



A Sustainability Status Report

BETTER WAYS FORWARD





We Blend Care and Creativity to Nourish the World

This is our purpose. It explains why we are here as a company, and highlights what makes us distinct and authentic in the marketplace.

Our founders blended their unique strengths to start Griffith Foods, a company that serves the world through better food. They knew that just like combining different ingredients in a recipe, blending care and creativity in the field, in the kitchen, and in the office leads to better results.

Being a family business, we know nourishment doesn't just come from what's on the plate, but from what's in the heart. Day after day, decade after decade, we grow our potential by caring for each person in our Griffith Foods family and for people in our communities. From farmers to customers, the relationships we form with our partners allow us to create better products to satisfy and delight a variety of tastes around the globe. In a changing world that's hungry for more, our care and creativity means we'll find the right mix of global reach and local impact to serve the earth, so we can nourish all of us who call it home.

Who We Are

For food companies around the world, Griffith Foods is the caring, creative product development partner

specializing in food ingredients—from seasonings and sauces, to breadings and coatings, flavors, bakery products and more. Guided by our Purpose, we help our partners meet the evolving needs and desires of consumers in ways that respect and sustain the planet. Founded in 1919 and now in the fourth generation of family leadership, Griffith Foods has grown and expanded globally to include a presence in over 30 countries to better serve our customers.



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A Statement From Brian Griffith



Brian L. Griffith, Executive Chairman

I want to begin by saying thank you to everyone in the Griffith Foods family.

Our Purpose, We Blend Care and Creativity to Nourish the World, calls us to find solutions to changing needs. We rely on our colleagues, all of you, to bring your unique skills and expertise to create positive impact for our customers, their consumers, and all stakeholders. Because the needs of the world change, we must also adapt and grow.

Griffith Foods' Purpose framework is designed to guide this change, and is holistic, synergistic, and integrated across the entire organization. Through this structure, everyone in the company should see their role in driving our Purpose forward. When we act like family, work together globally, make the future better, and live out all of Griffith Foods' values, we ensure our behaviors reflect our Purpose.

Sustainability offers an opportunity for us to contribute to our Purpose each day. By focusing on People, Planet, and Performance, each of us can find better ways to bring healthier products into the market, redefine industry norms, and bring innovation into the industry. Using the triple-bottom-line as an actionable filter aligns our products, initiatives, and capabilities with our calling to Nourish the World. This enables us to responsibly elevate our partners' brands while feeding a growing population.

I am pleased to offer this report on our Sustainability progress. In the following pages, you will see examples of employees working with communities to find solutions to significant local and global issues. We detail our

growing sustainable sourcing program, Griffith Sustainably Sourced, and our commitment to resource conservation. And through our dedication to Sustainability, new partnerships, innovations, and opportunities emerged to grow the business and fulfill our Purpose.

The articulation of our Purpose recognizes and celebrates the importance of blending a diversity of ideas and skills. In other words, we know Griffith Foods cannot do this alone. As we approach 100 years as a successful business, we are actively seeking to take part in a community of changemakers.

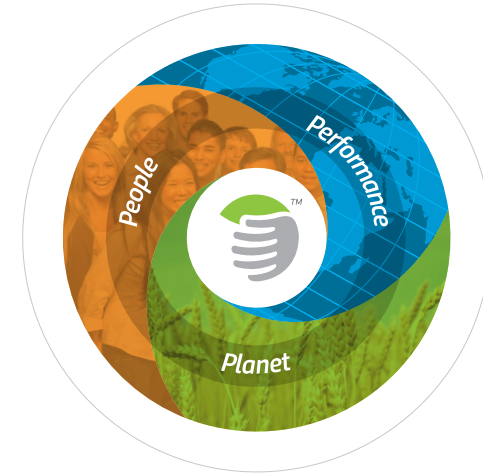
Please, share your ideas. Help Griffith Foods forge the right partnerships to create change. Tell us your story, and help us to always improve and find better ways forward. Thank you for taking part in this joyous journey of Sustainability.

As Dean always said, the best is yet to come!

Brian Griffith

Committed to Sustainability

At Griffith Foods, caring for our employees and communities, driving responsible environmental action, and ensuring the long-term success of our organization is more than a project or an initiative ... it is a way of life. Our triple-bottom-line Sustainability Platform is built on the pillars of People, Planet, and Performance, ensuring that all business decisions are made through the filter of Sustainability.



People

Our culture is founded on supporting our employees, their families and associations that are committed to serving individuals living in our surrounding communities. As a food company, we feel a special obligation to alleviate hunger and improve nutrition; we encourage our employees and business partners to be engaged citizens.



Planet

With locations on six continents, we understand the importance of acting as good stewards to our shared planet. Griffith Foods is reinforcing that promise through responsible administration of the earth's resources. We are currently focused on emissions reduction, eliminating our waste-to-landfill, and sustainable sourcing.



Performance

Griffith Foods' continued success is directly related to the advancement of our partners and a strategic approach to business management. We are dedicated to ethically and responsibly growing our customers' brands while maintaining our food safety excellence.

Our Values

Griffith Foods' Values are born from our Purpose and at the heart of everything we do. Our Values and Sustainability Platform are connected and define who we are, how we behave, and what we believe.



Act Like Family

We are proud to be a family company that makes a positive impact on people. We want each individual in our family to grow personally and professionally, reaching their greatest potential.



Behave Like Owners

We think and behave with the passion of an owner. We invest wisely, take smart risks and always maintain the highest ethical and moral standards.



Build Customer Success

Recognizing that our success depends on our customers' success, we work to create value, generating growth and prosperity for our customers.



Deliver Results

We take responsibility for meeting commitments, executing with excellence, measuring results and rewarding success.



Make the Future Better

Thriving on imagination and innovation, we foster an optimistic spirit that encourages risk-taking and the persistence to realize our dreams. We always believe the future can be even better.



Work Together Globally

We act as one across national and organizational boundaries. We celebrate our cultural and personal differences, knowing that together, we create a unique source of strength.

What We Do

Griffith Foods' products are fully customized to meet customers' individual needs — supporting the growth of our partners' brands in markets around the world:



Seasonings



Textures & Coatings



Sauces



Bakery & Dough



Functional Blends



Food Safety Solutions

Our ability to deliver the right products begins with people. Griffith Foods' experts build strong relationships with our customers to provide insight throughout the product lifecycle, and solutions aligned with their unique opportunities.

- Market Insight
- Sensory Science
- Culinary Expertise
- Food Safety/QA
- Product Development
- Applied Research



PEOPLE



A Statement From **Stephen Lee**



**Stephen Lee, Senior Vice President
Global Human Resources**

Within our Sustainability Platform, our People are key to fostering a culture of community, engagement, and excellence.

It is because of our People that we can truly live our brand promise of Creating Better Together. Through the meaningful contributions of everyone at Griffith Foods, we are able to deliver on our Purpose, fueling our performance as a company and creating positive change in the world.

The past two years provided many reasons to celebrate. In 2017, our business unit in Colombia reached a significant milestone in their journey, celebrating 40 years in business and once again achieving Best in Class recognition in our global employee engagement survey. Their deep appreciation for the relationships they developed over the years personifies what it means to care for our People. This commitment has led them to long-standing partnerships with customers and suppliers, and a pathway to success.

Employee Safety is always a top priority. Implementing a Global Health and Safety System establishes common best practices that help ensure a safe environment for all employees. Like so many other initiatives, participation and ideas from all employees strengthen this approach to safety.

Community Involvement remains a key focus for the organization. Griffith Foods' annual *Produce for Hunger* event maintains its year-over-year growth. Producing over 4 million meals in 2017, we more than tripled product donations from the inaugural event in 2014. To date, Produce for Hunger has created and

distributed more than 11 million meals to food banks and feeding organizations. Our Griffith Sustainably Sourced program serves as another avenue for us to create significant impact for stakeholder farmers and their communities.

These are just a few of the many stories about our People initiatives. At Griffith Foods, we work to provide opportunities that will spur both personal and professional growth. We continue to push for diversity of perspective and experience. We are seeking ways to empower our employees with resources that allow us to work together globally through our *3Cs Project*, representing Communication, Collaboration, and Community. By sharing best practices, transferring knowledge, and leveraging our collective capabilities, better recipes are created for our customers and their consumers, building stronger relationships among each other.

