



STRIVING FOR BETTER

2015 SUSTAINABILITY REPORT



In Loving Memory of
Dean Griffith



December 2, 1926 - March 7, 2016

A Visionary Spirit

Dean grew up in the Beverly neighborhood of Chicago near Griffith's first facility on 37th Street in Chicago. Throughout his childhood, he learned from his father and grandfather the value of integrity, caring for people and a passion for developing solutions. After serving in the United States Army, Dean attended Northwestern University where he met his future wife, Lois. In 1950, he graduated with a degree in Business Administration, married Lois and began his career with Griffith Foods, then known as Griffith Laboratories, eventually becoming the third-generation Griffith family member to lead the company.

For sixty-six years, Dean worked at Griffith Laboratories, a company founded in 1919, serving the food industry with a unique blend of innovation and expertise. Throughout his tenure with the organization, Dean crafted a dual legacy of international growth blended with the commitment of "doing well by doing good." When the company entered a new international market, focus was placed on generating profit and helping employees and the community. Now with a presence in over 30 countries, these core values continue to guide Brian Griffith, Dean's son and the organization's fourth-generation Chairman of the Board. Griffith Foods' Sustainability Platform, of People, Planet and

Performance, reinforces the family's passion for serving as a vehicle for greater good.

Dean's character and leadership was illustrated through his understanding of the necessity of evolution. In his 2006 memoir, *The Griffith Story: Memories, Reflections, Visions*, Dean stated:

"Just as transformation occurs in nature, it also occurs in business. Knowledge from the past is recycled and transformed by the demands of new situations. The changes occurring in today's world affect every aspect of business, so it is crucial that we continually transform ourselves."

On October 15, 2015, Dean and Lois joined Brian to usher in the next phase of Griffith's evolution, introducing Griffith Laboratories' transformation to Griffith Foods.

Dean's life has been characterized by a constant desire to experience and embrace others' cultures and an unending generosity to those in need. His leadership will always inspire us as an organization, as we continue to believe what Dean always said: "The best is yet to come."

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A Statement From Brian Griffith



Brian L. Griffith, Chairman of the Board

What are we trying to achieve as a company? What is our Purpose as an organization? Why are we here?

Dean, Lois and I contemplated these questions many times during conversations about future opportunities of the business and our triple-bottom-line Sustainability Platform. Understanding that who we are and what we do is driven by something greater, we sought to articulate what is truly distinct and authentic to us at Griffith:

We Blend Care and Creativity to Nourish the World.

This is our Purpose. It was defined through the collaboration of hundreds of employees and illustrates why we exist as a company. Together, we strive to fulfill our Purpose by blending care – for our partners, our communities and the planet – with the creativity necessary to develop solutions that meet the needs of the changing world.

Griffith's Values and Sustainability Platform demonstrate how we behave, and together with our brand, define who we are. Sustainability ensures that what we do to succeed leads to the responsible growth of our customers' and Griffith's business. These are outcomes of our Purpose and components which drive Griffith's long-held commitment to People, Planet and Performance.

I am pleased to report on the progress we made in 2015 with our second annual Sustainability report: *Striving for Better*. Driven by Purpose, our Sustainability Platform has provided direction and structure to meeting our goals throughout

the entire year. Among many other initiatives, we continued the fight against hunger, enjoyed the success of facilities becoming certified as Zero-Waste-to-Landfill, and created the process to turn risk into opportunity. In this report, you can read more about all of these projects, as well as stories about colleagues across the company supporting our shared desire to live our Purpose.

In 2015, Purpose and Sustainability guided our transformation to Griffith Foods. In the coming years, Purpose will continue to guide our actions as we strive to better meet the needs of the market, and to better serve the needs of our People, the Planet and of our Performance as a successful business.

Thank you for all that you have done to support Griffith Foods' Sustainability Platform. Let's continue Creating Better Together.



“We Blend Care & Creativity to Nourish the World”

Over 300 employees from all business units, along with experts, customers, partners and others participated in the process of articulating our Purpose to ensure we never lose focus on what’s truly important. Just as it has in the past, our Purpose will continue to guide us as we evolve to better meet the needs of the market, better serve the needs of our People and Planet, and continue our Performance as a successful business. Every Griffith employee plays an important role in living our Purpose and making us successful.



Growth through Purpose

Our founders blended their unique strengths to start Griffith, 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 boardroom 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 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 mean 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.



STRIVING FOR BETTER

Griffith Foods’ Sustainability Platform is founded on caring for our communities in which we do business, driving responsible environmental action, and operating ethically and strategically to promote long-term sustainability of our Company and the world. We are guided by our Purpose and an uncompromising respect for our employees, customers, communities, suppliers and business partners.



PEOPLE

Our culture is built 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 four continents, we understand the importance of being good stewards to our shared planet. Griffith is committed to the responsible administration of the Earth’s resources.



PERFORMANCE

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

Griffith's Values

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



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.



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



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.



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.



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



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.

2015 Priorities

Griffith structures initiatives and priorities within the 18 subcategories currently identified in our Sustainability Framework. Each category of People, Planet and Performance contains six subcategories. In 2015, we utilized a materiality analysis, including our potential for positive impact and related issues to internal and external stakeholders, to select priority subcategories, which include:

PEOPLE: Employee Safety; Engaged Employees; Community Involvement

PLANET: Sustainable Sourcing

PERFORMANCE: Wholesome, Innovative Products; Risk Management

Updates and examples on all of these priorities can be found in the People, Planet and Performance sections of this report.

Throughout 2015, Griffith Foods concentrated on building upon the 2014 successful foundation. We engaged external experts to validate our Sustainability Platform, and evaluated our initiatives against our customers' and partners' priorities. Griffith will continue working with external experts to bring valuable insights and available knowledge to help improve our Sustainability impact.

PEOPLE



A Statement From **Stephen Lee**



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

2015 marked another year of progress in all aspects of People Sustainability.

Toward our goal of continuous improvement in the engagement of our workforce, we continued to seek the feedback of our employees and their ideas to make Griffith Foods a better place to work, executing action plans across our operations worldwide. New initiatives in the area of employee and family wellness reflected our consistent focus on promoting the well-being of our people and their families. During

the year, we also initiated projects focusing on WorkFlex – an exploration of more flexible ways of working to enhance both work/life balance and employee productivity – and on Griffith Gold Standard Onboarding, a global project to create best-in-class processes for accelerating engagement of new and newly-promoted employees.

In employee safety, we began work on a worldwide ergonomics project to reduce the risks of lifting and handling in our manufacturing processes – another step towards creating and supporting a health & safety culture.

2015 saw major developments in the category of talent acquisition, retention and development. We introduced Talking Talent® and Talking Development®, a proprietary process to assess performance, leadership potential and readiness for enhanced responsibility and to enable differentiated development planning. Beginning with our top three organizational layers in 2015, we plan to cascade the process during 2016.

Also in 2015, our focus on maintaining ethical employment continued in the launch of our

Code of Ethics & Business Conduct globally, an umbrella policy reflecting our long-standing commitment to operating lawfully and with the highest standards of social responsibility.

Community involvement continued to expand in all Griffith operations worldwide in 2015. Our Produce for Hunger event in October 2015 involved every unit across the Griffith world and produced almost 3 million meal servings to feed the hungry, twice the prior year's production. A number of Griffith companies expanded and energized their charitable giving teams. And everywhere in the company, volunteerism efforts continued to grow, increasing our ability to positively impact our shared communities.

We thank everyone – customers, suppliers, partners, employees and their families, and other stakeholders – for supporting the sustainable growth of our people and the communities we touched in 2015. We look forward to your continuing engagement in 2016.

2015 Priorities

Employee Safety
Engaged Employees
Community Involvement

Engaged Employees

People are the source of Griffith's capabilities and expertise, and build the relationships our customers depend on for success. To foster our colleagues' growth professionally, increase our capabilities and further relationships with partners, Griffith identified Engaged Employees as a focus area in 2015.

Employee engagement is the extent to which



employees understand and support the goals of the business, including their own development. To measure engagement among employees, we work with the National Business Research Institute (NBRI) to conduct anonymous surveys at all of the company's facilities. Surveys are given at each location every other year to benchmark improvement.

Steve Lee, Senior Vice President of Global Human Resources, said these methods of

measuring employee engagement are critical to the organization's health.

"Globally, we implement a wide range of initiatives to support our goal of more engaged employees," Lee said. "Surveys are a critical measure of their impact and success. Most important, the survey results tell us where we have to work harder and get better in response to messages from our people."

Survey results include department and business unit information and are used to create local action plans. For example, some business units create focus groups or task forces to better understand the details of employee sentiment and improve engagement among employees.

Furthermore, NBRI provides algorithms to identify the root cause of engagement issues. This allows Griffith to target specific areas of improvement that result in the biggest impact for employees and the company.

NBRI Surveys are deployed at all units except in the United States. At Griffith US, the organization works with Workplace Dynamics, a US-based company focused on organizational



health, including employee feedback and improvement solutions.

