



**2012 Sustainability**  
**Progress on the Journey**







# Table of Contents

CEO Message.....	Page 4
Sustainability Philosophy.....	Page 5
Sustainability Vision.....	Page 5
Sustainability Structure 2012.....	Page 8
Stages of Sustainability.....	Page 10
Supporting the Stages.....	Page 12
Scoops of Goodwill.....	Page 14
Corporate Projects & Results.....	Page 16
Progress on the Journey.....	Page 20
2012 STARS.....	Page 32
A Look Ahead.....	Page 34
In Closing.....	Page 39



# CEO Message



Robert Denning, President & CEO

At Perry's, sustainability is a corporate responsibility and a core business strategy. As our world changes, we must be positioned to anticipate and respond by embracing new technologies, new ideas, and driving more efficient, effective & responsible solutions. We firmly believe that by following our sustainable principles, we will be able to act quickly. As a result, we will remain competitive and realize our longer term sustainable vision. This vision is founded in the belief that we have an obligation to direct the course of our organization in ways that restore and enhance all forms of capital (human, natural, manufactured & financial) to generate stakeholder value and contribute to the well-being of current and future generations.

Our sustainability journey began with the founding of the company in 1918. Back then, there was no formal sustainability program, however, the organization always used resources as efficiently as possible, gave back to the community, and valued its employees. These underlying themes have existed throughout the years, leading to a more formal sustainability program in 2010. Our sustainability team establishes concrete goals and measurements, along with outlining our approach to fully integrate sustainability into our culture. In the last couple of years, we have made significant progress in the areas of Strategic Capital Utilization, Solid Waste Reduction, Resource Management, Engagement and Organizational Culture.

We're improving every day with engagement of our team members. As with every new endeavor, a formalized sustainability platform has not come without its challenges. This has been a learning process for all of us as we try to effectively measure and benchmark efforts and results from water usage to product waste.

As you'll see in this report, we are progressing on our sustainability journey, tackling our challenges head on. We achieved several significant accomplishments in 2012 on our path forward. It is this path that will lead us to becoming a sustainable world class organization - an employer of choice, a preferred supplier in world markets and a brand of choice. Our vision will only be realized with full commitment of all team members, collaboration with our customers and suppliers, and a free and open dialogue with everyone who has a relationship with Perry's.

## CORE VALUES

The guiding principles that will guide us toward our sustainable future are embedded in our core values.

**BELIEVE** in each other, our team member successes and our brands

**FORESEE** the difference we can make with consumers, customers, community, and the environment, through our insight, dedication and commitment to quality

**ACHIEVE** our goals through our commitment to safety, continuous improvement and doing the right thing



# Sustainability Philosophy

**Perry's Ice Cream is committed to actively manage the impact on our communities and the environment through responsible business practices.**

## PEOPLE

We will serve our communities by working to provide programs that sweeten the quality of life.



## PLANET

We will manage our business and resources in a sustainable way that will help contribute to a cleaner environment.

## PERFORMANCE

We will continue to improve our business practices in order to "put enough of the good stuff" in our company to sustain profitable growth and career opportunities for our team members into the future.



# Sustainability Vision

Our vision gives us the ability to imagine some thing better and provides a path to follow to make it a reality. Vision drives great leaders, scientists, and artists to be the very best at what they do for the benefit of all.

***As* emerging entrepreneurs of sustainability, we envision a day when...**

***Our* financial position provides capital for today and growth opportunities for tomorrow.**

*Imagine a day when significant capital is available that allows Perry's to embrace the latest technologies to enhance performance of our people and processes. Perry's team members will be continually challenged and progressing to better serve our loyal fans. Imagine learning that Perry's Ice Cream is listed on Forbes 100 best places to work list, again!*

*"I am proud to work for a company that is taking the initiative to go beyond being "good enough" and is striving to make a difference."*

- Elizabeth Mitchell, Quality Assurance Coordinator





## *A* dynamic, innovative, “Why Not?” approach is the norm.

*Challenging the norm and the expected “how to” of a process is second nature. Why not?, we ask, when faced with “never been done before” ideas for improvement or new products. Perry’s will be known for its innovations that are the envy of the industry and leave customers and consumers wanting more.*

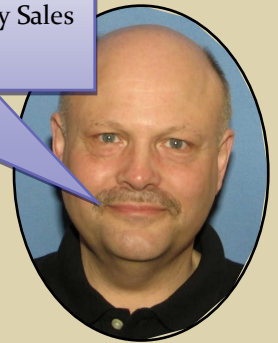
## *We* achieve zero net waste through responsible management of our product’s life cycle.

*There is a day in the not too distant future when we have achieved zero solid waste, and repurposed our organic waste into a valuable resource. Not only have we made strides within our campus regarding waste, but our product packaging is made from bio-degradable material that feeds the earth and perhaps your dog! We like that!*

## *We* manage our environmental impact through responsible use of natural resources and seek renewable energy solutions.

*Future Headline: “Perry’s facility is carbon neutral”. Perry’s will be recognized in the many industry publications for advances in clean renewable energy. The feature picture will show windmills towering over the facility and solar panels on the roof. Alternative fuel cars will be parked in our environmentally friendly zone where high school artists have painted a mural depicting sustainable Perry’s. There will be a day when our fleet is also carbon neutral, running efficiently and independently on bio fuel, compressed natural gas, hydrogen, or dairy waste maybe? Why not?*

*“I am proud to work for a company that not only provides an opportunity to grow and learn but one that also is recognized as having premium products sought after by consumers and by all the class trades (Grocery, Convenience stores, Dip stands and Food Service).” - Michael Paglia, Territory Sales Manager*



*“Perry’s sustainability vision and its promise to reaching this state speaks volumes about the company’s deep roots in the community and its genuine commitment to doing the right thing, not only to ensure the well being of its team members but also to protect the environment and the vital resources needed to sustain the business for numerous generations to come.” -Eva Balazs, Marketing & Co-Pack Manager*



## *Our* suppliers share a common commitment to sustainability.

*We partner with vendors that share Perry’s commitment to sustainability, determined through our vendor sourcing process. These vendors will have also achieved zero net waste and will work in collaboration with Perry’s to source the finest, all natural ingredients.*

## *We* give back to our communities in proportion to the size of our footprint.

*The Perry’s Sundae Foundation, with a mission to enhance the quality of life and education of children, is a proud sponsor of a destination on Buffalo’s revived waterfront. Not only does this foundation support our external community, it also supports higher education of our team member’s children and grand children through scholarship programs.*

**At Perry’s Ice Cream, we are implementing this vision of the future by challenging the way we think and encouraging all fellow team members to lead the charge.**

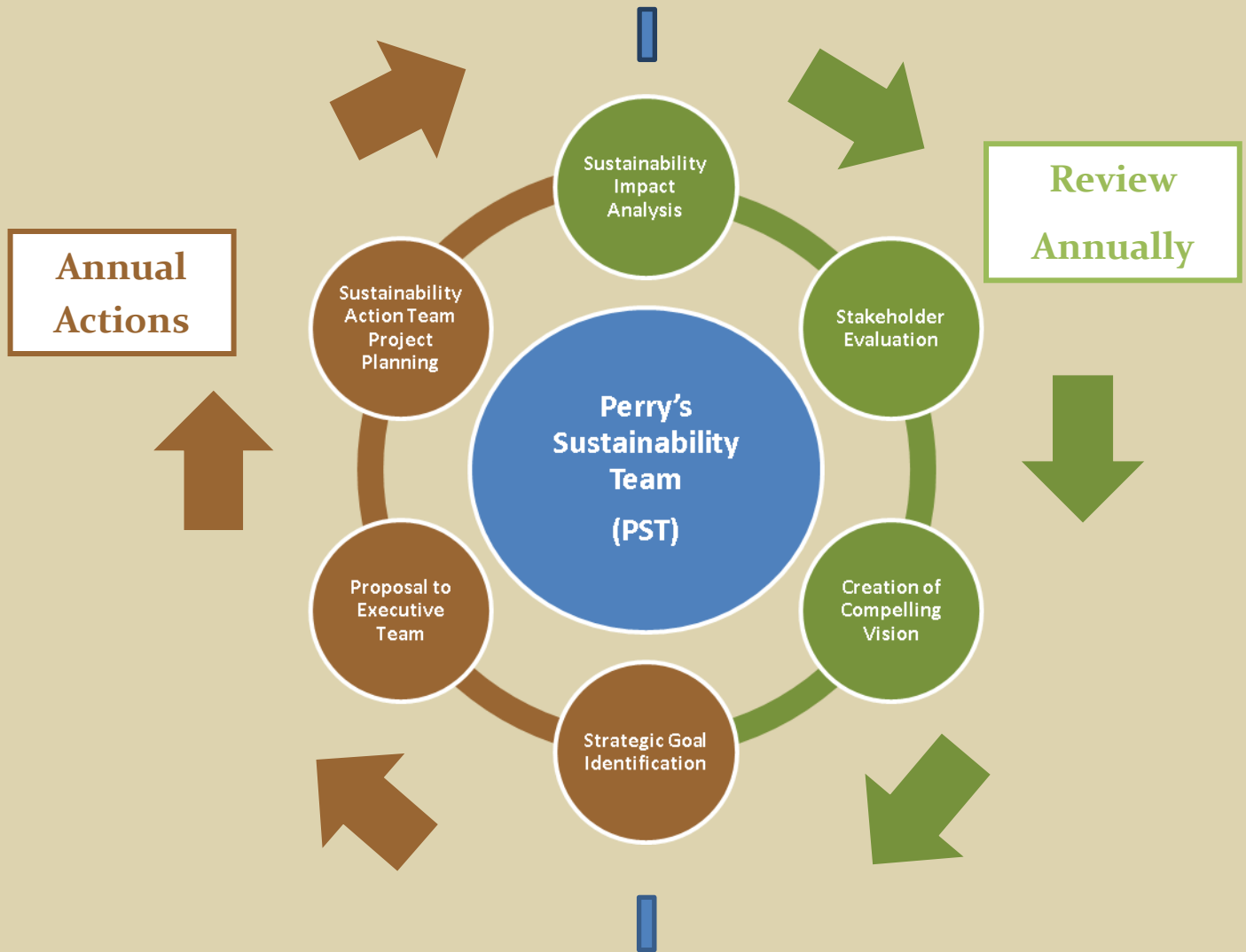
*“It is a terrible thing to  
see and have no vision.”*

