

With nine reporting management teams present in 13 countries, this division consists of leading foodservice distributors in their respective countries, offering unparalleled end-to-end value-add foodservices. Supplying premium brands across a wide product range, and with a significant presence in Own Brand manufacturing and distribution, Bidfood Europe is fast becoming recognised as a leading foodservice distributor in the horeca sector. Our industry-leading innovations in operational efficiencies, and ground-breaking product and menu development, deliver smart solutions exceeding our customer expectations.



## OUR BUSINESSES

<b>Bidfood Netherlands</b> CEO: Dick Slootweg	<b>DAC Italy</b> CEO: Daniele Scuola	<b>Bidfood Baltics</b> CEO: Ramunas Makutenas
<b>Bidfood Belgium</b> CEO: Thiery Legat	<b>Pier 7 Germany</b> CEO: Harald Hamster-Egerer	<b>Frustock Portugal</b> CEO: Mehrdad Seifi
<b>Bidfood Czech/Slovakia</b> CEO: Bohumil Volf	<b>Bidfood Poland</b> CEO: Pawel Swiechowicz	<b>Bidfood Spain</b> CEO: Grant Cox



Ukraine donations, Bidfood Poland team in Lubin.



Ukraine donations, Bidfood Belgium.



Bidfood Czech donates to Ukraine aid.

Please link to individual country websites for more detail, using the buttons alongside.

- [Netherlands](#)
- [Czech/Slovakia](#)
- [Poland](#)
- [Belgium](#)
- [Baltics](#)
- [Italy](#)
- [Spain](#)
- [Portugal](#)
- [Germany](#)

### HC

#### Our team

**Male employees (#)**  
**5 656** 2021: 4 591 **28% female**

**Female employees (#)**  
**2 147** 2021: 2 014

**Fatalities**  
**3** lives lost in tragic road accidents  
Zero fatalities for five years to 2021

**Payroll spend**  
**R6,0bn** 2021: R4,4bn

**Employee training spend**  
**R24,1m** 2021: R20,6 m

### FC

**Revenue**  
**R50,1bn** ↑ 40%  
2021: R35,7bn

**Trading profit**  
**R2,4bn** ↑ 119%  
2021: R1,1bn

### CONSTANT CURRENCY

(at 2021 average exchange rates)

**Revenue**  
**R53,2bn** ↑ 49%

**Trading profit**  
**R2,5bn** ↑ 131%

### MC

**Depots (m<sup>2</sup>)**  
**573 993** 2021: 500 687

**Vehicles (#)**  
**2 686** 2021: 2 564

**Capex investment**  
**R1 016,8m** 2021: R586,9m\*\*

Split between:

Depots	Vehicles	IT
<b>71%</b>	<b>22%</b>	<b>7%</b>

**Investment in IT**  
**R67,9m** 2021: R55,8m\*\*

Split between:

<b>HARDWARE*</b>	<b>SOFTWARE</b>
<b>R16,8m</b>	<b>R51,1m</b>
2021: R12,6m**	2021: R43,2m

\* Hardware includes IT and office equipment.

\*\* Reclassification of capex WIP has resulted in some 2021 comparatives being reclassified.

### IC

#### Our customers

**Mix 2022**

Independent	<b>62%</b>
Chain	<b>23%</b>
Logistics	<b>7%</b>
Retail and other	<b>8%</b>

**Ecommerce platform sales**  
**55% of 2022 divisional revenue**  
2021: 53%

#### Our suppliers

**Foreign suppliers make up**  
**20% of purchases** 2021: 13%

#### Our products

**Mix 2022**

Frozen	<b>35%</b>
Chilled	<b>33%</b>
Ambient	<b>27%</b>
Non-food	<b>5%</b>

**Product SKUs (#)**  
**150 633**  
2021: 147 455

**Own Brand**  
**24% of 2022 divisional revenue**  
2021: 23%

### SC

#### LIVES TOUCHED

**Our employees (#)**  
**7 803** 2021: 6 605

**Our customers (#)**  
**159 830** 2021: 141 353

**Our suppliers (#)**  
**10 502** 2021: 11 513

#### COMMUNITY PROJECTS

Each of our operations support many charity and feeding programmes, some examples include:

