as the leading plant for our fresh-cut produce sales in new clients in Spain and Portugal. Specifically, reindustrialising processes, retrofitting machinery, and redesigning the plant's layout have enabled us to double our production.

In each of our processes, we strive for efficiency and to achieve maximum freshness, from the receipt and processing of raw materials to the moment the finished product is despatched. To do this, we have made significant improvements in our plants in Spain, among which we can highlight the tests that we have carried out with a new AirScan leak detection system. This is currently in the validation stage and, using laser technology, detects any changes in CO₂ levels, thus improving the quality control of our products beyond that of traditional systems based on air pressure.

At Josef Müller Gemüse (Switzerland), a new water-cooling system has been installed for the washing processes of all lines, and continuous improvements have been made in the bowl lines, reporting excellent results.

At Thurländer Salate (Germany), we have also continued to work on flexibility and innovation at the plant, focusing fully on efficiency and future growth. One particular change was the installation of a new automatic weighing system on 6 of our lines, which gives us greater control over the process and improves quality.



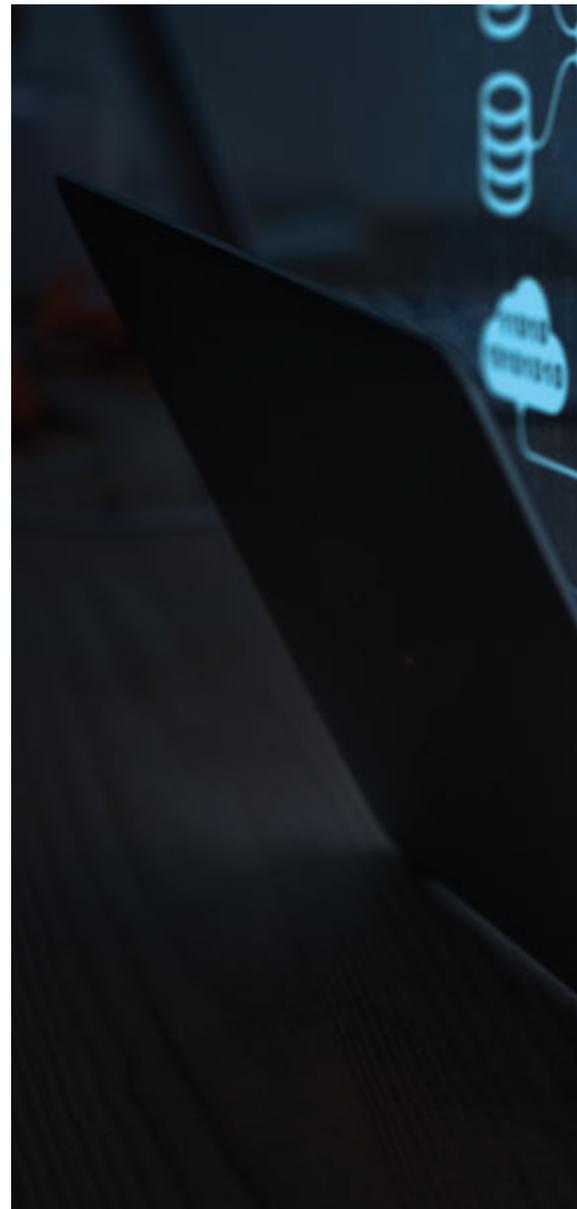
Digitalisation boosts the efficiency of our company

In 2021, we consolidated projects started in previous years as part of the Foodiverse Digitalisation Plan, carrying out ongoing work aimed at solidifying the use of SAP in all of our production centres. This way, we have implemented new SAP functions at our international centres, integrating maintenance, production process, and cost control tasks, thus achieving greater control over information and a more accurate view of any deviation.

Furthermore, we have made headway in financial and accounting integration thanks to the module SAP Finance, which has been installed in all of our production centres to standardise group processes and policies. In addition, we have also implemented the Business Planning and Consolidation (BPC) tool, which enables us to consolidate group accounts and facilitate budgeting and control tasks.

Managed security system

In 2021, we decided to boost our capacity in terms of prevention, monitoring, surveillance, and response to possible cybersecurity incidents in our company by developing and implementing a managed security service. The SOC is a system which enables us to monitor potential threats in the day-to-day running of our IT and communications systems in real time, increasing our ability to respond to any attacks.



**We continue to
make inroads in
our Foodiverse
Digitalisation
Plan 2021–2025**



We use advanced, disruptive technological systems to boost our innovation, efficiency, and productivity

Integration of Comfresh in the Foodiverse IT system

We have successfully integrated our new business Comfresh into the Foodiverse IT system, migrating its physical servers to the group's virtual cloud environment. Furthermore, account management has been integrated into SAP and the operational management data of the new company can be easily accessed from our information analysis and reporting systems (BI).



