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15 YEAR ANNIVERSARY

On a chilly winter morning at 888 Malkin Avenue in Vancouver, the loading dock at Fresh Direct Produce (FDP) is buzzing with activity as workers load and unload trucks full of produce. Inside the warehouse, workers sporting white hairnets and reflective coveralls and jackets zip around on motorized powerjacks, expertly weaving between pallets stacked with boxes full of fresh fruits and vegetables. The cool air carries a distinct whiff of citrus flowing from thousands of boxes of imported mandarins, oranges, lemons, limes, grapefruits and pomelos waiting their turn for distribution to retailers.

Citrus is but one of hundreds of types of globally sourced produce stocked in FDP's warehouse and distribution centre where bags and boxes contain everything from the conventional to the exotic, from onions and cauliflower to bananas, bok choy, persimmons, mangos, avocados, okra and strawberries. The depth and breadth of variety covers pretty well any kind of produce a customer may want, whether mainstream, organic, exotic, or ethnic.

Founded in 2003, FDP has become a leading produce importer, marketer and distributor in Western Canada and a respected player — and only independent wholesaler — among the four big companies doing business on the Vancouver street known as Produce Row. In April, the company will mark its 15th anniversary with an open house and special events for staff, families, customers and visitors. And after 15 years in business, the company is proudly rebranding itself with a new logo and a revamped website where customers can peruse the ever-widening variety of products available from FDP.

The dream shared by Davis Yung, FDP's President, and his partners Albert Lum, Director of Sales, and Kam Chiu Lee, Sales Manager, back in 2003, was to build a successful business based on sourcing top quality fruits and vegetables from all over the world to sell in the Canadian market. "At first we focused on survival as we developed the infrastructure," says Yung. "And, even at our 10th Anniversary that was true, but we've continued to grow and now five years later we have built a firm platform poised for the next stage of growth."

Over the last five years alone, FDP doubled its business, increased its fleet of trucks to 26 and expanded warehouse facilities from 55,000 sq. ft. to 150,000 sq. ft. spread across three locations, two in Vancouver and a brand new state-of-the-art building in Calgary. As well as increasing sq. footage at the Malkin location, FDP established a repackaging facility on Kent Avenue North in Vancouver with brand new ripening rooms, grading lines, packaging and bagging machines. The



company now offers over 1000 different SKU's sourced from 32 countries on six continents — a considerable jump from 600 items on offer five years ago — and an expanding number of products packaged under its Simply[®] lines, the company's house brand.

While FDP is proud to celebrate the remarkable achievements of the past years, Yung prefers to focus on new strategies that will drive future growth. "As the company has grown, the business has become more complex with increased obligations and responsibilities," he says. "While it may seem overwhelming at first, the challenges energize our team and make our journey more exciting."

Understanding the changing market, the key to growth

The key to success in any business is understanding the market you serve and the FDP team puts a lot of thought into analyzing demographic and consumer trends. As Yung explains, two main factors drive FDP's market: mainstream consumers' increased interest in tropical, ethnic and specialty products, and the arrival of immigrants who want the food they had at home.

HSBC congratulates Fresh Direct Produce on their 15th Anniversary.

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Contribution to Our Industry.*



15 YEAR ANNIVERSARY

Yung, a director for the Canadian Produce Marketing Association (CPMA), points out that many Canadians now aim to consume five to 10 servings of fruit and vegetables every day as part of a healthy diet. "Produce consumption is robust, especially in Western Canada where there's more focus on having an active lifestyle and eating plant-based protein," he says. "We are fortunate to be well positioned for this growing market trend."

Immigration also pushes up demand for certain products, but top countries for immigration change over time. Although people from China, India, the Philippines and the Middle-East may have some commonalities in their diet, there are differences based on culture, income levels, and whether one is newly arrived in Canada or second generation, explains Yung. "So our buying team works diligently on sourcing products to meet these diverse and changing market demands."

