

**HOPI**  
HOLDING

ENGLISH 

# HOPI Events Book 2022/23

*30 Years Anniversary of the HOPI Journey (1992-2022)*

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# OPENING REMARKS

**Dear colleagues, friends,**

We've just completed an incredibly challenging year that surpassed even our darkest of imaginations in numerous ways. Few could have guessed that after two years affected by the COVID-19 pandemic, a military conflict would break out on European soil. The consequences of this conflict were immediately evident across the continent; the war accelerated the arising energy problem, and all of society, companies, and individuals were impacted by high costs.

Of course, the situation also influenced our group, and we had to react. And we had to do so uncompromisingly, rapidly, and with full responsibility for the company and its employees. We decided to cancel an array of planned events long in the making, including the 30th anniversary of the company's founding, the annual HOPI Cup, and other social events. However, we focused primarily on the operational savings of everything from heating, lighting, and operational management, to the consumption of our technological units.

At the same time, we took our operational excellence to the next level. We turned our focus to additional savings, launched new activities, and, last but not least, negotiated with clients and tried

to project external influences into conditions of mutual cooperation.

And the result? It was a success for the group as a whole. Despite the difficulties of food processing companies hit with unprecedented cost increases, we managed to overcome the complications. Now we're stronger than ever before. And a giant 'thank-you' goes out to all HOPI workers for this success.

The symptomatic slogan "Never give up" will pull us along through 2023. This year will be an equally demanding time for us. We're expected to fulfil our mission and vision, which are built on permanent corporate values. These values can be summarised for the entire holding by the following terms: MEANINGFULNESS, ENTREPRENEURIAL SPIRIT, TRUST, and OPENNESS TO FEEDBACK. Each division will then set its own elective. We'll focus on implementing them throughout the

whole group. May they accompany us at every level of management and in all activities.

The year in front of us is full of challenges and obstacles, too. Logistics will concentrate on developing existing activities as well as new tasks, including an e-shop solution and growing international transport. All of which with emphasis placed on utilising modern SW



David Piškanin



Martin Piškanin



Petr Novák

and HW technologies, including AI, which is advancing more and more into our lives.

Within the food processing industry, we'll strengthen our marketing as well as the linked development of both existing and new products. We're looking forward to launching a large production centre for our gastro activities, and we've still got to finish and fine-tune the enormous change of exclusively implementing the most modern agricultural technologies.

And what of the obstacles? People are going to have to compete with higher costs of energy, housing, and food. That's why every one of us has to be financially responsible in our personal lives while also resonating with our corporate approach, where below-average quality, indifference, and laziness simply don't belong. We have to try harder to find what the client expects and where we can provide them with even more added value.

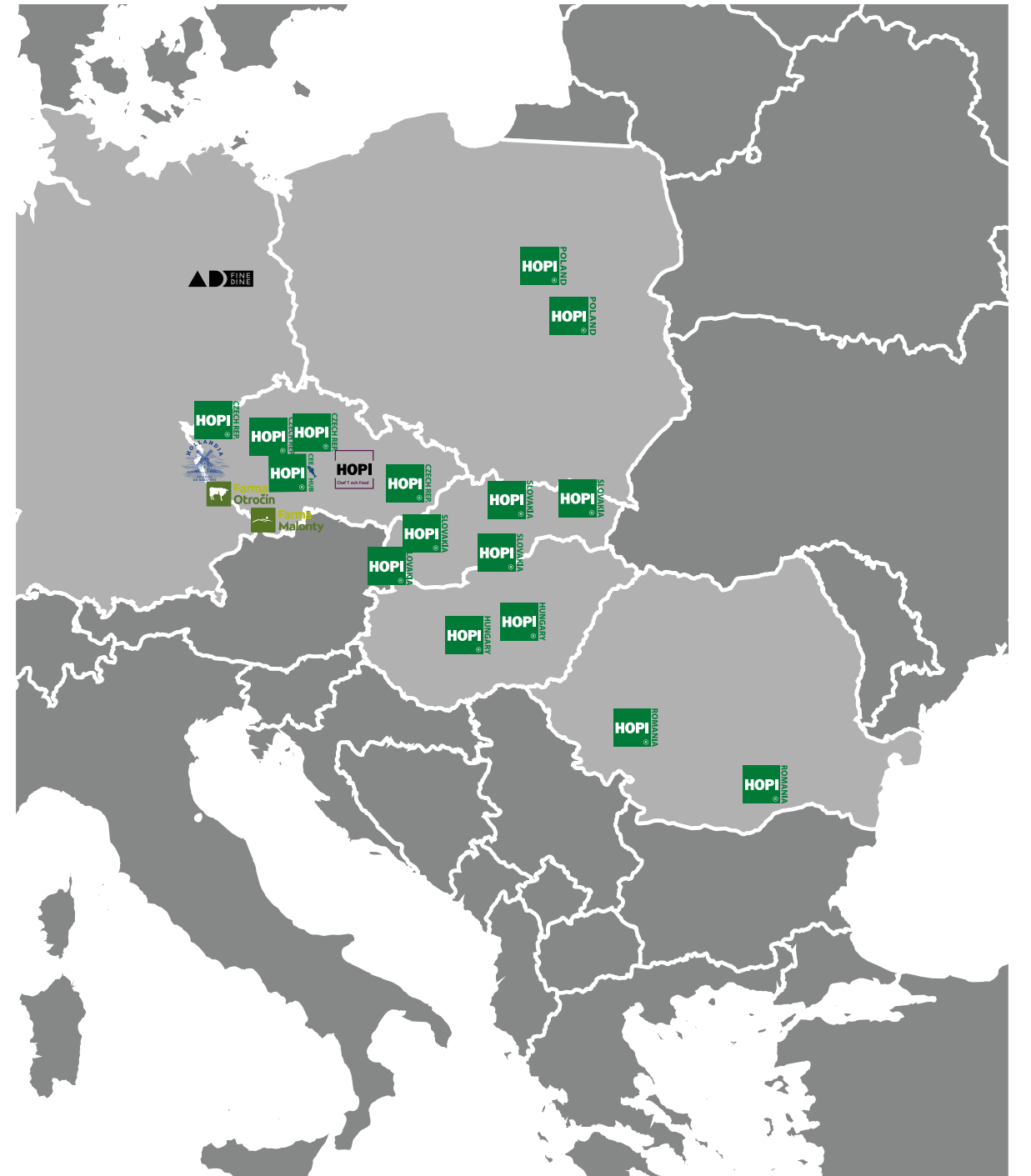
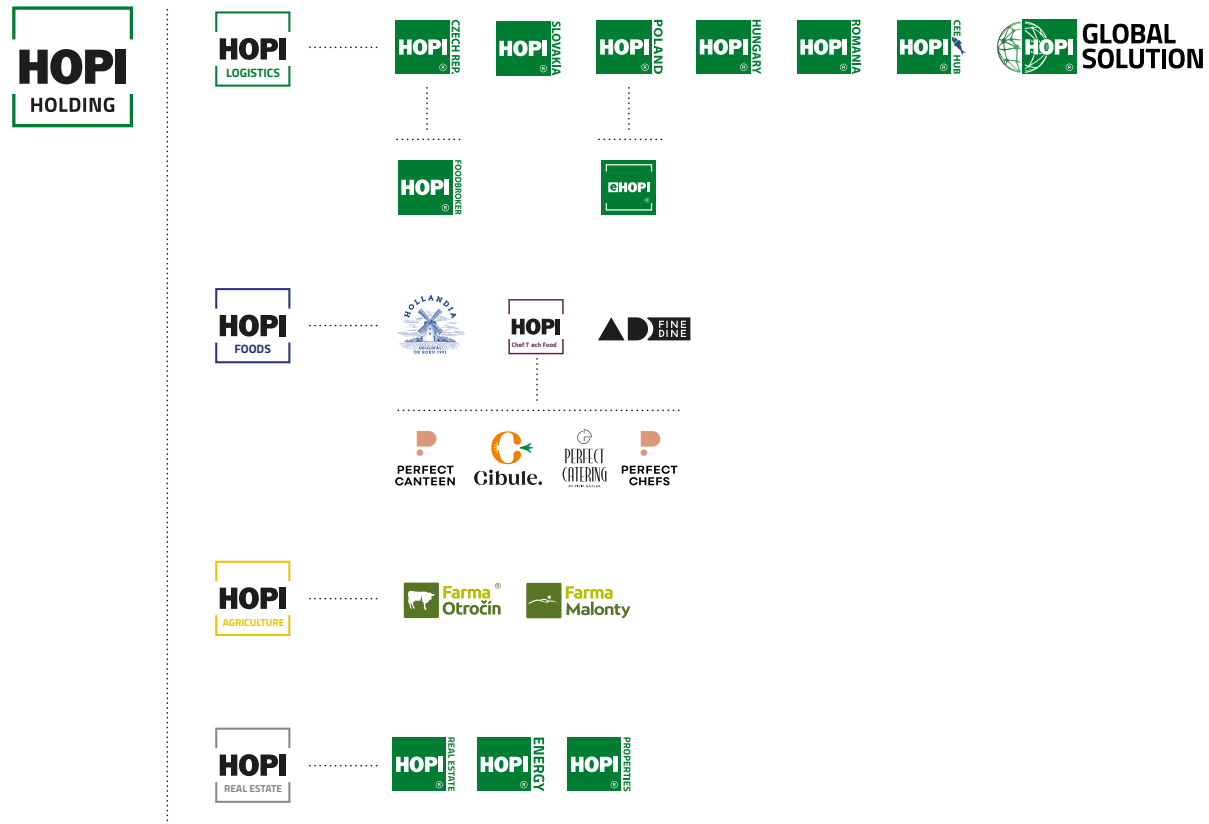
The Board drives the group and its course, with myself, my