To everyone in the Griffith Foods Family, thank you for your constant support and dedication in support of People, Planet, and Performance. We are excited and look forward to our journey together in 2018.



In 2017, Griffith Foods S.A.S. celebrated their 40th Anniversary as a successful business

Griffith Foods Colombia Celebrating 40 Years of Success

2016 marked 40 years of progress, growth, and community for Griffith Foods S.A.S., our business unit in Colombia. Griffith Colombia is consistently successful due to its excellent business performance, continuous growth, and unwavering focus on people.

Griffith Colombia was founded on October 7th, 1976 and began operations in 1978. Carlos Arensburg, a local food business entrepreneur, served as its first General Manager, selling products and recipes to the meat industry in Colombia.

Griffith Foods S.A.S. experienced growth throughout the 1980s, producing sauces and liquid dressings, while adding new capabilities in research and development. The company opened a second plant and additional sales offices in Bogota and Cali to meet growing customer needs.

Throughout the 1990s, Griffith Colombia weathered the political and economic hardships experienced across the country, including the sudden loss of Carlos Arensburg. In 1999, Chris Savage and Oscar Lizarazu accepted positions as Regional President and General Manager of

the business unit, respectively. Oscar focused on building relationships, adjusting personnel to meet business opportunities, and increasing value-added products.

“Our priority has always been supporting our Griffith family of employees. The bond that forms between all of us has led to Griffith Colombia exceeding performance expectations year-after-year,” Lizarazu said. “We build those same relationships with companies that have similar values. This leads to strategic, long-term partnerships built on trust and transparency with a focus on win-win opportunities.”

With the business unit’s renewed performance, Griffith Colombia created the marketing department throughout 2004 and 2005 to develop strategies for strengthening global accounts and building new customer relationships. While the business grew, Lizarazu ensured they never lost sight of company values and focus on employee wellbeing.

In 2007, Lizarazu was named General Manager of Costa Rica and Regional President of Griffith’s Central and South America business

units. Oscar Patiño, who served as Sales Manager for the business unit, was promoted to General Manager. Patiño continues to focus on strengthening relationships and striving for higher quality.

“We view quality as the constant pursuit of perfection: in our products, in our equipment, in the cleaning of the plant ... in everything we do,” Patiño stated. “Even more important, in our decisions. Our intention is to positively impact everyone we work with.”

Today, Griffith Colombia remains one of Griffith Foods’ strongest performing business units, focused on helping partners succeed and employees reach their highest potential. Their product portfolio consists of seasonings, sauces, dressings, bases, and coatings, including Zafrán®, a regional brand focused on high-quality and flavorful products.

“Our passion is as strong now as it was 40 years ago. We continue to support local environmental projects and feeding initiatives throughout the region, such as food banks,” Patiño said. “As always, we will help our customers grow their brands through innovative products and look for

new ways to nourish the world.”

Analive Hernández, Griffith Foods’ Human Resources Director for Central and South America, echoed Patiño’s comments.

“I will always remember when I first started in the company. I was invited to a breakfast for employees celebrating years of service at Griffith,” shared Hernández. “I listened as they told us with tears in their eyes how much they wanted to be hired by the company, and how much impact Griffith has on their lives ...it gives

you a great sense of pride to be working here.”

Griffith Colombia’s success would not be possible without the partnership of customers, suppliers, and other organizations that have been instrumental to the progress of the company over the past 40 years.

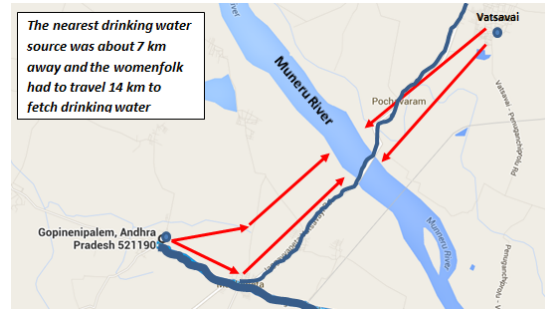
Patiño concluded, “There is something magical about Griffith Colombia. From the first day you are welcomed into this family, you can feel something special here.”





Meeting Social Needs in Shared Communities

Griffith Sustainably Sourced (GSS), our sustainable sourcing program that targets integration and partnerships with farmers, processors, and other stakeholders in the spice and herb supply chain, is focused on more than just improving crop yields. The GSS team looks for ways to improve the well-being and livelihood of the individuals and communities who help grow ingredients for our recipes.



In 2016, we learned the lack of available drinking water created a significant burden for communities involved in our GSS program in India, especially in the villages of Gopinipalem and Vatsavai. This meant women, who are typically responsible for collecting water, had to walk nearly 14 kilometers (equivalent to almost nine miles) every day to the Muneru River.

The GSS team partnered with other experts in the local community to solve this pressing issue by installing a clean drinking water facility. The process began by identifying suitable locations accessible to all families in the village. In fact, the village and farmers generously donated land for the facility.

Griffith Foods contributed 85% of building and material costs, with remaining covered by the village. Ensuring proper management, a farmer in the GSS program supervised and regularly monitored progress, updating our field officers along the way.

March 7, 2016 marked the official opening of the facility. Krishna Kumar (KK) Menon, Griffith Foods' Head of Sourcing Operations in India, said the drinking water program is successful through collaboration and co-creation.

“The people in the village are very happy as one of their major needs is being effectively met,” Menon said. “Their involvement, from building to flowing water, is ensuring continued operation of the plant.”



Attendees gathered on March 7, 2016 for the opening and celebration of a new drinking water facility



Prior to opening the drinking water facility, water was tested at a government-recognized laboratory; results showed water was suitable for drinking. Griffith Foods continues to test the water every three months to guarantee safety.

Drinking facility operations are handled by the village, including cleaning and maintenance. The village collects approximately one rupee per liter to support regular upkeep.

One week after opening the first facility near Gopinipalem and Vatsavai, Griffith Foods opened a second facility in a nearby village. On March 1, 2018, a third was inaugurated.

Our involvement extends beyond clean drinking water, with various community initiatives including free medical checkups for farmers and their families, personal protective equipment, and other activities.

Through our sustainable sourcing program, Griffith Foods is committed to improving the well-being of farmers and their families, while adopting more sustainable growing practices.



Creating a Great Place to Work



Griffith Foods' employees are driving positive impact through meaningful contribution to the business and local community. Through this employee engagement, we create a workplace that fosters personal and professional growth.

Recently, multiple Griffith Foods' business units received recognition by national and international organizations for fostering this positive company culture.

Griffith Foods S.A. de C.V., our business unit based in Mexico, with locations in Monterrey and Atitalaquia, was ranked the top workplace in the Mexico food industry by Super Empresas 2016 and Super Empresas 2017, an annual review of companies by *Expansión Magazine*, the country's leading business publication. Overall, the company ranked fourth and 12th in companies with less than 500 employees, respectively.

Super Empresas uses the TOP COMPANIES® methodology and evaluates each employer on several factors, including: the company's "Cultural Adaptation Index;" the "Labor Relations Index;" and an audit of other relevant documents, such as the number of employees, sociodemographic make-up, and more.

Employee questionnaires and a review of the organization's policies, practices, and procedures provide the data for each scoring parameter. The entire process is audited and monitored by PricewaterhouseCoopers (PwC), a global audit and tax firm, for validation and transparency.

Following the Super Empresas designation, Griffith Mexico was named a "Circle of Excellence Recipient" by the National Business Research Institute (NBRI) for maintaining a workplace with a high value on employee engagement.

To be considered for this honor, Griffith Foods needed to meet or exceed the 75th percentile when measured against industry peers—specifically in 2016, Griffith Mexico scored in the 79th percentile based on employee engagement surveys.

According to NBRI's website, this prestigious award is tangible evidence of an organization's dedication to the highest levels of employee engagement and customer satisfaction.

Griffith Foods S.A.S., our business unit in Colombia, was also recognized in 2016 by the Great Place to Work® Institute. Ranked as the second highest company with less than 500 employees in Colombia, Griffith Colombia was acknowledged for their positive organizational climate and commitment to strengthening ties between employees and the company.

