



BACK TO BUSINESS:
Let's get there together!

Retirement Living
COVID-19 Channel Guide

Key COVID-19 INSIGHTS & TRENDS IN RETIREMENT LIVING

Food is the center of the retirement living community and it's critical to creating a sense of home. Limitations on visits from loved ones, dining room shutdowns and reduced staff have changed the ways retirement communities – and their foodservice teams – operate. It can be hard to know how to adapt your operation as restrictions lift and visitor policies open –we're here to help.



KEY CDC GUIDANCE FOR RETIREMENT LIVING:

As you plan your operation's approach to re-opening, be sure to follow all CDC guidance. We've highlighted some of the latest from both agencies on key aspects for foodservice:

De-Densifying & Social Distancing

The virus is thought to spread mainly from person-to-person, so social distancing measures are best to help prevent spread.

The CDC recommends:

- Restrict the number of workers, patients and visitors in dining rooms, kitchens, and communal areas to maintain 6-foot distance between people
- Space seating in the dining room at least 6 feet apart when feasible
- Provide physical guides, such as tape on the floor and signs on walls, to remain 6 feet apart in lines
- Install physical barriers, like plexiglass partitions, in areas where it's difficult to social distance such as cash registers
- Limit large gatherings and events

TIP: Set up 'order ahead' systems to help limit the rush in the dining room

Menu Guidance & Support

It is possible that a person can get COVID-19 by touching a surface or object that has a virus on it and then touching their own mouth, nose, or possibly their eyes, but this is not thought to be the main way the virus spreads.

The CDC recommends:

- Provide grab & go options for meals
- Serve individually plated meals (vs buffet or self-serve stations)
- Use disposable food service items like utensils or dishes
 - Ensure all non-disposable foodservice items are handled with gloves and washed with dish soap and hot water or in a dishwasher
- Leverage pre-packaged boxes of bags for catering events

Other ideas from General Mills:

- Simplifying the menu
- Adjusting your staffing and labor approach to manage COVID-19 related changes

For More Guidance...

<https://www.cdc.gov/coronavirus/2019-ncov/hcp/infection-control-recommendations.html>

<https://www.cdc.gov/coronavirus/2019-ncov/community/retirement/index.html>

Key COVID-19 INSIGHTS & TRENDS IN RETIREMENT LIVING

The senior living industry has gone through unforeseen changes and transitions due to COVID-19. We know it has not been easy, and our focus as your foodservice partner is to support you and your business, and to offer guidance on adapting to this new normal across the operation - from dining rooms to in-room service, grab-and-go to bulk.



THE TOP COVID-19 CONSUMER TRENDS

The main consumer needs - joy, wellness, ease and values - will not change. But COVID-19 is shifting how those needs are fulfilled and balanced.

WELLNESS

SAFETY

Fear is driving decisions, and "sanitized" is synonymous with "healthy"

- Hygiene
- Every business is a health business
- Theater of clean

JOY

COMFORT

Stress and uncertainty drive people to seek joy in comfort

- Comfort food
- Smaller indulgences

CONNECTION & BELONGING

Together but apart

- Virtual connection
- Creating rituals
- Expert experiences

EASE

TECH- ENABLED LIFE

Better/faster digital solutions will become a way of life

- Acceleration of e-commerce and digital ordering and delivery

VALUES

GREATER GOOD

A shift to focus on thinking of the crowd OR fear drives a focus on self protection

- Community outreach
- Food pantries

PRODUCTS & SUPPORT FROM GENERAL MILLS

General Mills is here to help you as you navigate the new dining experience in your Retirement Living operation. With our *beloved brands, product formats to fit every operation, and agile ideas and solutions* – we are here to help you serve your residents safely! Here is a preview of all our support and read on in the guide for more detailed insights and solutions.

CEREAL SOLUTIONS



Cereal is consumers' #1 breakfast item¹

General Mills cereals brands are known and loved – Cheerios™ is the #1 SKU in Long-Term Care/Senior Living's bulk & singlepak cereal categories²

Ask about our new Gluten-Free Cup Cereal Variety Pack!

YOGURT SOLUTIONS



Yogurt is perfect solution to deliver taste and convenience, and it delivers critical nutrients for seniors

Yoplait is the #1 yogurt brand in bulk and adult single-serve formats in Long-Term Care/Senior Living³

Ask about our rebates for independents & GPOs!