Helen Keller



# Sustainability Structure 2012

In order to understand what's behind our sustainability challenges, we need to step back and look at the big picture, see the connections, identify root causes and find the leverage points for change. We refer to this as systems thinking.



Our process integrates sustainability goals into the corporate strategic plan, ensuring alignment of purpose and priorities.

Building off the talents and passion of team members, our continuous planning cycle is initiated with the PST, aligns with business strategies at the executive level and is integrated into departmental and individual performance plans. In this way, sustainability is a natural complement aligned to our core business.



Engagement throughout the organization is key to the success of any initiative. With this in mind, we implemented a team structure complementary to our planning cycle that leverages our team members' talents and interests. Each team has a distinct role in the planning, alignment, implementation, and assessment cycle. Ongoing communication and feedback is foundational to all teams.

### Perry's Sustainability Team (PST)

- Strategically focused team
- Establishes vision & long-term goals
- Leads & supports others
- Assesses sustainability opportunities & identifies projects
- Engaged in learning, measuring, communicating & celebrating successes
- Sustainability ambassadors to functional areas

### Perry's Leadership Team (PLT)

- Approves sustainability vision & goals
- Aligns sustainability goals with the business strategies
- Commits resources as needed to accomplish the goals
- Active in supporting initiatives and providing feedback
- Engaged in recognizing & celebrating successes

### Sustainability Action Team (SAT)

- Identifying opportunities for progress on our challenge areas
- Map out projects and actions aligned to the sustainability challenges
- Active in facilitating, trouble-shooting, & coaching on behalf of the project teams

### Sustainability Project Teams

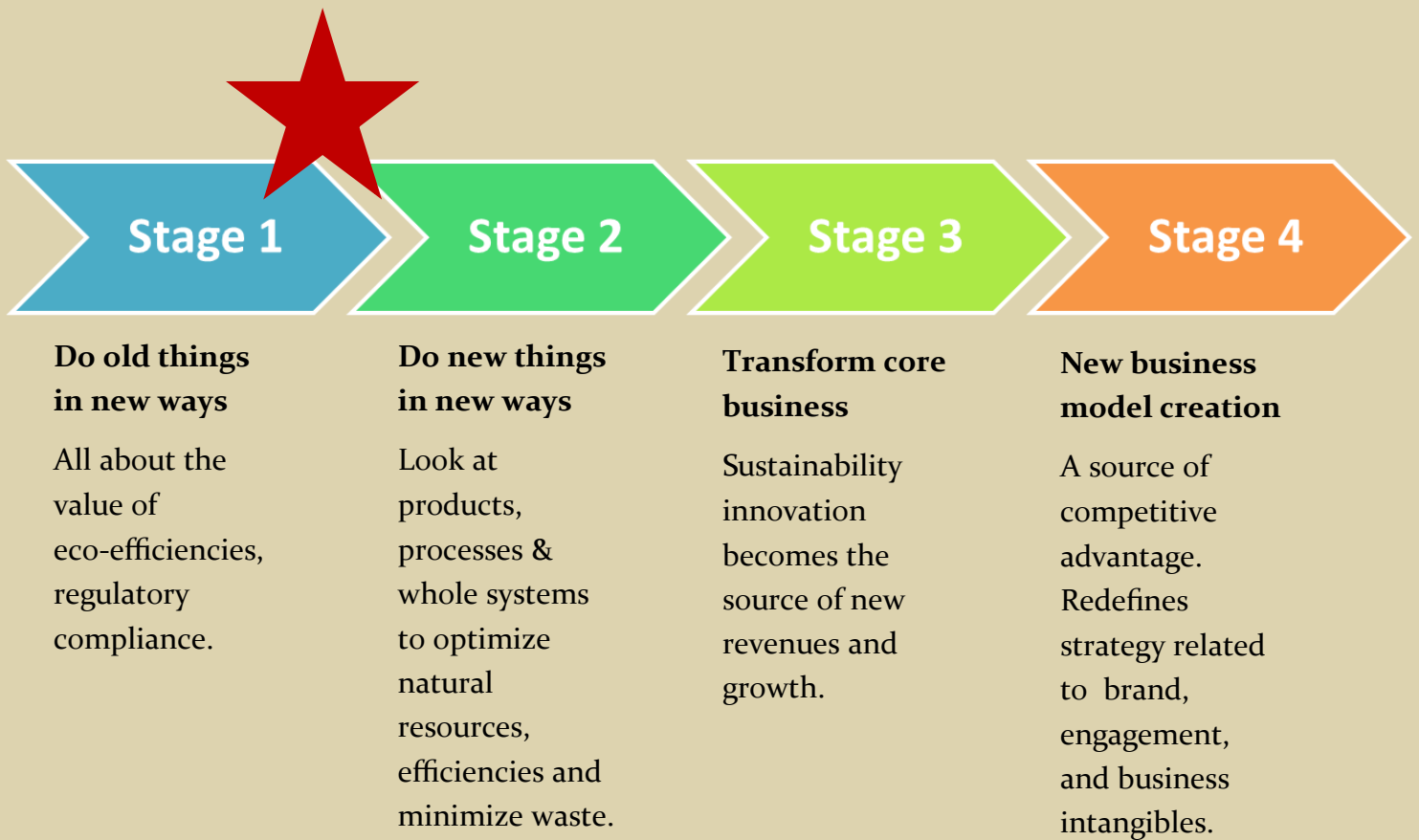
- Consist of cross-functional team members based on interest, job responsibilities & performance goals
- Complete sustainable projects through short-term assignments
- Advance our collective progress toward our sustainability vision

The Perry's Sustainability Team (PST) acts as a steward of the planning process. This is essentially a steering team responsible for charting the course of our sustainability journey. Our Perry's Leadership Team (PLT) serves as a coach and guide to ensure alignment of goals and resources. Tactical planning is managed by the Sustainability Action Team (SAT) Leaders. There is one SAT leader for each of our four sustainability challenge areas. The SAT Leaders also serve a valuable role as coaches to the Sustainability Project Teams (SPT). Sustainability Project Teams are focused on completing short-term projects. The success of these projects is what brings ideas to life and advances us along our path to corporate sustainability.



# Stages of Sustainability

There are 4 widely accepted stages of sustainability. Perry's has chosen these as mile markers to track our journey on the way to our sustainable future. While individual departments' place on the journey varies, with some leading the way, we believe Perry's Ice Cream as a whole has solidly mastered stage one and is embracing stage 2.



Examples supporting our belief at embracing stage 2 are highlighted throughout the following pages. Enjoy the read and our progress on the journey toward sustainability!

*“Life is divided into three terms - that which was, which is, and which will be. Let us learn from the past to profit by the present, and from the present to live better in the future.”*

William Wordsworth



# Supporting the Stages

The journey to sustainability requires building and maintaining awareness of related terms, issues and innovations associated with sustainability. In order to effect change, a large portion of the PST's role is constructing an awareness framework through continuous communication and education.



Dedicated sustainability section in our company monthly news letter, The Inside Scoop

## METER READER ELECTRIC USAGE



Month	2011	2012
Jan-11	525,600	492,000
Feb-11	962,400	976,800
Mar-11	962,400	1,020,000
Apr-11	1,190,400	1,305,600
May-11	974,400	1,063,200
Jun-11	1,267,200	1,406,411
Jul-11	1,048,800	1,106,400
Aug-11	1,111,200	1,120,800
12 Month Period Total	8,042,400	8,491,211

Meter Reader Featured in the Inside Scoop



Launched a Sustainability Home Page on our company's intranet site



## COMMUNITY PARTNERS PROGRAM

Wear your jeans on Fridays and support a great cause!