Similar to the NBRI process, Great Place to Work® evaluates company leadership, including its role in inspiring a sense of belonging and alignment to the organization's Purpose and values, through employee surveys. An on-site review was also conducted.

This recognition reflects just a few examples of our business units striving to create a positive, happy, and healthy workplace for all employees. This commitment is shared throughout the company and remains an organizationally-wide initiative.





In partnership with the Global FoodBanking Network, Griffith Foods opened the first food bank in Southern India, Bangalore Food Bank, on October 16, 2014.

Griffith Foods remains a close partner with the Bangalore Food Bank, providing product donations and volunteers.

Nourishing Our Community

11.2 million meals.

2017 marked Griffith Foods' fourth annual *Produce for Hunger* event and a combined total of 11.2 million meals for people around the world.

Produce for Hunger was created to support the global fight against hunger and celebrate World Food Day. All 19 of Griffith Foods', Custom Culinary®'s, and Innova Flavors' manufacturing locations come together to produce and distribute food that supports the communities where we operate.

Produce for Hunger originated through our partnership with the Global FoodBanking Network (GFN). We recognized an opportunity to globally scale our positive impact, combining Griffith Foods' product development and manufacturing resources with GFN's ability to reach individuals in need.

By partnering with the GFN, the food is distributed through local food banks and feeding organizations based on community needs. Throughout the years, our donations have included: pancake mix; high-protein porridge; rice-based meals; and, soup mixes,



among others. Most recently, we produced 1,195,629 pounds of food, resulting in over 4 million meals in 2017.

Steve Soneson, Senior Director of Griffith Continuous Improvement, said *Produce for Hunger* would not be possible without the participation of all Griffith Foods' business units and dedication from our suppliers.

"We are extremely grateful to the number of suppliers who have joined us in the fight against hunger," Soneson shared. "Over the last several years, nearly 60 suppliers around the world willingly donated ingredients used in the food we produced. This has encouraged us to do better each year and we celebrate their partnership with us."

To truly embody World Food Day, our



commitment extends beyond food donations and distribution. Employees at Griffith Foods engage in a variety of local initiatives, such as food packing days, awareness events, and other activities in the community.

We look forward to *Creating Better Together™* through next year's *Produce for Hunger* event.



Working as a Global Health & Safety Team

Employee Safety will always be a key priority for Griffith Foods at all locations around the world. Our Global Health and Safety System is based on personal accountability and safety activities, using foundational pillars to ensure our people have every possible opportunity to work safely.

The first pillar in the Global Health and Safety System is “Accountability.” Every employee within the Griffith Foods family is accountable for performing their job in a responsible manner. All levels of the organization are involved, from the CEO and local management, to office employees and line operators, said Jim Swanson, Director of Global Health and Safety.

“Simply put, our employees are accountable for the safety activities within their area of control. For example, our Senior Vice President of Global Supply Chain is accountable for the success of the Global Health and Safety System, while a mixing operator is accountable for the success of the same system at their individual workstation,” Swanson explained. “This approach builds our ‘safety army’ and makes the organization stronger.”

“People” is the next pillar. We have a unique combination of safety managers and

coordinators who dedicate their time to making the Global Health and Safety System effective. Our safety committees are comprised of employees who are involved in day-to-day operations, using their experience to help the company identify potential challenges and areas of opportunity. A Global Health and Safety Steering Committee and Regional Executive Safety Committees provide local safety teams the necessary resources and guidance to succeed.

“Education” is a key pillar within the system to create a sustainable program. Regular trainings equip employees with the required knowledge to safely fulfill their duties. Employee suggestions are also gathered during these sessions. “We often find that the person doing the job has the best ideas, and if we can capture those ideas, we can help prevent incidents and strengthen our culture,” Swanson said.

“Communication” is an additional pillar for supporting system effectiveness. One method of communication we use is the “Safety Concern/Near Miss Program,” which asks employees to fill out a short form describing the safety opportunity and their recommended solution. Teams are required to complete two safety talks

each month and utilize other communication tools to keep all employees up-to-date on best practices. In addition, we recently celebrated our ninth annual Griffith Safety Conference, which has become a worldwide conference.

We utilize “Metrics and Auditing” as the last pillar to measure the effectiveness of the system and understand needed areas of improvement. Griffith Foods created a Safety Dashboard to track 22 safety-related metrics, such as safety audits, internal safety walks, and injury statistics to verify compliance. Metrics and auditing connect all pillars of the Global Health and Safety System.

We will continue to systemize best practices, maintaining a safe environment for all employees to thrive and succeed.



Mesa Brasil Award

GL Foods Worldwide Ltda., Griffith Foods’ business unit based in Brazil, has supported a network of food banks, Mesa Brasil SESC, since 2014.

In 2016, GL Foods received the “Recognition Award” at the Mesa Brasil Annual Event, in appreciation for their annual *Produce for Hunger* product donations. Our contributions and shared commitment in Brazil created over 37,000 servings of pancake mix for those in need.

Continually striving for better, Griffith Foods’ business unit in Brazil produced 73,000 servings in 2017, nearly doubling the amount from the previous year. This donation included pancake mix and parmigiana, a sauce made with tomatoes and spices; when combined, they create a very popular dish in Brazil. As a result, the company received the same recognition from Mesa Brasil in 2017.

Najla Polisel, Audrey Pavezi, and Fernanda Assis, GL Foods’ Customer Marketing Analyst, Research and Development Director, and Sensory Analyst, respectively, assisted in developing the donated product and accepted the awards.

Polisel said the strong alignment between organizations create a positive impact for many.

“Mesa Brasil is essentially a food and nutrition security program, based on educational actions and distribution of surplus food,” Polisel commented. “Worldwide, Griffith Foods cares about our community and feeding those in need. GL Foods contributes by utilizing our resources and capabilities to provide better meals for more people in our local community.”

Mesa Brasil SESC is a national network of food banks driven to fight hunger and reduce food waste. They are focused on improving food and nutrition security in local communities. Our partnership began in alignment with Griffith Foods’ global sustainability initiatives and is further reinforced as an avenue to live our Purpose.

Both organizations have a partnership with the Social Service of Commerce (SESC), a private, charitable organization with a presence in every state in Brazil. This collaboration ensures effective distribution of donations to those most in need.



Above: Najla Polisel receives the Recognition Award on GL Foods behalf
Below: An example of parmigiana with pancakes

Thais Nascimento, GL Foods’ Human Resources Coordinator, who helps manage the Mesa Brasil partnership, said it has been a pleasure to contribute to our society and nourish people in our communities.

“Participating in the project annually has an impact on our entire unit. All areas of the business have been involved to make this successful, and our associates are experiencing our Purpose more than ever.”





Griffith Southeast Asia Charity Day

Griffith Foods Ltd., our Southeast Asia (SEA) business unit based in Bangkok, Thailand, is committed to building strong relationships with community partners to make happier and safer places to live.

Griffith SEA first partnered with Khlong Charoen Raj School in 2014 and maintains the relationship to this day. Throughout the years, we worked closely with the school to improve their cafeteria and provide assistance in English language programs.

During 2016, Griffith Thailand focused on basic safety practices, such as fire safety tips and emergency evacuation procedures. In addition, Griffith SEA's Charity Team, community volunteers, and the SANTO Fire Group, a fire equipment supplier in the area, worked with teachers and students to help create a safer environment at their school. Griffith Foods also provided after-activity meals.

Nipon Thananonphong, Griffith SEA's Human Resources Manager, who helped lead the project, said building a culture of safety and safety awareness begins at a young age.

"This event is a way for us to give back in a sustainable, long-lasting way. We foster and cultivate children's awareness and understanding, helping to keep them safe, as well as those who they're with at school and at home."

To make the most impact in the community, the team in Southeast Asia works with local partners to understand and find solutions to current and pressing needs. For example, Griffith Foods learned from the SANTO Fire Group that cooking safely with gas at home is a current issue in the Bangkok community. The team used this insight to structure the

safety education program around fire safety, including activities and games.

The event was well-received by the students and teachers, as well as community members who participated. In fact, they requested the school make it an annual activity with Griffith Foods Ltd.

