

Creating Better Together™



How we collaborate to blend care and creativity to nourish the world



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Partnership with Purpose

Finding a business partner is not unlike seeking out a personal friend, teammate, or relationship.

We set out to find someone or something that shares our same values and goals, while complementing our abilities with skills and offerings we aren't otherwise able to attain on our own.

This is how we create value.

Yet, the food industry has been in need of stronger, more strategic partnerships for some time. From food innovation and supply chain inefficiencies to sustainable sourcing and meeting consumers' evolving preferences, opportunities abound for collaborative innovation.

But choosing the right partner is both an art and a science.
Forming the most fruitful partnerships now manifests in:



**Sharing cultural
values and mission**



**Delivering value across
every team, at every level**



**Bringing the right mix of
people to the table every time**

At Griffith Foods, we've consciously made partnership and collaboration part of our everyday process and corporate strategy through our mantra of Creating Better Together™ across our vast ecosystem of global partnerships.

In this guide, we unpack what it means to create better together at every step of the product development process and how aligning with the right partners

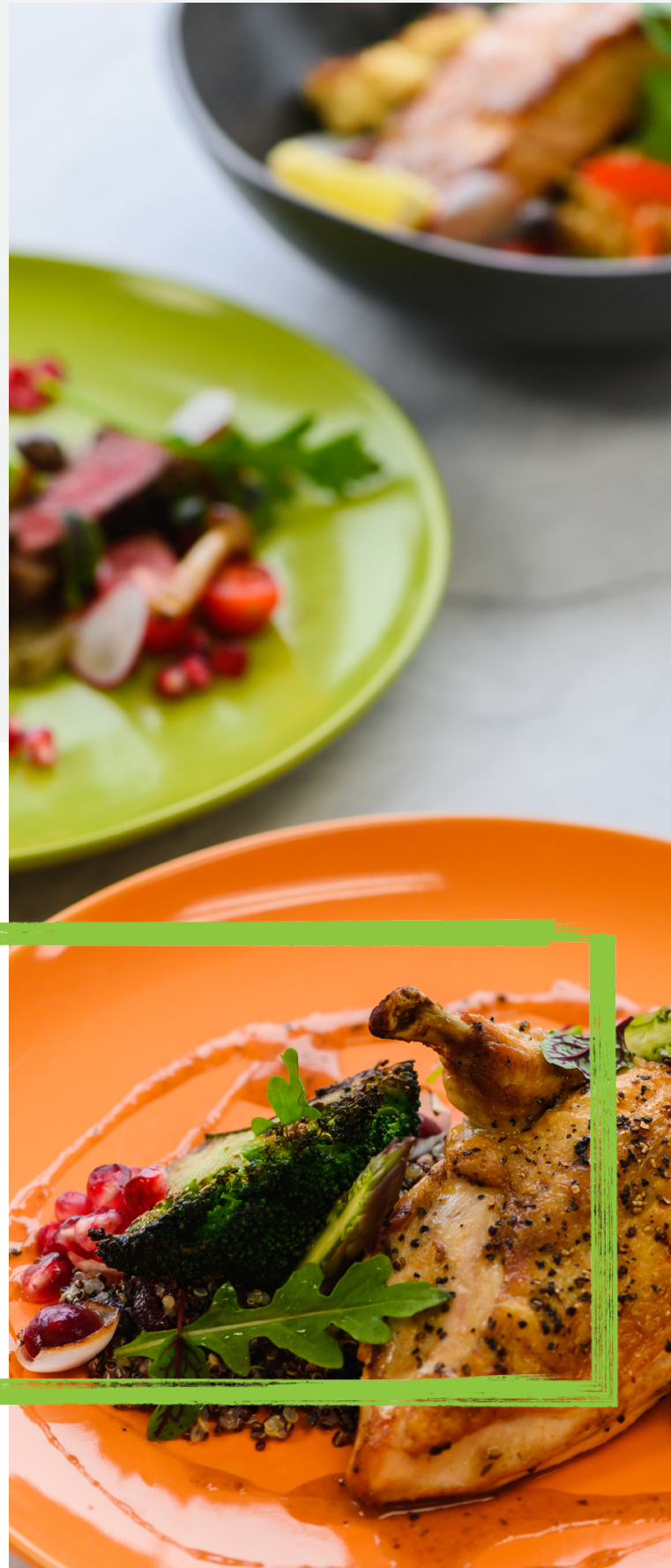
generates greater value for all. With deep consumer insights and expertise from our food and sensory scientists, marketing and partnership specialists, and culinary experts, we illustrate Griffith Foods' history of collaboration — and our journey toward a more responsible future.



“Creating better together is the sum of our people, talent, knowledge, sources, and teams in the best way possible. All of these materialize in the products we create for our customers and consumers.”

MARTHA CASTANO

Sensory Manager, Griffith Foods Central and South America





What Does It Mean to Create Better Together?