**Hearts and Hands**

100% of donations in the 2nd Quarter will benefit Hearts & Hands

Thanks for helping to make life's moments sweeter for others!

In-office signage regarding community and volunteer opportunities



SB 2012

SUSTAINABLE BRANDS '12  
JUNE 4-7, 2012 | SAN DIEGO, CA

Upcoming Event: Sustainable Brands 2013

Where the sustainability, brand strategy & innovation communities convene to shape the future



A global revolution is in full swing, and the Sustainable Brands Conference is where sustainability, brand and innovation leaders gather to learn, share and strategize to shape the future. SB 2012 was the largest gathering to date, a kinetic convergence of innovators from more than 150 companies from around the world finding new ways to create monumental disruption in traditional models of commerce and consumption.

### Sustainable Webinars



### Our Future Path...to world class 2013

#### Drive Sustainable Business Practices

- Investigate & evaluate warehouse management & picking system
- Integrate sustainability into PIC Planning process
- Deliver consistent world-class OEE results



Town Halls covering "state of the business" including sustainable happenings

## EARTH DAY

EARTH DAY TURNS 42!

Earth Day founder Gaylord Nelson, then a U.S. Senator from Wisconsin, was inspired to champion the first Earth Day after witnessing the ravages of a massive oil spill in Santa Barbara, CA. Mr. Nelson recognized the powerful influence of a passionate coalition with a shared vision. He felt building awareness through Earth Day would force environmental protection onto the national political agenda. 20 million Americans took to the streets that first year to demonstrate for a healthy, sustainable environment. The first Earth Day led to the creation of the United States Environmental Protection Agency

### Earth Day Education and Awareness



Field trips to other organizations on the journey to sustainability



### Our Annual Sustainability Report



Email distribution of articles to targeted audiences



# Scoops of Goodwill

Perry's has a long history of support and involvement in our communities. This long-term commitment is rooted in our values. We *believe* we make a difference, we *foresee* a better tomorrow in our communities and are confident we can *achieve* a better quality of life in our communities by doing the right thing.



Perry's donated \$90,000 of ice cream to the Food Bank of WNY



Participated in the United Way Annual Campaign, raising \$8500 (including team member contributions and a 25% match from the company).

Team members were also given an opportunity to participate in the United Way community baby shower by donating baby items for underprivileged families.

Perry's community returns program donated over \$1,000 to charities in the WNY community in 2012. The Community Returns Program donates money raised from our team members through jeans days and bottle returns to four charitable organizations selected by team members throughout the year.

### 2012 Community Returns Beneficiaries

- ◆ JA of WNY
- ◆ Hearts Hands Faith In Action
- ◆ Family Justice Center
- ◆ Wolcottville Fire Department



Perry's partnership with Junior Achievement (JA) provided \$6900 in financial support, including \$1,650 during the 2012 Bowl-a-thon and 125 hrs of team members time in the classroom and on the lanes.



Community Returns check presentation to JA of WNY

*"Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has."*

- Margaret Mead



Perry's 7 year partnership with the Buffalo Sabres organization has supported a variety of community programs. 5% of net proceeds from our Buffalo Sabres Top Shelf Sundae flavor benefit the Buffalo Sabres Foundation.



### "Day of Caring"

- \$50,000 was directed to provide backpacks filled with school supplies
- 4,000 disadvantaged students in the Buffalo city schools benefited
- 20 Perry's team members and their families volunteered during the United Way Day of Caring to pack backpacks

### "Shoot, Score, Read More"

- Promotes positive reading habits of elementary school children
- 38 elementary schools in the Buffalo and surrounding area participated
- Students read a total of six million minutes



*"Providing local high school students the supplies they need makes a difference in the success of their education. The funds were carefully considered and this project was more than worthy of our time and resources."* –Marissa Wilson, Communications Manager



Perry's Joined the Buffalo Sabres "291 Club" to Honor the French Connection

### Also Supported...

- Cradle Beach
- Camp Good Days and Special Times
- American Cancer Society
- Akron community organizations
- Many Team member charitable interests
- Customers' charitable interests in their market places



Perry's team members cool off the parade watchers by passing out novelties at the Akron 4th of July Parade



# Corporate Projects & Results

Our journey to a more sustainable future is focused around **4 key sustainable challenge areas** identified by the impact and potential across all three aspects of sustainability. Six corporate projects were identified to further our interests in each of these areas, led by cross-functional project teams.



## Organizational Culture

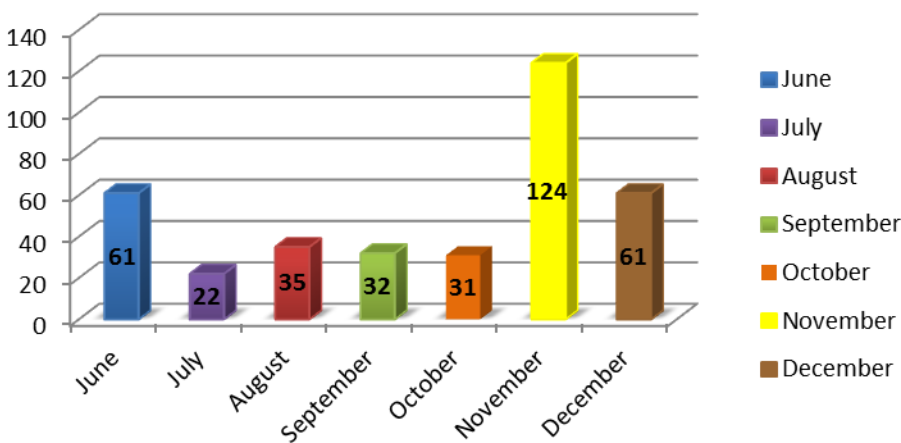
**Long term goal:** Foster a work environment in which sustainability principles are part of our everyday. A “why not?” mindset drives collaborative innovation and every experience is embraced as a learning opportunity.

### Initiative: Launch a corporate recognition program

- ◆ Introduced a peer-based Pride In Action recognition program to bring our organizational values to life
- ◆ Reinforces and promotes corporate values
- ◆ Engages team members via Peer-to-peer recognition cards
- ◆ Included a communication & promotion plan to educate team members on the new program



### NUMBER OF RECOGNITIONS



◆ Launched in June with 61 recognitions in the 1st month!

◆ 67% of the Perry's team are actively engaged with our corporate values as evidenced by 223 different team members participating in the program!

### Pride in Action Creation Team

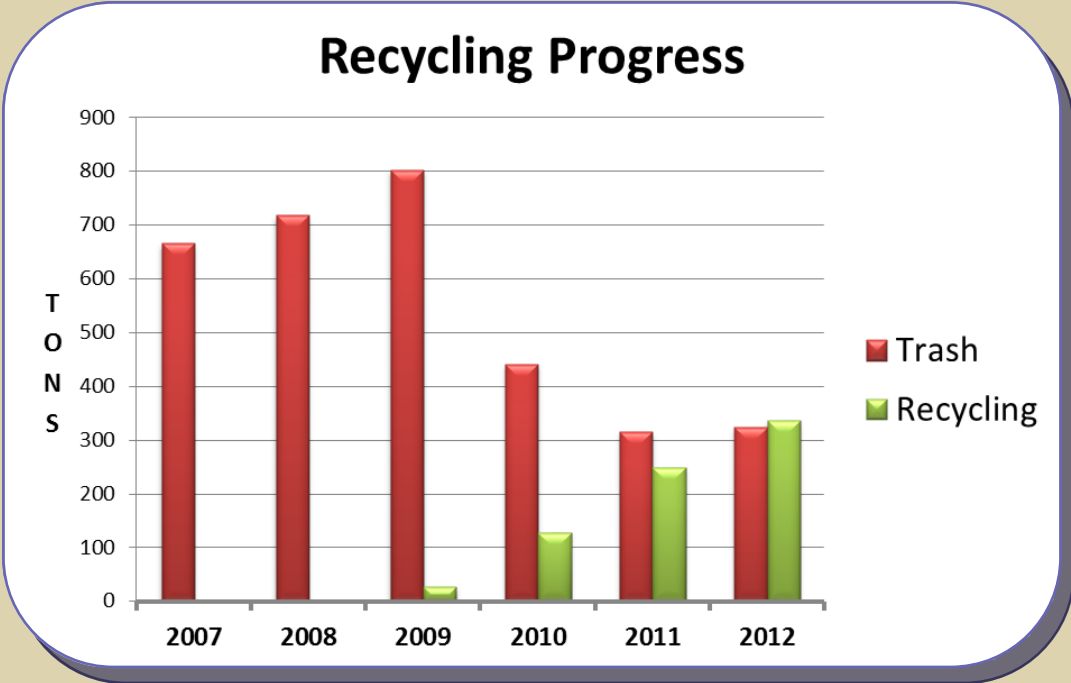
Left to Right: Bob Denning, Jim Foeller, Jodi Wiechec, Lynn Staples, Dave Perry, Justin Schlager





# Solid Waste Reduction

Long Term Goal: To become a certified “zero landfill” operation .