**COMMITMENT TO
SUSTAINABILITY**





A committed company

Throughout 2021, at Foodiverse we continued to support the United Nations Global Compact and remained firmly committed to the objectives of the Sustainable Development Agenda for 2030. We want to look after our consumers on a nutritional level, both now and in the future, by offering them fresh, balanced, varied, and easy-to-consume products that will help them to follow a healthy diet. At the same time, we want to remain firmly committed to creating a more sustainable world, protecting our surroundings and the environment, and working towards social and economic growth.

Commitment to nutrition and health



Commitment to our environment



Commitment to our people



Financial commitment



Commitment to nutrition and health

We want to help consumers to maintain a balanced diet with our fresh and healthy product range. Our nutriBEST, HOLD, and SAFETY SHIELD projects embody all of the actions that we carry out in our commitment to individual health, nutrition, and well-being.



We are committed to improving the nutritional value of our products, promoting a balanced diet and a healthy lifestyle.



Thanks to the development of our ultra-fresh salad range, we offer new healthy eating options that are accessible to our consumers and combine maximum innovation and freshness in a range adapted to the preferences and needs of people with specific nutritional requirements, such as vegetarians, vegans, and flexitarians. We have also expanded our Caesar salad range with organic, low-calorie, and vegan varieties, each providing different nutritional options. Finally, we make countless nutritional improvements to our recipes year upon year to provide our consumers with the best products. One such example this year is the removal of carrageenans from the meat products in our salads.

We stay ahead of new healthy eating trends, constantly adapting to the markets that we work in



Hygiene, Order, Long-lasting cleanliness, and Discipline are the requirements that we have set for ourselves as a company.

The HOLD standards are internal guidelines that enable us to achieve top quality and maximum food safety in our facilities, processes, and products. This is one of Foodiverse's core values, shared by the more than 2,500 people that make up our group.

In 2021, we took important steps both in the fields and at our production plants.

The most significant improvement in the fields was the use of a new haulm topper to clean and remove plant waste from our aromatic herb crops, teamed with a trailer to clean up the weeds and remove waste. This reduces humidity from vegetable matter on the ground and prevents the potential spread of diseases.

Work has also been carried out to consolidate these standards at our sites in Germany, Switzerland, and Italy by holding training sessions and implementing an audit system, both internal (conducted by the quality control teams of each plant) and external (by a representative of the Foodiverse corporate team). Another highlight of the year was the logistics project implemented at Thurländer Salate, our German plant, to improve warehouse organisation, space management, and stock control. The Kanban system was also applied to product labelling and sleeves to ensure better organisation and, therefore, control over the entire production process.



Rigour and excellence in fulfilling the highest food safety and quality standards.

Our company's responsibility in terms of food safety is set out in our quality model and covers the entire production chain from the very seed, throughout all of our processes and production centres, right up to the final product.

In our SAFETY SHIELD project, one of the most outstanding milestones was the review of all our policies, processes, and procedures included in our quality, food safety, and environmental management systems at our sites, with the aim of harmonising them in the form of group management manuals, thus standardising and facilitating the measurement and monitoring of performance at all our production centres. We have also implemented a global document manager with the same structure and codification criteria for all of our production centres, and launched a digitalisation project for internal audits which provides greater agility thanks to its cloud storage, as data is available remotely and on different devices.

Foodiverse today is a paragon in the sector in terms of innovation in food safety. At each of our centres, we collaborate in innovative, interdepartmental projects together with other flagship institutions in the area of food safety. At Verdifresh (Spain) we have participated in the Bacterio project, which aims to detect pathogens by means of integrated photonics. Through this project, we developed a biosensor to rapidly and effectively detect bacteria in the agri-food

SAFETY SHIELD

- 20 EXTERNAL PLANT CERTIFICATION AUDITS
- 18 INTERNAL AUDITS
- 48 SUPPLIER TRACEABILITY AUDITS
- 20 CLIENT AUDITS

sector. This programme was financed by the Valencian Innovation Agency (AVI) and led by Lumensia Sensors, and involved the participation of other prestigious companies and organisations, such as the Nanophotonics Technology Center (NTC) and the Advanced Centre for Food Microbiology (CAMA), both affiliated with the Valencia Polytechnic University and backed by AINIA, the Food Technology Institute. Other projects that we have collaborated in are the creation of a predictive model to manage risks in the microbiology environment, within the scope of the Predimic project alongside AINIA, and have worked on different environmental and food safety applications using photonic technology, together with Lumensia and StartUPV.

In the area of certification at each of our plants, the teams at each production centre made an excellent work in adapting to the new version of the IFS standard. In fact, Verdifresh Antequera (Spain) and Thurländer Salate (Germany) have already been audited and certified based on this latest version. This way, our intense focus on food safety and quality has once again allowed us to renew the most demanding international certifications in this field.