After gaining a foothold by serving independent stores, FDP's customers now include national and regional retailers, such as Thrifty Foods, Fairway Market, Safeway, Sobeys, Whole Foods, Walmart, Loblaws and T&T Supermarket. Independent retailers still make up about 50% to 60% of FDP's customer base but Yung believes grocery chains will be the fuel propelling FDP's future growth. "We now have the scale and capacity to service national and regional grocery chains when it isn't as efficient or strategic for them to source directly."

Although the majority of FDP's produce offerings come from the U.S. and Mexico, a huge variety is sourced from hundreds of suppliers all over the world, including Latin America (Chile, Brazil, Peru, Argentina, and Guatemala), Asia (China, Taiwan, Korea, Japan, Thailand, and India), Europe, Israel, New Zealand, and Australia. Growers/vendors include a number of well-recognized brands from Dole, Del Monte, Family Tree Farms, Calavo, Sunkist, Naturipe, Driscoll's, and Organic Girl.

“With Fresh Direct I can buy a large assortment of quality ethnic produce that I can't find anywhere else. Trust is a big issue and I know that I can call my Fresh Direct sales rep to follow up and take care of things.

— Bedford Williams, owner/co-founder, H&W Produce, Edmonton and Calgary, Alta.

"We offer the advantage of a one-stop shop for our customers who can choose any mixture of our three main categories: conventional, organic, and exotic/ethnic," says Lum, who as a director at the B.C. Produce Marketing Association (BCPMA), also keeps an eye on the market to better understand customer needs. "Our service sets us apart from other companies that don't have the infrastructure to deliver store to store," he notes. "From Vancouver we deliver to stores as far away as Whitehorse in the Yukon, and the

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Cariboo and Okanagan in B.C. With our new facility in Calgary, we service stores in Alberta and will gradually move further east. We have 30 people on our sales team, including 14 buyers, and orders come into our customer service desk almost 24/7 – we are open 365 days a year.”

With a sales philosophy that looks at vendors and retailers as an extension of their own business, FDP emphasizes partnerships to promote market growth. “Over the past 15 years, each year is an improvement over the prior one,” says Lum. “We are proud of our teams that have consistently delivered double digit sales growth. Our sales teams are always on the road acquiring new customers and last year we captured 189 new accounts. It’s never a boring day with the challenges to get products to market at the right temperature and condition. We bring in five million cartons of produce a year and our turnover rate is three to four days.”

The Fresh Direct difference

Since FDP opened its doors, two factors helped promote success: a focus on customers’ needs and being a leader in ethnic, tropical and specialty items, says Jozef Hubburmin, FDP’s Chief Financial Officer. “That was the beginning of our differentiation in the market. We were nimble and we focused on helping our customers in all grocery aisles. We’ve become a market leader with our unique product offerings and our width and depth within these products. Others may emulate the things we do however, not to the same degree.”

“ In the last 15 years, Fresh Direct Produce has provided Kin’s Farm Market with stellar support, superior product selection and superb quality.

– Kin Wah Leung, President, Kin’s Farm Market, Richmond, BC

“ Fresh Direct Produce represents the ‘new’ breed of produce companies. They PARTNER with their vendors and in turn that inspires us to be the best we can be. They continually strategize at ways to grow OUR business, not just theirs.

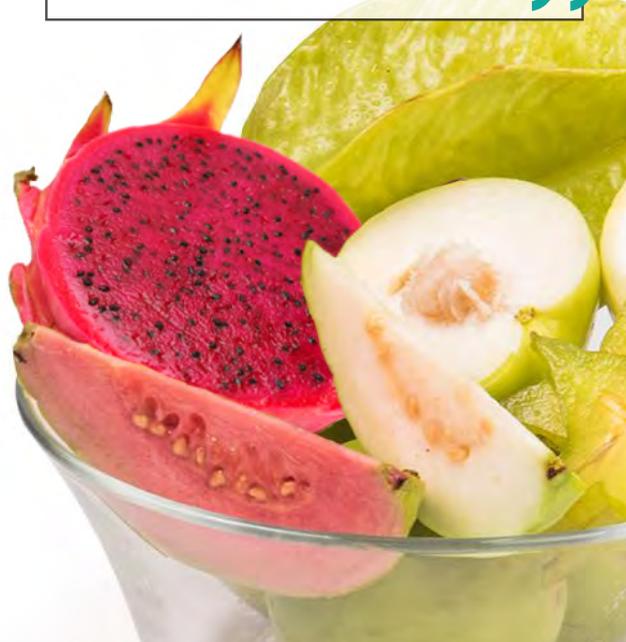
– Ahsan Faheem, Sales Executive, Vision Produce Company, Los Angeles, CA