12.5%

Trash per 10,000 gallons produced from 2011

#### **Initiative: Expand solid waste reduction & recycling in production/palletizing**

- ◆ Diverted 61 tons of trash to recycling
- ◆ Avoided \$2,100 in waste disposal expense
- ◆ Began reusing plastic bag liners from incoming materials for collecting recycling
- ◆ Instituted a box reuse program (see pp. 20 for details)
- ◆ Established a process for collecting and recycling the cardboard cores from shrink wrap roles, resulting in 2,250 lbs. being recycled

#### **Initiative: Expand solid waste reduction & recycling in sales/marketing**

- ◆ As a benefit of handhelds, incoming paperwork from the field has been reduced at an annual cost savings of \$800 in postage paid envelopes
- ◆ We now use our in house mailing system for delivery of expense checks, saving \$100 annually and is more efficient
- ◆ Maintained our corporate reuse room for all to maximize office supply efficiencies



**KEY CHALLENGE 3 of 4**

# Resource Management

**Long term goal:** To maximize the value of our resources (including human capital, facilities, equipment, natural resources) through improved efficiencies, productivity and utilization of technologies.

In an effort to better manage/be more responsible with our natural resource, 2 areas were identified to move us further on our journey:

## Initiative: Water Conservation

The project team assessed water usage, determined needs and evaluated conservation options. The scope of the analysis was more involved than anticipated, so we are not as far along as expected. Our team believes options exist that will produce greater efficiencies and a higher return than initially anticipated with reverse osmosis. Implementation of a comprehensive solution is slated for late 2014.

*"When tackling a project with the magnitude of water reuse, who could foresee that the flow would take us down a river with many tributaries, all of which being worthwhile to explore."* -Mike Lovelace, Material Reliability Technician



## Initiative: Improvement of accident reporting and investigation process

- ◆ Revised accident & injury form to include 7 measures designed to track the effectiveness of the reporting process

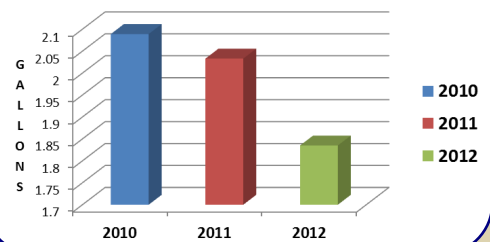
### 7 MEASUREMENTS

- Form completed accurately & thoroughly
  - Timely report by team member within their shift
  - Timely report by accident investigation team within shift
  - Review by leader/facilitator
  - Corrective action identified
  - Corrective action completed
  - Posted to injury update line
- ◆ Established and achieved a goal of 85% completion of the accident and injury form on our way to world class safety
  - ◆ To strengthen the investigation process, a representative from the safety committee participated in each accident review

## Metrics

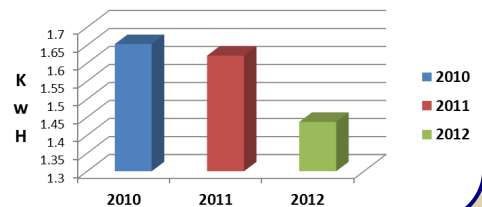
Lengthened production shifts by 2-4 hours, resulted in efficiencies across all natural resources.

**Water Usage per Gallon Produced**



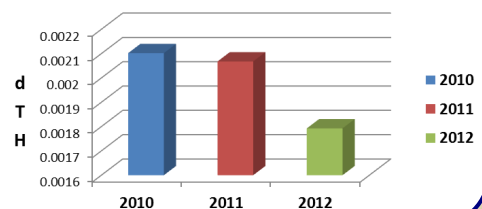
Implemented a food safety practice in our tanking system that minimized excessive washing

**Electric Usage (kWH) per Gallon Produced**



A portion of this reduction is due to our upgraded lighting systems

**Natural Gas Usage (dTH) per Gallon Produced**



Although we utilize little natural gas, we are still making progress with this resource



**KEY  
CHALLENGE  
4 of 4**

**Strategic Capital Utilization**

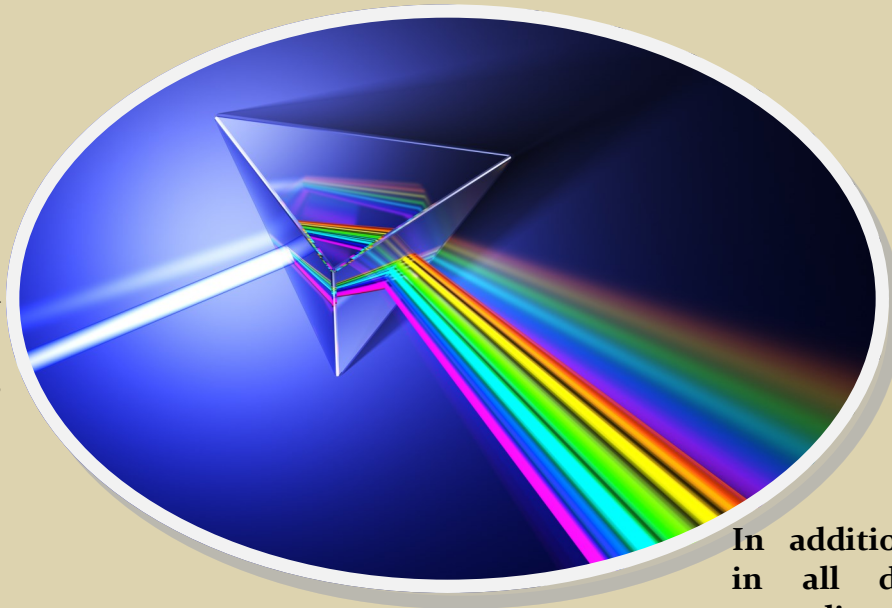
**Long Term Goal:** Minimize reliance on long-term debt in order to spur long-term growth and ensure adequate profitability for strategic reinvestment in the business.

**Initiative: Revise Capital Project Process to Include Sustainable Considerations**

- ◆ Update Capital Expenditure Request (CER) to include sustainable attributes for calculating ROI on proposed projects
- ◆ Tested the redesigned format on a proposed project and received feedback that further work was needed
- ◆ Recommendations were made to establish a uniform, disciplined capital management approach to ensure the best selection of capital projects
- ◆ To achieve stage four sustainability, this area will require ongoing focus

 <b>CHALLENGE AREAS</b>	
1. Organizational Culture	2. Solid Waste Reduction
3. Resource Management	4. Strategic Capital Utilization

Through the four key challenges, Perry's has advanced its sustainability.



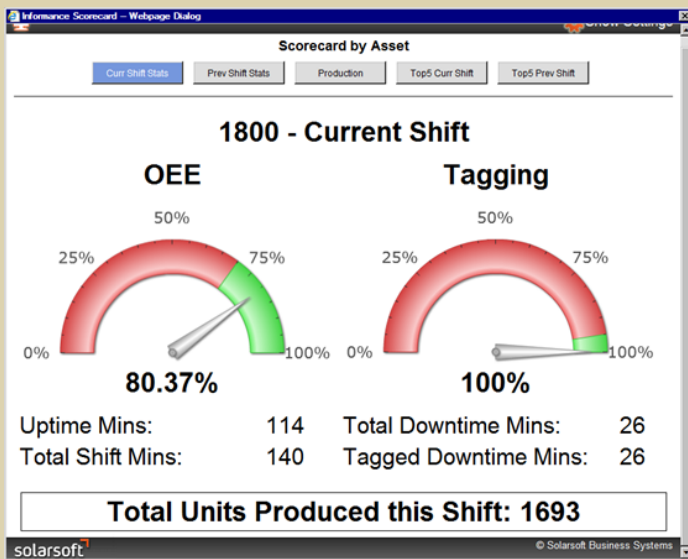
In addition, engagement in all departments is spreading and sustainable actions are happening all around us, on every level. The following pages highlight the sustainable progress in each department.



# Progress on the Journey

## MANUFACTURING

In addition to making delicious products, our manufacturing group has embraced sustainability through their Overall Equipment Effectiveness (OEE) process. Long before the formation of a formal sustainability program at Perry's, manufacturing incorporated sustainable practices into this team's day-to-day responsibilities.



