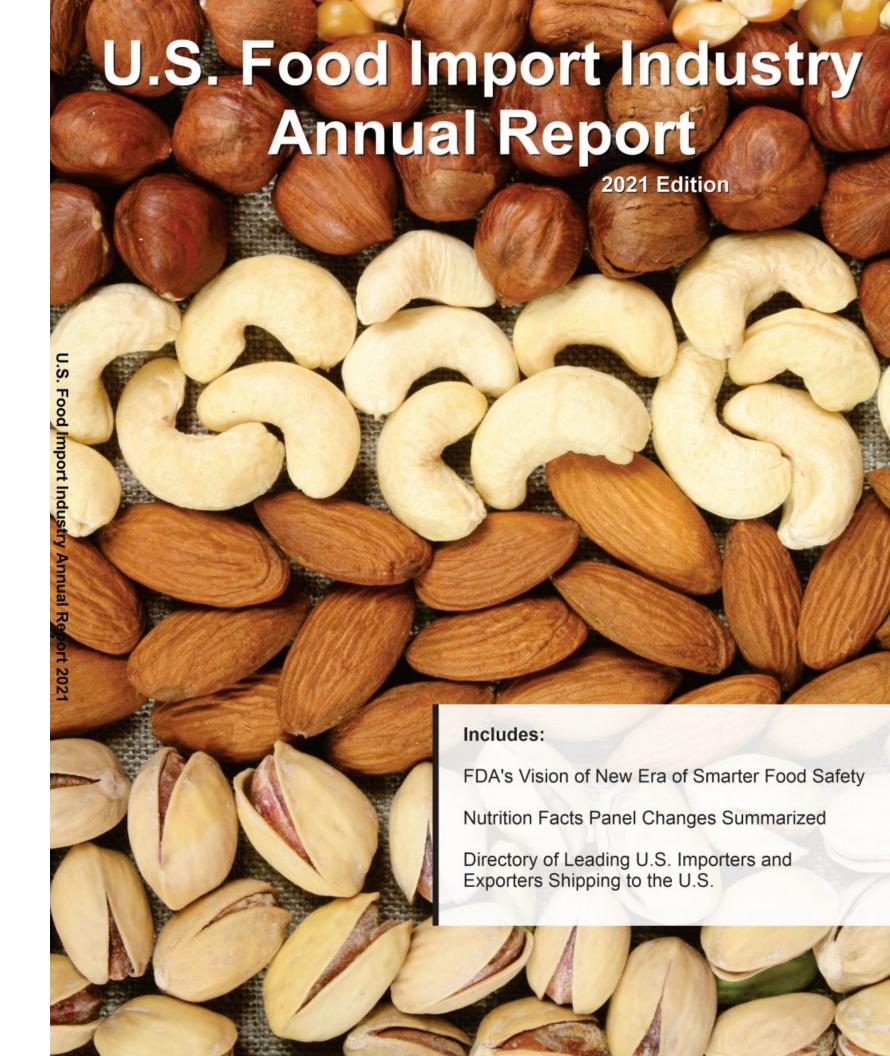


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AFI Chairman's Report

James Libby, Finck-Jones-Libby Co.

The spectacle of the M/V Ever Given astride the Suez Canal was perhaps the iconic moment in international trade, but the past year has been a tide of rising frustration with sharply rising freight rates, demurrage costs, and container shortages on the piers. While perhaps just more than a third of the traffic reaching the Port of New York/NJ passes through the Suez Canal, the Federal Maritime Commission had already opened an inquiry into these matters earlier in the month before the blockage occurred.

AFI was invited to comment, specifically on the particulars of freight rate increases, and whether these were being levied on existing, or new contracts. AFI solicited comments and input from the members in the email newsletter - just one example of AFI providing crucial input, and a voice for the views and experiences of member importers, that have been badly affected by this shipping crisis over the past year.

March had opened with the more optimistic news that the Biden Administration had suspended punitive tariffs resulting from the EU/U.S. tariff dispute over the aircraft dispute, but much remains to be seen about the details. Optimism that the pandemic might have softened the sharp contentious atmosphere prevailing in trade talks now appeared unrealistic.

Olive oil was amongst the products signaled out for retaliatory tariffs in the dispute in the past, but in more favorable news, the AFI's North American Olive Oil Association has continued to work in the positive direction of creating both a U.S. FDA standard for identity of olive oil, and a Research and Promotion Order, which will lead to greater consumer confidence, and consumption.

Oversight of this enormous process of tariff settlement is a core mission of AFI, and by the end of March, AFI was promptly reporting the consideration of tariffs to be levied on sundry seafood and other products, based on the United States Trade Representative office determination of violations of digital services taxes, as Section 301 investigations, tempering the once hopeful atmosphere. Of course, the value of AFI's service in reporting this briskly is that members are offered a chance to comment and register their objections!

AFI's prompt reporting of the USTR actions on imposing tariffs on an everchanging list of products remains a valuable service. In the past, AFI was successful in securing exemptions in imposed tariffs, by managing to include member's products in the Miscellaneous Tariff Bill, resulting in substantial, albeit temporary, savings.

The AFI commitment to free trade, which is imbedded in our mission statement, is a constant effort to protect member's interest in the constant flux of trade policy, where without it's voice, individual firms' concerns would be swallowed up without recourse. AFI remains a resource able to engage these matters on a federal level, which is not possible for individual firms.

While trade remains a dramatic focus for AFI, U.S. FDA regulatory matters are a continuing concern for all. Nearly a decade has passed since FSMA (the Food Safety Modernization Act) has passed, and AFI has led the way in providing education and clarification of U.S. FDA policy during this period. AFI's president, Bob Bauer, was involved in the creation of the FSMA education course, authorized by FDA, and this remains a valuable resource

for regulatory education in FSMA compliance. I strongly recommend the class on the Foreign Supplier Verification Program, which is offered to obtain FDA recognized training on a nearly monthly basis. FDA is moving towards more active enforcement, despite the limits of the pandemic. This program offers vital preparation and is available online, in view of obvious travel restrictions, as a two-day program.

Managing California Proposition 65 has also remained an area of concern for importers, and in light of this, AFI ran an informative webinar, highlighting the current issues, which is still available. AFI also brought to the attention of the membership a bill introduced in California to curb Prop. 65 abuse (Assembly Bill 693) and has advocated member's action to rein in predatory legal practices.

While not as dramatic as trade and enforcement, an important part of AFI's work is a continued review of product standards and specifications. The AFI maintains task forces reviewing standards in traditional products such as cashews, Brazil nuts, dried apricots and hazelnuts. Contract compliance is enhanced when common standards can be referenced, and this remains a valuable contribution of AFI to the trade. The standards are freely available to members on AFI's website.

Nobody who went through the past year of the pandemic can casually review the year without a sense of gratitude for the sustaining support of friends and colleagues. The disciplined professionalism, which characterizes the work of AFI has endured what for many has been a brutal period, without making excuses for performance. I thank you.



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AFI President's Report

Bob Bauer, AFI

Elsewhere in this publication is an article about the 10th anniversary of the Food Safety Modernization Act. While not many members trade in baby food, the recent issues with findings of high levels of heavy metals in baby food likely will provide a good example of how FSMA works.

FSMA takes a risk-based approach to food safety. So, when a Congressional report entitled "Baby Foods are Tainted with Dangerous Levels of Arsenic, Lead, Cadmium and Mercury" was released, that certainly identified a risk with food given to an especially vulnerable segment of the population. That meant there was no question FDA would need to take some action and that industry would be impacted.

That impact became clear when FDA issued a letter to industry reminding baby and toddler food manufacturers "of their existing responsibilities related to these efforts"- essentially, the Preventive Controls for Human Food Rule.

Under the PC Rule, manufacturers must, through a hazard analysis, consider chemical hazards that may be present in foods they produce. Chemical hazards include "radiological hazards, substances such as pesticide and drug residues, natural toxins, decomposition, unapproved food or color additives and food allergens." Although natural toxins, including heavy metals, are present in the environment – in air, water and soil – and are unavoidable in the general food supply, even relatively low levels can be dangerous, particularly in the foods of babies, young children and other vulnerable populations.

Because of that, the PC Rule requires

facilities have and implement a written food safety plan with a hazard analysis – including analysis of natural toxins. The hazard analysis must:

- Identify and evaluate, based on experience, illness data, scientific reports and other information, known or reasonably foreseeable hazards for each type of food manufactured, processed, packed or held at the facility.
- Assess the severity of the illness or injury if the hazard were to occur and the probability that the hazard will occur in the absence of preventive controls.
- If it's determined that there is a hazard could occur, a preventive control must be established and maintained.

In this case, the emphasis is on the natural toxins/heavy metals of arsenic, mercury, cadmium and lead which occur naturally in the environment, so can be in the ingredients used for baby and toddler foods. But because they can cause serious risks in these vulnerable populations, they need to be significantly limited in their foods. So heavy metals would constitute a chemical hazard requiring a preventive control significantly minimize the potentially high levels of the toxic elements at or below the regulated levels. And that hazard analysis and the determined preventive controls must be included in the written food safety

As FDA speakers at AFI meetings have said for years, when a problem is detected in your industry segment, you can expect to see increased inspections, sampling, etc. within that segment. FSMA builds on that strategy. Though it's too soon to have statistics, it's almost-certain FDA

immediately increased its level of surveillance in the baby food sector, which means baby food producers, whether foreign or domestic, and importers of those products should be more prepared than ever for an inspection. The first steps: immediately review your plan, testing records, audit information, etc. to make sure your plan addresses this risk and has proof the risk is being mitigated or eliminated. Don't wait until FDA knocks on the door to think about this.

It works the same for other products. If there's an import alert or warning letter issued on a product, producers and importers of that product (or products with similar risks) should immediately look at their plan to make sure the same thing can't happen to their product.

This ongoing monitoring of food safety developments with the products a company trades is a key responsibility outlined in FSMA. Remember to think not only of your products but products that have similar risks.

FDA likely will publish updated information on heavy metals in baby foods and other types of foods as it follows up on this issue. If heavy metals are a risk with your product(s), FSMA requires you to be aware of developments in that area. Be sure you are.

Quick Note: All of us have been impacted at some level by the Covid-19 pandemic. On behalf of the AFI staff, board of directors and fellow industry members, I wish all reading this good health, prosperity and a quick trip to whatever the new normal will be. Let's hope conditions allow for us to be together in person again very soon.

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North American Olive Oil Association

Annual Report Marco de Ceglie, Filippo Berio/Salov NA

I'm pleased to address you for the first time as the newly-elected chair of the NAOOA. I'm fortunate to have a long and varied experience in the olive oil industry and I hope my new role will enable me to solve what I consider a confounding contradiction. Americans rank "olive oil" the healthiest cooking oil--indeed one of the 10 healthiest foods we can eat, yet less than half of U.S. households actually use it.

We know there are several reasons for the gap between consumers knowing that olive oil is healthy and them actually using it. Clearly one of the biggest obstacles is all misinformation that circulates in the media, such as the exaggerated prevalence of "fake" olive oil and that olive oil is unsafe to cook with. The NAOOA has worked over for many years to dispel these myths and will continue to do so. Indeed, we see signs we are making inroads. Negative reporting is sharply down and more and more articles are written assuring what those Americans in the Mediterranean region have known for thousands of years: virgin olive oils are safe for cooking.

Another obstacle is one I discussed recently at a virtual event hosted by the Italian Embassy. The olive oil industry is comprised of good, better and best segments, yet the different segments of the category seem to be constantly at war with one another. Some high-end olive oil producers, instead of focusing on the positive attributes of their

products, go low and disparage any oils that don't meet the highest and exclusive standards. While those that do are only a small percentage of the highend producers, their create disruptive conflict within the industry—and confusion among consumers. And producers of supermarket oils too often are dismissive of the important role the high-end oils have in elevating the entire category.

Truth is, there is ample room for all segments and grades of olive oils in the American cupboard. The sooner the industry can unite behind this concept, the better we will do vis-à-vis the true competition: other, less-healthy cooking oils. In this regard, regular and lighttasting olive oils have an important role to play. These healthy and economical products can be an easier transition into the category for consumers accustomed to neutral-flavored, solvent-extracted seed oils. We know from experience these regular olive oil users will graduate to healthier, more-flavorful extra virgin over time. That's exactly what happened in northern Italy and in Spain, where extra virgin olive oil now dominates markets that were previously dominated by the lighter grades.

Similarly, specialty olive oils, like many other high-end products, are wonderful and also have an important role to play. If you can afford it, who wouldn't want to drive a Ferrari, wear bespoke clothes and use \$50 estate-bottled olive oil when you cook? Keeping with the automotive analogy, Ferraris and similar

exotic cars are the ones that create the mystique and allure of driving...which benefits the entire category. It is not "Ford vs. Ferrari," it should be "Ford plus Ferrari."

The industry should focus on doing what it takes to provide what people want and need: more, affordable, genuine and sustainable olive oil. The scientific consulting firm Exponent found that just a 20-percent increase in adherence to a Mediterranean-style diet, of which olive oil is the cornerstone. would save our country \$20 billion in healthcare costs. And while generally speaking, the more flavor an olive oil has, the greater its health benefits, the reality is that every grade of olive oil is with heart-healthy packed monounsaturated fats.

Closely related to the matter of accessibility is keeping olive oil affordable. While there's certainly a place for capital-intensive estates producing splurge-worthy bottles, most acreage must still necessarily be devoted to cultivating olives for reasonably priced oil that can be enjoyed by everyone. For this to occur, leaders in government and industry should not lose sight of the need to develop and sustain large-scale olive oil production and should not impose unnecessarily restrictive production and quality standards.

Finally, sustainability is important if we

Continued on page 75

















Processed Foods Section

Annual Report Josh Gellert, Camerican International

I was hoping my second and final report as chair of AFI's Processed Foods Section could focus on a different topic than last year. However, tariff issues continue to plague members of AFI's Processed Foods Section.

Tariffs and the threat of tariffs create uncertainty for everyone in the supply chain. Rather than get into a philosophical discussion on the overall effectiveness of tariffs, I'll instead provide an update on where things stand on four tariff-related issues impacting our section.

The first two involve punitive tariffs levied by the Trump Administration. China is the longer running of the two disputes. There are five lists of existing and potential tariff items. Agricultural products were spared on the first two lists. We weren't so fortunate on the third and fourth lists. In fact, hundreds of food items were included on the third list and continue to be subject to an additional punitive duty of 25 percent. The fourth list also contained hundreds of food items. Duties of 15 percent were imposed on Sept. 1, 2019. Following the announcement of a partial agreement between the two countries, the U.S. reduced the duties on the items on that list to 7.5 percent as of Feb. 14, 2020. Imposition of tariffs on the fifth proposed list, which contains only a few food items, was postponed following the partial agreement.

While we're all pleased to see some progress, U.S. companies are still paying penalties designed to punish China and there's still no indication as to how long the tariffs will remain in place. There's also no way to plan for what might happen if the negotiations hit a roadblock.

The Biden Administration has signaled a more trade-friendly approach in international affairs, though with it being so early in the term, it's not clear yet how dealings with China will be addressed.

We're all happy to see some progress in the U.S.-EU dispute on aircraft parts. A four-month suspension of punitive tariffs related to this dispute is in place from March 11-July 11. That's a relief for anyone importing products subject to those tariffs but we'll all rest easier when a permanent solution is announced. But as with all these situations, the threat of renewed tariffs on products on the existing list and/or other products that might be added creates complications in purchasing and shipping decisions.

Two other tariff-related issues – both of which involve tariff relief that expired at the end of 2020 – are of concern for AFI's Processed Foods Section. As has been the case since the middle of 2020 on both, we're at the mercy of Congress. Both have support among members of Congress; it just seems to be a matter of getting either or both issues to the forefront.

One program is the Generalized System of Preferences. GSP has been around since 1975 and gives duty-free treatment to some products from developing countries. It needs to be renewed every few years and that's where the problems arise. Each time Congress begins to discuss renewal, one or more members of Congress holds things up by requesting changes be made to the program. So, for the past several renewal cycles, the program has expired until Congress, well after the fact, decided to renew the program with no changes — with a

promise to make changes before the next renewal.

That's where we are today. The program is in limbo; those bringing in product normally covered by the program are holding their collective breath, hoping the program is renewed retroactively and that no changes are made that would impact planned purchases.

We're in the same boat with another tariff issue. As it's done since the early 2000s, AFI coordinated efforts to help its members seek temporary duty suspensions on several products via the Miscellaneous Tariff Bill.

Through the MTB, requests are made for temporary duty reductions or eliminations on products where there is little or no domestic production. Essentially, the MTB allows for a reduction in duties collected for each Harmonized Tariff Schedule number submitted of up to \$500,000 per year. So, every time AFI is successful in getting items included on the MTB, we're eliminating up to \$1.5 million in costs from the system for each of those HTS numbers over three years. It's a process that's supposed to take place every three years, though Congress has not always kept to that schedule. Though Congress doesn't keep to its schedule, those of us filing MTB petitions must. The current suspensions expired at the end of 2020 and as with GSP, we're waiting on Congress to act.

Ongoing updates on these tariff issues serve as yet another example of the benefits of AFI membership, as member companies have better intelligence to rely on in making purchasing and shipping decisions.

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Nut & Agricultural Products Section

Annual Report Travis Walvoord, Sunrise Commodities

While the pandemic brought a halt to many things in 2020, one thing that didn't stop was the AFI arbitration process. Nobody likes to have or even think about trade disputes but they happen. Thankfully, they don't happen often. But we're fortunate to have a vehicle to resolve disputes in a faster and less-costly manner than court proceedings.

So, when the pandemic made in-person meetings impossible, AFI was able to do what we all had to with meetings and arrange for arbitration hearings to be held virtually. AFI took clear steps to ensure the continued integrity of the process. For example, all participants had to have their cameras on and be visible for the entire hearing.

The end result: AFI was able to hold approximately the same number of hearings it has averaged over the past several years, giving members and the trade as the whole an efficient way to address disputes.

The Nut & Ag Section is the sector within AFI that relies most on the association's arbitration service. Through this service, contracts that contain the AFI arbitration clause can be settled via arbitration – at a much lower cost than court proceedings would take. The arbitration service has been an integral part of the association's offerings for many decades.

Continuous efforts have been made to ensure the arbitration process is as fair and effective as possible for all parties. As an example, in 2016 AFI hired an arbitration expert to review the association's arbitration rules. He concluded the rules

had been written well but offered several suggestions to tighten procedures and further address issues raised by AFI staff and the AFI Arbitration Board. The board went even further, amending the rules to make it clear that foreign members are eligible to serve as arbitrators.

The latest version of the rules is available from the AFI website – www.afius.org via the website's "Resources" tab. The site also contains valuable advice on how to prepare for an arbitration hearing and a checklist for filing a claim.

Another important component of the arbitration program is the list of unsatisfied awards. That list is shared with other trade associations and with the trade in general. Other associations share similar lists with AFI. Members should be certain to alert AFI of any companies that should be added to the list. Buyers and sellers should refer to the list on a regular basis so they're familiar with the names of the companies there. The association is continually looking for ways to enhance the ability of arbitration winners to collect their awards. The association's bylaws also contain a clause that failure to honor an arbitration award is grounds for a company to be expelled from the association.

