

# ECKES granini

the best of fruit

**hohes C**  
unterstütze dein Immunsystem

**granini**

**JOKER**  
Jus als Pforter since 1952

**GOD  
MOR  
GON**

**pago**  
SINCE 1958  
PREMIUM FRUIT

**Rynkeby**

**BRÄMHULTS**

**Marli**

**Sió**

**YO**

**Elmenhørster**

## BUSINESS REPORT 2021

# BUSINESS REPORT 2021

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# "2021 WAS THE START OF THE TRANSFORMATION FOR US"

The business year 2021 was a time full of contrasts for us. Like the first year of the pandemic, the second presented us with challenges and affected our business. At the same time, 2021 was the starting point of the biggest transformation in our company's history. In the first year of our ONE Eckes-Granini Strategy, we initiated numerous changes, laid the groundwork for future growth and reached major milestones.

## Focus on innovation, digitalisation and sustainability

We want to become more sustainable and innovative. To that end, we are bundling our expertise and have centralised the entire group's Research & Development Team. In product innovation, the focus was on increased added-value categories. We burst onto the market with the launch of *hohes C Super Shots* in Germany and *Joker Shots* in France. In addition, we introduced a genuine innovation with *granini JUICE ME UP!* concentrates that gave the entire category new momentum, especially toward greater sustainability.

We want to turn our top brands into true "love brands", so throughout the Group we are making major investments and forging new paths with the digitalisation of our brands.

We see promising development in new sales channels, our cooperative efforts, and especially in the growth of e-commerce and new customer acquisition. Our employees have put their full commitment and strong motivation into the development and implementation of the new strategy. Their engagement has helped us to introduce innovative ways of working and further develop the required structures.



*"Despite challenging conditions, together we laid the groundwork in 2021 for future growth."*



We have made progress with our sustainability efforts aimed at making Eckes-Granini one of the world's most sustainable companies in the juice and juice-based beverages sector. In recognition of our sustainability activities, we received several awards last year. We also published the first group-wide Sustainability Report and celebrated the premiere of our Sustainability Day. The charity cycling initiative Team Rynkeby, which we have long supported, collected about EUR 10 million for seriously ill children and their families despite corona restrictions and even added new cyclists and sponsors to its ranks. Especially during the pandemic, an incredible success for a good cause!

#### **Contrasting business developments**

A look at the financial figures shows that last year the Eckes-Granini Group achieved revenue of EUR 856 million (2020: EUR 873 million) and EBIT of EUR 57.2 million (2020: EUR 71.0 million). Particularly in the Nordic and Baltic countries, we gained market share and significantly strengthened our position. Altogether, growth was achieved in nine of 10 countries. We also saw strong development in our international business in European countries and outside Europe (IBD).

In the past year our Out-of-Home business was repeatedly affected by the pandemic-related lockdowns, although not to the same extent as in 2020. When more relaxed rules were in effect last summer, our team did excellent work in all countries and ensured that we could deliver at all times, thereby further expanding our strong position in the HoReCa business (hotel, restaurant and catering). Consequently, we anticipate very good results in sales for gastronomy and on-the-go consumption despite another pandemic year.



In general, the retail food market showed regressive development in the wake of the panic buying and hoarding seen in 2020. Furthermore, we felt the effects of the difficult negotiations with food retail companies in our two largest countries of Germany and France. In this market environment we nevertheless managed to maintain our market leadership. Business results for 2021, however, came in below our expectations and ambitions.

High-quality fruits and vegetables are the basis of our products. Below-average harvests, the resulting availability problems and the massive price increases seen in 2021 had an enormous impact on us. This year too we expect significant cost inflation for new materials and packaging, energy and transport. Nevertheless, we are convinced that 2022 will be a good year for us because we are well prepared and made solid progress with our new strategy last year. Our product innovations are already bearing fruit. We are working continuously on new developments and increasing activities in e-commerce with the goal of achieving more growth with existing customers. As a Category Thought Leader, we drive trends, particularly in innovation and sustainability in all segments, stimulate the market with our ideas and set a course of success in 2022 with our ONE Eckes-Granini Strategy.

A handwritten signature in blue ink, consisting of the letters 'T' and 'B' in a stylized, cursive font.

Tim Berger  
CEO Eckes-Granini Group



# BUSINESS YEAR 2021

## STRATEGIC FOUNDATION AND AWARD-WINNING SUSTAINABILITY INITIATIVES

### FEBRUARY

Drivers of the transformation: Eckes-Granini is concentrating on the topics of innovation, consumer focus and digitalisation. As Chief Marketing Officer (CMO), Ágnes Kovács assumes leadership of Marketing & Innovation. In the newly created position of Chief Digital & Media Officer (CDO), Chaichana Sinthuaaree is responsible for a group-wide digital strategy.



### JANUARY



More sustainable from Point A to B: Eckes-Granini Sweden uses more environmentally friendly transport. The subsidiary signed a national transport initiative and committed to converting to fossil-free transport within Sweden by 2025.

### MARCH

Sustainability at a glance: Eckes-Granini sends a clear message throughout Europe with the new label for *granini* products. Consumers find there easy-to-understand information about sustainably grown fruits, r-PET and lots more about their favourite product. Eckes-Granini Finland goes even one step further. The new Elopak climate-neutral packaging uses less plastic and consists of 100% plant-based material. Consumers see that too right on the packaging.