Workplace Dynamics survey results are utilized in the Top 100 workplace program. In partnership with major regional journalism publications, Top 100 is a list of the highest rated workplaces in several regions across the country. Questions on these surveys are similar to NBRI's, but lack the ability to customize.

Lee commented that Griffith Foods remains committed to increasing employee engagement and measuring the company's improvement against that promise.

"We need to listen to the voices of our people to understand how we can continue to earn their commitment and loyalty. Surveys allow our people to speak from a safe place. They are critical to our goal of engaged employees worldwide"



Partnering to Enable Education

The Griffith Library Project

Griffith Foods (China) Ltd. understands the importance of nourishing the world, not only through the food they produce, but through the activities and opportunities they create for the citizens of their community.

In October 2015, Griffith Foods partnered with The Library Project, a registered 501(c)3 nonprofit organization based in the United States, and the China Population Welfare Foundation, to donate everything needed for a library at a rural primary school in China.

Griffith China worked with Bai Shui Elementary school, located in Huaiji County in Guangdong Province, about 250 kilometers northwest of our facility in Zhongshan. The school serves 115 children from kindergarten through sixth grade.

The Charity Committee at Griffith Foods China believes that education is the key motivator to break the cycle of poverty that exists in the developing world.

“Many grains of sand piled up will make a pagoda,” the Charity Committee said in a statement. “Through the Griffith Library Project, we believe we can inspire and support people

through education. Education makes the world more sustainable, and a sustainable world makes all of our futures better.”

For this project, Griffith donated 1,000 children’s books, five bookshelves, three round tables, 15 child-size chairs, two rectangle tables, 12 adult chairs, one globe, two artwork packages, a CD player, 1,000 checkout cards, training materials and a comprehensive librarian training course.

The donated books included a range of topics and categories, such as history, science, dictionaries and encyclopedias, to fairy tales, comic books and short stories. Along with the contributions of the materials, Griffith employees from multiple departments volunteered their time to read and play with the children, as well as supported stocking the library.

Griffith China has been working with the Library Project since 2012 when they donated their first library to Da Pi Elementary School. The Bai Shui project marks the seventh library donated in the Guangdong and Shaanxi Provinces. These donations have benefited almost 1,400 children in rural China.





Walking For Those In Need

Griffith Foods Inc., our business group in the United States, has partnered with the Greater Chicago Food Depository and the Atlanta Community Food Bank for several years, providing monetary and food donations to both organizations.

Over the past two years, Griffith employees have come together to show support in another way – by walking in both food bank organizations’ Hunger Walks.

In Chicago, 166 employees from Griffith Foods, Custom Culinary® and Innova®Flavors walked in

the 30th Annual 5k event on June 20, 2015. The group met outside of Soldier Field, and along with thousands of other participants from the Greater Chicago area, walked the lakefront of Lake Michigan in support of the fight to end hunger.

Reggie Plummer, Griffith Foods’ Warehouse and Sanitation Superintendent, chaired this year’s event for Griffith, and said the group was able to rally a large group of volunteers.

“Of all the corporate sponsors of the Hunger Walk in Chicago, we had the most participation,”

Plummer said. “We have set the gold standard for the participant recruiting process. I’m looking forward to what we can do next year.”

Following Plummer’s role chairing the event, the Greater Chicago Food Depository invited him to become an associate volunteer board member for the organization, which he happily accepted.

Kelly Klein, Director of Corporate and Foundation Relations with the Greater Chicago Food Depository, said Griffith has contributed to the Food Depository in many ways.



“Griffith has made a tremendous impact on the Food Depository through product donation, volunteer support, Hunger Walk engagement, food drives and financial support,” Klein said. “The food depository is deeply grateful for the generous support from Griffith Foods and its employees.”

In addition to the Hunger Walk, we have recently supported the Greater Chicago Food Depository with pancake mix donations, support for the Food Depository’s workforce development program training unemployed and underemployed adults to help gain employment in the food industry, and packing events.

Griffith Foods employees in Lithonia, Georgia, located 20 miles east of Atlanta, also rallied to support the 31st Annual Hunger Walk at Turner Field in Atlanta on March 15, 2015.

Our Lithonia team brought 33 employees and contributed more than \$5,000, according to Nicole Lamar, Senior Human Resources Generalist at Griffith Foods Inc. in Lithonia.

“The entire experience with the Atlanta Community Food Bank has been wonderful. This organization was the right choice to formally begin our facility-wide community involvement endeavors,” Lamar said. “Many of us never consider what our lives would be like if we had to endure food insecurity. It opened our eyes to the need and opened our hearts to doing what we could to make a difference.”

Both food banks are members of Feeding America, a network of over 200 food banks across the United States who share a mission to feed America’s hungry and engage the country in the fight to end hunger.



The CENAM Emergency Brigade

Our manufacturing plant in Central America (CENAM), which is located in San Jose, Costa Rica, has established a group of 17 employees and two trainers known as the Emergency Brigade to serve as first responders in case of emergencies.

The Brigade meets every month to attend special safety trainings, each lasting about six hours. Trainings are facilitated by partner groups, such as the Fire Department of Costa Rica, and include topics such as first aid, firefighting and victim assistance.

Adriana Sagot, Griffith Foods' Human Resources Manager in Costa Rica, said the team is recognized for their commitment to the safety of their colleagues.

"We are very proud of our Brigade in Costa Rica," Sagot said. "Everyone at our facility knows they bring a great value to Griffith Foods through their dedication to all employees. They are our safety guards!"

Each member of the team has the capabilities to assist in an almost any accident or incident in the plant. Members of the Brigade also wear red shirts in the manufacturing facility to be easily identified in case of an accident or incident.



Helping Everyone Give Back To The Community

Community Involvement Committees were included in Griffith Foods' local 2016 Operating Plans and have now been established at every business unit.

The Community Involvement Committees are funded locally as a percentage of each unit's profit, and supported initiatives are decided upon by the committee. The team considers the organization's history, reputation and potential to positively impact the community when making decisions.

Activities have included partnering with government and non-government agencies for environmental projects, such as planting trees and cleaning community spaces, sponsoring groups fighting cancer, and assisting those with disabilities. Committees have also supported events linked with our Produce for Hunger initiative, such as food packing days and food drives.

Committees include employees from all functions and levels of the organization. In most locations, they are managed by Human Resources team members due to their experience in understanding the connections with organizations.

Griffith is proud to provide the necessary resources for our employees to positively impact our neighbors. We will continue these initiatives in the years to come.

Ensuring the health and safety of Griffith employees is embedded in the core values of the organization. Starting in 2012, Griffith Foods assigned Jim Swanson the task of implementing a global safety system. As part of that assignment, Swanson leads the Griffith Global Steering Committee, supports the Regional Executive Safety Committees, conducts safety audits, develops global initiatives and mentors the safety leaders who drive results at their respective facilities.

In 2015, continuing to build on initiatives from the previous year, we concentrated on ergonomics as a method to ensure the health and wellbeing of manufacturing employees. Last year, we began a partnership with Humantech®, a company dedicated to improving the lives of employees and workforce performance through the science of ergonomics.

Humantech attended Griffith's Global Safety Conference in 2015 and led a class for 23 Griffith leaders from our plants and labs, as well as senior management from around the world. The class discussed topics such as tools for identifying ergonomic risk, best practices and ergonomic design guidelines.

Building a Health & Safety Culture

In order to maintain a high standard for employee safety, Griffith fosters a global safety culture in the company, according to Jim Swanson, the U.S. Director of Safety and Security.

"Safety culture starts with getting all employees to participate in the process, and demonstrating our leadership's commitment," Swanson said. "By addressing safety in all forms, including in the plant, lab or the office, it helps us all be more proactive and lower our risk."

In addition to ergonomics, the company has focused on mixer safety, dust explosion prevention and lockout-tagout procedures (featured in the 2014 Sustainability Report). For instance, operators have been trained to follow 100% use of Personal Protective Equipment (PPE) and 100% application of Lockout-Tagout.

"By asking our operators to focus on those specific actions, we achieve impactful goals and really drive toward building our safety culture," Swanson commented.

In further support, Griffith Foods held global safety conferences in February 2016; these

conferences are also planned for future years, and include education on safety best practices, including ergonomic topics like proper lifting.

We have strengthened global safety by hiring Safety Managers around the world and developed existing safety coordinators. Additionally, regional safety awards and "encouraging safety" talks at the beginning of work shifts reinforce the importance of a global safety culture.



Griffith Brazil stretches and warms-up before beginning their shift.



World Food Day is an annual day of action against hunger. It was first established in 1979, celebrating the creation of the Food & Agriculture Organization of the United Nations (FAO) on October 16, 1945 in Quebec, Canada.



1 in 9 worldwide live with chronic hunger.

GRIFFITH HAS DONATED 4.1 MILLION MEALS SINCE 2014!