AFI's relationships with other trade associations is a key factor in its ability to represent us. The nut and dried fruit sectors include several associations with which AFI works closely, including the International Nut & Dried Fruit Council. With more and more regulatory issues and challenges coming up around the world, it's likely AFI's relationships with other trade associations will become even

stronger as we continue to work with our partners, both on the supplier and customer sides, to keep our products moving with as little interruption as possible.

I hope anyone reading this who is not a member of AFI will take another look. For the reasons outlined above and many more, the association is of great help to our sector. Member companies, of course, benefit even more because we have a say in actions taken by the association, as well as access to information provided by the association. One look no further than the Food Safety Modernization Act for an example of regulations the association helps us understand.

Foreign suppliers serious about the U.S. market should consider AFI membership a must as well. In addition to receiving information about ongoing U.S. regulations and trends in the U.S. market, AFI will serve for free as the U.S. agent with the Food and Drug Administration for all foreign companies that are members of the association. Many companies pay companies to act as their agent and hear from them only when it's time for the next invoice. With AFI, members continually receive valuable information, while also having an agent ready to help as needed. On top of that, there's the benefit to "being associated" with customers here in the U.S. In these times of great uncertainty, the advocacy and knowledge offered by AFI is an invaluable tool to navigate regulations and disputes. If you are not a part of this organization, I hope you will consider membership today.

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National Honey Packers & Dealers Association

Annual Report
Andy Sargeantson, Sunland Trading, Inc.

The National Honey Packers and Dealers Association and the honey industry as whole are bracing for a rumored move by domestic producers that will harm the entire industry, including them.

Rumors are swirling that within days or weeks, domestic producers and beekeepers will file antidumping duty petitions on honey from five countries that make up a large portion of the U.S. honey supply.

Here's a quick primer on antidumping/countervailing duties:

Antidumping and countervailing duties are additional fees the government uses to discourage demand for products deemed to be import-sensitive.

What is the difference between AD and CV duties?

Antidumping duties are assessed when it's determined foreign suppliers or manufacturers are selling goods in the U.S. at a less-than-fair market value. Dumping occurs when goods are sold at a price less than that of the exporter's home market or at a price lower than the goods' cost of production. To receive an AD duty, the dumping must be proven harmful to a company or industry in the U.S. The amount of the AD duty is usually calculated to offset the margin of dumping.

Countervailing Duties are applicable when a foreign government provides subsidies or assistance to a local industry. This can be in the form of low-rate loans, tax exemptions or indirect payments. The assistance provided is said to enable these suppliers and manufacturers to potentially export and sell the goods for less than domestic companies. After an investigation by the International Trade Commission, a CV duty is assessed based on the value of the subsidy.

Rather than list all the reasons any filing would be lacking in merit, I'll just say what's been noted in many studies on antidumping/countervailing duty actions they're ineffective. In most cases, the short-term impact is a rise in prices consumers must pay for the targeted product. Also in most cases, the higher prices and other factors involved in antidumping duty situations encourage increased production and exports from new suppliers in other countries. So instead of the domestic industry competing against imports from x number of countries, it becomes x+2, x+3, etc. That creates a long-term and likely permanent self-inflicted injury for the petitioners.

The U.S. isn't alone. Countries around the globe have antidumping duty regulations in place. The impacts are the same – they don't work.

Unfortunately, the honey industry has first-hand knowledge and experience with antidumping and countervailing duties, as orders have been in place since the 1990s on honey from China and Argentina. That gives those of you who aren't familiar with these orders an idea of the long-term ramifications; they're not a short-term issue – they often last many, many years.

This time around we were fortunate to have heard the rumors about the potential filing and have spent a great deal of time doing everything we can to prepare. Compare that to the antidumping duty filing a few years ago on olives from Spain. That filing came with no warning and at a time when many were out of their office to attend a trade show that was taking place just before a long holiday weekend. Timeframes are short in antidumping duty investigations, so that really forced the olive industry to scramble.

We, on the other hand, have had time to line up potential legal counsel, speak to that attorney and his partners, provide information to the legal team that should help if a petition is filed and educate importers and suppliers about the process and the need for everyone to participate in the investigation.

Both the olives filings and the potential honey filings serve as concrete examples of the benefit of trade associations. In both instances, AFI or one of its sections was the conduit the sectors used to make sure everyone knew of the gravity of the situation and to put the sectors in the best position possible to defend themselves.

Everyone importing/selling honey will be impacted if this filing takes place (or has taken place before you read this). Though the legal fees to defend the honey sector will be substantial, doing nothing puts the whole sector at risk — so that's not an option. If you import or sell honey and have questions about the status of the filing, I encourage you to reach out to the NHPDA through the AFI office. I also ask that you consider making a contribution to the defense fund. We need the support of the entire industry to mount our best defense.



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FDA Vision of New Era of Smarter Food Safety

This article contains excerpts of a speech given by FDA Deputy Commissioner for Food Policy and Response Frank Yiannas at an October 2020 event on the agency's progress in its New Era of Smarter Food Safety Initiative.

In March, we were literally days away from releasing the New Era of Smarter Food Safety blueprint when the pandemic hit and the agency's focus had to turn, rightfully so, to our COVID response. However, while we were dealing with COVID, we had staff working behind the scenes on New Era and in July our commissioner Stephen Hahn unveiled our New Era of Smarter Food Safety blueprint.

We've experienced a few foodborne outbreaks this summer, one associated with peaches, another with red onions and we had an outbreak of Cyclospora illnesses linked to bagged salads. So, I'm going to try to touch on the objectives we set out in our New Era blueprint, building on the protections established by the FDA Food Safety Modernization Act, that I believe will have a direct impact on our efforts to prevent foodborne disease and once and for all bend the curve of foodborne illness.

COVID-19

But first, I'd like to pause and acknowledge the role that each and every one of you has played in keeping your fellow Americans and consumers worldwide, for that matter, safe during this pandemic.

Early on in the pandemic we saw some outages of certain food SKUs and tremendous imbalances in the marketplace as traditional food service and institutional outlets had to close, resulting in too much food being in the wrong places. Food producers had to quickly adapt, as you know, to implement measures to protect their workforce from the spread of COVID-19 in the workplace. But through it all, our food supply has remained what I call amazingly resilient. Consumers can still go into their favorite supermarket and have access thousands of different food SKUs that are available.

I've heard it said that food security is

national security. I believe that -- it's important. The work you've done to ensure consumers have access to safe and available food during this crisis is impressive and commendable.

Four Core Elements

There are four core elements of the New Era of Smarter Food Safety blueprint:

- Tech-enabled traceability
- Smarter Tools and Approaches for Prevention and Outbreak Response
- New Business Models and Retail Modernization and
- Food Safety Culture

Tech-enabled Traceability

I know many of you have heard me say that a lack of traceability is an Achilles heel in today's modern food system.

Better traceability from farm to table in outbreak situations will help us identify food vehicles sooner and potentially shorten epidemic curves and thus, in this manner, it is a form of prevention – secondary prevention.

But more importantly, better food traceability will help us to get back to source quicker to conduct the types of root cause analyses that we need to understand how these outbreaks occurred in the first place from pathogens such as Salmonella, Shiga-toxin producing E. coli and other pathogens. And once we learn how these contaminations can occur, we can prevent them. Tech-enabled end-to-end traceability coupled with whole genome sequencing is a game changer for food safety prevention.

We also learned during the pandemic that enhancing traceability could also help create the transparency that's needed in a crisis to anticipate and help prevent supply chain disruptions in a public health emergency, such as the COVID-19 pandemic.

And it can help FDA and industry anticipate and help prevent the kind of market imbalances and food waste we've seen over the past few months.

Food Traceability Rule

The first step in our work is to harmonize the key data elements and critical tracking events, known as KDEs and CTEs, needed for enhanced traceability. And we've done just that by issuing the draft Food Traceability Rule that is mandated by FSMA and we announced on Sept. 21.

In the new proposed rule, we've released a draft of the food traceability list for the foods that would require additional recordkeeping.

Note that I'm not calling this a high-risk foods list. I'm calling it a foods traceability list because the reality is that any food can present a risk if the right food safety practices are not followed.

And while the proposed rule is for select foods, it does lay a foundation for end-to-end traceability by creating a standardized approach to traceability recordkeeping, paving the way for industry to adopt, harmonize, and scale more digital traceability systems in the future.

Smarter Tools & Approaches for Prevention

Next, let's move to Smarter Tools and Approaches for Prevention and Outbreak Response.

At the heart of this core element is a call for the use of smarter tools, such as root

Continued on page 32

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FDA Marks FSMA's 10th Anniversary

The following article contains excerpts from a Jan. 4, 2021 speech by Frank Yiannas, FDA's deputy commissioner for food policy and response.

Ten years ago today, on Jan. 4, 2011, the FDA Food Safety Modernization Act was signed into law and Congress' mandate was clear: It's not enough to respond to outbreaks of foodborne illness. We must prevent them from happening in the first place. FSMA was fueled by widespread concern among lawmakers, public health agencies, industry and consumers after multi-state outbreaks of foodborne disease had caused severe illnesses and deaths in thousands of people and animals in the United States. The result was the largest overhaul of the nation's food safety system since the Federal Food, Drug and Cosmetics Act of 1938.

A decade later, what can we say has been accomplished?

Because of FSMA, those who grow, produce, pack, hold, import and transport our food are now taking concrete steps every day to reduce the risk of contamination. The result is safer food in this country, whether that food is produced domestically or imported.

Importantly, and as a result of FSMA, there has been a bigger conversation about the importance of food safety over the past decade. This call to action has emanated from the halls of Congress to farms, food production facilities, corporate boardrooms and consumers all over the world.

We recognize that there's still work to be done. We began with a vision of where we were headed and a willingness to change course when necessary. Truthfully, there have been challenges we didn't anticipate. Food production is constantly evolving, as are the pathogens that can cause contamination. We've worked with stakeholders to ensure that the requirements don't just look good on paper but work well in practice.

We have tried our best to be up front about

what we are doing and why. In fact, transparency is a hallmark of this journey we call FSMA.

Where We Started

Once FSMA became law, the U.S. Food and Drug Administration set off on a collaborative path to transform our food safety system. FDA leaders and experts sought input from farmers, manufacturers, distributors and others along the global supply chain. This unprecedented level of outreach shaped the draft versions of the FSMA requirements after hundreds of site visits, public meetings and listening sessions.

Even as we began finalizing FSMA requirements five years ago, the need for change was evident. For example, we heard from stakeholders that certain standards for agricultural water — a factor in some outbreaks tied to produce — were too complex and difficult to implement. We pushed back the compliance dates, embarked on hundreds of farm tours and will be proposing new agricultural water requirements that we believe are both feasible and effective.

With FSMA, we began doing our work differently by working more closely than ever with the food industry, with domestic and foreign regulatory counterparts, and with consumer advocacy groups. Together, we share the recognition that keeping food safe is good for public health, it's good for business, and it's simply the right thing to do.

FSMA Progress

We have finalized the seven foundational rules outlining the risk-based preventive measures that are required of those covered by FSMA who grow, manufacture, process, pack, store and transport domestic and imported foods.

Facilities that produce human and animal

food must have food safety plans that include an analysis of hazards and risk-based preventive controls to minimize or prevent these hazards. These rules include Current Good Manufacturing Practices requirements and preventive standards for animal food producers. Keeping foods safe for companion and food-producing animals is an important part of an effective food safety system.

FSMA dramatically changed regulatory oversight of produce and food importers. There are now science-based, regulatory standards under FSMA for growing, harvesting, packing and holding fruits and vegetables. Importers are responsible for verifying that their foreign suppliers are meeting the new FDA safety standards aimed at prevention and there is a program for the accreditation of third-party auditors to conduct food safety audits of foreign entities.

We have worked closely with regulatory counterparts in Canada, Mexico, Europe, China and other trading partners to strengthen safety oversight of food coming to the U.S.

Food transport companies must prevent practices during transportation that create food safety risks. Food defense is another priority, with certain registered human food facilities required to reduce their vulnerability to intentional adulteration intended to cause widespread public harm, including acts of terrorism.

We have additional enforcement authorities, such as mandatory recall when a manufacturer fails to voluntarily pull unsafe food from the market and suspension of registration to prevent a facility from selling or distributing unsafe food.

If finalized, the proposed Food Traceability Rule, published in September 2020, would establish the foundational components to harmonize the key data elements and critical



technology platforms, published dozens of guidance documents and provided technical assistance.

Going Forward - A New Era

Modernization is something you do just once. At FDA, it's one of our guiding principles. We are building on our FSMA achievements through the New Era of Smarter Food Safety initiative announced in April 2019 to create a more digital, traceable and safer food system. The New Era of Smarter Food Safety blueprint, released in July 2020, creates a 10-year roadmap for reaching this goal.

The blueprint builds on the work that FDA has done under FSMA to encourage and incentivize industry to voluntarily adopt new technologies that can lead to the end-to-end traceability that could help protect consumers from contaminated food.

Similarly, the blueprint looks at new ways of helping to ensure that industry is meeting its responsibilities. For example, FDA will look at the feasibility of using technology to conduct remote or virtual inspections and will encourage industry's use of sensor technology to monitor critical and preventive control points.

New Era initiatives will also enhance the use of root cause analysis in cases where preventive control measures fail. These analyses can advance our understanding of how a food is contaminated and help industry bolster preventive controls. leaders who envisioned FSMA kind of just this continuous improvement in mind when they created a flexible regulatory framework can adjust advancements in science and technology.

Another priority in the New Era blueprint is the continued establishment and development of food safety cultures on farms and in food facilities all over the world. While the importance of shaping attitudes and commitments to food safety has always been central to FSMA, the New Era will advance this principle to help ensure that every link in the global supply chain understands the importance of the steps they are taking under FSMA to protect consumers. (See a more-in-depth article on the New Era on Page 16.)

So, have we advanced food safety, together, over the past 10 years? Definitely. Have we accomplished everything we wanted? The honest answer is that we're still working on that. We are working diligently to ensure that remaining FSMA rules and related guidance documents finalized and implemented. But even when we have reached all those milestones, we will always be working with industry on continuous improvement based on the latest science and application of new technologies. Every day we will do our utmost to make our nation's food as safe as it can he

For 10 years, dedicated teams of FDA experts, as well as many stakeholders, have been working to implement FSMA. I don't want to close without acknowledging their unwavering dedication to building a prevention-oriented food system that will help keep all of safe from foodborne disease. There's no doubt in mv mind that their commitment has, and will, save lives.

With each year, the FSMA requirements become more embedded in the global food system and serve as the critical foundation to build on during our modernization journey into a New Era. In this manner, we'll continue to work together, think outside-the-box, and create a more digital and traceable food system that further advances food safety and improves the quality of life for consumers in this country and all over the world.



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Producers Must Comply with Intentional Adulteration Regulation

AFI Staff Report

FDA's implementation of the Food Safety Modernization Act is not yet complete. The last of the foundational rules, dealing with Intentional Adulteration, has been in place for two-plus years. The regulation establishes requirements to prevent or significantly minimize acts intended to cause widescale public harm. It covers all facilities that manufacture, process, pack or hold human food. Facilities must create a food defense plan that details vulnerability to intentional adulteration, the strategies to combat that vulnerability and how the company will monitor and verify those procedures to make sure they are effective.

Compliance dates were staggered based on business size. Large businesses, defined as businesses with more than 500 employees. had an original compliance date of July 2019, with the date for small businesses (less than 500 full-time equivalent employees) set for July 2020. Very small businesses, defined as those with less than \$1 million in revenue, are exempt from the rule, although they do need to file documentation proving they are a very small business. FDA announced it wouldn't begin any IA inspections until March 2021. As with other FSMA rules, it's expected will use enforcement discretion for one to two years to "educate while we regulate" and focus on instructing companies how to come into compliance rather than enforce any penalties.

FDA said that when inspections begin for facilities covered by the IA rule they will consist of food defense plan "quick checks" during scheduled food safety inspections. "Quick checks" allow FDA to verify the facility has satisfied the basic requirements of the rule while also providing the agency the opportunity to "educate while we regulate." During the "quick check" FDA investigators will ask the owner or operator of the facility a series of questions such as "do you have a food defense plan?" and may provide some educational materials.

FDA recommends
manufacturers put
together a food defense
team, which could
include people from
security, maintenance,
food production,
sanitation, etc.

The Need for a Food Defense Plan

The food defense plan is a set of written documents based on food defense principles. It incorporates a vulnerability assessment. mitigation strategies and delineates food defense monitoring, corrective action and verification procedures to be followed. The plan must include:

- Vulnerability assessment
- Mitigation strategies and explanations
- Food defense monitoring procedures
- Food defense corrective action procedures
- Food defense verification procedures
- Owner/operator signature

The plan must be put together by a qualified individual, defined in the Preventive Controls for Human Food regulations as "an individual who has successfully completed training in the development and application of risk-based preventive controls at least equivalent to that received standardized curriculum recognized as adequate by FDA or is otherwise qualified through job experience to develop and apply a food safety system." FDA recommends manufacturers put together a food defense team, which could include people from security, maintenance, food production, sanitation, etc.

Conducting a Vulnerability Assessment

The first step is to conduct a vulnerability assessment, to look at each point, step or procedure to identify the highest risk for adulteration. It should focus on people and places where they come directly in contact with the food. A facility must analyze the potential public health impact, degree of physical access to product and the ability of an attacker to successfully contaminate the product(s). Inside attacks are more likely than adulteration from the outside.

There are three methods recommended by FDA to do a vulnerability assessment—Key Activity Types, 3 Fundamental Elements and the Hybrid Approach.

Key Activity Types

The Key Activity Types and general categories of manufacturing that have been identified as most vulnerable to intentional adulteration include:

- Bulk liquid receiving and loading
- Liquid storage and handling
- Secondary ingredient handling
- Mixing and similar activities

Manufacturers are expected to analyze each point, step or procedure related to these key activity types to see where intentional adulteration could occur and to develop and implement a plan so that does not happen. The plan must be written.

3 Fundamental Elements

The three fundamental elements are another means to identify vulnerability. They are:

- Potential public health impact
- Degree of physical access

Continued on page 111

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Balancing Today, Tomorrow Key for Continuity

AFI Staff Report

The impacts of COVID-19 have been extreme and have hit every industry. None has seen more of a seismic shift in demand and offerings during this pandemic than the food industry, Debra Bachar, president of Blueberry Business Group, told attendees of the 103rd NAFFS Convention.

"Impacts of COVID-19 on the food industry are just beginning and truth is hard to find," she said. "We are navigating through a world of unknowns—much like the pandemic itself." The tendency, she said, is to take what is happening right now and add "more" or to predict based on preferences. Both can be very misleading," she said.

Bachar said companies are operating in an unfamiliar landscape, the most challenging time in a generation. "In the last 90 days our industry went from a supply economy to a demand economy; from an overload overrun product supply to products placed on shelves to meet the radical demand of stockpiling consumers," she said. Restaurants suffered tremendously, she noted, adding that "some will never reopen." For many food companies, she said, "five years of gains were lost in three months." Others thrived as consumers viewed food through a lens of personal safety, family security and personal comfort through familiarity.

