

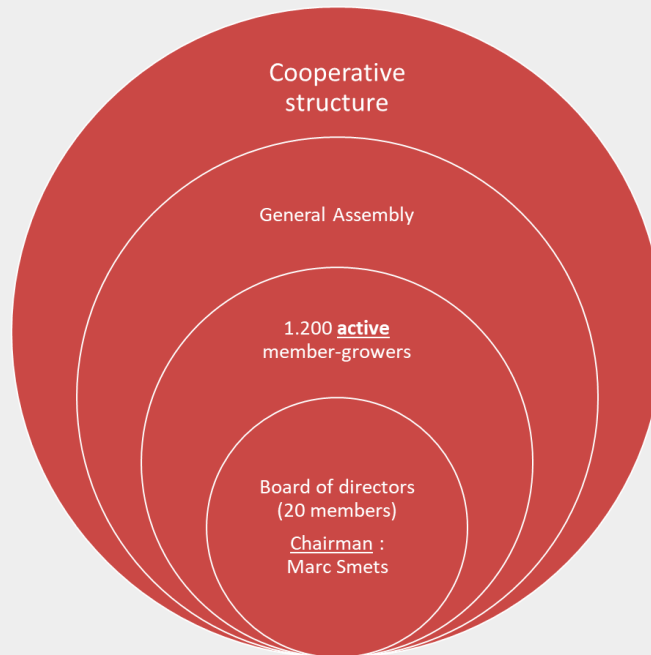
BELORTA

WORKSHOP PO F&V SECTOR
DG AGRI

BRUSSELS 07/06/2024



BelOrta = From, for & by growers



Governance



- Board of Directors
 - **20** members
 - Representation based on **product volume & number of active growers**
 - Valuation of all products
 - Solely **active growers** electable
 - Mandate period : **6 years**
 - Triannual re-election of 50%
 - Board **meeting every 3 weeks**
- Advisory groups
 - **24** Product Advisory Groups
 - Youth Forum
- Management :
 - CEO & Management team



Our mission

Belorta concentrates & markets, as a transparent and reliable **partner**, the fresh fruit and vegetables of its **cooperative** producers.

We want consumers to **enjoy** our products in a **healthy** way.