Combating Hunger 2015 Produce for Hunger

On October 16, 2015, Griffith Foods once again celebrated World Food Day with an initiative to combat hunger through its annual Produce for Hunger event.

During this year's Produce for Hunger, 19 Griffith Foods, Custom Culinary® and Innova facilities in 13 countries successfully produced and distributed 140,534 kilograms (309,824 lbs) of food. This was equivalent to more than 2,917,000 servings provided for the hungry around the world.

This year's product production and donation far exceeded the 2014 Produce for Hunger results; in fact, in 2015, both kilograms produced and meal servings distributed were more than 200% over the 2014 totals.

The significant donation increase was made possible through strong collaboration across all Griffith facilities, according to John McCarville, Senior Vice President of Supply Chain and Information Technology.

"Our locations around the world were eager to achieve success in 2015 by doubling the amount of meal servings over last year," McCarville said.



"This was enabled by a clear goal, supported by strong planning and an integrated approach with our vendors."

To help meet the strong 2015 goals, more than 75 suppliers were involved in production. From those, over 25 donated or reduced the cost of their materials to help Griffith make the most impact.

The food was distributed to more than 20 food banks, charities, communities and other non-governmental charitable organizations. This year's donations included: pancake mix; rice-based meals, such as rice pilaf; high-nutritional porridge; soups and chili; sauces, dressings and gravies; and, nutritional milk shakes, among



others. To truly capture the spirit of World Food Day, our employees did more than just produce and distribute food donations – they engaged with the community to increase their impact. For instance, at Griffith Belgium's location, more than 20 volunteers representing almost every department volunteered after-hours to pack 1,000 kilograms of soup mix. In Spain, families of Griffith employees visited the



facility in Puigpelat on Saturday, October 17 to pack donations while their children enjoyed fun activities.

Innova employees also participated in the community by volunteering with the Greater Chicago Food Depository for the day. In Thailand, employees served meals to the hungry and disadvantaged members of the community. These are just a few of the many ways Griffith employees from around the world provided their time and talent to organizations on World Food Day.





Responding to a Community in Need

Chennai Flood Relief Operations

On December 1, 2015, rain began to fall in Chennai, India, the capital city of Tamil Nadu, situated on the Coromandel Coast on the Bay of Bengal about 350 kilometers east of Bangalore. By December 2, the city was inundated with more than 300 millimeters (11.8 inches) of accumulated rainfall.

The torrential rain was the worst seen in the region in over 100 years and was compounded by an abnormal amount of precipitation throughout November. More than 1.8 million people were displaced by the flooding, and according to the Times of India, the third-largest newspaper in the nation, Tamil Nadu state police estimated rain-related casualties exceeded 450 by December 5.

While flooding was still occurring, Griffith Foods in India began support operations and intensified efforts soon after waters began to recede. We joined NGOs, labor organizations, other private businesses, college students and individual volunteers as early responders.

The initial flood relief support team, with over 200 volunteers including Griffith employees, delivered 18 truck-loads of supplies to the

region over a six-day period. Supplies included bottled water, packaged milk, salt, pulses, bread, Griffith soup mixes and other necessities. Once the relief materials arrived, trusted groups of local teachers, doctors and religious leaders distributed the loads to 16 villages and hamlets in and around the cities of Chennai, Cuddalore & Neyvelli.

Our relief operations were led by Sujesh Govindan, Technical Director for Griffith Foods India. According to Govindan, a shared sense of urgency and the team’s commitment to serve those in need helped volunteers deliver the supplies.

“Colleagues, family, friends and associates were instrumental in coming up with a clear plan to run a mission to help and serve those affected,” Govindan said. “Along the way, people we had never met before, and are probably unlikely to meet in the future, all came together with the single purpose of doing all that was within our means to help the people of Tamil Nadu. One thing we never lacked was a sense of urgency, determination, creative solutions, or guts to face the odds – these all helped us overcome various

challenges and successfully run our relief operations.”

Partnering organizations in the effort included the Bangalore Food Bank, Rotary Clubs of Bangalore, Chennai, Cuddalore and Neyvelli, the Karnataka Truck Operators Association and Sindhu Cargo. Individual volunteers were recruited through social media to provide support during distribution.

Along with food and water, mosquito repellents and medicines were also delivered. The Bangalore Food Bank, which was spearheaded and funded by Griffith in 2014, was utilized as a storage and preparation area for the donated relief material.

During the operation, Griffith Foods India provided employee volunteers and leadership for the effort, with technical support for food collection controlled by the Bangalore Food Bank. Logistics and delivery was coordinated by the Karnataka Truck Operators Association and Sindhu Cargo, and distribution support was provided by the Rotary Clubs, in partnership with the local groups.



Local teachers, doctors and community leaders distributed food collected by Griffith Foods and other partners to members of the affected communities.

Govindan said Griffith Foods is taking steps to ensure we will continue to offer assistance to communities in need.

“To help in future natural disasters, we have set up a program to create products which can conveniently be used in disaster management, and are registering with the National Centre for Disaster Management in India.”

The fast response time, coordination of partnerships across multiple organizations, application of expertise and overall support of a community in need is an example of one way in which our business unit in India lives Griffith’s Purpose.





A Statement From **John McCarville**



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

Building on programs launched in 2014 and years prior, our 2015 Planet priorities focused on increasing Sustainable Sourcing programs and making progress on our environmental commitments.

The Griffith Sustainably Sourced (GSS) Programs expanded to include partnering more closely with suppliers, and improving existing sourcing programs. Griffith Foods' GSS Program continues to improve and grow

to include more raw material categories. Our Chili initiative in India was recently awarded Rainforest Alliance certification and is increasing the number of participating farmers. Leveraging our experience and knowledge from GSS Chili Peppers, we started the GSS program in Albania to support sustainable sourcing of sage. Griffith's membership in the Sustainable Spices Initiative (2014) will help us grow and share best practices developed through GSS, increasing the number of sustainably sourced raw materials included in our products.

We are also working more closely with our suppliers to identify new opportunities based on our customers' needs and our stringent quality/food safety requirements. All Griffith suppliers around the world have been surveyed to enable us to better understand our partners' capabilities and make strategic sourcing decisions moving forward. This year's outstanding progress is due to many individuals' efforts, but I want to especially thank our sourcing teams for their commitment to these projects.

Additionally, we remain committed to continuing momentum from last year's

initiatives in the areas of Energy Efficiency, Water Conservation and Zero-Waste-to-Landfill. I am happy to report that we exceeded our yearly goals to decrease Energy Intensity and Water Intensity, and saw two more facilities become Zero-Waste-to-Landfill certified in 2015. The Griffith Continuous Improvement (GCI) process helps enable this success through sharing project success, and will continue to be a powerful tool to help us maximize our resource usage.

As always, Griffith Foods is committed to serving as responsible stewards of the Earth and acting as a catalyst to environmental conservation. 2015 was a successful year for furthering our positive impact on the Planet; the stories in this section demonstrate that we are most effective when we work together as a team. I want to thank all of you for your participation in our Planet initiatives and ask for your continued involvement. When you have an idea, please continue to stay involved with the planning, execution, and delivery of results so we can demonstrate and share globally. Just like GCI, Sustainability is a broad company effort. It will continue to take all of us working together to drive our success.



A Process For Continuous Improvement

Griffith Foods new tagline, Creating Better Together™, focuses on utilizing our creativity to continually strive for better – for our customers, for our people, and for the planet.

A key support tool of this brand promise is Griffith Continuous Improvement (GCI), a structured process designed to rapidly develop and implement ideas that significantly improve our company’s performance. GCI’s long-term goal is to deliver sustainable, continuous improvement that allows Griffith to compete in the marketplace.

GCI has been a primary driver in supporting our Sustainability Platform, especially in the Planet category. Throughout Fiscal Year 2015, the Griffith Continuous Improvement process aided the company’s goals of decreasing Energy Intensity, Water Intensity, and Solid Waste to Landfill.

Sixty-one projects directly impacted these areas, which resulted in: exceeding our yearly goal for decrease in Energy Intensity by 5%; exceeding our yearly goal for decrease in Water Intensity by 2%; and, in Solid Waste reduction, we achieved 78% of our original goal to

decrease waste to landfill intensity from 1.5% to 1%. Griffith’s final Fiscal 2015 result was decreasing landfill intensity to 1.2%.

To help move forward with our goal for Zero-Waste-to-Landfill, Griffith has enlisted the services of an external consultant with expertise on Zero Landfill initiatives. More on this topic can be found on page 26 of this report.

Along with the 61 GCI projects that impacted the categories above, 17 projects were also completed that supported Sustainable Sourcing, Transportation Efficiency and other Planet initiatives. Overall, 517 GCI projects impacting People, Planet and Performance were completed in 2015.