BREAKFAST BAKERY SOLUTIONS



Breakfast bakery makes up more than 70% of all breakfast sides⁴

Pillsbury™ is the #1 brand in unbaked muffins & scones in Long-Term Care/Senior Living⁵, and the #1 brand in foodservice cinnamon rolls⁶

Ask about our rebates for independents & GPOs!

SANDWICH CARRIERS & SIDES SOLUTIONS



Sandwiches offer nostalgic, easy-to-transport flavor.

Biscuits are the #1 preferred sandwich carrier⁷, and Pillsbury™ is the #1 biscuits brand in Long-Term Care/Senior Living⁸

Ask about our baked biscuits satisfaction guarantee!

GRIDDLE SOLUTIONS



Pancakes and waffles meet traditional tastes and act as the canvas for more indulgent, trending and profitable meals

Our mixes and IW offerings are free from artificial flavors and colors from artificial sources

Ask about our IW items!

SNACKS SOLUTIONS



Meets demands ranging from protein to indulgence

Our portfolio of favorites from Nature Valley™ bars (#1 selling bar in the world!⁹) and Lärabars™ to Chex Mix™ and Gardetto's™

Ask about our rebates for independents & GPOs!

Keep reading for more ideas and solutions to serve these categories in your operation!

1) Technomic Foodservice Away-From-Home Bakery Products Category Update and Outlook for the U.S. Foodservice Marketplace, May 2019; 2) NPD SupplyTrack Long-Term Care/Senior Living Cereal Item Rank, 12 months ending June 2020; 3) NPD SupplyTrack, Long-Term Care/Senior Living, Bulk Yogurt, Adult Single-Serve Yogurt, \$ volume, 12 months ending June 2020; 4) 2017 Technomic Breakfast Consumer Trend Report; 5) NPD SupplyTrack, Long-Term Care/Senior Living, Unbaked Muffins xIW, Total Scones, 12 months ending June 2020; 6) NPD SupplyTrack, All Foodservice, Unbaked Cinnamon Rolls xIW, 12 months ending June 2020; 7) Datassential Keynote Report; July 2019; 8) NPD SupplyTrack Long-Term Care/Senior Living, Total Biscuits, 12 months ending June 2020; 9) NPD SupplyTrack Total Foodservice, 12 months ending December 2018

Key COVID-19 INSIGHTS & TRENDS IN RETIREMENT LIVING

WELLNESS

SAFETY

Fear is driving decisions, and “sanitized” is synonymous with “healthy”

- Hygiene
- Every business is a health business
- Theater of clean

INSIGHTS

- Dining rooms experience high traffic, which inherently increases the risk of spreading infections
- In-Room Dining is a very popular format, but is challenged from both hold time and labor perspectives
- Delivery is booming as residents take advantage of call-ahead, web, and paper form delivery request services
- Grab & Go demand is up as residents seek safe and easy options to purchase both meals and ingredients



POTENTIAL SOLUTIONS

Dining Rooms:

- **Limit Traffic:** Limit dining room service to at most 50% capacity, making sure to place tables at safe distances apart and sanitize early and often
 - Ask residents to call ahead and make reservations to reduce lines or turning residents away
 - Offer open-air dining on patios or other outdoor areas for additional seating (tables 6' apart, both inside and out)
- **Create Mini Dining Groups:** Group small groups of residents to share a “bubble” – a core group of residents who routinely share meals and activities together, creating community but limiting exposure to larger groups

Grab & Go:

- **Increase Offerings:** Add variety to meet demand for individually-portioned grab & go items that residents can bring back to their rooms
- **Grocery Mini-Marts:** Create a small grocery offering that residents can use for beverages, snacks & ingredients to cook with in their rooms
- **Premium-ize:** Offer more to-go options that can function as a true meal rather than a snack

Delivery/In-Room Dining:

- **Spotlight Delivery:** Whether you had a delivery service already or are creating one, make sure it's resident-friendly and encourage them to leverage delivery for meals across dayparts
 - Drop weekly menus off at residents' rooms and encourage them to call ahead to place orders & request desired delivery times.
 - Reassign dining room servers to meal delivery
 - Focus on menu items that have superior hold time – e.g. put the salad dressing on the side and use sturdier sandwich carriers like biscuits
- **Downsize Menus:** Simplify menu offerings and feature more versatile, quicker-prep ingredients. This helps modify for fewer BOH staff and helps serve patients with higher quality, faster meals