Since Griffith Foods opened for business in 1919, it has remained committed to being more than just an innovative food company.

But we know we cannot create industry-wide change on our own. When we operate in isolation, we not only risk the loss of innovation, but also forfeit the global network of partners who can help deliver on this enormous task. Sometimes, it's smarter, faster, and more cost efficient to bring the right partner along whose skill set and values are complementary to your own. In fact, history has shown that Griffith Foods' greatest breakthroughs have come while working in collaboration with forward-thinking partners.

In just a few decades, Griffith Foods will be a part of an industry that is responsible for feeding an unprecedented 10 billion people. This task is impossible to accomplish alone.

The food industry must work together to find ways to create sustainable and nutritious food for people across the world.

Creating Better Together is about gleaning shared value for all partners, enhancing innovation for the good of the industry, providing teams with access to a global network of chefs and product development experts, and furthering our mission to nourish the world. With our partners, we do this through extensive expertise, social responsibility, and constant collaboration.

Over the past century, we've developed a portfolio of core capabilities that allow us to blend our existing core capabilities and new areas of expertise: shared value, partnership ecosystems, health and nutrition, and leveraging technology. While consumer insights, culinary, food science, and sensory science are no longer novel among food development companies, our ability to integrate these capabilities (versus executing them in isolation), coupled with our global reach and century of expertise allows us to yield products and solutions that are designed to win in the marketplace.



Creating Expertise

At Griffith Foods, *Creating Better Together™* embodies our approach to collaborative innovation.

We work side by side with our partners to help solve their unique challenges, providing consumer insights, applying our product development expertise, ensuring optimal quality through sensory testing, and ultimately delivering best-in-class products through our state-of-the-art manufacturing facilities. Whether the goal is to differentiate through distinct flavors, textures, or appearance; increase healthful offerings; or gain functional advantages such as increased yield, hold time, or shelf life, Griffith Foods is the go-to solution. Our “secret sauce” isn’t any one of our capabilities in isolation, but instead, the way we leverage 100 years of expertise is integrating our core capabilities to arrive at a quantifiably better solution.





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Culinary

**Chef. Creative collaborator.
Product and business developer.
Presenter. Authenticator. The role
of culinary at Griffith Foods is not
just one, but all of these things.**

In many other food industry companies, chefs are focused solely on creativity and traditional restaurant cooking methodologies. Much of their work is focused on the freshness or uniqueness of the ingredients, but little consideration is given for how the food will be produced at an industrial scale with ingredients that may or may not be available for mass production. Under these circumstances, chefs are seen as the creators, ideators, innovators, or inspirers — but not necessarily working within the narrow parameters of industrial production. This is the direct result of teams working in silos, focused on the creative end and not directly with the customer or end consumer in mind.

At Griffith Foods, our solutions are backed by our chefs' culinary expertise and food science experience. Chefs work in tandem

with food scientists, insight leaders, and sensory scientists, acting as innovators and experts in the latest food trends across different markets to provide inspiration, as well as flavor/texture development with our specialized scientists. Our chefs examine the current market, evaluate trends, and creatively project the next evolution of what is in the market today. They create gold standards of multiple cuisines with various cooking methods for our scientists to develop against, ensuring new products capture the best attributes of any given concept that can be scaled in a modern food production facility. With that deeper understanding of what's happening in the market, we can develop recipes and formulations that both satisfy the taste buds and meet the needs of our customers.

As a global company, Griffith Foods prides itself on facilitating collaboration among business groups and regions. Through our Global Culinary Council, we not only support the exploration of regional ingredients and flavors, but also seek to elevate the role of culinary within the company by sharing best practices and developing new methods.





Product Conceptualization Example

Target Product	Alternative protein pizza toppings
Flavor Profile	Authentic pepperoni flavor and texture
Culinary Contribution	Sliced pepperoni — To create a gold standard to measure cooked sliced pepperoni taste and texture on a finished pizza
Subsequent Assessments	<ul style="list-style-type: none">• Thin edge curling and slightly charred perimeter with a glistening oil sheen when cooked• Bold fennel, chili and garlic flavors that not only complement the other toppings, but deliver the classic flavor in each bite• Mottled fat particulates that imitate the classic Italian emulsified sausage• Must be sliceable from a larger alternative protein skinless sausage, similar to the gold standard• Must be able to be applied to pizza build in the same manner as the gold standard product (back of house consistency and standard operating procedures)• 32-44 mm in diameter and 1.5-1.75 mm in thickness to mimic Gold-Standard



“If we’re not using insights to create, we’re just cooking food.”

MARK SERICE

VICE PRESIDENT OF GLOBAL CULINARY FOR GRIFFITH FOODS



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Food Science

It is the job of the food scientist to understand everything about how ingredients come together to deliver on customers' desired outcome (achieving optimum taste, texture, and operational performance).