Griffith Continuous Improvement is a broad company effort that includes employees from



Griffith China's GCI Team meet for an ideation session in May 2015



Custom Culiary's® GCI Team build the GCI Funnel for FY 16

every business unit. To manage the process, 36 GCI Coordinators/Category Leads have been established and are overseen by Steve Soneson, the Senior Director of Global GCI. Additionally, 250 process owners and project managers participate in GCI execution.

Global collaboration and best practice sharing is a significant contributor to Griffith Foods’ success, according to Soneson.

“Global collaboration is a constant priority that we continue to work on and look for new opportunities to do so,” Soneson said. “Having the right tools and providing global visibility to our continuous improvement projects has certainly helped in our success and has enabled the sharing of best practices. It’s been exciting to see the organization engage, work together, and make great progress against all the current challenges of our Sustainability journey.”

Griffith Colombia Carbon & Water Footprint



Griffith Foods S.A.S., our business unit near the city of Medellín in Colombia, started a project to track the facility’s environmental footprint, specifically our carbon and water impact.

Beginning in 2015, Griffith Colombia started using a software tool widely used throughout the country by business and other organizations which identifies and analyzes carbon footprints generated from manufacturing processes.

In addition, the unit used a model created by the National Cleaner Production Centres Network (NCPC) to analyze our water usage.

NCPC is a program launched by the United Nations to help organizations and countries develop preventative environmental strategies.

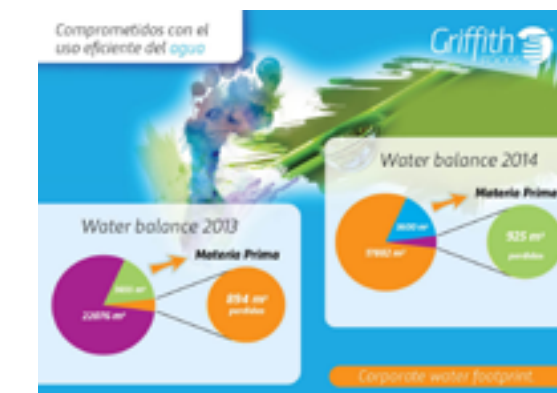
Both of the measurement methodologies support the ISO 14000 environmental standards. ISO 14000 standards are a specific set of criteria for an environmental management system which the business unit is currently following.

The results of the analysis show that Griffith Colombia’s carbon usage and emissions are within the normal consumption for food manufacturing activities, with our biggest impact centered on liquid propane and energy usage. We will continue to use the software to verify future measurements and to measure the life cycle of products aligned with ISO 14001: 2015.

Likewise, the NCPC water consumption analysis demonstrated Griffith’s most significant opportunity for decreasing water usage is within the cleaning and sterilization process. To support this, we are implementing more efficient methods for pressure washing and cleaning while maintaining our current high standards for sanitation. This allows Griffith to

increase production without increasing water consumption. These efficiencies will assist in improving the unit’s overall usage intensity.

The results and process of analyzing the carbon and water footprint will benefit all of Griffith Foods’ business units around the world through best practice sharing designed to better understand how the organization can evaluate and limit our environmental impact.



This slide was an excerpt from the report created documenting the results of the Environmental Footprint study. The analysis included how much water we are using, as well as how water is used. Results of the study are driving the development of methods to use resources more effectively.



Optimizing Packaging at Custom Culinary®

In October 2013, Custom Culinary, Inc. capitalized on the installation of a new packaging line by making an additional and positive change – moving away from packaging in jars to plastic tubs.

These plastic tubs use 40% less plastic than jars and are available in a standard one pound size, as well as four and five pound containers. Currently, Custom Culinary® is packaging over 60 types of items in these tubs.

Along with the immediate benefits of using less plastic and producing less waste, the more sustainable plastic tubs have helped the company introduce and discuss the Sustainability Platform with our customers, according to Mike Rapaport, Senior Manager, Brand Marketing with Custom Culinary, Inc.

“Our new packaging capabilities provided Custom Culinary® an opportunity to really

initiate and share our Sustainability story with customers,” Rapaport said. “It certainly puts us in the right light to have further conversations, and shows that we’re able to respond to what our customers are beginning to look for in a partner.”

The new plastic tubs and canisters are strongly aligned with growing consumer sentiment to sustainable options. In the 2015 Nielsen Global Corporate Sustainability Report, a study focused on sustainability buying influences, it was found that 73% of Millennial consumers were willing to pay a higher price for sustainable goods. Additionally, 66% of all Global Consumers were willing to pay more for sustainable brands.

The report polled 30,000 consumers in 60 countries throughout Asia-Pacific, Europe, Latin America, the Middle East, Africa and North America, and was managed and published by Nielsen, a performance management company who reviews buying and viewing habits of consumers.

The new containers were custom-made for



the company to support end-users. Instead of using the stock, completely cylindrical containers, Custom Culinary® designed these tubs to have flat sides which make them easier to grip. This further aids the end-user, typically in quick service restaurants (QSRs) and other restaurants.

Custom Culinary, Inc. has converted a significant portion of their rigid wall jar and canister business to the more environmentally friendly thin-wall tub, resulting in an estimated plastic usage reduction of 220,000 pounds per year. Over the coming years, Custom Culinary® will continue to convert more of their packaging to the sustainable option.

Sustainable Sourcing Update



Griffith's Chili Pepper farms in Mexico

Sustainable Sourcing was our identified priority in the Planet arena in 2015. To further Griffith Foods’ ability to increase sustainably sourced ingredients, the company launched and strengthened several initiatives across new and existing programs.

Griffith Sustainably Sourced (GSS) celebrated another milestone in 2015 by achieving Rainforest Alliance Certification for the GSS Chili program in India. The certification is valid for three years and covers the 86 participating farmers and their land.

The GSS program mutually benefits Griffith Foods, the farmers that participate in the program, and our customers. Participating farmers undergo training and education, enjoy a safer working environment, and receive fair wages. Griffith receives safely cultivated, high-

quality produce for use in our products, which enhances our customers’ brand and their ability to serve consumers.

In 2015, sustainably sourced chilies comprised nearly 50% of the chilies used in Griffith products. By the end of 2016, we plan to more than double the current usage.

Along with our GSS Chilies in India, Griffith has been building our chili program in Mexico for nearly 20 years. The company will apply the successful principles and learnings from the India program to further strengthen our relationships with our partners in Mexico.

Because GSS is a replicable program, we are implementing this process in Albania for sage cultivation, a key ingredient in many of our products. The company anticipates becoming Rainforest Alliance Certified for our sage program in 2016. More on GSS Sage can be found on page 24 of this report.

In addition to our GSS Program, Griffith Foods initiated a Supplier Sustainability Survey in 2015 to improve our supplier evaluations. As a global organization, all of our nearly 1,500 suppliers were asked to take the survey which

included questions around People, Planet and Performance. Many of the questions were based on certifications, policies and other audits which Griffith follows.

The survey will help the company identify gaps in our supply chain and assist in developing action plans to close those gaps. Furthermore, suppliers will receive a rating based on the survey responses which will be considered when making supplier decisions. Griffith will administer the standardized survey each year and judge year-over-year improvement.

These examples highlight Griffith Foods’ progress in strengthening our company’s sustainable sourcing capabilities. Throughout 2016, we will continue to focus on sustainable sourcing and increase activities in this area.



Griffith India received Rainforest Alliance Certification for the GSS Chilies in India

NEW! MASTER'S TOUCH® FLAVOR CONCENTRATES
INTRODUCING OUR FLAVORFUL FAMILY

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GSS Program Expands to Albanian Sage Cultivation

In Northwest Albania, near the border of Montenegro, Griffith Foods has continued its focus on triple-bottom-line sustainability and sustainably sourced raw materials by expanding its GSS programs to sage.

Griffith Sustainably Sourced (GSS) is the company's strategic sourcing program that targets farm-level integration of the supply chain to help agricultural producers improve the yields and production of their fields while enabling us to trace raw materials included in our company's products.

Using knowledge gained through the development of GSS Chili Peppers in India, Griffith began creating a program focused on sage cultivation in Albania. Greg Metschke, Griffith Foods' Vice President of Purchasing in North America, said the company started investigating how to strengthen sage sourcing nearly five years ago.



Griffith's GSS Sage program in Albania follows best practices established with our successful GSS Chili program in India.

“The supply chain included several different levels, such as the farmer, multiple cleaners, and a packager,” Metschke said. “We wanted to streamline the process and understand how to keep the sage cleaner from the start, and how to benefit those who were growing and collecting the sage.”

Traditionally, sage is wild-grown in the mountains of Albania. Harvesting wild sage is labor intensive and diminishes quality due to over-picking. By creating cultivated sage, harvest conditions become safer and farmers are able to generate consistent incomes, creating an engine for economic development in Albania.

Additionally, farming sage creates a relatively consistent supply which stabilizes the cost and allows for more accurate pricing.

Giridhar Rao, Global Director of Griffith Sustainably Sourced, said similar to GSS Chilies, Griffith will leverage trained individuals to implement structured trainings for the farmers and participants in the program.