INTERNATIONAL FOOD SAFETY AND QUALITY CERTIFICATIONS



Commitment to our environment

Our projects CleveR7, SU+RE, and ZeroCUCURBITA encapsulate our present and future commitment to the environment where we are planting our seed to build a more sustainable world.



We promote and practise the 7Rs of recycling (Rethink, Reduce, Reuse, Repair, Renew, Recover, and Recycle) and are constantly seeking more sustainable alternatives to plastic, while ensuring the highest level of food safety.

Our firm commitment to the circular economy and our constant innovation in the area of packaging make us a role model in the agri-food sector. We continue to focus our commitment to the circular economy on three major lines of action: increasing the use of recycled materials; using mono-materials and alternatives to plastic; and reducing weights and thicknesses.

Some of the actions most worth mentioning this year are, in our straight-from-the field product segment, the launch of organic radishes with Prevented Ocean Plastic (POP) packaging, which reuses plastic gathered from the oceans by people at risk of social exclusion; the use of cardboard trays, 100% recycled PET trays and blisters, and kraft sleeves for courgettes; and the removal of polystyrene from our sweetcorn packaging.

In the fresh-and-ready category, we have innovated by introducing 100% recycled PET bowls, replacing plastic forks with FSC-certified bamboo forks, and using cardboard bowls for our ultra-fresh salads in Spain, Germany, and Switzerland. We have also developed our new Bio Salad Roll bags —100% bio-based, compostable, and biodegradable packaging for vegetables and salads.



We use our resources efficiently, complying with all environmental certifications and promoting sustainability actions.

At Foodiverse, our commitment to the environment is closely linked to our operational efficiency. As so, in 2021 we analysed the different vectors in our processes, from energy consumption, emissions, and waste to the use of resources like water or raw materials. This enabled us to detect the points that required improvement and, subsequently, to reduce our impact on the environment. We have also put up specific signs at all of our production centres displaying recommendations and good practices in terms of recycling and the efficient use of resources —mainly water and energy.

In our Farmitank —the highest expression of our SU+RE project and a closed farming system where resources are strictly controlled and used with maximum efficiency— we have increased our crop density, thus achieving a 12% increase in productivity and a 5% reduction in energy consumption in the silo.

One of the most important measures implemented during 2021 has been the modernisation and change of location of water sensors in the production lines at Thurländer Salate (Germany), enabling us to improve their automatic functioning and to reduce water consumption by 20%. At our production centres Novanatura (Italy) and Josef Müller Gemüse (Switzerland), we have installed more efficient air compressors that enable us to reduce power consumption, leading to savings of 41,000 kWh in Switzerland this year.

In the fields, we have also made significant improvements to our irrigation systems, swapping our built-in drip irrigation systems with emitters spaced at 30 cm for single-use drip tapes with emitters spaced at 20 cm. This enables more even irrigation in a shorter period of time and optimises the use of our resources by saving large amounts of water.





We limit the use of pesticides and fertilisers, trending towards zero residue in our products and focusing on organic agriculture.

At Foodiverse, in 2021, we increased our global push to expand our certified organic product range, both in terms of straight from the field vegetables and ready-to-eat fresh fruit and salads.

We also implemented numerous strategies to mitigate the effects of climate change on our agricultural activity. Improved varieties, the adoption of fertilisation and pesticide control measures, and the implementation of palliative measures are, among others, some of the most noteworthy initiatives within this project.

In 2021, we started a second phase in our Zero Waste project for courgettes, a greenhouse farming initiative that, thanks to an integrated strategy to fight pests using auxiliary flora and fauna, enables us to grow residue-free crops. In addition to this,



in our Farmitank at the CIAM (Spain), we grow vegetables free from pesticides whilst guaranteeing maximum quality and food safety, thanks to a closed farming system where climatic conditions are fully controlled.

We have also implemented various fertilisation measures in our fields to optimise fertiliser use and prevent leaching and possible contamination of groundwater by nitrates. One example of this is our participation in the Menor NitrA programme, a pilot project to reduce nitrogen from agriculture in the Mar Menor basin. This pioneering programme, within the scope of the EU LIFE programme, aims to reduce nitrogen from agriculture by developing sensors capable of quantifying the nitrogen in the farming environment, in piezometers and in the Mar Menor drainage network. This project is clearly preventative with a focus on comprehensive monitoring. The measurement tool used is N-Drip Connect, which supports us in the decision-making process and enables us to optimise the use of water and nutrients whilst increasing yields.



Commitment to society

At Foodiverse, we want to help create a better present and future by creating value and sharing it with society, collaborating in community projects and causes that have a positive impact on our environment and favour social and economic development. Promoting a healthy lifestyle, sports, and social inclusion and development are the foundations of our corporate social responsibility.