Request Feedback:

- **Hear from your Consumers:** Give printed surveys to residents, or ask staff to check in with residents, to better understand their confidence levels or worries, and tailor your actions and messaging accordingly

Key COVID-19 INSIGHTS & TRENDS IN RETIREMENT LIVING

JOY

CONNECTION & BELONGING

Together but apart

- *Virtual connection*
- *Creating rituals*
- *Expert experiences*

COMFORT

Stress and uncertainty drive people to seek joy in comfort

- *Comfort food*
- *Smaller indulgences*

INSIGHTS

- Food is central to community and well-being, and this is more important than ever in environments characterized by stress or breaks from normal routines, as we're seeing this year
- Not only is food critical to lifting spirits and helps people feel at ease at the community – it's also an important factor when considering a move to a facility
- Residents have pre-COVID-19 expectations, but foodservice teams are operating within COVID-19 limitations (staffing, costs, etc.)



POTENTIAL SOLUTIONS

Balance Comfort & Novelty:

- **Comfort Foods:** Familiar foods help bring calm during stressful times
 - Serve classic, familiar meals and brands that patients would have at home
 - The top baked goods are loved because they satisfy needs for comfort¹. Offer baked goods in to-go packages to brighten days
- **Variety:** Food can offer an escape in times of stress, as well as a break from the norm when people have gotten so used to their in-room routines. Serve mini versions of multiple offerings, offering a fun taste exploration while keeping serving sizes in check.

Connection & Belonging:

- **Outdoor Visits & Dining:** If allowing visits from loved one, serve meals in outdoor dining areas (patios are great!) to foster connection and the comfort of a shared meal, in a safer, open-air environment
- **Meal Kits:** Offer take-and-bake meal kits for independent residents to cook in their apartments. Independence and hands-on activity are so important in times of stress
- **Virtual Connections:** Help create virtual connections with your residents and their loved ones – or with community members like kids at home – through virtual calls and pen-pal programs.

Key COVID-19 INSIGHTS & TRENDS IN RETIREMENT LIVING

EASE

FLEXIBLE SOLUTIONS

How to do more with less!

- Alternative service models & versatile products that meet these new service model needs

TECH-ENABLED LIFE

Better/faster digital solutions will become a way of life

- Acceleration of e-commerce and digital ordering and delivery

INSIGHTS

- Delivery is increasing across consumers' lives and across age groups, and expectations are growing in Retirement Living as well
- Existing dining infrastructure and capabilities don't always allow for these service models
- Changes to traditional foodservice offer an opportunity to test alternative service models to meet consumer needs and drive revenue



POTENTIAL SOLUTIONS

- Order ahead: Use "call-ahead" to get orders in advance for easy delivery, or drop paper order forms off with residents at the beginning of the week
- Recipes: Prioritize recipes and products with longer hold times
- Customization: Strive to include one or two versatile offerings that allow customization
- A la carte: Share sides, desserts and beverages that residents can use to supplement their meals
- Packaging: Work with manufacturer partners to identify the best to-go packaging solutions that meet your needs (value, recyclable, etc.)

VALUES

Greater Good

Stress causes either 1) a shift to focus on thinking of the crowd or 2) focus on self-protection

- Community outreach
- Food pantries

INSIGHTS

- Retirement Communities have always played a significant role in their communities
- This will be more evident as ever as we emerge from COVID-19

POTENTIAL SOLUTIONS

- Grocery: Implement temporary pop-up grocery stores using foodservice products to meet both residents' *and* staff's grocery needs without extra errands after their shifts. Set perishables up in the unused salad bar like a second cooler, and price at market value
- Community support: People are eager to help their communities. Leverage connections to foster virtual connections locally – from day cares to schools, restaurants to business leaders.



CEREAL SOLUTIONS



Why cereal?

- Cereal is the #1 breakfast item¹
- Cereal delivers much needed nutrients for seniors – from fiber and iron – and products like Cheerios™ help lower cholesterol
- Cereal can be consumed in the morning or as a snack all day long
- Cereal is an easy, low cost option for operators

Why General Mills?