“We are partnering with a local organizer who has deployed a qualified agricultural graduate,” Rao said. “This person will oversee the operations of training farmers and monitoring

activities to ensure standards are understood and being followed.”

Currently, about 200 farmers are participating in the GSS Sage Program in Albania. Over the coming years, Griffith will continue to expand the Griffith Sustainably Sourced sage.

In alignment with the GSS Chilies in India, the Albanian sage program is striving to become Rainforest Alliance Certified, and a pre-audit was conducted between February 10 and 13, 2016. Following the Pre-Audit, the Rainforest Alliance will provide recommendations to gain full certification. An update on this progress will be included in the 2016 Sustainability Report.

Metschke commented that, like most areas of Sustainability, there has been a multiplier effect.

“By applying our principles of Sustainable Sourcing to sage, we are positively impacting all three areas of our Sustainability Platform,” Metschke said. “The people benefit by creating a stable economic engine, limiting the harvest of wild sage reduces environmental impact, and the cultivated sage leads to greater quality of the product. It's a classic example of how we can positively affect People, Planet and Performance.”



Striving for Zero:
Zero-Waste-to-Landfill Progress



In Fiscal Year 2014, Griffith Foods set a global goal for all manufacturing plants to be Zero-Waste-to-Landfill by 2018. During 2015, two more units, Griffith Belgium and Innova®Flavors, became the sixth and seventh plants to become Zero Landfill.

At the beginning of Fiscal Year 2015, our manufacturing plant in Herentals, Belgium achieved its Zero-Waste-to-Landfill goal. The ability for the Belgium unit to meet this goal ahead of schedule was aided by the culture in the country, according to Dieter Verherstraeten, Griffith Europe’s Continuous Improvement Coordinator.

“We started the project with the goal to create different waste streams. As it is very common in Belgium to sort out your waste, the project went very smoothly,” Verherstraeten said. “In a few days, employees were sorting out their paper and other waste. We already do this at home, so bringing that practice to work is very logical!”

Along with appropriately sorting and raising the awareness of employees about solid waste reduction and recycling, Griffith Belgium partnered with one of the leading waste management companies in the area, Sita.

**Current Business Units
 with Zero Landfill**

As of December 31, 2015



Qingdao,
China



Shizuoka,
Japan



Somercotes,
United Kingdom



Toronto,
Canada



Innova®Flavors,
Chicago, USA



Herentals,
Belgium

Working with Sita, the plant created different waste streams to divert cartons, paper, plastic, metal and products away from landfills.

For this specific project, much of the waste has been diverted to generate energy, such as heat and electricity, through incineration. The ashes

are then being recycled to create “Valoblocks” which are used for road construction. The recycling and energy producing methods make the entire process nearly carbon neutral – the CO2 that is avoided is greater than or equal to the CO2 being released.

Innova®Flavors, Griffith’s flavors division based in Chicago, also achieved Zero-Waste-to-Landfill status in 2015. Led by Andy Zubek, Innova’s Maintenance Supervisor, the team implemented several significant modifications to their production process which increased recycling and limited waste streams.

For example, Innova is utilizing two industrial bailers for empty bags and cardboard. Also, a steel drum crusher, which allows the facility to sell used drums for scrap metal recycling, and the separation of other recyclable materials helped to achieve Zero Landfill status.

Similar to the efforts in Belgium, employee awareness and assistance was an integral part of advancing the plant’s goal to become Zero-Waste-to-Landfill, according to Dan Hoeft, the Director of Operations at Innova.

“We were able to accomplish this in large part because of heightened employee awareness

to assist in the separation of items in the waste stream while manufacturing our finished flavor products” Hoeft said. “In the past, our waste compactor left the facility between every three to five days. After we increased our recycling efforts, the compactor leaves once every five to six weeks.”

Innova is working with a third-party contractor, Covanta, to take any remaining waste to an industrial compactor. Covanta centralizes and incinerates the waste, captures the heat energy produced and converts it to electricity to power homes.

Other waste streams, such as the byproducts of hydrolyzed vegetable protein (HVP), are removed through agricultural partnerships. This HVP is sent to farms for use as fertilizer, as well as an anaerobic digester, which creates methane gas to produce electricity.

Over the next three years, all 19 Griffith plants will continue striving to reach their Zero-Waste-to-Landfill goals through plans specific to their waste generation. In North America, business units have begun working with an outside consultant to identify ways to achieve our goals. These best practices will be further developed and shared with all business units.

PERFORMANCE



2015 Priorities

Wholesome, Innovative Products
Risk Management

A Statement From **Drew Bandusky**



**Drew Bandusky, Senior Vice President
Finance**

2015 began with articulating why we exist as an organization: We Blend Care and Creativity to Nourish the World. The year ended with the launch of our new name Griffith Foods, and new brand, Creating Better Together™. Between these major events, we made significant progress against the 2015 Performance priorities: Wholesome, Innovative Products and Risk Management.

During 2015, members of our Innovation, Marketing and Product Development teams

led by Steve Hubbard, VP Global Marketing & Innovation, worked together to increase focus on delivering better health and nutrition in our product offerings, key components of our Wholesome, Innovative Products initiative. Our efforts delivered improvements in existing customers' products and also resulted in exciting new launches, such as Creative Coaters in North America and Yawaraka Buta (Tender Meat) in Japan.

Risk Management initiatives focused on adoption of Enterprise Risk Management (ERM) concepts and approaches throughout our business. This included communication and management training to increase awareness and development of our global ERM policy document and governance structure, and the complete rollout of our global Code of Ethics & Business Conduct. How we behave and operate as a company is embedded in our Purpose, supports our Brand and forms an essential part of the overall foundation for ERM.

The establishment of North America as a new business unit in 2015 combined the capabilities, talent and productive capacity of our companies in the U.S., Canada and Mexico under one

leadership team. This change fully leverages our product offerings and collective resources to best serve our customers throughout North America. Under the leadership of Jennifer Convery, Group President – North America, we have begun to see the benefits of this combination with improved collaboration and execution in the market.

Fiscal 2015 was another year of successful business Performance driven by record net sales and strong execution against our operating plan initiatives, both made possible through the commitment and dedication of our People. Griffith Foods' Performance enables continued investments to expand and strengthen our capabilities, such as our new plants in India and Spain, and the One Griffith ERP deployment in the U.S.

Our Purpose and Sustainability Framework has heightened the focus we have as a company on creating Shared Value with our customers, suppliers, employees and the communities in which we operate. With this focus, we will deliver the best results for People, Planet and Performance in 2016 and into the future.

Wholesome, Innovative Products Update

We are always striving to create better products – better for our customers, better for consumers and better for the planet. That is the core purpose of activities in Griffith Foods’ Wholesome, Innovative Products initiatives.

A key element of creating better products is a strong focus on healthy and nutritious food. To facilitate our growth in this area, a team made up of Innovation, Marketing and Product Development employees defined five areas for Health & Nutrition:

- **Clean Label:** removing artificial ingredients and using natural ingredients.
- **Reduction:** Reducing fat, sugar and sodium.
- **Fortification:** Adding ingredients with specific nutrition benefits.
- **Elimination:** Eliminating ingredients that have been shown to negatively impact people’s health.
- **Organics:** Formulating from 100% organic ingredients to meet consumer demands.

Throughout 2015, using the Sustainability Framework and the specified areas of focus, Griffith undertook a global initiative to increase

our healthy and nutritious capabilities. This continues to be accomplished through several key actions. For example, we have worked with existing customers who wish to offer products that are better for their consumers, and identified new customers that specialize specifically in the health and nutrition segment. From these partnerships, Griffith is developing new ingredients to meet increasing demand. You can read more about new Griffith products in this section of the report.

In addition to creating new offerings for customers, our teams have redeveloped some of Griffith’s existing products to improve health and nutrition qualities aligned with the defined areas. To support the growing demand, supply chain and innovation teams have worked together to increase the number of raw materials used for health and nutrition development, as well as sourced previously unused, natural functional ingredients which satisfy clean label requirements.



Attendees at the Coatings Center of Excellence meeting in October 2015 identified three new product concepts for development.

We are also accelerating our learning about health and nutrition by sharing developments and information with teams at all business units. In fact, in 2015, Griffith Canada hosted a global meeting which included exploration of concepts for new health and nutrition products.

Our dedication to health and nutrition is a multi-year initiative. In 2015, we created a permanent foundation from which to grow, and in the coming years, we will continue to build on the progress we made. Efforts in this area will help Griffith Foods responsibly and proactively meet evolving demands of the marketplace, and increase our positive impact on consumers around the world.

Innovative Products For An Aging Population

Just as our Purpose Statement (We Blend Care & Creativity to Nourish the World) describes, Griffith Foods and its employees are committed to utilizing the company’s unique capabilities, innovation and insight to develop solutions for the timely and important issues in the markets we serve. In Japan, Griffith’s cross-functional teams are living this Purpose by coming together to create a better product that benefits the growing elderly population in the country.