## APRIL

Lights, camera, action: Eckes-Granini Sweden is supporting its own company team "Team Rynkeby – God Morgon" with an emotional film concept to raise money for severely ill children and their families. The digital marketing campaign is intended to raise awareness for the purpose of the project and the commitment shown by the volunteers.



## MAY

Award-winning: Eckes-Granini Germany is the first German company to receive the 3rd star from the initiative *Lean & Green* from GS1 Germany as certification of its sustainable logistics. Since 2012 the ambitious action plan has spared the environment from 4,838 tonnes of CO<sub>2</sub> and thus reduced about 36 % of logistics-related greenhouse gas emissions.

## JUNE

We celebrate the success of *Elmenhorster*: The brand has been a success in the Lithuanian market for 25 years and part of the Eckes-Granini Group for the past 15 years. We, along with consumers, are enthusiastic about the brand, which regularly creates attractive product concepts. It is the most popular fruit juice brand in Lithuania.



## JULY

Aid for Ahrtal: After the catastrophic flood, Eckes-Granini helps with deliveries of juice, drinking water and food in the hard-hit areas. Numerous employees are working on site as volunteers for aid organizations or are organizing private support under the motto *Eckes hilft*. Eckes-Granini supports the employees by providing paid leave.





## AUGUST

The decision stands: As of 1 January 2022, the mandatory disposable deposit system in Germany will be extended to juices and nectars. That paves the way for the non-refillable juice bottles, which so far have landed in the Yellow Bag, to be recycled by origin and their material used again to make new bottles. Eckes-Granini is in favour of the change and welcomes the decision. Starting in summer, all Eckes-Granini brands will be converted successively and labelled with the disposable deposit symbol.



## OCTOBER

Record sum for seriously ill children: At this year's events the charity cycling initiative Team Rynkeby collected donations totalling EUR 9.74 million – 11 % more than in the prior year – and presented the funds to the children's cancer foundation in October. On hand to help were 2,057 cyclists and 457 volunteers in 59 local teams in Denmark, Sweden, Norway, Finland, Faroe Islands, Iceland, Spain, Lithuania, France, Hungary, Germany and Switzerland. The Eckes-Granini Group has supported Team Rynkeby as its main sponsor and partner since 2016.



## SEPTEMBER



Completely committed to sustainability: Many of the nearly 1,700 employees of the Eckes-Granini Group got involved in projects at 10 different sites in Europe on our first Sustainability Day. The programme included baking cookies for a good cause (Austria), collecting litter in surrounding communities (Germany), visiting an academy for healthful lifestyle (Lithuania) and attending a training course for psychological safety on the job (Denmark).

It's here: The first group-wide Sustainability Report provides a detailed overview of projects, initiatives and goals. With transparency and clear ambitions, Eckes-Granini initiates the dialog to advance sustainability. The company thus supports its goal of becoming one of the world's most sustainable fruit juice producers.



## DECEMBER

## NOVEMBER

Digital & sustainable with honours: Eckes-Granini Germany is designated "Company of the Future 2021" by ZIRP, the Rhineland-Palatinate Future Initiative. For the fifth edition of its sustainability award, ZIRP chose for the first time a company that combines its digitalization strategy with sustainability values.



**ZIRP.** Zukunftsinitiative  
Rheinland-Pfalz

# ECKES-GRANINI GROUP

## MARKETS

With our successful fruit beverages brands, the Eckes-Granini Group is represented – from France to Romania and from Norway to Spain – in the European fruit juice and fruit beverages market. We also export our juices, fruit beverages and smoothies to more than 80 countries around the world.

### National Organizations

- Germany
- France
- Denmark
- Finland
- Lithuania
- Austria
- Sweden
- Switzerland (51%)
- Spain
- Hungary
- International Business Development

### Brands

- hohes C, granini, Die Limo, YO
- Joker, granini, Pago
- Rynkeby, God Morgon, Brämhults
- Marli, God Morgon
- Elmenhorster, granini
- hohes C, Pago, YO
- Brämhults, God Morgon
- granini, hohes C
- granini, Pago
- SIÓ, hohes C
- granini, Pago, YO