brother Martin, and my colleague Petr Novák standing at the helm. By the end of the year, Martin, who has been directly responsible for the business development of logistics, will also take charge of leading strategic HR.

I firmly believe that if we don't let up in our efforts and deployment, 2023 will be yet another successful year for the group.

**David & Martin & Petr**

# HOPI HOLDING ORGANIZATIONAL STRUCTURE





Purpose

**I KNOW WHY I'M DOING THIS AND IT MAKES SENSE TO ME.**

- We do business in sectors that modern society cannot do without and that benefit all its members.
- In all areas of our operations, we strive for efficient and sustainable solutions.
- We take a responsible approach to customers, employees, individuals, teams and our communities.
- We find meaning in activities that go beyond the business itself. We are long-term supporters of environmental and other socially responsible projects.



Entrepreneurship

**I CONSTANTLY PUSH MYSELF AND THE COMPANY.**

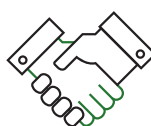
- We encourage and value a proactive approach, innovation and thinking in context.
- We don't just mechanically perform assigned tasks but think about what we do in the context of the whole company and wider society.
- Each of us tries to come up with suggestions for improvement, invent new solutions and look for new opportunities that are meaningful and sustainable.
- We keep working on our personal development as well as that of HOPI as a whole.



Trust

**I CO-CREATE TRUSTWORTHY ENVIRONMENT AND PRODUCTS WE ALL LOVE.**

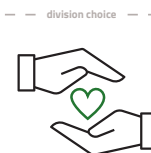
- We are constantly working to ensure that our customers trust us and feel good using our services and products, and that our employees feel happy to be working for us.
- We want our companies to be perceived as a lovebrand.
- We place a high value on the quality of our products and services.
- We let our employees and customers know that we care about them.
- We encourage teamwork and open communication within the company.



Feedback Culture

**I CAN WORK WITH FEEDBACK, GIVE IT TO OTHERS AND RESPOND TO IT.**

- Feedback that works is a condition for sustainable growth as well as a foundation for open communication and fair interpersonal relations.
- We collect data and extract information from it, which we then use as a tool for continuous development and improvement.
- We listen to the opinions and needs of our customers and employees.



Social Responsibility

**SOCIAL RESPONSIBILITY - WE SUPPORT SOCIALLY BENEFICIAL PROJECTS ON A LONG-TERM BASIS.**

**FIRE IN THE NATIONAL PARK ČESKÉ ŠVÝCARSKO**

Like many inspiring companies, we helped the firefighters in Hřensko! 🚒 [Eat Perfect](#) by Filip Sajler prepared refreshments for the firefighters and transport was provided by HOPI Czech Republic, and this is how the cooperation of the HOPI Holding system works.



**WAR / THE BUS OF HOPE.**

Immediately after the outbreak of the war, we secured a bus to provide shelter for the families of our colleagues. We prepared 150 beds, teachers, translation, legal assistance...

**SUPPORT FOR [HC ENERGIE KARLOVY VARY](#)**

As part of our regular meeting we donated 40 000 CZK to the [DownSyndrom CZ association](#).

▪ **Jan Ječmínek,**  
PR & Marketing  
Manager

# LOGIS-TICS



# HOPI LOGISTICS 2022: READY FOR THE UNEXPECTED

In December 2021, we thought we'd seen it all. We had everything perfectly under control. The processes were finely tuned, our standards set, our teams were great both at the operational level and the head offices, and the crisis scenarios were prepared, some of which were even tested under real conditions. The business was running at full strength and nothing could stop us from logging record results in the HOPI Logistics account for 2022.

Towards the end of 2021, however, an unpleasant surprise arrived: the collapse of the Czech energy market. This was triggered by the Bohemia Energy crash. Our supplier, Energie ČS, also ended its activities. The skyrocketing energy prices and the war in Ukraine, together with the unclear further development, caused a dramatic spike in prices across all commodities. The change was so dramatic in Central and Eastern European countries that the Consumer Price Index shot to 20 percent in the second half of the year. This situation also created pressure to increase labour costs.



## WE DIDN'T HESITATE TO HELP UKRAINE

Ukrainians are the nationality most represented in HOPI companies. That's why the military conflict struck all of us so heavily, both emotionally and economically. Providing help to our colleagues' families afflicted by the war was a point of moral obligation for us. As one of the first to do so, we organised refugee transports and

offered them the possibility of long-term accommodation. We're continuing to push these activities today and helping our colleagues to better overcome the current situation.

## AMBITIOUS GOALS LIE BEFORE US

Back in 2021, we started working on growth strategies for our logistics companies. These plans are derivative of the key document "Rodinná Cesta 2030+" ("The Family Way 2030+"). The goal is to double the size of our logistics business by 2030 and to do so with constant prices. This is a particularly ambitious plan built on the support of our standard logistical services (transport, warehousing, copacking) and the intense development of our activities in the field of fulfillment, network distribution, and forwarding for international transport. From a geographical perspective, we expect a greater dynamic of growth primarily in Romania and Poland. The local teams cooperated with the holding's Operations Team and consultants from

the [company EY](#) to prepare a strategy for the individual countries.

With strategic development and a clear direction, we're gradually separating the activities of our so-called "core logistics" (warehousing, copacking, distribution) from the services provided in the areas of international transport and forwarding. Thus, in 2022, we created an independent group of the [Hopi Global Solution](#) company in Hungary, Romania, and Poland. The Czech Republic and Slovakia are next in line come 2023. Under the guidance of Zoltán Matisa, the Hopi Global Solution companies fulfilled their growth ambitions and continued their rapid expansions.