The new product, Yawaraka Buta (Tender Pork), is a significantly more tender pork tenderloin, specially designed for elderly consumers who are not typically able to chew any meat.

The team at Griffith Japan was focused on the entire consumer experience, so the tender pork is well-seasoned, easy to prepare and maintains the natural juiciness, texture and taste of pork to help senior citizens enjoy a flavorful meal, according to Junya Matsubara, Griffith Japan’s Special Sales Leader.

“Often times, the elderly can only eat food that is very soft and chopped into a mousse-like consistency,” Matsubara said. The “Tender Meat” helps balance this, and is suggested to

be used by those requiring nursing care. The pork can be easily prepared by boiling, and it looks just like a typical slice of pork loin, but is extremely tender, so those who have difficulty chewing can easily enjoy it.”

It is estimated that 25% of the Japanese population is age 65 or older, making these types of innovations very beneficial to a large group of citizens across the country.

Matsubara reflected that the employees of Griffith Japan understand the importance of helping the elderly and their families maintain a normal and enjoyable lifestyle.

“This product offers the joy of eating for the elderly, and helps their family by lessening efforts of cooking. We would like to dedicate this product to people’s joy while sharing meals.”



Yawaraka Buta (Tender Meat) was developed by Griffith Japan to support the growing elderly population in the country.



Creating Healthier Alternatives With A Crunch

Griffith Foods Limited, our business unit located in Toronto, recently developed new solutions to help our customers and partners meet the growing consumer demand for more nutritionally selective and healthier options that also deliver on improved functional performance and environmental sustainability.

To satisfy the evolving tastes and nutritional requirements of consumers, Griffith began diversifying our product portfolio to include alternative coating systems that combine non-wheat cereals with pulses, such as bean, pea and lentil. This combination replaces traditional wheat-based coatings while maintaining the texture, mouthfeel and crispness of those systems.

Joachim Baur, Senior Manager of Product Innovation and Process Engineering at Griffith Canada, said the pulse coatings provide benefits for our customers and their consumers.

“This innovative product line delivers beyond textures, flavors and appearance of traditional wheat-based Panko crumbs,” Baur said. “We can now deliver coaters with enhanced nutrition, great taste and superior functionality.”

In addition to the nutritional benefits of higher protein, fiber and other minerals, a proprietary process was developed to manufacture texturizing crumb without the need of wheat flour. This allows Griffith Foods to extend this product to consumers with a wheat allergy.

Furthermore, aligning with Griffith Foods’ Sustainability Platform, pulses were chosen for the utilization of environmentally friendly farming practices, requiring far less water, land and fertilizer compared to that needed for animal production.

Testimonials from customers who have reviewed the system have been very complimentary. In fact, a major U.S. distributor will be introducing this coating system across the country shortly and has commented, “We have never seen anything this good. This defines innovation.”

The development, application and introduction of this coating system highlight what’s possible when Griffith employees continue “Creating Better Together”!

Identifying Risks, Creating Opportunities

In Fiscal Year 2015, Griffith Foods focused on Risk Management as a key priority within the Performance Category of our Sustainability Platform. Over the past year, Drew Bandusky, Senior Vice President, Finance, and Ted Flores, Vice President of Risk Management, have worked with a global team, including several members of our Board of Directors, external experts and other Griffith associates, to create an Enterprise Risk Management (ERM) policy document and governance structure.

ERM is a systematic, proactive and continuous process designed to identify potential risks that may adversely impact Griffith Foods, and manage those risks to be within the company’s defined risk tolerance. It functions as a tool that aligns the company’s strategy, people, processes, technology and knowledge to not only avoid or manage identified risks, but also enhance our ability to capitalize on opportunities and achieve business goals.

The Enterprise Risk Management process is overseen by a team comprised of members of the Board of Directors and Griffith Foods’ executive leadership team, supported by an ERM Advisory Committee. The Advisory Committee

includes members from Legal, Finance, IT, Human Resources, Supply Chain, Treasury, Strategic Planning and Risk Management.

One of the foundational elements of the ERM structure is our Global Code of Ethics & Business Conduct, which states the behaviors and actions that Griffith Foods encourages and are already common among employees.

According to Bandusky, the Global Code of Conduct is embedded within company values and strengthens the bond between Griffith employees and our external partners.

“Our brand is not only what we do, but how we do it,” Bandusky said. “Our Code of Conduct is a manifestation of our actions. It’s part of our DNA as a company, and is exemplified by the values of the family and the company.”

The Code of Conduct contains an overview of the company and values, as well as topics on: building trust and credibility; the work environment at Griffith; ethical external relationships and our business environment; and, our commitment to the community and the global environment.

A hotline was also established which allows Griffith employees to anonymously report activities that are in conflict with the Code of Conduct. This hotline can be accessed via telephone or through a website and is operated by a third-party company who makes the service available 24 hours each day, 365 days of the year.



The Global Code of Ethics & Business Conduct has been successfully rolled out in all of Griffith’s business units worldwide, including Custom Culinary® and Innova. During fiscal 2016, the ERM process and

mindset will continue to be implemented within our strategic planning process, annual budgets and day-to-day operations to best support the goal of protecting the company, increasing efficiency of operations, and continually identifying, evaluating and managing emerging and existing risks.



An updated concept drawing of Griffith's new manufacturing plant in Spain. Both new plants in Spain and India are designed to be LEED Certified.



Griffith India's new manufacturing plant is now fully operational

Update New Plants in Spain & India

Griffith Foods is committed to successfully meeting the rising demand across established and emerging markets. As first described in the 2014 Sustainability Report, we have been planning and building new manufacturing plants in Valls, Spain and Bangalore, India to meet this demand.

In late 2015, Griffith launched construction of the new plant in Spain to include additional capacity for dry blending, as well as new capabilities for liquids production. This extension will allow Griffith Europe to develop an efficient and sustainable liquids manufacturing process in Spain to respond to growth in demand in the near future.

The Valls plant is being constructed to be Leadership in Energy and Environmental Design (LEED) Silver certified. LEED is one of the most common and recognized green building certification programs used worldwide.

Developed by the non-profit U.S. Green Building Council (USGBC), LEED includes a set of rating systems for the design, construction, operation, and maintenance of green buildings. The Spain

plant will incorporate the latest ecological standards to reduce usage of electricity and gas (carbon-footprint), water and waste water.

Marc Coelman, Griffith's European Lead of Liquids Process Engineering, said the development of the new plant has been a cross-functional, collaborative project.

"A pan-European team worked very hard to design the new plant in Valls, Spain, including the building design, process design, raw material and production specifics, logistics structure and the operations plans, among others," Coelman said. "With the start of construction in December, the project moved from the design phase into the execution phase. We have a very exciting year ahead of us with fantastic opportunities for everyone to keep on Creating Better Together with a beautiful objective in mind: to open a brand new sustainable, safe and efficient Griffith manufacturing plant early in 2017."

In addition to creating an environmentally sustainable plant, it is also being constructed to meet the needs of Griffith's People through

a state-of-the-art working environment. This includes considering ergonomics, HVAC systems, lighting levels, security systems, proper lay-out design and an outside area aligned with LEED standards.

We are also happy to announce completion and operation of our new plant in Bangalore! As intended, the India manufacturing plant achieved Gold-level LEED Certification and was awarded the Green Factory Building Certification from the Indian Green Building Council. The new building maintains our capabilities of flavoring systems, seasonings, bases, sauces and coatings, but increases our capacity across India and the Middle East.

These accomplishments highlight Griffith's continued focus on pursuing environmentally responsible methods of meeting our customers' needs while expanding our capabilities as a company.

NAR Team



Back row, left to right:

*Matt Vieceli; Guillermo Hernandez;
Steve Hubbard; Bob Kero; Greg Metschke;
Hector Astorga*

Front Row, Left to Right:

*Drew Bandusky; Jennifer Convery;
Jim Thorne; Steve Lee; Christine Carr;
Kyala Johnson*

North America Business Region Fosters Collaboration & Best Practices

In Fiscal Year 2015, Griffith created the North American Region. The new business region is comprised of our units in Canada, the United States and Mexico, and was created to allow for better collaboration, best practice sharing and exchange of expertise.

“Our three business units across North America have a variety of products, skills, resources and capabilities that we will leverage better for our customers’ success,” Jennifer Convery, Group President – North America said. “By creating one region, we are enabling effective sharing of those best practices and unique skills and products. This synergy between units will help Griffith continue to be a leader in the food industry across the continent.”



The business region is led by the North American Leadership Team (NALT), which is overseen by Convery. In addition to sharing best practices and growing a diverse talent pool, the NALT is responsible for creating a vision and strategy for the entire region.

In its first year of operation, the North American Region experienced outstanding sales and volume growth, as well as successful best practice implementation. In fact, a new structured on-boarding process was implemented with the North American Leadership Team and its two new General Managers Jim Thorne and Christine Carr, new General Managers of Griffith Canada and Griffith USA, respectively. This on-boarding process fostered a unified approach to developing the region’s mission, vision and strategy, and will be implemented across all Griffith business units in the future.

