

GLOBAL SUPPLY CHAIN INTEGRITY STANDARDS



Managing Complexity
Reducing Risk

INTRODUCTION



I am pleased to present to you our Global Supply Chain Integrity Standards.

These Standards have been developed to strengthen trust, transparency, and consistency across our supply chain. They provide a clear framework that ensures our operations, partners, and suppliers all work to the same high level of integrity, wherever we operate.

Our aim is simple: to keep the Standards clear, practical, and easy to use, while maintaining the highest expectations of compliance and responsibility.

By applying these Standards consistently, we protect the integrity of our supply chain, reduce vulnerabilities, and reinforce the confidence of our clients, partners, and communities.

Together, we can build a supply chain that is strong, transparent, and defined by integrity.

A handwritten signature in purple ink, appearing to read 'mg Taylor'.

Michael Taylor
General Director
EC Holding Ltd.



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1. RISK ASSESSMENT

Identifying the risks in our supply chain

CLAUSE	BRONZE	SILVER	GOLD	REQUIREMENTS
1.1	✓			A risk matrix shall identify all high, medium and low risk suppliers of food products, non-food products and 3PL's/'Broadliners'/Distributors against scopes of inherent product category safety and quality risks, and corresponding annual spend (noting that a low spend value shall not directly result in a downgrading of the corresponding category risk status). A clear rationale shall be demonstrable. All suppliers listed within the risk matrix shall have been granted prior approval from a financial risk perspective by the local Finance function. A review of the risk matrix for accuracy and completeness shall be conducted annually, as a minimum.
1.1 (S)* *(S) denotes Silver		✓		As per Bronze Level Clause 1.1, except for the following points of difference: Risk assessment scope shall be expanded further to include inherent product category safety, quality and integrity risks (to include criteria such as food safety performance/complaint history, third party audit certification and national-level safety/integrity issues). All suppliers and 3PL's/'Broadliners'/Distributors of food products shall have been awarded a quantitative risk score. Supplier scores and corresponding risk ratings shall be re-assessed bi-annually, as a minimum. Risk assessment criteria to be reviewed annually, as a minimum to incorporate emerging industry risks as required. Year-on-year, risk assessment criteria shall be expanded further to include supply chain human rights, sustainability risks, and country progress on current (See Pages 12-14) and future responsible sourcing commitments.
1.1 (G)* *(G) denotes Gold			✓	As per Silver Level Clause 1.1 (S), except for the following points of difference: Risk assessment scope shall be expanded further to include broader economic, environmental and socio-political risks. All suppliers and 3PL's/'Broadliners'/Distributors of both food products and non- food products shall have been awarded a quantitative risk score. The concept of 'earned recognition' shall be evidenced, whereby suppliers are rewarded for consistently high safety and integrity performance by potentially reducing audit frequency or eliminating audits in lieu of Third-Party Audit Certification. Supplier scores and corresponding risk ratings shall be re-assessed quarterly, as a minimum.
1.2	✓	✓	✓	In order to assess new and emerging risks, a solution shall be in place to ensure that the business is kept informed of national food safety, quality and authenticity issues, scientific and technical developments and relevant legislative developments from reputable sources. Appropriate action shall be taken against any new and emerging risks identified. Such actions shall be documented.
1.3		✓	✓	Formal, collaborative and cross-functional Food Fraud Vulnerability Assessments shall take place at least bi-annually, to review identified potential new or emerging food safety, quality and food fraud risks/threats and develop corresponding control plans. All meetings, including decisions made and actions taken shall be documented. The risk matrix shall be reviewed and updated in a timely manner following the identification of any significant new or emerging threats identified in the Food Fraud Vulnerability Assessments.
1.4			✓	Completed Food Fraud Vulnerability Assessments shall feed into the formal risk review processes of the business. Formal, external 'Horizon Scanning' tools shall be used, either through direct access to an online database or through subscription to regular tailored reports.