The way FDP sells ethnic, tropical and specialty items also sets them apart from competitors. “Being independent, we can create campaigns that help our retail customers not only sell our products but also cross-sell in every aisle,” explains Hubburmin. “We bring in the whole cultural experience so the retailer receives the full benefit across the entire store rather than just the produce aisle.”

Since many tropical and ethnic products may be unfamiliar to some retailers, FDP helps them to

COGNATE TAIWAN

“Congratulations to Fresh Direct Produce on the 15th Anniversary!”



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understand what's behind the food. “We aren't just delivering the product but providing the understanding and the background to help them sell the proteins, sauces, and packaged goods that go along with those items. We want them to know how the food connects to various cultural experiences, holidays and events to inspire in-store promotions. Our approach increases the size within the shopping cart and creates an experience for the end user consumer within the retail store.”

“We are committed to providing awareness on an ever expanding list of ethnic and exotic fruits and vegetables to a multitude of retail buyers, and we're often called upon to educate in-store produce managers as well,” Hubburmin says. “It's important for in-store retail staff to be aware of the cultural nuances around ethnics and tropicals, to understand the right mix of products and how to properly merchandise them.”

“Fresh Direct offers consistent, top quality produce with a solid team to back it up. Their commitment to service, level of care and attention to detail give us confidence and ability to deliver on our promise to our customers.”

— Maria Dalziel, Produce, Dairy & Local Specialist, Gordon Food Service, Vancouver, BC



On the vendor side, FDP takes a similar approach. “Our vendors are treated like our customers,” Hubburmin says. “We assist overseas growers and shippers to enter the Canadian marketplace and we aggressively promote their products for them. As we expand our sales routes in B.C. and into rural areas of Alberta, we'll grow the market for ourselves and for our suppliers.”

Packaging and wrapping has become increasingly important to retailers and consumers and FDP's facility on Kent Avenue in Vancouver is dedicated to repacking and regrading produce. At Kent Avenue and Calgary, double-bagging machines allow workers to empty produce boxes onto a conveyor belt to inspect and discard any items not up to par. As the belt proceeds through the machine, the product comes out the other side bagged in mesh and ready for distribution.

“The days of opening up your mandarin box and finding a spoiled one in the bottom are over,” says Hubburmin. “A lot of customers want packaged product because the quality is better. The standards keep increasing but we try to stay ahead of industry standards.” Repackaging also allows FDP to add labels with information about the product and to differentiate organic from conventional produce. Value-added packaging of select Asian vegetables satisfy consumers' demand for quality and convenience. It's the same for FDP's packages of organic garlic, ginger, shallots, turmeric, avocados and more.

FDP launched the Simply® lines, its house brand, in 2010 and the brand now includes five lines of packaged produce: Simply Fresh® (mandarins, oranges, gai lan, Asian pears, Fuji apples and Shanghai bok



For example, a recent issue of Direct News, FDP's external newsletter for customers, featured the customs and foods that are part of Lunar New Year celebrations. FDP's internal marketing coordinator also creates media ads, banners, and posters to promote in-store events such as the Taiwan Fruit Festival with guava and starfruit. FDP also arranges in-store cultural experiences such as drummers and traditional dancers from Korea performing while consumers sample Korean Jeju mandarins.

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- Opinder O'Bhatti

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choy; Simply Hot[®] for a variety of hot peppers; Simply Exotics[®]; Simply Ripe[®]; and Simply Fresh[®] "Organics" for garlic, ginger, turmeric and shallots. As part of FDP's rebranding this year, the packages now display the new Simply logos.