The new region has also seen a positive impact on implementing common Griffith Continuous Improvement (GCI) projects, technical and innovation sharing, Human Resources initiatives, purchasing negotiations and more. For example, in support of Griffith’s



continual emphasis on food and employee safety, all three business units are adopting the Alchemy training modules, computer-based trainings that standardize safety best practices.

In Fiscal Year 2016, the North American Leadership Team is focused on enhancing synergy between all three units and driving growth with its customers. They will continue to focus on exporting differentiated products across the continent and implementing a common S&OP platform. Additionally, the purchasing team will implement a North American organization allowing for better category expertise, supplier relationships, negotiations, and leveraging suppliers’ innovation. The team is also developing a Sustainable Sourcing Strategy, further supporting Griffith’s Sustainability Platform.



Evolving to Meet the Needs of a Changing World



“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,” Brian Griffith, Chairman of the Board at Griffith Foods, said in a global message to all employees.

On October 15 and 16, 2016, the company officially began its evolution from Griffith Laboratories to Griffith Foods. Beginning at the organization’s world headquarters in Alsip, Illinois, USA, our business units held celebrations around the world introducing the new identity.

We made the decision to create a new identity to capture the broad range of expertise Griffith

offers to customers, and to better meet the needs of all partners, according to Brian Griffith.

“Griffith’s legacy is rooted in intentional evolution and adaptation to meet the needs of our customers and a changing world; our next phase of evolution is aligned with that history,” Brian Griffith said. “Before we began the branding process, we engaged in a collaborative process to articulate our Purpose – to answer ‘our why.’ This ensured we remained true to who we are at our core while more accurately reflecting what we offer to our customers as a food company.”

The evolution included a new name, Griffith Foods, and a new brand, Creating Better Together™.

TC Chatterjee, Griffith Foods’ Chief Operating Officer, said Griffith’s new name and brand clearly identify who we are and what we do as a company while illustrating that we are here for a higher Purpose.

“Griffith Foods’ new logo brings the company’s Purpose to life by combining three elements into a strong, powerful image: a hand, representing Care – care for our people, for our customers and partners, and for the communities in which we do business around the world,” Chatterjee said. “A fork, representing our Creativity, bringing innovative solutions to our customers, and displaying creativity in the way we solve problems and approach business; and, the Planet, representing our commitment to nourishing the world, and to fulfill the Griffith

family’s desire for our business to be a vehicle for greater good.”

Our new tagline is also closely linked to Purpose and highlights the collaboration, relationships and people that are at the heart of Griffith’s differentiation. “Creating” refers to leveraging creativity and innovation in products and solutions that enable our customers’ success. “Better” highlights Griffith’s desire to always strive for improvement, better meeting the needs of our customers, our people and our planet.

“Together” emphasizes collaboration and the caring partnerships we form with each other, our customers, our suppliers and our communities. These relationships are essential to making a positive impact on the world.

Development of Griffith’s new brand began in May of 2015, when we began working with Ketchum Worldwide, a global communication and branding agency. To be truly aligned with the company’s Purpose, Griffith assembled a global team during development, which included an Advisory Team and an Activation Team.



Griffith’s Advisory Team included senior leadership representing all of the company’s regional groups, and was ultimately responsible for the brand’s direction and outcomes.

The Activation Team was comprised of a cross-functional and multi-level group of individuals with representation from every business unit. These individuals were responsible for ensuring the development of the brand was culturally appropriate and resonated with their local teams.

The Activation Team also developed local launch plans for unveiling the brand, conversion plans for transitioning Griffith Laboratories materials to Griffith Foods, and developed activities to introduce and reinforce our Purpose and brand.

Tony Barenie, Griffith Foods’ Global Communication Manager and a member of the Activation Team, said the creation and utilization of both teams was an integral component of the successful development of our brand.

“Griffith’s Purpose is a promise that we’ll work together, blending everyone’s unique talents and capabilities in pursuit of being better,” Barenie said. “The only way to accomplish that is through true collaboration. As Activation Team members during brand development, we were able to be part of a truly global process that captures who we are at Griffith. Our brand was designed so that all employees around the world can see it as a personal call to action that represents what they do for the business and for our partners.”

On January 15, 2016, Griffith Foods officially unveiled the name and brand to customers, suppliers and partners. Additionally, we launched our new website, www.griffithfoods.com, including a “Viewpoints” section for Griffith employees to demonstrate their expertise.

Throughout the year, Griffith will actively share the company’s message and execute plans developed by the Activation Team. By the end of Fiscal Year 2016, Griffith will have completely transitioned to the new brand.

*Creating **Better** Together™*

AWARDS



Greater Toronto's Top Employers of 2016

On December 8, 2015, Griffith Foods Limited, our business unit based in Toronto, Canada, was awarded a slot in Greater Toronto's Top Employers for 2016. The award recognizes companies for their ability to successfully provide great places for people to work by establishing and following best practices.

To be considered for this distinction, companies complete a comprehensive questionnaire and submit an application detailing employee engagement programs and initiatives, as well as evidence of those programs such as photos, employee testimonials and anecdotes.

Employers are then selected for the award after evaluating the application against eight criteria, including: (1) Physical Workplace; (2) Work Atmosphere and Social Environment; (3) Health, Financial & Family Benefits; (4) Vacation



& Time Off; (5) Employee Communications; (6) Performance Management; (7) Training & Skills Development; and, (8) Community Involvement.

Key points of differentiation for Griffith included low turnover and our comprehensive benefits packages. Additionally, Griffith Foods' community involvement, especially our work with food banks and the Produce for Hunger initiative helped the company stand out against others.

Culture is an important component to success, so high emphasis is placed on the recruiting process, according to Jim Thorne, Griffith Foods' Vice President and General Manager of Griffith Foods Limited, in a recent article published by Greater Toronto's Top Employers.

"We certainly want qualified and skilled people, but we have a rigorous interview process to make sure they also have the right attitude," Thorne said in the article. "If need be, you can always train for technical skills, but personal skills are another thing entirely. We're always looking for smart people...but, we also want people with a sense of humbleness, open-mindedness and an appetite for learning and growing."

Canada's Top Employers, and the Regional competitions, such as Greater Toronto's Top Employers, are managed through Mediacorp Canada, Inc. and Eluta.ca, a popular job search engine used by over seven million Canadians each year. Results of the competition, as well as related stories to the competition are published in the Globe and Mail, Canada's most read newspaper nationally.



2015 Illinois Governor's Award

Triple-bottom-line Sustainability is founded on the principle that you can do well for the company's people and communities, and the planet. On October 27, Griffith Foods USA was recognized for doing just that through the Illinois Governor's Sustainability Award.

The award is presented by the Illinois Sustainable Technology Center (ISTC), and since 1987, has been given to organizations throughout Illinois that demonstrate a commitment to environmental excellence.

Christine Carr, Griffith Foods' Vice President and General Manager of the USA business unit, said this award was made possible by the continual support of many Griffith employees.

"Many thanks to the members of the Manufacturing and OSAS teams for their

tireless support over the past few years identifying and implementing sustainability opportunities throughout the manufacturing and office areas," Carr said. "We look forward to continuing to build on our knowledge, efforts and engagement in this area.

In its 2015 application for the award, Griffith Foods Inc. listed accomplishments and activities occurring between 2011 and the end of 2014, including energy and emissions reduction, water conservation, solid waste reduction, business performance activities and community engagement.

To receive the award, the ISTC requires that results of the reported activities must be significant when evaluated against the organization's size and available resources. Activities are judged on waste volume and emissions reduction, economic benefits, employee involvement, benefits to the employee, community and/or the environment, and relevance to other individuals or groups to support replicating success.

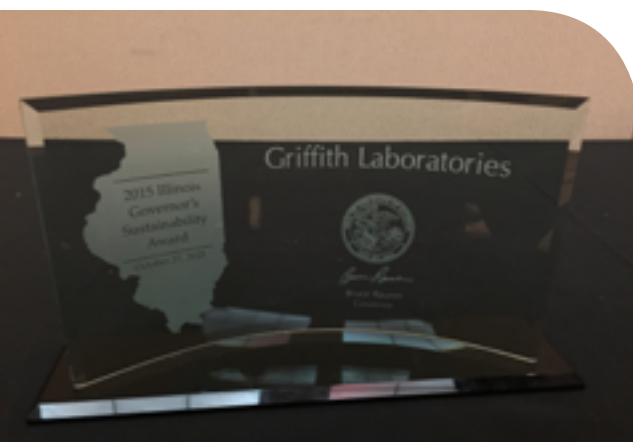
The application highlighted a small selection of the numerous initiatives the business

unit completed in all three categories of Sustainability. Griffith was among 18 other companies from across Illinois who was honored with this award.

The Illinois Governor's Award was accepted by members of the Office Sustainability Action Squad (OSAS) and US manufacturing leaders.



