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Opportunity. Innovation. Sustainability.

FISCAL YEAR 2019 ANNUAL REPORT





Our Mission.

Partners in Food Solutions works to **increase the growth and competitiveness of food companies in Africa** and beyond. In doing so, we **improve access to safe, nutritious, affordable food** and **promote sustainable economic development** across food value chains.

We do this by **inspiring business leaders** and **linking highly skilled corporate volunteers** from our consortium of leading companies **with promising entrepreneurs** and other influencers in the food ecosystem.

Our second decade began with a well-grounded strategy born from our first ten years of lessons and learnings. Our focused ambition is to find and equip 150 of the highest-potential food companies across Africa and bring them the collective 700 years of unique and unmatched expertise that comes from our corporate partners.

As the year unfolded we realized that, with the caliber of clients we are reaching, we could do even more to help these companies grow and transform their communities, leading us to launch our first large-scale fundraising campaign — *GROW*. These new resources will help crowd in additional support like new talent through local apprentices, creative capital for financing business growth, new trainings for certifications that will improve quality and access to new markets, and much more.

These new activities rest firmly on our core work — our unmatched ability to transfer the knowledge and expertise of the employee volunteers who make this work possible. Without them, none of what you are about to read would be possible. Likewise, our growing team both here and across Africa continues to excel and serve as the bridge between our talented volunteers and clients. A few of them are pictured to the right.

Finally, on pages ten and eleven of this report is a list of the companies we've worked with in the last twelve months. As you glance at this list, recognize and remember that each name represents an entrepreneur's hopes and dreams, and that together they are providing markets, local food and nutrition, and economic development for millions. Thank you for being on this journey with us.


Grateful,



Jeff Dykstra, Co-Founder & Chief Executive Officer

PFS continues to grow our Africa-based staff and in August, some of our HQ team visited new field staff while in Kenya. Left to right, David Dayhoff (HQ), Faith Ngila (Kenya), Amanda Traaseth (HQ), Yvonne Akorfa Hormenoo (Ghana), Magdalene Mbaga (HQ) and Chenge Arnold Wandabwa (Kenya). For fun, they had their own PFS “uniforms” made while they were together.



A man wearing a blue hairnet and a red and white plaid shirt stands in the center of a large industrial facility. He is smiling and looking towards the camera. The facility has a complex structure with green metal beams and orange railings. In the background, there are large white cylindrical tanks and various pieces of industrial machinery. The floor is a dark, polished concrete. The lighting is bright, coming from overhead industrial lights.

Partners in Food Solutions was founded on the idea that if you connect expertise with promising opportunities you can affect transformational change. This is at the core of what we do. Every day we see our clients seize the opportunity that our volunteer experts provide them and make better food, stronger businesses and a more self-reliant community.

Opportunity.



HIGH-POTENTIAL CLIENTS



We know that certain types of client companies are more likely to benefit from our volunteers' expertise, and we want to maximize their experience and the resources available to them. We've developed a metric to identify the traits of high-potential clients. We use eight criteria to evaluate clients, with four of these benchmarks required to be classified as a high-potential client. They are: capable and ethical leadership, a commitment to implementing recommendations, access to finance, and technical staff capacity. These clients must also meet two of the four additional criteria: focus on nutritious food, potential sales greater than \$1 million, a demonstrated desire to improve their community, and an established value chain with local farmers.

With just a seemingly simple resource — access to expertise — clients like Francis Nyeko (opposite page) have **brought their businesses to a whole new level, both in terms of product quality and business growth.**


Though Francis didn't have experience in the food industry — he's an accountant — he started a maize milling operation in 2013 because he saw a business opportunity in adding value to the agricultural products widely produced in Uganda. His business, Talian Company, was doing well but the quality of his finished product could vary widely resulting in orders being returned.

Near the end of 2017, an impact investment firm put Francis in touch with Partners in Food Solutions. PFS's Uganda Program Manager Edwin Gafa quickly determined that Talian was a great candidate for PFS technical support and assessed their first round of needs for a quality management system and quality control lab.

Today, Talian Company is thriving. **Since working with PFS, they've seen a 58% increase in revenue and a significant increase in the quality of their products.** "The most important outcomes have been the improved technical capacity of our employees, including having a dedicated PFS apprentice, improved quality and food safety management that resulted in the Uganda National Bureau of Standards certifying Talian products with its quality mark," Francis said.

Talian is considered a high-potential client within our portfolio — one that meets the criteria (see sidebar) we've set out that is a good predictor of meaningful growth and community impact.

Research has found that in Africa it is mainly small firms that employ the poor. But critically, **it is the small and growing firms that can better help people out of poverty** by providing higher, more stable wages. Talian represents an example of how our core work of connecting the expertise of our volunteers helps a promising business reach their full potential and improve their communities.