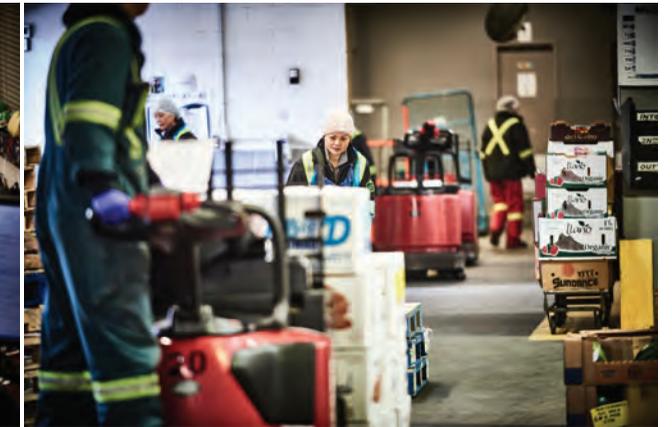
Global sourcing expands possibilities for ethnic and organics

Behind the wide variety of produce arriving daily by air, sea and truck, Susan Leung, FDP's Senior Procurement Manager for Import and Export, heads a strong buying team connected to a global supply network. Just back from a trade show in India and preparing to travel to Germany next, Leung explains that travel helps her gain a better understanding of the supply and demand trends for produce available from around the world.

In India, she discovered that carrots grown there look and taste different than mainstream North American carrots. "When people leave their home to come to Canada they miss the taste of their traditional food," Leung says. "So people from India want to buy carrots from India. It's the same for Chinese carrots and Taiwan cabbage. People might think a carrot is just a carrot or a cabbage is just a cabbage but it is my job to bring in all the different varieties to meet developing niche markets within Canada."

Changing immigration patterns can also influence demand for different types of ethnic and exotic food. "In the past, most Chinese immigrants came from the southern part of China like Hong Kong," she explains. "However recently, more immigrants originate from the north of China with a very different produce diet than folks in the south. As such, we now import different varieties from various locations in Asia to broaden our retailers' selection to meet these new end consumer needs."

When a chain store decided to sell more products catering to South Asian consumers, Leung helped to



develop the line. "Sourcing produce for customers to satisfy their demand for ethnic food is one of the most important jobs I do at FDP," she says. "It is very interesting to discover the multitude of different tastes, shapes and varieties of produce. Before I joined the produce industry, to me citrus was something orange with juice inside but now I know there are many varieties of citrus. Even the way produce is grown – in the field, on a tree, or in a hothouse – creates differences in look, smell, taste, and texture."

"During 10 years working with Fresh Direct Produce, we've seen substantial growth in our business together. We appreciate the loyal business and positive attitude of the entire Fresh Direct staff and look forward to continued growth together!"

- Danny Fleming, Export Sales Manager/
National Accounts Manager, Beachside Produce,
Nipomo, CA

Sourcing product from around the world makes it possible to not only meet diverse consumer demands but also to expand the window of availability. Take persimmons, for example. Leung points out that not long ago California persimmons were only available in October and November. But now FDP's global sourcing from China, Korea, Spain, Israel, Brazil, Chile and New Zealand means that persimmon availability can stretch almost year round. "It's similar for Asian pears," says Leung. "In the past, we only had pears from California in September and maybe October. But now we can provide Asian pears from China nearly year round."

Global sourcing adds variety, as well. Chinese mandarins, typically associated with the Christmas season, used to be...well, just a Chinese mandarin. But today there are many different varieties: big and

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Congratulations Fresh Direct 15 Years and Going Strong



Susan Leung, Sr. Import & Export Procurement Manager, with South American Suppliers.

small, seeded and seedless, packed in boxes or mesh bags. And mandarin season has extended by bringing in dozens of different varieties from China, Taiwan, Japan, Korea, Australia, Israel, Pakistan, Peru, and California. "These new varieties are very nice quality and customers are impressed by how good they look and taste," Leung says.

Delivering all this produce to market in top condition can be a challenge. Products such as lychee have a very short shelf life, Leung says, but advances in trucking allow the item to move across the country in three days. As well, improved refrigeration technology allows better control of temperature, atmosphere and moisture to prolong shelf life during transportation. "This means we can import on a bigger scale and get products to market faster," Leung says. And while some consumers may worry about the safety of imported products, she stresses that FDP's supplier partners are required to be food safe certified. "Since we sell to chain stores, we must also have food traceability in place, too."