Members of Alsip's Office Sustainability Action Squad (OSAS) accepted the award on behalf of Griffith. From left to right: Tim Cichella; Victoria Mostovoy; Laura Haugen; George Neill; Peter Rupp.



Pizza Hut MENAPak Supplier of the Year



In December 2015, Griffith Foods' India Middle East team was honored by Yum! Brands as their Pizza Hut MENAPak (Middle East, North Africa, and Pakistan) Supplier of the Year.

The award recognizes a supplier's level of partnership with the Yum! Brands corporate organization as well as with a region's individual franchisees. Consideration is given to: product performance and quality, complaints received, and the speed at which issues (if any) are resolved.

According to Khaled Hamza, Regional Vice President of Sales with Griffith Middle East

based in Dubai, United Arab Emirates, close collaboration, relationship building, and outstanding care of the customer contributed to Griffith's recognition.

"Our team in India and the Middle East is truly dedicated to our partnership with Yum! Brands," Hamza said. "We build strong relationships with all their individuals based on solid trust. We commit to becoming involved in their details and make sure they succeed – and accordingly, we succeed."

During the same ceremony, Chef Barani, our Corporate Executive Chef based at Griffith

Foods in India, received a special "Lollipop Award" for his creativity and dedication.

Yum! Brands Supply Chain Awards are held every two years. During the last recognition ceremony, Griffith Foods received the KFC Supplier of the Year Award, the KFC Best International Supplier, as well as recognition for one Innovation program.

SOUTHEAST ASIA PROFILE



Southeast Asia Overview

Griffith Foods Ltd., the company's business unit in Southeast Asia (SEA), is home to energetic and passionate employees who make Sustainability part of their daily lives. The business unit is located in Bangkok, Thailand, but serves customers throughout Southeast Asia including the Philippines and Vietnam. In this section of the Sustainability report, we have included a few of the many initiatives the team has worked together to complete in an effort to positively impact People, Planet and Performance.

Fact Sheet

Location: Bangkok, Thailand

History/Year Founded: 2005

Managing Director: Bob Waller

Capabilities:

Dry Mixes, Savory Seasonings, Snack Seasonings, Breading and Coating Systems, Sweet and Savory Sauces

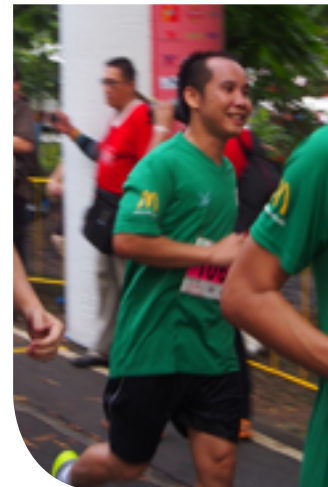


Running For A Cause

Like many Griffith business units, Griffith Foods Ltd. actively supports the Ronald McDonald House Charities. This past October, 38 members of the team in Southeast Asia participated in the RMHC 5K and 10K Run for Kids.

Ronald McDonald House Charities in Thailand was originally established in November 2001 to help children and their families while in the hospital. Their mission to create, find and support programs that directly improve the health and well-being of children aligns with Griffith's commitment to supporting communities in which we do business.

This was the second year for Griffith Thailand to participate in the RMHC Run for Kids. In 2014, we sponsored 20 runners in the event. The company expects to continue supporting the run every year, and will look to increase the number of participants year after year.



Ahead Of The Curve To Zero Landfill

Within the Planet category of Griffith Foods’ Sustainability Platform, solid waste reduction, specifically Zero-Waste-to-Landfill, was indicated as a three-year goal for all business units beginning in 2014. To achieve this in Southeast Asia, the facility aimed to reduce their total solid waste sent to landfill by 5% each year.

The team at the Bangkok facility is committed to meeting this goal. In fact, they have created a stretch goal along with key milestones to beat the three-year target.

Our employees at the Southeast Asia facility have focused on creating and executing plans to accomplish this initiative, according to WittawatBuchayat, Griffith Foods’ Sustainability Manager with the business unit in Thailand.

“This project can only be successful with good teamwork and collaboration among Griffith’s associates,” Buchayat said. “Griffith employees all believe in the importance of solid waste reduction and tracking our progress so that we can develop further action plans and continue to reduce our solid waste by 5% on a yearly basis. I would like to say thank you to the entire

Bangkok team and the management team, all who fully support this program.”

Along with employee education and participation in the initiative to emphasize the importance of the project, the Sustainability team has driven toward this goal by studying the source of and mapping solid waste streams.

Through these efforts, Griffith’s facility in Thailand is scheduled to be certified as Zero-Waste-to-Landfill by early 2016, almost two years ahead of the company’s goal. The Bangkok facility will be Griffith’s ninth team to reach Zero Landfill status.



Griffith SEA created informational posters to help employees participate in the Zero-Waste-to-Landfill initiative

Continuous Improvement of Safety Award

All of Griffith Foods’ business units are committed to the safety and wellbeing of our employees. In addition to the standards set forth by Griffith globally, which are monitored annually through a corporate audit, the Southeast Asia team set out to achieve recognition for the efforts from the government of Thailand.

In 2015, Griffith Foods Ltd. joined Thailand’s Safety Forum in order to achieve the Thailand Safety Award. The award was created in honor of the 60th birthday of Thailand’s Princess Maha Chakri Sirindhorn. The company submitted its safety performance and activities to the Ministry of Labor for review and consideration, and also to demonstrate a commitment to continuous improvement of safety performance.

Griffith successfully achieved the certificate in 2015 and will continue to build on its progress of creating safe environments for all employees. It certifies that Griffith Foods has shown a strong safety focus with a high attention to operate the business with excellent safety standards and performance.

Preserving Nature For The Next Generation

Employee involvement and engagement with Griffith’s Sustainability Platform can happen in many ways. Some Griffith associates are responsible for Sustainability initiatives due to their positions with the company, but many pursue involvement based on their personal alignment with the company’s values.

In support of the environment, and with a goal to give back to the society and local communities, Griffith Southeast Asia employees participated in an outing to the Royal Thai Navy base in Chonburi, a region on the east side of Bangkok.

Almost all Griffith SEA employees participated in the outing, planting a total of 200 Mangrove trees, releasing 200 mudskipper fish, and collecting garbage near the base.

Nipon Thananonphong, Griffith Foods Ltd.’s Human Resources Manager, said employees



were excited to participate in an activity that helped the company live our Purpose.

“Our employees are aware of the need to nourish the environment and the community,” Thananonphong said. “We want to help preserve nature in Thailand for future generations while enhancing our employees’ awareness about the environment.”

The activity is part of Griffith Thailand’s strong commitment of good intent through the mantra ‘do good deeds every day.’ Our employees seek to give back to the society and local communities, making Thailand a better place for everyone.



A Sustainable Strategy



PEOPLE

Employee Safety
Engaged Employees
Community Involvement



PLANET

Sustainable Sourcing



PERFORMANCE

Wholesome, Innovative Products
Risk Management

Our 2016 priorities are directly aligned with our focus from 2015. Following engagement with external stakeholders, as well as our own internal analysis, we know our best opportunity to drive positive impact is by building on our successful foundation. Near the end of Fiscal 2016, we will again evaluate our priority areas for 2017.



THE BEST IS YET TO COME

All of us know the world is changing; successful organizations thrive by adapting to these future landscapes. Our Purpose ensures the company never loses focus on why we exist while evolving to meet tomorrow's needs. The Sustainability Platform creates structure and intentionality for our actions to move us forward as a business – it is our vehicle to nourish the world.

Griffith Foods' world is made up of our employees and communities, the planet which we share, and our partners, customers and their consumers. Nourishing this world is our commitment to positively impact all of these through strategic actions defined within our triple-bottom-line. This structure enables collaborative partnerships with our customers by aligning mutual priorities with Griffith's capabilities. We can then help our partners anticipate, meet and exceed consumer

demands, growing their brands and driving our business performance.

The future success of our organization is not a choice between increasing our profits or supporting our People and Planet. To thrive, we must and can do both. Griffith Foods will continue to foster employee development and increase our capabilities to enable customer success. We will continue proactively addressing environmental challenges while offering our partners what consumers demand.

As you have seen in this report, we made significant progress throughout 2015 by completing initiatives in the areas of People, Planet and Performance. Our global priorities in each area of the triple-bottom-line were selected based on our materiality analysis, including initiatives important to our internal

and external stakeholders, as well as our ability to create the greatest positive impact. Based on our findings, we will maintain our focus on the same priorities in 2016.

Remember that we are all part of the Sustainability Platform. Your skills, capabilities and commitment are what fuels our success and differentiates Griffith from the competition. Let's work together, leveraging our care and creativity to meet emerging challenges and develop solutions that nourish the world. Now is the opportunity to create a positive impact and drive the business – let's continue to strive for better.

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

Brian L. Griffith