*100 % interest unless otherwise indicated.*

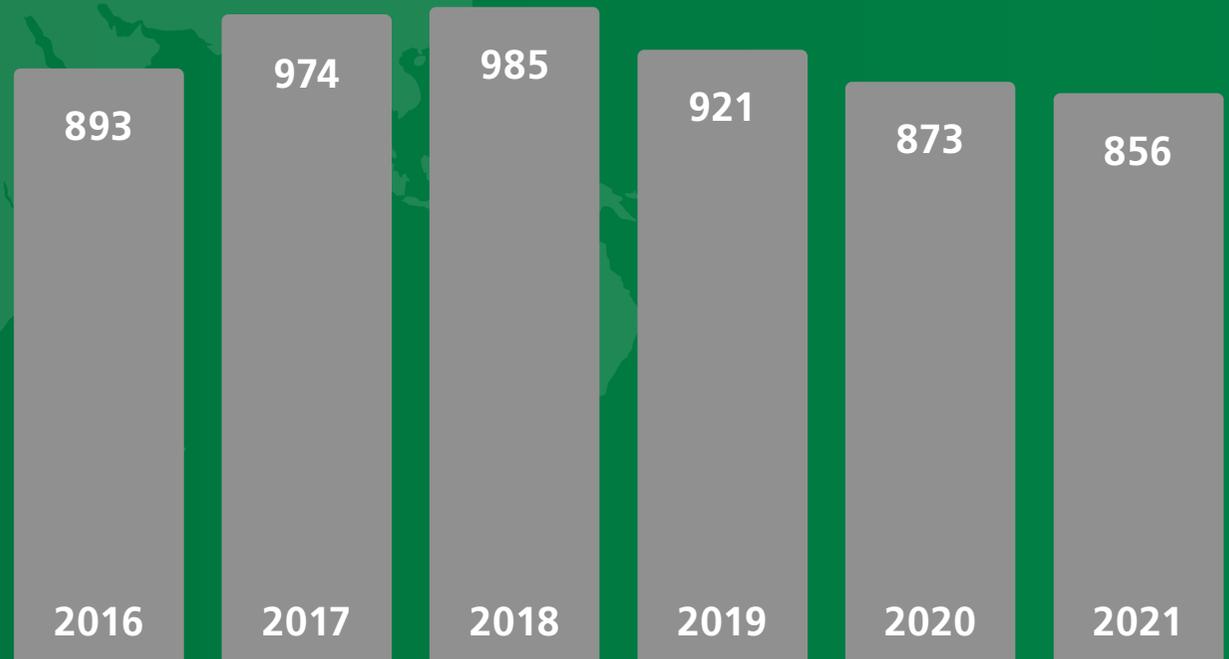


# FINANCIAL FIGURES

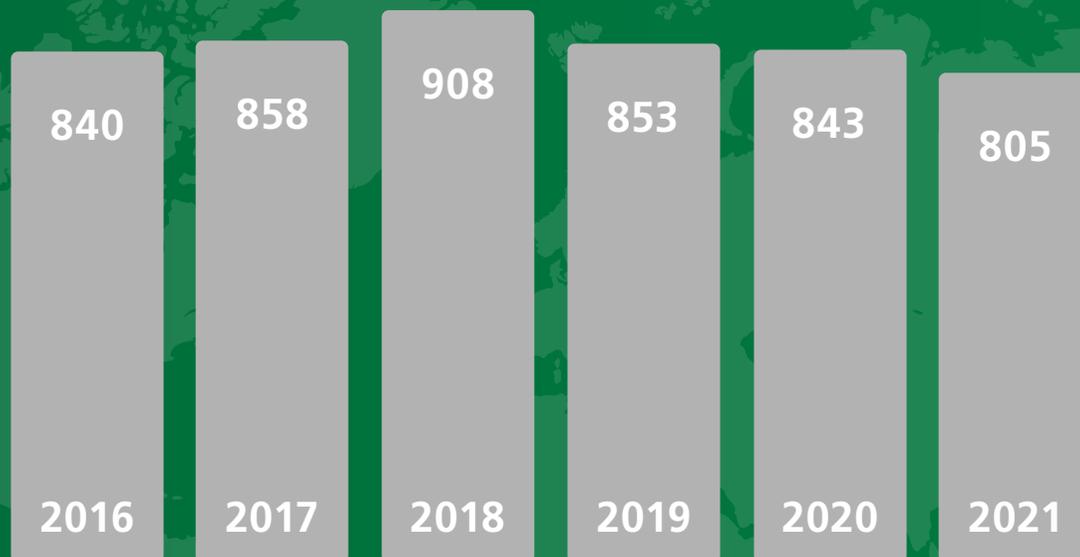
## TURNOVER\* 2016-2021

### IN MILLION EUR

Revenue from sales declined moderately in 2021 to EUR 856 million (-1.95 %), particularly as a result of the corona-related restrictions in the Out-of-Home business. In addition, differing opinions regarding price adjustments led in part to the termination of some supply relationships with our partners in the food retail industry. Above all, the conflict with Edeka regarding purchasing conditions and brand rights in Germany had a negative effect on the total result and hindered an expected increase of about 5%.