But customers may not always have a firm grasp on the latest innovative technologies that can take their products to the next level. Our consultative approach ensures that we proactively innovate towards solutions that meet and exceed the evolving needs of our customers, partners, and consumers worldwide.

For example, one of the biggest food myths of our time is the idea that delicious food and healthy ingredients are mutually exclusive. Through care and creativity, our food scientists are adept at creating nutritious, crave-worthy products

from a broad range of seasonings, savory sauces, and innovative coatings, showcasing the incredible power of like-minded partnerships and food science.

Griffith Foods looks at the whole recipe when we strive to make products healthier. We realize the importance of added nutritional properties like fiber and protein fortification and finding creative ways to produce clean label products. These innovations help ensure that real value is passed on to customers and consumers alike. Every step of the way, we leverage our culinary and sensory science expertise to ensure we've hit the mark, validated by our trained panel of experts.



"You have to get so close to the consumer that you know what they want before they do."

JOHAN BOOT

Vice President of R&D, Griffith Foods Europe & Africa



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Sensory Science

Sensory science has become a differentiator that customers value to confirm their product offerings meet consumer needs.

Using the five senses, sensory uses a rigorous quantitative process for evaluating how ingredients and products are perceived.

Today, Griffith Foods' sensory scientists play a key role throughout the development process, from the initial ideation phase to serving as a final validation that products developed by Griffith Foods meet their consumer expectations. By expertly navigating the intricacies of human interaction with food, our sensory expertise helps ensure our product solutions are at the optimal quality required to succeed in the marketplace. Our teams are highly skilled at applying a wide array of sensory techniques to ensure the development and delivery of quantifiably superior

products. In doing so, they reduce risk and accelerate speed to market for our customers and partners.

While taste is certainly a key factor in delighting our customers and their consumers, texture, aroma, and appearance also play a major role. Sensory science research provides insight beyond general likes or dislikes. It puts the product on the stage to speak for itself, articulating its defining characteristics and nuances as perceived by the most sensitive palates.

What we call the “voice of the product” allows us to examine the subtleties among products and pinpoint the sensory attributes that may drive consumer preferences. This information, gathered through objective informed sensory analysis, is crucial in creating unique solutions that provide value for our partners, while satisfying consumers' tastes.

Better ***Acting Responsibly***

Griffith Foods' contemporary initiatives stem from a simple, yet revolutionary idea: that a business can be a vehicle for the greater good. For over a century, we've had our sights set on something much bigger than just business — our purpose: "We Blend Care and Creativity to Nourish the World." But nourishing the world is about more than just feeding everyone. It's about:

- Discovering healthier systems that help people thrive
- Supporting farmers and their communities around the globe
- Seeking out and choosing solutions that protect our planet





BETTER

Acting Responsibly

Our purpose and the framework that it drives explain why we exist.

It encompasses everything we do and ties our people and business together, while supporting who we are and how we win as a company. It also serves as a compass, guiding the organization to passionately leverage our unique skills and capabilities to drive meaningful and positive change in the world.

Everything we do — every meeting, every strategy, every corporate decision is made in service of our purpose.

As a purpose-driven company specializing in developing delicious, healthy, and sustainable food ingredients, we believe

we have an important role to play using our unique position as a product development partner and collaborator to deliver healthy and affordable food.

Our capabilities deliver on this promise:

- With deeper insights, we can create products and solutions that better anticipate and address the needs of the consumer.
- By leveraging technology, we can innovate new processes that increase efficiency and pioneer the next wave of the industry.
- And with a focus on health and nutrition, we can better the planet by focusing on our primary goal: nourishing the world.

Our Purpose:

At Griffith Foods, our purpose defines who we are, what we do, and why we exist, highlighting what makes us distinct and authentic in the marketplace. We help our partners meet the evolving needs and desires of consumers in ways that respect and sustain the planet. Our care and creativity mean we'll find the right mix of global reach and local impact to serve the earth and nourish all of us who call it home.

“Solutions of the future will not be unilaterally designed, developed and manufactured in the private business sector and government assistance, the general public sector will be needed to drive the market in that direction.”

MARK SERICE

Vice President of Global Culinary, Griffith Foods



BETTER

Consumer Insights

Our consumer and marketing insights specialists are our “boots on the ground.”

They are the ones conducting research, gauging consumer preferences, monitoring trends, and staying in close contact with customers to glean what findings are most important.

But more than that, they distill these findings into clear insights that help our teams make better product development decisions. With in-market analysts headquartered all around the world, our consumer insights teams extract key findings from third-party research and field voice-of-consumer studies through methodologies like:



Online surveys



Video journals/
diaries



Discussion forums



In-home use tests



Online and traditional focus groups

It's important to acknowledge the differences in consumer trends around the world.