2. TRANSPARENCY

Achieving greater visibility by mapping our supply chain

CLAUSE	BRONZE	SILVER	GOLD	REQUIREMENTS
2.1	✓			Supply chain policies which specify a particular provenance and/or attribute of procured items shall be audited for accuracy. These audits shall be documented.
2.2		✓	✓	Appropriate policies, position statements and sourcing standards shall be implemented as per business and market requirements. Sourcing standards shall reference the Company's Code of Business Conduct (CBC) and/or the Supplier Code of Conduct. These documents shall be audited for accuracy and effectiveness annually, as a minimum.
2.3	✓	✓	✓	All procurement activities shall comply with the latest versions of the Supply Chain Integrity Policy.
2.4			✓	Where Supplier and Product Assurance policies exist, they shall seek to embrace the entire supply chain including feed, farms, primary producers, agents/importers and Wholesalers/'Broadliners'/ Distributors.
2.5	✓	✓	✓	Supply chain complexity shall be managed and minimised to a level that is commercially practical. ASLs and APLs shall be continuously monitored to show demonstratable progress in line with country goals, such as a reduction in both supplier and SKU numbers, and an increase in domestic market sourcing.
2.6	✓			As a minimum, there shall be full and accurate visibility of supplier/processing site name and address back upstream (with the exception of 'Broadliner'/Distributor Branded Goods) to Tier One Processing Sites (Final Processing Sites) of all EC Holding Ltd. proprietary food products, chilled/frozen meat/poultry/ fish (including corresponding chilled/frozen preparations and cooked/uncooked products thereof) and chilled/frozen meat/poultry/fish-containing products such as ready meals, prepared soups, salads, sandwiches, pies and snacks.
2.6 (S)* *(S) denotes Silver		✓		As per Bronze Level Clause 2.6, except for the following points of difference: Visibility of Country of Origin shall be available for 'Broadliner'/Distributor Branded Goods. Supplier visibility scope shall be expanded further to include the following categories - fresh/frozen prepared fruit and vegetables and food-contact packaging/disposables. As a minimum, there shall be full and accurate visibility of supplier/processing site name and address back upstream to Tier Two Processing Sites (Secondary Processing Sites) of all EC Holding Ltd. proprietary food products. There is no requirement to map further upstream than slaughter plant for meat/poultry or initial processing plant for fish.
2.6 (G)* *(G) denotes Gold			✓	As per Silver Level Clause 2.6 (S), except for the following points of difference: Supplier visibility scope shall be expanded further to include Tier One Processing Sites (Final Processing Sites) of the following categories – fresh/frozen unprepared fruit and vegetables, as well as Tier Two Processing Sites (Secondary Processing Sites) of the following categories - chilled/frozen meat/poultry/fish (including corresponding chilled/frozen preparations and cooked/uncooked products thereof).

3. SUPPLIER APPROVAL

Ensuring suppliers meet our standards



CLAUSE	BRONZE	SILVER	GOLD	REQUIREMENTS
3.1	✓	✓	✓	A formal and fully implemented risk-based approval process (either internal or outsourced) for all food and food-contact product suppliers and corresponding 3PL's/Broadliners'/Distributors shall be in place. There shall be clearly defined processes and consequences for suppliers that fail assessment (and re- assessment) protocols. An up-to-date list of approved suppliers shall be maintained.
3.2	✓			Ongoing approval status shall be assessed through one or more of the following: - Appropriate third-party audit certification - EC Holding Self-audit questionnaire - EC Holding approved audit checklist/report (conducted either physically or remotely) The scope of the third-party and other EC Holding approved audits shall primarily be Hazard Analysis, Foreign Body, GMP and Traceability focused and shall establish adherence to basic, relevant local legislative standards.
3.2 (S)* *(S) denotes Silver		✓		As per Bronze Level Clause 3.2, with the exception of the following differences: appropriate third-party audit certification refers only to audits conducted against a processing/production standard, with access to the full audit report preferred. A EC Holding approved audit checklist/report is one that is evidence-based, with a robust grading system. The scope of the third-party and other EC Holding approved audits shall primarily be HACCP, Allergens, Traceability and Integrity focused. Non-conformances raised shall be closed-out within an appropriate time period and the corresponding evidence shall be held on file.
3.2 (G)* *(G) denotes Gold			✓	As per Silver Level Clause 3.2 (S), except for the following points of difference: Appropriate third-party audit certification is only that which is conducted against a GFSI benchmarked processing/production standard with access to full audit report required. Where appropriate, supplier declarations of due-diligence responsibility can be accepted in lieu of approval through assessment.
3.3			✓	Widespread incorporation of best practices shared by EC Holding on audit formats, standards and protocols shall be evidenced. Implementation of category-specific supplier audit formats and criteria and alignment of minimum audit standards should be evidenced.
3.4	✓			As a minimum, all suppliers of EC Holding proprietary food products, fresh/frozen prepared fruit and vegetables and chilled/frozen meat/poultry/fish (including corresponding chilled/frozen preparations and cooked/uncooked products thereof) and other suppliers deemed to be high-risk, shall have approval status gained or re-confirmed through a third-party audit certification or other EC Holding approved audit (with the exception of 'Broadliner'/Distributor Branded Goods, these shall be Tier One Processing Site audits). Only suppliers deemed to be 'low-risk' shall have approval status gained or re-confirmed solely through a completed EC Holding Self-audit Questionnaire.
3.4 (S)* *(S) denotes Silver		✓		As per Bronze Level Clause 3.4, except for the following points of difference: All suppliers (irrespective of product category) deemed to be high-risk following risk assessment shall have approval status gained or re-confirmed through a third-party audit certification or other EC Holding approved evidence-based audit (with the exception of 'Broadliner'/Distributor Branded Goods, these shall be Tier One Processing Site audits).
3.4 (G)* *(G) denotes Gold			✓	As per Silver Level Clause 3.4 (S), except for the following points of difference: The exception for 'Broadliner'/Distributor Branded Goods does not apply.
3.5	✓	✓	✓	Year-on-year, either stability or an increase in the percentage of approved suppliers that are certified against GFSI