- Netherlands – **Horecaspektakel**
- Belgium – **Agency for a Quality Life, Doctors of the World, Foodbank Restos du Coeur de Charleroi**
- Poland – **Camp Hotalrek, TGOCC**
- Czech Republic – **Koclánka Brezejc, World Association of Chefs, Kulinarske umeni, Czech National Culinary team, AHR**

Bidfood in Netherlands, Belgium, Poland, the Czech Republic, Spain, Italy, and the Baltics all collaborated to contribute monetary and food donations to assist Ukrainian Refugees.

For more detail on these and other programmes, please go to the company websites

Refer to the 2022 sustainability report for more information

### NC

#### TOTAL CARBON EMISSIONS (tCO<sub>2</sub>e)

**94 804** ↑ 20%  
2021: 79 002\*

#### Fuel and gas

**SCOPE 1 emissions (tCO<sub>2</sub>e)**  
(excl refrigerants and aircon gases)  
**44 296** 2021: 36 031 ↑ 23%

**SCOPE 1+ emissions (tCO<sub>2</sub>e)**  
(only refrigerants and aircon gases)  
**7 569** 2021: 7 138 ↑ 6%

#### Power

**SCOPE 2 emissions (tCO<sub>2</sub>e)**  
**41 769** 2021: 35 263 ↑ 18%

#### Waste and water

**SCOPE 3 emissions (tCO<sub>2</sub>e)**  
**1 170** 2021: 570\* ↑ 105%

\* Restatement, details in 2022 sustainability report.



## Two of our value creation stories

### Bidfood Netherlands



Bidfood Netherlands drives digitisation to temper operating costs and improve efficiencies, says CEO Dick Sloopweg

In 2022 Bidfood Netherlands achieved a solid profit result. This was achieved despite four months of severe COVID restrictions (which included the disrupted 2021 Christmas season), supply chain disruptions, the Russian invasion of Ukraine, and soaring food, energy, and labour costs.

#### Integrated strategy execution

This financial performance was achieved through concerted, focused strategic execution. We kept a close eye on volumes per customer, we reduced our logistics complexity and the frequency of customer drops, and we actively pushed Own Brand sales. Also, switching more customers to online digital interaction reduced costs and enabled us to do more up-selling.

We also kept investing in our manufactured and human capital. We opened a new (smaller) branch in Utrecht, boosting customer satisfaction and our reputation.

A very big priority for all of my managers was internal communication, staff advancement, and wellbeing. So I'm pleased to be able to report that we spent more on employee training, in both absolute terms and per head, keeping our team motivated and positive.

Staff shortages were no less acute in the Netherlands than in other European countries. A quarter of all Dutch restaurants reported staff shortages, for all or almost all, of the year. This played to our advantage as customers looked to their foodservice suppliers to deliver higher levels of service. It is



rewarding to hear stories about how our Bidfood people were pitching in (often after hours), despite staff shortages, to do whatever it took to get the job done.

All customer segments showed year-on-year sales growth. In real terms, all segments were also up relative to 2019 with the exception of Catering. As external pressures, including supply disruptions, cost increases, and unpredictable demand mounted, Bidfood Netherlands won a lot of new business, and we did a great deal of work to transition our sales mix to more horeca customers and more value-add products.

#### Greening our operations

Our ESG performance received appropriate management attention. Post-year-end, five new electric trucks were ordered. From 2030 legislation will prohibit diesel trucks from operating in 40 Dutch city centres and so we're already planning to meet that deadline. We implemented new protocols to reduce waste but at the same time, increased stock levels so that we could improve service levels. Managing this balancing act speaks to the heart of sustainability integration in our business.

Our new bolt-on acquisition Rotterdam-based Zegro-Centrum (in March 2022) performed above expectations and accounted for a portion of sales growth in the freetrade segment.

COVID lockdowns severely tested Bidfood Netherlands but the operation passed its pandemic tests. In 2023 the short-term economic outlook for Europe is uncertain and concerns about exponentially higher costs, particularly in energy, remain. The Dutch economy, however, is expected to record better (albeit modest) growth than most.