Bachar said these profound social and cultural shifts, combined with the relentless technology innovation times the rate of consumer adoption meant that in the years before COVID, "we saw 10 years of progress in the span of two years. COVID considerations shrink that time period to just six

"Consumers are redefining what it means to take care of themselves through the food they eat. Self-care is a universally embraced trend, embraced by men, women, by minorities and all generations."

months," she added.

So how does a company prepare for such a quickly changing, unfamiliar tomorrow? Companies must maintain a strong footing in the present by meeting customers' needs, yet secure the future by testing and experimenting at an effective cost, she said.

Blueberry Business Group created four plausible scenarios given the possible duration of the pandemic and the corresponding length of an economic downturn; Bachar recommends all companies do the same. "Create a list of all plausible scenarios that could ensue and then scope it with the corresponding effects on consumer behavior in the world and on the organization. It's just guesswork, to be sure, but it will enable your organization to visualize, mobilize and plan against possible impacts — positive or negative."

The four possible scenarios Bachar's team outlined were:

1) Uncontained virus with

severe and persistent economic slump, which is where Bachar sees the situation sitting today. A vaccine could be proven safe and effective in early 2021 but production and distribution will take time, perhaps another year for consumers to return to normal life, dining out and enjoying entertainment and sporting events. After this stage, it remains to be seen which of the following scenarios take place next:

- 2) Uncontained virus with rapid economic recovery.
- 3) Eradicated virus with severe and persistent economic slump.
- 4) Eradicated virus with rapid economic recovery.

As for the food supply, Bachar said the high unemployment brought on by COVID-19 tended to drive consumers to buy in bulk and better-value store brands. "As a result, manufacturers have been forced to streamline operations to focus on high-demand items," she said. "Further. manufacturers are pulling back on innovation and research development due to the low ROI and channel complexity." These difficult times, she said, added to accounts receivables, complicating cash flow problems in the supply and value chains. Bachar believes the sales spike reported over the last few quarters could be temporary. Customers, she said, "will revert to the need for more variety and choice." Therefore, she guarded NAFFS attendees against planning just for today.



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Nutrition Facts Panel Changes In Effect

AFI Staff Report

In mid-2016, FDA issued final rules for new Nutrition Facts and Supplement Facts Labels and Serving Sizes. In response to the industry needing more time to meet the new requirements, FDA extended the original compliance deadlines, providing manufactures more time to comply:

- Manufacturers with \$10 million or more in annual food sales now have until Jan. 1, 2020.
- Manufactures with less than \$10 million, until Jan. 1, 2021.

What are the compliance dates for the new requirements?

On May 3, 2018, FDA issued a final rule to extend the compliance dates from July 2018, to Jan. 1, 2020, for manufacturers with \$10 million or more in annual food sales. Manufacturers with less than \$10 million annual food sales had an additional year comply - until Jan. 1, 2021. Manufacturers of single-ingredient sugars such as honey and maple syrup and certain cranberry products have until July 1, 2021, to make the changes. Manufacturers of certain flavored dried cranberries had until July 1, 2020, to make the changes. These compliance dates are still in place.

However, FDA has heard from some manufacturers that more time may be needed to meet all of the requirements, especially during the COVID-19 pandemic. Therefore, FDA is not currently focusing on enforcement actions regarding these new requirements.

FDA said it recognizes the public health importance of ensuring consumers have access to the new Nutrition Facts label and this new label appears on most food packages. FDA said it continues to work cooperatively with manufacturers to meet the new Nutrition Facts label requirements.

The nutritional requirements are based on the total daily diet of Americans. Updated serving sizes better reflect current consumer consumption trends. In the 20+years since the last update, there was a great deal of improved science on which to base the requirements – and increased health issues among Americans, such as diabetes and obesity.

New Label / What's Different?

Nutrition Facts Servings: 8 servings per container Serving sizes larger, Serving size 2/3 cup (55g) updated bolder type Amount per serving Calories: Calories larger type % Daily Value* Total Fat 8g 10% **Daily Values** 5% Saturated Fat 1g Updated Trans Fat 0g 0% Cholesterol 0mg Sodium 160mg 7% Total Carbohydrate 37g 13% Dietary Fiber 4g 14% Total Sugars 12g New: Includes 10g Added Sugars 20% added sugars Protein 3g Change Vitamin D 2mcg 10% **Actual** in some Calcium 260mg 20% amounts nutrients Iron 8mg 45% declared required Potassium 240mg 6% New The % Daily Value (DV) tells you how much a nutrient in a serving of food contributes to a daily diet. 2,000 calori a day is used for general nutrition advice. footnote

The major areas of change with the nutrition facts panel and labeling rules include:

- Mandatory declaration of "added sugars" in addition to the natural sugars of the food. This is intended to provide consumers with ditional information and potentially limit overall sugar intake. It should be noted that the National Honey **Packers** Dealers Association, a section of AFI, was instrumental in getting FDA to announce it will enforcement discretion and not enforce added sugars requirement on singleingredient packages of

Continued on page 59

A Lot Goes on at AFI Events

















EXPERIENCE IT FOR YOURSELF!

The Role of a PCQI for Exporters to the U.S.

AFI Staff Report

The Food Safety Modernization Act, signed into U.S. law in January 2011, created many changes and new requirements for anyone producing food in the U.S. or producing food that will be shipped to the United States. In fact, FSMA resulted in the biggest change to U.S. food law in 70+ years.

It's been 10+ years but – because there were so many changes – some in the industry are struggling to comply. Some of the most-frequently asked questions revolve around the definition of a Preventive Controls Qualified Individual.

What is a Preventive Controls **Oualified Individual?**

A PCQI is someone with the training, education and work experience — or a combination thereof — needed to develop and apply a food safety system at a facility that manufactures, processes, packs or holds food. The written food safety plan required of food facilities must be prepared or its preparation overseen, by one or more PCQIs. The PCQI also oversees the validation that preventive controls are controlling identified hazards and the records review.

Does Every Facility Need a PCQI?

Every domestic and foreign facility that produces, manufactures, packs or holds food (essentially, those required to register with the U.S. Food and Drug Administration), must have its plan written and overseen by at least one PCQI.

The PCQI usually is an employee of the facility but companies can also use outside assistance in developing their preventive controls plan. For example, a company can seek help from a food safety consultant in developing its plan.

A PCQI is a qualified individual who has successfully completed training in the development and application of risk-based preventive controls at least equivalent to that received under a standardized curriculum recognized as adequate by FDA or be otherwise qualified through job experience to develop and apply a food safety system. Job experience may qualify an individual to perform these functions if such experience has provided an individual with knowledge at least equivalent to that provided through the standardized curriculum.

It should be noted the regulation doesn't prohibit a company from using the services of a single PCQI for multiple locations and there are no restrictions on the proximity of the locations that are under the direction of any particular PCQI. However, given the ongoing need to oversee aspects of the facility's food safety plan, it's typically best for the PCQI to work in the facility.

How Does a PCQI Demonstrate His/Her Qualifications?

As noted above, the Preventive Controls for Human Food final rule states a PCQI is an individual who has successfully completed training in the development and application of risk-based preventive controls at least equivalent to that received under a standardized curriculum recognized as adequate by FDA or be otherwise qualified through job experience to develop and apply a food safety system.

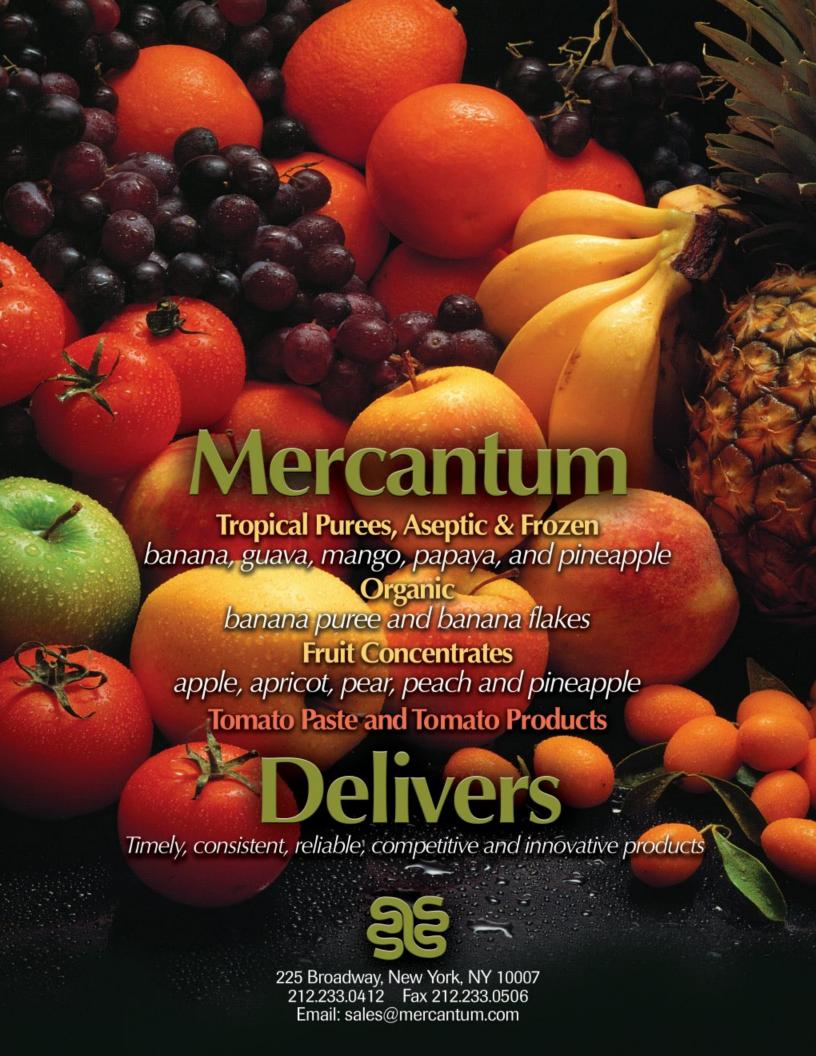
However, the rule doesn't require specific certifications, including certification by the Food Safety Preventive Controls Alliance – a public/private partnership funded by FDA that has developed FDA-recognized curriculum for training on this and other FSMA rules.

Taking the FSPCA course isn't mandatory but it's the best way to ensure a potential PCQI understands the regulation and its requirements. The course is offered inperson, online or in a hybrid format in which attendees do some of the training on their own before finishing it in-person. The course is offered in many different languages. Information on course offerings is available on the FSPCA website: http://www.iit.edu/ifsh/alliance/.

Some are scared away because of the length of the course -20 hours. However, the fact that it's the FDA-recognized

curriculum, has examples of how to address the requirements and includes group exercises that help reinforce what's covered in the slides and presentations make it time well-spent. Course fees varies, as the FSPCA doesn't set pricing. However, someone considering FSMA training should be certain the course being offered is the FSPCA course and should request information about the instructors to help in comparing pricing. The lowest or highest price doesn't necessarily signal to use or avoid a course offering. There are some who offer FSMA training that's not the FSPCA curriculum. That's a warning sign because it means the instructor did not take the time to become a certified FSPCA instructor. As such, he/she might now know the regulations as well and isn't privy to updates the FSPCA provides to its instructors.

In general, FDA will assess the adequacy of a facility's food safety plan rather than an individual's documented qualifications but one of the first steps of an inspection is the review of the qualifications of the PCQI(s).







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I Have Many Certifications. Do I Still Need to Take the FSPCA's PCQI Training?

No. BUT, the FSPCA course is clearly the best training available on the rule and on preventive controls. An individual might be an expert in HACCP, for example, but with no training in preventive controls and how that food safety paradigm is different from HACCP, he/she will not meet the PCQI definition.

Can We Have More Than One PCOI?

Absolutely. In fact, it's often best to have more than one. Most facilities have enough taking place in them that it'll take more than one person to effectively monitor that all food safety steps are being carried out.

What Happens if Our PCQI Leaves the Company?

This is perhaps the best reason to have at least two PCQIs at each facility. If you have one PCQI and he/she leaves, you no longer have a PCQI for that facility and are no longer in compliance with the regulation. To take it a step further, the same issue can arise if the lone PCQI is away an industry event, on vacation or ill.

Rather than take that chance, companies are advised to have at least two PCQIs associated with each facility. In addition to avoiding the scenario above, having the second person as a PCQI puts a checks-and-balances system in place because it'll result in a second pair of eyes reviewing records, etc.

How Does the PCQI Interact with U.S. Importers?

U.S. importers (and perhaps their customers) are required to have certain documentation from their suppliers. In general, in addition to the food safety plan, the importer needs records on a per-shipment basis that demonstrate the food was produced in accordance with the facility's preventive controls plan and is safe. Therefore, the relationship with U.S. importers has changed somewhat. While food safety and quality have always been important to importers, FSMA requires them to have these food safety records from their suppliers available at a moment's notice. To do that effectively, they need to collect and review them on an ongoing basis.

Conclusion

All of this sounds like – and is – a lot of work. Some say rather than do it, they'll sell to other countries. However, many other countries have similar or more-strict requirements. There's a pretty good chance a facility selling to multiple countries is already doing much of what's required. Most shortcomings involve recordkeeping. The investment in training to make sure a firm's food safety leaders understand how to demonstrate compliance will reap rewards because employing a knowledgeable regulatory professional creates a point of difference from less-committed competitors.

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FDA Vision of New Era of Smarter Food Safety continued from page 16

cause analyses, to understand how a food became contaminated and prevent risk

factors from reoccurring. This element also has a very strong focus on predictive analytics.

And we're also looking to expand how FDA mines data to strengthen our predictive capabilities, using new tools such as artificial intelligence and machine learning, among other things.

Imported Seafood Pilot

For example, we're conducting a pilot that will leverage artificial intelligence and machine learning to strengthen our ability to predict which shipments of imported foods pose the greatest risk of violation and use that information to better target import review resources.

- A proof of concept application of AI and machine learning models to two-years' worth of historical shipment data of seafood import products into the U.S. indicates we can expect very promising results that I'm pretty excited about.
- Imagine having a tool that improves by almost 300 percent our ability to know which of millions of shipping containers to examine because they're more likely to have violative products. You see, we're not talking about things that can't be done; we're already doing this. This type of approach would save time, and more importantly, would save lives, and that's critical.
- And beyond imports, strengthening our predictive capabilities will be transformational for the agency, and for our profession. We believe we will be able to leverage such approaches to decide, for example, which facilities we prioritize for inspection, what foods are most likely to make people sick, and other risk prioritization questions that we and many of you have.

New Business Models and Retail Modernization

The third element is New Business Models and Retail Modernization.

Some of you have heard me say that we're in the midst of a food revolution. We'll see more changes in the food system in the

next 10 years than we've seen in the past 30. New foods are being produced, new food production methods are being realized, and the food system is becoming increasingly digitized.

Online Grocery Shopping

Before the COVID-19 pandemic, research indicated that online grocery shopping would have a 20 percent share of consumer food spending within the next few years. But now one survey, in the midst of the pandemic, reports that 31 percent of U.S. households are already using online grocery services.

This evolving landscape accelerates the need for us to work together to establish the appropriate standard of care to establish the safety of foods from around the corner to around the world and address the everchanging last mile.

And as I mentioned, we're real serious about bending the curve of foodborne illness so we're taking a fresh look at more traditional business models to ensure foods sold at restaurants and other retail establishments are as safe as they can be.

- When outbreaks are tied to a single food-preparation location, the CDC reports that oftentimes the most important nexus is restaurants and other retail food establishments. And these collectively contribute to the overall burden of foodborne disease.
- At the same time, FDA baseline surveys of out-of-compliance rates of the risk factors at retail establishments have not changed decade after decade, despite continual retail food inspection and training efforts.

Are there creative, new, and smarter approaches – beyond traditional retail inspections and training – that could result in higher rates of compliance and reduced food safety risk to consumers? Of course, and we're starting to work on them.

Food Safety Culture

And last but not least, the New Era speaks to the establishment and support of food safety cultures on farms, in food facilities and in homes. The importance of food safety culture, as you know, has been a mission for me for many, many years.

Why Food Safety Culture Matters

Think about some of the major catastrophic events that you've read about in the newspaper – and when society has asked the smartest men and women to investigate those incidents. What do they conclude? Do they conclude it was improper training, inadequate SOPs, operator error or faulty design?

No, when it really matters most of these investigations result in an underlying root cause and it's almost always stated that it was a culture that allowed these tragedies to happen.

Peanut Butter, Infant Formula, & Ice Cream

You see, I believe some outbreaks we have seen in our profession and we investigate have more to do with culture than they do with what we often report about them. For example, the PCA (Peanut Corporation of America) outbreak, in my opinion, had more to do with culture than the ability for Salmonella to survive in a low moisture food.

Or how about melamine in dairy powders? It's not just the idea of chemistry or something being introduced to make a product look higher in protein content. It's a culture that allowed that to happen. Or Listeria in ice cream, in a company that hadn't had a negative experience with food safety failure in 108 years of experience. You can see where an organization might get a little bit complacent.

Food Safety = Behavior

What we say or what we write about food safety matters, but it's not what matters most. It's what we DO - our behaviors - that matters most. In fact, I like to say that simply put, food safety equals behavior.

We will not make dramatic improvements in reducing the burden of foodborne disease without doing more to influence what employees think about food safety and how they show a commitment to this goal.

And lastly, the pandemic has shined a light on other aspects of what it truly means to



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have a food safety culture.

- It's about influencing the behaviors of the people who work on farms and in facilities, but it's also about keeping those our employees and our colleagues safe when others are sick.
- It's about educating consumers on the best food safety practices to apply in the home when we know that consumers are doing more cooking at home than ever before.

FDA wants to advance this idea of food safety culture as a legitimate subset of the science – and not just a slogan.

And our first step is to work with you stakeholders in a collaborative manner to better define food safety culture and what it means in particular in the context of regulatory oversight.

We will be identifying ways for industry to develop a strong food safety culture within existing regulatory requirements, and tools that companies can use to assess their own food safety culture.

Produce Safety Update

I'd like to segue here to advances we've made in helping to ensure the safety of fresh produce.

Leafy Greens Action Plan

Work has continued throughout the pandemic on the 2020 Leafy Greens STEC Action plan to help prevent recurring outbreaks of Shiga-toxin producing E. coli linked to the consumption of fresh leafy greens. This initiative echoes many of the same themes you've heard as I've discussed the blueprint. And we've made progress, despite the challenges of these times.

• For example, in May we issued a report on the investigation into the contamination of romaine lettuce implicated in outbreaks of E. coli. The traceback and sampling in the Salinas Valley growing region of California suggest that a potential contributing factor in this, and other outbreaks, was the proximity of cattle to those produce fields.

Water Treatment Protocol

Another advance tied to this plan is an announcement we made in July that FDA and EPA have released a new protocol to aid in the development and registration of

treatments for the control of microbial contaminants in preharvest agricultural water.

- EPA approved the protocol, developed by FDA scientists, that will assist companies in registering their products if they can demonstrate that they will be safe and effective against pathogens that might be in water and are hazardous to public health.
- Once available, EPA-registered water treatments will be yet another valuable tool to help farmers address contamination issues in their water sources and protect consumers from foodborne illness.

