



COMMITMENT TO OUR PUBLIC EBRO 2016



Commitment to our public

Customers and consumers are two of the driving forces for development, evolution and growth of the company. The Ebro Group uses a wide variety of tools to:

1. Offer them a broad portfolio of healthy, differentiated products.
2. Anticipate and meet their needs for consumption.
3. Guarantee top quality in its products and services, meeting not only the quality standards and requirements stipulated in law, but also any stricter standards to guarantee that top quality.
4. Watch out for their health and safety, meeting the strictest food safety standards.

Our main tools

1. R&D and Innovation

This is what distinguishes us from our rivals, enabling us to develop unique products and technologies to meet the needs of our customers and consumers and provide them with a differentiated range of products delivering value added.

The Ebro Group is a pioneer in the development of new concepts and innovation in the segments in which it operates. This can be seen in the new products put on the market over the past three years, such as Brillante Sabroz, Lustucru Selection, Quick Pasta, Ancient Grains, SOS Para, SOS Vidasania, Brillante a la Sartén, SOS Platos, Squeez Sauces, gluten free, brown/wholewheat rice and pastas, high-fibre and high-calcium products, quinoa, Brillante Benefit, etc.

Approximately one-third of the Ebro Group's total investment budget is set aside each year for innovation.

NB: Further information on R&D and Innovation can be consulted in point 3 of the Annual Report (Business Model)

2. Quality Control and Food Safety Systems

- i. **Good Manufacturing Practices (GMP):** contemplating good practices for the handling, packaging, storage and carriage of fresh products.
- ii. **Hazard Analysis and Critical Control Point (HACCP):** a system for identification and control of the possible problems that may come to light during the design and production processes.
- iii. **Quality Assurance Standards,** such as:
 - ◆ The standards established by the International Organisation for Standardization (ISO 9001:2000, ISO 9001:2008 and ISO 22000).
 - ◆ The International Food Standards (IFS), which, structured in line with ISO 9001:2000, are among the highest distinctions in Food Safety in all distribution sectors in Europe.

- ◆ The BRC (British Retail Consortium) certification, one of the internationally most widespread models for distributors and large retail outlets to rate their brand product suppliers.
- ◆ The Danish DS standards (Danish HACCP Code), for developing a HACCP system in the food industry and in the manufacturing of packing and packaging for food products.

The effectiveness of these programmes is assessed regularly by independent experts.

All the Ebro Group’s plants are now certified for quality and food safety, and in 2016 five new certificates were obtained.



46

NO. PLANTS



100

CERTIFICATES



5

NEW SINCE 2016

COMPANY	COUNTRY	NAME OF PLANT	CERTIFICATE
American Rice	USA	Freeport	SQF (Packaging and Warehousing)
Arrozeiras Mundiarroz	Portugal	Coruche	ISO 9001 ISO 22000 Food Product Certification IFS
Boost Nutrition	Belgium	Merksem	IFS Kosher Organic Certification
Catelli Foods Corporation	Canada	Montreal	SQF
		Delta	BRC
		Hamilton	BRC
Celnat	France	Saint Germain Laprade	Organic Certification
Danrice	Denmark	Orbaek	BRC ISO 22000
Ebro India	India	Taraori	ISO 22000 Organic Certification BRC Kosher IPQC
Herba Bangkok	Thailand	Bangkok	ISO 9001 BRC Organic Certification Halal Kosher GMP & HACCP

COMPANY	COUNTRY	NAME OF PLANT	CERTIFICATE
Herba Egypt	Egypt	Mansoura	ISO 22000
Herba Ingredients	Belgium	Schoten	IFS GMP Kosher
			IFS GMP Kosher Organic Certification
	Netherlands	Wormer	IFS GMP Kosher Halal Organic Certification Chinese Organic
Herba Ricemills	Spain	Coria del Río	ISO 9001 Ecological Production
		San Juan de Aznalfarache (Ready foods plant and rice plant)	ISO 9001 BRC IFS
		Aldea	ISO 22000 BRC Kosher
		Jerez de la Frontera (Ready foods plant)	ISO 9001 BRC IFS
		Silla	ISO 9001 BRC IFS
		Algemesí (Ready foods plant)	ISO 9001 IFS BRC
		Algemesí (Rice plant)	ISO 9001
		Algemesí (Flour mill)	IFS
		La Rinconada	IFS
Lassie	Netherlands	Wormer	Organic Certification IFS GMP FEED
Mundiriso	Italy	Vercelli	IFS BRC ISO 22000 Organic Certification
Mundi Riz	Morocco	Larache	ISO 22000
New World Pasta	USA	Saint Louis	SQF
		Winchester	SQF
		Fresno	SQF