*|\* Including license business.*



#### VOLUME SALES\* 2016-2021 IN MILLION LITRES

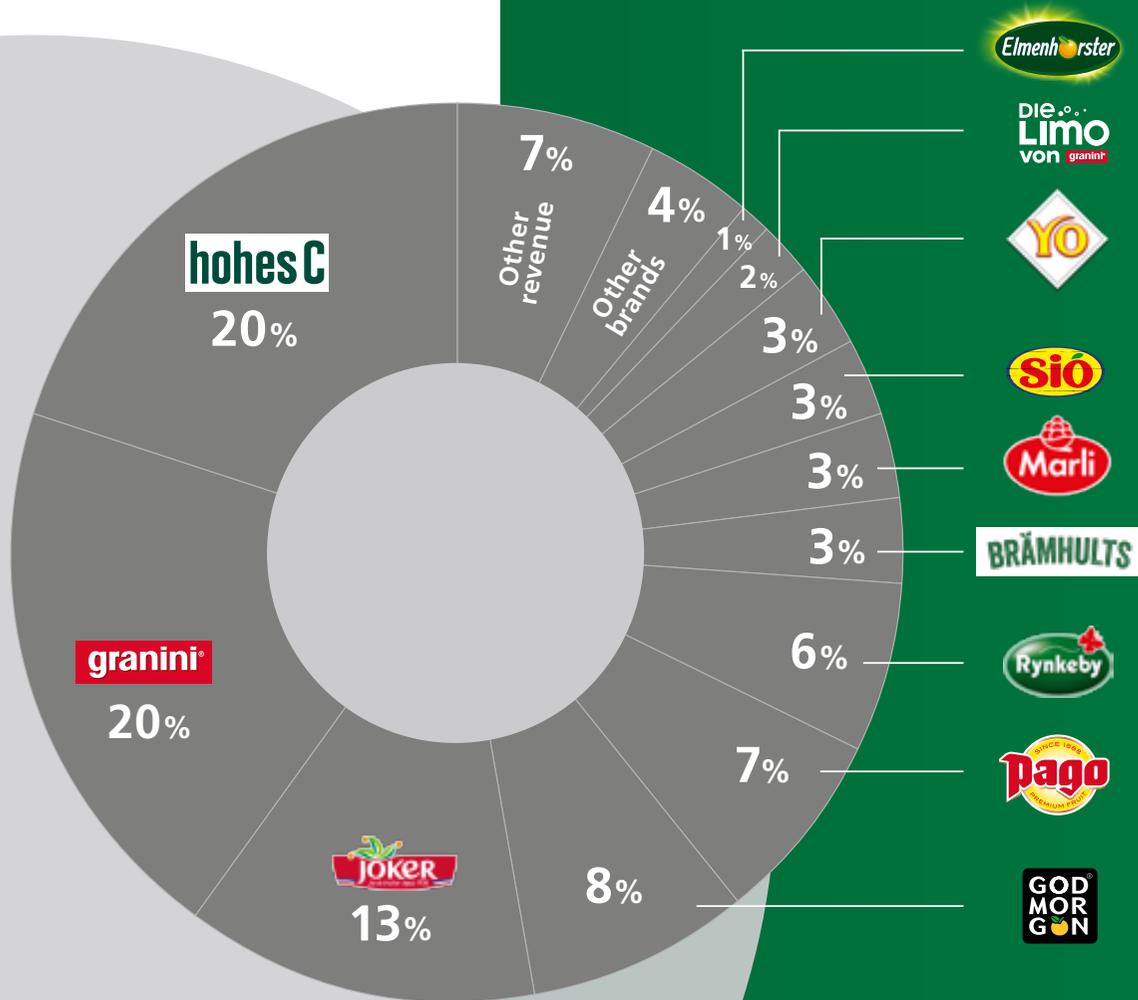
Sales declined in 2021 by about 38 million litres. That corresponds to a decrease of approximately 4.5 %. Germany and France in particular were affected by the difficult negotiations with partners in the food retail industry. In the Scandinavian countries, however, Eckes-Granini showed strong growth.

*\* Including license business.*

#### EARNINGS BEFORE INTERESTS AND TAXES (EBIT) 2016-2021 IN MILLION EUR

With an EBIT of EUR 57.2 million and an EBIT margin of 6.7 %, the business results in the previous year were below our expectations. The EUR 13.8 million decline is attributed to the effects of the pandemic, conflicts with customer in the food retail industry and the much higher costs for raw materials and packaging compared to prior year.



