



Customers and consumers

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.

In this exceptional year with the pandemic, the Group's commitment to both these groups has been more visible and patent than ever. The outbreak of the coronavirus in March caused significant spikes in demand, peaking at above 100% at certain times in both our core businesses. The increased demand continued throughout the rest of the year, with fluctuations that coincided in time with the different lockdowns. To be able to serve all our customers adequately, we reorganised our plants to increase productivity and reduced the number of products in our portfolio, adapting production to the products in greatest demand, to the detriment of the categories with higher value added in the Group. All this enabled us to deliver a high service level.

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.

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

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 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 180 certifications between them (Annex 2).

During 2020, Arrozeiras Mundiarroz (Portugal), Boost Nutrition (Belgium), Harinas Santa Rita (Spain), Herba Bangkok (Thailand), Herba Cambodia (Cambodia), Lassie (Netherlands), Lustucru (France), Riviana Foods (USA) and Roland Monterrat (France) made regular assessments of their products with a view to promoting safety and improving them.

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%
Boost Nutrition	BiB rice retail	4.55%
	Loose rice, retail	3.85%
	Rice bags, retail	2.13%
	Reusable square packets of rice, retail	1.47%
	Bosto cakes	27.27%
	Bosto grains	12.5%
	Bosto microwave	25%
Catelli Food Corporation	Enriched	100%
	Healthy	100%
	Vegetable	100%
	Wholegrain	100%
Harinas Santa Rita	Flours and batter mix	100%



COMPANY	CATEGORIES/PRODUCTS	% PRODUCTS ASSESSED
Herba Bangkok	Organic rice	100%
Herba Cambodia	Organic rice	100%
Lassie	Mixes	50%
	Specialty rice	66.67%
Lustucru	Gnocchi	4.35%
	Simple pasta	13.33%
	Singular formulation variety	100%
	Mahatma Jasmine 4lb Club	100%
	Mahatma RTS Cilantro Limon 8.8 oz	100%
	Mahatma RTS Garlic & Olive Oil 8.8 oz	100%
	Mahatma RTS Jasmine 8.8 oz	100%
	Minute RTS Multigrain Medley	100%
	Minute RTS Organic cargo rice & red quinoa with garlic	100%
	Minute RTS red and white organic quinoa	100%
	Minute RTS Southwest Pinto Beans & Rice Buckwheat & Couscous	100%
	Minute RTS yellow rice	100%
Riviana Foods	RiceSelect organic Jasmati	100%
	RiceSelect organic Texmati	100%
	RiceSelect organic wholewheat Couscous	100%
	RiceSelect Quinoa	100%
	RiceSelect white Texmati	100%
	RiceSelect Tri-Color Pearl Couscous	100%
	Gluten free (all varieties)	100%
	Light'n'Fluffy homestyle egg noodles	100%
	Ronzoni cauliflower	100%
	Ronzoni Creste di Gallo	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 Corporation	100%
Ebro India	100%
Herba Bangkok	20%
Herba Cambodia	20%
Riviana Foods	100%
Roland Monterra	100%

Elimination of the product and its environmental or social impact

COMPANY	% PRODUCTS
Catelli Foods Corporation	100%
Ebro India	100%
Geovita	100%
Herba Bangkok	20%
Herba Cambodia	20%
Herba Ricemills	100%
Lustucru	100%
Panzani	100%
Riviana Foods	100%
Roland Monterra	100%
Tilda	100%



Source of components in the product

COMPANY	% PRODUCTS
Arrozeiras Mundiarroz	100%
Catelli Foods Corporation	100%
Ebro Frost Germany	100%
Ebro Frost UK	100%
Ebro India	100%
Garofalo	35%
Geovita	25%
Herba Bangkok	100%
Herba Cambodia	100%
Herba Ricemills	10.86%
La Loma Alimentos	100%
Lustucru	60%
Neofarms	100%
Riviana Pasta	100%
Roland Monterra	100%
Tilda	100%

Product safety instructions

COMPANY	% PRODUCTS
Arrozeiras Mundiarroz	100%
Catelli Food Corporation	100%
Ebro Frost Germany	100%
Ebro Frost UK	100%
Ebro India	100%
Geovita	100%
Herba Bangkok	20%
Herba Cambodia	20%
Lustucru	18%
Mundi Riz	100%
Panzani	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, 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 1882	Italy	Telephone, e-mail, website and social media
Boost Nutrition	Belgium	Telephone, e-mail, website and social media
Catelli Foods Corporation	Canada	Telephone, e-mail, website and social media
Ebro India	India	Telephone and e-mail
Euryza	Germany	Telephone, e-mail, website and social media
Herba Ricemills	Spain	Telephone and e-mail
Lassie	Netherlands	Telephone, e-mail, website and social media
Lustucru Frais	France	Telephone and post
Panzani	France	Telephone, e-mail, post and social media
Pastificio Lucio Garofalo	Italy	Telephone, e-mail, website and social media
Riceland Magyarorszag	Hungary	Telephone, e-mail and website
Risella	Finland	Telephone
Riviana Foods	USA	Telephone, e-mail, website and social media
Tilda	UK	E-mail and social media

Incidents during the year

INCIDENTS REGISTERED WITH LARGE CUSTOMERS

Overall, 15 incidents were registered in 2020, 6 of which corresponded to Geovita (Italy), 2 to Herba Ingredients (Netherlands), 2 to Herba Ricemills (Spain), 1 to Riviana Foods (USA) and the remaining 4 to Roland Monterratt (France). Of those, 12 were related with product health and safety and 3 to information and labelling.