We are proud to participate in these events. Griffith Foods continues engaging with the school through projects dedicated to updating and installing fire extinguishers, putting up safety signs, and helping build a new playground for the students.



PLANET



A Statement From **John McCarville**



**John McCarville, Senior Vice President
Global Supply Chain & IT**

As a Purpose-driven, global company, we are responsible for and committed to driving positive environmental action. The only way to do this successfully is by working together, and with our partners, who help provide ideas and solutions. On our ongoing journey, I am happy to report on the progress we are making to continuously improve our stewardship of the planet.

Sustainable Sourcing is Griffith Foods' primary focus area within the Planet pillar of

Sustainability. Our Griffith Sustainably Sourced (GSS) program, which began in Southern India, creates partnerships with growers, processors, and other players within the spices and herbs supply chain to increase quality, yield, and traceability. GSS is now present in four continents, and includes chili peppers, black pepper, white pepper, garlic, paprika, among other spices and herbs vital to Griffith Foods' and our customers' recipes. We are proud to be the first company to receive Rainforest Alliance Certification™ in spices and herbs, and the first to bring Rainforest Alliance to Albania through our GSS Sage program.

Responsibility to our planet requires a comprehensive understanding of Griffith Foods' impact. We are in the process of implementing an Environmental Management System (EMS) that is based on the ISO 14001:2015 framework. This management system helps enable us to proactively manage and plan for meeting regulatory requirements, while driving continuous improvement.

Closely aligned to the EMS, we constantly look for ways to limit our resource consumption. Specifically, our manufacturing locations

around the world are reducing energy and water usage. A shining example of this commitment is our office in Colombia, which achieved LEED Gold Certification for its updated Research and Development center.

Manufacturing locations in the Griffith Foods' company network are also pushing toward Zero-Waste-to-Landfill. Our commitment to achieve this goal is furthered through partnerships with consultants, local experts, and as importantly, through the participation and contributions of all our employees. This goal is not easy to achieve, but we are working to reduce our waste generation while increasing our recycling and repurposing efforts to deliver on our Zero-Waste-to-Landfill target.

We can drive positive change within the food industry and communities we work with every day. Through strong collaboration, innovative thinking, and participation from all employees, we can constantly improve. We look forward to working with you to find even more ways to “Blend Care and Creativity to Nourish the World.”

Environmental Management System

A cross-functional team led by Steve Soneson, Senior Director of Global Continuous Improvement (GCI) at Griffith Foods Worldwide Inc., has been working with a global team for two years, preparing to implement an Environmental Management System within all Griffith Foods' business units.

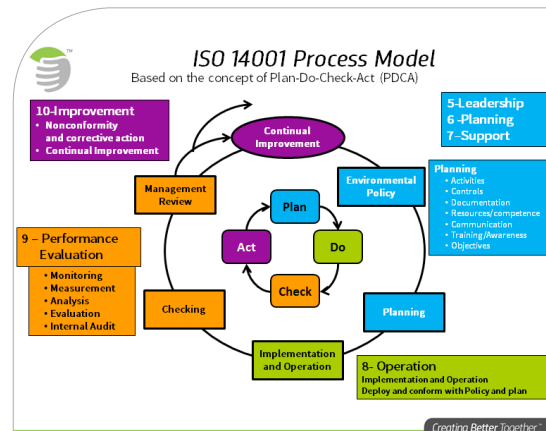
An Environmental Management System (EMS) is integral for managing practices which mitigate environmental impacts and drive continuous improvement, said Soneson.

"With an EMS, we can better anticipate potential issues and negative impacts resulting from our business operations. This helps Griffith proactively create appropriate action plans for how we can respond to an environmental situation, eliminating or minimizing negative outcomes."

Griffith Foods' EMS process is based upon the structure of the International Organization for Standardization (ISO) 14001:2015 standards. ISO is an independent, non-governmental international organization, and a global standard-setting body. ISO 14001 is the international standard that specifies

requirements for an effective EMS by providing a framework an organization can follow.

Griffith Foods' business units EMS process includes proper communication and education to all levels of leadership about the creation of an environmental management system. EMS teams were formed, and a global environmental policy was adopted by each business unit. Currently, Griffith Foods' locations in Medellín, Colombia and Herentals, Belgium are ISO 14001 certified. We plan to increase certified locations.



The policies clearly state senior leadership's commitment to the conservation of Earth's resources, sustainable sourcing of materials, responsible operations of facilities, and mitigating the impact of waste and emissions

upon the environment. Also stated is the commitment to engage all stakeholders in the EMS process, as well as the continuous improvement of responsible stewardship of all entrusted resources.

Local teams are putting the EMS framework into practice by identifying all environmental aspects, which are defined as business activities, products, or services that can interact with the environment. Teams also identify significant environmental aspects. All aspects are logged into a register and used to build objectives, targets, and action plans. "Normal," "abnormal," and "emergency" situations are noted around each aspect, defining specific actions to take in each situation.

All policies, procedures, forms, and the manual will be captured and tracked within our Griffith Management System (GMS); this will be available to all employees who interact with any aspect of the system. The EMS is designed to ensure an appropriate and timely response in the event of an environmental incident.

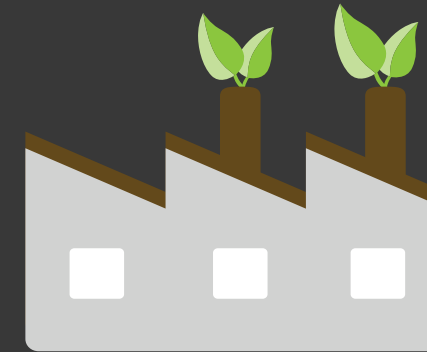


14% IMPROVEMENT in energy usage since our 2014 baseline, as measured in therms

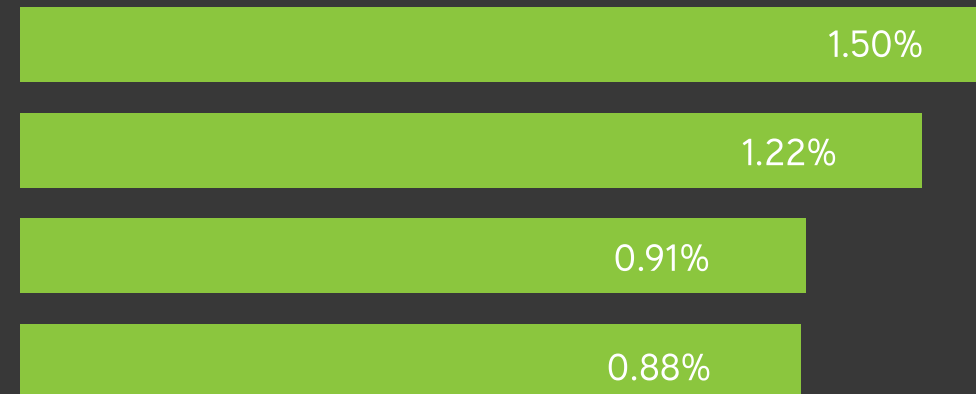


We received **LEED CERTIFICATION** at 3 of our locations around the world

REDUCED overall manufacturing **WASTE-TO-LANDFILL** by **41%** since 2014



SOLID WASTE -to- LANDFILL



Measured in waste-to-landfill intensity: Metric tons of waste-to-landfill against total metric tons of product produced

14% IMPROVEMENT in water usage since 2014



Holistic Approach to Sustainable Sourcing

Griffith Foods is bringing Shared Value to life through sustainable agriculture. Griffith Sustainably Sourced (GSS) is our sustainable sourcing program that creates societal value while generating business benefit through farm-level integration in sourcing spices and herbs.

Shared Value is a management strategy in which companies find business opportunities addressing social problems.

“The relationships with growers in our GSS program benefits all stakeholders,” said Greg Metschke, Griffith Foods’ Vice President – North American Purchasing. “Griffith receives high-quality raw materials from trusted partners for use in our recipes. Farmers experience



Griffith Foods’ first GSS Program was created in Southern India, and has since expanded to several countries.

higher yields, receive community assistance, such as access to health programs, and have a consistent buyer (Griffith Foods). Griffith’s customers have a fully traceable supply chain with high quality, sustainably sourced ingredients.”