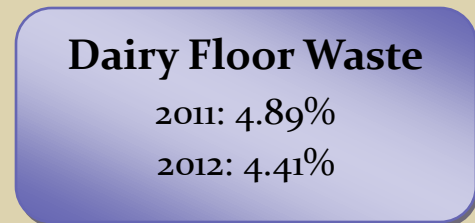
### Real Time OEE Technology

An electronic data collection and analysis system designed to instantaneously monitor and track operations metrics.

- ◆ Data at your fingertips
- ◆ Eliminated 2 day lag in data entry and analysis
- ◆ Increased data accuracy
- ◆ Immediate awareness of line performance for timely corrective actions
- ◆ Multiple analysis tools
- ◆ Data used to inform improvement focused people-powered workshops

### A Year of Top Performance

- ◆ 10 weeks at or above World Class OEE
- ◆ Record setting month of 84.9% OEE



### People-Powered Workshops (PPW)

A PPW is a continuous improvement team initiated to focus on one aspect of performance at a time.

- ◆ 65 team members involved, representing all operational areas

PPW's are a key performance driver to our sustainable world class operations standards.

- ◆ Improve production efficiencies and reduce floor waste
- ◆ 200+ action items worked on



# MATERIALS SUPPLY CHAIN

Responsible for purchasing, material warehousing, and scheduling for manufacturing, our Materials Supply Chain team bought into our corporate sustainability initiative early on as active participants in ongoing efforts to reduce waste, streamline processes, and improve the quality and cost of the “good stuff” we put into our products.

## Applying Lean Principles for Continuous Improvement

- ◆ Realigned current staffing in order to integrate 3 substantial new manufacturing customers
- ◆ Partnered with the marketing team to improve forecasting accuracy, leading to leaner inventory of raw materials, finished goods, and fewer schedule changes
- ◆ With the assistance of our IT team in developing a discrepancy report, we are now able to make more timely corrective adjustments to our forecasting. This change was brought about through a people powered workshop (PPW) including our group and the sales & marketing teams
- ◆ Reduced duplicate supplier regulatory documentation from physical storage by partnering with the Research & Development and Quality Assurance team on electronic file storage

### TRACKING SCHEDULE CHANGES

Goal is to improve schedule changes due to materials by averaging 4 changes/week

YEAR	AVERAGE/WEEK
2011	5 CHANGES/WK
2012	3.72 CHANGES/WK

## Materials Supply Chain Team

Purchasing and Scheduling



**Back Row:** Ron Brady, Rich Groff, Dave Mayeau

**Front Row:** Tracy LaCrego, Rose Gramza

### Strategic Sourcing and Procurement

- ◆ Simplified our annual vendor approval procedure to streamline administration
- ◆ Began analysis of approved suppliers and ingredients for consolidation of freight shipping
- ◆ Eliminated master purchase orders for our largest suppliers, streamlining the process without compromising data integrity
- ◆ In the final stages of procuring a second sucrose vendor to reduce our supply vulnerability
- ◆ Resolved concerns regarding vanilla quality, availability, and price by securing long-term purchase contracts
- ◆ Addressed delivery issues around peanut butter and peanuts by coordinating full truckloads to reduce shipping rate and increase reliability



# RAW MATERIALS WAREHOUSE

This team really knows how to think outside the box when it comes to sustainability. This year, they were challenged to deliver consistent service to internal customers, even though some unexpected staffing disruptions left us short-handed. To continue their sustainability journey, the team focused on projects that packed a punch.

## Implemented a box reuse program

- ◆ Partnered with REBOX Corp. to divert an estimated 100,000 nearly-new cardboard boxes(100 tons) annually to reuse
- ◆ We estimate 50% fewer labor hours vs. crushing and baling cardboard
- ◆ Cardboard recycling revenues expected to double within the next year

## Additional recycling

- ◆ Improved the process for mixed recycling collection
- ◆ Reduced rental of collection totes by 80%
- ◆ Increased our mixed recycling tonnage by 30.1% or 9.43 tons
- ◆ Implemented the reuse of poly bags from our cookie ingredients for facility-wide recycled paper collection



*"Production and the warehouse team have done a great job in making sustainability a high priority"*

Rich Groff, Supply Chain Facilitator



"Hot House" rooms are used to control the tempering of ingredients, such as sauces, that require heat for efficient manufacturing.

## New Ingredient Tempering Room ("Hot House")

- ◆ Researched and analyzed the feasibility of a new ingredient tempering room
- ◆ Installation of an upgraded tempering room
- ◆ Expecting a reduction in production schedule changes, downtime, and product waste



Fudge warmers on the shelf of our new hot house



# MAINTENANCE & ENGINEERING

Perry's Maintenance & Engineering team keeps things churning! In addition to the crew's day-to-day responsibilities they work closely with operations to continually improve efficiencies. Maintenance & Engineering is also responsible for upkeep throughout our 120,000 square foot campus of manufacturing, offices, and, of course, freezers. Thinking sustainably and incorporating sustainable criteria into their decisions is becoming part of their standard considerations when improving the building, grounds and equipment.

## Main Plant New Roof Benefits

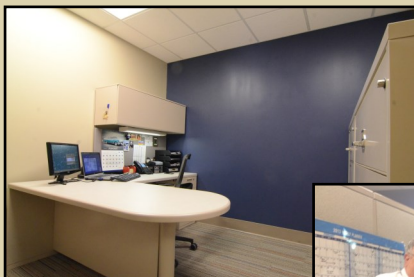
- ◆ 40,000 square feet of white reflective roof
- ◆ White color reduces heat absorption by up to 15%
- ◆ Increased insulation performance value ("R" value) from 13 to 19
- ◆ Smart installation design to include staggered seams for reduced heat exchange and reduced wear patterns, along with improved pitching for less standing water
- ◆ .060 mil thickness provides for more durability
- ◆ Re-purposed the stone from the old roof for a drainage project

## Freezer Lighting Upgrade

- ◆ Reduce artificial heat load from lighting 24/7
- ◆ Doubled light levels to 27 lumens
- ◆ Estimated annual savings of 271,856 kWh or \$12,324
- ◆ Reduced bulb maintenance, recycling and replacement costs



Our warehouse features LED technology with motion sensors



Salvatore Balzano & Randy Speed enjoy their new offices overlooking manufacturing

## Office upgrades

- ◆ Upgraded lighting resulting in a 34 watt/fixture energy savings using 50% less bulbs
- ◆ Wall insulation added for energy savings and noise reduction
- ◆ Installed HVAC unit, which operates efficiently by utilizing outside air to cool when temperature is less than 63 degrees
- ◆ Utilized remanufactured furniture
- ◆ Improved morale and productivity

## Upgraded Alarm Safety System

- ◆ Distinct audio and visual alarm signals for ammonia leaks, storm warnings and fires
- ◆ Includes a smart phone app for continuous monitoring

**ALARMS**

**AMMONIA**  
Pulsating Buzzer  
All personnel remain where you are and await further instructions

**FIRE**  
Fire House Siren  
All personnel evacuate the building and report to the primary evacuation assembly area across from the lunch room

**SEVERE WEATHER**  
Whooping Horn  
Evacuate immediately to the internal safe zone in the Green Room Hallway

## Window Shades in Cafeteria

- ◆ Blocks 95% of UV rays
- ◆ Indoor air quality certified
- ◆ Enhances team member comfort

## Additional lighting upgrades

- ◆ Installed LED fixtures with 2x the lifetime rating of previous fixtures
- ◆ Estimated 50% savings in energy



# RESEARCH & DEVELOPMENT AND QUALITY ASSURANCE

Creating fun, unique flavors that exceed our customer's expectations is what R&D and QA is known for. However, it takes more than flavor creation to ensure our success. Perry's high quality standards, regulatory compliance and food safety criteria are all tracked, recorded and maintained by the QA and R&D team. Keeping these comprehensive documents current and available at any given moment is an endless challenge. Through responsible business practices, this team is constantly managing these responsibilities and the solid waste associated with them.

## Solid Waste Reduction:

- ◆ Recycle all acceptable materials
- ◆ Reuse incoming materials: shipping containers, dry ice and packaging materials
- ◆ Electronic data storage and filing (see below "Efficiencies in Technology")
- ◆ Transition to electronic subscriptions for trade and industry magazines



Marcus Lovelace & Teresa Kloch, representing our R&D team, accept the 2012 International Dairy Foods Association innovation awards.

## Efficiencies in Technology

- ◆ Condensed new hire documents, eliminating 24% of the printed pages from each onboarding packet
- ◆ Instituted electronic policy verification and approval for Safe Quality Foods (SQF) Certification eliminating all associated printing
- ◆ Converted to electronic audit documents eliminating ~1000 pages
- ◆ Reorganized shared computer drives, eliminating unnecessary documents and photos
- ◆ Added hyperlinks to centrally located documents for ease of use

**Reduced redundancies of similar ingredients by consolidating raw materials, resulting in efficiencies in ordering and warehousing ingredients.**

**Reduced excess production washes to save time and water while maintaining Kosher standards.**



# CUSTOMER SERVICE

The Customer Service team is a model for Perry's outstanding customer relationship management. They know our product codes by heart, ensure customers of accurate orders and praise our new and favorite flavors. Many customers know our representatives personally, even if they have never met in person. The team has focused their continuous improvements on ways to eliminate waste in their daily activities.