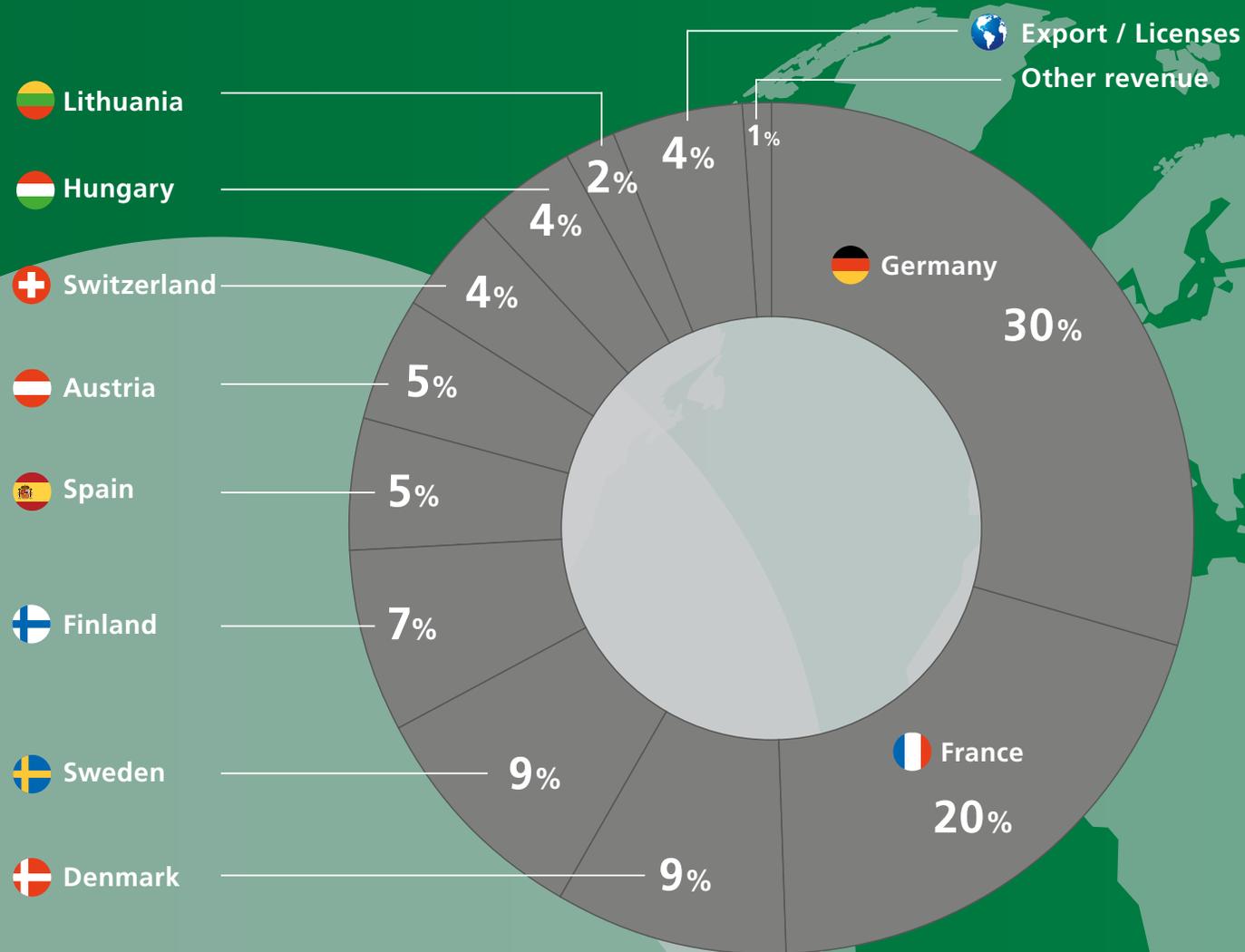


### SHARE OF NET SALES 2021 BY BRAND (ROUNDED)\*

While the shares of most brands remained unchanged, *hohes C* (-2 %) and *Joker* (-1 %) showed decreases, given the difficult negotiations with partners in the food retail industry. In contrast, the Scandinavian top sellers *God Morgon* (+2 %) and *Rynkeby* (+1 %) and the brand *Pago* (+1 %) showed positive development.

\* Basis: core business fruit beverages.

### RELATIVE CONTRIBUTIONS OF COUNTRIES TO TOTAL TURNOVER 2021 (ROUNDED)\*



*!\* Basis: core business fruit beverages.*

# THE COUNTRIES\*

## Eckes-Granini Europe:

### A Year of Contrasts

Market developments in 2021 were marked by stark contrasts. The Out-of-Home business that suffered steep losses during the springtime lockdown had an outstanding summer and then, in autumn, once again hurt by corona restrictions, fell back into a tough situation. In food retail, the difficult negotiations with our trading partners, which led to some terminations of supply relationships, had a negative effect in France and Germany. On the other hand, Eckes-Granini achieved significant growth and strengthened its market position in the Nordic and Baltic countries. In general, we observe rapid changes in consumer demand, also as a result of the pandemic. With that in mind, Eckes-Granini launched several innovations throughout 2021.

GERMANY 

Value-based  
market share:  
**10.8%**

Completely trendy: The popular *hohes C Super Shots* led with double-digit growth in the shot category in Germany. The Super Shots appeal comes from the combination of family friendly taste and the consumer wish for a strong effect in one gulp. Eckes-Granini Germany also is driving the trend toward less packaging, more sustainability and mix-it-yourself beverages. With granini *JUICE ME UP!*, *DIE LIMO Sirup* and *hohes C BIO ESSENCE*, we placed innovations that reinvent the ways to enjoy juice. Overall,

the brands are becoming more modern and even more relevant.



\* Here and subsequent pages countries. Source: leading market research institutes, basis: value sales retail food trade.

FRANCE 

With commitment and award: In France too, the Out-of-Home business was crippled by the COVID-19 restrictions. Thanks to a clear strategy and strong commitment from the team, more than 4.7 million litres of juice and soft drinks were sold than in the previous year. The launch of the *Joker Les Shots* was a complete success. In addition to its great popularity among consumers, Eckes-Granini also earned praise and the award “Innovation of the Year” in the non-alcohol category from the French trade journal *Libre Service Actualités*.

Value-based  
market share:  
**9.5%**

SPAIN 

Digital Excellence: After two years of focus on digitalisation, *granini* is one of the Top 10 FMCG brands (Fast Moving Consumer Goods) in social networks. *Pago* made it into the Top 20. In addition, the launch of *granini Limonada* was a great achievement, particularly in the Out-of-Home segment. Its distinctive taste and good price/performance ratio ensured a successful launch for gastronomy and on-the-go consumption markets.

Value-based  
market share:  
**11.1%**

**SWITZERLAND** 


Premium success: In 2021 with *granini* Sensation, Eckes-Granini launched a first class fruit-based product in the Coop supermarket chain. Results from the market launch exceeded all expectations.

The *granini* brand won over young consumers – to which the influencer campaign for the market launch also contributed. Likewise, the launch of the *hohes C Super Shots* was accompanied by intense communicative measures. Supported by videos for social channels, cooperation with influencers and taste tests in the supermarket, Eckes-Granini exceeded revenue expectations by 24 %.