This is why we collaborate globally, watching trendsetting regions like Europe and anticipating changes in other areas. By pairing these insights with other capabilities, we can activate them faster in new products and better advise customers.

For instance, FlavorIQ® is our insights-driven approach to culinary innovation. It enables our customers' growth and success by approaching the creation of customized solutions with a bold mix of expertise, aspiration, and curiosity. We develop unique products, menu concepts, and gold standard flavor delivery systems, meeting the requirements of our customers today and anticipating their emerging needs too. The opportunities we identify for operators and food

manufacturers on a global scale are rooted in a deep understanding of the culinary arts, sensory science, consumer insights, and food science. Our ultimate goal? Innovation without limits.

“Everyone has access to secondary research. It's our job to extract the insights and apply them to Griffith Foods' customers.”

JEN ZODROW

Director of Consumer Insights, Griffith Foods North America



BETTER

Leveraging Technology

Since our founding more than a century ago, we've created or invested in innovative technologies to deliver on our purpose, develop efficient and effective product development processes, and ensure the quality and safety of our products.

Today, technology accomplishes a number of goals for the business, from new food processing techniques to harvesting data for clearer insights. In this way, we pair our culinary legacy with the newest technologies to pioneer a more sustainable future of food.

New environmental management systems are already helping Griffith

Foods' customers meet changing regulatory requirements, while tracking systems linked to its sustainably sourced ingredients monitor yields and provide greater transparency within the supply chain.

For instance, just one consumer survey can provide more than a million data points, benefiting teams across functions to draw new meaning and understanding. This data not only reaffirms our work, but helps us draw new conclusions that keep our innovations fresh and current.



“When I started, everyone wanted a job in IT, and food was the lower priority. Today, it's completely the opposite. There's so much technology that can help how we design our food.”

DAMIEN WURPILLOT

Insights and Sensory Manager, Griffith Foods Europe

BETTER

Health & Nutrition

It would be easy for a processor to simply “provide food.”

But, as part of the industry that feeds some seven billion people daily, we have a responsibility to develop products that not only satisfy, but nourish. It's our job to make nutritious food affordable and accessible to everyone.

But consumers now have a greater expectation for food that is healthier without having to seek out niche products for better nutrition. The thing is, the definition of “healthy” varies from local to regional to global viewpoints.

At Griffith Foods, we have this regional data and can act on it to meet new standards for healthy foods and deliver the most nourishing product solutions across the world. In fact, by 2023, our goal is for 50% of our product portfolio to have a health and nutrition component to it.

Together with our customers and partners, we strive to deliver delicious and nutritious products to our customers and consumers. From clean label products and the reduction/elimination of unnecessary or poorly perceived ingredients to the fortification of our solutions that improve upon the nutritional composition of the final product, our health and nutrition capability allows us to focus on nourishing the world.



By **2023**, our goal is for **50%** of our product portfolio to have a health and nutrition component.

Together

People & Collaboration

From our global family of brands (including Griffith Foods, Custom Culinary®, Terova™ and Nourish Ventures™) to more than 4,800 employees on six continents, we thrive on collaboration innovation. We work side by side with our customers to understand their brand and act as an extension of their team to deliver on their needs. And because of our global footprint, we can demonstrate knowledge of every market and a deep understanding of regional flavors for the most impactful and diverse approach to product development.

By adopting a collaborative mindset internally, we set the foundation for every external relationship, working together to bring forward the best possible products we can. This means deeply listening and understanding what the customer (and their consumers) want and expect and setting common goals so all parties are aligned.

We believe our culture makes us unique in the food industry. We see everyone who works with us — employees, partners, customers, suppliers, and the communities they work in — as part of a family that is united around a common purpose to nourish the world.

Even before the pandemic, establishing global teams and sharing learnings daily was a priority. Now, this work is made easier with technology and virtual meetings to keep us closer than ever despite physical boundaries.





TOGETHER

Partnerships & Ecosystems

We know we cannot achieve our purpose alone.

That's why we've developed an ecosystem of changemakers — customers, suppliers, new business ventures, community organizations, and more — that will allow us to build new capabilities, share our innovations, redefine industry norms, and enhance our ability to develop healthier products that improve the lives of consumers.

Perhaps even more than that, we are a global family. We've set up regional teams across North America, Central and South America, Europe, Africa, Asia, and Australia to create a vast network that continually shares knowledge to take products to market more efficiently.

Our growth and business development strategies work by approaching customers and partnerships as

relationships, not sales. We seek first to align on values, helping customers achieve their purpose-driven goals, while staying true to our own. In creating these intimate relationships, we build trust and integrity to not only go after transactional achievements, but common social concerns.

With a deep understanding of native flavors, as well as the needs of regional customers, we can simplify processes, streamline coordination across regions, and accelerate innovation that will affect our entire ecosystem. It's how we're able to customize products (like vegetable- and cereal-based namkeen snacks in India or nutrition-packed soft-meat products for the elderly in Japan) to meet the needs of local community members in over 30 countries.