				benchmarked processing/production standards shall be demonstrable.
3.6		✓	✓	All supplier contracts shall include a requirement for suppliers to notify EC Holding Ltd. of relevant: - Ingredient label/component/allergen changes - Change to Operating Licence status - Product recalls - Loss of third-party audit certification - Regulatory enforcement actions
3.7	✓	✓	✓	All suppliers and corresponding 3PL's/Broadliners'/Distributors of chilled and frozen food products shall have programmes in place to monitor temperature compliance within both their own and sub-contracted storage and distribution systems. EC Holding Ltd-managed storage and distribution shall have equivalent programs in place.
3.8			✓	Annual, risk-based verification checks on the above temperature monitoring programs shall be conducted by EC Holding Ltd.

4. PRODUCT SPECIFICATIONS

Defined standards for ingredient and product attributes and performance



CLAUSE	BRONZE	SILVER	GOLD	REQUIREMENTS
4.1	✓			As a minimum, accurate specifications that are compliant with local market legislation shall be on file for all EC Holding proprietary food products, and a minimum of 50% of each of the following product categories - fresh/frozen prepared and unprepared fruit and vegetables, chilled/frozen meat/poultry/ fish (including corresponding chilled/frozen preparations and cooked/uncooked products thereof) and chilled/frozen meat/poultry/fish-containing products such as ready meals, prepared soups, salads, sandwiches, pies and snacks. All other specifications not on file shall be able to be acquired from the corresponding supplier within a 6-hour time period upon request. Minimum specification criteria where appropriate: Product description/country of origin/shelf life Product photograph/process details Unit of measure/pack format Ingredient listing/allergen and nutrition information Labelling/coding information (Including a requirement for the supplier to label all saleable units with product name, traceability and/or durability dates as appropriate) Specific handling/storage requirements Acceptance/rejection criteria and tolerances A requirement for suppliers to notify EC Holding of any changes to any specification information
4.1 (S)* *(S) denotes Silver		✓		As per Bronze Level Clause 4.1, except for the following points of difference: Specifications shall be on file for a minimum of 75% of each specified product category including the following further categories – dairy and egg products, ambient meat/poultry/fish (including corresponding ambient preparations and cooked/uncooked products thereof), ambient meat/ poultry/fish-containing products and food-contact products.
4.1 (G)* *(G) denotes Gold			✓	As per Silver Level Clause 4.1 (S), except for the following points of difference: Specifications shall be on file for a minimum of 90% of each specified product category.
4.2			✓	Specification information shall be available in the required format at relevant locations, such as Central Processing Units (CPU's) and meal-assembly plants and units where the preparation and/or assembly of branded, EC Holding proprietary products (such as snacks and sandwiches) pre-packed for direct sale takes place.
4.3		✓	✓	A formal and effective risk-based product approval process, involving key internal stakeholders such as Culinary, Procurement, QA and Nutrition shall be adequately defined and implemented.