With this in mind, in 2021, we donated more than 242,000 ready-to-eat vegetables and salads and 27,000 kg of fresh vegetables to organisations like Fesbal (Spanish Food Bank Federation), the charity Cáritas, Cruz Roja (the Spanish Red Cross), the diocese of Cartagena, and Fundación Jesús Abandonado —a foundation for people in need.

We have also collaborated on several projects with organisations specialised in inclusion and diversity, such as Fundación Adecco. On the one hand, we participated in their Workplace Integration Plan, enabling a total of seven individuals from vulnerable collectives to join the Verdifresh centres in Ribarroja and Antequera (Spain). On the other, we promoted the foundation's Family Plan within Foodiverse, supporting staff members with disabled children and providing them with services adapted to their needs, with the aim of improving the quality of life of both the children and their families. Finally, to celebrate the International Day of Persons with Disabilities, we collaborated in Adecco's campaign to raise awareness of vulnerable individuals.





Once again, all of our centres in Spain participated in the toy-donation campaign launched by the Spanish Red Cross so that no child was left without a gift for Christmas in 2021. They also took part in other charitable initiatives such as collecting bottle tops for Fundación Seur, which provides medical treatment for children with rare diseases, and donating old mobile phones to Móvil Solidario, the profits from which go to the charities Stop Sanfilippo and Acción contra el Hambre to combat child malnutrition and to finance research into rare diseases. At our agricultural plant Agromediterránea (Spain), our teams also took part in a blood donation drive in collaboration with the Murcia Blood Donation Centre.

We run programmes that unite food, health, and social development. More specifically, we have taken our healthy revolution to 14 schools in Torre Pacheco, Murcia (Spain), to raise awareness of the importance of maintaining a balanced diet among more than 500 school pupils. We have also taken part in other campaigns to promote a healthy diet, run by organisations like MásBrócoli and 5 al día.

On an institutional level, we have continued to sponsor the professorship for Corporate Social Responsibility at the University of Murcia and have received important figures and media representatives at our facilities and farms with the aim of showing them our healthy revolution in the flesh.



These are the main organisations we collaborated with in 2021

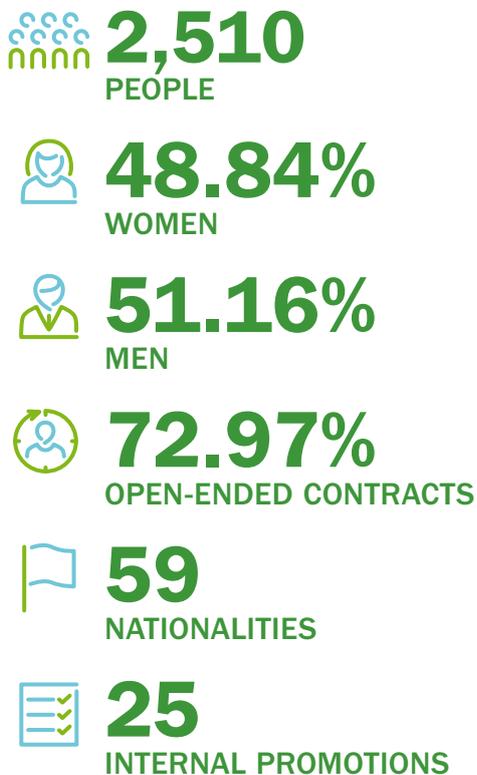


Commitment to our people

At Foodiverse, people are the cornerstone of our enterprise. All of the individuals that form this great group share a passion for our work, the activities that we do, and our products. Hard work, commitment, and client orientation enable us to overcome major challenges every day and achieve ever-growing objectives.

For this reason, at Foodiverse, we encourage a culture in which motivation, team work, diversity, and sustainability drive our healthy revolution. We are firmly committed to guaranteeing stable, high-quality employment, and to attracting talent and enabling it to develop and grow professionally.

With this in mind, our TalentLAB and e-Share projects bring together the diverse initiatives we implement as part of our commitment to our people.



Verdifresh Aranda, 15 years of history

Innovation, ongoing investment, and the commitment of our teams have been the driving force behind Verdifresh Aranda de Duero (Spain) throughout its 15-year history. This production centre is currently the head of our sales push to expand into new markets and channels, with a clear focus on Spain and Portugal. A total investment of 20 million euros has been made into the plant, which was established in 2006 and produces more than 115 product references thanks to its team of 206 employees.

To celebrate these 15 years of growth and success, we organised an open day for our employees and their families during which they enjoyed

different activities related to our healthy revolution, and

were able to visit the plant and get to know the products that come off the production lines every day thanks to the work of their family members. They were also able to take part in a virtual reality experience, enabling them to live a seed's journey first-hand, from the moment it is planted through to it becoming a ready-to-eat salad.