## WE'RE RAISING PRODUCTIVITY AND CONTROLLING COSTS

Considering the state of the economy and the negatively developing situation in Ukraine, we had to pay increased attention to the energy costs and overall economy of our operation. We've concentrated on the productivity of direct employees for a long time, and we've come up with excellent results. That's why we chose to also focus on the productivity of indirect employees and create the Zero Based Budget concept, which

aims to set the optimal organisation of indirect employees, depending on the type and size of the warehouse or even the entire distribution centre. So far, we've been most successful with this venture in the Czech Republic and Slovakia.

We truly value each employee's active involvement in the area of energy savings, which is reflected in the total reduced consumption. We supported this trend with investments in modern cooling technologies and the use of waste heat in our freezing plants in Jažlovce. We're also continuing our investments in green energy and working on expanding the capacity of solar panels at the Prostějov and Madunice warehouses.

## ENERGY CLAUSES AND IMPORTANT ACQUISITIONS

2022 was a big challenge for our sales teams. Unfortunately, the explosion in energy prices and high inflation forced us to





initiate action from clients and request that they help cover the increased operating costs. We approached this issue with transparency and proposed the addition of energy clauses for partners, which would reflect the current price situation. We'd like to take this opportunity to thank not only our sales teams but also the clients who accepted this change, with only a few exceptions. This was an added factor that helped us to keep every warehouse running at full tilt, while also meeting our sales and economic goals for 2022.

Aside from the field of Key Account Management, we worked on new acquisitions as well. Incorporating the brand

Chipita into the Mondelez company portfolio across the entire CEE region, both in terms of warehousing and distribution, proved to be a fundamental development project. Given its complexity, timing, and the absence of critical information, the project was a challenge that we managed to overcome to our partner's satisfaction. Following the strategy, our team in Poland successfully acquired a

new client in e-commerce. By the end of April, the Douglas company found our offer to be the most attractive, and operations had already begun two weeks into July at DC Mszczonów. Now, Robert's team has its first successful Black Friday and holiday season in its rearview mirror. We'd like to thank the whole team that took part in this operation's favourable launch, including our colleagues from the Czech Republic, Slovakia, and the holding.

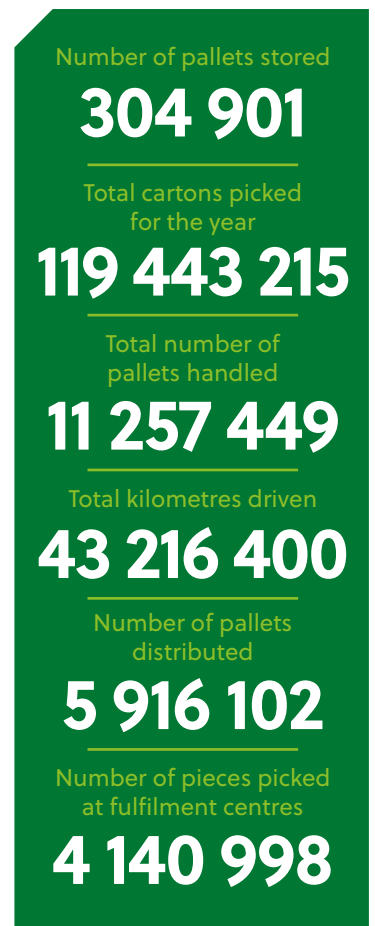
**SUCCESS IN TRENDS TRANSLATES TO FURTHER GROWTH**

We're going into 2023 with several projects already up and

*Logistics – introduction*

running (Potten & Pannen in the Czech Republic, Red Bull in Slovakia, Mondelez overflow in Hungary) and our involvement in a number of intriguing trends across all countries, which is beyond important for healthy growth to continue.

Transportation is another area where we've noticed a potential for fundamental growth. In 2022, our central transport team launched a new controlling concept that contributes to more



*Logistics – introduction*

effective operation management and enables further profitable growth. The increased efficiency of the Slovak portion of transportation and the rapid growth of transport activities in Romania, where we initially struggled with the profitability of new acquisitions, are both worth a special mention. By the end of the year, however, we managed to adjust the conditions of cooperating with the company Carrefour, thus also preparing the environment for further ambitious growth in this region.

**NOT EVERYTHING HAS TO BE EASY. ALL THAT'S IMPORTANT IS NOT GIVING UP**

It goes without saying that we didn't go the entire year without facing any critical moments. One such moment came in the form of a hacker attack in March. We got the situation under control in record time, and in so doing, gained respect and thanks from the majority of our clients.

We also had to deal with the departure of our former client Beiersdorf, which played a key role in our warehousing activities in Slovakia. This change to our client portfolio created pressure on the Slovak team in terms of cost control and acquisitions. I believe that this situation won't take long and that we'll manage to add new partners to Senec. Thanks to the new renovations, Petr Voros' team successfully expanded the freezing capacity in Madunice. The

new freezing plant will launch by the start of 2023 and will help Slovakia right the drop in volume after Beiersdorf's withdrawal.

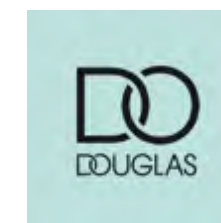
**EVEN OUTSIDE THE COMPANY, OUR EFFORTS ARE APPRECIATED**

Personally, I'm overjoyed that we managed to fully launch activities related to the Logistics Academy this past year. A big thanks goes out to the holding teams Operations and HR for this success. We believe that this reality will help broaden the professional competence of our operational teams and, therefore, support the company's accelerated growth.

Our efforts bring results that can also be seen outside the company; we're appreciated by the professional public as well. The project of implementing Master DC Nestlé won the "Best Czech Logistics Project of the Year" award, while also being acknowledged by the European Logistics Association in Brussels as one of the TOP 3 European projects. This overall success is then underlined by the project having also received the "Best Logistics Presentation of 2022" award. All of this makes for a good foundation for the further development of our business activities and the fulfillment of our ambitious, long-term goals.

**Never Give Up!** 🙌

▪ **Jiří Mlích, COO Logistics**





# HOPI GLOBAL SOLUTION



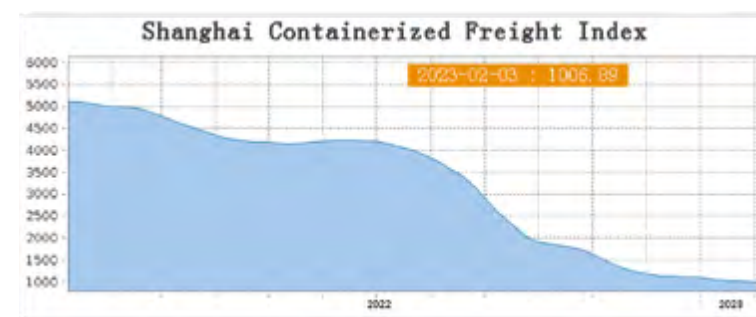
In 2022, [HOPI GLOBAL SOLUTION](#) experienced an exciting and busy year, marked by growth and expansion. Despite having only the first full year as a separate legal entity [HOPI GLOBAL Solution](#) was not only up and running in all five countries, actively involved in road and ocean freight transportation but also demonstrated significant growth in the number of shipments handled, services

offered, and new customers onboarded. We have set aggressive goals for ourselves and despite all the challenges we managed to surpass them by increasing our revenues by more than 70% on annual base. This impressive growth was mainly fueled by organic development in our international transportation activities, but significant contribution was delivered also by newly established teams in

Mszczonow, Poland and Bucharest, Romania.