I am very confident that in the new year we will increase our turnover further. We'll do so by driving digitalisation and making our business simpler, by investing more in manufacturing and in our physical footprint, and by consistently motivating our people to make Bidfood Netherlands indispensable to their customers' business.



### Bidfood Czech and Slovakia

Bidfood Czech has delivered a successful foodservice manufacturing strategy, CEO Bohumil Volf tells us more

For much of 2022 one of our most important production facilities was out of commission; the costs of almost everything kept climbing; and then a war erupted on our doorstep. On top of that there was the matter of an unpredictable worldwide pandemic.

Despite all of this, Bidfood Czech achieved record profits with EBIT climbing 57% year-on-year – to above pre-COVID (2019) levels. This was despite cost increases also being at record levels as fuel prices doubled, the cost of natural gas rose four-fold, and staff expenses spiralled.

Very sadly, in May we mourned the loss of two colleagues, a driver and assistant who died in a tragic road accident.

Our business – which operates across the Czech Republic and Slovakia – invested extensively in growing and strengthening our physical footprint and reach and we began rolling out a very large renewable energy project.

Rebuilding the fresh fish factory in Kralupy (destroyed by fire in 2021) was completed using the latest non-flammable materials, fire alarms, and sprinkler systems and is now operating at full capacity. The business also continues to establish the still new Hungarian depot and reinvesting in new, more fuel-efficient vehicles, as well as in production and distribution infrastructure.

#### Investing for growth

This year we automated a number of production lines and our upgraded ERP system (which we expect will last us for a decade) was bedded down. We spent what was (at least for us) a significant amount on marketing two of Bidfood Czech's leading brands – Nowaco and Prima. Today these products are sold in 12 000 retail outlets and manufacturing our Own Brand product accounts for a larger slice of our revenue at better, more sustainable margins.

Towards the end of the year the business began implementing a large solar energy installation at Kralupy. At a cost of more than €1,6 million, this investment is forecast to generate in excess of 116 kWh per month. It couldn't have come at a better time with skyrocketing energy bills and customers asking about our environmental credentials.

Throughout the year, Bidfood Czech benefited from a buoyant horeca sector which experienced high post-pandemic demand for eating out boosted by good summer weather. We recorded strong sales across

both our distribution and production businesses. However, rampant inflation (which reached over 15% by year-end) impacted gross profits as the cost of raw materials dampened manufacturing profitability.

We distribute food products across our two countries from seven depots. In Czech we have depots in Kralupy nad Vltavou, Opava, Velké Meziříčí, Dýšina, and Chlumec nad Cidlinou, and in Slovakia we have depots in Prešov and Nové Město nad Váhom. Bidfood is the largest manufacturer of ice cream in both the Czech Republic and Slovakia, producing 12 million litres per year.

We're also a leading producer of frozen meals, sous-vide meat and poultry (at Dýšina near Plzeň), charcuterie meats, marinated meat, and sausages. In addition to 1 500 tonnes of fresh and 5 000 tonnes of frozen fish, the Kralupy facility supplies over 2 200 tonnes of fresh meat and semi-finished products under the "Gourmet" brand, as well as 4 000 tonnes of frozen bakery and pastry goods. The Opava factory produces 11 000 tonnes of frozen vegetables each year. In other words, we are a significant manufacturer of premium and commodity food products in our markets.

#### Positively impacting society

Some years ago we set ourselves the task of working to raise the quality of Czech gastronomy and helping customers to learn about new techniques and ingredients. We do this because customers increasingly look to us not just to deliver the products they need but to also deliver menu knowledge, insights, and expertise. To this end, we employ 16 professional chefs and, in 2022, undertook 130 seminars and events at our fully equipped "Gastrostudio" in Kralupy – the first of its kind in the Czech Republic. Staff also attended over 150 trade events to engage with industry specialists and build relationships with customers, both current and potential.

Chief among Bidfood Czech's social impacts is employment – in 2022 headcount grew by 10% to 2 340 positions. During 2022, staff collected food, clothing, and other essentials for civilian victims of the war in Ukraine; the company made trucks available to transport these items.