In addition, and very importantly, we intend to release a proposed rule in the coming months to revise certain agricultural water requirements in the Produce Safety Rule under FSMA. We're going to ensure that it's practical enough to address the implementation challenges that we heard while protecting public health.

Cyclospora Detection

I also want to share a development that highlights some the great work that our scientists have done over the past few years to enhance our ability to investigate outbreaks related to Cyclospora. This past year, many of you have heard there was an outbreak of Cyclospora illnesses tied to the consumption of bagged salads. This outbreak made 700 consumers sick in 14 states.

In August, we were able to report the scientific progress we've made in using a new method developed and validated by the FDA staff to sample and detect Cyclospora in agricultural water for the first time in a field investigation.

This method was used in our investigation and I think it's going to be instrumental in our efforts to better understand the dispersion of this parasite in the environment, and it will help prevent future outbreaks. Environmental sampling detected the presence of Cyclospora in the surface water of a canal near a farm which had been identified in traceback.

FDA also pioneered a new method to test for Cyclospora in produce. This method was used in 2018 to confirm the presence of the parasite in a salad mix product tied to an outbreak that sickened hundreds of people. These scientific tools are going to be invaluable in our battle for prevention.

Partnerships

Lastly, I'd like to touch on the importance of collaboration and partnerships. We all know that food safety requires collaboration, both in the private sector and in the public sector. A classic example is the work we have done with the papaya industry, among others.

In an August of last year, I sent a letter to all sectors of the papaya industry with a call to action to break the cycle of recurring outbreaks of Salmonella infections associated with imported papayas. This pattern of eight outbreaks since 2011 tied to consumption of imported papaya accounted for almost 500 reported cases of illness, more than 100 hospitalizations and two deaths. We knew we could do better.

And since that call to action our regulatory partners in Mexico, the largest supplier of papayas to U.S. customers, and the produce industry and others have really stepped up to do important work to develop food safety best practices for the papaya industry to follow.

And I'm very proud to report that this year we have not experienced a major outbreak of Salmonella in papaya. That's partnership at work! And I call that the anonymity of prevention. No headline, but I don't think that happens by chance.

This is just part of the work we're doing as part of an agreement with our regulatory counterparts in Mexico to strengthen our food safety partnership for the benefit of consumers in both our countries.

So I hope you can see that there is some real progress being made despite the current challenges we've all been facing. The FDA is doing work that it has never done before. I'd like to pivot back to the New Era of Smarter Food Safety. Even though the blueprint is out, these are early days in an initiative that will span the next decade.

We will work with a broad expanse of stakeholders in industry, academia, trade associations and consumer groups as well as our regulatory partners and groups that we had not traditionally engaged with before, such as technology companies.

The role that each and every one of you play in protecting the food supply makes you essential. Rest assured, you will always have a seat at this table.

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M&A Activity Continues in Pandemic

AFI Staff Report

For Brian Briggs, 2020 was a year of many interesting deals. Over the years, the mergers & acquisitions guru has been on both sides of the negotiating table. This year has been no different, and as CEO of National Foods, he helped the company through several impactful deals. "Good deals can always get done," he said at the 103rd NAFFS Annual Convention.

Briggs said 6.3% of transactions in the food and beverage sector are in the ingredient or flavor space and more than 80% of those are acquisitions done by strategics. Another 12% are done by private equity firms that have been increasingly interested in the food and beverage industry.

Briggs said ingredients firms often achieve a higher multiple than other companies in F&B, though many things must be present to drive higherend multiples. First, he said, is scale the pure number of dollars in revenue. Second is the market segment expertise, especially if the segment is on-trend. Third is whether organic growth is higher than the market. Next is the on-trend solutions, technology and capabilities of the business. Trends such as lower-sugar, better-for-you foods or convenience items are attractive. And finally, the customer base. If it's disruptive or growing, it will achieve a higher multiple, he said.

Perhaps of equal importance, Briggs noted, was that the lack of these factors will naturally lead to a lower-end multiple. The impact the CEO/owner of the company has had on the success of the business is critical factor as well. It's important, he said, to identify if

Briggs said 6.3% of transactions in the food and beverage sector are in ingredient or flavor space and more than 80% of those are acquisitions done by strategics.

relationships with key contacts are tied to the owner in particular? If so, the business may not be likely to operate at the same level without that person, he said.

Briggs said today's deal environment is different than in years past. COVID-19 slowed everything down for a time but he's optimistic about the return to pre-COVID levels, both in new deals and the renewed progress in those that were under way before COVID hit. He said there were more generational change opportunities and some "true, strong-volume, high-quality deals in the flavor and ingredients segment."

Briggs said although COVID-19 certainly impacted the acquisition arena, performance can still be reviewed, as well as revenue. Businesses, he said, can rely on EBITDA (Earnings Before Interest, Taxes, Depreciation and Amortization) perhaps more easily in the F&B market than in others. He said the flavor and ingredients sector can offer real assets and revenue that are easy to measure. Because of COVID, he "calculations are more in-depth." Due diligence, he said, "is always a critical part of the deal but figuring in the effects of COVID increases this factor." He said deals during COVID seem to be taking longer, as the time for permits and other governmental requirements are among things slowing the process for all.

On whichever side of the deal one may be, Briggs advised preparation. "F&B deals are more sophisticated and as a seller, you have to have your information, data and reports in order. The more you have prepared, the more control you have over the narrative, making you stronger as a seller," he said.

After more than 30 deals during his career, from every angle of a negotiation table, Briggs is well-versed in all aspects of taking a business public or taking it private. He shared his "10 Lessons Learned" from this experience.

1. Really Understand What the Market Values

If the market values revenue growth, EBITDA or a specific customer base, that's what the focus should be. Recognizing the importance of technology or geographic reach is vital and measuring one's business model against what is valued is the equation to be sought. A self-assessment or one with the assistance of an investment banker will identify what gaps exist between where a firm is and where it wants to be in two-to-

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Morocco

Phone: +212(0)522305104 Fax: +212(0)522302567 Email: lafkir@mfoodex.ma

Website: www.moroccofoodex.org.ma Lafkir Abdelfattah, Head of Cooperation

Dept.

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OFFICE NATIONAL DE L'HUILE EXPORT

Mohamed V Avenue, No. 10 Tunis 1001, Tunisia Phone: 216-71-330-652 Fax: 216-71-351-883 Email: dg.onh@gnet.tn Website: www.onh.com.tn Chokri Bayoudh, CEO

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Gian-Luca Popolani, Export Manager

OLEIFICIO SARDELLI S.P.A.

Via Chiantigiana, 321 Grassina, Florence 50015 Italy

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OLITALIA S.r.I.

via Meucci, 22/A Forlì 47122

taly

Phone: +39 (0) 543 794811 Fax: +39 (0) 543 794844 Website: www.olitalia.com

Email: silvia.mingione@gruppo-olitalia.com

Silvia Mingione, R&D

OLIVE OIL EXPORTERS ASSOCIATION OF SPAIN

Spain
Phone: 011-349-14468812
Fax: 011-349-15931918
Email: direccion@asoliva.com
Website: www.asoliva.es
Rafael Pico, General Manager

Jose Abascal, 40

Madrid, 28003

Ρ

PALAZZO VARIGNANA INC

280 Interstate North Circle Suite 510

Atlanta, GA 30339 Phone: 770-835-2216 Email: I.eikhoff@crif.com Anneliese Eikhoff, Director

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Administration
680 P Street

Fresno, CA 93721 Phone: 559-266-5838 Fax: 559-266-5839 Mr. Joe Mastro

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Website: www.SovenaGroup.com

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Email: jlombard@stonewallkitchen.com

Jay Lombard, Buyer

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Dan Devico, President

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Email: umbriaolii@umbriaolii.com

Giorgio Papa, President

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6133 N River Road Suite 500 Rosemont, IL 60018 Phone: 847-720-8000

Email: patrick.dollard@usfoods.com Patrick Dollard, Category Manager



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three years – plus the added steps to take to get there.

2. Understand the Likely Exit Strategy

Who is buying this business? Will it be a strategic, as 80% of them are? And if so, what happens to the business value if the deal doesn't go through? Is it a private equity firm or a public exit? An auction or a controlled event?

3. Develop Your Message

Briggs feels strongly that a seller must believe in its message. He said three to four points of value differentiation are important and they must be "clear and concise" in the offering book, without offering too many hypothetical possibilities. "Be open to the flaws in the business model and address them," he said. "After all, they're all going to come out in the due diligence process anyway."

4. Assemble the "A" Team!

Briggs stressed that this business deal is likely to be the major wealth event for the owner. "This is a time to rely on the experts," he said, "including lawyers, advisers, accountants and tax and investment bankers." He added that a deal such as this requires the key people to remain on board pre- and post-deal, so establishing some kind of reward for doing so is key.

5. Understand What the Business May Look Like Post-Deal

The post-deal environment should be identified in the agreement. Is the owner staying? If so, in what role? If not, is there other senior leadership in place to carry forward once the owner leaves? Briggs said to keep the expectations and postBriggs stressed that this business deal is likely to be the major wealth event for the owner. "This is a time to rely on the experts," he said, "including lawyers, advisers, accountants and tax and investment bankers."

deal deliverables clear.

6. Where Possible, Agree on a Value Range Up Front

Briggs said one of his pre-deal strategies is to ask the sellers to write down what they think their business is worth; what they would be willing to take for it? He then has them put it in a sealed envelope and references it only when the deal terms are threatening closure. He says this helps keep the emotions out of it and keeps some people from giving away their business or from getting greedy when the negotiations get steep.

7. Know Your Numbers

Historical financial data going back five years is a minimum, according to Briggs. He would also like to see three to five years in go-forward projections. If the numbers seem inflated, be prepared to give or seek reasons to believe they are accurate. Briggs added that it's important to "clear the noise out of your numbers", something he said included removing any revenue or expenses unique to current ownership.

He said to "be prepared for tons of scrutiny", especially on COVIDrelated claims. If numbers and models don't hold up, it will be "tougher to recover from a big issue in financial due diligence. If there are warts, talk about the warts," he cautioned.

8. Realize You May Not be 100% Aligned with the Owner

Recognizing conflict between fiduciary duties and post-deal responsibilities is important, Briggs said. The buyer will hold the seller accountable to all that's in that offering book, so be clear.

9. Post-Deal is When the Real Work Begins

Briggs is a believer in "real work." He said once the deal closes "most of the help goes away." Integration, planning and execution are more important to Briggs than the deal work. "To drive a successful integration, assign a senior executive to own the post-deal work, not a project manager," Briggs said. Identify issues quickly communicate them clearly, he added.

10. Post-Deal Communication

For every employee of a business about to be sold, Briggs said, it comes down to the same thing: "What does this mean for me?" He recommended being consistent and communicative throughout. "Spending time with your people is the most important thing you can do" he said, "because ultimately, that's what you just bought or just sold."

Briggs said he has the battle scars to prove he's made mistakes along the way. Although it can be difficult, he said, "there are a lot of great companies in the food and beverage space, combined with inexpensive money... there are some tremendous deals to be done out there." But, as with every deal Briggs has worked on to date, he said, in order to find them, "there's work to be done.



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483 Grande-Cote Road Rosemere, Quebec J7A 1M1 Canada Phone: 450-965-1412, 800-567-3789

Fax: 450-965-1425 Email: info@odem.ca Normand Bernier, President

LOCAL HIVE HONEY

3331 West 29th St Greeley, CO 80631

Phone: 970-584-0355 Fax: 970-353-9012

Website: www.localhivehoney.com Email: nancy@localhivehoney.com Nancy Burnett, Chief Procurement

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QUALITY SERVICES INTERNATIONAL

Flughafendamm 9a 28199 Bremen,

Germany

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Cord Luellmann, Managing Director

QUEEN OF AMERICA

3220 SE County Highway 484 Belleview, FL 34420 Phone: 352-245-3600 Fax: 352-203-5908

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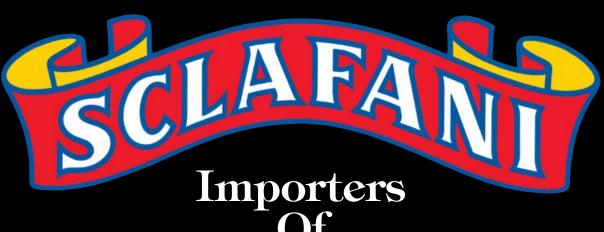
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karim@balsusa.com Website: www.balsusa.com

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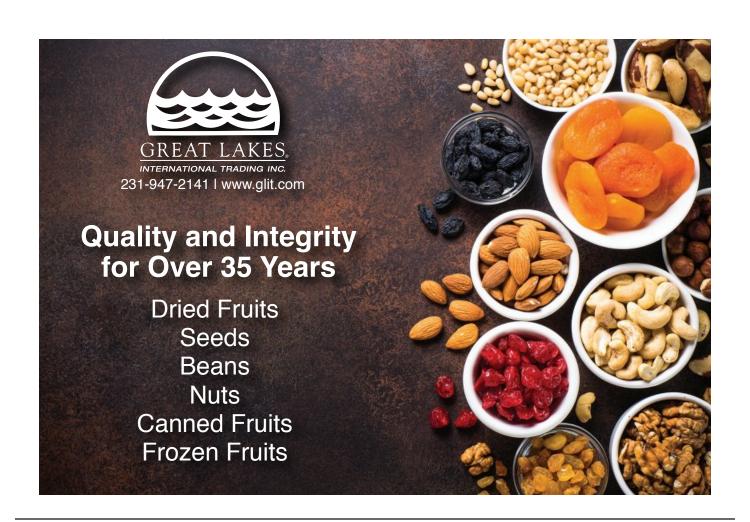
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Nutrition Facts Panel Changes In Effect *continued from page 26*

honey and maple syrup. In other words, a jar of honey, which the regulations say would have to be labeled as 100-percent added sugars, will not need to be labeled in that fashion.

- Highlighting of calories and servings by requiring these declarations be in bold type and larger lettering. The goal is to address obesity and other health issues.
- Updating of some daily values to reflect current scientific understanding. For example, total fats have been increased in recognition that not all fats are bad.
- Required nutrient declarations. Two of

note are potassium and Vitamin D, which are newly required to be declared because they have been found to be lacking in the diets of the U.S. population. Vitamin A and C, however, no longer need to be declared but can be included voluntarily.

- Clarification on Trans Fat. Partially hydrogenated oils are no longer deemed Generally Recognized As Safe, so can no longer be used in food. The deadline for use was June 2018, although product made prior to that can still be on store shelves.
- Dietary Fiber. Any fiber must have a physiological benefit to human health to be declared as dietary fiber.
- Records requirements Records must be maintained for the justification of any declarations on sugars and dietary fibers.

- Serving Size. FDA adjusted the Reference Amounts Customarily Consumed for about 30 foods and added about 25 new ones. As such, label declarations must be made in accordance with these as a single serving; that is, the amount customarily consumed in one sitting. For example, serving sizes for ice cream have increased from 1/2 cup to 2/3 cup; yogurt decreased from 8 ounces to 6 ounces; and beverages increased from 8 ounces to 12 ounces (to reflect a typical can serving).

When declaring serving size, products that contain less than 200 percent of the RACC must be labeled as a single serving because they could and are commonly eaten in one

sitting. If the packaging contains 200 percent to 300 percent of RACC, dual labeling is required – with full-package information along with single-serving information. Dual columns are voluntary when the package contains more than 150 percent but less than 200 percent of RACC.

How does the FDA define "added sugars"?

The definition of added sugars includes sugars that are either added during the processing of foods or are packaged as such and include sugars (free, mono- and disaccharides), sugars from syrups and honey and sugars from concentrated fruit or vegetable juices that are

in excess of what would be expected from the same volume of 100 percent fruit or vegetable juice of the same type. The definition excludes fruit or vegetable juice concentrated from 100-percent fruit juice that is sold to consumers (e.g.

frozen 100 percent fruit juice concentrate) as well as some sugars found in fruit and vegetable juices, jellies, jams, preserves, and fruit spreads. However, although they are still "added sugars," single-ingredient sugars such as pure honey, maple syrup and a bag of sugar, have different labeling requirements from other added sugars.

How will singleingredient sugars like packages and containers of pure honey, maple syrup, and other pure sugars and syrups be labeled?

These products have

Continued on page 75

Side-by-Side Comparison

Original Label

utrition Facts Serving Size 2/3 cup (55g) Servings Per Container 8 nt Per Serving Calories 230 Calories from Fat 70 % Daily Value **Total Fat 8g** 12% Saturated Fat 1g 5% Trans Fat 0g Cholesterol 0mg 0% Sodium 160mg 7% **Total Carbohydrate 37g** 12% Dietary Fiber 4g 16% Sugars 12g Protein 3g Vitamin A Vitamin C 8% Calcium 20% Iron 45% Percent Daily Values are based on a 2,000 calorie diet. Your Daily Value may be higher or your calorie needs. 2,500 Sat Fat Cholesterol 2,400r Total Carbohydrate Dietary Fiber

New Label

Serving size 2/3 cup (55g)	
Amount per serving Calories 2	230
% Dai	ly Value
Total Fat 8g	10%
Saturated Fat 1g	5%
Trans Fat 0g	
Cholesterol 0mg	0%
Sodium 160mg	7%
Total Carbohydrate 37g	13%
Dietary Fiber 4g	14%
Total Sugars 12g	
Includes 10g Added Sugars	20%
Protein 3g	
Vitamin D 2mog	10%
Calcium 260mg	20%
Iron 8mg	45%
Potassium 240mg	6%

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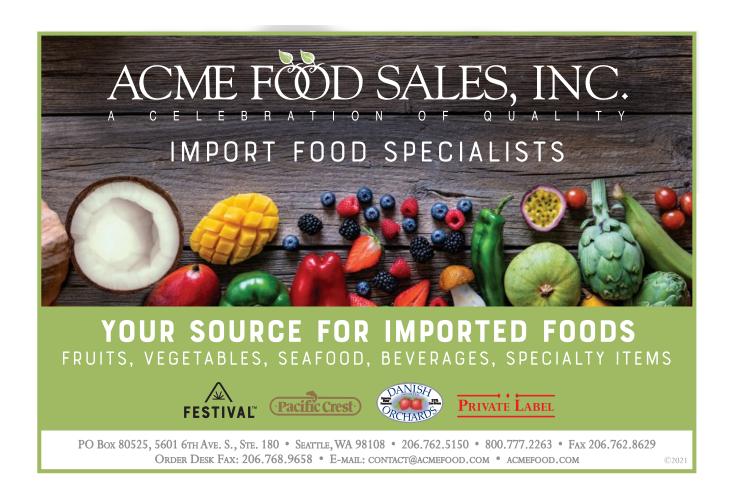
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different labeling requirements. They are not required to include the number of grams of Added Sugars in a serving of the product but must still include a declaration of the percent Daily Value for Added Sugars. Manufacturers are encouraged to use the "†" symbol immediately following the Added Sugars percent Daily Value on single-ingredient sugars and syrups, which would lead to a truthful and not misleading statement in a footnote explaining the amount of added sugars that one serving of the product contributes to the diet as well as the contribution of a serving of the product toward the percent Daily Value for added sugars.