A woman with dark skin and long, thick braids, wearing glasses and a white lab coat, is shown in profile, focused on operating a piece of scientific equipment. The background is a laboratory setting with various instruments and equipment.

Innovation is at the core of PFS. In fact, it's where we were born — within the Innovation, Technology and Quality department of General Mills. Because of that, experimentation is baked into our DNA. We believe in being creative, taking calculated risks and tapping into the wide variety of ideas that each PFS stakeholder brings in order to find new and better ways to bring the most value to our volunteers and clients.

Innovation.

Agilent Technologies
5975C Inert XL MSD
with Triple-Axis Detector

What is it that holds our clients back from realizing their full potential? Over the past year, PFS has been asking that question — of our clients, our staff and our ecosystem partners. This year **we have begun a new stage in our evolution, focused on developing new and innovative services for our clients** that naturally complement and advance the core work that we do with them. These new services will help take us even further toward unlocking the full potential of our clients across Africa.

Over more than a decade, PFS and its partners like TechnoServe have been building deep and enduring relationships with our clients and we see great value in leveraging those relationships to deliver as much value to them as we can. We are now able to see the critical points where we can do more. With the help of Bain & Company, we've identified three categories where we can increase our offerings to provide the greatest value — **expansion of our technical assistance, unlocking clients' access to capital, and increasing training and development opportunities**. We believe that by enhancing a few strategic areas we can help our clients grow stronger, faster. Things like apprentices, mentoring, zero interest financing, certification support and gap analysis can be difficult for our clients to secure on their own but have the potential for outsized, exponential impact on their businesses.

Some of these services are not entirely new to PFS, like the apprenticeship program, an idea piloted in Ghana three years ago. But most new offerings are in their infancy and will be tested and adapted in the coming year. With our new *GROW* fundraising campaign, we will support this push into the next stage of our work to foster a more successful and sustainable food processing industry in Africa.



PFS hosted client CEO Forum in Nairobi, Kenya.

WHERE WE CAN GROW



Expansion of Our Technical Assistance: Certification education and gap analysis, certification implementation support, basic on-site training, business management support

Unlocking Clients' Access to Capital: Zero-interest loans, technical assistance as a service for portfolio companies, technical assistance for due diligence

Increasing training and development opportunities: Apprenticeships, mentorships, leadership training, cohort training, procurement training

A woman wearing a white lab coat and a light grey hijab is smiling and standing in front of large white sacks in a warehouse. The background is split: the left side shows green sacks, and the right side shows white sacks. The woman is positioned in the center, with her hands in her pockets.

From our very foundation, Partners in Food Solutions has been about sustainability. About building an Africa-led, Africa-powered food processing industry that will meet the food needs of a growing, dynamic and very young continent. Harnessing the power of young talent in Africa through our apprenticeship program may well prove to be our most important and enduring achievement.

Sustainability.



PFS apprentice Rhoda Agyeiwaa Yeboah, left, and ANS Milling Owner Kate Achiaw.

SUSTAINING RURAL BUSINESSES



"The Apprenticeship program started in response to the needs of one of PFS's earliest and most cherished clients, ANS Milling in Ghana," says PFS's Christian Dedzo. The owner, Kate Achiaw, who doesn't speak English, didn't have any technical staff to receive support from PFS volunteers and is located six hours away from Christian. "The obvious and easy answer was that she couldn't receive PFS's remote support. But Kate, a single mother of four, inspired me and I knew I wanted to help grow her rice milling business in the rural region where many farmers are in need of a reliable market for their crops. That is a critical part of building a sustainable food value chain in Ghana."

In 2016, PFS Ghana Program Manager Christian Dedzo was discovering that many of his clients were lacking technical staff to help implement volunteers' recommendations. His clients often didn't realize there was a need for employees with these specialized skills or didn't have the financial resources.

He had an idea. Why not fill those gaps with recent university food science graduates who needed hands-on experience?

The first year Christian placed two apprentices. He quickly found that the value of the experience to the client, the young professional and PFS was much greater than expected. His **clients were realizing that improving quality and safety had a significant impact on their business.** PFS staff and volunteers had a dedicated person within the client company to take their recommendations and implement them. And the apprentices were getting hands-on experience putting their education to work and in many cases leading the quality and safety programs for the entire company. At the end of these one-year apprenticeships, graduates were either hired by their host company, found full-time employment at another food company, or enrolled in graduate school.