COMPANY	COUNTRY	NAME OF PLANT	CERTIFICATE
Panzani	France	La Montre	ISO 9001 IFS
		Saint Genis Laval (Fresh pasta plant)	IFS
		Gennevilliers	IFS
		Lorette (Fresh pasta plant)	IFS
		Nanterre	ISO 9001 IFS
		Littoral	IFS
		Saint Just	IFS
		Vitrolles	IFS ISO 9001
		Communay (Fresh pasta plant)	IFS
		Lyon	Organic Certification
Pastificio Lucio Garofalo	Italy	Gragnano	Kosher Halal ISO 9001 Organic Certification BRC IFS Vegan
Riviana Foods	USA	Memphis	SQF
		Brinkley	SQF
		Clearbrook	SQF
		Alvin	SQF
		Carlisle	SQF
Roland Monterrat	France	Feillens	IFS
S&B Herba Foods	UK	Cambridge	BRC Kosher
		Liverpool	BRC Kosher

* The certificates obtained in or after 2016 are in bold type

Principal performance indicators on Product Responsibility

The details presented below have been obtained from all the companies operating in the brand businesses of the Ebro Group (listed in the section About this report) and have been prepared in accordance with the G4 Guidelines of the Global Reporting Initiative (GRI).

Customer Health and Safety [PR1 / PR2]

The following companies of the Ebro Group have made health and safety assessments to promote improvements:

	% PRODUCTS ASSESSED BY CATEGORY
Arrozeiras Mundiarioz	
Essential	100%
Noodles	100%
Pre-cooked	100%
Special	100%
Traditional	100%
Lassie	
Mixes	66.67%
Organic grain	100%
Specialties	66.67%
Herba Bangkok	
White rice	100%
Cargo rice	100%
Organic grains	100%
Enriched grains	100%
Herba Egypt	
White camolino rice	100%
White natural rice	100%
Mundi Riz	
White rice	100%
Cargo rice	100%
Paddy rice	100%
Parboiled rice	100%
New World Pasta Group	
Healthy	100%
Specialties	100%
Traditional	100%
Riviana Group	
Healthy	100%
Specialties	100%
Traditional	100%

No incidents were recorded during the year that could affect health and safety.

Product and Service Labelling [PR3 / PR4 / PR5]

All our companies comply with the national laws and regulations applicable in each country. In addition, the following companies also provide the following information:

COMPANY	% PRODUCTS
Environmental impact	
Pastificio Lucio Garofalo	38%
Herba Egypt	100%
Mundi Riz	100%
Method of product elimination	
Pastificio Lucio Garofalo	40%
Herba Egypt	100%
Herba Ricemills	100%
Mundi Riz	100%
New World Pasta Group	100%
Riviana Group	100%
Panzani Group	100%
Source of ingredients	
Arrozeiras Mundiarroz	100%
Pastificio Lucio Garofalo	100%
Herba Bangkok	100%
Herba Egypt	100%
Mundi Riz	100%
Herba Ricemills	13%
Panzani Group	50%
New World Pasta Group	100%
Riviana Group	100%
Product safety instructions	
Arrozeiras Mundiarroz	100%
Herba Egypt	100%
Mundi Riz	100%
Panzani Group	100%
New World Pasta Group	100%
Riviana Group	100%

There have been no incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling.

The companies of the Ebro Group do four-monthly, annual or two-yearly customer satisfaction surveys (food companies, distribution and consumers) and have established communication channels with their customers via e-mail, questionnaires, website, telephone, etc.



The main conclusions of those surveys were:

- ◆ Positive trend in the assessment of the overall service
- ◆ Good score in our customers' satisfaction rating
- ◆ Requests for new products

It has been established that the company has a clear product responsibility communication policy and clear communication in the social media.

Marketing Communications [PR6 / PR7]

None of the companies of the Ebro Group sells products that are banned in certain markets or the subject of public debate among stakeholders. There have been no incidents of non-compliance with marketing communication regulations in any of the companies.

Customer services and privacy [PR8]

Customer Services

Information on the nutritional properties of all Ebro Group products is provided on the packaging, along with the physical address of the company and, where appropriate, its website, e-mail and telephone number.

The different customer services departments collect data and generate information for the quality system. Grievances are answered by telephone or e-mail, according to the details given by the customer. A case file is opened for each incident and reported internally to the Quality Department, which checks and monitors the relevant quality system in case of error and takes the necessary measures to offer a solution.

As a rule, the companies follow up all grievances by telephone to check consumer satisfaction.

Statistical monitoring is regularly conducted of all incidents and proposals for improvement made by consumers are discussed at the different Management Committee meetings held every month within each company.