The dynamic expansion of [HOPI GLOBAL Solution's](#) market coverage is continuing in 2023 by starting new offices in Debrecen, Hungary and Poznan, Poland.

2022 was one of the most turbulent years for international transportation market. In ocean freight the transport prices after



hitting historical highs in 3Q2022 plummeted to 1/5 by the end of the year and we have witnessed the market rapidly shifting from lack of transport capacities to strong competition in acquiring new businesses.

our success to the world class team of industry experts that were able to provide transport solutions to leading companies in FMCG, Retail, Electronics, Medical and Automotive sectors.



The road freight market was just as turbulent and produced rates that were 30% higher than the year before. The price hike was fueled by strong transport volumes and the ever-growing rate of missing drivers and capacities.

Overall, 2022 was a successful year for [HOPI GLOBAL SOLUTION](#), marked by growth, expansion, and new opportunities. With our strong team, dedication to our customers and strong partner relationships we well-positioned for continued success in the future.

And despite all these challenges the previously described result were achieved. We credit

▪ **Zoltán Matisa,**  
CEO – HOPI GLOBAL Solution

MAIN CUSTOMER DEVELOPMENTS:



GLOBAL Solution offices:

8

Shipments handled:

26 481

Verified road transport subcontractors:

2 966

Countries visited by road:

35

Continents visited by ocean:

6

## THREE YEARS IN TROUBLED WATERS, AND YET FISH HUB HAS HELD FIRMLY TO THE HELM

The last 3 years were well outside our typical market norms! After a number of COVID-19 episodes, 2022 was next hit by the war in Ukraine and the subsequent energy crises! Adapting to the changing market behav-

but still managed to maintain a growth index. All of our resources were used to keep the ship on the right course, including the paddles, sails, and motor, and still, the helm proved challenging to control!



After a 3-year hibernation, the [International Seafood Fair in Barcelona](#) reopened its doors in April, and together with our [Seafood Ways](#) partners, we were delighted to finally meet the clients and partners who visited our stand, given we hadn't seen them in person for over 2 years.

Communicating with our clients was key for sailing through this difficult and unstable economic

our and striving to analyse the impact related to those changes presented a challenge. The general HR situation also impaired our business case, and the entire European fishing industry had to deal with the difficulties.

To be specific, HFH is involved in two of the affected sectors – both the hospitality industry and retailers – making it that much harder to adapt to any and all deviations. We experienced both ups and downs in our company



period. We all know the fish industry to be a fast-moving business, even more so as it's starting to become a larger part of an everyday healthy diet. But we still have a long way to go!

Speaking of a healthy diet, the [4th year of Prague Mussel Week](#) was a great success, which further proves we're cruising in the right direction! Over 65,000 mussel dishes were eaten predominately in the Prague area during

PMW! The event also saw the publication of over 50 press releases, with an astounding 2.4 mil. people viewing them on [Facebook](#), [Instagram](#), and our website!

But the impressive numbers don't stop there. Last year, more than 1,450 trucks were unloaded at our [Fish HUB](#)! And these trucks were full of delicate, ultra-fresh,



and even live products that needed to be handled with care. Synergy was also initiated between ourselves and the new owners of [Fjord Bohemia](#), who, as of October, have filleted over 150,000 kg of salmon under our supervision for new markets every month.

The commitment displayed by the HFH team members has once

again affirmed our professionalism and flexibility. That's something I'd like to thank you all for achieving! But it's not over yet; new ideas are already in the pipeline for 2023, to improve and boost the market with our partners!

▪ **Pierre-Manuel Boels,**  
**HOPI CEE Fish HUB CEO**

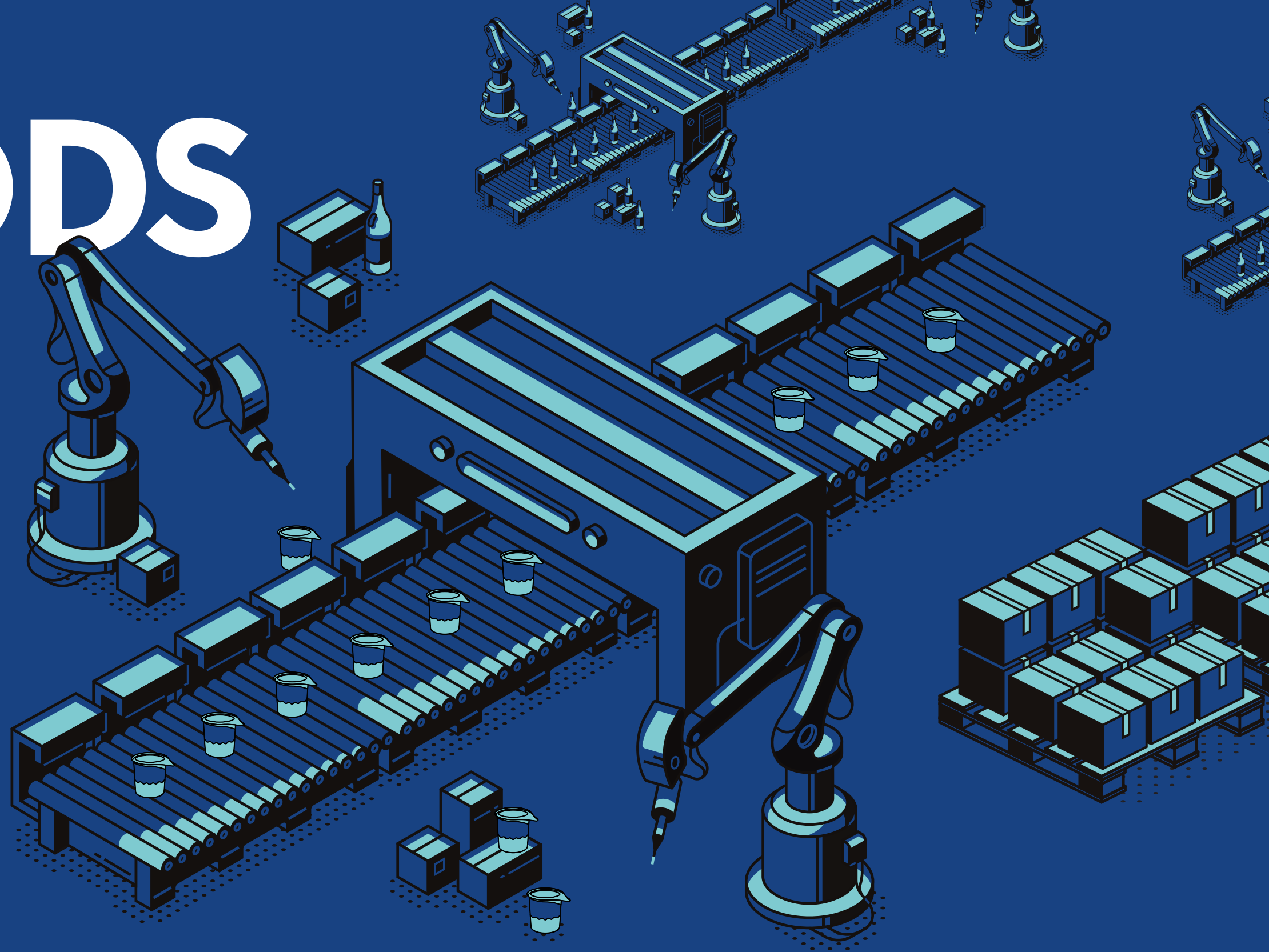
**1450** Last year, more than 1,450 trucks were unloaded at our Fish HUB! And these trucks were full of delicate, ultra-fresh, and even live products that needed to be handled with care.