Since then **we've expanded the apprenticeship program to six countries and included process engineering and lab technician work along with quality and safety roles.** We have placed a total of 35 recent graduates with 26 clients, filling their need for technical staff in a cost effective way. Up until recently, PFS has covered the cost of apprenticeships, but with their value to the client well established and demand high, **we have now begun sharing the cost with clients to keep the program sustainable.**

Cultivating a sustainable food industry in Africa by harnessing the power of our volunteers' knowledge and expertise can now have an even deeper, lasting impact by training the next generation of food professionals on the continent.

Opportunity

COMPETITION TO **COLLABORATE**



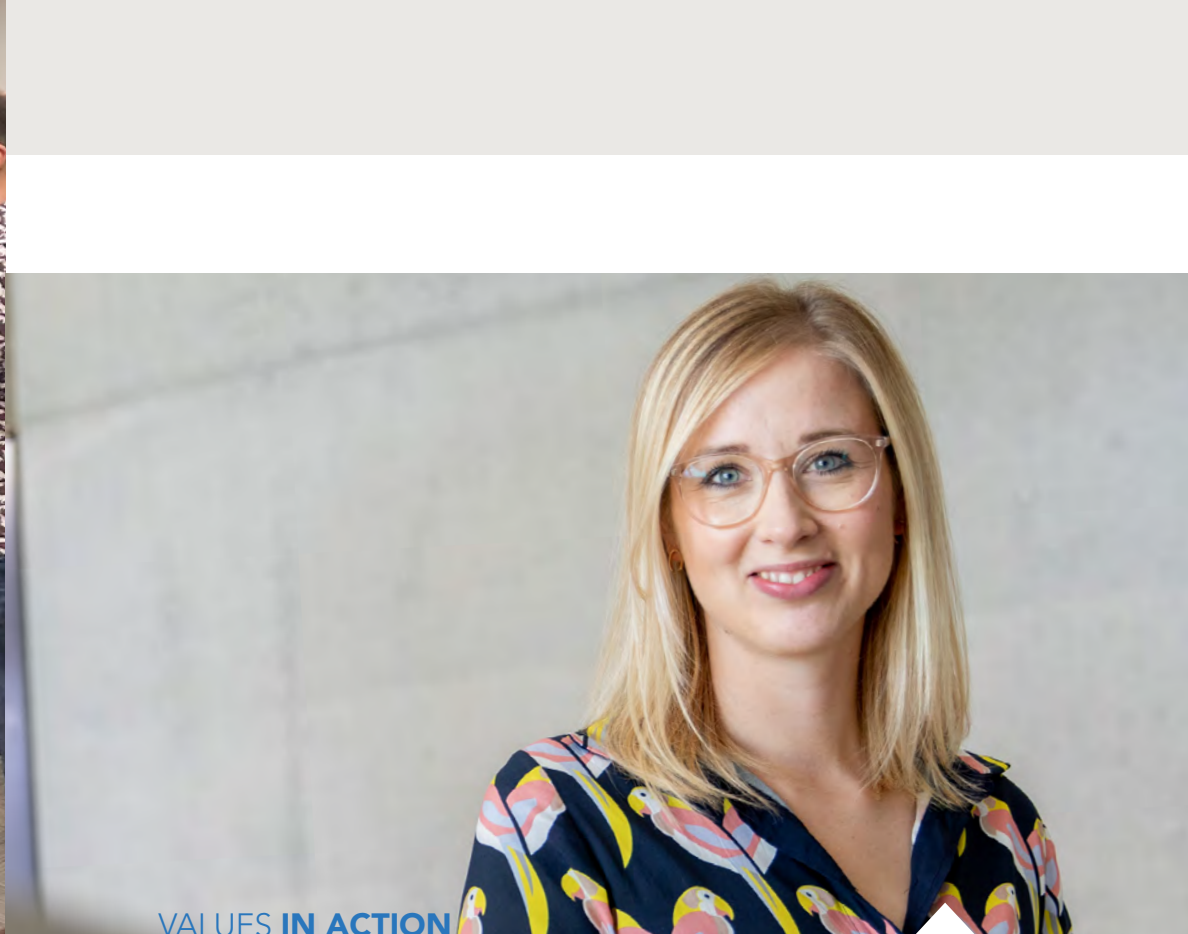
A little competition never hurt anyone, right? In fact, it's what brought General Mills volunteer Adriana Soto-Vaca to Africa for the first time! **Adriana entered our first-ever "Shark Tank" competition to research and present an innovative idea to help one of our clients on a specific challenge.** Adriana's idea to formulate a highly nutritious ready-to-use therapeutic food product using protein-rich cricket flour won her the grand prize of a trip to Africa to visit the client. She and her family traveled to Uganda this past summer. She's pictured here with the client she worked with, RECO Industries.