5. PRODUCT SURVEILLANCE

Verifying the safety and authenticity of the ingredients and products we source



CLAUSE	BRONZE	SILVER	GOLD	REQUIREMENTS
5.1	✓	✓	✓	A system shall be in place for ad-hoc, incident-driven product testing using an accredited laboratory or one that operates in accordance with the requirements and principles of ISO/IEC 17025 for microbiological, chemical and authenticity testing. Such a system shall be supported by a policy that clearly defines sampling, testing and reporting protocols.
5.2		✓	✓	Physical, chemical, microbiological and authenticity attributes shall be verified against relevant specifications and applicable legislation using the supplier's routine analytical results during audits of suppliers.
5.3	✓			As a minimum, a schedule shall be in place for an appropriate amount of microbiological (indicator organisms only), chemical and authenticity testing to verify purchasing specification compliance of EC Holding proprietary products, chilled/frozen meat/poultry/fish (including corresponding chilled/ frozen preparations and cooked/uncooked products thereof), chilled/frozen meat/poultry/fish- containing products (such as ready meals, prepared soups, salads, sandwiches, pies and snacks) and other product categories as appropriate. All test results shall be documented and maintained on file. Sampling programmes shall be reviewed annually, as a minimum to ensure sample rates, sample points and testing protocols remain risk-based and optimal.
5.3 (S)* *(S) denotes Silver		✓		As per Bronze Level Clause 5.3, except for the following points of difference: Schedule shall also include physical testing, and product scope shall be expanded to include all food products as appropriate and as defined by supplier risk assessment. Sampling programmes shall be reviewed bi-annually.
5.3 (G)* *(G) denotes Gold			✓	As per Silver Level Clause 5.3 (S), except for the following point of difference: Product testing scope shall be expanded further to include all food-contact products as appropriate and as defined by supplier risk assessment. Sampling programmes shall be reviewed quarterly.
5.4	✓	✓	✓	A procedure shall be in place for communicating OOS (Out Of Specification) results to suppliers and taking appropriate action. All corresponding documentation shall be maintained on file.

6. TRACEABILITY

The ability to track and trace ingredients and products through our supply chain



CLAUSE	BRONZE	SILVER	GOLD	REQUIREMENTS
UPSTREAM TRACEABILITY				
6.1	✓			Traceability challenges shall be incorporated into all audits of suppliers/processing sites. Evidence of such challenges shall be documented on the audit checklist/report and unsuccessful challenges shall be raised as audit non-compliances.
6.1 (S)* *(S) denotes Silver		✓		As a minimum, traceability challenges (which include mass balance reconciliation) shall be incorporated into audits of suppliers/processing sites of EC Holding proprietary food products, dairy and egg products, fresh/frozen prepared fruit and vegetables, chilled/frozen meat/poultry/fish (including corresponding chilled/frozen preparations and cooked/uncooked products thereof), chilled/frozen meat/poultry/fish-containing products (such as ready meals, prepared soups, salads, sandwiches, pies and snacks) and food-contact products. Evidence of such challenges shall be documented on the audit checklist/report and unsuccessful challenges shall be raised as audit non-compliances.
6.1 (G)* *(G) denotes Gold			✓	As per Silver Level Clause 6.1 (S), except for the following point of difference: Traceability challenges shall also be incorporated into audits of all suppliers/processing sites (irrespective of product category) deemed to be high-risk following risk assessment.
6.2	✓	✓	✓	These suppliers/processing sites shall have a system to identify and trace product lots. Identification of all raw materials, intermediate/semi-processed products and finished products at the suppliers/processing sites shall be adequate to ensure traceability.
6.3		✓		Minimum annual risk-based challenge test shall be carried out in full (or relevant, documented real life example available for review if less than 12 months old), from larder stock of an appropriate food product within EC Holding unit operations, back through all stages of distribution and storage to the corresponding Tier One Processing Site (Final Processing Site). All test results shall be documented and kept on file. Where required, corrective actions shall be taken and any non-compliance formally closed-out.
6.3 (G)* *(G) denotes Gold			✓	As per Silver Level Clause 6.3, except for the following points of difference: Challenge tests shall be conducted bi-annually (or relevant, documented real life examples available for review if less than 12 months old), from an appropriate menu item within EC Holding unit operations, through all stages of distribution and storage to the corresponding Tier One Processing Sites (Final Processing Sites).
DOWNSTREAM TRACEABILITY				
6.4	✓	✓	✓	During the audit of suppliers/processing sites, a basic product withdrawal challenge in which raw materials are traced through the process to final dispatch shall also be completed (or a relevant, documented real life example reviewed if less than 12 months old). Evidence of such challenges shall be documented on the audit checklist/report and unsuccessful challenges shall be raised as audit non-compliances.
6.5		✓		Minimum annual risk-based withdrawal test shall be carried out in full of a food product supplier, through all stages of storage and distribution to EC Holding units. All test results shall be documented and kept on file. Where required, corrective actions shall be taken and any non-compliance formally closed-out.
6.5 (G)* *(G) denotes Gold			✓	As per Silver Level Clause 6.5 except for the following points of difference: Withdrawal tests shall be conducted bi-annually and shall be carried out in full of both a food product supplier and food-contact product supplier.
6.6		✓	✓	All product withdrawals shall be communicated effectively to units and actioned and acknowledged within a specified timeframe.