“ Fresh Direct Produce provides T&T with quality products as well as innovative ideas, thumbs up service and warm and friendly environment.

— Ivan Tan, Produce Category Manager, Western Region T&T Supermarket Inc., Richmond, BC

The perishable nature of fruits and vegetables creates a very dynamic and fast-paced industry. "Weather changes can affect supply and demand every year, every growing season is different," Leung says. "There are so many changes and so many different scenarios that each of our 14 buyers have to be on their toes



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every day. One needs a lot of passion to be a good buyer and sometimes it is stressful but I have a youthful and energetic team and we work well together."

As one of FDP's young and energetic produce buying managers, Steven Moi, who manages the procurement of Organics, heads a small team focused on sourcing an expanding variety of organic produce. "We always sold organics but they were embedded within conventional products," he says. "Over the past couple of years, organics grew rapidly so we strategically created an Organics Department in 2015." He's not kidding about rapid growth: just three years ago, organics represented a mere 3% of FDP's sales and the segment now makes up nearly 15% of sales.

Most organic produce comes from California and Mexico but Moi points out that local and over-seas growers increasingly offer organics, too. China, for example, has a good program for organic citrus during October to December. "More and more conventional growers are now offering organics which means more supply to satisfy a constant increase in consumer demand," Moi says. "Now almost any conventional vegetable can be grown organically. In just a couple of years, our list of organic offerings has significantly expanded — everything from tomatoes and mushrooms to apricots, apples, kale, beets and zucchini. The broad selection is good for our customers who can buy the whole range of conventional and organic product from us."

With supply increasing, the price gap between organic and conventional produce has considerably narrowed. "Lower prices provide a better platform for consumers to choose between organic and conventional," Moi says, noting that not long ago conventional cauliflower retailed for \$2.99 while organic cauliflower



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sold for \$9.99. "So consumers didn't really have a choice because the price gap was too wide. Now organic cauliflower is as cheap as the conventional because growers have balanced their production with relatively more organic than conventional cauliflower. These days the challenge is to figure out the right balance between organic and conventional produce based on constantly changing consumer preferences."

“ Fresh Direct’s representatives and wholesale buyers prioritize our needs and provide the best service possible. The combination of quality, pricing and service has driven sales and customer satisfaction and resulted in a win-win relationship between Pomme and Fresh Direct.

– Craig Hermanson, Operation Manager/Owner,
Pomme Natural Market, Port Coquitlam and
Nanaimo, BC



Tim Wachter, Organic Buyer (right) with Al White from Pomme Natural Market, Nanaimo, B.C.

but over the years, with greater focus on organics and increased production, more variety will come on board and organics will become a larger part of the overall shopping basket. That's good for everybody."

FDP Calgary to expand market east of B.C.

As FDP continues to grow its network of vendors and retail customers, last year the company made a major investment to expand its capacity and reach by opening a brand new 53,000 sq. ft. produce facility in Calgary. "While our new facility currently has fewer items than the Vancouver location, we expect business to grow exponentially to meet changing consumer demands," says Lum. Alberta's multicultural mix includes strong South Asian and Middle Eastern communities, which is quite different from Vancouver's ethnic market dominated by Asians and South Asians.

Dale Tuchscherer, FDP's Calgary Sales Manager, who joined the company four years ago after two decades working in the grocery industry, says he's never seen such rapid sales growth. "In Alberta, we are successful because we are addressing the growth areas," he says. "Ethnic diversity is a big one and grocers can't ignore how society is changing. We are shifting our focus to capitalize on rising demand for ethnic products. Organics, too, are in strong demand and represent the fastest growing segment of the business. At the same time, demand continues to grow for pre-packed items that are quick and easy for busy families."

With a product mix that meets all these diverse needs, Tuchscherer says the business is "growing like crazy," mostly through grocery chains but also food

Lower prices, improved quality and a longer shelf life also contribute to burgeoning interest and demand for organics. "Over the years, organic growers have studied how different varieties withstand the transit to market so they now know which varieties have a better shelf life," Moi explains. Organic certification – FDP is Organics PACS certified – is critical and before purchasing from suppliers FDP ensures all regulations are in place and equivalent with Canadian organic standards.

