

CUSTOMERS AND CONSUMERS



EBRO FOODS, S.A.

CUSTOMERS AND CONSUMERS



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

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.

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

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 any 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.

In this context, all the Ebro Group plants have been certified for quality and food safety, having a total of 152 certifications between them (see Annex 2).

The companies also make regular assessments of their products to promote their safety and improvement. During 2019, the subsidiaries Arrozeiras Mundiarroz (Portugal), Catelli Foods (Canada), Geovita (Italy), Lassie (Netherlands), Lustucru and Riviana Foods (USA) made such assessments.

CUSTOMER HEALTH AND SAFETY

The Group companies that have been assessed on health and safety in order to promote improvements are listed below:

COMPANY	CATEGORIES/PRODUCTS	% PRODUCTS ASSESSED
Arrozeiras Mundiarroz	Broken rice	100%
	Essential	100%
	Noodles	100%
	Ready to Serve	100%
	Special use	100%
	Traditional	100%
	Wholegrain	100%
Catelli Foods	Enriched	100%
	Healthy	100%
	Vegetable	100%
Ebrofrost UK	Wholegrain	100%
	IQF Pasta products	100%
Geovita	Organic products	100%

COMPANY	CATEGORIES/PRODUCTS	% PRODUCTS ASSESSED
Lassie	Mixes	50%
	Specialty rice	66.67%
Lustucru	Fresh pasta (simple): 1 organic SKU/11	9.09%
	Filled fresh pasta: 2 organic SKUs	2.94%
Riviana Foods	Carolina Arborio Medium Grain Rice Perfect for Risotto	100%
	Carolina Jasmine Rice & Quinoa	100%
	Carolina Jasmine Rice & Red & Wild Rice	100%
	Carolina Parboiled Medium Grain Rice Perfect for Paella	100%
	Carolina Ready to Serve Cilantro Limon Jasmine Rice	100%
	Carolina Ready to Serve Garlic & Olive Oil Jasmine Rice	100%
	Carolina Ready to Serve Jasmine Rice	100%
	Carolina Short Grain Rice Perfect for Sushi	100%
	Carolina White and Jasmine Rice Blend Perfect for Fried Rice	100%
	Mahatma Arborio Medium Grain Rice Perfect for Risotto	100%
	Mahatma Jasmine Rice & Quinoa	100%
	Mahatma Jasmine Rice & Red & Wild Rice	100%
	Mahatma Parboiled Medium Grain Rice Perfect for Paella	100%
	Mahatma Ready to Serve Cilantro Limon Jasmine Rice	100%
	Mahatma Ready to Serve Garlic & Olive Oil Jasmine Rice	100%
	Mahatma Ready to Serve Jasmine Rice	100%
	Mahatma Short Grain Rice Perfect for Sushi	100%
	Mahatma White and Jasmine Rice Blend Perfect for Fried Rice	100%
	Minute Premium Rice	100%
	Minute RTS Cilantro & Lime Jasmine Rice	100%
	Minute RTS Garlic & Olive Oil Jasmine Rice	100%
	Minute RTS Southwest Pinto Beans & Rice	100%
	Minute White Rice	100%
	Success White	100%
	Garden Delight	100%
	No Yolks Corn Flour Removal	100%
	Ronzoni 3 Minute	100%
Ronzoni Gluten Free Pasta with Cauliflower, Fava Bean and Rice Flour	100%	
Ronzoni Turmeric	100%	
Thick & Hearty Elbows	100%	
Roland Monterrat	Croque Monsieur	100%
	Meat pie	100%
	Sandwiches	100%

PRODUCT AND SERVICE LABELLING

All our companies comply with the national laws and regulations applicable in each country.