GLOSSARY OF TERMS

3PL (Third Party Logistics Provider)	Provider of product storage, picking and delivery to units, operating a decoupled product and logistics cost model
ASLs/APLs	Approved Supplier Lists/Approved Product Lists which typically sit behind sector level MOGs (Managed Order Guides)
Audit Checklist	A systematic examination of a supplying site or supplier to substantiate whether activities comply with planned arrangements and whether these arrangements are implemented effectively
Authenticity	A term which simply refers to whether the food purchased by the customer or consumer matches its description
'Broadline'/Distributor	Provider of product storage, picking and delivery to units. In addition, they can also be Suppliers of goods, including 'Broadline'/Distributor Branded Food Products
'Broadline'/Distributor Branded Food Products	Pre-packaged food products, typically manufactured by a 3rd Party but bearing the logo, copyright and address of the 'Broadline'/Distributor
EC Holding Ltd. Approved Audit	An independent audit that is not necessarily commissioned by EC Holding but is approved by EC Holding Ltd. For Bronze level compliance, Audit Checklists are acceptable but for Silver/Gold, these must be in the form of Evidence-based Audits
Dairy and Egg Products	Shell eggs, liquid egg, liquid milk/drinks, cream, liquid tea and coffee creamers, yogurts, fermented milk- based products, fromage frais/ crème fraîche, butter, cheese, ice cream and powdered egg/milk products
Due Diligence Responsibility	Formal and legally binding declaration of responsibility for product conformance
Durability	A written indication of the remaining unexpired shelf-life of a Food Product
Earned Recognition	A concept whereby suppliers are rewarded for consistently high safety and integrity performance by potentially reducing audit frequency or eliminating audits in lieu of Third-Party Audit Certification
Evidence-based Audits	A systematic examination of a supplying site to substantiate whether activities and related results comply with planned arrangements and whether these arrangements are implemented effectively and are suitable to achieve objectives
Fish	Within these standards, the term Fish refers to all Finfish, Shellfish, Crustaceans, Mollusks, Cephalopods and all other Seafoods
Food-Contact Products	Packaging and/or disposable/consumable materials and articles intended to come into contact with foods (Example: Plastic Cutlery)
Food Fraud	Deliberately placing food on the market, for financial gain, with the intention of deceiving customers and consumers
Food Fraud Vulnerability Assessments	Risk Assessments with the objective of highlighting potential weaknesses in the supply chain so that appropriate control measures can be put in place in order to prevent Food Fraud
Food Products	Products defined as such within applicable national/regional Food Hygiene legislation
(Good Manufacturing Practice)	Implemented procedures and practices undertaken using best practice principles
HACCP (Hazard Analysis and Critical Control Point System)	A system that identifies, evaluates and controls hazards which are significant for Food Safety
High-Risk Supplier	Supplier that has been identified as representing elevated levels of specified risk likelihood and severity as a result of being evaluated through a Risk Matrix
Horizon Scanning	A systematic examination of information to identify potential threats, risks and emerging issues
Indicator organisms	Used to monitor hygienic conditions in food production. The presence of specific bacteria, yeasts or molds is an indicator of poor hygiene and potential microbiological contamination