Alongside the entertainment, an emotive video was shown in which the teams from the rest of the companies in the group congratulated the employees of Verdifresh Aranda, and an award was also presented to the 11 people who were celebrating their 15th anniversary at the site.



The celebration was attended by Joaquín Ballester – President of Foodiverse, Jesús Gómez – CEO, and Rafa Boix – Chairman of the Foodiverse Advisory Board. José Daniel Bóveda – Head of the Fresh-Cut Iberia Business Unit, and Jorge Abón – Plant Manager at Aranda, hosted the anniversary celebrations.





Commitment to the health and safety of our teams

People are Foodiverse’s most important asset. For this reason, ongoing improvements in the areas of prevention, health, and safety in the workplace are a common priority at all levels of the group, from our farms to our production centres and corporate offices. We are continually improving our output by designing, adapting, and revising our processes, practices, and work systems to improve ergonomics and reach the highest levels of safety.

At Foodiverse, we believe that prevention is the best way to look after our people. For this reason, we have launched a number of campaigns aimed at guaranteeing a safe and healthy work environment, with over 3,300

RISK PREVENTION IN THE WORKPLACE

 **3,336**
HOURS OF EMPLOYEE TRAINING

 **116**
INTERNAL AUDITS

 **50**
EXTERNAL AUDITS

 **31**
WORK ENVIRONMENT CHECKS



hours of training in this area, more than 160 audits to check the working conditions and environments at our plants, and the implementation of activities and information sessions to raise awareness of workplace accident prevention and occupational illnesses, such as that held on the occasion of the 2021 World Day for Safety and Health at Work.

In coordination with the Department for Health for the Region of Murcia, we also launched an initiative to vaccinate field workers against COVID-19 at Agromediterránea and Espace (Spain).

In 2021, we continued to promote our Accident-free Workplace programme, rewarding the members of nine farm crews who carried out their work in the fields accident-free throughout the year. This acknowledges those who, day after day, make an effort to do a good job and put into practice the work safety knowledge acquired thanks to the ongoing training programmes on our farms.

As part of our healthy revolution, we have also run themed campaigns to encourage healthy habits among our employees, such as Global Recycling Day, healthy recipe competitions, and Fruit Days. Screens at all of our work centres display advice on how to prevent accidents at work, and on health, well-being, and maintaining balanced diets.



We commit to our talent through development programmes for each stage of their professional life.

The diversity of talent enriches our group. In 2021, we focused on capturing international talent, updating management profiles at the Thurländer Salate plant (Germany) with multi-skilled and multilingual professionals to further strengthen our team. Their training and incorporation into the workforce required close collaboration with the corporate team at Foodiverse and the fresh-cut business unit in Spain.

For the same purpose, four of our staff members took part in temporary relocation programmes to boost the learning and development of the participants and the international departments that welcomed them into their teams. Furthermore, in 2021, a total of 25 people were promoted internally at Foodiverse to management positions.

The first Foodiverse Excellence Awards were another important milestone during this year, recognising the efforts of the people and teams who demonstrated full involvement in

7,241
HOURS OF TRAINING

€58,300
INVESTMENT IN TRAINING

€31,800
INVESTMENT IN DEVELOPMENT





the development of our business and complete alignment with our culture and philosophy. A total of seventeen employees in eight different categories received these awards.

To support local talent, our company Agro-mediterránea (Spain) has joined the Bring Back Talent to Cartagena plan that seeks to attract qualified professionals working abroad who wish to return to their local area. The programme was launched by the Department of Youth of Murcia and has already helped 40 young people to find work in the region.

We must also highlight our participation in a speed networking session within the Capacitas programme, organised by the University of Valencia together with the university's General Foundation and financed by Banco Santander. This is aimed at university students and graduates with disabilities and is designed to promote their incorporation into the workplace. During 2021, some of our production centres in Spain also hosted students from universities and vocational colleges so that they could carry out internships in departments such as Occupational Health and Safety, Maintenance, and Logistics, among others.