An example of such labeling using the standard vertical format is available in FDA's fact sheet for The Nutrition Facts Label: Declaration of Added Sugars for Single-Ingredient Sugars and Certain Cranberry Products.

How will sugars and syrups that contain two or more ingredients be labeled?

All packages and containers of sugars and syrups with two or more ingredients must have both the gram declaration and percent Daily Value for Added Sugars on their Nutrition Facts labels. For example, products such as brown sugar consisting of a combination of cane sugar and cane molasses, powdered sugar containing corn starch or a pure syrup with added flavoring must declare the gram and percent Daily Value for Added Sugars. All sugars in multiple-ingredient sugar and syrup products must be declared as Added Sugars.

Only manufacturers of single-ingredient sugars and syrups may omit "Includes Xg Added Sugars" from the Added Sugars line on the Nutrition Facts label. This exemption arose from concerns about consumers potentially being misled to believe that the declaration of "Added Sugars" on single-ingredient sugars and syrups means exogenous (originating from

The definition of added sugars includes sugars that are either added during the processing of foods or are packaged as such and include sugars (free, monoand disaccharides), sugars from syrups and honey and sugars from concentrated fruit or vegetable juices that are in excess of what would be expected from the same volume of 100 percent fruit or vegetable juice of the same type.

outside the product) sweeteners have been added, which could mean the products are adulterated. The exemption does not apply to products that contain multiple sugars, syrups or other ingredients, including flavorings.

Do cranberry products have to include an Added Sugars declaration?

The number of grams of Added Sugars in a serving of the product, as well as the percent Daily Value for Added Sugars, must still be labeled for cranberry products. FDA intends to exercise enforcement discretion for certain cranberry products to allow for the use of a symbol leading to a statement that is truthful and not misleading placed outside the Nutrition Facts label. Manufacturers could explain, through the use of the statement, that the sugars added to these dried cranberries or cranberry beverage products are meant to increase the palatability of the naturally tart fruit and that the amount of total sugars per serving is at a level that does not exceed the amount of total sugars in a comparable product with no added sugars. (See FDA's fact sheet for The Nutrition Facts Label:

Declaration of Added Sugars for Single-Ingredient Sugars and Certain Cranberry Products.)

Do sugars found in concentrated fruit or vegetable purees and pastes need to be declared as added sugars on the label?

FDA said it received a number of inquiries related to this topic since publication of the final rule. Additional information is available in our Draft Guidance for Industry: Questions and Answers on the Nutrition and Supplement Facts Labels Related to the Compliance Date, Added Sugars, and Declaration of Quantitative Amounts of Vitamins and Minerals.

FDA said it intends to respond to questions received on the draft guidance about concentrated fruit or vegetable purees and pastes when it issues the final guidance.

FDA has standardized Brix data for a variety of juices (§ 101.30(h)) but this table does not include all of the common fruit/vegetable juices used to formulate products today (e.g., coconut water, acai juice).

Does FDA plan to update the Brix table in § 101.30(h)?

FDA said it's not planning to update the Brix table in 21 CFR 101.30(h) at this time. The mechanism for requesting the addition to the table of a Brix level for a single strength juice is the submission of a Citizen Petition (CP) (21 CFR 10.30). The addition to the table in § 101.30(h)(1) of a Brix level for a new single strength juice would require FDA to amend the regulation to update the table.

FDA said it intends to respond to questions relation to the calculation of added sugars in juices in the final guidance on Questions and Answers on the Nutrition and Supplement Facts Labels Related to the Compliance Date, Added Sugars and Declaration of Quantitative Amounts of Vitamins and Minerals.

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MCLANE GLOBAL

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NATIONAL FOOD TRADING CORP.

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Email: mike@nationalfoodscorp.com Mike Manley, CFO

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Ran Bosmi, Director

Balancing Today, Tomorrow Key for Continuity *Continued from page 24*

emphasized how fast the industry is changing, how three months will bring a new environment and six months another. She said burning too much adrenaline and attention on today may not be the best move with the future so unknown.

Bachar said although investment in innovation and research and development seems like a reach at this time, supermarkets and foodservice distributors are expanding their store and private brand offerings to capture a larger percent of sales as key margin generators of their total offerings. This, she said, should create opportunities for those in the flavor industry.

The pandemic has also increased consumer focus on functional foods. Bachar said. "The consumer has slipped from 'what do you have for me?' to 'what can you do for me?' One in three Americans is suffering from stress or anxiety, weight gain from comforting junk foods on top of low energy, low activity and sleep deprivation during lockdown," Bachar said. "It's no wonder so many consumers are reaching for self-care," saying it's the ideal time for food and flavor companies to continue working on new physical, emotional and mental health deals.

She said some ingredient companies are ahead of the curve, expanding beyond food categories into new arenas of beauty and food products with functional benefits, such as aesthetic self-care, inner balance and calm, since this is where the growth will be. These factors, as well as the need for trust in ingredients and ethical sourcing and social consciousness, will spill into every type of food company, she said.

As people continue to experience the effects of COVID trauma for the foreseeable future, self-care food products "will continue to evolve" Bachar said. "Consumers are redefining what it means to take care of themselves through the food they eat. Self-care is a universally embraced

The pandemic has also increased consumer focus on functional foods, Bachar said. "The consumer has slipped from 'what do you have for me?' to 'what can you do for me?'

trend, embraced by men, women, by minorities and all generations," she said. Food and flavor companies are ideal explorers of this category, she added. "Organizations should be asking whether a head start is still possible on this newly defined category. Can competitive advantage be gained before there's no shortage of choices? Are new strategic partnerships wise if our current capabilities or expertise is somewhat limited?"

A close look at the goals of ESG (Environmental, Social and Governance) was also of importance to Bachar. "The risks, returns and ethics of ESG are terrifically increased," she said, "and COVID-19 has raised the requirements on corporations to do the right thing." The need to "do good" has been multiplied exponentially, even though this industry is still in the "early stages of ESG conformance," she said. "Investors are learning that the investment in company's a environmental, social and governance

Continued on page 75

ACCELERATION OF PROGRESS AND CHANGE

PRE-COVID19

Profound social & cultural shifts
x relentless technology innovation
x rate of consumer adoption
= 10 years of progress in 2 years







NEW CHANNEL ECONOMICS: IMPLICATIONS FOR FOOD & FLAVOR COMPANIES

Usual 40-minute supermarket trips cut to 13 minutes (source: Videomining); fewer, faster trips, less browsing, less exposure to new items. Restaurant stops and starts; menu reduction by

Restaurant stops and starts; menu reduction by chains; many permanent closures of independents.

New channel economics and costs (online ordering, fulfillment, delivery) forcing high inventory turns on shelves and in warehouses.

Unemployment numbers driving more consumers to bulk purchasing and store brands.

Taste and product platforms versus product categories (i.e., Kraft Heinz, Campbells).

Manufacturers cutting costs and streamlining operations to focus on fewer, high-demand items

Sales spike of Big Food could be misleading and temporary.

Many manufacturers brands pulling back on innovation and R&D due to low ROI or other factors.



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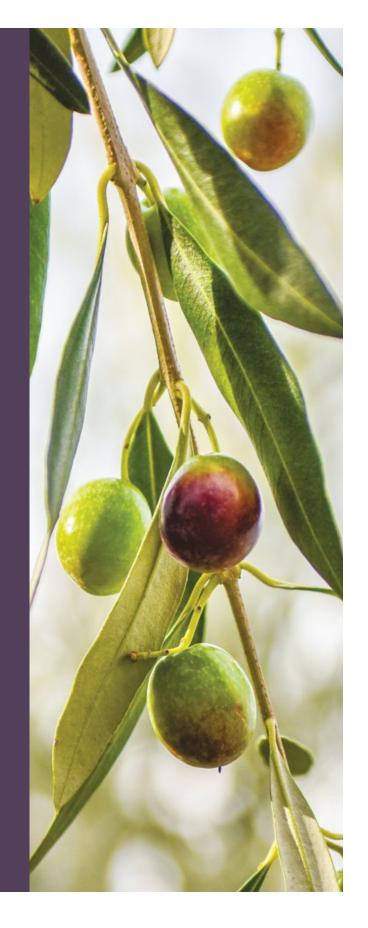
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Email: michael.boscaino@foason.com Michael Boscaino. Sr. Vice President

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L

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20 Vesey Street Suite 601 New York, NY 10007 Phone: 646-738-8753 Email: Marketing@laufer.com Brian Martorano

M

MARCUM LLP

10 Melville Park Rd Melville, NY 11747

Phone: 631-414-4180

Email: louis.biscotti@marcumllp.com Website: www.marcumllp.com Louis Biscotti, Partner

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howard.dorman@weisermazars.com

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OFW LAW

1400 Sixteenth Street, N.W. Suite 400 Washington, DC 20036-2220 Phone: 202-789-1212 Fax: 202-234-3537 Philip C. Olsson, Esg. President

Philip C. Olsson, Esq., President Richard L. Frank, Esq., Vice President PORT

PORT JERSEY LOGISTICS

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Email:

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266 Main St Medfield, MA 02052 Phone: 508-359-7771 Fax: 508-359-7775

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mpierce@sgresources.net

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Kathleen Alexander

Balancing Today, Tomorrow Key for Continuity *Continued from page 67*

goals are every bit as valuable in returns as financials." Because of this, she said, "we can expect ESG to be linked to bank loans." ESG, she said, has a direct bearing on food and companies. "These flavoring companies will be expected to meet alignment, and ensure efficient reporting and compliance across the supply chain. Buyers and investors will be looking beyond usual financial performance to a company's environmental, social and governance goals."

The top four financial firms have gotten behind the standards and scoring produced by the World Economic Forum. According to Bachar, the time to address the incorporation of ESG into one's organization is right now. Education should include what ESG standards are coming, what the customers may or should adopt, and how a company's ESG practices are helping or hindering

its competitive advantage.

Bachar said aside from the human trauma and tragedy, the COVID-19 pandemic has caused an economic shock three-times worse that the 2008 financial crisis. Winning food and flavor companies, she said, will succeed because of their ability to

think outside their own product transactions and productivity during this unprecedented time. "The trick," she said, "is to out-maneuver the crisis by executing on customer needs right now. Mapping your own possible scenarios will help you be ready as the future becomes the now. Big problems need big solutions."



North American Olive Oil Association Annual Report Continued from page 8

want to produce more olive oil in the years to come. The good news is that the International Olive Council has already shown that olive oil production has a net positive benefit for the environment through the absorption of carbon dioxide. We believe even more can be done through sustainable farming and industrial techniques and distribution platforms. We would be wise to use our collective energies to grow the entire olive oil supply chain in a sustainable way.

Our goal needs to be olive oil for all people. High-end, limited-production olive oil is a great segment of our industry. It can also be a great way to Our goal needs to be olive oil for all people. Highend, limited-production olive oil is a great segment of our industry. It can also be a great way to promote the entire category.

promote the entire category. It celebrates the richness of olive oil's history and traditions and highlights the many different varietals used to create this surprisingly diverse food. For this reason, among others, last month the NAOOA voted to create a subsection for specialty olive oils, an idea I have strongly supported. But that doesn't mean all olive oil needs to be—or indeed, should be--the highest possible quality. For olive oil to reach its fullest reach and potential as a category, we have to have more of it, the vast majority of which needs produced in affordable and sustainable ways.

Going back millennia, olive oil has been a food for all people – and we should strive to keep it that way.

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Additional Offices:

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THE FOOD INSTITUTE

Fax: 201-791-5222

Brian Todd

10 Mountainview Road, Suite

Upper Saddle River, NJ 07458 Phone: 201-791-5570

Email: btodd@foodinstitute.com

Website: www.foodinstitute.com

22 Century Blvd. Suite 510 Nashville, TN 37214 Phone: 615-885-0020

Email: mmccoy@valexander.com Website: www.valexander.com Melanie McCoy, Manager, Compliance

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AAK INTERNATIONAL

King George Dock Hull Hu9 5 Px East Yorkshire United Kingdom

Phone: [44] 1482 701271 Fax: [44] 1482 709447 Email: jill.athey@aak.com Jill Athey, Export Account Manager

ACEITES CANOLIVA. SL

Ctra. Caã±Ete Km 3 Baena Co 14850 Spain

Phone: 0034627581661 Email: export@canoliva.com Gabino Mesa Aranda, Export

Manager

ACEITUNAS CALLOSA S.L.

Carretera Callosa A Catral Km 3 Callosa De Segura Alicante 03360 Spain

Phone: 0034965310987 Fax: 0034966758038

Website:

www.aceitunasbernal.com

Email:

anabernal@aceitunasbernal.com Ana Bernal, Sales Manager

ACEITUNAS DE MESA S.L.

Antiguo Camino De Sevilla S/N Pilas Sevilla 41840

Spain

Phone: 34 5 5752468 Fax: 34 5 4750352 Email: jsuarez@cobelen.es Jesus Suarez Espino

ACEITUNAS GUADALQUIVIR S.L.

Camino Alcoba, S/N Moron Fra. Sevilla

Spain

Phone: [34] 95-585-4710 Fax: [34] 95-485-2513 Email: fjescalante@agolives.com Francisco Escalante, Export Manager

ACEITUNAS MONTEGIL, S.L.

Eduardo Dato, 9

Moron De La Frontera Sevilla 41530

Spain

Phone: [34] 696 424983 Fax: [34] 955 852 856

Website:

www.aceitunasmontegil.es Email: montegil@montegil.es Antonio Escalante, President

ACFITUNAS RUMARIN S.A.

Calle Pedro Crespo 79 41510 Seville

Spain

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ACEITUNAS SEVILLANAS S.A.

Calle Parroco Vicente Moya 14

Pilas 41840

Spain

Phone: 34 955 754 900 Fax: 34 954 751 315

gonzalop@medinagarvey.com

Gonzalo Pinar

ACETIFICIO CARANDINI EMILIO S.P.A.

Via Per Formigine Nr.54/A Castelnuovo Rangone (Mo) 41041 Italy

Phone: [39] 059-535320 Fax: [39] 059-536306 Website: www.carandini.it

annarita.polcari@carandini.it Anna Rita Polcari, Quality Assurance Manager

ACTIVIDADES O LEICOLAS, S.A.

Autovia Sevilla-Cadiz, Ctra, Nac.lv Km. 550.600

Dos Hermanas Sevilla 41703

Spain

Phone: 34 954 692306 Fax: 34 954 693508 Email: dastolfi@acolsa.es David Astolfi Perez De Guzman, **Commercial Director**

AFRAS CASHEW TRADERS

Erappanchal, Mangad P.O., Kollam

Kollam 691015 India

Phone: 9995469508

Email:

afrascashewtraders@gmail.com Siyavudeen Kabeerkutty

AFRUSE, S. L.

Avgda. Constantí 79, Nau 6 Reus Tarragona 43204

Spain

Phone: [34] 977-770-147 Fax: [34] 977-774-569 Website: www.afruse.com Email: afruse@afruse.com Jaime Buqueras, C.E.O.

AGME GIDA SANAYI VE TICARET LTD

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Turkey

Phone: 090 232 8868266 Fax: 090 232 8868268 Email: ahmet@agmegida.com

Ahmet Goksel, Ceo

AGRACOM INTERNATIONAL LTDA.

Napoleon 3010 Office 32 Las

Condes

Santiago (Rm) Regiã3N Metropolitana 7550228

Phone: 562 27835700 Fax: 562 27835725 Website: www.agrachile.com

cristianrodriguezv@agrachile.com Cristian Rodriguez Vera, General

Manager

AGRICOLA I CAIXA AGRARIA SC **CAMBRILS SCCL**

C/Sindicat 2

Cambrils Tarragona 43850

Spain

Phone: +34977369511

Fax: +34977369518

Website: www.coopcambrils.com Email: gerencia@coopcambrils.com

Fernando Sarasa, Director

AGRICULTURAL COOPERATIVE OF

D & M Papadopoulos 9 Giannitsa 58100

Greece

Phone: 30 238 9052000 Fax: 30 238 2051755

Email: eascannery@gmail.com **Maximos Amperiadis**

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Spaskaya 75-A/3 Nikolayev Mykolaivska Oblast 54001

Phone: 380685043818 Fax: 00380512587073 Email: info@agro-east-trade.eu

Marek Szewczak

AGROCASAGRANDE SAC

Av. Parque Fábrica Nro. S/N Casa Grande - Ascope - La Libertad Casa Grande Ascope 13761

Peru

Phone: +51948302178

Email:

gagreda@agrocasagrande.com.pe

Guillermo Agreda

AGRODELICORP CIA LTDA

Phone: 59322485020 Website: www.agrodely.com Email: ecarrillo@chialiv.com Edison Carrillo, Ingeniero

AGROFOOD SRL

Contrada Airone Snc Castelvetrano Trapani 91022

Italia

Phone: +39 (0) 924907002 Website: www.agrofoodsrl.it Email: gianvito@agrofoodsrl.it Gianvito Cascio, Plant Manager

AGROINDUSTRIAS PICSA, S.A.

6a Calle 6-38 Zona 9 Guatemala Guatemala 01009

Guatemala

Phone: (502) 24155700 Fax: (502) 24155705

Website:

www.chocolatesdeguatemala.com Email: lalonso@finagrogroup.com

Lucrecia Alonso

AGROPHOENIX SA

Ano Zervochori Imathia Imathia 59034

Greece

Phone: +302331051017 Fax: +2331051027

Email: soula@agrophoenix.gr Soula Agathou, Qa Manager

AGROSPARTA

Kladas, Sparta, Lakonia Sparta 23100

Greece

Phone: [30] 27310 25264 Fax: [30] 27310 25266 Website: www.agrosparta.gr Email: info@agrosparta.gr Ilias Niarchos, General Manager

AGRUCAPERS, S.A.

Ctra. De Lorca, Km 2.3 Aguilas (Murcia) Murcia 30.880

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How AFI Can Help

Association of Food Industries can serve as your U.S. agent with regard to this provision. You will not have any conflict among current customers as we are an independent organization specializing in U.S. food imports.

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Ozanli Mahallesi 157001 Nolu Cadde

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ALPENFRUCHT LTD

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Italia

Phone: +393357864670 Website: www.alpenfrucht.com Email: office@alpenfrucht.com

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Puthoor

Kollam Kerala 691507

India

Phone: 914742415579

Website:

www.alphonsacashew.com

Email:

ebin.babu@alphonsacashew.com Babu Oommen, Chairman

ALTUNTAS AGRO TARIM SANAYI VE TICARET A.S.

Bozburun Mah.

Denizli Turkey

Phone: +90 258 371 03 23 Fax: +90 258 371 03 24

mehmetaltuntas@altuntas.com.tr Mehmet Altuntas, Owner

ALTUNTAS BAHARAT SAN. TIC. A.S.