Integrity	Food Integrity can be seen as ensuring that food which is offered for sale or sold is not only safe and of the nature, substance and quality expected by the purchaser but also captures other aspects of food production, such as the way it has been sourced, procured and distributed and being honest about those elements to customers and consumers
Low-Risk Supplier	Supplier that has been identified as representing negligible levels of specified risk severity as a result of being evaluated through a Risk Matrix
Mass Balance Reconciliation	An exercise with the objective of being able to account for the usage of a full batch of raw material, thereby helping to ensure that the traceability systems are capable of operating effectively should a product recall be required
Meat/Poultry/Fish-containing Products	Cooked, uncooked or partially cooked, multi-component, prepared products, that contain an often relatively minor proportion of meat/poultry/fish/shellfish/seafood or corresponding Preparations or Products thereof (Example: Chicken Salad Sandwich)
Meat/Poultry/Fish Preparations	Uncooked (or partially cooked) meat/poultry/fish/shellfish/seafood that has foodstuffs, seasonings or additives added to it or which has undergone a treatment that is insufficient to modify the cellular structure of the meat/ poultry/fish/shellfish/seafood and thus to cause the characteristics of the fresh meat/poultry/fish/shellfish/ seafood to disappear (Example: Raw Ground Beef)
(Cooked) Meat/Poultry/Fish Products	Processed (and fully cooked) products resulting from the processing of meat/poultry/fish/shellfish/seafood or from the further processing of such processed products, so that the cut surface shows that the product no longer has the characteristics of fresh meat/poultry/fish/shellfish/seafood (Example: Cooked Ham)
(Uncooked) Meat/Poultry/Fish Products	Processed (but otherwise uncooked or partially cooked) products resulting from the processing of meat/ poultry/fish/shellfish/seafood or from the further processing of such processed products, so that the cut surface shows that the product no longer has the characteristics of fresh meat/poultry/fish/shellfish/seafood (Example: Bacon/Salami/Sausages)
Medium-Risk Supplier	Supplier that has been identified as being neither a High-Risk Supplier nor a Low-Risk Supplier as a result of being evaluated through a Risk Matrix
Non-Food Products	All Food-Contact Products together with garments and cleaning chemicals
Product Lot	Quantity of material which has been produced during a defined period of manufacture. A lot may have been produced by a batch process or may correspond to a particular time duration during the run of a continuous process
Product Safety	Assurance that a Food Product will not cause harm to the consumer when it is prepared and/or consumed according to its intended use
Product Withdrawal	Any measures aimed at achieving the return of an unfit product from the supply chain and units
Provenance	Claims made or assurances given in relation to the source, origin or history of a product
Responsible Sourcing	Ensuring sustainable long-term supply by creating positive impact through sourcing with care and respect for individuals, communities and the planet
Risk Matrix	A simple matrix used to determine both the likelihood and severity of the risk and therefore award a corresponding risk rating (High, Medium or Low)
Self-Audit Questionnaire	EC Holding Ltd defined questionnaire template, designed to be completed by a supplier as part of the supplier approval process so that upon review, an informed decision can be made regarding the supplier's suitability to be granted approved supplier status
Shall	Signifies a requirement to comply with the contents of the clause
Should	Signifies that compliance with the contents of the clause or requirement is expected or desired
SKU	Stock Keeping Unit. A unique line of inventory
Specification	A document in a EC Holding approved format, giving a description of material, machinery, equipment, process or product in terms of required properties or performance. Where quantitative requirements are stated, they are either in terms of limits or in terms of standards with permitted tolerances
Supplier	The person, firm, company or other entity to which a EC Holding purchase order to supply is addressed
Third Party Audit	Audit conducted by an approved and/or accredited audit service provider
Third Party Audit Certification	Procedure by which accredited certification bodies, based upon a third party audit and assessment of a supplying site's competence, provide written assurance that a site conforms to the corresponding audit standard
Tier One Processing Site	The last site to manufacture, process, assemble or pack product for direct or indirect supply to EC Holding Ltd.
Tier Two Processing Site	A manufacturing, processing, assembly or packing site that is one step upstream from a Tier One Processing Site . A Tier Two Processing Site does not supply product to EC Holding directly
Traceability	Ability to trace and follow raw materials, components and products through all stages of receipt, production, processing and distribution
'Backwards' or 'Upstream' Traceability	Traceability in the direction from internal/external customer to internal/external supplier (for example, linking finished product information to raw material information)
'Forwards' or 'Downstream' Traceability	Traceability in the direction from internal/external supplier to internal/external customer (for example, linking raw material information to finished product information as would be the case in a Product Withdrawal situation)
Traceability Challenge	Requirement to obtain objective evidence that there is compliance with the Traceability plan and that specified requirements have been fulfilled

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