TOGETHER

Shared Value

Shared value is a higher version of corporate social responsibility that puts our purpose-driven goals in perspective, intersecting people, planet, and performance in a way that does the most good worldwide.

Corporations have traditionally thought of social issues as hindrances to profit and business growth. But we believe that working with our local communities to

address social challenges at scale will result in greater outcomes for everyone.

Our sustainable sourcing program, Griffith Sustainably Sourced (GSS), epitomizes this philosophy. Our relationships produce wins for all stakeholders: Griffith Foods receives high quality raw materials from trusted partners; farmers secure higher yields, community assistance, and a consistent buyer; and sustainable agricultural practices also yield environmental benefits.

Our Partnership with The Hatchery: *Removing Barriers to Growth for Food Entrepreneurs*

In our hometown of Chicago, we support entrepreneurs at The Hatchery, a start-up food incubator helping local food and beverage entrepreneurs. As with all of our business operations, this partnership is designed to achieve more than just financial success. The Hatchery's mission is to remove barriers to growth for food entrepreneurs and create valuable jobs in the City of Chicago. The non-profit estimates that 900 jobs will be created over the next five years, with space for 75 to 100 entrepreneurs in the new food production and innovation hub.

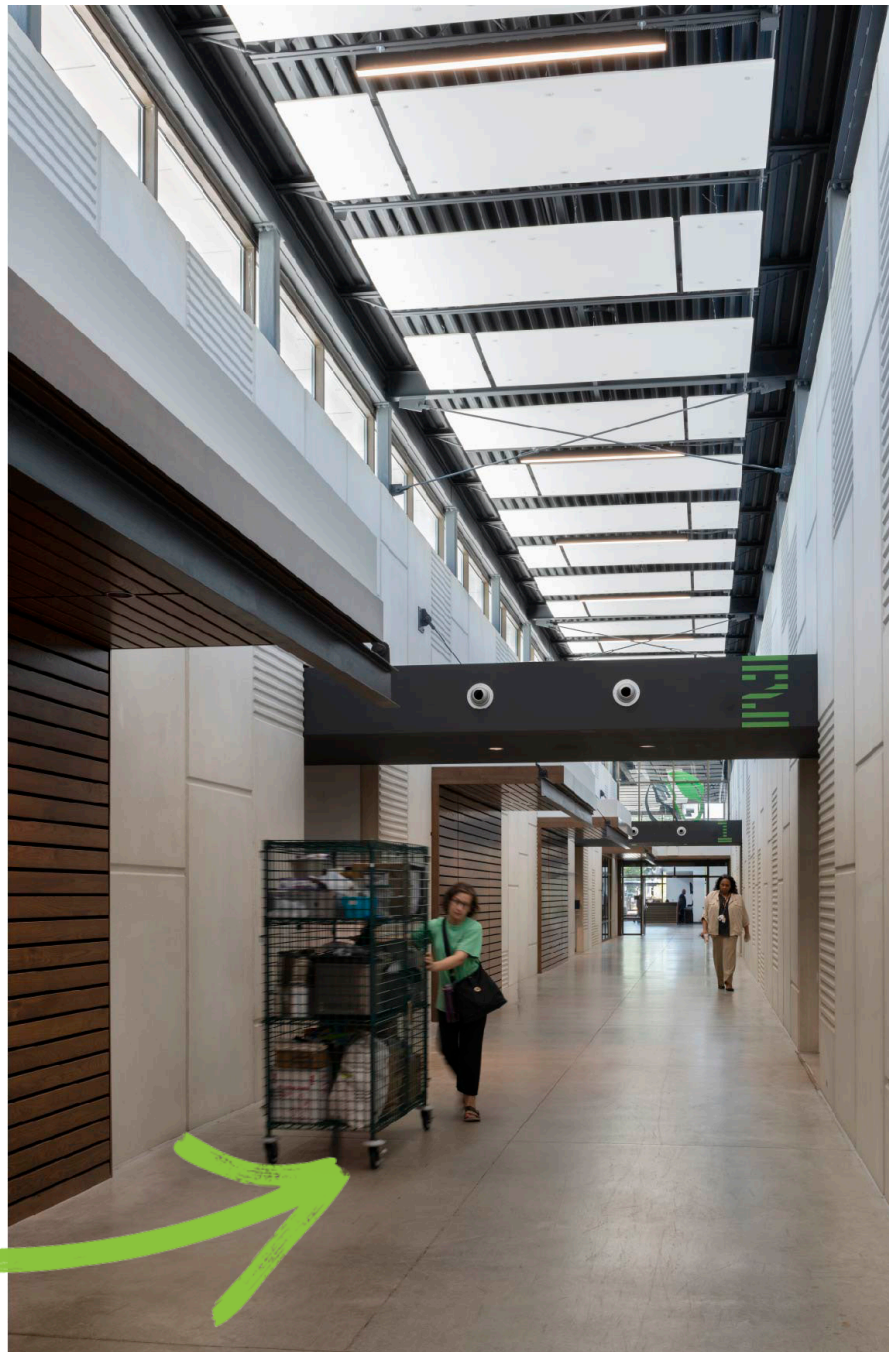
Our partnership means we can continue to create shared value for more stakeholders by aligning our business opportunities with solutions for broader social issues. The partnership includes opportunities for entrepreneurs to grow and share insights with Griffith Foods' employee experts (as COVID-19 restrictions begin to ease), including a yearly internship program, educational sessions, panel discussions, workshops, and entrepreneur mentorship.