## Reducing Waste

- ◆ Reduced distribution of weekly sell sheets by posting weekly sheets versus providing one copy per driver, which resulted in a savings of 20 reams of paper annually
- ◆ In an effort to eliminate unsolicited faxes, established a process for unsubscribing
- ◆ Worked with IT to eliminate unnecessary spaces on daily call sheets which previously led to printing extra blank pages
- ◆ Reuse paper for hand written orders
- ◆ Team is encouraged to set up double side printing (this has to be manually set up each time) for printing orders

1 ream of paper (500 sheets) = 6% of a tree



Registration table at our annual customer trade show

## Connecting with Our Customers and Team Members

- ◆ Participated in our on-site annual customer trade show and internal sales kickoff meeting to make personal connections and grow relationships with our customers and team members
- ◆ Hosts holiday pot-lucks and encourages team members to stop by, enjoy and chat

## Community Support

The customer service team is actively involved with supporting the community.



- ◆ Our Director of First Impressions, Sally Brown, coordinates the annual Hospice Daffodil Days

- ◆ Tammy Groff, veteran Customer Service Representative, leads a Relay for Life team to support the American Cancer Society



Achievement of WNY

- ◆ Sue O'Connor, Customer Service Manager, teaches students through Junior



# SALES & DIRECT STORE DELIVERY (DSD)

Our Sales & DSD teams represent Perry's as liaison between the organization and our external customers. Developing and managing customer relationships is the cornerstone of their function. Delivering our high level of customer service while managing our growth is our edge in the marketplace. With this growth have come new endeavors in our sustainability efforts that are not only good for the environment, but have a positive impact on our people and performance.



## Handhelds

Implementation of handheld devices for Sales Reps and Direct Store Delivery (DSD) team.

- ◆ Automated order entry for increased efficiencies per work hour
- ◆ Eliminated a manually intensive credit process
- ◆ New paperless process
- ◆ Improved work satisfaction through increased value-added daily contributions
- ◆ Efficiency reaches several departments

## Improved Efficiencies

- ◆ Made route adjustments to better match service and delivery to customer's sales volume to reduce miles and time
- ◆ Improved fuel economy by utilizing new tractors with improved performance per mile and low emission engines

## Product Portfolio Optimization

**\$1.5 million increase in sales**

**10% over 2011**

Increased sales and profitability through evaluating and optimizing our product offerings. This strategy positioned us to address changing needs in the marketplace, strengthen our relationships, leading to increased sales.



◆ Quickly filled the void left in the marketplace with the exit of a leading snack cake brand

- ◆ Brought an alternative salty snack brand to the marketplace
- ◆ Offering ice cream complements to our dip stand customers, increased delivery efficiencies and streamlined their vendor sourcing
- ◆ New brand partnerships led to avenues for account development
- ◆ Provided employment for 32 new team members to support expanded business



## Customer Satisfaction

Results from a 2012 Customer Satisfaction Survey:

- ◆ 98% of customers are satisfied with Perry's Ice Cream
- ◆ 99% of customers are satisfied with the delivery service
- ◆ 95% are satisfied with our drivers' ability to solve issues & answer questions



Skip Murray, DSD Route Sales

"Skip is a wonderful driver, person and a delight to do business with him."

-Customer quote from Satisfaction Survey



# MARKETING

We are the brand storytellers for our consumers and customers as we progress on our journey of sustaining generations of stories. From community support to new product launches to videos, the marketing team has been busy supporting Perry's sustainability vision and goals through multiple channels of communication and our Perry's branded products.

## Communications

- ◆ Developed & launched "Corporate Sustainability" tab on Perry's website to communicate our commitment to sustainability
- ◆ Developed an educational video on sustainability to communicate to our team members



## Perry's Heritage

Supported creative design and development of the Perry's Heritage Center to share our story and create a sense of belonging among our team members, customers and community.



*"All Natural is a perfect extension of Perry's heritage of quality and care for our consumers. We formulate the majority of our products with natural flavors, and our line fits the growing trend back to the old-fashioned goodness of all natural foods."* - Nichole Buryta, Assistant Product Manager.

## Products & Packaging

- ◆ Developed and launched Perry's "All Natural" Premium line, featuring Vanilla Bean, Chocolate, Chocolate Chip and Maple Walnut. The "All Natural" line is free of artificial flavors, FD&C food colors, preservatives and high fructose corn syrup
- ◆ Developed new Lactose Free Vanilla for 2013 launch to address dietary needs of consumers. A survey of 400 Perry's consumers revealed that 19% of respondents are either lactose intolerant or have a family member who is. 54% of these respondents are interested in Lactose-Free products
- ◆ 100% of Perry's Novelty Boxes can be recycled
- ◆ Perry's ABC (A Better Choice) product line for schools provides a healthier snack option





# DISTRIBUTION WAREHOUSE

The Distribution team maintains Perry's finished goods inventory and order fulfillment. This team prides themselves on safety, accuracy, and productivity. The year brought new challenges in managing the expanded portfolio, directing their focus to optimize resources to adapt to increasing sku's.

## Smart Equipment Design

- ◆ To increase storage space and eliminate damage, we partnered with a vendor to engineer a new dolly specific to our needs
- ◆ Installed ergonomic rack beams to increase pick locations by 100 slots and positively impact job safety
- ◆ Installed blue lights on our forklifts which project a bright blue beam on to the floor whenever the lift is traveling in reverse. This acts as a visual warning device for our team members, enhancing their safety

*"With so many different items we offer to customers, the challenge is to find new ways to fit them all in the warehouse so the team members can find them and pick them safely. Our new ergonomic rack beams are perfect."* – Joe Jewett, Warehouse



## Formation of DSD Pick Teams

- ◆ Created smaller teams within the department in order to increase productivity and accuracy
- ◆ The purpose of the smaller teams is to make each team accountable to the same routes on a daily basis and take ownership of their internal customer
- ◆ The teams increased picking accuracy to 99.9%



Consolidated product to increase pick spaces

## Reuse

- ◆ Reusing damaged Utz display boxes as totes for other partner brand picking



# TRANSPORTATION

Our transportation department carries the load when it comes to shipping materials to and from our headquarters. This team prides itself on logistical excellence, not only for ourselves, but the outside customers we serve. Their drive along the road to sustainability has made many pick ups in the areas of operating margin, fuel efficiencies and paper reduction.



## 18 New Tractors

- ◆ Increased fuel efficiency and low emission engines
- ◆ Equipped with an auxiliary power unit (APU) which burns 0.08 gallons/hour less, preventing the tractor from idling and wasting fuel
- ◆ Provides for increased driver comfort with a more ergonomic design

## Mile Markers

- ▽ Increased revenue/mile by \$0.02
- ▽ Exceeded operating margin target
- ▽ 40% reduction in printed invoices
- ▽ Third consecutive year of zero lost time due to injury

## Implemented Comdata Fleet Card Services

- ◆ Discounts from .35-.45 cents/gallon at all Petro and TA fueling locations
- ◆ Eliminates cash transactions and provides more accurate fuel reporting

*"Our drivers do a great job of looking for effective and efficient ways to reduce miles"* ~Dave Mietz, OTR Team Leader



**DDEC Reports - Trip Activity**

Print Date: Dec 10, 2012 07:13 AM (EST)

DDC	Trip: 09/26/12 10:25 AM (EST) to 12/10/12
	Vehicle ID: 647571
	Driver ID: 50295.2 mi
	Odometer: 50295.2 mi
Trip Distance	21725.2 mi
Trip Fuel	3450.13 gal
Fuel Economy	5.95 mpg
Avg Drive Load	43 %
Avg Vehicle Speed	51.1 mph
Driving Time	425:24:28
Driving Percent	76.98 %
Driving Fuel	3559.25 gal
Driving Economy	6.10 mpg
Vehicle Speed	Time
Count	123:43:48
Percent	29.05 %
Distance	8147.1 mi
Fuel	902.38 gal
Top Gear	Time
Count	310:34:51
Percent	73.01 %
Distance	18973.5 mi
Fuel	2934.75 gal
Stop Idle Time	42:03:57
Stop Idle Percent	15.75 %
Stop Idle Fuel	66.50 gal
Over Rev Limit	Count
Count	1
Percent	0:00:05
Percent	0.00 %
Highest RPM	2025 rpm
Occurred	11/07/12 19:24:13 (EST)
Diag. Records	Count
Count	2
Hard Brake Count	182
PiPB Brake Count	6483
Brake Count	6483
Max. Brake Time	17:34:53

**Driving Economy 6.10 mpg**

## Managing Performance Through Data

Reports generated directly from our tractor's computerized system identify and monitor efficiencies.