Our partner companies have innovation down to a science — literally. This year the General Mills' internal innovation consulting team — iSQUAD — used their system to analyze the entire Partners in Food Solutions volunteer experience from start to finish and helped us build a strategy for more, and more meaningful, engagement with our volunteers.

Innovation

ELEVATING THE EXPERIENCE

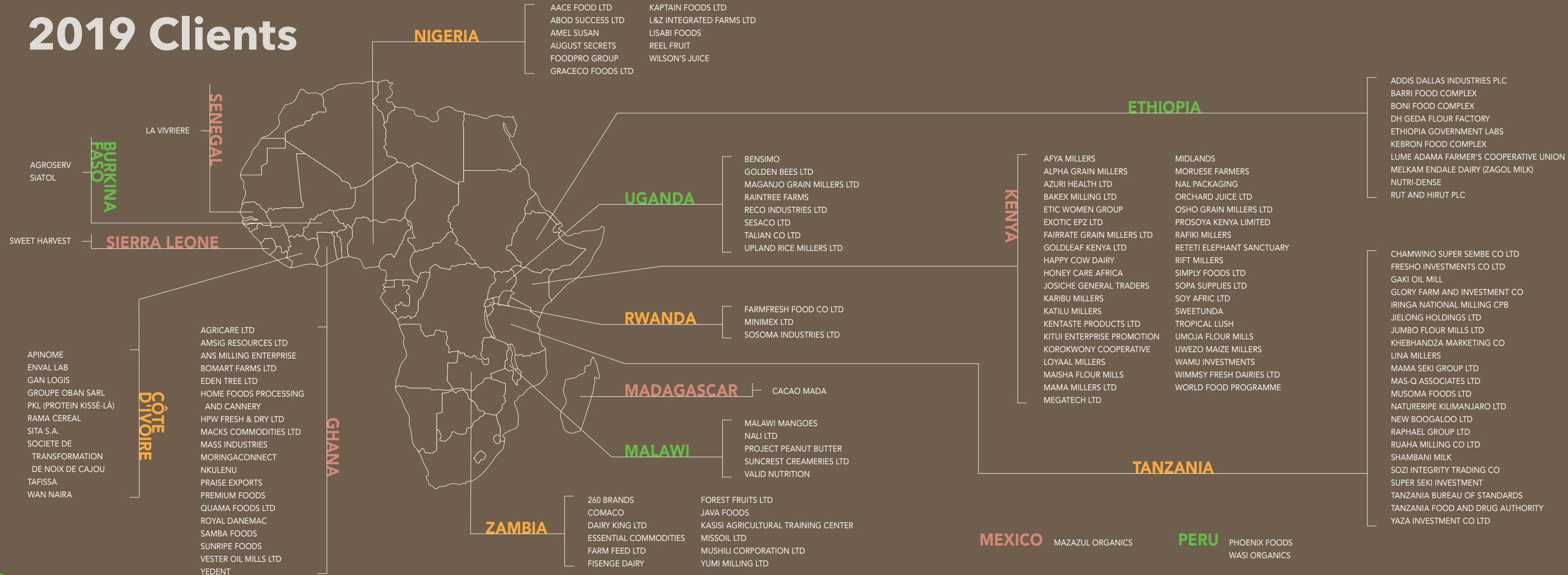


VALUES IN ACTION

Sustainability

Bühler has some serious sustainability goals — reducing water use, food waste and energy in their customers' value chains by 50% by 2025. Katharina Hilker, sustainability specialist for Bühler, is part of a dedicated team tasked with **making these goals part of every employee's daily life** at the company. One of those efforts is to help promote PFS and engage her colleagues. "Our employees love the program because it gives them an individual sense of purpose and tangible impact," she said. "I like that PFS is a collaborative approach to solving problems — sharing knowledge without bureaucracy, all toward the goal of creating a sustainable African food industry."

2019 Clients



During the past year, PFS continued meeting or exceeding our impact targets

314
Companies receiving assistance

500k
Farmers in client supply chains

31%
Companies owned or managed by women

15
Number of new products created

1.04 BILLION
Number of meal-equivalents

All made possible by **1081** active volunteers contributing **13,229** volunteer hours

OUR CORPORATE PARTNERS

Our six corporate partners have trusted and empowered us to work towards a more equitable and sustainable food ecosystem in Africa. The willingness, generosity and passion of their world-class employees have empowered hundreds of entrepreneurs to work toward a stronger, more resilient food value chain across the continent.



Partners in Food Solutions is proud to work with other leading organizations to improve access to nutritious food and promote sustainable economic development in Africa.



OUR BOARD OF DIRECTORS

Partners in Food Solutions is fortunate to have the wisdom and guidance of senior executives from our partner companies and beyond.

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