Farmers’ participation in this program is entirely voluntary, but they are required to our sustainable sourcing standards to be part of the program. Each local GSS program works with sustainable certification groups, such as Rainforest Alliance and others, depending on the crop and region.

Griffith Foods’ GSS Field Team, which formed to provide on-farm and in-community support, helps farmers meet our standards. For example, the team trains farmers on integrated pest management, soil condition improvement, irrigation techniques, and other principles that drive higher yields.

This scientific approach to agriculture promotes new methods for fighting insects and crop diseases without over-using pesticides. For instance, planting marigolds to deter pests are combined with natural methods to fight fungus.

Other farmers within GSS pilot pheromone insect traps to identify pests that negatively impact fields and insects which help surrounding fields. Field yields have seen a healthy increase year-over-year using these methods, and production costs have gone down.

Training also extends to the growers’ safety. There are times when it is necessary to use GSS-approved pesticides to ensure the productivity of the fields. In these cases, farmers are provided personal protective equipment (PPE) and trained on proper application and storage. The GSS team works with a third-party group to track pesticide usage and verify only approved treatments are used.

Giridhar Rao, Global Director of GSS at Griffith Foods, said strong yields and secure livelihoods are the most effective way to ensure engaged participation by farmers.

“The farmers are focused on feeding their families,” Rao said. “Over the years, we have demonstrated how to improve crop yields while reducing the amount of pesticides used. The positive results become a multiplier effect for the program and increase participation.”

Sustainable sourcing drives positive environmental impact. For example, integrated pest management techniques limit the amount of pesticides and chemicals released into the air and water systems. Our GSS program asks farmers to shred, instead of burn, remaining plant debris after harvest. This decreases carbon emissions and oils released into the air and increases soil quality through natural decomposition. Additionally, responsible water irrigation techniques mitigate soil erosion and runoff into local rivers and streams.

Mobile technology has become an important asset to the GSS Program. Griffith Foods’ onsite GSS Field Team is using mobile apps to track farmers’ yields and pesticide use. All collected data is used for continuous improvement.

Griffith Foods’ Purpose, *We Blend Care and Creativity to Nourish the World*, lies at the intersection of the company’s expertise and the emerging needs of the world. An integrated spices and herbs supply chain enables us to benefit local communities while improving agricultural practices. In turn, we support traceability and highlight provenance of herbs and spices.





= Locations with Rainforest Alliance Certified™ farms



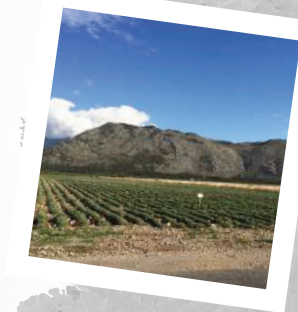
Mexico
Chili Peppers



Costa Rica
Black & White Pepper

Colombia
Raw Cane Sugar

Griffith Foods is partnering with a local agriculture organization in Costa Rica to source Rainforest Alliance Certified Black and White pepper. More than 1,200 farmers and families are involved in the program



Albania
Sage

Turkey
Oregano

Griffith Foods is the first company to source cultivated, Rainforest Alliance Certified sage, and the first to bring Rainforest Alliance certification to Albania.



India
Chili Pepper
Black & White Pepper

Vietnam
Black & White Pepper

Our first GSS Program sourcing almost 2.6 million pounds of IPM chili peppers.

Journey to Zero-Waste-to-Landfill

Griffith Foods Co. Ltd., our business unit in Zhongshan, China set out on their journey to Zero-Waste-to-Landfill in October 2015.

With recycling methods already in place for metals and plastics at the Zhongshan manufacturing plant, the remaining waste was sent to landfill. This presented a significant opportunity for a better, more sustainable solution for disposing materials. Through strong collaboration across multiple departments within the plant, Griffith China collected ideas and formed possible solutions around this issue.

After researching different ways to minimize waste generated, Griffith China partnered with a local group that specializes in creating electricity from incinerating materials.

Implementation and execution of the Zero-Waste-to-Landfill plan was led by: Walt Gou, Director of Manufacturing; Alice Xu, Administration Manager; David Xu, Environment, Health and Safety (EHS) Supervisor; and, Xiongshi Liao, Senior Warehouse Supervisor.

Griffith Foods continues progressing towards Zero-Waste-to-Landfill at all manufacturing



plants. Since 2014, even while increasing production and capacity, we have reduced our waste-to-landfill by 31%.

In addition to the Zhongshan location, we are happy to announce that our plants in Bangalore, India and Bangkok, Thailand are the latest to achieve this goal. In total, nine (9) Griffith Foods', Custom Culinary®'s, and Innova Flavors' manufacturing plants now report as Zero-Waste-to-Landfill.

Griffith Foods is committed to sharing best practices among all manufacturing plants. We are working towards limiting our environmental impact by building the culture and tools necessary for success.



Griffith Foods' manufacturing plant in Zhongshan, China achieved Zero-Waste-to-Landfill

Griffith Foods Colombia Achieves LEED Gold Certification

Griffith Foods S.A.S., our business unit in Colombia, is proud to be one of only 121 LEED Certified buildings in the country. The business was awarded LEED Gold certification in December 2016 by implementing measurable strategies and solutions in their Research and Development Center.

The LEED (Leadership in Energy and Environmental Design) is the most widely used green building rating system in the world. Developed by the U.S. Green Building Council (USGBC), this program strives to create energy and resource-efficient buildings, both home and commercial, that promote healthier, more productive spaces to live and work.



Concept drawing of Griffith Colombia's interior workspace in their new R&D Center

Griffith Foods Colombia focused on sustainable site development, energy savings, and other ergonomic and environmental benefits to meet the Gold certification. For example, over 85% of landfill waste was diverted during construction. All wood used in the project came from responsibly managed forests and is Forest Stewardship Council certified. Additionally, Griffith Colombia's team installed mechanical ventilation systems to efficiently cool spaces in the building.

LEED projects earn points across nine areas related to "green" buildings, such as water efficiency, energy usage, and innovation, among others. Based on the number of points achieved, a project receives one of four LEED rating levels. In this case, Gold is the second highest level with 60-79 points earned.

Griffith Foods achieved LEED Gold certification by partnering with a local consulting firm who specializes in architectural design and sustainable engineering. Ana Maria Restrepo, Research Project Engineer, and Ana Cristina Zuluaga, Research and Development Director, worked closely with the firm to help implement the project.



Griffith Foods Colombia's new Research and Development center is LEED Gold Certified by the US Green Building Council (USGBC)

"We are at the forefront of food companies in Colombia implementing environmental protections and optimal workplace conditions," Restrepo said. "This is greatly valued by customers, suppliers, and the community."

LEED works for buildings at all phases of development, from new construction to existing buildings. Griffith Foods Colombia adjusted the design and features of their existing Research and Development Center for this project. Recently, we built new factories in India and Spain that also achieved LEED Certification.

In addition, Griffith Foods Colombia maintains ISO 14001 certification for the implementation of an environmental management system. The company will continue its work to proactively benefit People, Planet, and Performance.



PERFORMANCE



A Statement From **Drew Bandusky**



**Drew Bandusky, Senior Vice President
Finance**

For almost 100 years, Griffith Foods has served the food industry by responsibly elevating our customers' brands and meeting consumers' needs. We know the industry is evolving. Continued success for Griffith Foods and our customers requires that we proactively plan and adapt.

In 2016, we began a structured Scenario Planning process to understand plausible future scenarios for the industry framed by demographic and macroeconomic factors.

This included ways we can meet existing and emerging needs in the world. Along with our internal teams, we engaged hundreds of stakeholders to gather a diversity of thoughts and opinions. Findings from this process are guiding our strategy, including Performance initiatives, which are designed to enable Griffith Foods to Nourish the World for the next century.

Griffith Foods is focused on creating ingredients and recipes that support Health and Nutrition. Through our Global Innovation Council (GIC) and the Global Culinary Council (GCC), we are working toward driving innovation and creating best-in-class recipes that enable healthier food. These groups, in close collaboration, are looking at new ingredients and processes that can provide customers and consumers with great tasting food that also supports healthy lifestyles.