Greater supply and demand for organic produce led FDP to add organics to its house brand. Simply Fresh® "Organics" includes three or four ounce packages of turmeric, ginger, garlic and shallots. "Not everyone wants to buy in bulk," says Moi, pointing out that smaller packages are more customer-friendly. "Some consumers want packaging to make sure the product is clean and stays 100% organic however, other consumers do not want any packaging period since packaging impacts the environment. Once again, one must carefully balance out the various differences in consumer preferences."

Going forward, Moi expects the organic segment to continue its double-digit growth every year. "This is an exciting time because there is lots of room to grow," he says. "We live in a multicultural country where there is demand for many different varieties of produce. Since we source from all over the world we ask our customers what they'd like us to bring in for them and farmers ask us for ideas on what to grow for the organic market. We still have a long way to go,

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Calgary Team meeting led by Dale Tuchscherer, Sales Manager (left)

to Edmonton and beyond," Tuchscherer says. "Having our own trucks gives us the flexibility to stop and service stores along the route. As business expands, we plan to add to the fleet and we have plans to establish routes into Saskatchewan and Manitoba."

With multiple trucks arriving each week from California, Mexico, and Vancouver, the Calgary branch offers a wide spectrum of produce. "The perishable produce industry is so fast-paced we are always busy," Tuchscherer says. "No one else has the depth or breadth as Fresh Direct".

Tuchscherer enjoys working with retailers on in-store promotions. His team helps retailers set up displays, provides advice on what to carry and gather feedback on what works and what doesn't. "We also provide 'Look Up' cards on Asian items that show where the product is from and how to prepare it," he says. "It definitely helps because people are curious about new foods."

Leadership and staff development is key

In this special anniversary year, Fresh Direct is proud to receive Platinum status for Canada's Best Managed Companies Award, after being named one of Canada's Best Managed Companies for seven consecutive years. "Our team works hard to live up to the expectations of being a best managed company," says Yung. Throughout the past 15 years of steady and rapid growth, FDP's management has striven to build a workplace culture that's engaging, dynamic, energetic, and sincere.

Today the company has about 230 employees across all three facilities and the company has numerous programs in place to help staff develop skills and a passion for the business.

service companies and independent grocers. The Calgary location is not yet filled to capacity, but has 18 truck bays, state-of-the-art ripening rooms and five new 5-ton trucks that allow the company to expand its service level as far east as Winnipeg, throughout rural Alberta and into Northern B.C.

“Fresh Direct Produce’s Calgary and Vancouver teams are ALWAYS there for all my needs and the quality, selection and price are top notch. This knowledgeable and professional group will not disappoint.

— Brad Bannister, Produce Supervisor, Italian Centre, Calgary, Alta.

“We have fantastic reach with our ability to travel to smaller communities in Southern Alberta and north up

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Vision Produce Company



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Congratulations to FRESH DIRECT PRODUCE ON YOUR 15TH ANNIVERSARY



MURANAKA FARM, INC.



Sales: 1(805)529-0201 / www.muranakafarm.com



15 YEAR ANNIVERSARY

What happened during a recent power outage is a good illustration of the passion for the business at FDP. "The power may be out but our guys keep working," says Ivy Leong, FDP's HR and Development Manager. "They pulled together, turned on the generators and headlamps and kept moving to get the orders out so our customers wouldn't be disappointed. I like to say that our power is always on even if the power is out."

Much of the positive energy and inspiration at FDP comes straight from the president Davis Yung, whose positive attitude sets the tone throughout the company. Described as passionate, enthusiastic and humble, Yung's staff praise his leadership skills and his ability to create excitement in a company where teamwork and self-improvement is the order of the day.

“ Fresh Direct truly believes in providing training for its employees to better themselves professionally and personally as well. This open-mindedness provides a wonderful environment allowing us to not be afraid to ask questions and seek the answers no matter where that takes us.