- ◆ Achieved 4.89% (5% was goal) idle time, meeting our goal, resulting in less fuel waste
- ◆ Logged 2 million miles with only 1.5% out of route, exceeding our goal of 2%
- ◆ Share data (idle time, mpg, cruise control %, top gear% and out of route miles) with our drivers to monitor performance toward goal

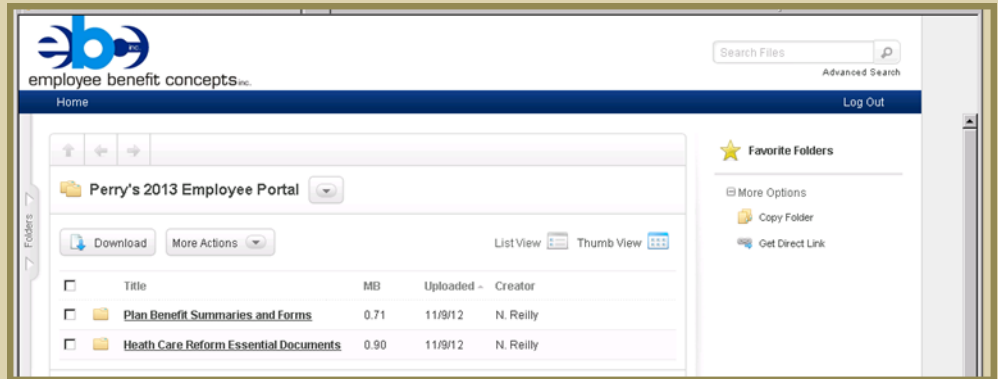


# HUMAN RESOURCES

Our business growth pushed the HR Team to utilize technology in new ways, challenge existing processes for non-value added complexity, and build upon our unique culture to energize the hearts and minds of all. The team appreciates the significant value created when Planet, People and Performance overlap. They know that they are positioned to advance Perry's on the Sustainability journey in process efficiencies & waste reductions, and just can't help themselves from putting People first!

## Addressing the Diverse Needs of Our Team Members

- ◆ Transitioned to a new medical insurance carrier offering a national network of providers to expand coverage for the Perry's team members
- ◆ Reduced out-of-pocket deductibles on the company health insurance plan & maintained the company-paid premium levels across all benefits despite pressure of rising healthcare costs
- ◆ Partnered with our benefit carriers to reduce paperwork and streamline the benefit enrollment process
- ◆ Hosted an on-site Flu Clinic during work hours
- ◆ Created a virtual benefits open enrollment presentation making the same information available to spouses and team members unable to attend in person
- ◆ Opened a web-based benefits resource portal for 24/7 access to plan documents, enrollment forms, benefit summaries, links to carrier sites, and tip sheets



## Strengthening The Perry's Organizational Culture

- ◆ Boosted team member accountability for sustainable actions through the inclusion of sustainability practices in our annual performance review criteria
- ◆ Hired an Engagement & Recruitment Specialist with responsibilities to proactively assess and recommend culture enhancements and develop strategies for addressing long-term staffing needs
- ◆ Our monthly Inside Scoop newsletter received a facelift with expanded distribution, more varied content and a rebranded look

*"It is so exciting to be part of an organization that is forward thinking, to sustain the talent and wellness of their workforce."* -Jodi Warren, Engagement & Recruitment Specialist





## Leveraging Technology to Support Our Growing Business

- ◆ 93% of new hires used our self-directed learning system to build knowledge of workplace and food safety policies & procedures required

Benefits | Career Center

*Make people smile for a living.*



Let's face it, when your job is making ice cream—that's pretty cool. It's no wonder our employees love coming to work every day. Behind every bite of Cookie Dough and every scoop of Rainbow Sherbet is a passionate team that can't wait to bring hard work and creative ideas to the table. If you enjoy our ice cream and collaborating with others, it's time to talk to us. Perry's is always looking for enthusiastic, talented individuals to become part of our growing team. We provide a rewarding and

supportive work environment that is conveniently located near both Rochester and Buffalo. Plus, you get to be around ice cream all day. Who could ask for anything more?

- ◆ Through the Perry's web-based applicant management system, posted 95% of job openings online at zero variable cost

- ◆ Implemented a more sustainable practice of distributing internal job postings, resulting in a reduction of paper usage and a faster process

- ◆ Achieved zero waste in our employment application process. This

step forward on our sustainability journey didn't come a minute too soon either as the new applicant count was up 175% from the prior year

- ◆ Hosted a virtual strategic business update presentation, allowing leaders to "attend" without the need for travel to stay informed



### Discussion Topics

- Corporate Goal progress
- Successes
- Challenges & Responsive Actions

Brian and I want to thank you for joining us for our first virtual self-guided leaders presentation. The goals of the meeting include:



## Finance & Information Technology (IT)

In our data-driven organization, Finance and IT have more responsibility than just reporting numbers. Their programs, data and tools are critical to many teams' decision-making processes on the quest for continuous improvement. Operating with their expertise makes continuous improvement – continuous!

### Implementation Support of Handheld Devices for Sales

- ◆ Increased the accuracy and timeliness of customer credit processing via real time system prices
- ◆ Expanded the scope of pricing information that can be viewed by our sales team while in the field
- ◆ New platform eliminates manual entry into our Enterprise Resource Planning program
- ◆ Increased longevity of the order process system
- ◆ Compatibility with existing financial reporting systems

*"We are now managing data once, in a tool that is easy and comfortable for team members to use, while sharing that data among many systems"* -Dave Hodgson, Chief Information Officer



# 2012 STARS

Our STAR recognition program reinforces sustainable thinking, actions and results throughout the organization. A number of individuals were recognized for furthering progress toward managing our impact through responsible business practices.



## GIVING BACK TO THE FUTURE: Bob Groff

Several years ago, Bob began collecting bottle returns at Perry's and donated the proceeds to our local fire hall. This informal support of our community has evolved into what is today our Community Returns program. In 2012, \$1,025 was given the local charities through this program.

*"Some men have thousands of reasons why they cannot do what they want to, when all they need is one reason why they can." -Willis R. Whitney, American chemist*

## NEVER LEAVE A PAPER TRAIL:

**Steve Helms & Tracy Jennings**

Members of our finance team eliminated the unnecessary printing of month-end journals. These files are now being stored electronically.



## INJECTION PERFECTION OF THE SORBET CONFECTION: Chris VanCleve, Dave Foley, Teresa Kloch, David Scott, Josh Seward & Brian Warren



Not pictured: Becky McClintock, Jesse Kibbe & Eric Milstead



This team collaborated to engineer a new fruit injection process to ensure efficient production of Sorbet Bars. This process eliminated what would have otherwise been a significant amount of physical handling reducing risk for injury and enhancing productivity.

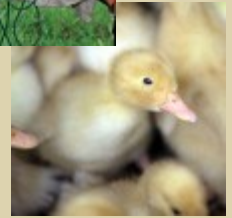




**FREE BEES X (( + ) X H<sub>2</sub>O) > FREEBIES:**  
 Donna Smith, Jason Marotta, Robin Waite & Marcus Lovelace

**Not pictured:** Leif Adams, Teresa Kloch, Sean Lanighan, Ashley Michael, Elizabeth Mitchell, Dan Pickett

For every dollar this team spent on lab equipment through our vendor they earned credits called "cow bucks". Our team chose to donate their cow bucks to Heifer International and provide nutrition to malnourished families. Their 5000 cow bucks



were enough to buy one heifer, a swarm of bees, a flock of chicks and enough clean water to provide a family of four for a year.

**The ReBOXING MATCH:** Rich Groff, Tracy LaCrego, Rose Gramza

The Purchasing Team headed up an initiative to divert cardboard boxes from our recycling stream to a reuse stream. This group implemented a new process which will affect nearly 1000,000 boxes annually. These boxes will be sold to a vendor at a greater rate than we receive for recycled materials. Additionally, these boxes will be reused with minimal handling and resource usage. Not only will this initiative minimize impact on the environment, it will also result in economical benefit.



**The Big Cover Up:** Pat Soellner, Mark Hill, Jeff Post, Daniel Saylor, Troy Johnson

**Not pictured:** Bill Bidleman, Bob Goodridge, Pat Hillman, Todd Mottorn, Corey Parker, John Pasnik, Mike Porter, Steve Raduns, Doug Waterbury

The palletizing team engineered a solution for replacing cracked dumpster lids by creating their own from readily-available recyclable cardboard.



