How to build trust across the food supply chain to collectively reduce food waste?

How food waste is tackled at Delhaize Group

Benoît Liégey
11 February 2016, Amsterdam
1) Delhaize Group & 2020 sustainability strategy
2) Focus on food waste initiatives @ Delhaize Belgium
3) Examples in our other operating companies
4) CGF Food Waste Resolution
Delhaize Group: international food retailer

- 3 continents
- 7 countries
- €21.4 billion revenues
- 3,402 stores
- 149,968 associates worldwide
Our Supergood strategy

Sourcing sustainable products

Helping people lead healthier lives

Building transparency in our supply chain

Committing to Zero Waste
Our Supergood strategy

By 2020:

- 80% of our waste will be recycled
- 100% of our stores and warehouses will have Food Donation Programs in place
1) Delhaize Group
2) Actions in Delhaize Belgium
3) Actions in our other operating companies
4) CGF Food Waste Resolution
2. Actions in Delhaize Belgium

- Engagement across the food value chain
  - Waste in our own operations
  - Complementary programs across the value chain (from producers to packaging to the customers)
2. Actions in Delhaize Belgium

- Sourcing of ugly veggies
  - Local partnership
    - Some produce: misshapen or discolored
    - Partnership with several local suppliers in Belgium to bring some of this imperfect produce to our stores & avoid food waste
  - Tested in 2015 during 3 months
    - 2.5 kg boxes
      (e.g. cucumbers, tomatoes and peppers)
    - 15 tonnes of “ugly” vegetables saved
  - To be continued in 2016
    - Very popular program
2. Actions in Delhaize Belgium

• Vacuum packaging for meat
  – Innovation in 2014
    • Increase food quality and reduce food waste
  – Better conservation: shelf-life: 6 → 9 days
  – Challenge: getting customers used to it
    • In-store messages / articles in magazine
  – Greener Packaging Award (from Fost Plus / VAL-I-PAC)

• “It’s Fresh” packaging
  – Reduces losses in F&V
    • Mix of clay & minerals contained in the pad stops the ripening process naturally
    • Slow down the ripening process of certain F&V
  – Launched in 2014 (still being tested)
2. Actions in Delhaize Belgium

- **Warehouse Fresh**
  - Modern distribution center
  - Partially automated
    - **Shorter timing** between field and store
    - Less food waste

- **Stock management**
  - Automated stock management
    - Decreases **overstock** in stores
    - Less food waste
2. Actions in Delhaize Belgium

• “Quick sales”
  – Discounts to promote sales of products for which “use by date” has arrived
  – Engages all of our associates

• Expanded food donations
  – 59% of our stores and warehouses donating our unsold fresh & packaged food
    - Lack of clarity around legal status of donating fresh
    - Work with the Belgian government to clarify
      → Expansion: 26 to 81 stores (vs. 2014)
  – 2020 Goal: 100% stores & warehouses
  – Tips for food donations:
    - Coolboxes distributed to associations for free
    - Food donations certificates in stores
2. Actions in Delhaize Belgium

• Food Respect Campaign
  – Launched in 2014 (on-going)
  – Inform & educate consumers on food waste
    • Tips & Tricks on how to avoid food waste at home
  – Different supports
    • In store communication, leaflets, Delhaize magazine, food waste recipes, delhaize.be...
2. Actions in Delhaize Belgium

- **Biogas production**
  - Energy production based on food waste
  - All food waste that is not donated

- **Circular economy**
  - Partnership with a Brussels-based brewery
  - **Reuse our unsold bread to produce beer**
    - Launched in 2015
    - >1 year R&D
    - Reduced food waste
    - Supported local and social organisations in innovative projects
  - 2014: **500 kg** unsold bread saved to produce 4000 L beer
  - 2015: **>1000 kg** unsold bread saved
Agenda

1) Delhaize Group
2) Actions in Delhaize Belgium
3) Actions in our other operating companies
4) CGF Food Waste Resolution
3. Actions in other OpCos

“Moving to Zero Waste” programs:

- Reduce non-recycled waste by 80% in the program’s first year
  - All types of waste, including food waste

Different types of actions on food waste:

- Food donations
- Food waste recycling
  - 50% Compost
  - 23% Rendering
  - 18% Animal feed
  - 9% Biogas

Results in 2015:

- > 100 M€ worth of food donated
- > 14,000 tonnes of food waste recycled
Food waste recycling:

- Challenge: how to recycle packaged food waste?

3. Actions in other OpCos

- Partnership with a local farm
- Depackaging
- Packaging
- Biogas
- Compost

Food waste without packaging
## 3. Actions in other OpCos

### Southeastern Europe & Asia:

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4. CGF Food Waste Resolution

Consumer Goods Forum (CGF)

- **Global trade association**
  - Retailers and manufacturers

- **All member companies** (including Delhaize Group)
  - € 2.5 trillion sales (combined)
  - 10 million direct jobs / 90 million indirect jobs

- **CGF’s mission on sustainability**
  - Position the consumer goods industry as a leader in sustainability
  - Areas: GHG / refrigerants / deforestation / food waste

- **Food waste working group**
  - Position the consumer goods industry as a leader in sustainability
  - Areas: GHG / refrigerants / deforestation / food waste
4. CGF Food Waste Resolution

(adopted by the board on June 2015)

1. First prevent food waste, then maximize its recovery towards the goal of halving food waste* within our own retail and manufacturing operations by 2025, versus a 2016 baseline.
   (* food waste to disposal per unit of food sales)

2. Contribute to the UN goals by 2030:
   • To halve per capita global food waste at the consumer level
   • To reduce food losses along production and supply chains including post-harvest losses and maximise the value of the remaining waste.
Thank you