- General Mills cereals are consumer favorites
- General Mills has the top 3 cereal brands in foodservice²
- Cheerios™ is the #1 SKU in Long-Term Care/Senior Living's bulk & singlepak cereal categories³
- Nature Valley™ is the #1 granola brand in foodservice³
- General Mills is a leader in cereal innovation – from removing artificial colors/flavors to launching a new gluten-free variety pack

POTENTIAL SOLUTIONS FOR COVID-19 CHALLENGES

• Grab & Go

- **Single Serve:** Individual portions are more important than ever. Review bowl pak, cup cereal, single pak and pouch solutions to find the right products for your operation – whether dining room, grab & go, mini mart or in-room dining
- **Variety Packs:** Our variety packs have the optimized assortments you need to easily serve the top brands and products – take the time out of planning your cereal mix!
- **Ingredients:** Bulk cereal and granola are popular ingredients in parfaits, snack mixes and more. Keep these beloved mainstays by switching to individually-portioned parfaits and individually-bagged snack mixes, sealed for your residents' safety and enjoyment

• Ideal Assortment

- **Right Set:** Use our Category Management team's expert guidance to make sure you are serving the optimal variety and the brands your residents love
 - Our new Back to Business category assortment recommendation is tailored for operators during and post-COVID-19!

*Back to Business
Category Guidance*



GENERAL MILLS CEREAL PORTFOLIO



Bulk Cereal

Lowest cost option and versatile for back-of-house applications and pre-portioned on the go options



Cup Cereal

Larger sized offering of senior-loved brands enjoying with milk or on-the-go snacking



Bowlpak Cereal

Variety of sizes of senior-loved brands for enjoying with milk or snacking on-the-go



Singlepak Cereal

Nostalgic "mini" boxes of senior favorites for on the go snacking



Pouch Cereal

Ultimate on-the-go options for cereal snacking

¹) Technomic Foodservice Away-From-Home Bakery Products Category Update and Outlook for the U.S. Foodservice Marketplace, May 2019; ²) NPD SupplyTrack®, Total Cereal by Brand in Total Foodservice, 12 months ending Jun. 2019, in Millions of Dollars. Does not include volume from Variety Packs; ³) NPD SupplyTrack Bulk Cereal, L3M through February 2020

YOGURT SOLUTIONS



Why yogurt?

- Yogurt delivers much-needed calcium, in a delicious, easy-to-serve format ideal for Senior Living
- Yogurt appeals across day parts
- Morning meal accounts for 47% of yogurt servings, but there is appeal across lunch, PM snack, and dinner occasions¹

Why General Mills?

- Yoplait® is the #1 yogurt brand in bulk and adult single-serve formats in Long-Term Care/Senior Living²
- Yoplait® is the leader in traditional yogurt
- We have a history of innovation – ParfaitPro® helps operators serve easier, quicker parfaits, Oui® launched simply better, and Go Gurt® revolutionized snacking

POTENTIAL SOLUTIONS FOR COVID-19 CHALLENGES

• Self Serve/Grab & Go Stations

- **Single Serve:** Offer Yoplait® cup yogurt for easy and simple options for in-room and to-go
- **Switch to Pre-Made:** Re-purpose action station with pre-made offerings for parfaits and more!
 - Leverage our culinary team's ideas on how to tailor your retirement living offerings to grab & go amidst COVID-19!

Healthcare Grab & Go
COVID-19 Recipe
Collection



• Made to Order Stations

- **Simplified Menus:** Downsized menus that feature the key items residents love can increase BOH efficiency and residents' satisfaction. Leverage General Mills' culinary team's ideas for inspiration!



Yoplait Parfait
Perfection Recipe Book

GENERAL MILLS YOGURT PORTFOLIO



Bulk Tubs

Ideal for low volume BOH applications (recipes, etc.)



ParfaitPro®

Innovative bags save time and make portioning easy for pre-made parfaits and smoothies



Parfait Kit

Everything you need to pre-make parfaits in one kit! ParfaitPro® yogurt, granola, cups, lids, granola inserts and stickers



Single-Serve Cups

Convenience for quick grab-and-go occasions, and great for snacks or up-sell at meals

BREAKFAST BAKERY SOLUTIONS



Why breakfast bakery?