Value-based market share:  
**9.4%**

**SWEDEN** 


Fruity growth: The popular brands *God Morgon* and *Brämhults* won market share in Sweden in 2021.

Thanks in part to the limited edition of a pear-based beverage from *Brämhults* that exceeded all expectations. It helped to boost sales of the soft drinks assortment by more than 52 %.

Value-based market share:  
**19.9%**

## DENMARK



Cool success: *God Morgon* is one of the best-known brands for chilled juice in Denmark and by far the largest organic juice brand in the category. As the market for chilled juice grows, so does the competition. Thanks to a clear strategy, *God Morgon* maintained its leadership in volume market share for chilled juice in 2021. The market share rose to a fantastic 22 %.

Value-based market share:

**25.9%**

## FINLAND



Influencer as indulgence ambassador: Under the motto “All you need is love and lemonade”, Eckes-Granini Finland launched a new product concept for young adults, namely, *Marli Juissi Lemonade*. The fruity soft drink containing pieces of fruit drew special attention through collaboration with micro-influencers. Eckes-Granini also used holistic marketing for *Marli SHOTS*. The successful revival of growth in the category was accomplished with a new product design, TV spots, outdoor advertising and an influencer campaign.

Value-based market share:

**32.8%**

HUNGARY 

Taste trip on Balaton shores: Selected fruits and blue Spirulina turn the *SIO Balaton* smoothie into a taste sensation – and a real eye-catcher. Its blue colour made the product a summer sales hit and social media star. Many Hungarians shared the excitement, thanks to the bold hue and the emotional connection to Lake Balaton in social media. This success reinforced the *SIO* market leadership in the category. The strong market entry in the Chilled Juice segment rounded off the successful year for Eckes-Granini in Hungary.

Value-based  
market share:  
**19.9%**

AUSTRIA 

From digital communication to streetcar in *Pago* look: The launch of the limited editions of *Pago Drachenfrucht - Pink Guave* and *Pago Roter ACE* was the highlight of the year, thanks to the holistic marketing campaign. The *hohes C Super Shots* also won over the Austrians. Within a few weeks of the launch, the shots took over market leadership in Austria.

Value-based  
market share:  
**6.4%**

## LITHUANIA



Top position defended: In 2021 Eckes-Granini Lithuania exceeded average market growth and strengthened its pole position in the Lithuanian market. The value-based market share rose to more than 22 %. For the second year in a row, *granini* was the largest source of growth. The new *Elmenhorster 2 kcal* products impressed nutrition conscious consumers with their fruity taste and lack of added sugar.

Value-based  
market share:  
**22.4%**

INTERNATIONAL  
BUSINESS DEVELOPMENT

International on growth trajectory: IBD achieved double-digit growth in 2021. The new sales partnership with water brand Jamnica made *Pago* the market leader in the Out-of-Home business in Croatia. More success came with the introduction of new package sizes and product innovations in Bulgaria and Romania. IBD used this energy to develop new markets in North Africa (including Morocco and Egypt) and in Great Britain.

# MARKET ENVIRONMENT

## MARKET DEVELOPMENT

### **Eckes-Granini remains market leader**

The “new normal” under corona arrived in the European food retail industry in 2021. In the previous year the market for Fruit Juice Nectar Drinks (FJND) still profited from consumers’ food stockpiling. In the second year of the pandemic, the market declined both in value (-2.1 %) and in volume (-4.3 %).

In particular, lower demand was seen for non-chilled juice drinks sold by retailers in the Ambient segment. Accordingly, the segment posted a decline of 3.7 % in revenue or 5.2 % in sales in 2021 and development that was weaker than the total market. This market development is attributed largely to the declining Private Label segment in recent years. The good news is that brands are gaining more market share. The e-commerce segment also continues its strong growth, but it is not included in these figures.



This development is reflected in the results for Eckes-Granini. After growth in 2020, Eckes-Granini recorded in a generally weaker market environment in 2021 a value-based market share decline of 0.7 % (market share 12.2 %) and a volume-based market share decline of 0.8 % (market share 11.3 %). Behind this negative development were lower sales to customers in the food retail industry in the largest FJND markets in Europe, namely, Germany and France (despite stable market share there). It was offset by market share gains, particularly in Northern Europe. Eckes-Granini also made significant gains in e-commerce, growing by +35 %.

Similar movements were observed in some Eckes-Granini brands. While *hohes C* and *granini* recorded a slight decline in market share, the Nordic brands *God Morgon*, *Brämhults* and *Marli* significantly increased their value-based market share in Europe. The *PAGO* brand too showed positive development.



hohes C  
unterstütze dein Immunsystem



granini®



JOKER  
Seit 1904



GOD  
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GON



SINCE 1896  
pago  
PREMIUM FRUIT



Rynkeby



BRÄMHULTS



Marli



Sió



YO



Elmenhørster



### Health remains an issue: Shots concept drives growth

The health trend, which got a boost from the corona pandemic, became even more important in 2021. Shots as fruity vehicles for vitamins and minerals essential for the immune system appealed to consumer taste buds and satisfied their needs. Effective marketing of innovative shot concepts made the category a growth champion (+31.1 %) in the previous year. With other product innovations for *hohes C* in Germany, Austria, Switzerland and Lithuania and *Joker* in France, Eckes-Granini pushed this positive development.