– *Kate Isaacson, Account Manager, Fresh Direct Produce, Calgary, Alta.*

"A lot of our culture and our desire for learning is fostered by Davis," says Leong. "He creates the vision and focus for us and his attitude is very contagious. It is a blessing to work for a company where the owners and senior managers really believe in the people."

Training and education is a priority whether delivered on or off-site and includes everything from job specific training to negotiations training, customer service training, computer training, conflict resolution, and respect in the workplace. For years, FDP has also offered lean training to employees as a way to encourage efficiency, minimize waste, streamline processes and be more effective in business. Five years ago, one employee had a black belt in lean training, and now five more employees have green belts, with two more to be added this summer. "This is important for all departments because it creates a mindset around minimizing waste, increasing efficiencies, streamlining, and teamwork," says Leong. "The staff with lean training help to support and educate the rest of the team and it allows us to run bigger projects, as well."

Yung, a big fan of Ted Talks, also holds what he calls "Why sessions" for newer staff and up and coming leaders to discuss skills and career development.

Milestones and Accolades

- 2003** Company founded with 11 staff, two trucks and a passion for learning and growth
- 2004** Launched Simply Fresh® Chinese Mandarins
- 2008** Won Cisco Business Incubator Challenge sponsored by The Globe and Mail
- 2008** Consolidated and expanded to 55,000 sq. ft. warehouse facility on Malkin Ave
- 2009** Received Ernst & Young's 2008 Entrepreneur of the Year Award
- 2009** Received Ethno B.C. Business Award
- 2010** Began exporting into Asia and Australia
- 2010** Launched Simply Fresh®, Simply Exotics®, and Simply Hot® lines
- 2011** Opened 6,000 sq. ft. Calgary Warehouse and Office
- 2012** Named one of Canada's Best Managed Companies for 2011
- 2012** Launched Simply Fresh® Asian Veggie Kit line a Produce Marketing Association Impact Award finalist
- 2013** Celebrating 10th anniversary with 150 employees, two warehouse distribution facilities and over 600 products sourced from 28 countries
- 2014** Opened 40,000 sq. ft. South Vancouver (Kent St.) Repackaging Centre
- 2015** Named Gold Level Recipient of Canada's Best Managed Companies for 2014
- 2015** Launched Organics Buying Department
- 2016** Awarded Mosaic's Employer Recognition for Multiculturalism in the Workplace
- 2017** Opened 53,000 sq. ft. Calgary Warehouse and Office
- 2018** Named Platinum Recipient of Canada's Best Managed Companies for 2017
- 2018** Celebrated 15th Anniversary with 230 employees, three warehouse facilities, and over 1,000 SKU's sourced from over 32 countries

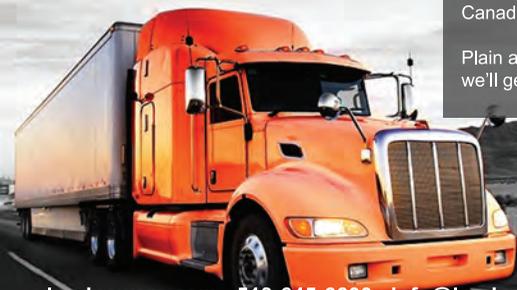
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Looking forward to another 15 years.

Grapes Vegetables
Berries Avocados
Organics

Other staff programs promote inclusiveness and recognition. Bravo, for example, is a way for employees to recognize and thank other staff members for good work or deeds. This February, FDP decided to turn February into Kindness Month to tie in with Pink Shirt Day. "We do respect and dignity in the workplace training for all who come on board and do an annual review," says Leong. "Bullying is so prevalent these days, we want to ensure that our team understands the importance of respect and dignity and feeling safe in the workplace."

"I enjoy the opportunity to grow professionally and personally at Fresh Direct Produce. Davis' "Why" sessions encourage me see how I can take part in projects that tie in with my career direction.

— Brian Leung, Support Centre Supervisor, Fresh Direct Produce, Vancouver, B.C.