The channels used with consumers in our companies are indicated below:

COMPANY	TYPE OF CHANNEL	CONTACT THROUGH
New World Pasta	External	   
Riviana	External	   
Catelli y Olivieri	External	   
Lustucru Frais	Internal	 
Garofalo France	Internal	
Panzani	Both External  Internal 	   
Herba Ricemills	External	 
Euryza	Both External  Internal 	   
Risella OY	External	
Pastificio Lucio Garofalo	Internal	   
Lassie	Internal	  
Boost Nutrition	Internal	  
Arrozeiras Mundiarroz	Internal	   

Tel.


Mail


Web


Letter


Social Media


None of the companies of the Ebro Group received any complaints during 2016 concerning breaches of customer privacy and losses of customer data.

% Production outsourced [FP5]

This table shows the percentage of production volume manufactured at certified sites by an independent third party according to internationally recognized food safety management system standards:

SUBSIDIARY	PRODUCT MANUFACTURED	NAME OF PRODUCER	COUNTRY	% PRODUCTION
Arrozeiras Mundiarroz	Pre-cooked	Herba Ricemills	Spain	100.00%
	Noodles	Nissin Foods Kft.	Hungary	100.00%
Boost Nutrition	Tinned rice pudding	Limelco	Belgium	0.90%
	Microwave cups	Herba	Spain	0.22%
	Grain with quinoa	Lassie	Netherlands	0.16%
	Rice cakes	Sanorice	Belgium	0.27%
	Pet food	Mix International	Netherlands	0.06%
	Pasta	Tandoi SpA	Italy	2.11%
Pastificio Lucio Garofalo	Pasta	Pastificio Newlat	Italy	3.99%
	Pasta	Liguori Pastificio SpA	Italy	2.83%
	Pasta	De Matteis Agroalimentare	Italy	3.52%
	Pasta	Mutlu	Turkey	21.29%
	Pasta	Pastificio Vietri, Paone, Pastai Gragnanesi, Labor	Italy	1.08%
	Cous Cous	Panzani	France	0.29%
Herba Ricemills	Long-grain cargo rice	Comunidad de Bienes San Andrés	Spain	2.70%
Mundi Riso	Parboiled rice	Parboriz	Italy	0.85%
	Parboiled rice	Riseria di Vespolate	Italy	1.41%
	Cargo rice	Riseria di Vespolate	Italy	0.07%
	Parboiled rice	Riso Scotti	Italy	0.06%
	Parboiled rice	Riso Viazzo	Italy	3.95%
	Cargo rice	Agricola Belvedere	Italy	0.02%
New World Pasta	Pasta	A Zerega & Sons	USA	2.57%
	Gluten free pasta	Molino Andriani	Italy	1.85%
	Lasaña	Luchetti	Chile	0.50%
	Lasaña	Valin	Italy	0.02%
	Sauce	Inpralsa	Spain	0.36%
	Mac & cheese Meal	Bay Valley	USA	0.08%
	Pasta	Griss Pasta	Canada	0.68%
Riviana	Rice specialties	Farmers Rice Coop	USA	0.10%
	Rice specialties	ADM Rice	USA	1.01%
	Rice	Sem Chi	USA	0.74%
	Rice mix	Crest Foods	USA	0.11%
Stevens&Brotherton Herba Foods	Ground rice	Moorehead McGavin	UK	0.001%



Promotion of healthy food and healthy lifestyle [FP7]

The Ebro Group is investing heavily in a new category of products targeting health, putting new products on the market based on concepts such as ancient grains, gluten free, quinoa, whole grain, high fibre, vitamins, minerals, etc., focusing increasingly on everything to do with organic and natural foods.

A new division has thus been created within the Ebro Group, headed by Alimentation Santé, comprising the latest acquisitions made by the Ebro Group in the organic foods segment: Celnat (2016) and Vegetalia (2017), and everything that complements this category through the future organic and inorganic growth of the Ebro Group.

Sales in the healthy segment accounted for 10.67% of the sales of branded products of the Ebro Group in 2016.

Details of sales in the healthy food range, by company

COMPANY	TOTAL SALES HEALTHY (€)	% TOTAL SALES OF THE COMPANY 2016
Herba Ricemills	10,985,963	9.49%
Panzani	5,742,094	1.73%
New World Pasta	78,205,473	14.45%
Riviana	64,787,770	9.95%
Pastificio Lucio Garofalo	37,736,766	24.39%
Euryza	5,479,713	12.16%
Lassie	853,002	3.07%
Arrozeiras Mundiarroz	164,222	0.49%
Herba Ricemills Romania	215,410	3.53%
Riceland Magyarorzag	417,023	7.25%
Boost Nutrition	1,374,552	8.59%
Risella Oy	322,566	7.25%