### Above average growth in chilled beverage category

In the Chilled category too Eckes-Granini recorded above-average growth. At 10 %, Eckes-Granini outdid the market, aided by the strong development of *God Morgon* and *Brämhults*.

In 2021, despite all the challenges in a difficult market environment, Eckes-Granini maintained its market leadership, grew locally and introduced crucial innovations. Highly motivated, the Group got off to a solid start in 2022.



# BUSINESS STRATEGY & FIELDS OF ACTION

## TOGETHER WE MOVE MORE

As the first year in the Eckes-Granini Strategy 2025, 2021 marked the start of the greatest transformation in the company's history.

The ongoing change in the market for Fruit Juice Nectar Drinks (FJND) demands new ways of thinking and working, including from Eckes-Granini as the market leader and Category Thought Leader. Eckes-Granini has the chance to enter new segments and stimulate the market with new, innovative products. The goals are clearly defined: To achieve EUR one billion net sales revenue and a 15 % market share in Europe in 2025.

**With the implementation of the following core measures, Eckes-Granini laid the cornerstone in 2021 for its future success:**

### **Innovation „New Deal“**

In the action area Innovation “New Deal” Eckes-Granini supports close collaboration between Marketing and Research & Development in order to increase efficiency and transparency. On the basis of the departments’ cooperation, the already strong added-value product categories – such as shots and concentrates – were successfully introduced and expanded in 2021. Other product innovations are in the starting blocks.





### Marketing Excellence & Digitalisation

The action area Marketing Excellence & Digitalisation focuses on the consumer-centric positioning of the core brands. Higher investments in Digital Marketing and the optimization of brand campaigns made a positive impact in 2021 and impressed new Eckes-Granini customers.

### Sales Channel Strategy

The action area Sales Channel Strategy concentrates on expanding and developing alternative sales channels. In the past year the expansion of e-commerce was greatly accelerated and will remain in the focus in 2022. The Group also bundled its expertise in Purchasing, which works throughout the company on bids for tenders and negotiations.



### Geographic Focus

The action area Geographic Focus directs its attention to Western and Northern Europe, Central, Eastern and Southeastern Europe, Africa and the Middle East. The pandemic prompted Eckes-Granini to concentrate on existing markets in 2021.

### Sustainability Champion

Sustainability within the action area Sustainability Champion is a central component of the business strategy. With the publication of the first group-wide Sustainability Report and the implementation of numerous related initiatives, Eckes-Granini took an important step toward a more sustainable orientation of its business activities. In order to reduce emissions in line with the latest climate science criteria and to achieve its ambitious goals, Eckes-Granini has been working with the independent Science Based Targets initiative (SBTi) since 2021.





### Supply Chain

Exploiting the optimization potential for the supply chain is the task of the action area Supply Chain. In the previous year, the Group implemented many separate measures that did more than reduce variable costs only.

### Employees

In the action area Employees Eckes-Granini developed an agile organizational structure and trained all employees on how to work effectively in the new structure. The Group also pursued the goals of increasing its employer attractiveness and recruiting people with diverse skills and talents. In 2021 those efforts were particularly successful in the media and e-commerce areas. At the beginning of 2022, Eckes-Granini Germany was awarded the designation “Top Employer”.



# OUTLOOK

## 2022 WILL BE THE YEAR OF ACCELERATION

As we look ahead in the current business year, we see that COVID restrictions will affect our business again in 2022. To what extent remains to be seen. The Out-of-Home business has just begun moving ahead again. Progress with vaccinations, declining infection rates and the public's renewed urge to travel make us hopeful of a better business outlook.



## Rising prices for raw materials and fluctuating availability remain concerns

We remain concerned, however, by the considerable price increases for packaging and raw materials and by the below-average harvests. As a fruit juice producer, we are affected not only by higher prices but, most of all, by the fluctuating availability of materials which poses great challenges in production. Then there's the fallout from the war in Ukraine. Besides witnessing the overwhelming human suffering, we see signs of sharp increases in the cost of energy and logistics, reduced freight capacity and a higher rate of inflation.

We anticipate that the cost inflation in the business year 2021 will continue in 2022. It is not possible to provide variety, quality, innovations and sustainability on a cost-neutral basis. Consequently, we expect that selective price increases will be unavoidable. Furthermore, a volatile market environment awaits us this year. In anticipation of the previously mentioned challenges, we have done our homework and respond to the continuously changing conditions as best as we can. We know, however, that there is no way for us to escape this development completely.