Izmir Asfalti Bozburun Mah. Gumusler Denizli 20000

Turkey

Phone: 90-258-3710323 Fax: 90-258-37103244 Website: http:// www.altuntas.com.tr Email: info@altuntas.com.tr Mehmet Altuntas, Partner

AMANIDA SA

Avenida De Zaragoza, 83 Alagon Zaragoza 50630

Spain

Phone: +34 976613232 Fax: +34 976613233

Website: www.amanida.com Email: ftrullenque@amanida.com Francisco Trullenque, Ceo

AMAZON NUTS SAC

Av. Julio Calero 633 Lima LIMA 09

Phone: 51 082 637321

Email: buenos frutos@yahoo.com Carlos Enrique Lau Perez, General

Manager

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Managing Director

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Rodovia Arthur Bernardes 5595

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Brazil

Phone: +559132299109 Fax: +5591991875597

danielcorrea2007@gmail.com Daniel Corrrea, Sales Manager

AMBRONITE OY LTD

Lapinlahdenkatu 16 Helsinki Uusimaa 00180

Finland

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Website: www.ambronite.com Email: arno@ambronite.com Arno Paula, Co-Founder

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Brazil

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antoniojose@amendoasdobrasil.co

Antonio De Carvalho, Ceo

AMK EXPORTS

Thazhampana

Kollam Kerala 691577

Phone: +919847141453

Fax: +914742707264 Website:

www.amkcashewexports.in

India

amkexports2014@gmail.com A.K Shahaludheen, Proprietor

ANDES QUALITY SA

Napoleon 3010 Of. 32 Las Condes

Santiago Rm 7550228

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Phone: 56-2-27835700 Fax: 56-2-27835725

Website: www.andesquality.cl Email: agra.com@agrachile.com Cristian Rodriguez, Export Director

ANDRE LAURENT SAS

3, Rue Nicolas Appert Blignicourt Aube 10500

France

Phone: [33] 325921606 Fax: [33] 325921567

Website: www.andrelaurent.eu Email: flaurent@andrelaurent.eu Francois Laurent, Director

ANDROS DEUTSCHLAND GMBH

Bahnhofstrasse 31 Breuberg Hessen 64747

Germany

Phone: 49 6165 301 439 Fax: 0049-6165-301-100 Website: www.odenwald-

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Pascale Waguet-Cousandier, R&D

Manager

ANNI SMART OY

Ahdetie 8

Littoinen Etela-Suomen Laani 20660

Finland

Phone: +358453114818

Email: riikka.maikola@netfood.fi Riikka Maikola, Quality Assistant

ANTONIO CANO E HIJOS, SA

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Spain

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michaela.juhaszova@cloetta.sk Michaela Juhaszova, Finance Team

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ARISI GIACOMO & FIGLI, S.R.L.

Strada Provinciale 32 18035 Dolceacqua (Im) Italy

Phone: [39] 0184-205034

Fax: [39] 0184-206296 Website: www.arisigiacomo.com Email: arisigiacomo@gmail.com Arisi Giacomo, Administrator

ARLAVAN S.A.

Av. Kennedy 5454 Of 903 P. 9 Vitacura, Santiago

Phone: [56] 2-2133930 Fax: [56] 2-2133931 Website: www.arlavan.cl Email: jalosada@arlavan.cl Jose Losada, General Manager

ARTESTILO ARTE Y REGALO S.L.

Avda. Camino De Lo Cortao #30 Nave 19 San Sebastian De Los Reyes Madrid

28700

Spain

Phone: +34 91 429 6646 Fax: +34 91 420 1699 Email: bankarrota@gmail.com Ciriaco Sanchez, President

ASEMESA

Meson Del Moro, 1 41004 Sevilla

Spain Phone: +34954229485

Fax: +3495423261 Website: www.asemesa.es

Email: asemesa@asemesa.es

Antonio De Mora

ASINUS ATLANTICUS SA

Rua Dr. Sousa Menezes, 18, R/C Angra Do Heroísmo Regiao Autonoma Dos Acores 9700-194

Portugal

Phone: +351918479095

Website:

www.asinusatlanticus.com

Fmail:

marcoscouto@asinusatlanticus.com Marcos Couto, Dr

ASOCIACIÃ3N DE COOPERATIVAS ARGENTINAS COOP. LTDA.

Av. Eduardo Madero 942 - 6th.

Buenos Aires C1106ACW Argentina

Phone: 54-11-4310-1300 (ext.

1231)

Fax: 51-11-4313-1358 Website: www.acacoop.com.ar

Email: oldano@acacoop.com.ar Claudio Oldano

ASSOCIATED CASHEW INDUSTRIES

Chandanathope Kollam Kerala 691014

India

Phone: 091474 2741823 Email: acicashew@gmail.com Abdul Salam Abdul Rehuman Kunju, Managing Partner

AUGUST TOEPFER VIET NAM CO LTD

Plot T-24 Road No. 5, Protrade International Tech Park Ben Cat Town Binh Duong Viet Nam

Phone: +84 274 351 5538

Email: purchasing@atco-cashew.vn Quang Nguyen Tan Thieu

AUSTRAL GROUP S.A.A

Av. Victor A Belaunde#147. Torre Real 7. Centro Empresarial Real Lima Lima

Phone: 51-1-7107000 Anex. 1621 Website: www.austral.com.pe Email: jcastillo@austral.com.pe Joseph Castillo, Quality Systems

Coordinator

AZIENDA AGRICOLA LA BOTTERA S.S.

Via Boetti 93

Morozzo Cuneo 12040

Phone: 0039.0171.299.280 Fax: 0039.0171.299.280

Website:

www.caseificiolabottera.com Email: labottera@libero.it Mario Sarale, President

AZORFISK, UNIPESSOAL LDA

Rua Da Lapinha, 20 Rabo De Peixe Azores 9600-115

Portugal

Phone: +351296249375 Fax: +351296249376 Website: https://

www.facebook.com/azorfisk/ Email: azorfisk@azorfisk.pt Simão Neves, General Manager

В

B&E HONEY FIELDS LTD.

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Phone: 905-328-6066 Email: brian@honeyfields.org Brian Rowaan, President

BALCONI

Via Xx Settembre 51 20014 Nerviano (Mi)

Phone: +39-0331-406427 Fax: +39-0331-406410

Email:

export@balconidolciaria.com Arianna Tonnini, Sales Department

BALCORP LIMITED

4103 Sherbrooke Street West Montreal, Quebec H3z 1a7

Canada

Phone: 514-939-0909 Fax: 514-939-0777 Website: www.balcorp.com

Email: stephen@balcorp.com Stephen Meltzer, Trader

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Turkey

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BARRYS TEA

Kinsale Road Cork

Ireland

Phone: 353 21 491 5000 Fax: 353 21 431 3606 Email: cshalloe@barrystea.ie Conor Shaloe, Sales Director

BAULI S.P.A.

Via Verdi 31

Castel D'azzano (Vr) 37060 Verona

Phone: [39] 0458288311 Fax: [39] 0458288309 Email: federica.adami@bauli.it

Federica Adami

BEE PRODUCTS INDUSTRY CO. LTD.

187/17 Changklan Rd. Muang Chiangmai 50100

Thailand

Phone: [66] 53-821247 Fax: [66] 53-821248

Website: beeproductsthai.com Email: beeproducts063@gmail.com

Veerapan Tantipong

BEFFY CASHEW COMPANY

Channapetta P.O. Kollam Kerala 691 311

India

Phone: 91 471 50684 Email: beffycashew@gmail.com

Benny George, Proprietor

BEGA FOREIGN TRADE INC.

Cecen Sokak Akasya Ac?Badem Kent Kule No:25 A Blok Kat:22

D:109

Istanbul 34660

Turkey

Phone: [90] 216-5105570 Fax: [90] 216-5105569

Website: www.sunrosefoods.com.tr Email: yasin@sunrosefoods.com.tr Yasin Durmus, Managing Director

BELBERRY PRESERVES BVBA

Torkonjestraat 21c Kortrijk - Marke 8510

Belgium

Phone: +3256220560 Fax: +3256221560

Website: www.belberry.com Email: thierry@belberry.com Thierry Vandererfven, Ceo

BELMAR DIS TICARET AS

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Fax: 90-2-324841428 Email: export@belmar.com.tr

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Barkestone Lane **Bottesford Leicestershire NG13**

United Kingdom Phone: 01476 870286 Website: https://

www.belvoirfruitfarms.co.uk/

Email:

matt@belvoirfruitfarms.co.uk Matthew Cooke, Mr

BENEFICIADORA DE ALMENDRA **URKUPINA S.R.L.**

Calle Costanera No. 126 Puerto Rico Rando

Bolivia

Phone: [591] 2-228-1136 Fax: [591] 2-228-3237 Email: omarnvr@noemail.net Desiderio Mencia Miranda

BENEFICIADORA DE ALMENDRAS LOURDES

Calle Bernardo Ochoa #272

Riberalta, Beni

Bolivia

Phone: [591] 3-852-2595 Fax: [591] 2-228-3237

Email: benef-lourdes@outlook.com

Emilio Rojas

BENEFICIADORA DE ALMENDRAS MAILY SRL

Av. Jacaranda S/N, Barrio Litoral

Beni Riberalta Bolivia

Phone: (591-3) 852 2244

beneficiadoramaily@gmail.com Mario Mencia, Manager

BENEFICIADORA DE ALMENDRAS **ROLANDO BOWLES RIVERO**

Av. El Maderero Z/Industrial No. 20

Riberalta, Beni Bolivia

Phone: [591] 3-852-3347

Fax: [591] 3-857-2065 Email: ns_o_26@noemail.none

Rolando Rivero

BENEFICIADORA SAN AGUSTIN SRL

Av. Busch 1173 La Paz Bolivia

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Email: elvirita1_@hotmail.com Agustin Ribera, General Manager

BEPPINO OCCELLI AGRINATURA S.R.L.

Reg. Scarrone 2 Farigliano Cn 12060

Italy

Phone: 390 173 746411 Fax: 390 173 746495

Email: andrea.manfredi@occelli.it Andrea Manfredi, Export Manager

BETHANYA CASHEW COMPANY

Mavadi P.O. Kollam 691507 India

Phone: 914742415550

Email: manojklpm84@gmail.com

Vinu Thomas, Mr.

BIGFISH FOODS CORPORATION

Bigfish Foods Corporation, Recodo Zamboanga City Zamboanga Del Sur 7000

Philippines

Phone: 063629820708 Fax: 063629820710

Email: esr rme87@yahoo.com Elioreco Ricaborda, Qc Manager

BIO-FAMILIA AG

Bruenigstrasse 141 Ch-6072 Sachseln Switzerland

Phone: [41] 41-666-2564 Fax: [41] 41-666-2550

Email: dreichlin@bio-familia.com Daniela Reichlin Stolz, International

Sales Manager

BIOSPICEFOODS EXPORTAÇÃO E IMPORTAÇÃO EIRELI

Rod Governador Mario Covas, Km 137, Sala 03 - Canivete Linhares Espirito Santo 29909025 Brazil

Phone: 5591999668282

Email: arp-99668282@hotmail.com

Josè Malacarne, Director

BISCOTTIFICIO PRIMAVERA S.R.L.

Via Vanzelle, 5 Rivoli Veronese Vr 37010 Italy

Phone: [39] 045.7280070 Fax: [39] 045.7281204

Email:

mike@biscottiprimavera.com Michael De Beni, Export Manager

BISCUITERIE MAISON BRUYERE

Za La Bouissounade Lagrave Tarn 81150

France

Phone: +33563811966

Website: www.maisonbruyere.fr Email: lea@maisonbruyere.fr

Lea Bruyere

BISMI CASHEW COMPANY

Mangad P.O Kollam Kerala 691015

India

Phone: 914742710966 Fax: 914742711660

Website:

www.bismicashewcompany.com Email: bccshiyas@gmail.com Hussain Shiyas, Mr

BODEGAS NOVARRO LOPEZ. S.L.

Autovia Madrid-Cadiz, Km. 193 Valdepenas (Ciudad Real)

Spain

Phone: [34] 902193431 Fax: [34] 902193432

Website: www.navarrolopez.com Email: info@navarrolopez.com Doroteo Navarro, President & Ceo

BOLA RAGHAVENDRA KAMATH AND SONS

Kukkundoor

Karkala Ks 576 117 India

Phone: 9611135326

Website: www.bolacashew.com Email: bola@bolacashew.com Bola Annappa Kamath, Annappa

BONDUELLE DO BRASIL PRODUTOS ALIMENTICIOS LTDA.

BR 251 Km 14,5 Fazenda Capim

Pubo, S/N

Cristalina Go 73850000 Brazil

Phone: 055 61 2141 0617

Fmail: karine.linhares@bonduelle.com

Karine Linhares

BONDUELLE POLSKA S. A.

Ul. Pulawska 303

Warszawa 02-785

Poland

Phone: 048 61 4446700

Fax: 048 61 4446701

Email:

bartosz.kraska@bonduelle.com Bartosz Kraska, Quality Department

BONOMI S.P.A.

Via Vazzi, 7

Roverã" Veronese, Verona 37028

Italy

Phone: [39] 045-6509300 Fax: [39] 045-6509350

Email:

federica.bonomi@fornobonomi.co

Federica Bonomi, Export Area

Manager

BOSCO NESTORE & C. SNC

Via Contrada Casali Numero Civico

65010 Nocciano Pescara

Phone: [39] 085-847345 Fax: [39] 085-847585

Email: info@nestorebosco.com

Nestore Bosco

BOURGOGNE ESCARGOTS

Zi Excellence 2000

Chevigny St Sauveur France 21800

France

Phone: [33] 380 710666 Fax: [33] 380 710667 Email: contact@bourgogne-

escargots.fr France Aubriet

BRAZIL EXPORTAÇÃO E IMPORTAÇÃO COMFRCIAL LTDA

Fortaleza Ceara 60150165 Brazil Phone: +5585999819239

Av Santos Dumont 3131

Email: queiroz47@me.com Anderson Queiroz, Director

BRIOSA - CONSERVAS DE PESCADO

Porto De Pesca - Cabedelo Figueira Da Foz Figueira Da Foz

Portugal

Phone: +(351)233431054

Website:

www.briosaconservas.com

Fmail:

briosa@briosaconservas.com Marilucia Faustino, Ceo

BRISTOT S.R.L.

Via Di Fugnano, 20 San Gimignano Siena 53037

Italy

Phone: 0039 (0)577 940506 Website: www.nuovabristot.com Email: info@nuovabristot.com Gianni Pieragnoli, Owner

BUILDMORE ENTERPRISE CO., LTD.

7f-2, No. 57, Fu Hsing N. Rd.

Taipei Taiwan

Phone: [886] 2-27523137 Fax: [886] 2-27112086

Email: export@bm-group.com.tw Y Tsai, General Manager

BUMI AGRO MAKMUR SEJAHTERA PT

Darmo Permai Timur 8/9 Surabaya East Java 60189

Indonesia

Phone: +6231 7318871 Fax: +6231 7329736

Email: kevinryan182@gmail.com Kevin Ryan, Marketing

C

C. ZAFIROPOULOS - A. TOMARAS S.A.

T.R.N.: 094101148 Tragano Elias 27057

Greece

Phone: [30] 262-305-4469 Fax: [30] 262-305-4469 Email: za-to@otenet.gr

Costantino Zafiropoulos, President

CA FRANCE CHAMPIGNON

64- Rue Chantemerie

Saumur 49427

France

Phone: 33-2-41-40-44-44 Fax: 32-2-41-40-44-45

Website:

www.francechampignon.fr

Fmail:

loic.dollo@francechampignon.fr

Loic Dollo

CALOGERO G. BILLANTE S.A.

Barrio Mijoa S/N Mutriku 20830

Spain

Phone: 00 34 943 60 36 97 Email: export@yurritagroup.com

Enara Markuerkiaga

CAPILANO HONEY LIMITED

399 Archerfield Road Richlands Qld 4077

Australia

Phone: [61] 07 3712 8212 Fax: [61] 07 3712 8285

Email: exportops@capilano.com.au Ana Kerwald, Export Coordinator

CARIBBEAN DEPOT LTD.

76 Marcus Garvey Drive

Kingston 13 Jamaica

Phone: 8767578058 Fax: 8769017919

Email: caribdepot@gmail.com Michael Jureidini, Director

CARL KUEHNE KG (GMBH & CO.)

KüHnehã¶Fe 11 22761 Hamburg

Germany Phone: [49] 40.853.05.418 Fax: [49] 40 853 05 - 979 418

Website: www.kuehne.de Email: simon.behrens@kuehne.de Simon Behrens, International Sales

Manager

CAROB,S.A

Celleters 143 Palma De Mallorca Islas Baleares

07141 Spain Phone: 0034971604480 Fax: 0034971604764 Website: www.carob.es Email: jsansegundo@carob.es

Julia San Segundo CASEIFICIO LONGO SRL

Via Leonardo Da Vinci 43 Rivarolo (To) 10086

Italy

Phone: 39.0124.428247 Fax: 39.0124.308164

Email: export@caseificiolongo.it

Ms. Silvana Longo

CASEIFICIO TRE STELLE S.R.L.

Via S.S. 18 - Contrada Cioffi Eboli Salerno 84025

Phone: +39 (0)828 347356 Fax: +39 (0)828 347355

Website:

www.caseificiotrestelle.com Email: info@caseificiotrestelle.com Gennaro La Marca, Administrator

CASTILLIAN FOODS, S.L.

Calle Infanta Cristina Nº2 E/ 1 Local 1 E

Murcia Murcia 30007

Spain

Phone: 0034 968 221 300 Fax: 0034 968 221 820

Email: castillianfoods@hotmail.com Luis Miguel Berral Casas, Manager

CATZ INTERNATIONAL BV

Blakeburg Building, 9th Floor Rotterdam 3011 TA Netherlands

Phone: 0031-10-4113440 Fax: 0031-10-4118913 Website: www.catz.nl Email: baas@catz.nl

Roland Baas, Manager Forwarding

Dept.

CCE HANSEATIC AGRI GMBH

Tempowerkring 6

Hamburg Deutschland 21079

Germany

Phone: +4915772379210 Email: eulenburg@hanseatic-

agri.com

Carl Zu Eulenburg

CELEBES CANNING CORPORATION

Cabu, Tambler **General Santos City Philippines**

Phone: 6383 553 1280 Fax: 6383 553 1281

Email:

miradelrosario@celebescanning.co

m.ph

Mira Del Rosario

CENTO GIDA TARIM ARACILIK INS. SAN. VE TIC. A.S.

Musabey Mah Cavus Yolu

Izmir Izmir 35660

Turkey

Phone: +902328458426 Fax: +902328458429 Website: www.centofood.eu Email: info@driedfruit.de Ali Duyar, President

CENTRO MAR SA

El Palomar No. 109 Arequipa

Peru

Phone: 51 54 285788 Fax: 51 54 285788

Email:

gustavoamado@centromarsa.com Fernando Gustavo Amado Carpio, General Manager

CENTURY PACIFIC FOOD. INC.

19th Floor Centerpoint Bldg., Julia Vargas Avenue

Pasig City Metro Manila 1605

Philippines

Phone: +632-838-8866 Fax: +632-838-8866

Website: www.centurytuna.ph

dengle@centurypacific.com.ph Daisy Engle, AVP For R&D Operations

CERIK IHRACAT ITHALAT

Musabey Mah. Cavusyolu Sokak

Izmir İzmir 35660

Türkiye

Phone: 05322528622 Email: cem@cemcerik.com Mehmet Cem Cerik, V.P.