**150 000** Synergy was also initiated between ourselves and the new owners of Fjord Bohemia, who, as of October, have filleted over 150,000 kg of salmon under our supervision for new markets every month.

Over **65 000** mussel dishes were eaten predominately in the Prague area during Prague Mussel Week!

Over **50** press releases and **2 400 000** people viewing them on Facebook, Instagram, and our website.

# FOODS



# HOLLANDIA PUSHED FORWARD WITH ITS INVESTMENTS IN 2022

2022 was launched with giant changes in the world that, understandably, affected us in the Czech Republic as well. We had barely dealt with the COVID-19 pandemic before the Russian invasion of Ukraine. The media is full of negative messages regarding economic development and it can be quite difficult for everyday people to find their footing in such a chaotic situation.

The crisis hasn't only dramatically increased input prices but also invokes negative consumer expectations. Yet, despite everything, this is projected to be a record year for [Hollandia](#) in terms of production volume.

In 2022, we used the annual board meeting to also celebrate 30 years since the company's founding and acknowledge the long-standing employees who are the pillars of our business. Some of them have been



with us since the very beginning in 1991, something quite remarkable in today's day and age.

At [Hollandia](#), we're moving forward with our investment strategy and intensely working on innovations such as our new line of plant-based yogurts, for example. It's

specifically these investments and innovations that have secured our success in the long run.

## A NEW CARTONING MACHINE AND OTHER INVESTMENTS

In 2022, we realised investments at [Hollandia](#) resulting in a total approximate amount of 35 million Czech crowns. We implemented a new cartoning machine for large yogurt containers, thanks to which the majority of the physically demanding work is now handled by the machine. With this technology, we became the clear leader of this particular yogurt format in the Czech market.

We also put a new valve block into operation, significantly improving our production flexibility. We can now better react to consum-



ers' changing preferences and our business partners' needs during this turbulent time. We're also simultaneously completing the downstream processes related to SAP implementation, especially those relevant to projections, planning, and output reports to ensure the SAP is as beneficial as possible.

## FARMHOUSE WHITE YOGURT IS THE "REGIONAL FOOD PRODUCT" OF THE KARLOVY VARY REGION

For twelve years now, the [Ministry of Agriculture](#) has granted the badge of "Regional Food Product" to the most qualified agricultural

**16 000 000** The number of 500g Farmhouse White yogurts sold per year. 1.3 million per month. 44,000 per day.

**83** The average number of Hollandia employees in 2022. Efficiency is our calling card.

**9%** The ratio of yogurts that we produce within the BIO standard, which is the highest amongst large producers and much higher than the market average of 1.5%.

**35 000 000** The amount Hollandia invested this year to improve the technologies used in our production plant.

and food products that prevail in their regional competitions. The project aims to support domestic producers of local foods and motivate customers to seek out their products at shop counters, farmers' markets, or directly from the manufacturer.

We're proud of the fact that this year we received the "[Regional Food Product](#)" award in the [Karlovy Vary Region](#) for our flagship item: Farmhouse White yogurt.

The badge will help to strengthen our image as a formidable regional producer in the minds of consumers.

## A NEW LINE OF ICE CREAM CONES

Our line of Yogurt Ice

Cream has grown once again as we introduced new cones into our portfolio. The cones come in chocolate and vanilla flavours (both sprinkled with chopped almonds) as well as a strawberry option. We've also improved the existing strawberry and blueberry ice lollies by dipping them in high-quality dark chocolate.

And as with previous years, we once again embarked on a summer tour with [Hollandia's](#) Yogurt Ice Cream. We updated our promo zone to appear fresh and modern. The programme included events like [Sázava fest](#), [Vysočina fest](#), [Bahna](#), and [Gladiator Race](#). And for the first time yet, the promo team even made it out onto the bike paths, where cyclists, roller-skaters, and passers-by could try the new Yogurt Ice Cream flavours for themselves. This personal approach even allowed us to explain the rise in prices caused by the current unstable situation.

▪ **Michal Škoda, Hollandia CEO**



# HOPI CHEF TECH FOOD #R/EVOLVE – WE BELIEVE IN SUSTAINABLE INNOVATION

We combine the art of cooking with first-rate technologies, thus eliminating any compromises in planning and preparing food at home, at work, and in professional kitchens.

Our solution stands on the shoulders of sophisticated tools, including vacuum cooking, Variovac, slow cooking, sous vide, hot fill, Cook & Chill, and Fastercold. These tools change not only the cooking method and time but also the food packaging and preservation. In this way, they help to fulfill the dream of having a kitchen with zero losses in freshness, time, quality, and comfort. Sustainability is also just as important, which is why we work without unnecessary waste and create so-called “wasteless food”.

And these are the precise values that HOPI CHEF TECH FOOD PRODUCTION CENTER JAŽLOVICE and its vision up to 2030 are built upon. The following brands belong to the HOPI CHEF TECH FOOD group: [Cibule.](#), Perfect Chefs, [Perfect Canteen](#), [Perfect Catering](#), [#Jidloamat](#), and Gastronomy Concept Studio.

## PERFECT CANTEEN

[Perfect Canteen](#) launched a large rebranding this year. We changed the product and menu and also improved our services a bit. The post-COVID-19 restart brought about modernisation to the appearance of one of the most traditional canteens at O2, with the [Churchill Square](#) canteen also receiving a new look.

Aside from the transformed interiors, the new branding also left an impression on our digital communication. A new online platform was created that brings an original

dimension to our communication with clients, visitors, and candidates. The vision is to once again take corporate catering to the next level.

## PERFECT CATERING

[Perfect Catering](#) is one of the oldest food division companies in HOPI CHEF TECH FOOD. This year, a long-awaited rebranding was started. The new logo and visual style reflect the story of a person desiring to provide amazing catering while gradually building up several brands. It shows the passion of a perfectly assembled team under the guidance of Petra Kalošová. The personal approach to this handicraft is highlighted by the original composition of colours and materials.

**#WeCreate Since 2005**  
The newly founded company Perfect Catering received the opportunity to provide fine-dine catering for the Fashion Shoots of Liběna Rochová and fashion rebel Vivienne Westwood in Prague. And it's from here onward that our story began...

## CIBULE.

[Cibule.](#) was born in the heart of head chef Filip Sajler. Filip wanted to offer people restaurant-quality meals that they could eat at home. The kind of meals they could enjoy anywhere and at any time. That's



new project [#Jidloamat](#), provided it's the exclusive supplier of all meals for this new concept of corporate catering.

## PERFECT CHEFS

The goal of Perfect Chefs is just as simple as it is challenging: prepare the best broths, soups, and sauces on

the planet for professional chefs. Every product is the result of real ingredients with zero compromises. Perfect Chefs takes upon itself this difficult and long-drawn-out work so that other chefs and head chefs can cook creatively and focus solely on what they love doing most.

The true Escoffier mission en place products require pure water, the best ingredients, plenty of time, and loads of know-how. In cooperation with an array of entities, we created a high-tech production centre built on Scandinavian technologies, which we're launching in May 2023.

[#REALCHEFSTOCK](#) [#REALCHEFSAUCE](#) [#REALCHEFSCOMMUNITY](#)

## GASTRONOMY CONCEPT STUDIO

The new brand [GCS](#) takes part in designing and realising various lines of gastronomic concepts, including everything from bistros to cafes and restaurants, all the way to complex commercial projects all over the world. **The Studio is the result of cooperation between the “gastronomy know-how & visions”** of our head chefs, F&B managers, architects, designers, and planners, who

believe that quality solutions are based on optimism, vision, and critical and creative group frames of mind. [Gastronomy Concept](#) brings truth to the idea that if you want to create great places, then you have to believe in the future while also remembering the past.