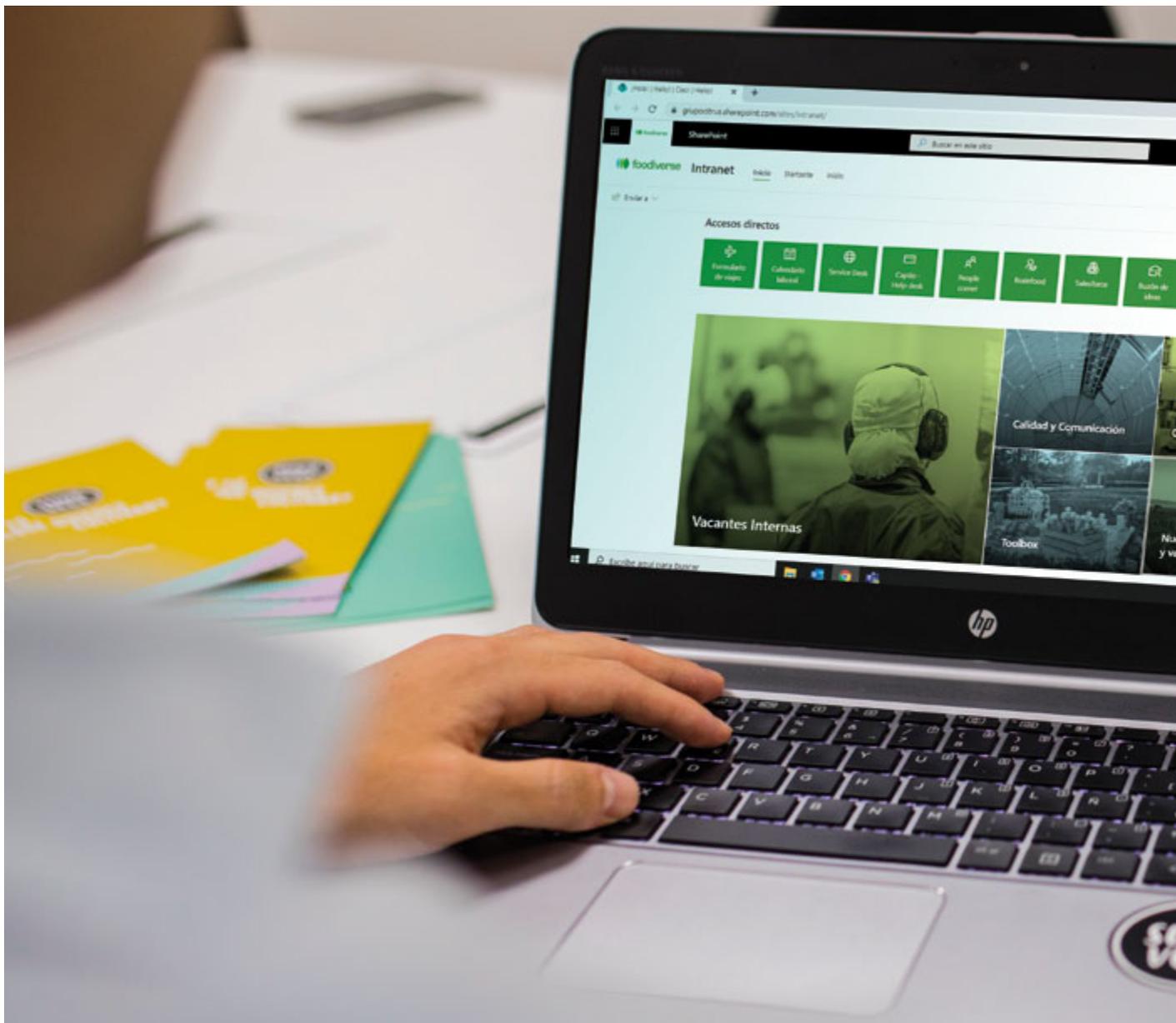


1st Foodiverse Excellence Awards ceremony.