Shared value is also the embodiment of our core capabilities working in tandem and the yardstick against which we measure our success.

We are strategic about the companies we choose to partner with. We are intentional about our ingredient decisions and supply chain considerations. We are forward-thinking in how we scale food development to nourish the world. And we are determined to demonstrate that purposeful business is profitable business.

A key part of our approach is looking for opportunities for shared value — that is, finding partners with innovative ideas and products (such as Kuli Kuli, ReGrained, and Technoserve) and working together to develop and scale these innovations and bring them to the market. This creates value for our partners and the producers who work for them, for the planet and local communities who are growing sustainable products, for consumers who are looking for healthy and nutritious options, and for our business.



Why Create Better Together?

Enhanced value for all



The benefits of prioritizing collaboration at every level are abundant. At Griffith Foods, we've designed our processes to be collaborative — not as a top-down mandate, but as a strategic differentiator that benefits more people in the long-run.

We grow by helping our customers, partners, and employees grow, allowing everyone to achieve:

An ecosystem of value.

When we make collaboration a priority, we create an environment that naturally breeds innovation and makes us more efficient at achieving results faster.

“If you do well for yourself and someone else, it makes the next project easier. When you repeat it over time, you create an ecosystem of value,” says Damien Wurpillot, Insights and Sensory Manager for Griffith Foods Europe.

Mission-driven partnerships.

When partners are aligned on purpose and share a vision for a more sustainable future, collaboration is more fruitful and outcomes benefit the customer and their consumers more directly.

“If you don't have relationships built on trust and integrity, nothing else matters,” says Anthony Khattabi, Vice President of Global Business Development at Griffith Foods.

Insight-driven strategy.

We've developed numerous teams and advisory boards (like our Global Sustainability Advisory Council, Global Alternative Protein Taskforce, Global Innovation Council, and Global Culinary Counsel) to not only drill down on niche topics, but ensure they're tied back to our company purpose and subsequent decisions. With these teams, we're able to dig into local nuances and consumer trends to continually stand on the heels of what's most important in the hearts, minds, and stomachs of consumers.

In addition, our Board of Directors come from rich, diverse backgrounds that lend well to our purpose. Over the past year, we've added new board members who share our vision of a sustainable future and help challenge us to elevate those efforts, ushering us into the next century of purpose-driven business.



The Griffith Foods Difference

These core capabilities are not new concepts in the industry. In fact, there may be other companies who conduct these capabilities in isolation quite well.

But it's our ability to bring these capabilities together that makes Griffith Foods different.