CHAITIP COMPANY LIMITED

86/1 Thaivirawat Bldg. 10th Floor Klongsan Krung Thep Maha Nakhon

[Bangkok] 10600

Thailand

Phone: +66 2 4370168 Website: www.chaitip.com Email: charoonc@chaitip.com Mr. Charoon, International Sales & Marketing Manager

CHAMPIÃ'ONES SORIANO, S.L.

Ctra. Ledaã'A, Km. 1 Iniesta Cuenca 16235

Spain

Phone: +34 968 230008 Fax: +34 968 230254

Website:

www.champinonessoriano.es Email: consemur@consemur.com David J. Martinez, Export Manager

CHANDRA CASHEW IMPORTS & EXPORTS PVT LTD

Chandanathope P.O. Kollam Kerala 691014

India

Phone: +914742715057 Fax: +914742714533

Email: cashewexporter@gmail.com

Dinesh Chandran, Mr

CHARBONNEAUX - BRABANT

52 Rue De La Justice 51100 Reims 41051

Phone: [33] 3-2649-5870 Fax: [33] 3-2649-5890 Website: www.vinaigre.com

chumann@charbonneaux.com Cedric Humann, Area Manager

CHATTRADE ENTERPRISES

822 Elcano Street Manila 1006 **Philippines**

Phone: 63 2 244 4468 Fax: 63 2 244 4469

Email: chattrade@hotmail.com Benjamin Sy, Vice President

CHOICE CASHEW INDUSTRIES

Chandanathope Kollam Kerala 691014

India

Phone: 091 474 2741823 Email: hamsaabdul@yahoo.co.in Sirajudeen Abdul Rehuman Kunju,

Proprietor

CHOTIWAT MANUFACTURING CO.,

ITD

1069. Asia Highway Hat Yai, Songkhla 90110

Thailand

Phone: [66] 74-210222 Fax: [66] 74-210220 Email: kessara.ma@chotiwat.com

Somneuk Chotiwattanaphan, Managing Director

CHUOKEN SENBEI, INC.

1-21-14

Itabashi-Ku Tokyo 174-0074

Japan

Phone: 81-3-6909-3771 Fax: 81-3-3956-3115

Email: s.yamada@chuoken.co.jp Shu Yamada, Director Of Sales

CJ UNIWORLD CORPORATION / TROPICAL SYNERGY INTERNATIONAL

Piatos St., Brgy. San Isidro Bunawan, Davao City 8000

Philippines

Phone: [63] 82 236 0465 Fax: [63] 82 236 0461

Website: www.jncbananachips.com Email: cjuniworldcorp@gmail.com

Robert Go, President

CLEMENT FAUGIER

17 Ave Clement Faugier 07001 Privas Cedex

France

Phone: [33] 4.75.64.07.11 Fax: [33] 4.75.64.39.81

Email: serviceexport@clementfaugier.com Jean David Boiron, Manager

COELSANUS INDUSTRIA CONSERVE SPA

Via Ca' Berta 1 Sossano Vi 36040

Italy

Phone: 039 0444 884600 Fax: 039 0444 885789 Website: www.coelsanus.com Email: b.portinari@coelsanus.com Bruno Portinari, Export Manager

COFACO ACORES

Edificio Amoreiras Plaza Lisboa No 9, 4c 1070-374 Portugal

Phone: +351 21 7997200 Fax: +351 21 7962952 Website: www.cofaco.pt Email: luis.grilo@cofaco.pt

Luis Grilo

COINS FOODS AND SPICES (PVT.) LTD.

28/3060b, 'Ragam' Cochin 682 020, Kerala

India

Phone: [91] 484-2319474 Fax: [91] 484-2320329

Email:

joseph.varghese02@yahoo.com

Babu Joseph, Director

COMERCIALIZADORA COLDFRUIT SPA

Calle Puente#157 Chillan Chillan 3780222

Chile

Phone: 56-9-98656239 Email: ifrozen8@gmail.com

Ingrid Hamburger

COMMODITY TRADING AGENCY

B-22 Pramukh Swami Arcade, Malaviya Chowk, Rajkot Gujarat 360001

India

Phone: +919930449315

Fax: N/A

Website: www.kpeheraj.com Email: dhaval@kpeheraj.com Dhaval Kamdar, Founder / Partner

COMPAGNIA DEL MONTALE S.R.L.

Via W. Tobagi 6/Abcd Sassuolo Modena-Emilia Romagna

41049 Italy

Phone: [39] 0536-806434 Fax: [39] 0536-811765

Website: www.balsamic-vinegar.biz

enrico@compagniadelmontale.com

Zini Enrico, Owner

CONAGRO S.A.

C/O Caragol & Zaina Associates New Rochelle Ny 10801 **United States** Phone: 914-636-8988 Fax: [212] 3736-5206 Email: b.debbagh@conagro.net Bachir Debbagh, President

CONDI ALIMENTAR, SA

Rua Do Ferro

Camarate 2680-459

Portugal Phone: +351 219484390 Fax: +351 219479182 Website: www.condi.pt Email: patricia.santos@condi.pt

Patricia Santos **CONDITE OY**

Lisenssikatu 5 Naantali FIN-21100

Finland

Phone: +358-2-4365 900 Website: www.condite.fi, www.prominentfood.com Email: info@condite.fi Carl-Bertil Borg, Commercial

Director



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Phone: [30] 210-6197980 Fax: [30] 210-6197571 Email: conex@conexfruit.com Alexandros Protopapas, President/Ceo

CONGELADOS DE TECOMAN, S.A. DE C.V.

Matamoros 700 Tecoman Colima, C.P. 28150

Mexico

Phone: [52] 313-3243255

Fax: [52] 313-2343256

Email: arambula@vallenuevo

Email: arambula@vallenuevo.com Alejandro Arambula, General

Manager

CONGELADOS ÑUBLE

Lote 3 El Peral Sector Mutupin San Carlos Ñuble

Chile

Phone: 56976895918

Email:

contabilidad.congeladosnuble@gm

ail.com Jonathan Caro

CONRAD SCHULTE GMBH & CO. KG

Bentelerstrasse 9 Rietberg-Mastholte Nrw 33397

Germany

Phone: +49 29 44 982 121 Fax: +49 29 44 982 125 Email: spruce@schultefeingebaeck.de

Gabriela Spruce, Export Clerk

CONSERVAS CERQUEIRA, S.A.

Tomas A. Alonso, 80 Vigo 36208

Spain

Phone: [34] 986233500 Fax: [34] 986233507

Email: ycomesana@paypay.es Yolanda Comesana, Export

Manager

CONSERVAS DE MURCIA, S.L.

Calle Aurora, 1 Entlo. A 30001 Murcia

Spain

Phone: [34] 968-236045 Fax: [34] 968-200856

Email: carmen@food-service.com Fulgencio Lozano, General Manager

CONSERVAS EL RAAL S.L.

Calle Los Simones, 14 30139 El Raal Murcia - Espana CIF:

B-30128466 Phone: [34] 968-811718

Fax: [34] 968-812815

Website: www.conservaselraal.com

Email:

ramona@conservaselraal.com Ramona Lopez, Sales Department

Responsible

CONSERVAS FAMILIA CONESA, S. L.

Ctra. San Fulgencio-Elche Km. 4 San Fulgencio Alicante 03177

Spain

Phone: 34+966794253 Fax: 34+966794191 Website: www.sanful.com

Email:

oscar. benitez @conservas familiac on

esa.com

Oscar Benitez, Export Manager

CONSERVAS MARTINEZ, S.A.

Calle Mula, S/N

Las Torres De Cotillas Murcia 30565

Spain

Phone: 34 968.626.625 Fax: 34 968.627.873

Email:

calidad@conservasmartinez.com Jose Carlos Martinez, General

Manager

CONSERVAS PORTUGAL NORTE, LDA.

Rua Sousa Aroso, 580-620 Matosinhos Matosinhos 4450-287

Portugal

Phone: +(351)229380019 Website: www.portugalnorte.com

Email:

conservas@portugalnorte.com

Marilucia Souza, Ceo

CONSERVAS VELMAR SL

La Mar 25 Colindres Spain

Phone: +34 942650039 Website: http://

www.conservasvelmar.es/

Email:

conservasvelmar@conservasvelmar .es

Juan Antonio Velez, Owner And Director

CONSORCIO DE LOS QUESOS TRADICIONALES DE ESPANA

Fraguas, S/N

28923 Alcorcon (Madrid)

Spain

Phone: [34] 916443195 Fax: [34] 916440756

Email:

contabilidad@consorcio que sos.co

m

Susana Del Castillo, Export

Manager

CONSORCIO INDUSTRIAL EL PACIFICO

SAC

Av Abancay 235, Of.902, Cercado

Lima LIMA 1

Peru

Phone: +51-1-715-1187 Fax: +51-1-7171839 Website: www.coipsac.com

Email:

susanaballonchirinos@gmail.com Susana Ballon, General Manager

COOPERATIVA AGRICOLA IL FORTETO

Frazione Rossoio, 6 Vicchio Firenze 50039

Italy

Phone: +39 0558448183 Fax: +39 0550511800 Website: www.forteto.it Email: qualita@forteto.it Alberto Bianco, Control Quality

Office

COOPERATIVA AGRÍCOLA VIRGEN DE

BELEN SCA

Avenida Del Aljarafe, 94-96

Pilas Sevilla 41840

Spain

Phone: [34] 95 4750100 Fax: [34] 95 4750671 Website: www.cobelen.es Email: carrizosa@cobelen.es Manuel Carrizosa Delgado, General

COOPERATIVE DE SAFRAN

Evripidou 1 Str. Krokos Kozani 500 10

Greece

Manager

Phone: [30] 24610.63283 Fax: [30] 24610.63620 Website: www.safran.gr Email: sinkroko@otenet.gr Nikolaos Patsiouras, President

COOPMAC MACADAMIAS

Caixa Postal 71 Sao Mateus Espirito Santo

Brazil Phone: +5527998999100

Email: wesley.bonomo@gmail.com

Wesley Bonomo

COSMO SEAFOODS COMPANY

LIMITED

Pmb 85, Community 1 Tema Greater Accra

Shana

Phone: 00233(0)269060034

Fax: 00233(0)303206101 Website: www.cosmoseafoods.com

AACDSI

samuel.asare@cosmoseafoods.com

Samuel Asare, Head Qhse

COSTA BRASIL INDUSTRIA DE BENEFICIAMENTO DE AMENDOAS LTDA

St Correquinho Do Muniz Sn Cruz Ceara 62.595-000

Brazil

Phone: 85981863583

Email:

leilianesoares@castanhascostabrasi l.com.br

Glaydston Muniz

COSTA DE ORO INTERNACIONAL

Urbanizaciã³N Zorobaru, Casa #5d Po Box 11052-1000 San Jose

Phone: [506] 286-3700 Fax: [506] 227-0168

Email:

Costa Rica

ojimenez@costadeoroexports.com Ronald Segura, Export Manager

CROWN CASHEW IMPEX PRIVATE

LIMITED

Kp V-385 D Mangad Kollam 691015

India

Phone: 9847072786 Fmail:

crowncashewimpex@gmail.com Shiyas Hussain

CSQA CERTIFICAZIONI SRL

Via San Gaetano 74 Thiene Vicenza 36016

Italy
Phone: 344 1174909
Fax: 0445 313070
Website: www.csqa.it
Email: c.merlo@csqa.it
Carlo Merlo, Foreign Affairs

Manager

CUETARA 1951 S.L.U.

Avenida De Castilla, 60 Reinosa (Santander) 39200

Spain

Phone: (+34)933659115 Email: arps@cuetara1951.es

Niek Arps

CV. INDOSPICE

Jln. Tikala Ares No. 43 Manado Sulawesi Utara 95124

Indonesia Phone: +62431864428

Website: www.indospicemanado.com Email: indospice.mdo@gmail.com Moureen Lengkey, Director

CV. KEONG MAS PERMAI

Jl. Raya Sukowati No. 410 Bojonegoro 62181, East Java Indonesia

Phone: [62] 353-886328 Fax: [62] 353-886338

Email: keongmas_permai@yahoo.com

Tony Sulistio, Director

D P GLOBAL VENTURES (PVT) LTD.

No 144, Facilities Complex Iv Madapatha Piliyandala 10300

Phone: +94114700600 Fax: +94114700677 Website: www.dpglo.com Email: suhashinic@dpglo.com Shammi Karunaratne, Chief

Executive Officer

DAHERFOODS - MASTER CHIPS

Ferzoul Bekaa 241 Lebanon

Sri Lanka

Phone: 961 8 952 222 Fax: 961 8 950 333

Email:

mona.saghbini@daherfoods.com Mona Saghbini, Nuts Technical

Specialist

DALIAN JINYU FOODS CO.,LTD

Rm 1607 Unit 1, Building 52, **Ganglong Road** Dalian Liaoning 116001

China

Phone: +86-411-82803789 Website: www.jinyufood.com Email: yangkun@jinyufood.com Kun Yang, General Manager

DANEX IC VE DIS TICARET SAN. LTD.

Zafer Sb. Mh. Ayhan Sok. Uretim A2 500 No:12 A/4

Izmir Izmir 35410

Turkey

Phone: +90 549 350 27 77 Website: http://danexoil.com/ Email: office@danexgrp.com Kateryna Shport, Mrs

DE MATTEIS AGROALIMENTARE SPA

Zona A.S.I.

Flumeri (Avellino) Avellino 83040

Italy

Phone: +39 0825 421224 Fax: +39 0825 421238

Website: www.dematteisfood.it

uberto.taliercio@dematteisfood.it Uberto Taliercio, Direzione

Commerciale

DELISH CASHEW INDUSTRIES

Asramam Po Kollam Kerala 691002

India Phone: 091 474 2741823

Email:

delishcashew670@gmail.com Adhinan Salam, Managing Partner

DELIZIE BAKERY SRL

Corso Asti 26 Alba Cuneo 12051

Phone: 0039 0173 366993 Fax: 0039 0173 441612 Email: quality@deliziebakery.com

Valentina Ruaro, Quality & R&D

Manager

DELIZIE DI RIVIERA S.R.L.

Via Vecchia N. 91 19020 Ceparana, La Spezia Phone: [39] 0187931283 Fax: [39] 0187940027 Email: m.braghiroli@ala-spa.com Maurizio Braghiroli

DERIVADOS DEL MAIZ ALIMENTICIO S.A.

5 Kms West Jimenez Highway, 1st Street

Guapilas, Pococi Limon 1071-1000

Costa Rica

Phone: 506 22329110 Fax: 506 22901655 Email: vabarca@demasa.com Veronica Abarca Vargas

DESIAMCUISINE (THAILAND) CO.,

1334/29 Rama 3 Soi 52, Bangkok Bangkok 10120

Thailand Phone: +66 2 115 9829

Fax: +66 2 115 9825 Email: herve@desiam.com Herve Haurie, Managing Partner

DEWARLE HONEY

Box 1598

Yorkton Saskatchewan S3N 3L2

Canada

Phone: 2045725584

Email: jdewarle4@hotmail.com John Dewarle, Bee Keeper

DINAY BLUEWAVE SARL

26 Zone Industrielle Route De

Martil

Tetouan Tetouan 29000

Morocco

Phone: 00212 539 97 90 49

Fax: 00212 539 97 90 45

Fmail:

zbouzidi@dinaybluewave.ma Zakaria El Bouzidi. Administrative And Financial Responsible

DISTRICAIA COMERCIO E DISTRIBUICAO DE CAFES LDA

Rua Do Estadio 17, Apartado 50 Campo Maior Portalegre 7370-028

Portugal

Phone: +351925457264 Website: www.cafes-silveira.com Email: diogo.chabert@cafes-

silveira.com Diogo Chabert

DK COMMODITY COMPANY LIMITED

Dt 747 Road

Tan Uyen Town Binh Duong

Vietnam

Phone: +842837056568 Website: dkltd.vn Email: nga@dkltd.vn

Nga Nguyen Thi, Owner - Dicrector

DKC GRUP GIDA SANAYİ A.Ş

Fatsa Organiize Sanayi Bölgesi Mehmet Akif Beşik Sk. No:5 Ordu Fatsa

Turkey

Phone: +904524240352 Email: info@dkcgrup.com.tr

Ömer Faruk Gür

DNZ-DENIZ DIS TIC SAN VE PAZ LTD

Salihli Osb 304 Cad No 17 Salihli/

Manisa

Manisa Salihli 45300

Turkey

Phone: +9005076302700 Website: www.deniztarim.com Email: ceyhun@deniztarim.com İbrahim Ceyhun Deniz, Operation

Manager

E N F GIDA DANISMANLIK IC VE DIS **TICARET SAN.A.S.**

Yazibasi Mh. Yazibasi-Izmir Cd.

No:51/A

Torbali Izmir 35875 Turkey

Phone: 902328311011

Email:

rukiye.kayhan@enfgida.com.tr Rukiye Kayhan, Managing Director

E.K.E. - GREEK CANNERS ASSOCIATION

P.O.Box 5, Kopanos Naousa Imathia 59035

Greece

Phone: 0030 23320 43237 Fax: 0030 23320 43006 Email: eke@delcof.gr Costas Apostolou, President

EAST MED CROPS

Teir Maaleh **Homs Hims NONE** Syrian Arab Republic Phone: 00963 31 2329804

alijandali@eastmedcrops.com

Ali Jandali

EASTERN DELIGHT FOODS CO., LTD.

531/8 Soi Phaholyothin 34 Chatuchak Bangkok 10900

Thailand

Phone: (66) 2-579-7877 Fax: (66) 2-579-9288

Email: marketing@edfood.com Yodsawaj Suriyasirisin, General

Manager

ECO FOODS S.A. DE C.V.

Circunvalacion Street, Pol. D #1 Antiguo Cuscatlan El Salvador

Phone: 503 2243 1143 Email: rsiman@ecofoods.net Rolando Javier Siman, General

Manager

ECOFINIA GMBH

Diebrocker Str. 17 Herford Nrw 32051

Germany

Phone: +495221910155 Fax: +495221910150 Website: www.vivani.de Email: rypholz@weinrichschokolade.de

Jessica Rypholz, Export Department

ECOM AGROTRADE LTD.

55 Old Broad St. 10th Flr London London EC2M 1RX United Kingdom

Phone: 44 203 214 2100 Website: www.ecomtrading.com

Fmail:

john.dunbar@ecomtrading.com John Dunbar, Chief Operating Officer - Edible Nuts And Spices

EGE NKM GIDA SAN. VE TIC. A.S.

Alosbi, Coraklar Mah. Izmir Izmir 35580

Turkey

Phone: +905554208162 Website: www.egenkm.com.tr Email: nedimk@egenkm.com.tr

Nedim Kalpaklıoglu

EL JABRI GROUP (SIALCO SA)

Quartier Industriel Anza Agadir 80000

Morocco Phone: 5114411422

Fax: 5114212972 Email: sialco@groupeeljabri.net

Mohamad Jabri

ELGIN FRUIT JUICES (PTY) LTD.

