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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

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

- Good Manufacturing Practices (GMP):** contemplating good practices for the handling, packaging, storage and carriage of fresh products.
- 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. .
- 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 standards FSSC22000, which provides a reference framework for the food safety requirements, incorporating good practices in the agricultural, manufacturing and distribution systems for HACCP.

In this context, all the Ebro Group plants have been certified for quality and food safety, having a total of 198 certifications (Annex 2).

□ 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
Ebro Foods Netherlands	High fibre / proteins	50%
	Mixes	9.09%
	Organic cereals	25%
	Specialty rice	100%
Ebro Frost UK	IQF Pasta	100%
Pastificio Lucio Garofalo	Dry pasta	7.23%
	Gluten-free pasta	100%
Indo European	Sauces	75%
	Meal in Minutes	81.82%
Lustucru Frais	Gherkins	100%
	Gnocchi	2.44%
	Simple pasta	5.56%
Riviana Foods	Carolina Ready to Serve Pouches	25%
	Mahatma Ready to Serve Pouches	25%
	Minute Ready to Serve Cups	11.76%
	Tilda Basmati Long Cook 2lb	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
Ebro Frost UK	100%
Ebro India	100%

Elimination of the product and its environmental or social impact

COMPANY	% PRODUCTS
Bertagni	100%
Ebro India	100%
Ebro Ingredients	100%
Geovita	100%
Harinas Santa Rita	80%
Herba Ricemills	1%
Lustucru Frais	100%
Pastificio Lucio Garofalo	100%
Riviana Foods	100%
Tilda	100%

Source of components in the product

COMPANY	% PRODUCTS
Arrozeiras Mundiarroz	100%
Bertagni	100%
Ebro Frost UK	100%
Ebro India	100%
Ebro Ingredients	100%
Geovita	25%
Harinas Santa Rita	50%
Herba Bangkok	100%
Herba Cambodia	100%
Herba Ricemills	20.8%
Indo European	100%
La Loma Alimentos	100%
Lustucru Frais	77%
Mundi Riz	100%
Neofarms	100%
Pastificio Lucio Garofalo	50%
Riviana Foods	100%
Riviana Foods Canada	100%
Tilda	100%



Product safety instructions

COMPANY	% PRODUCTS
Arrozeiras Mundiarroz	100%
Bertagni	100%
Ebro Frost Germany	100%
Ebro India	100%
Ebro Ingredients	100%
Geovita	100%
Herba Bangkok	100%
Herba Cambodia	100%
Indo European	100%
Lustucru Frais	23%
Mundi Riz	100%
Riviana Foods	100%
Riviana Foods Canada	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 information and, in turn, 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 carries out internal checks and monitoring of the relevant quality system in case there is a fault and, if so, 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	E-mail, post, website and social media
Bertagni 1882	Italy	E-mail, website and social media
Ebro Foods Belgium	Belgium	E-mail, website and social media
Ebro Foods Netherland BV	Netherlands	Telephone, e-mail, website and social media
Ebro India	India	Telephone, e-mail, website and social media
Euryza	Germany	Telephone, e-mail, website and social media
Herba Ricemills	Spain	Telephone and e-mail
Lustucru Frais	France	Telephone and post
Lustucru Riz	France	Telephone, post, e-mail 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 Canada	Canada	Telephone, e-mail, website and social media
Riviana Foods	United States	Telephone, e-mail, Website and social media
Tilda	United Kingdom	Telephone, e-mail, post and social networks

☐ Incidents during the year

INCIDENTS REGISTERED WITH LARGE CUSTOMERS

Overall, 8 incidents were registered in 2022, 1 of which corresponded to Arrozeiras Mundiarroz (Portugal), 2 to Bertagni (Italy), 2 to Ebro Ingredients (Netherlands) and 3 to Indo European Foods (United Kingdom). Of those, 5 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 2022, by company.

COMPANY	No. INCIDENTS 2022	No. INCIDENTS 2021
Arrozeiras Mundiarroz	243	149
Bertagni 1882	348	318
Ebro Foods Belgium	236	228
Ebro Foods Netherlands	181	241
Ebro India	48	78
Euryza	726	930
Herba Ricemills	250	340
Lustucru Frais	1,344	1,413
Lustucru Riz	1,509	1,151
Pastificio Lucio Garofalo	506	677
Riceland Magyarorszag	35	45
Risella	151	187
Riviana Foods	15,489	7,903
Riviana Foods Canada	1,501	1,663
Tilda	1,122	1,144