## #JÍDLOMAT

This new generation of dispensing devices provides fully-fledged corporate catering and employee satisfaction. [#Jidloamat](#) is part of the HOPI CHEF TECH FOOD group and combines the world of [Per-](#)



[fect Canteen's](#) first-rate corporate catering with [Cibule.](#) boxes made by our head chefs.

[#Jidloamat](#) is the future of corporate catering. The meals are available 24/7, with maximum effectiveness in terms of operational and investment costs. Thanks to [#Jidloamat](#), now absolutely everyone can have their own corporate canteen!

▪ **Filip Sajler, Chef Tech Food CEO**

**1 500 000**  
cooked, served,  
and packaged meals  
(Cibule. + Perfect Canteen)

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**6**  
brandings and  
rebrandings

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**1**  
unique  
HOPI Chef Tech Food  
Production Center

# AD FINE DINE IN A YEAR FULL OF CHANGES

The process of transforming a manufactory into an industrial food producer is never over. The single certainty is constant and rapid change. And this is exactly what happened in 2022. The turbulent market conditions brought systematic cost-cutting and price increases for business partners. In the past 15 years, we haven't experienced a two-digit, year-on-year increase in fast-moving consumer goods, which, understandably, warrants concern. How will the consumer react, how will products rotate on shelves, and how will purchasing behaviour change? The specific recipe we need for the challeng-

ing period ahead calls for diligence, humility, determination, ideas, news, and deployment.

In 2022, the team was subject to fundamental organisational measures. The role of CEO for the Czech and German entity was hoisted by Jan Škoda, and we set off on the path towards unification. And we didn't have to wait long for the organisational changes to come into play, as the German sales team was completely modified. Our journey to understand the principles of how the German market works had begun.

Although 2021 was still partly affected by COVID-19, this year was



marked by weakened purchasing power. Antipasta and delicacies further accentuated their seasonality, and the decline of basic sales during the out-of-season period is visible without a doubt.

## QUALITY MANAGEMENT FOR SUSTAINABLE DEVELOPMENT

In order for us to transform the local manufactory into a mid-sized enterprise, it was absolutely necessary that we gather experience and gradually build up our know-how in the field of quality management. That's why we're implementing LIMS machines, collecting data, and evaluating them so we can embrace

any corrective measures. This data makes up the foundation for further sustainable development.

## THE PLANT BASE LINE IS THE FIRST OF ITS KIND IN GERMANY

During the first half of the year, we finished development for the [PLANT BASE](#) line, which features an array of animal-free products. In so doing, [AD FineDine](#) became the first producer in Germany to launch a [vegan line](#) in the market. Despite the wary start on the side of the consumer, our line eventually began to make its way onto shelves.

## TECHNOLOGY VS. FLEXIBILITY

90 SKUs of small production batches, pressure for productivity, semi-automation, and recalculations – that's no small ask for any implementer. We ordered the solution back in 2020, yet it still hadn't been launched as of November 2022. For now, we view

the project of automatic weighing, lubricating, and labelling as a loss, however, it remains part of the life of the company, strengthening us for future periods.

## WE'RE PLANNING BY THE DATA

Data-driven planning? It's true, [AD FineDine](#) internally created a tool in R (programming language) that uses the data from the past three years to recommend optimal inventories, make schedules based on the capacities of the individual stands, and make partial predictions for a two-week period. Our tool is relatively young, however, its internal agility during development promises that we'll be able to plan "with a single click" by the midpoint of 2023.

▪ **Jan Škoda, AD FineDine CEO**

**13 165** *km*  
the distance that our cherry peppers have to travel before we can inject them with our flavour and touch

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**90**  
the number of product types in our portfolio

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**37**  
enthusiastic team members

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**2 450** *kg*  
our production record for a single shift

# AGRI- CULTURE



## OTROČÍN FARM – 2022 BROUGHT ABOUT THE LARGEST PROJECT IN THE HISTORY OF THE COMPANY

Dear colleagues, friends,

2023 is drawing closer, meaning it's time to evaluate the year before. At the start of 2022, we all hoped that the COVID-19 crisis would end and that our agricultural affairs would get back on track. Any prospects were then crushed



by the Russian invasion of Ukraine. Amongst other things, the war significantly accelerated the increase in energy prices and caused unprecedented inflation, which complicated business operations in every sphere. Yet, we dealt with the obstacles and handled this last year with our heads held high.

### ROBOTISED STABLES WILL RAISE US TO THE ABSOLUTE PINNACLE

The main subject of this year was building the new robotised stables for the dairy cows. This is the largest project in the history of our farm, thanks to which we're now ranked amongst the most modern agricultural enterprises today. The extent of the project is unique not only by domestic standards but stands amongst the five largest automations in all of Europe.

After having resolved all administrative matters, we could start working on the project at the beginning of the year. Before the stables could actually be built, both the hay shed and the old, unsatisfactory dairy cow stables needed to be demolished. It was a great challenge, especially since we didn't want to lower the existing management level nor care for the animals, even though the new stables were to be built directly on the floor plan of the old ones.

Unfortunately, we can't say that everything went off without a hitch. The consequences of the crisis connected to the war affected our suppliers as well, meaning we had to come to terms with multi-week delays. On a positive note, however, we currently have the first stable nearly finished, and we'll begin implementing robotic milking on December 13, 2022.

### NOT EVERYTHING IS EASILY DONE, BUT THE RESULTS ARE WORTH IT

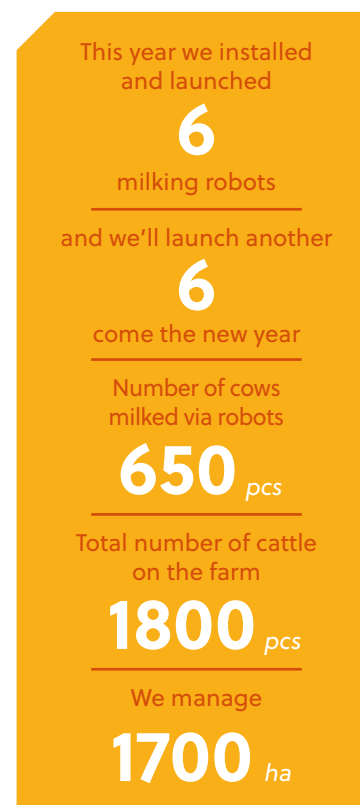
It goes without saying that our traditional, agricultural primary production was also continued. This year's season, we were hit quite dramatically by the dryness, which significantly impacted both the harvest and milk yield. Next year will also be full of formidable challenges and changes. But we believe that we'll manage them together and that they'll push us onward to a completely new level of livestock management. We want to further show how ecological

## Otročín Farm



agriculture is done using the most modern and profitable procedures.

The hard work of our colleagues from the farm is responsible for everything we accomplished. And it's thanks to their healthy approach and determination that we were able to deal with this incredibly challenging year together. I'm so very



## Otročín Farm / Malonty Farm (Formerly Bemagro)

grateful for this, and I believe we'll continue to do the same in the years to come and that we'll surmount any of the pitfalls that might be waiting for us.

2022 was absolutely crucial, and it'll be written into the history of our farm as a milestone. As of now, a new era has

begun. I'm firmly convinced that this will be reflected in a fundamental way not only in our agricultural, livestock management, and economic results but, above all, it'll set a completely new standard for the conditions of our animals. I'll look back at 2022 as the most challenging and inten-

sive working year that did great to wholly affirm the strength of our team.

I wish everyone all the best.