- Seniors love baked goods – breakfast bakery makes up more than 70% of all breakfast sides¹
- Bakery offers comfort through nostalgic, sweet flavor, especially key in times of discomfort. Breakfast bakery is one of the best tools to create a feeling of home away from home
- Baked goods' hold times make them one of the best breakfast items for grab-and-go

Why General Mills?

- General Mills is a foodservice leader across breakfast bakery
- Pillsbury™ is the #1 brand in unbaked muffins & scones in Long-Term Care/Senior Living², and the #1 brand in foodservice cinnamon rolls³
- We offer a wide range of formats and sizes to meet every operation's needs
- Our full breakfast bakery mix, unbaked and baked portfolios have no artificial flavors and no colors from artificial sources

POTENTIAL SOLUTIONS FOR COVID-19 CHALLENGES

Grab & Go

- **Pack for To-Go:** Package in individual paper bags or boxes for easy, safe enjoyment. Muffins, scones and cinnamon rolls are perfect options!
- **Individually-Wrapped:** Our IW bakery options make breakfast and snacking easier than ever!
- **Invest in Off-Premise:** Baked goods transport well and have great hold time. Include them in clamshells for take-out or meal kits

Made to Order

- **Downsized Menus:** Leverage our Category Management experts' recommendations to stock the core bakery items you need to meet residents' needs and speed up service
- **Versatility:** Explore the many ways you can use core SKUs to work across your menus – muffin batter can make muffins, specialty loaves, bars and muffin tops!

PRODUCTS CONSUMERS ARE LOOKING FOR

MUST HAVES: MOST POPULAR ITEMS AMONG CONSUMERS

- **SANDWICHES** – A delicious breakfast and all-day option (Ex: Sausage, Egg & Cheese Biscuit; Bacon & Egg Croissant)
- **MUFFINS** – The most popular flavors are blueberry and chocolate chip
- **CINNAMON ROLL** – Even better with our Gold Medal™ icing!

NICE TO HAVES: ADD-ON ITEMS TO ROUND OUT OFFERINGS

- **SCONES** – Flavors like blueberry, chocolate chunk and raspberry. Try jalapeño cheddar for savory!
- **LOAF BREAD** – Offer banana nut or chocolate loaves

60% of total product offerings

30% of total product offerings

10% of total product offerings



SIGNATURE ITEMS BRING DIFFERENTIATION TO YOUR OPERATION

CUSTOM CREATIONS – Use our recipes to elevate your baked goods and create a signature item

Our category management recommendation

GENERAL MILLS BREAKFAST BAKERY PORTFOLIO



Flour

- Ideal for scratch-made operations



Mix

Muffin | Cake

- “Add water only” means minimal skilled labor is required
- Highly versatile for many menu applications from one box



Unbaked Dough

Muffin Batter (Pail, TubeSet™, Puck) | Cinnamon Rolls | Scones | Strudels

- Enable fresh-baked breakfast bakery with minimal skilled labor



Individually Wrapped

Strudels | Bagels | Cinnamon Rolls Crescents | Filled Bars

- Eliminates BOH labor and touchpoints
- Individually wrapped for easy on-the-go service

1) 2017 Technomic Breakfast Consumer Trend Report; 2 NPD SupplyTrack, 12 months ending Feb 2020; 2) NPD SupplyTrack, Long-Term Care/Senior Living, Unbaked Muffins xIW, Total Scones, 12 months ending June 2020; 3) NPD SupplyTrack, All Foodservice, Unbaked Cinnamon Rolls xIW, 12 months ending June 2020

SANDWICH CARRIERS & SIDES SOLUTIONS



Why sandwiches?

- Biscuits are among consumers' most-loved breakfast breads¹
- Sandwiches offer nostalgic, easy-to-transport flavor
- Biscuits are the #1 preferred sandwich carrier², and Pillsbury™ is the #1 biscuits brand in Long-Term Care/Senior Living²
- Croissants cue to a more elevated offering and add variety!

Why General Mills?

- Pillsbury® is the #1 brand in frozen biscuits²
- Our biscuits and croissants portfolios are free of high fructose corn syrup, artificial flavors and colors from artificial sources
- Our baked biscuits are better than ever, with improved texture and taste

POTENTIAL SOLUTIONS FOR COVID-19 CHALLENGES

• Delivery & Take Out

- **Hold Time:** The tender yet sturdy texture of biscuits holds up well for take out. They don't dry out or get soggy like toast or French fries. They also can reheat well!