Facts & figures

+ **1.200** growers

Export + **75** countries

€ **626 million** product turnover

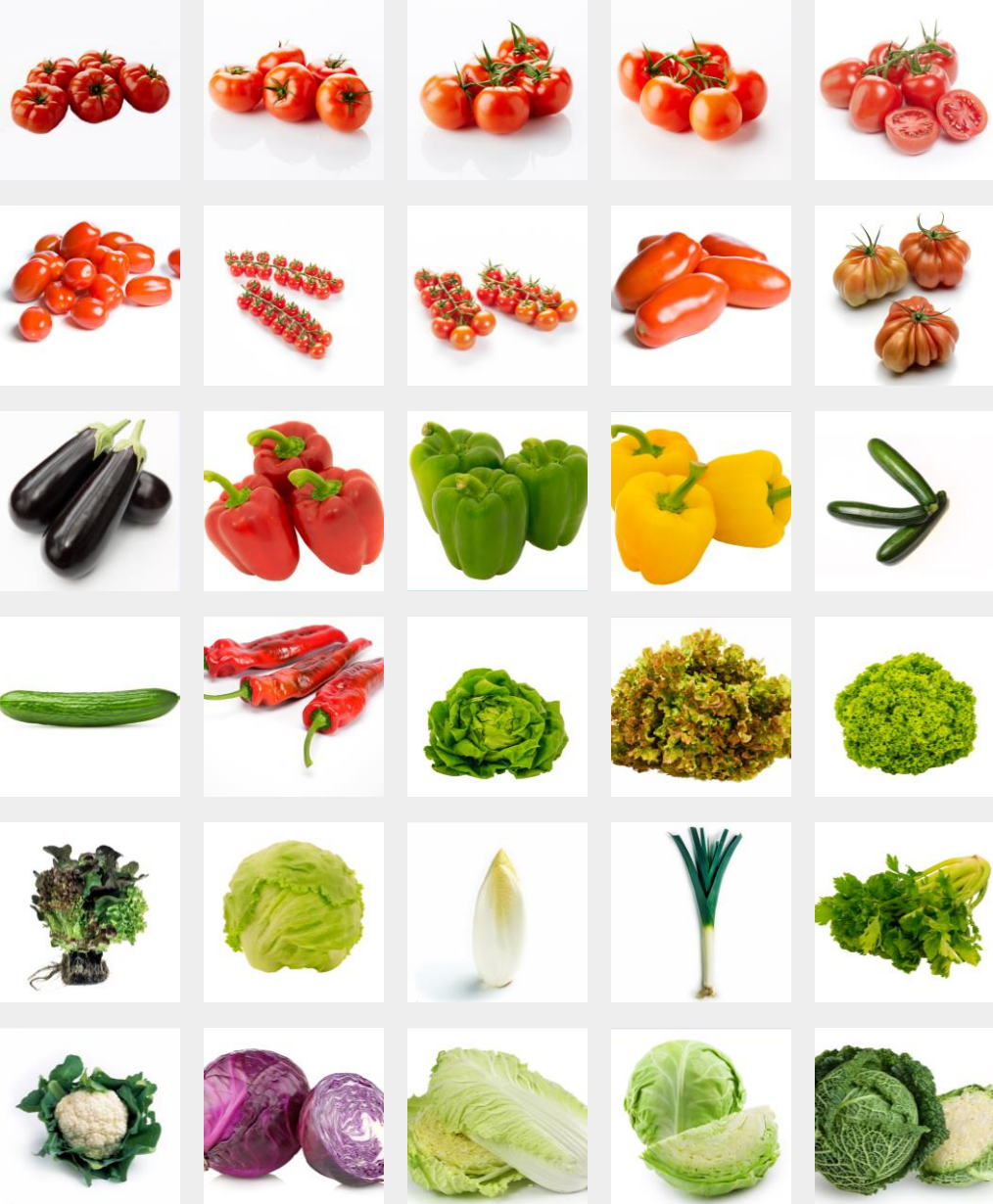
A-brand in fruit & vegetables

770 million units sold each year

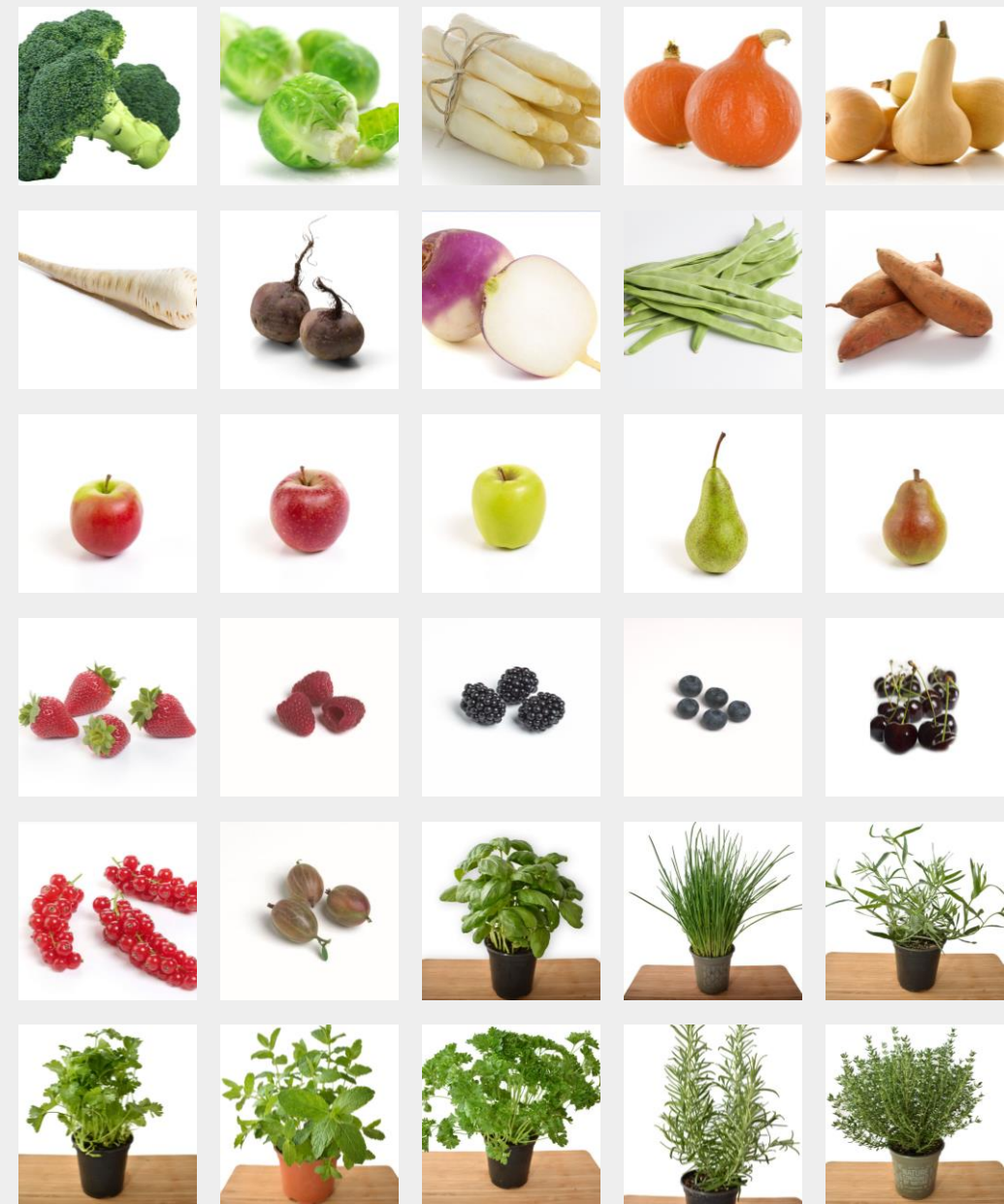
Centre of **knowledge & expertise**

+ **170** products

Continuous focus on **innovation**



- + 150 vegetables
- + 30 fruits
- + 20 herbs



Market share BelOrta

91%



90%



81%



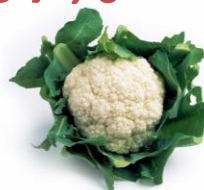
75%



74%



57%



57%



47%



47%



45%



55%



55%



25%

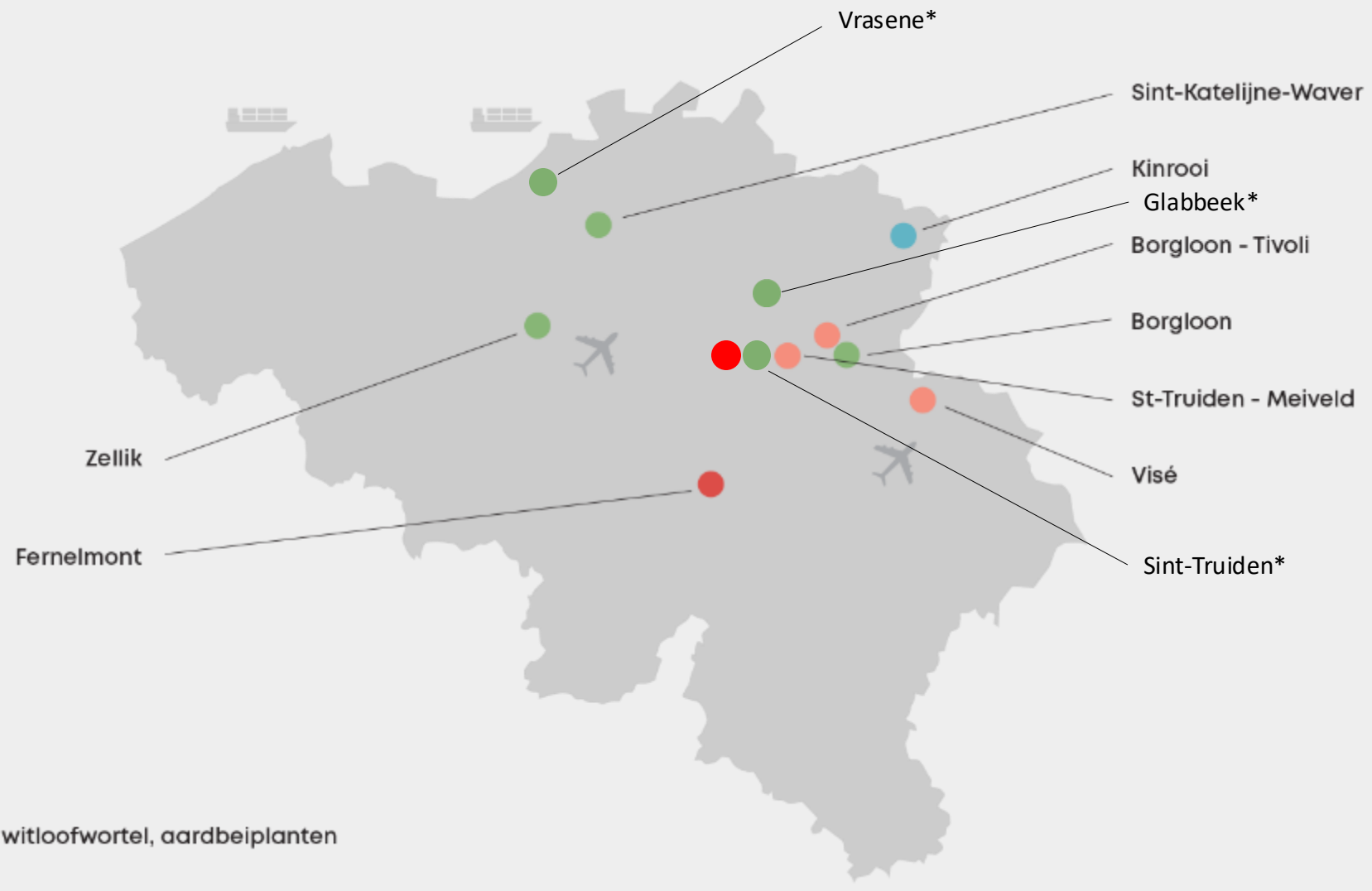


14%



Origin growers





- Operationele zetel
- Bewaring hardfruit, witloofwortel, aardbeiplanten
- Aanvoerplatform

BelOrta sites



A history of mergers and acquisitions

(and some failures)



1905

- Foundation 'Syndicate of Horticultural' Growers of Leuven



1942

- Foundation 'Tongeren Auction Cooperative'



1950

- Founding of 'Central Horticultural Auction' of Leuven, with branch in Heverlee)





1950

- Founding of Horticultural Auction (Mechelse Tuinbouwveiling MTV) in Sint-Katelijne-Waver



1954

- Foundation of the sub-division Borgloon of Tongeren auction

1959

- Foundation Brussels Horticultural Auction in Zellik & Central Brabant Auction in Kortenberg



1960

- Founding of Horticultural Auction Kampenhout (TVK)



1963

- Foundation Centre for Greenhouse Vegetables (Centrale voor Glasgroenten CVG), located right next to MTV.