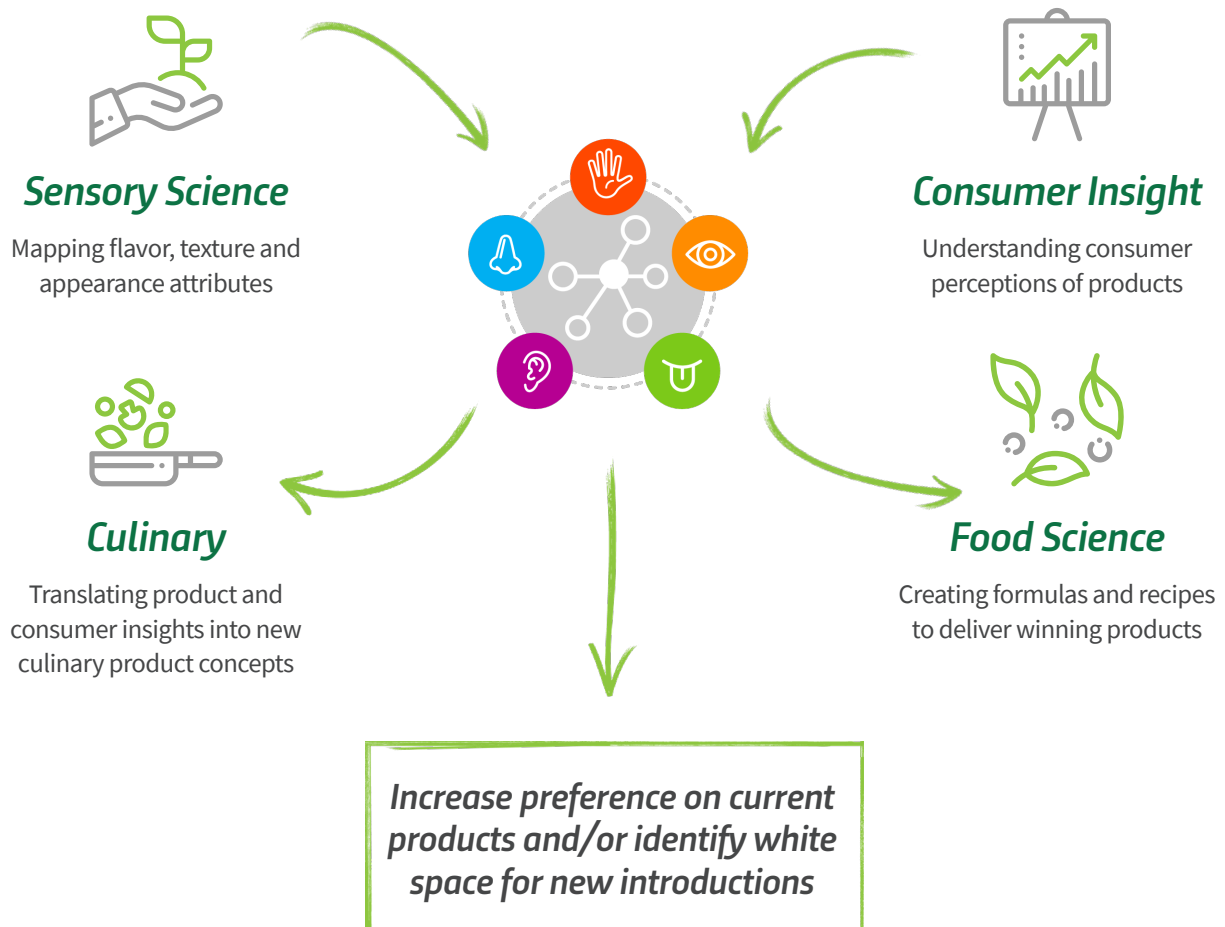


While we can (and do) deploy our capabilities in isolation at times, our integrated approach to product development is what sets us apart and helps us form the most fruitful and long lasting customer relationships. By weaving our capabilities together, we can achieve a number of benefits for customers, including:

- 1** Personalized attention toward outlined needs versus formulaic, "templatized" solutions
- 2** Deeper insights representing all perspectives of the consumer experience (not just one)
- 3** Concepts backed by data (not hunches), leading to quantifiably superior products and solutions

Consensus Mapping: *Marketing Intelligence Visualized*

One of the ways we integrate capabilities is through our proprietary process of Consensus Mapping, a synergistic collaboration of our core capabilities of consumer insights, culinary, food science, and sensory science.



Much like sensory mapping (a tool used to understand how a product's sensory characteristics compare across a category landscape), Consensus Mapping also incorporates consumer perceptions and insights to arrive at a visualization that demonstrates potential opportunities based on proven marketplace success.

With this visualization in hand, we're able to achieve two key goals for customers:

1 Improve consumers' preference of current products.

2 Identify opportunities for new product development.

* Consensus Mapping incorporates **consumer perceptions** and insights to arrive at a **visualization** that demonstrates **potential opportunities** based on **proven marketplace** success.

Competence Beyond Capabilities

Creating true differentiation is not just about the products and food solutions we help develop, but in the “intangibles” that can’t be packaged up or taught.

It’s through these additional skills that we are able to go above and beyond for customers, adding value to every engagement.

“Intangibles aren’t always quantifiable, but it’s the intangibles that set us apart.”

ROCHELLE SCHAETZL

Head of Marketing, Griffith Foods Europe & Africa





COMPETENCE BEYOND CAPABILITIES

Building Relationships

Any ingredient company can boast food science expertise or the deepest consumer insights.

But genuine relationships with industry partners and customers can't be faked. Every Griffith Foods engagement starts with building a relationship, joining forces with a customer to form a common team with the same goals. And wherever customers go, we're right there alongside them.

Building long lasting relationships stems from our purpose, but it also has its foundations in our family-owned history. For more than 100 years, Griffith Foods has remained privately owned, led by three generations of family leaders. This sense of family is adopted at every level of the company and externally with our partners and customers who feel a part of something bigger. It also exemplifies our commitment for the future, preparing subsequent generations of leadership.

COMPETENCE BEYOND CAPABILITIES

Scaling Businesses

We've always had a passion for growing start-ups and regional businesses to the global level.

We call this "glocalization," which translates global knowledge into local applications.