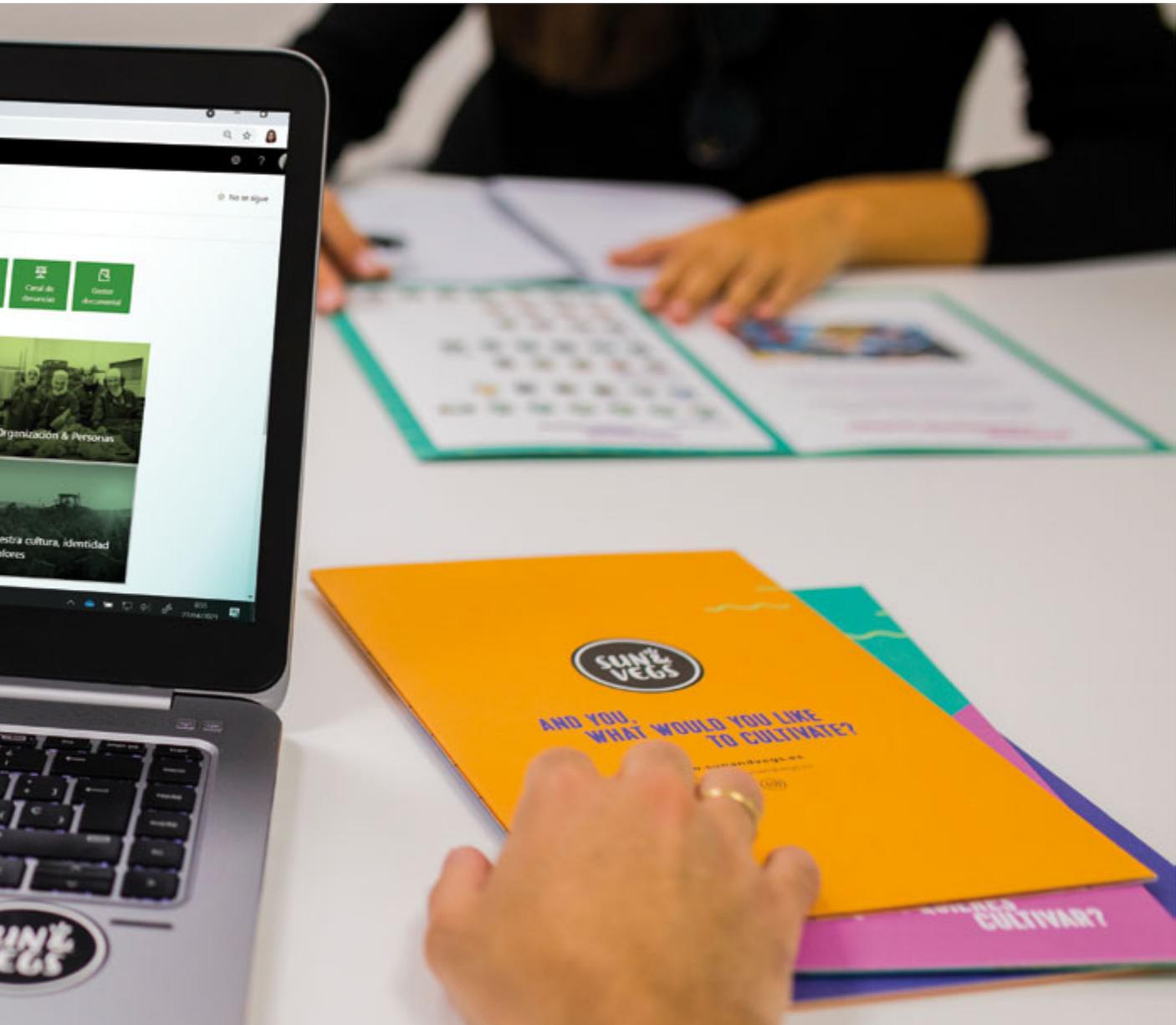


We embrace the digital transformation. We are a fluid, dynamic organisation with the ability to adapt to changes in our environment.

Thanks to our powerful information systems and the implementation of innovative technological solutions, we are able to coordinate safely as a global team. In 2021, we can highlight the integration of two new companies, Comfresh and OrtoVerde, into the group's IT systems, thus building a comprehensive employee and information transfer network. We have also implemented the SAP Human Resources module at Thurländer Salate (Germany) and Epsilon —a new ERP IT system for human resource management— at Espace and Agromediterránea, and we have digitalised the time registration system on our farms.



Our intranet, which we launched in 2020, has become a powerful internal communication tool which also provides access to other platforms such as the People Corner portal, Brainfood, and our document management system. This business year has seen a boost in online training regarding the group's culture, identity, and Code of Ethics, using Brainfood as the learning platform in Spain and Sharepoint at the international sites. We have also reinforced our internal communication with GlocalNEWS —weekly bulletins containing information for all intranet users about the group's main milestones and relevant information from our sector.



Financial commitment

At Foodiverse, we want to grow responsibly and are always seeking to make our business profitable and ensure that our good practices, procedures, and standards are observed, with the aim of achieving organisational sustainability.

Our projects beGLOCAL, InnovACTIVE, and Growing represent group initiatives that support our commitment to financials.



We are a multinational company with a global vision, managed locally in order to respond to the local needs of each area.

We encourage the local management of our companies and production centres in order to respond to the needs of each area, while maintaining a global vision of opportunities under the umbrella of the far-reaching group that is Foodiverse. This enables us to maximise synergies, both on an operational and commercial level, because the solid position of each of our companies and the trust gained through each of their clients allows us to make the most of global opportunities.

What's more, we have now also incorporated Comfresh, which gives us an excellent distribution and sales platform from which we can reach new clients and channels in Spain and, thanks to the incorporation of OrtoVerde, we have a stronger presence in the Italian market.



We are innovative by nature. We innovate in our products, processes, and distribution channels.

Innovation is one of the fundamental pillars of our healthy revolution, the driver of our growth, and the cornerstone of our sales activity. We want to make healthy food more accessible and appealing than ever, and, to do so, we turn food trends into new products that anticipate the demands of our consumers.

In 2021, with over 220 products launched, the focus of our innovation was to achieve maximum freshness through the development of our complete range of ultra-fresh salads and our brand Freshkia's new Buddha Bowls, and our new living lettuces with roots attached, as well as to achieve sustainability with new organic products and more sustainable packaging solutions across all our product ranges.