The two cooperatives stood side by side for more than thirty years



1967

- All activities of Auction Tongeren are transferred to Borgloon



1974

- **Merger** of Veiling Borgloon & Veiling Visé

1982

- Central Horticultural Auction Leuven, the Horticultural Auction of Brussels Leuven & Central Brabant Auction **merge** to form Brabant Horticultural Auction

1989

- Brabant Horticultural Auction and Kampenhout Horticultural Auction **merge** to BRAVA



1994

- **Merger** of the Auctions in Mechelen (Vennootschap Mechelse Veilingen VMV)



1999

- Greenpartners is established in Sint-Katelijne-Waver
Split off VMV (dissatisfied growers), headquarter established 1 km from VMV



2009

- Veiling Borgloon **takes over** Les Vergers de Fernelmont

2011

- Brava & Green Partners **merge** to form Coöbra

COÖBRA

2013

- **Merger** of Mechelse Veilingen (VMV) & Coöbra to form BelOrta

BELORTA
redefining fruit & vegetables

2014

- Veiling Borgloon **joins** BelOrta

2016

- BelOrta strengthens fruit range by means of **admission 75% growers** of cooperative Veiling Haspengouw. **Finally no merger**
Real estate and few staff members were taken over by BFV

2017

- Establishment of merger committee with **cooperative Hoogstraten**
- **Merger talks ended**

2022

BelOrta and BFV set to collaborate
25 February 2022/ 29 December 2022

2023

- **Integration BFV in BelOrta**



Mergers Goals ?



Merger Goals – Why ?

- Improving the **bargaining position** with regard to the concentration in trade/retail
- Realizing a **fair price** **for** the fresh produce of **the member producers**
- **Optimization** of infrastructure and logistics
- Cost control through **economies of scale**
- More service and a wider product range for customers '**One stop shopping principle**'
- **More recently:**
 - * **Spreading production** over a larger region (mitigating risks: precipitation, frost, hail, diseases, lacking new greenhouse permits, nitrogen regulation, ...) -> **product availability** guaranteed
 - * **Sufficient scale**
 - **to** have access to protected varieties (under license)
 - **to** innovate (New Product Development Team)
 - * **To stabilize turnover** of cooperative due to diversification in production

What lessons learned ?



Lessons learned ?

- Both **management** and **board of directors** must be **convinced**
- Provide a **transitional period** with regard to the **composition** of the **board of directors**
 - ‘Balancing: efficiency versus support’
- **Agreement** beforehand on **senior management & presidency**
- Look for **external guidance** during the merger process
- Good **due diligence**, no surprises afterwards
- Prepare a **good financial and operational business plan** of the merged entity beforehand
 - * Investments and divestments
 - * Staff required
 - * Efficiency gains
 - * ...
- Look for **support** from local **government**
- **Respect** each other, build **trust**

Q&A

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