The sincerity and kindness in evidence at FDP also extends to the broader community. Since 2004, the company has participated in the BC Children's Hospital's Child Run and donated \$300,000 raised through mandarin sales and staff participation in the Run. FDP also donates produce to the Strathcona Community Centre's breakfast, lunch, and baskets program and holds annual drives to provide hot soup, fruit, drinks, and snacks to people living in Downtown Eastside of Vancouver. And every week, FDP fills a truck from Vancouver's Quest Food Exchange with pallets of donated produce.

"While we don't expect to solve all of the problems in one of the poorest neighbourhoods in the country, we



Supporting Half Your Plate produce program at Strathcona Elementary School in Vancouver, B.C.

believe we can help bring the community together," says Yung. "Anytime there is a fundraising event, we are privileged to help. Our teams enjoy being involved in the community, particularly when we help fill the children's knapsacks with fresh healthy produce!"

"I would like to thank Fresh Direct Produce for their generous donation of produce which in turn helped us feed 8,312 kids in our 2017 Summer program.

—Sundae Nordin, CEO, Community Kitchen Program, Calgary, Alta.



Buying and Sales Retreat at Whistler.



Celebrating Pink Shirt Day at our Kent facility.

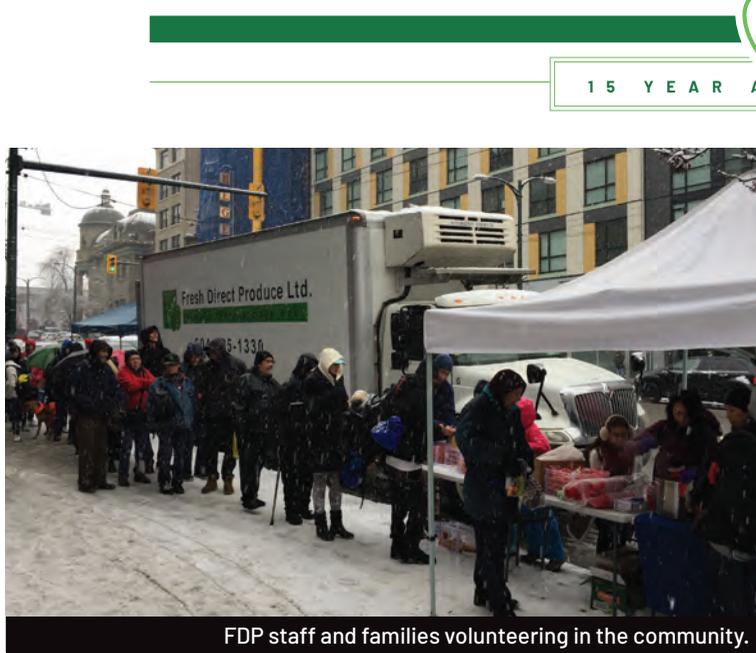
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Five Crowns Marketing would like to congratulate Fresh Direct Produce Ltd on your 15th Year Anniversary!



15 YEAR ANNIVERSARY

Future strategies
Over the past five years, Fresh Direct Produce has nearly tripled its footprint from 55,000 sq. ft. to 150,000 sq. ft., expanded its workforce from 150 to 230 employees and vastly increased produce offerings to 1,000 globally sourced items. Where to next? "After adding the Kent Avenue location and opening a brand new facility in Calgary, we expect growth to continue over the next three to five years," says Yung, adding that the company is considering going into the U.S. and Eastern Canada.

Increased automation and greater adoption of digital technology is also in the cards. "We don't want to be Blockbuster at the launch of Netflix," Yung says. "If we are doing the same thing in the same way in 10 to 15 years, it won't be fun -- we have to do something different in the next five years to give us room to navigate in the future. Our target in five years is to double our size. We have put a lot of thought into what will drive the growth, whether it will be a new region, product or way of doing things. For sure we expect to upgrade our infrastructure, use more data analytics and build up our human capital.

At Fresh Direct we always want to do things better and we continue to evolve."

“With the support and insight of the people at Fresh Direct Produce, we are working on an extraordinary pilot project that has the potential to revolutionize how we look at surplus food.”

— Aart Schuurman Hess, CEO, Greater Vancouver Food Bank, Vancouver, BC

Congratulations to Fresh Direct Produce on your success!

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