CLAIMS FROM END CONSUMERS

The following table shows the number of claims (packaging defects, requests for information, sensory properties, etc.) handled during 2020, by company.

COMPANY	COUNTRY	NUMBER OF INCIDENTS 2020	NUMBER OF INCIDENTS 2019
Arrozeiras Mundiarroz	Portugal	268	109
Bertagni 1882	Italy	322	245
Boost Nutrition	Belgium	178	219
Catelli Foods Corporation	Canada	2,422	2,129
Ebro India	India	70	---
Euryza	Germany	628	457
Herba Ricemills	Spain	388	474
Lassie	Netherlands	266	264
Lustucru Frais	France	2,074	1,443
Panzani	France	4,187	5,952
Pastificio Lucio Garofalo	Italy	916	617
Riceland Magyarország	Hungary	33	60
Risella	Finland	472	352
Riviana Food	USA	14,034 (pasta)	14,386
		18,617 (rice)	11,624
Tilda	UK	1,602	---

No claims were received in 2020 in any company related with privacy and customers' personal data leaks.

% 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%
	Dry pasta	Canada	10%
	Egg noodles	USA	0.9%
	Gluten free pasta	Italy	1.2%
Catelli Foods Corporation	Fresh Pasta Gnocchi	France	0.3%
	Jasmine	China	0.2%
	Lasagne	Italy	1.2%
	RTS/Tilda	Spain	1.6%
	Sauce	Canada	0.6%
Ebro India	Rice	India	15%
	Rice	India	16%

COMPANY	PRODUCT MANUFACTURED	COUNTRY	% OF MANUFACTURING
Garofalo	Preserved tomato	Italy	100%
	Preserved tomato	Italy	100%
	Couscous	France	100%
	Ethnic couscous	Italy	100%
	Dry pasta	Italy	100%
	Dry pasta	Italy	100%
	Dry pasta	Italy	100%
	Dry pasta	Italy	100%
	Extra virgin olive oil	Italy	100%
	Packaged flour	Italy	100%
	Packaged flour	Italy	100%
	Fresh pasta	Italy	100%
	Fresh pasta	Italy	100%
	Fresh pasta	Italy	100%
	Fresh pasta	Italy	100%
	Potato pasties	Italy	100%
Geovita	Shinode Rice 10kg	Italy	1.61%
Herba Ricemills	Cargo rice	Spain	2.73%
Lustucru Frais	Garofalo filled fresh pasta	Italy	100%
	Crisps	Netherlands	100%
	Lasagne	Italy	100%
	Organic tagliatelle	Italia	100%
	Sandwiches	France	100%
	Omelette	Spain	100%
Mundi Riso	Red and black rice	Italy	0.1%
	Broken rice	Belgium	0.2%
	Parboiled rice	Italy	1.85%
	Parboiled rice	Italy	1.44%
	Parboiled rice	Italy	7.4%
	Rice	UK	0.21%
	Rice	Italy	1.51%
Neofarms	Organic brown polished rice	Argentina	7%
	Organic brown polished rice	Argentina	92%
	Parboiled rice	Argentina	1%
Riviana Foods	Calrose	USA	0.8%
	Instant	USA	0.8%
	Instant	USA	0.2%
	Jasmine Rice	China	7.6%
	Long grain	USA	0.3%
	Medium grain	USA	0.4%
	RTS/Basmati	Spain	2.9%
	SUP rice mix	USA	1.1%
	Dry pasta	Canada	0.04%
	Dry pasta	USA	1.4%
	Noodles	Italy	0.03%
	Homestyle	Italy	0.06%
	Homestyle	Italy	0.04%
	Italian pasta	Italy	0.8%
	Wacky Mac	USA	0.2%
Tilda	Frozen rice	Spain	2%
	Ready to heat	France	2%
	Ready to heat	Spain	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 Sentirsebiensenota.com (.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 2020, sales of the Healthy segment accounted for 8.65% of the total net sales of Group companies selling products in this category.

COMPANY	% OF TOTAL SALES OF THE COMPANY
Arrozeiras Mundiarroz	0.96%
Boost Nutrition	0.79%
Catelli Foods Corporation	15.52%
Ebro India	0.44%
Euryza	15.76%
Pastificio Luccio Garofalo	27.86%
Geovita	2.99%
Herba Ricemills	11.15%
Herba Ricemills Romania	8.69%
Lassie	8.46%
Lustucru Frais	0.31%
Panzani	2.87%
Riceland Magyarorzag	5.51%
Riviana (rice)	10.75%
Riviana (pasta)	8.75%
Roland Monterratt	0.26%
S&B Herba Foods	3.40%
Tilda	11.73%
% TOTAL	8.65%