• Made to Order

- **Customization:** Personalization doesn't need to go away! Serve made-to-order sandwiches all day long to keep flavors fresh and continue to delight residents
- **Versatility:** Use one product (Biscuits or Croissants) to unlock many different sandwich options to mix up the menu with classics and limited time offerings

• Grab & Go:

- **Pre-Made:** Sandwiches hold up well under heat. Make core sandwiches, like a bacon, egg and cheese biscuit, and keep under a heat lamp or in a warmer for easy access
- **BOH Efficiency:** Use our step-by-step photo recipe guides to easily make the sandwiches your residents love, with today's limited labor and increased safety and packaging needs



Photo-guided recipes for healthcare workers

GENERAL MILLS SANDWICH CARRIER & SIDES PORTFOLIO



Flour

- Ideal for scratch-made operations

Mix

- Biscuit & Corn Muffin**
- "Add water only" means minimal skilled labor is required
 - Highly versatile for many menu applications from one box

Unbaked Dough

- Biscuits & Croissants**
- Easy prep – just place, bake and serve. No skilled labor required
 - Bake only what you need

Baked

- Biscuits & Croissants**
- Just thaw & serve – or heat if desired – for fresh biscuits in minutes
 - Ideal for sandwich applications

1) 2017 Technomic Breakfast Consumer Trend Report; 2 NPDP SupplyTrack, 12 months ending June 2020

GRIDDLE SOLUTIONS



Why griddle?

- Pancakes and waffles deliver are versatile to deliver on traditional tastes and act as the canvas for more indulgent, trending and profitable meals
- Pancakes and waffles are highly craveable
- Griddle meals can deliver on both indulgence and health, depending on menu ingredients and toppings
- Pancakes & waffles have broad appeal across ages and day parts

Why General Mills?

- We offer a wide range of options to meet all needs
- Our mixes and individually wrapped offerings are free from artificial flavors and colors from artificial sources
- Our IW griddle offerings now have an improved texture for even more delight

POTENTIAL SOLUTIONS FOR COVID-19 CHALLENGES

Grab & Go:

- **Individually Wrapped:** Griddle classics like pancakes and waffles are quick, easy and safe solutions for on the go breakfast or snacking, and the recognizable Pillsbury™ brand delivers comfort and normalcy

In-Room Service

- **Hold Time:** Pancakes and waffles both stay warm & soft during transport – just keep the syrup on the side!
- See our culinary team's tips to tailor items like our griddle offerings to in-room tray service during COVID-19



Healthcare In-Room Dining COVID-19 Recipe Collection



Brunch Take-Out Recipe Collection

GENERAL MILLS GRIDDLE PORTFOLIO



Flour

- Ideal for scratch-made operations



Mix

- “Add water only” means minimal skilled labor is required
- Highly versatile for many menu applications from one box



IW Griddle

- Eliminates BOH labor and touchpoints
- Individually wrapped for easy on-the-go service

SNACKS SOLUTIONS



Why snacks?

- Snack meet a variety of consumer needs ranging from protein fuel to indulgence...individually wrapped and perfect for on-the-go!
- Snacks offer a wide variety of sub-categories and flavors, helping to offer the vital balance you need to meet all consumer needs

Why General Mills?

- General Mills has a wide portfolio of favorites from Nature Valley™ bars and Larabars™ to Chex Mix™ and Gardetto's™
- Nature Valley™ is the #1 selling bar in the world¹
- Nature Valley™ is the leader in Grain snacks and has 3 of Top 20 fastest turning items in the category¹
- Larabar™ offers the vegan, clean label products younger adults are looking for

POTENTIAL SOLUTIONS FOR COVID-19 CHALLENGES

Grab & Go

- Granola and Performance Bars – Straight Pack: Full size cases of the entire Nature Valley™ & Larabar™ product lines. Perfect for grab & go, grocery and retail operations with high traffic locations and plenty of storage
- Granola Bar Variety Packs: Perfect for operators with limited storage space who are looking for the fastest turning bars to drive revenue
- Snacks: Classic snack brands consumers love – Gardetto's™, Chex Mix™, Muddy Buddies™ and Bugles™



¹ NPD SupplyTrack (Foodservice), 12 months ending 12/2018