With the GIC's support, Griffith Foods also launched a program to identify and map possible Shared Value initiatives related to food loss and nutrition. Shared Value is a model in which companies find new business opportunities while addressing societal issues. We are excited about utilizing Shared Value to

identify new high-potential opportunities and avenues to live our Purpose.

Leveraging new food technology is part of Griffith Foods' legacy, and continues to be a company focus. Our teams around the world are looking at alternative proteins, food production systems, and how consumers want their food delivered. Creating the tools and finding new ways to use advancements in technology prepares us for the future.

Griffith Foods has a track record of strong growth over the past several years. Consistent, strong performance allows us to make strategic investments in company assets and our people which supports continued growth and improved performance. New manufacturing plants in Europe, Asia, and South America increase our ability to serve customers; new partnerships enhance our capabilities, competencies, and global presence.

The food industry is evolving. Griffith Foods' intentional and strategic adaptation prepares us for the future.

GIC & GCC:

Leveraging Global Skills for Local Benefit



The Global Culinary Council with our Griffith Sustainably Sourced (GSS) Field Team in India

As a global organization, Griffith Foods brings together experts from multiple disciplines and geographies to explore new ingredients and processes that can help nourish the world.

The Global Innovation Council (GIC) and Global Culinary Council (GCC) are driving collaboration and sharing best practices to support our business units around the world. Both groups combine the unique skills and knowledge of our people with a variety of cultural perspectives. By working together globally, Griffith Foods brings authenticity and innovation to the recipes we create, helping customers quickly adapt to consumer preferences.

In November 2016, the GIC came together for the first time. The team uses a structured approach to provide guidance and direction for the company's innovation priorities.

"We are a cross-functional and global team with representation from every Griffith business unit," said Johan Boot, Vice President of Product Development and Innovation for Griffith Europe who leads the GIC together with Dave Bender, Vice President of Research & Development for Griffith Canada. "Our team composition provides the unique opportunity to accelerate innovation and share it throughout the organization. This enables our business units to

better support our customers and deliver new products to their local markets."

For example, current projects include experimenting with methods to upcycle food loss into ingredients for our recipes. Learnings and results will be cascaded to all local units. The GIC is currently focused on building company offerings and capabilities within Health & Nutrition (H&N). For instance, the GIC is creating a company baseline of current ingredients for health and nutrition, and looking at ways to expand our product portfolio in this area.

"We know customers are looking for ways to bring healthier food to the market without compromising on great taste and texture," Bendersaid. "The GIC is evaluating raw materials and ingredients that bring health benefits into the recipe and improve the well-being of the consumer. There are new, innovative ways to use functional foods that the industry is just beginning to understand."

Culinary, a core capability for Griffith Foods, is instrumental to every stage of product development. Previously known as the Worldwide Culinary Guild, the Global Culinary Council is an active community of chefs working together to foster, grow, and share culinary best practices.

"We have extraordinarily talented chefs with specialties in a wide range of cuisines and technical expertise," shared Mark Serice, member of the GCC and Director of Culinary at Griffith Foods Inc. "Each chef shares their knowledge and skills globally to enable local implementation of best-in-class concepts."

The GCC is growing best practices by focusing on the following: Culinary Ambassadorship; Culinology; Enabling Innovation; Glocalization; and Communication.

Through culinary ambassadorship, the GCC



Members from the Global Innovation Council and the Global Culinary Council participated in joint workshops held in Bangalore and Hyderabad, India

is exploring new ways to strengthen and form strategic partnerships with chefs, customers, and experts in the food industry. Additionally, the Council is working with the company's food scientists to build a training framework that empowers product development teams to blend culinary arts with food science. This knowledge base will extend as the foundation for future culinary internship programs.

Both groups leverage our global internal and external networks to develop better products for our customers. This collaboration prepares Griffith Foods and our partners for future success in the rapidly evolving food industry.



Alternative Proteins Launchpad



Teams from the Alternative Proteins Launchpad event at Griffith Foods' headquarters office

As global populations approach 9 billion, there are not enough natural resources to sustain animal-derived sources of protein. Griffith Foods is seeking ways to meet a growing demand for protein through alternative means.

In October 2017, Griffith Foods Inc., our US business unit, organized and hosted an Alternative Proteins Concept Launchpad event at our office in Alsip, Illinois. The goal of this event was to learn about functional properties, fortification opportunities, and new applications of alternative proteins as a foundation for future product development and commercialization. A majority of concepts focused on plant proteins.

“Plant proteins represent an environmentally-

friendly and more sustainable way to feed the world’s population,” shared Ed Dudley, Director of Technical Innovation at Griffith Foods Inc. “Many plants contain significant quantities of protein. By combining these protein sources, it is possible to provide a complete protein (all required essential amino acids).”

Plant-derived proteins, such as pulses, are plentiful and require significantly less resources per pound produced than animal-derived protein. Pulses are the edible seeds of plants in the legume family, such as dry beans, chickpeas, and lentils.

In fact, the total water footprint of pork is two times larger than that of pulses and four times larger than grains, according to an article published in the journal *Water Resources and Industry*.

For this event, Griffith US’s Health and Nutrition (H&N) Taskforce, who developed the event, defined Alternative Proteins as any protein not derived from animals traditionally bred or caught for consumption. To evaluate what proteins to focus on, the Taskforce performed an opportunity assessment and selected



alternative protein ingredients based on various factors, such as protein value and water solubility.

Event participants split into five teams consisting of members from our four core capabilities: Food Science, Sensory Science, Consumer Insights, and Culinary.

Each team had seven weeks to explore three different alternative protein ingredients, ranging from hemp to spirulina, and present finished concepts for each. Additionally, teams met with the suppliers who provided ingredients to learn more about their capabilities and properties of the raw materials.

Teams collected data and analyzed the ingredients’ functional properties, such as impact on color and flavor to the product, ability to increase protein content, among other factors. Along with the analytical results, teams identified market trends, consumer perceptions, and similar products in the marketplace.

The teams presented their research findings and finished concepts at the event. All attendees

received samples of each concept for tasting.

Launchpad Event participants joined in team building activities, such as cricket protein tastings and a meatless potluck lunch.

After the event, the H&N Taskforce shared the list of alternative protein ingredients with our Global Culinary Council and Global Innovation Council for further review.

This event drove awareness about alternative protein opportunities and broadened our supplier ecosystem, while providing future ingredient application recommendations.

Aníbal De La Cruz, Senior Director of Marketing at Griffith Foods Inc., said alternative protein expertise represents a significant opportunity to positively impact the planet and people.

“Consumer preferences are changing,” De La Cruz said. “People are exploring new sources of protein and ways to add more protein into their diet. Expertise in alternative proteins allows us to cater to the consumer in a more sustainable way. We want to bring cost-effective, flexible options to the market that work with a variety of diets.”

MEATLESS CHICKPEA BITES (CHORIZO FLAVOR)
Firm crunchy coating with a tender interior packed with protein and Chorizo flavor.
These tasty bites are great for consumers interested in snacking, healthy eating and ethnic foods.
11 grams of Protein per serving.

MORINGA MANGO ICE CREAM SANDWICH
This protein packed sandwich includes ice cream made with moringa, pumpkin seed protein, toasted pumpkin seeds and pea protein and the delicious honey cardamom cookie utilizes chickpea and oat flour for an extra healthy boost.
11 grams of Protein per serving.

BREADED TONKATSU-TYPE VEGGIE PATTY
This crispy meatless alternative contains no soy or modified starches and with wheat and lentil flour is a complete protein source.
16 grams of Protein per serving.

PROTEIN PACKED PIZZA DOUGH
Add extra protein to your pizza without meat with this complete protein source.
4 grams of Protein per serving.

Concepts from the Alternative Proteins Launchpad event included snacks, coatings, dough blends, and main dishes

True Foundations Initiative

Through the Wholesome Initiative 2017, Custom Culinary, Inc., a wholly-owned subsidiary of Griffith Foods, is enhancing and improving the company's branded portfolio by delivering authentic flavor while evolving their ingredients. In fact, Custom Culinary® is now the first national manufacturer in the bases segment to eliminate added monosodium glutamate (MSG) from its entire product portfolio.

Information availability is creating a more health-conscious society. Today, 65% of consumers want to recognize every ingredient in their food and beverages, and 60% want a shortened list of ingredients.