No claims were received in 2022 in any Group 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, Essentials	Spain	100%
Ebro Foods Belgium	Trading Boss Canned Rice Pudding	Belgium	0.53%
	Trading Bosto Dog food mix	Italy	0.05%
	Trading Bosto Grains	Netherlands	0.44%
	Trading Bosto Minute Rice	Spain	0.18%
	Trading Bosto Pasta	Italy	0.02%
	Trading Bosto Sauce	Belgium	0.09%
	Trading Bosto Toast	Czech Republic	0.05%
	Trading Bosto Toast	Belgium	0.11%
	Trading Tilda Doypack	Spain	0.01%
	Trading Tilda rice	United Kingdom	0.12%
Ebro Foods Netherlands	Cereal mix	Netherlands	0.01%
	Rice mix with herbs	Netherlands	0.46%
Ebro Ingredients	OryzaMIX RSS	Netherlands	100%
	OryzaMYL and OryzaFINE H90W	Cambodia	100%
Pastificio Lucio Garofalo	Preserved tomato	Italy	0.08%
	Couscous	France	0.13%
	Dry pasta	Italy	0.03%
	Dry pasta	Italy	0.47%
	Dry pasta	Italy	1%
	Dry pasta	Italy	0.96%
	Extra virgin olive oil	Italy	0.19%
	Fresh pasta	Italy	0.07%
	Fresh pasta	Italy	0.04%
	Fresh pasta	Italy	0.06%
	Gluten-free pasta	Italy	1.24%
	Gluten-free pasta	Italy	0.04%
	Sieved tomato	Italy	0.5%
	Filled pasta	Italy	0.56%
Filled pasta	Italy	0.86%	
Geovita	Shinode rice 10 kg	Italy	0%
	Shinode rice 20 kg	Italy	0%

COMPANY	PRODUCT MANUFACTURED	COUNTRY	% OF MANUFACTURING
Harinas Santa Rita	Crunchy fried onion 500 gr bag	Spain	0.58%
	Potato purée flakes	Spain	0.07%
	Crunchy cracker bread 4 kg	Spain	0.72%
	Gluten-free multi-purpose flour 1 kg	Spain	0.17%
	Gluten-free Bechamel sauce mix	Spain	0.15%
	Panko 10 kg	Spain	4.79%
	Breadcrumbs 500 grm	Spain	2.06%
	Breadcrumbs 5 kg	Spain	5.6%
	Breadcrumbs 5 kg Bon appetit	Spain	0.88%
	Breadcrumbs 5 kg T-2	Spain	3.89%
	Breadcrumbs 750 gr	Spain	0.55%
	Coloured breadcrumbs Type I	Spain	0.06%
	Coloured breadcrumbs Type II	Spain	0.19%
	Breadcrumbs with garlic and parsley 250 gr	Spain	0.19%
	Gluten-free corn breadcrumbs 250 gr	Spain	0.38%
La Loma Alimentos	Parboiled rice	Argentina	100%
Lustucru Frais	Fresh filled pasta Garofalo&Luigi-Fratelli	Italy	100%
	Gnocchi Luigi&Fratelli	Italy	100%
	Lustucru French fries	Netherlands	100%
	Lustucru lasagne	Italy	100%
	Lustucru organic tagliatelle	Italy	100%
	Lustucru sandwich/croque	France	100%
	Sauces Luigi&Fratelli	Italy	100%
Mundi Riso	Black rice	Italy	0.28%
	Broken rice	Netherlands	0.69%
	White rice	Greece	0.07%
	White rice	Belgium	0.29%
	White rice	Italy	3.32%
	White rice	Spain	0.06%
	Parboiled rice	Italy	2.24%
	Parboiled rice	Italy	0.76%
Neofarms	Parboiled rice	Italy	6.67%
	Parboiled rice	Argentina	100%
Riviana Foods	Basmati rice Tilda	India	1.55%
	Calrose	USA	1%
	Jasmine Rice	Thailand	10.5%
	Mahatma 20 LG in Florida	USA	0.35%
	Mahatma organics / raw materials	Argentina	0.7%
	RTS items, authentic grains, BIB products, mahatma basmati	Spain	20%
	RTS pouches (Tilda basmati)	United Kingdom	0.15%
S&B Herba Foods	SUP Mixes	USA	4.6%
	Basmati parboiled rice (India&Pakistán)	United Kingdom	6.6%
	Parboiled long grain rice (Myanmar)	United Kingdom	6.6%

COMPANY	PRODUCT MANUFACTURED	COUNTRY	% OF MANUFACTURING
Tilda	Frozen rice	United Kingdom	1%
	Ready to heat (pre-cooked) rice	United Kingdom	0.01%
	Rice milk	Italy	0.01%
	Risotto rice	Italy	0.2%

□ Promotion of healthy food and healthy lifestyles

Within our undertaking to encourage and promote healthy eating, all the brands of the Ebro Group include product categories targeting health, such as ancient grains, gluten free, quinoa, whole grain, etc., focusing increasingly on everything to do with healthy, organic and natural foods.

In addition, the Ebro Group has the blog [Sentirsebien.es](https://www.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 2022, Healthy segment sales accounted for 8.77% of the total net sales of Group companies selling products in this category.

COMPANY	% OF TOTAL SALES IN THE COMPANY
Arrozeiras Mundiarroz	0.68%
Bertagni	3.20%
Ebro Foods Belgium	0.67%
Ebro Foods Netherlands	7.18%
Ebro India	0.61%
Geovita	2.42%
Herba Ricemills	7.57%
Lustucru Frais	0.45%
Pastificio Lucio Garofalo	24.85%
Riceland Magyarorzag	4.63%
Riviana Foods	9.92%
S&B Herba Foods	8.77%
Tilda	9.39%
% TOTAL	8.77%