Furthermore, we entered new, disruptive distribution channels in 2021, thanks to the group's new marketing company, Comfresh, which opens doors for us to new retailers, Food Service clients, and wholesalers and distributors in Spain.

A woman with long dark hair, wearing a white button-down shirt with small gold polka dots and blue jeans, is sitting on a blue and white checkered picnic blanket on a grassy field. She is holding a white bowl filled with a colorful salad and using a wooden fork to eat. In front of her on the blanket are several other items: a light blue water bottle, a blue glass, a purple glass, another white bowl of food, a small bowl of fruit (strawberries, grapes, kiwi), and a wicker picnic basket containing a brown bag and white plates. The scene is brightly lit, suggesting a sunny day outdoors.

**Our innovative
nature drives
our growth**



At Foodiverse, we grow responsibly, with solid strategies that enable us to achieve our objectives.

In 2021, we reached €327 million in aggregate sales throughout the group—with a 14% growth rate compared to the previous year and a historic figure for Foodiverse, which highlights the importance of our healthy revolution. We now have more than 400 clients—double the number in 2020, and we have expanded into new markets and channels. We have also continued our expansion by incorporating two great companies into the group: Comfresh, a marketer and distributor of fresh and fresh convenience products in Spain; and OrtoVerde, an agricultural producer and specialist in fresh-cut produce in Italy.



Since the company was created, we have invested over 190 million euros into our production centres

This year's overall balance reinforces the objectives set out in our Horizon 2025 plan, which aim to consolidate the great milestones achieved, and boost, even more strongly, our purpose to become the leading operator in Europe in the fresh and healthy food sector.

In 2021, our investments amounted to €7.5 million, and were aimed at boosting our growth and expansion. Of that total, €5.8 million went towards implementing operational and digitalisation improvements in our fresh-cut production centres and to the growth of our fresh-cut business activity, with the aim of increasing our sales potential in this category and successfully responding to present and future challenges, particularly focusing its expansion through new clients, markets, and channels across Europe. In the agricultural unit, we put €1.6 million into improving our greenhouses, both on farms and seedbeds, as well as into our agricultural plant to gain in efficacy and productivity. Finally, €0.1 million were invested on a corporate level to make further progress in our digitalisation plan.

2021 in figures



Straight from the field

Our agricultural business has continued to reap great successes. We have achieved a turnover of €105 million —an increase of 12% on the previous year, selling more than 99,000 tonnes of produce thanks to exports to new European markets, an increase in sales volumes in Spain, and our non-stop innovation.



Fresh and ready

It is worth highlighting the 2021 turnover data in the fresh-and-ready segment as, thanks to our innovation, strong sales push, and expansion into new markets and channels, we have achieved a turnover of €219 million increasing our sales by 14% compared to 2020. In this category, we have sold more than 221 million units of ready-to-eat fresh fruit, vegetables, and salads.



Weighting of the categories in the group turnover

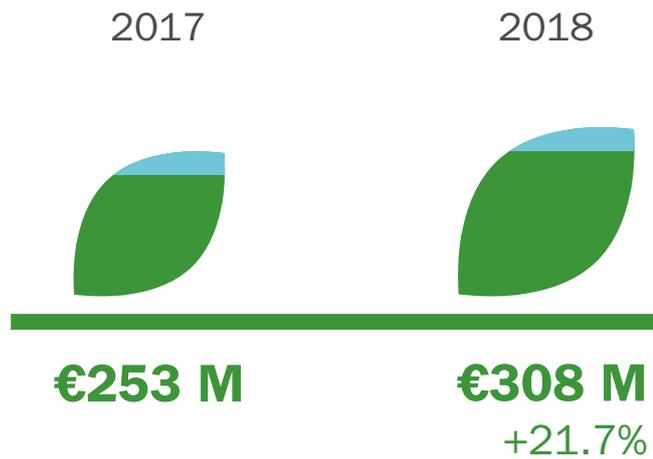
(*Turnover not associated with products)

Foodiverse, a history of success

Turnover

€327 M in turnover in 2021, with a growth of 14%

● Turnover of Alnut



Investment

€33.4 M of cumulative investment over 5 years



People

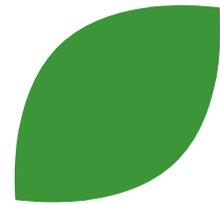
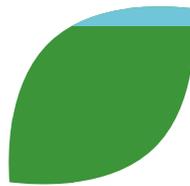
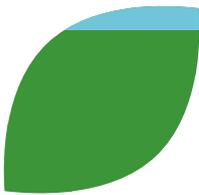
2,510 employees in 2021



2019

2020

2021



€324 M
+5.2%

€311 M
-3.9%

€327 M
+14%*

*Comparable growth of Foodiverse's current business activities (agricultural and fresh-cut)



€5.4 M

€7.9 M

€7.5 M



2,554

2,562

2,510



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