To serve this informed-generation of consumers, a company-wide effort was developed with two cross-functional teams to ensure execution at the supply chain and commercial level. This project had two primary goals: first, to clean up the ingredient decks of their existing branded Food Bases Portfolio; and second, to launch a new product line with clean labels.



Mike Rapaport, Senior Manager of Brand Marketing for Custom Culinary® and one of two project managers, said the Wholesome Initiative 2017 enables Custom Culinary® to continue better serving consumers.

“This positions Custom Culinary® as a leader in our product category,” said fellow project manager Joe Beitzel, Director of Brand Marketing for Custom Culinary®. “We have a better understanding of what consumers, and therefore foodservice operators, our customers, will be looking for in the future.”

The Custom Culinary® team's first step was to “clean-up” ingredients in their existing portfolio, including eliminating MSG, and removing allergens, artificial colors, and modified starches.

In some cases, renovating existing recipes and maintaining Custom Culinary®'s high standards for taste and functionality was not possible; in these cases, the difficult choice was made to discontinue these bases.

“We sent over 125 customer-specific letters notifying them of the change,” Beitzel said. “We wanted our customers to be aware of the product

evolution and that we made the transition as beneficial as possible.”

The second part of the initiative focused on product innovation with the launch of a new line of clean label bases called True Foundations®. This line was designed to meet the demands created by “no-no lists” from restaurant chains, grocery chains, and other manufacturers.

“No-no lists” are lists of ingredients that companies specifically request are not included in their products, such as MSG.

Custom Culinary® branded their four top selling bases for the True Foundations product line: Chicken, Beef, Roasted Vegetable, and Clam.

The new True Foundation® bases contain just five ingredients, or only use ingredients well-recognized by consumers. Also, the bases do not have artificial colors, the eight major food allergens, and modified starches or other similar ingredients. They are all tested gluten-free.

Lean more about Custom Culinary®'s True Foundation® bases here: [Gold Label True Foundations™ on Vimeo.](#)

Griffith Foods Expands Partner Ecosystem with Hatchery Collaboration

Griffith Foods Inc., our US business unit, kicked-off a five-year innovation partnership with The Hatchery Chicago, a food business incubator located in the Garfield Park neighborhood, on October 24, 2017.

The Hatchery is a joint venture between three prominent Chicago non-profits: Accion Chicago, the largest nationwide non-profit lending network in the United States; Industrial Council of Nearwest Chicago (ICNC), a business advocate and incubator in Chicago; and IFF, a community development financial institution. They will meet three major areas of need for food and beverage entrepreneurs: access to production space, financing, and resources.

The Hatchery Chicago estimates that 900 jobs will be created over the next five years, with space for 75 to 100 entrepreneurs in their new facility.

Griffith Foods' partnership with the food incubator brings a Shared Value approach into action - positively impacting the organization, the community, and innovative entrepreneurs, according to Brian Griffith, fourth-generation Executive Chairman of Griffith Foods.

“As a Purpose-driven organization, we are focused on blending our unique skills, core capabilities, and global reach with innovative thinkers and doers in the food industry to find solutions to nourish a growing world,” Griffith said. “I am confident this partnership will bring new ways for us to live our Purpose – to help us Blend Care and Creativity to Nourish the World.”

Griffith Foods will leverage its core capabilities of Food Science, Sensory Science, Consumer Insight, and Culinary Expertise as a primary partner for food ingredient application and development. Griffith US will provide an expert-in-residence and a cross-functional leadership team to assist entrepreneurs.

The company will also serve as a customer to food start-ups based in the Hatchery.

The new partnership with The Hatchery provides opportunities to accelerate innovation, impacting the entire industry, said TC Chatterjee, Griffith Foods' CEO.

“The food industry is constantly evolving, and changes are happening faster now than ever before,” Chatterjee said. “No single organization

can achieve all that is needed, so building the right partnerships, like with The Hatchery's entrepreneurs, will elevate our ability to develop new products and solutions that consumers will want and need in the future.”

Griffith Foods' partnership agreement also includes a yearly internship program, educational sessions by Griffith Foods' employee experts, and other opportunities to share and grow insights.



Brian Griffith participated in the ground-breaking ceremony of the Hatchery Chicago, also attended by City of Chicago Mayor Rahm Emanuel

Doing Well by Doing Good

We Blend Care and Creativity to Nourish the World.

At its core, Griffith Foods' Purpose calls us to utilize what we are good at [blending care and creativity] to create sustainable impact [nourish] in the world. One way to bring this to life is by working together to sustainably feed a growing population in healthier and more innovative ways. In other words, do well as a business by driving positive impact for people and in our communities.

The concept of creating Shared Value enables this effectively. There are three primary methods of creating Shared Value: by reconceiving products and markets; by redefining productivity in the value chain; and, by enabling local cluster development.

Brian Griffith, Executive Chairman of Griffith Foods, said the company can serve as a vehicle for greater good by utilizing its skills and resources.

"It takes more than hope and ideals to drive real, positive impact in the world," Griffith said. "Just as we established a form and structure around Sustainability, we would like to

proactively identify and execute Shared Value opportunities to leverage our resources and business opportunities to meet social needs."

Griffith Foods is building the necessary capabilities to translate this concept into successful company initiatives. Through a partnership with FSG, a mission-driven non-profit consulting firm, Griffith Foods hosted a Shared Value internship in summer 2016. The intern team researched ways to convert food loss materials into healthy and nutritious products by transforming traditional supply chains.

Meghan Gleason, a member of the intern cohort now working in the agriculture industry, reflected on how the experience affected her career and lifestyle.

"As an agriculturalist, the concept of nourishing the world was one that I could stand behind," Gleason commented. "My roles during the Shared Value internship shaped the way I view sustainability. Griffith's multifaceted approach to sustainability, and its realistic and achievable impact through three distinct pillars, helps me frame my own potential contribution to a sustainable future in food."



Griffith Foods has also launched commercial initiatives to test Shared Value product opportunities. For example, Griffith Foods S.A. de C.V., our business unit in Mexico, is currently engaged in a Shared Value initiative with CONACCA, a national vegetable wholesaler association in Mexico.

"Twenty-five to 30% of all vegetables in Mexico never make it to the consumer or are wasted," said Jorge Landois, Griffith Foods Mexico's Vice President of Innovation. "Working with CONACCA, we have found that up to 100 tons per month can be reclaimed and converted into nutritious food."

Griffith Foods began acquiring vegetables that were taken off store shelves due to the arrival of fresher shipments. Leveraging our core capabilities, the company converted these vegetables into a nutritionally-fortified soup.

The soup, which is competitively priced to other staple and cost-effective foods, is made for high-need, low-income populations. The product addresses typical nutrition deficiencies in the local population: one serving of the vegetable soup contains 100% of an individual's daily recommended zinc and 50% daily recommended iron. Griffith Foods is partnering with the local government, food banks, non governmental organizations (NGOs), and traditional stores to explore ways to bring the affordable soup to market.

Griffith Sustainably Sourced (GSS) is the company's most mature Shared Value initiative. More information on GSS can be found on page 22 of this report.

As a food company, we are called to Nourish the World, and remain committed to positively impacting people, the planet we share, and to the sustainable performance of our business.





Griffith Foods Canada Serves Up “Pixels to Plate”

At Griffith Foods Limited, our business unit in Toronto, a cross-functional team is investigating an emerging technology that could revolutionize personalized food delivery and nutrition. The team installed and is testing a three-dimensional (3D) printer in their Food Forward™ kitchen.

3D food printing produces custom-designed food objects automatically, layer-by-layer. According to Jamshid Rahimi, Product Innovation and Process Engineering Scientist at Griffith Foods Canada, 3D printing can change the way we eat by enhancing the nutritional value and eating experience, as well as improving the accessibility of healthy foods in underserved areas of the world.

“There are challenges that the food industry must overcome before the technology goes mainstream,” said Rahimi. “These challenges present a great opportunity for Griffith, with our ingredient and processing expertise, to get in early.”

Some experts believe that 3D printers could help deliver renewable sources of protein and antioxidants, such as algae and insect protein,

in a consumer-friendly way.

Personalized nutrition is another possibility for this technology, allowing for delivery of exact doses of vitamins and supplements, specific caloric requirements, or even medication, said Eugene Lee, Global Brand Communications Specialist.