▪ **Richard Tintěra,**  
HOPI Farms CEO

## 2022 AT BEMAGRO: ROBOTS, TELEPHONES, AND APPLICATIONS IN EVERYDAY OPERATION

At the Bemagro farm this year, we made the largest changes in quite a while. We acquired six milking robots. Thanks to these robots, the cows can be milked whenever they want and however many times they want each day. And in return, the robot treats them to their favourite crushed grain. All of the milking data is then transferred to us through clear outputs to a mobile phone or computer.

The great news is that our production of organic milk grew by nearly 20% once robotic milking was introduced. And now an even higher sense of well-ease can be felt throughout the herd.

### CLEANLINESS AND OPERATIONAL SAVINGS

Another three robots travel along the floors at regular intervals to ensure the ground is clean in the barn for the cows. We also focused on energy savings, which is why we added flowing plate coolers in the milk room. With zero operating investments, these devices cool the milk from 37 °C to 12 °C, by which point we then use electrical energy to finish cooling to the desired 4 °C. Simultaneously, we're able to use the waste heat to pre-heat the water, again with zero operating costs.

For spring 2023, we've readied a number of pasture gates. The barn door will remain always open for grazing. When a cow wants to go out, she simply goes to the gate, and it'll let her through. If she wants to be outside all day or even night, it isn't a problem. Could a more comfortable situation even exist for these animals?

### OUR PLANT PRODUCTION WAS SUCCESSFUL, EVEN DESPITE THE WEATHER

Our plant production received several needed investments in new field machinery. Even despite the powerful rainfall that came right when we didn't need it, we achieved an excellent yield. With success on the first try, we planted 95 hectares of field beans. And it's thanks to this plant that we're completely self-sufficient in terms of concentrated nitrogen crops. Overall, this year's yield was favourable, and we were able to sell the surplus triticale, wheat, spelt, buckwheat, and field beans.

The only unsuccessful venture was our attempt to keep the dairy farm running. The entire team tried their best, but the incredibly high inputs negatively impacted the overall eco-

**400** pcs  
dairy cows

**7000**  
litres of milk  
a day, 22 litres  
per cow

We manage  
**1950** ha  
of which 650 ha is arable  
land and the rest  
meadows and pastures

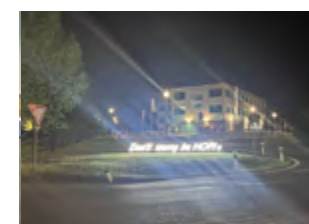
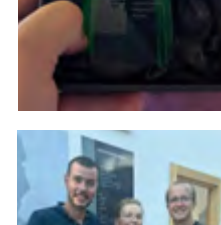
nomical system, meaning we were forced to stop its operation after five years.

### WE COULDN'T HAVE DONE IT WITHOUT YOU

I consider the greatest success of 2022 to be the personnel stabilisation of our young, dynamic team. I would also like to thank our employees and friends of the farm for everything we achieved during this ground-breaking year. I'm truly looking forward to our further cooperation in the future.

▪ **Martin Všečovský,**  
Farma Malonty jednatel





# HOPI ACADEMY: 210 EMPLOYEES DEVELOPED THEIR KNOWLEDGE AND SKILLS

HOPI ACADEMY was launched full steam ahead in 2022. Overall, the project consists of multiple types of trainings, with the primary goal of strengthening the participants' managerial skills and knowledge. We focus on soft skills in the fields of communication, assertiveness, negotiations, and presentation as well as the standards of logistic processes.

The central objective was to fully launch three academies: managerial, logistics, and sales. And that's exactly what we did.

The **LOGISTICS ACADEMY** was launched last

year, and all WHS managers from the Czech Republic, Slovakia, Hungary, and Romania went through its first module, Movements in Stock. The topics comprised of processes related to receiving, movements, expedition, and picking.

We then finished the second module in the first quarter, where our colleagues from Slovakia, the Czech Republic, Romania, Hungary, and Poland gradually became familiar with Stock Setting. These modules were prepared and lectured by internal trainers, given we had successfully managed to expand our portfolio of in-house WHS trainers and prepared them for this role.

Autumn was then marked by the fifth module: Labour Code for Managers. This course was run in collabora-



tion with an external lecturer, and it's here that we trained WHS managers in the Czech Republic.

For all of the WHS managers in Slovakia, we successfully arranged the first three modules of the **MANAGERIAL ACADEMY**. We focused on communication and feedback, assertiveness, stress management, and the manager's role. It's truly fascinating to watch as the participants' behaviour and approaches slowly begin to change. We'd like to maintain this trend and remember the selected rules. Also, the concept of our managers' individual development is seemingly popping up more and more. In this way, we can then pick up on spe-

cific areas of a given employee and work primarily on them.

We were also successful in expand-

ing this training to Romania. It's there that a 12-member team was comprised of the upper management that completed the first online and in-person training. We expect other companies to join us this coming year.

**The sales team also received training, as its members went through the basic training set.** This block hit its high point when the team members made a presentation, presented it, and handled objections in negotiations. A continuation of this course has already been made.

Next, we prepared a two-day training for the project managers from our logistics companies, which focused on intensifying and standardising the



principles of project management in relation to the Monday system.

The role of the internal lecturer is immensely important for every DC and company. They possess profound knowledge about HOPI, which they are then willing to share and are perfectly capable of explaining. The internal lecturers' work goes above and beyond the standard labour obligations, and at HOPI, we greatly appreciate our colleagues' commitment and willingness. Every year, we create a joint programme for them

aimed at strengthening their lecturing skills.

## WE WORK TOGETHER WITH SECONDARY SCHOOLS AND UNIVERSITIES

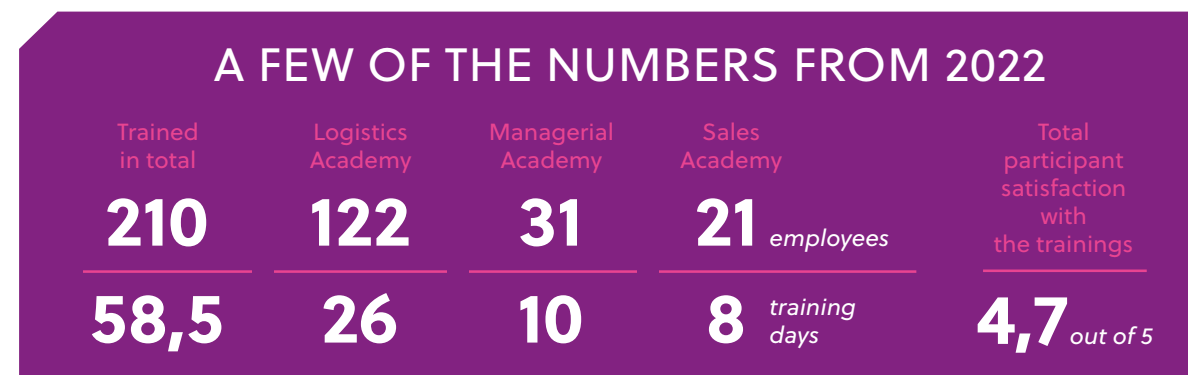
Throughout the year, we established cooperation with a number of secondary schools and universities in the Czech Republic and Slovakia. Together with our colleagues from the DCs in Jazlovce, Stránčice, and Prostějov, as well as from [Hollandia](#) and [Otročin Farm](#), we

organised five excursions for secondary school students and six excursions for university students. We wanted to not only introduce who we are and what we do but also connect the theory that they've learned in school to the practice itself. Thanks to DC manager Pavel Pech, we successfully showed about 200 students from the Czech University of Life Sciences Prague our company, basic logistical processes, and innovations. We plan to continue this activity, as it's a way of reaching out to suitable candidates for open positions. We'd also like to initiate similar instances of cooperation in the other companies and countries where we operate.