### **Innovations and momentum for the market**

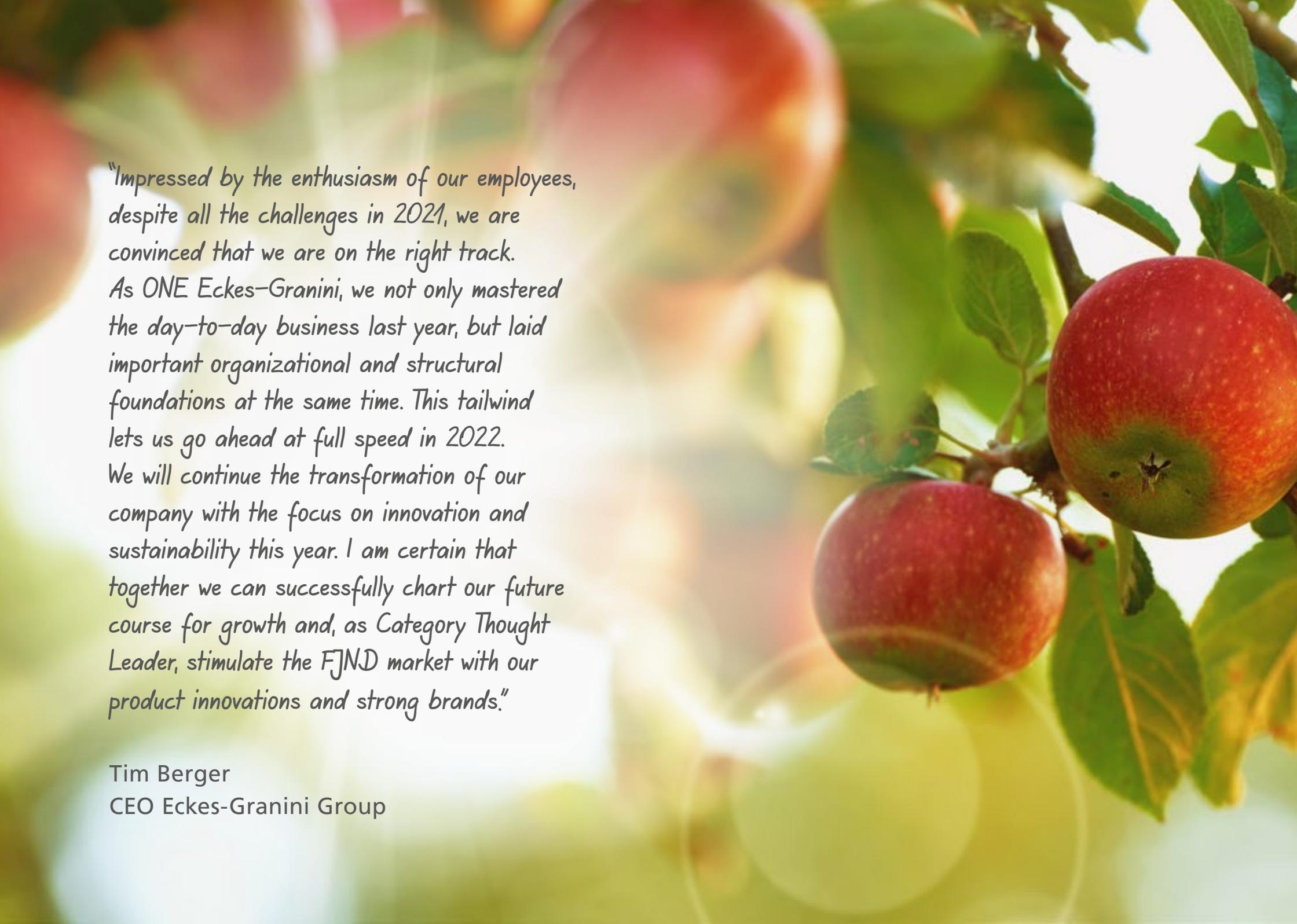
At the same time, the transformation in the FJND market and changes in consumer habits continue, offering us many opportunities to expand our market leadership and Category Thought Leadership. In 2022 exciting product innovations are planned in the rapidly growing shot segment that promise high growth and broad appeal to new consumer groups. We bring fresh momentum to the market with products that have additional health benefits like our new *hohes C Functional Water*. We are pleased by the expansion of e-commerce and of new sales channels and look forward to our exclusive cooperation with the dm drugstore chain. The first Eckes-Granini products will be available in the retail shops and online in the coming weeks.

### **We are speeding up the transformation internally**

Within the scope of our corporate transformation, we will continue implementing Strategy 2025 in the current year, incorporate key processes and measures in day-to-day business, give our brands a broader foundation and expand high-growth categories. Briefly: The new business year will be a year of accelerated transformation for us. Our goal is strong and continuous top-line growth. However, we also have to find more cost savings so that we can make necessary investments, not least of all in sustainability. We want to achieve revenue growth in the high single digits in 2022, driven by our strong brands, innovation and growth with our customers across all distribution channels, such as retail, e-commerce and delivery services.

**ECKES** granini

the best of fruit



*"Impressed by the enthusiasm of our employees, despite all the challenges in 2021, we are convinced that we are on the right track. As ONE Eckes-Granini, we not only mastered the day-to-day business last year, but laid important organizational and structural foundations at the same time. This tailwind lets us go ahead at full speed in 2022. We will continue the transformation of our company with the focus on innovation and sustainability this year. I am certain that together we can successfully chart our future course for growth and, as Category Thought Leader, stimulate the FJND market with our product innovations and strong brands."*

Tim Berger  
CEO Eckes-Granini Group

## EXECUTIVE BOARD OF ECKES AG AND THE ECKES-GRANINI GROUP



from left to right:

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General Manager Eckes-Granini Germany

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**Florence Frappa**

Senior Vice President,  
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**Tim Berger**

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**Ulrich Bunk**

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**Sidney Coffeng**

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