“3D food printing is a stepping stone to every Star Trek fan’s fantasy...replicators. The technology is still in its infancy, but we jumped from cable modem internet to LTE and Wi-Fi, and from those old brick phones to fullscreen mini marvels,” said Lee. “I can only imagine what the next decade will bring, but I’m hoping I’ll be able to ask the replicator for a burger and have it ‘replicate’ with no lag.”



The team is very excited to work with such a modern concept, said Carlo Magnani, Senior Scientist at Griffith Canada.



“It took some testing and failure to become confident with such a new approach to food making, but we see a lot of opportunities for our company to play the role of protagonist in this very new field,” said Magnani.

Griffith Canada’s 3D printing team’s next steps include understanding the market opportunity, how the new technology fits with Griffith Foods’ Purpose-driven strategy, experimenting with ingredients, and providing direction for future investment in resources and equipment.

Chef Ryan Flick, Research Chef, provides a culinary perspective.

“As 3D printing gains momentum in the manufacturing industry, it will also be important to consider the future in foodservice and home applications,” Flick said. “Consumers continue to trend towards healthy convenience. Griffith can leverage this technology to provide quick, flavorful, and nutritional meal options.”

AWARDS



Recognized for Sustainability Efforts

Over the last two years, Griffith Foods' business units received awards for sustainability achievements around the world. These awards celebrated our service to customers, initiatives supporting our communities, and projects that drive positive environmental action.

Here are a just a few examples of recognition for our commitment to People, Planet, and Performance.

Top Employer Awards in Canada



2017 was a successful year for Griffith Foods Limited, our business unit in Canada. Griffith Foods Canada was recognized as one of Greater Toronto's Top Employers and one of Canada's Greenest Employers. This is the second consecutive year Griffith Canada achieved the prestigious awards, which are both administered by Canada's Top 100 Employers, an editorial competition through the Globe and Mail, the most-circulated newspaper in Greater Canada.



Canada's Greenest Employers award recognizes employers for their environmental leadership, development of earth-friendly initiatives, and environmental awareness in their organizations. Griffith Foods' highlights include:

- Aggressive Waste Reduction
- Sustainable Sourcing
- Sustainability Committee
- Green Community Initiatives



Paul Huebener accepted the Keystar Award on Griffith Foods' behalf

2017 KEYSTAR

Supplier Sustainability Awards

At the 2017 KEYSTAR Supplier Sustainability Awards Program by Keystone Foods, Griffith Foods took first place in the Creating Shared Value category and second place in the Contributing to Communities category. This was Griffith Foods' fourth consecutive year receiving awards and the first time to receive multiple awards within a year.

In the Shared Value category, Griffith Foods was recognized for initiatives in Mexico, specifically, creating nutritionally fortified soup made from excess vegetables. This product has helped feed and nourish those in need, while improving social conditions and creating economic value in local communities.

In the Contributing to Communities category,

Griffith Foods received recognition for our partnership with the Outreach Program, a non-profit that organizes food packaging events in the US. Together, we organized a 15-hour packaging session with employees from the manufacturing plant and office who volunteered their time to package simple, nutritious meals. Griffith Foods donated packaged food to employee-selected charities.



Illinois Governor's Award

For the second year in a row, Griffith Foods Inc., our business unit based in Alsip, Illinois, received the Illinois Governor's Sustainability Award in 2016. The award is presented by the Illinois Sustainable Technology Center (ISTC), a division of the Prairie Research Institute at the University of Illinois in Urbana-Champaign. ISTC presents this award to organizations in the state of Illinois that demonstrate a commitment to sustaining environmental and economic health.

Griffith Foods US received the award due to many factors, including a thorough sustainability strategy, recycling efforts, implementation

of an Environmental Management System, community engagement, among others.

Christine Carr, General Manager – Vice President at Griffith Foods Inc., said the award is a testament to the ongoing effort the business unit places on sustainability.

“We are deeply honored to have received this award for the second time,” Carr said. “Our commitment to living our Purpose, in part by executing on our Sustainability Platform, provides numerous opportunities for individuals to really engage with the business.

We are excited to continue driving positive impact through our partnerships and activities aligned with People, Planet, and Performance.”



2017 KFC Asia Supplier of the Year

In 2017, Griffith Foods Ltd., our business unit in Southeast Asia, was honored by YUM! Brands as the KFC Asia Supplier of the Year. The award recognizes Griffith Southeast Asia for their dedication to constantly meet KFC Asia's goals and persistence to deliver results. Specifically, KFC acknowledged Griffith Foods' close partnership with each other, cross-

functional collaboration, and commitment to innovation, while maintaining the highest standards for quality and safety. Griffith Foods works closely with all customers to develop a true understanding of our partners' businesses. These relationships lead to stronger brands and mutual success.

Measuring our Performance, Focused on People

In October 2017, Griffith Foods Europe received the Investors in People (IIP) accreditation at the Silver level, a reflection of all our business units in Europe.

Originating in the United Kingdom, this accreditation is now internationally recognized across 75 countries and held by over 14,000 businesses.

Investors in People created a framework focused on people practices they consistently find in high-performing organizations. By using nine indicators that signal alignment between people and the organization's goals, such as "living the organizations values and behaviors" and "recognizing and rewarding performance," IIP benchmarks the effectiveness of leadership and management practices. Each indicator is evaluated at one of four stages: Developed, Advanced, Established or High Performing.

IIP utilizes four steps to achieve this accreditation. In the first step, Discovery, Griffith Foods learned more about the Investors in People framework and methodology. We also

took part in a self-assessment to evaluate our current state against IIP standards. From here, we were appointed an Investors in People assessor to discuss our goals and learn more about the organization.

Next, all employees at every level and function within Griffith Foods Europe had the opportunity to get involved and share their opinion through an online assessment. This was followed by interviews with 50 randomly-selected employees to help identify common themes and gain a better understanding of strengths and opportunities for improvement.

Finally, Griffith Foods received an "Accreditation Report" and an Investors in People Silver Certification. This certification denotes that all nine indicators were identified as "Developed," and seven of the nine were considered "Established." The report also provided recommendations to reach higher levels of certification.

Joanne Smith, Griffith Foods' Human Resources Director in Europe, said the process is

supporting Griffith Foods' focus on continuous improvement.

"At the end of the assessment we had a feedback session with the assessor to review our results and gather recommendations for future improvements," Smith said. "We will continue to work on this and gain further insights from Investors in People on best practices in people management. Our aspiration is to work on the areas identified for improvement."

The accreditation is valid for two years, at which time we will be reassessed.

We are leveraging our knowledge from this process to implement a global project, sharing best practices and to achieve this accreditation at our other business units around the world.



2018 PRIORITIES

Griffith Foods has ongoing activities across People, Planet, and Performance. We concentrate efforts in initiatives that are most material to the business. Yearly, selected focus areas align with company strategy, and those where we can drive the most positive impact.



PEOPLE

- Employee Safety
- Engaged Employees
- Talent Development
- Community Involvement



PLANET

Sustainable Sourcing



PERFORMANCE

Health & Nutrition
Risk Management



Where We Are

Americas

Manufacturing Locations

- Alsip, IL, US (Headquarters)
- Chicago, IL, US
- Lithonia, GA, US
- Avon, OH, US
- Oswego, IL, US
- Atitalaquia, Mexico
- Monterrey, Mexico
- Toronto, Canada
- Medellín, Colombia
- São Paulo, Brazil
- San José, Costa Rica

Europe

Manufacturing Locations

- Herentals, Belgium
- Valls, Spain
- Somercotes, UK

Sales Office Locations

- Münster, Germany
- Milan, Italy
- Paris, France

Asia Pacific

Manufacturing Locations

- Zhongshan, China
- Qingdao, China
- Bangkok, Thailand
- Bangalore, India
- Shizuoka, Japan
- West Java, Indonesia
- Melbourne, Australia

Sales Office Locations

- Hong Kong
- Shanghai, China
- Tokyo, Japan
- Dubai, United Arab Emirates

Africa

Manufacturing Locations

- Midrand, South Africa

The Best is Yet To Come

– Dean L. Griffith





People



Planet



Performance