With our deep capabilities in culinary expertise and product development, we're poised to amplify the missions of industry up-and-comers who are solving the challenges of an established industry with new savvy insights. We bridge the gap between ideas and impact, helping our partners break through barriers to reach a global community of like-minded innovators and advance a more nourishing, regenerative, and equitable global food system.





COMPETENCE BEYOND CAPABILITIES

Sustainability & Responsible Development

While we are proud of our heritage and achievements, we are a company that continually looks to the future.

We believe we have an important role to play using our unique position as a 360° product development partner and collaborator to deliver healthy and affordable food through healthy producer relationships for a healthy planet.

Sustainability is at the core of our business strategy and our purpose as a company. Our triple bottom line approach to doing business is embedded into everything we do and guides us to think about People, Planet, and Performance at all times. Sustainability is not only something that is applied at the micro level of decision making, but is the lens through which we view the future of our business and our role in creating a better nourished world.



“We have a responsibility because of our scale. We may not always make the end product, but we are part of it. We must make sure the end solution is healthy and sustainable.”

AMY JONES

Vice President of R&D, Griffith Foods North America



COMPETENCE BEYOND CAPABILITIES

Pivoting Quickly: To Market Changes

One of Griffith Foods' specialties is small scale manufacturing, making exclusive products with small batches.

This allows us to be more nimble, focusing on customers' goals and unpacking their biggest challenges into smaller, more manageable parts. But it also breeds the expectation from consumers that new flavors and products

will be available on a progressively faster and shorter timeline, which isn't sustainable.

This has led us to adopt proactive innovation, seeking out new trends and concepts in advance to meet consumers' preferences before they even know they have them. Instead of simply reacting to changes in consumer preferences and the market, we actively seek out consumer insights to develop new concepts early — before customers request them and consumers realize they want them.

COMPETENCE BEYOND CAPABILITIES

Pivoting Quickly: A Case Study on COVID

Every industry was hit hard at the start of the COVID-19 pandemic.

And with the supply chain wracked by obstacles and meat shortages due to factory shut-downs, the food industry was especially affected by unexpected hardships.

But this also prompted change in both consumers and business. With consumers quarantined at home and more time on their hands, we saw a return to baking, comfort foods, and the use of kitchen appliances that were previously tucked away. To keep people safe from contact, restaurants, QSRs, and grocery stores quickly pivoted to pick-up and delivery options.

These shifts meant change for companies like Griffith Foods, too. Internally, the

pandemic presented new opportunities for regular communication; faster, more efficient collaboration virtually; and new concepts built on the shifting preferences of consumers. This includes solutions like Creative Coaters and StayCrisp™, unique coating systems specifically developed to deliver optimized texture with significantly extended hold times, and Flavor Glaze, an oil-based technology that holds crispy textures longer. With the increase in take out and home delivery during shelter in place measures, allowing popular menu items to retain their crisp and crunch longer makes a big difference to customers. Solutions like these allow foodservice and home meal replacement (HMR) brands to adapt to the evolving definition of convenience and help consumers thrive in a world now open to diverse delivery methods.



Solving for the Future

Thinking ahead is not a novel idea, but it is the responsibility of every world citizen.

As a company, we've been future-forward since our founding — from the creation of special meat curing processes in the early 1900s to innovative coatings in the 1970s to plant-based protein today and beyond. But in the spirit of Creating Better Together, it's also our responsibility to encourage others to adopt a proactive mindset that considers emerging needs and solves problems of the foreseeable future.

We are on a purpose-driven journey at Griffith Foods. It drives everything we do and is why we exist. It ties our people and business together, while supporting who we are and how we win as a company. It is the intersection between what is distinct and authentic to Griffith Foods, the needs of the world, and our role in delivering on them.

Our purpose is our compass, guiding our organization and compelling us to passionately leverage our unique skills and capabilities to drive meaningful and positive change in the world. It's instilled in our leaders from the top down, proving that it's possible to be both successful and purpose-minded. And it's ingrained in the DNA of the Griffith Foods family of companies and our employees across 30 countries on six continents. Our purpose is a conscious expression of how we intend to evolve and transform over time by only doing things that are of real value to others.

That's why every choice we make is intentional in order to affect both

industry-wide and global change. It means we're willing to take risks, try new things, and never settle for the status quo if it brings us closer to achieving our purpose. By linking our social and business efforts, we can do well by doing good, creating shared value for community and business growth.

Our purpose-driven approach has always required the participation and conviction of Griffith Foods' partners and employees, who have been energized by the prospect of being a catalyst for lasting change. By partnering with the right companies, breaking problems down into what we can control, and applying our proven capabilities in integrated ways, we can not only continue to build a viable company, but position the world for a thriving future.

We're looking forward to the years ahead — and Creating Better Together™.



*Creating **Better** Together™*

Join us as we help pioneer the next generation of culinary innovation.

Learn more about how we're Creating Better Together™