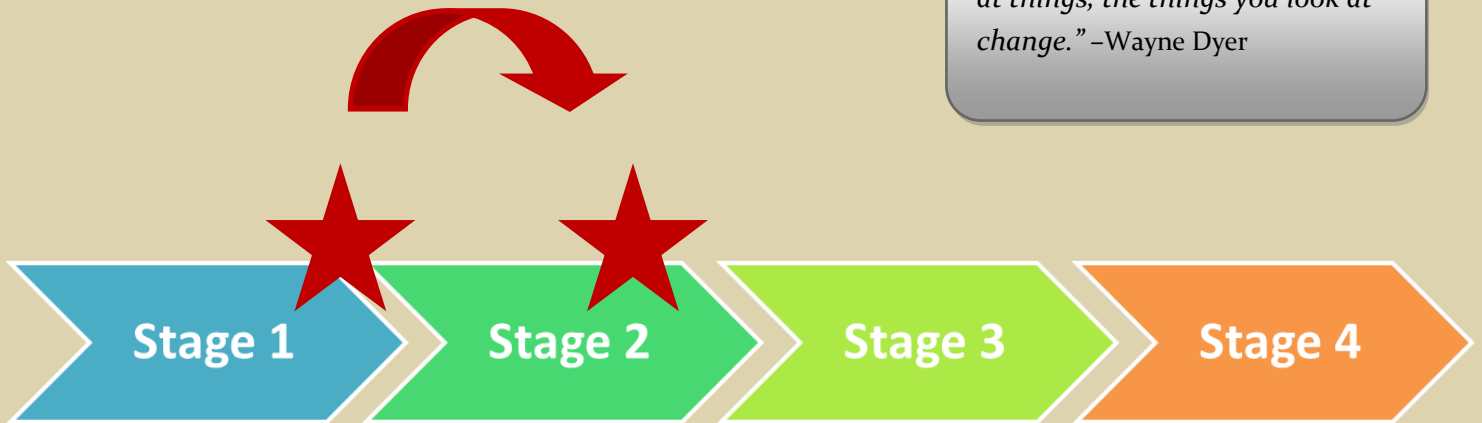
*"An essential aspect of creativity is not being afraid to fail."- Edwin Land*



# A Look Ahead

**Engagement Goal** As we look to the future, we will revisit the 4 stages of sustainability. Our look ahead reconfirms our goal to have all departments engaged in Level 2 sustainable operating procedures by 2015. To continue along the stages will take a collaborative effort of the entire organization. Engaging all team members is the focus of the sustainability team in the coming year.

*"If you change the way you look at things, the things you look at change." -Wayne Dyer*



**Do old things in new ways**

All about the value of eco-efficiencies, regulatory compliance.

**Do new things in new ways**

Look at products, processes & whole systems to optimize natural resources, efficiencies and minimize waste.

**Engagement**

- Education
- Collaboration
- Input
- Targets
- Communication
- Feedback

As we fine tune our focus on engagement, we've reformed our structure around sustainability.



## 2013 Sustainability Structure

Individual Engagement of Team Members



PLT

Our structure revolves around individual team members involved in sustainable thinking, actions, and results. The Perry's Sustainability Team (PST) drives engagement through continuous education, generating awareness, identifying corporate sustainability goals and sharing of best practices. The departmental planning process maps the course along the journey, navigating through our four key challenge areas. The expert knowledge and skills within each team is what brings ideas to life and advances us along our path to corporate sustainability. Alignment of goals and resources is managed with the support of our Perry's Leadership Team (PLT).



# 2013 Sustainability Team Plans

To integrate sustainability into the core business practices of our organization, we need to engage all team members on our journey. The PST has developed a process to guide departmental planning. Over the next three years each of our functional areas will participate in this shared learning process.

## PST MEMBERS

Back Row: Dave Hodgson, Lynn Staples, Keith Carver, Dave Perry

Front Row: Rose Gramza, Marissa Wilson, Jodi Wiechec, Joe Capan, Gayle Denning

Not Pictured: Mike Lovelace, Terry Lynch



### The First Leg of our Journey

To **engage** more Perry's team members in sustainable Education, Thinking and Actions in their daily roles.

### PST As Your Travel Agents...

1. Share our experience
2. Identify best practices
3. Learn more

### As Travelers on the Journey...

1. Learn more
2. Share successes and challenges
3. Receive feedback and ideas to consider

Engagement supported by communication and continuing education will lead to integration.

# Shared Learning Invitation

## Pack Your Bags!

Your team has been selected to take a step forward on the sustainability journey!

**Prepare**  
A 1 hour trip-planning, map-checking, compass- setting session to point your team in the right direction

**Plan**  
Your team decides where they want to go, what they need to pack and how they are going to get there.

**Share**  
Spend 2 hours sharing your team's itinerary with others on a similar journey. Explore uncharted territories together.

**GO**

Where in the world will your team go?

Check your current location on the sustainability journey before you head out!



# 2013 Departmental Plans

As all departments and team members of Perry's Ice Cream become increasingly engaged in sustainability, we are looking forward to seeing the progress on our journey next year. Here is a sampling of a few of the projects our departments are working on in the coming year:

## Manufacturing

- ◆ Use data to further reduce floor dairy waste
- ◆ Improve people powered workshop processes
- ◆ Expand recycling efforts

## Materials Supply Chain

- ◆ Research sustainable product packaging options
- ◆ Further consolidate suppliers, formula ingredients, and shipping freight
- ◆ Partner with our Manufacturing and Raw Materials teams to expand the box re-use program

## Raw Materials Warehouse

- ◆ Partner with our Manufacturing and Materials Supply chain teams to expand the box re-use program
- ◆ Measure the impact of the new "hot house" space
- ◆ Leverage our highly trained and functional team to challenge the status quo and look for more sustainable improvements

## Maintenance & Engineering

- ◆ Upgrade manufacturing HVAC system
- ◆ New lighting in our dry distribution center
- ◆ Install smart energy roofing on additional building sections

## Research & Development and Quality Assurance

- ◆ Eliminate high fructose corn syrup from ice cream sandwich wafers
- ◆ Develop and R&D and QA Intranet Page
- ◆ Review and improve quality hold/release process through technology
- ◆ Evaluate and improve vendor review process

## Customer Service

- ◆ Realize efficiencies in customer ordering process
- ◆ Reduce hard copy delivery and credit invoices



### **Sales & DSD**

- ◆ Expansion of our distribution territory
- ◆ Increase utilization of handhelds to our route drivers
- ◆ Reduce paper waste in equipment management

### **Marketing**

- ◆ Monitor trends and availability of sustainable packaging solutions
- ◆ Further integration of sustainability messaging in our internal and external communication
- ◆ Evaluation of our school novelties pending release of USDA's recommendations

### **Distribution Warehouse**

- ◆ Upgrade lighting at our off-site distribution center
- ◆ Evaluate warehouse management system

### **Transportation**

- ◆ Expand fleet card services
- ◆ Activate "one-shift" on our new tractors to optimize truck performance
- ◆ Analyze data related to cruise control to establish goals for 2014

### **Human Resources**

- ◆ Implement paperless benefits open enrollment process
- ◆ Conduct a culture survey using the feedback to prioritize the next steps in culture development
- ◆ Redesign the new hire orientation to better prepare new team members for success on the job

### **Finance & Information Technology**

- ◆ Streamline A/R adjustment and payment application processes
- ◆ Establish IT Steering committee to align IT resources with corporate objectives
- ◆ Expand IT staff resources to address technology needs of the organization

### **Perry's Sustainability Team**

- ◆ Incorporate our sustainability journey into new hire onboarding
- ◆ Increase team member engagement through continuing communication, education & awareness
- ◆ Implement "Shared Learning Process"



# In Closing

## A Message from our Director of Sustainability



Gayle Perry Denning  
Director of Sustainability

While our journey began in 1918, Perry's expedition to sustainability by today's standards began a few short years ago in 2010. With nearly 95 years of training for our journey, we started in a position stronger than most. Since 2010, we marched through stage one and are currently entering stage two of sustainability.

This quick sprint is a direct result of the desire to do better and the determination which lies deep within the heart of Perry's people. The sustainable successes we have experienced are fueled by communication and education surrounding contemporary sustainable practices. We will continue with a comprehensive plan to support our team members on the expedition toward stage three.

Looking to the horizon, the vision of stage four sustainable Perry's is exciting. Together we are transforming our company to be a sustainable world-class organization with purpose. Leaving Perry's, our community and world better than we found it is an awesome purpose for being.

### Share Your Feedback

Producing a sustainability report is a rather arduous task that requires countless hours of data collection, collation and reporting effort by several of our team members. We hope that our collective efforts result in a meaningful discussion of not only our sustainability performance, but ways in which others can benchmark their own performance. We encourage you to provide us with your views on the quality and usefulness of this report. Should you have any questions or comments about anything contained within this report, please contact Gayle Denning at [gayle.denning@perrysicecream.com](mailto:gayle.denning@perrysicecream.com). Questions regarding related company policies can be directed to Jodi Wiechec @ [jodi.wiechec@perrysicecream.com](mailto:jodi.wiechec@perrysicecream.com).

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