## CREATION OF A NEW EDUCATIONAL PLATFORM

Towards the end of 2022, the decision was made to start working on a new educational platform for employees. This platform will offer online training materials and display training dates, overviews of basic study tours, and other education-related news.

▪ **Katarina Marcelová,**  
*HOPI Academy Manager*



## HOW TIME HAS PASSED IN THE WORLD AND AT HOPI

1992

- **Company started, Carlsbad, the Růžový Vrch shop**
- The final year of the combined Czech and Slovak states; Czechoslovakia was no more.
- 3 November – Bill Clinton won the American presidential election over the previous president George Bush, Sr.

1993

- **Head office in Klášterec**
- Václav Havel was voted as the first president of the Czech Republic.
- The multilingual television news station Euronews started broadcasting.
- The Czech Republic became a member of UNESCO.
- Superstar Michael Jordan (30), a basketball player for the Chicago Bulls, announced his departure as an active professional athlete.

1994

- **Entered the Prague region – Měšice areal**
- Galerie Rudolfinum was founded in Prague.
- The Channel Tunnel became operational, joining France and the UK under the English Channel.
- Leaving the Old Town Square in Prague by bike for a three-year journey around the world, Vítězslav Dostál became the first Czech to ever embark on such an expedition.

1995

- **Cash and Carry Sedlec**
- The concert by the group The Rolling Stones at Prague's Great Strahov Stadium attracted over 130,000 listeners. This attendance record for a rock concert has yet to be broken in the Czech Republic.
- Skier and snowboarder Ester Ledecká was born.
- Jacques Chirac became the president of France.
- Microsoft put its operating system Windows 95 on the market.
- The Czech swing group Ondřej Havelka a His Melody Makers was formed.

1998

- **HOPI Jažlovice – H1**
- Czech hockey players won a gold medal at the Winter Olympic Games in Nagano.

1999

- **Entered the region of Moravia – Prostějov warehouse**
- Together with Poland and Hungary, the Czech Republic became a member of NATO.
- People in the Czech Republic observed a near-full solar eclipse when the moon covered as much as 98% of the sun's disk.

2000

- **HOPI SK**
- The Dalai Lama made his first-ever visit to Slovakia.
- The first permanent crew stepped foot on the International Space Station.
- Prague was named one of the European Capitals of Culture.

2002

- **HOPI Jažlovice – H2**
- Czech Wikipedia was founded.
- 40 years after the first "Bond film", a new film with James Bond as agent 007 made it to theatres, Die Another Day.
- The 2002 Winter Olympic Games were held in Salt Lake City with a record attendance.

2003

- **HOPI Jažlovice H3 – freezing plant**
- Czechs voted to join the EU.

2004

- **New logistics areal in Prostějov**
- The social network Facebook was founded.
- SpaceShipOne became the first private spaceship to make it to outer space.

2005

- **HOPI Hungary**
- Czech Television started broadcasting the news channel ČT24.
- The 2005 IIHF World Championship was won by the Czech team, after beating the Canadian team 3:0 in the final.

2006

- **HOPI Strančice**
- Taťána Kuchařová became the first Czech to win the title of Miss World.
- The D5 motorway was finished.

2008

- **HOPI SK – Senec**
- The first version of the Android operating system was released.
- At the Summer Olympic Games in Peking, Barbora Špotáková set the new world record for the javelin throw.

2010

- **"Eco-friendly" from here on out**
- The largest man-made structure, the Burj Khalifa, was ceremonially opened in Dubai.
- Under the guidance of Craig Venter, American scientists created the first artificial cell on earth.

2012

- **HOPI HOLDING: founding and portfolio diversification, adding food processing and agriculture (Farm Otročin) to logistics**
- **Purchase of a majority share in Hollandia**
- **Founding of HOPI PL**
- Google Chrome became the most-used search engine on the planet.
- The American television show The Simpsons reached 500 episodes.

2013

- **Founding of HOPI RO**
- For the third time, Usain Bolt was declared the best athlete in the world (Laureus World Sports Awards).

2017

- **Founding of HOPI CEE Fish HUB**

2020

- **Entered the gastronomy world by acquiring the company Perfect Canteen**

2022

- **Founding of HOPI GLOBAL Solution, 30th anniversary of HOPI's founding**
- The United Kingdom's longest-ruling monarch, Queen Elizabeth II, passed away.

## THE HH DIGITAL EVENT CONNECTED US ALL ONCE AGAIN

[HH Digital Event 2023](#) was characterised by high-tech and professionalism. The three-hour live broadcast affirmed to all participants and viewers that [HOPI Holding](#) belongs amongst the leaders in logistics, and the prominent innovators in food processing and agriculture.

Our employees from the Czech Republic, Slovakia, Poland, Hungary, Romania, and Germany were connected from the comfort of their meeting rooms, and thanks to the [YouTube](#) stream, external guests could join them as well. The three main speakers – David Piškanin, Martin Piškanin, and Petr Novák – spoke about [HOPI Holding's](#) performance, its future course, the values we stand behind, and the statutes of the HOPI Union. They also introduced a new strategy for development and innovation, which are both key for [HOPI Holding's](#) growth and success in the coming years.

Other members of the Board joined in for the second half of the broadcast, to answer the questions



asked by our colleagues using the [Slido app](#). It was great to see how active and interested our employees are in current affairs.

[HOPI Holding](#) isn't afraid to go with the times and utilise the most modern technologies. The entire event was quite professionally organised, reassuring us that it's possible to effectively spread information via online confer-

ences. After all, this is quickly becoming a more popular method of meeting and communicating with colleagues, partners, and clients. For [HOPI Holding](#), which has branches across the entire CEE region, [HH Digital Event 2023](#) was a great way to connect the whole company and share important information on all current developments. External guests also appreciated it, given they had the opportunity to learn more about the business and our plans.

We'll continue to hold the HH Digital Event every year in January. We're already looking forward to next year when we'll again get to share the company's successes and plans with our colleagues and guests. That's because it's imperative that we all know how [HOPI Holding](#) is developing and fulfilling its set goals.

▪ **Jan Ječmínek,**  
*PR & Marketing Manager*



## NEVER GIVE UP, EVEN WITH ZERO SNOW AT THE CROSS-COUNTRY SKIING TEAM-BUILDING EVENT

This year's cross-country skiing team-building event in the Jizera Mountains had a powerful theme: "Never give up". And we had to apply

forest, during which we developed our collaborative skills both as teams and as a whole, thus strengthening our team cohesiveness.

Former professional disabled cyclist, six-time Paralympian winner, and six-time World Champion, Jiří Ježek, was our motivational speaker. He inspired everyone at the event with his story and helped them recognise their inner strength. This incredible athlete acted as living proof that we can fulfil our dreams and achieve

ambitious goals, even despite the obstacles we may come across.

We believe that the time we spent together helped our team develop powerful relationships, strengthen mutual trust, and improve our collective communication skills.

▪ **Veronika Pilátová,**  
*Marketing & Event Specialist*



this slogan right from the start! That's because there was so little snow that we had to quickly replace our skiing plans with another, instead choosing to discover the local natural wonders on foot. We completed a 20-kilometre hike with a guide, who told us some of the most exciting facts and stories about the area. Come nightfall, we switched gears to play an adventure game in the





**HOPI HOLDING**  
CAMPUS VISION 202X





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**HOPI**  
HOLDING



**Purpose**



**Entrepreneurship**



**Trust**



**Feedback  
Culture**



**Social  
Responsibility**