The following companies also provide the following information:

Contents, especially regarding substances that could have an environmental or social impact

COMPANY	% PRODUCTS
Catelli Foods	100%
Ebrofrost Germany	41%
Ebrofrost UK	100%
Ebro India	100%
Garofalo	100%
Harinas Santa Rita	100%
Herba Bangkok	100%
Herba Cambodia	100%
Riviana Foods	100%
Roland Monterra	100%

Elimination of the product and its environmental or social impact

COMPANY	% PRODUCTS
Catelli Foods	100%
Ebrofrost UK	100%
Ebro India	100%
Garofalo	100%
Geovita	100%
Herba Bangkok	100%
Herba Cambodia	100%
Herba Ricemills	100%
Lustucru	100%
Riviana Foods	100%
Roland Monterra	100%

Source of components in the product

COMPANY	% PRODUCTS
Arrozeiras Mundiarriz	100%
Catelli Foods	100%
Ebro Frost UK	100%
Ebro India	100%
Garofalo	100%
Geovita	25%
Herba Bangkok	100%
Herba Cambodia	100%
Herba Ricemills	13%
Lustucru	15%
Mundi Riso	16%
Mundi Riz	90%
Neofarms	100%
Riviana Foods	100%
Roland Monterra	100%

Product safety instructions

COMPANY	% PRODUCTS
Arrozeiras Mundiarriz	100%
Catelli Foods	100%
Ebrofrost Germany	41%
Ebrofrost UK	100%
Ebro India	100%
Garofalo	100%
Geovita	100%
Herba Bangkok	100%
Herba Cambodia	100%
Lustucru	13%
Mundi Riz	100%
Riviana Foods	100%
Roland Monterra	100%



CUSTOMER AND CONSUMER 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 of the corresponding company, 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, which are discussed at the different Management Committee meetings held every month within each company.

The communication channels used with consumers in the different companies are indicated below:

COMPANY	COUNTRY	COMMUNICATION CHANNELS WITH CUSTOMERS
Arrozeiras Mundiarroz	Portugal	Telephone, e-mail, post and social media
Bertagni	Italy	Telephone, e-mail, website and social media
Boost Nutrition	Belgium	Telephone, e-mail, website and social media
Catelli - Olivieri	Canada	Telephone, e-mail, website and social media
Euryza	Germany	Telephone, e-mail, website and social media
Garofalo	Italy	Telephone, e-mail, website and social media
Herba Ricemills	Spain	Telephone and e-mail
Lassie	Netherlands	Telephone, e-mail, website and social media
Lustucru	France	Telephone and post
Panzani	France	Telephone, e-mail, post and social media
Riceland	Hungary	Telephone, e-mail and website
Risella	Finland	Telephone
Riviana Foods	USA	Telephone, e-mail, website and social media



INCIDENTS DURING THE YEAR

INCIDENTS REGISTERED WITH LARGE CUSTOMERS

Overall, 6 incidents were registered in 2019, 3 of which corresponded to Geovita (Italy), 1 to Garofalo (Italy) and the remaining 2 to Roland Monterrat (France). Of those, 3 were related with labelling and product name issues and the other 3 with voluntary product recalls.

CLAIMS FROM END CONSUMERS

The following table shows the number of claims (packaging defects, requests for information, sensory properties, etc.) handled during 2019, by company.

COMPANY	COUNTRY	NUMBER OF INCIDENTS 2019	NUMBER OF INCIDENTS 2018
Arrozeiras Mundiarroz	Portugal	109	104
Bertagni	Italy	245	270
Boost Nutrition	Belgium	219	164
Catelli - Olivieri	Canada	2.129	2.239
Euryza	Germany	457	408
Garofalo	Italy	617	518
Herba Ricemills	Spain	474	1.091
Lassie	Netherlands	264	328
Lustucru	France	1,443	1.448
Panzani	France	5,952	6.709
Riceland	Hungary	60	75
Risella	Finland	352	123
Riviana	USA	14,386 11,624	12,826 (rice) 17,508 (pasta)

None of the companies in the Ebro Group received any notification from customers during 2019 of incidents regarding privacy or data breaches.



% PRODUCTION OUTSOURCED

The following table shows the percentage of production volume manufactured at certified sites by an independent third party according to internationally recognised food safety standards:

COMPANY	PRODUCT MANUFACTURED	COUNTRY	% OF MANUFACTURING
Arrozeiras Mundiarroz	Noodles	Hungary	100%
	Ready to Serve, Essential	Spain	100%
Catelli Food	Dry pasta	Canada	7.5%
	Dry pasta	USA	0.8%
	Gluten free lasagne	Italy	0.1%
	Gluten free pasta	Italy	1.9%
	Fresh Pasta Gnocchi	France	3.6%
	Pasta sauce	USA	0.1%
	Pasta sauce	Italy	1%
Ebro India	Rice	India	28%
Geovita	Shinode Rice 10kg	Italy	7.2%
Lassie	Cereals	Netherlands	0.1%
	Rice colouring (yellow)	Dutch Antilles	0.46%
	Rice and pea-based fibre grains	Belgium	0.08%
Lustucru	500 g box	France	100%
	Garofalo filled fresh pasta	Italy	100%
	Crisps	Netherlands	100%
	Traditional gnocci	Italy	100%
	Filled fresh pasta	Italy	100%
	Organic tagliatelle	Italy	100%
Mundi Riso	Omelette	Spain	100%
	Black & red rice	Italy	0.25%
	Parboiled rice	Italy	4.74%
	Parboiled rice	Italy	6.2%
	Parboiled rice	Italy	0.74%
	Rice	Netherlands	0.13%
	Rice & red quinoa	Italy	0.22%

COMPANY	PRODUCT MANUFACTURED	COUNTRY	% OF MANUFACTURING
Pastificio Lucio Garofalo	Preserved tomato	Italy	100%
	Preserved tomato	Italy	100%
	Preserved tomato	Italy	100%
	Preserved tomato	Italy	100%
	Preserved tomato	Italy	100%
	Dry pasta	Italy	100%
	Dry pasta	Italy	100%
	Dry pasta	Italy	100%
	Extra virgin olive oil	Italy	100%
	Fresh pasta	Italy	100%
	Fresh pasta	Italy	100%
	Fresh pasta	Italy	100%
	Fresh pasta	Italy	100%
	Fresh pasta	Italy	100%
	Flour mix	Italy	100%
	Potato balls	Italy	100%
	Wheat flour	Italy	100%
Panzani	Pasta	Italy	6.2%
	Pasta	Italy	2.1%
	Pasta	Italy	2.5%
	Pasta	Turkey	2.4%
	Pasta	Italy	5.4%
	Pasta	Germany	2%
	Rice	Belgium	7.7%
	Rice	France	2.7%
	Rice	Italy	5.7%
	Rice	Thailand	2.2%
	Rice	Spain	1.9%
	Rice	Spain	4.9%
	Rice	Italy	7.3%
	Sauces	Italy	2.7%
	Sauces	Spain	25.3%
Sauces	France	2%	
Riviana Foods	Calrose	USA	1%
	Jasmine Rice	Spain	9.4%
	Mahatma/Carolina 20LB	USA	0.7%
	Minute Rice	USA	0.6%
	Minute Rice	USA	0.2%
	RTS & Basmati	Spain	2.6%
	SUP rice mix	USA	0.9%
	Dry pasta	Italy	0.5%
	Dry pasta	Canada	0.1%
	Dry pasta	USA	1.4%
	Gluten free pasta	Italy	0.2%
	Dry pasta sheets	Italy	0.1%
Mac and Cheese	USA	0.2%	
Lasagne ready to bake	Italy	0.3%	



PROMOTION OF HEALTHY FOOD AND HEALTHY LIFESTYLES

The Ebro Group is investing heavily to complete all its brands on a global scale with a new category of products targeting health, putting new healthy 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.

In addition, the Ebro Group has created the blog Sentirsebien.es [lit.: ‘when you feel good, it shows’], an informative space in which nutritionists, researchers and professionals of the sector post articles, recipes and advice for the public promoting healthy eating habits and maintaining an active lifestyle.

In 2019, sales of the Healthy segment accounted for 7.71% of the total net sales of Group companies selling products in this category.

COMPANY	% OF TOTAL SALES OF THE COMPANY
Arrozeiras Mundiarroz	0.83%
Bertagni	3.76%
Boost Nutrition	0.50%
Catelli Foods	16.64%
Ebro India	0.57%
Euryza	15.08%
Pastificio Lucio Garofalo	18.61%
Geovita	2.04%
Herba Ricemills	11.93%
Herba Ricemills Romania	7.16%
Lassie	6.99%
Lustucru	0.43%
Panzani	3.35%
Riceland Magyarorzag	5.00%
Riviana (Rice business)	10.41%
Riviana (Pasta business)	8.45%
S&B Herba Foods	2.04%
Transimpex	12.00%
TOTAL	7.71%