P.O. Box 43

Grabouw Western Cape 7160

South Africa

Phone: [27] 218597160 Fax: [27] 218593408 Email: mariev@efj.co.za Marie Venter, Quality Manager

ELIAD OLIVE OIL LTD

M. Levy 11/814

Rishon Lezion Rishon Lezion 75707

Israel

Phone: 9723-9413433 Fax: 9723-9520407

Website: wwweliad-oliveoil.com Email: nomi@gkaminsky.com Nomi Guerstein, Import Manager

ELSA DI DOMENEGHETI MAURIZIO

SOC. AGR.S.S. Via Carrate, 28

Bomporto Modena 41030

Italy

Phone: 0039 59 901612 Email: alberto@altairsas.it Maurizio Domeneghetti, Legal

Representative

EMILIANI SRL

Via Genova N. 11 15050 Carbonara Scrivia (AI)

Alessandria 15050

Italy

Phone: [39] 0131-892230 Fax: [39] 0131-892536 Email: info@acetoemiliani.com Angelo Pestarino, Managing

EMPRESA BOLIVIANA DE ALIMENTOS

Y DERIVADOS - EBA Av. Arce Nro.2382

La Paz Rolivia

Director

Phone: 591 2 2146292

mariaesther.eba2@gmail.com Maria Esther Rivas, Commercial

EMPRESAS FRUNAR

Camino La Obra Curico Maule Chile

Phone: +56712981584 Website: www.frunar.cl Email: paula.narvaez@frunar.cl

Raul Narvaez

ERMILIA OLIVES SA

Koukounara Place Ormylia Chalkidiki 63071 Greece Phone: ++302371052083 Email: production@ermiliaolives.gr Aglaia Liakou, Quality Assurance Manager

ERNESTO MORGADO, SA

Rua Professor Casimiro De Oliveira, 21 - Barra Alqueidão Figueira Da Foz 3090-833 Portugal Phone: +351918985434

Phone: +351918985434 Website: www.emorgado.pt Email: miguelgraca@emorgado.pt Miguel Graça, Mr.

ESPAGRY IBERICA S.L.

Carreterra Ex 108 Km 45 Apartado

Malpartida De Plasencia 10680

Spain

Phone: [34] 927 420300 Fax: [34] 927 420228 Email: ricardo@espagry.es Ricardo Mantaut, Manager

ESPERANCA AGROPECUARIA E INDUSTRIA / EDSON QUEIROZ GROUP

Av. Parque Oeste, 2130 Maracanau - 61.939-120 Brazil

Phone: [55] 85.3299-8700

Email:

marcos.romano@esmaltec.com.br Marcos Romano

ESTEPAOLIVA, S.L.

Cl Mesones 26 Estepa Sevilla 41560 Spain

Phone: 0034 955 913 001 Fax: 0034 955 913 000

Website: www.estepaoliva.com

Email:

estepaoliva@estepaoliva.com Ignacio Loring, Sr.

EUROALIMENT P.A.C. S.L.

Ctra. N-230, Km. 11,2 Rosello Lerida 25124

Spain

Phone: [34] 973-730-525 Fax: [34] 973-730-515 Website: www.grup-pons.com Email: epons@grup-pons.com Eduard Pons, President

EUROPI S.R.L.

Reggio Emilia 42122 Italy Phone: +39 0522 553252

Via M. Mazzacurati, 7/A

Phone: +39 0522 553252 Fax: +39 0522 554853 Website: www.terramaris.it Email: sandra@terramaris.it Francesco Zannoni, Ceo

EXIMCRUZ S.R.L.

Carretera Cobija-Porvenir S/N Cobija 11269

Bolivia

Phone: 591-2-2201842 Email: apalexsajama@gmail.com Edwin Carlo, Mr.

EXPORT PACKERS

107 Walker Drive Brampton On L6T 5K5

Canada

Phone: 905-595-0777

Email:

 $rhonda_martone@exportpackers.c\\$

om

Rhonda Martone

EXPORTADORA ANAKENA LTDA

Calle 6 Oriente, Parcela 164 Paine Metropolitana 9540473 Chile

Phone: 562 2 824 37 02 Fax: 562 2 824 18 99 Website: www.anakena.cl Email: bvaldivieso@anakena.cl Benjamin Valdivieso, Export

Manager

F

FAA VIVASOLE GMBH

Petersgasse 39 Graz 8010 Austria

Phone: 004333858745 Fax: 004333858780

Email: faavivasole@faavivasole.at Giorgio Pavia, Manager

FAMOUSA AGRO LTD

No. Dantata Road, Bombia Kano Kano NONE Nigeria

Phone: +234 80 3333 7363 Fax: +234 80 3333 7363 Website: www.famousa-agro.com Email: info@famousa-agro.com Khaled Mousallati, Md

FATHIMA CASHEW COMPANY

Chatinamkulam Kollam Kerala 691014 India

Phone: 04742710403 Fax: 04742710474

Email: fathimacashew@live.com

Basheer M

FAVELLATO SRL

Localita' Breccelle Isernia Isernia 86170

Italia

Phone: +39 0865/290727 Fax: +39 0865/503141

Website:

www.pastificiofavellato.com

Email:

f. favella to @pastificio favella to. com

Federica Favellato

FEEL GOOD SYRUP INC. DBA SO ELDERBERRY GOOD

29 Sorrel Crescent St. Albert Ab T8N 0K4 Canada

Phone: 7802427694

Email:

catalina@soelderberrygood.com

Catalina Llano, Owner

FELTRA INTERNATIONAL LOGISTICS (PTY) LTD.

3 Waterpass Road Isando South Africa Phone: 2 711 974 8228

Fax: 2 711 974 7642 Website: www.feltra.co.za Email: kelly@feltra.co.za Kelly Fourie, Branch Manager

FENIX S.A.

Ruta Nac. 188 - Km 800 General Alvear Mendoza 5620 Argentina

Argentina Phone: [54] 2625-424786

Fax: [54] 2625-426640 Website: www.fenixarg.com.ar Email: mperon@fenixarg.com.ar Mariano Jesus Peron, Director

FILIBERTO MARTINEZ, S.A.

Avda. J. Ramon Jimenez Calasparra 30420 Murcia

Spain

Phone: [34] 968720178 Fax: [34] 968720869 Email: filma@filmasa.com Francisco Martinez, Manager -Director

FINCA POMABEL S.L

Ordoã'Ez 1-Bajo Calasparra Murcia 30420 Spain

Phone: +34 968745043 Fax: +34968745043

Website: www.arrozdecalasparra.es Email: info@arrozdecalasparra.es Maria Haro Rodriguez, Manager

FIORDELISI SRL

Sp 88 Stornarella - Ascoli S Km 0+600

Italy

Phone: 039 0885 437024 Fax: 039 0885 437003

Stornarella Fg 71048

Email:

antonio.romano@fiordelisisrl.com Antonio Romano, Raq - Technical Manger

FIVE STAR CASHEW EXPORTERS &

IMPORTERS

Chandanathope Kollam Kerala 691014

India

Phone: 09174741823 Email: fscashew@gmail.com Abdulla Alim Nizar, Managing

Partner

FLLI RUATA SPA

107 Frazione Baroli Baldissero D'alba 12040

Phone: +39017240802 Fax: +39017240626 Website: www.gocciadoro.it Email: luca@ruata.com Luca Ruata, Export Manager

FLM FOOD INGREDIENTS B.V. / FREEZITT

Sleestraat 26 6014 Ca Ittervoort Netherlands Phone: [31] 655730586 Fax: [31] 475563148 Email: inge.knijnenburg@flmfoodingredients.com

FLORENZANO NUTS LTDA

Inge Knijnenburg-Boon

Rua Pedro Carlos De Oliveira, 2296 Oriximiná Pará 68270-000 Brazil

Phone: +55 93 3544 2591

Email: victor@florenzanonuts.com Victor Florenzano, Director

FOODTEAM PROCESSING

Industrieweg 3
Waspik Nh 5165
The Netherlands
Phone: +317 3544 3040

Website: www.foodteamgroup.com

Email:

yvonne.vanzoggel@foodteamgroup

.com

Yvonne Van Zoggel

FOODTECH CO. LTD.

Ap 1, Nhut Chanh Ben Luc, Long An Long An Vietnam

Phone: [84] 272-3871-080 Fax: [84] 272-3871-394 Email: josa@foodtech.vn Sitala Srisatitvatana, Marketing Director

FOUR SEASONS FRUITS CORPORATION

Durian Ave., Barangay Apokon, Tagum City Davao Del Norte 8100 Philippines

Phone: [63] 84 4003637 Fax: [63] 84 4003637

Email: ifruits@surfshop.net.ph Roy Canlas, Marketing Officer





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FRABELLE MARKET CORPORATION

1051 Northbay Boulevard Navotas City Ncr 1485 **Philippines** Phone: 442-3467 Fax: 442-3467

Website: www.frabelle.com

raymond.barrieta@frabellefoods.co

Raymond Barrieta, Export Officer /

Purchasing Specialist

FRANCESCO TAMMA S.P.A.

Corso Del Mezzogiorno, 15 Foggia 71122

Italy

Phone: +39 0881308111 Fax: +39 0881661368 Email: marketing@tamma.it

Angela Coscia

FRANTOIO OLEARIO BARTOLINI EMILIO S.R.I.

Via Della Grotta 18 Arrone Terni 05031

Italy

Phone: +390744389142

Fax: +390744388722

Website:

www.frantoiobartolini.com

Fmail:

fabrizio.troiani@frantoiobartolini.c

Fabrizio Troiani, Administrative

FROZEN PRODUCTS CORPORATION SAC

Jr. Jorge Castro Harrison 461 San

Miguel Lima 32 Peru

Phone: 00511 263 6735

Fax: 00511 263 6736 Email: amuro@frozen.com.pe Adolfo Muro, General Manager

FRUBELLA PROCESSING SP. Z O.O.

Ul. Krakowska 102 Bialobrzegi 26-800

Poland

Phone: +48 48 6132213 Fax: +48 48 6132163 Website: www.frubella.com Email: info@frubella.com Alessandro Sappa

FRUITRADE INTERNATIONAL, INC.

3638 Lakeshore Blvd. West Toronto, Ontario M8w 1n6 Canada

Phone: 416-644-5500 Fax: 416-255-0628

Email: ingrid@fruitrade.net Ingrid Hamburger

GEORGOUDIS S.A.

2nd Industrial Area Of Volos Velestino Magnisia 37500

Email: info@caseificio-gelmini.it

Greece

Phone: 30 24250 24025 Fax: 30 24250 24026 Website: www.olives.gr Email: info@olives.gr Nelos Georgoudis, President

GILGAL CASHEW EXPORTS

Avaneeswaram R.S.P.O Kollam, Kerala 691517

India

FRUTICOLA OLMUE SPA - PLANTA

Camino Parque Lantaã'O 100

Phone: +56 9 99342511

Website: www.olmue.com

Email: jroessler@olmue.com

No.32 East Of Science & Technology

Email: shuguangzhi@hotmail.com

GALLETTI DI GALLETTI AURELIO & C.

San Daniele Po Cremona 26046

Website: http://www.gallettisnc.eu

marco.torresani@gallettisnc.it

Largo Monterroio Mascarenhas, 1

Website: www.gallooliveoil.com

Email: vasco.luis@galloww.com

Udupi Dist Karnataka 576117

Website: www.gayathriexports.com

gayathriexports25@gmail.com

Bola Srinivas Kamath, Partner

Via Papa Giovanni Xxiii, 15

Phone: 39 02 905 09 24

Marco Gelmini, Manager

Fax: 39 02 900 98 030

Phone: +91 8258 231006

Fax: +91 8258 231336

GELMINI CARLOS S.R.L.

Besate (Mi) 20080

Vasco Luis, Business Development

Via Antonio Faverzani, 13a

Phone: 0039 372 65544

Fax: 0039 372 65082

Marco Torresani, Mr

GALLO WORLDWIDE, LDA.

Portugal

Manager

GAYATHRI EXPORTS

Attur North

India

Italy

Lisbon Lisbon 1070-184

Phone: +351 21 389 2536

Fax: +351 21 389 2210

Fax: +56 9 99342511

Jaime Roessler, Coo

FUXIN AIREN FOODS CO.LTD

Phone: 04186638196

CHILLAN

Chillan

Chile

Street

China

Gen Qiu

Italy

G

Fuxin Liaoning

Phone: +91-475-2321001 Email: exim@carmelgroups.in

Chichu George, Ceo

GIOVANNI CANE SRL

Via Giovanni Scazzola, 72 Alessandria Alessandria 15121

Phone: +393357560312 Website: www.giovannicane.it Email: carlotta@giovannicane.it Carlotta Chiara Cane, Ceo

GLOBAL TRADING & AGENCY BV

Stationsweg 35

Sliedrecht Zuid-Holland 3362HA

Netherlands

Phone: +31 184 618211 Website: www.globaltrading.nl Email: keesmt@globaltrading.nl Kees Blokland, Director

GLORIA S.A.

Av. Republica De Panama #2461

Lima 13 Peru

Phone: 511 470 7170 Fax: 511 470 9837

Email: jmartinez@gloria.com.pe Javier Martinez, Export Manager

GOLDEN FOODS S.A.

Avenida Cronista Ricardo Montes 42 Las Torres De Cotillas 30565

Spain

Phone: 0034968387500 Email: jfrosillo@goldenfoods.es Juan Francisco Rosillo Meseguer,

Import Assistant

GOLDEN MACADAMIAS (PTY) LTD

Private Bag X11153

Schagen Mpumalanga 1207

South Africa

Phone: +27137335034 Fax: +27137335035

Website:

www.goldenmacadamias.com Email: gerda@entecom.co.za

Gerda Britz

GOLDEN WEST ENTERPRISES LTD

913 University Drive Saskatoon Sk S7N0J9

Canada

Phone: 1-306-665-2178 Email: lesmartens@shaw.ca Lester Martens, Ceo

GOURMET BRANDS

Suite 7, 6-8 Boston Road Torquay Vic 3228

Australia

Phone: 61352772775 Fax: 61352773775

Website:

www.gourmetbrands.com.au

accounts@gourmetbrands.com.au Jason Burns, Managing Director

GRAAL S.A.

Ul. Zachodnia 22

Wejherowo Pomorskie 84-200

Poland

Phone: 48 58 774 6112 Fax: 48 58 774 61 08 Email: aleszczuk@graal.pl , Quality Control Manager

GREAT FOOD (DEHYDRATION) CO.,

LTD.

1168 /64, 22 Nd Floor, Unit Cdef

Bangkok 10120 Thailand

Phone: 66-26798192 Fax: 66 - 22856363

Website: www.greatfoodgroup.com

Fmail: mx-

sec3@greatfoodgroup.com Varinee Sealim, Managing Director

GREAT FOOD INDUSTRIES (QINGDAO) CO.,LTD

No.11 Guangzhou Road Qingdao Shangdong 266700

China

Phone: 662-6798192 Fax: 662-2856363

Website: www.greatfoodgroup.com Email: linhui@greatfoodgroup.com Varinee Saelim, Managing Director

GREEN PERU S.A.

Panamericana Norte Km. 542 Salaverry Trujillo

Peru

Phone: 51 44 420613

Email: fcastro@greenperu.com Fabiola Castro Koch, Quality

Assurance Manager

GREENLIFE CASHEW EXPORTS LTDA

Av. Ouro Branco 780, Distrito

Industrial

Sao Paulo Do Potengi Rio Grande

Do Norte 59460000 Brazil

Phone: +558433185090 Email:

greenlifecashew@grupojpx.com Francisco Fernandes Praxedes

Junior, Director

GREENYARD PREPARED **NETHERLANDS B.V.**

Oude Venloseweg 84 Velden 5941 HG

The Netherlands Phone: [31] 77-4720100 Fax: [31] 77-4720128 Website: www.lutece.nl

Email:

frans.verhagen@greenyardprepare

Frans Verhagen, Product Manager

GRISSINIFICIO ZINGONIA SRL

Via Modena 8 Zingonia (Bg) 24040

Italy

Phone: [39] 035-882121 Fax: [39] 035-883466 Email: info@granforno.eu Ugo Floravanti, President

GRUPO ANGEL CAMACHO S.L.

Avenida Del Pilar, 6 Seville 41530

Spain

Phone: [34] 95-585-4700 Email: dd@acamacho.com Denise Dobmeier

GRYSIUK HONEY FARMS LTD.

2 Kuharski Street Neepawa Manitoba ROJ 1HO

Canada

Phone: 204 799 7973 Email: bryang@shaw.ca Bryan Grysiuk, President

GSL PREMIUM FOOD EXPORT CORPORATION

Barangay Zone 4 Davao Del Sur **Philippines**

Phone: 011-638-24411130 Fax: 011-638-44411130 Email: gslfood@elcoco.com.ph Leopoldo Estrellado, President

GURSOY TARIMSAL URUNLER GIDA SAN. VE TIC. A.S.

Kazim Karabekir Caddesi No:35/A

Ordu Turkey

Phone: [90] 4522255150 Fax: [90] 4522230432 Email: gursoyas@ttmail.com Dursun Gursoy, General Manager

н

HAPPY CHEF. INC.

Broker Street Navotas 1403 **Philippines**

Phone: 63 2 283 5915 Fax: 63 2 244 4469 Email: hpchef@gmail.com Benjamin Sy, President

HELWA WAFFELBAKKERIJ BV

Doniaweg 41 Hallum 9074AG Netherlands

Phone: 031 518 432 041 Fax: 031 518 431 731 Email: elinden@helwa.nl Erik Linden, Commercial Manager

HENRY LAMOTTE OILS GMBH

Merkurstr. 47 28197 Bremen Germany

Phone: [49] 421 523946139 Fax: [49] 421 523946232 Website: www.lamotte-oils.de Email: sven.ronge@lamotte-oils.de Sven Ronge, Export Sales Manager

HERMANOS CARDENAS S.R.L.

Av. Amazonica Esq. San Ramon Riberalta Beni 00000

Bolivia

Phone: +591 3 8523021 Fax: +591 2 2797512

Email: rene@cardenas.com.bo Rene Cardenas, Gerente De Produccion

HIDA ALIMENTACION S.A.

Pol. El Arreaque. Apdo. 70-30.170 Mula Murcia

Spain

Phone: 34 968 660 808 Fax: 34 968 664 009 Email: fespejo@hida.es Felipe Espejo Hidalgo, Export

Department

HIGHLAND DRAGON ENTERPRISE

15 Road No. 6

Di An Townlet, Binh Duong Prov

Binh Duong Vietnam

Phone: [84] 274-3790201

Fax: [84] 274-3790210 Email:

npthanh@highlanddragon.com.vn Nguyen Pham Thanh, General

Director

HILL PRODUCTS COMPANY

Old No 191, New No 196 Vnr Road Aruppukottai Tamilnadu 626101

India

Phone: 04566221377 Fax: 04566221377

Fmail:

hillproductscompany@gmail.com Krishnamurthy Paramasivam

HOANG HA BP IMEX JSC

Group 1, Phuoc Son, Phuoc Binh, Phuoc Long, Binh Phuoc

Ho Chi Minh Binh Phuoc 832000

Viet Nam

Phone: +84909935935 Fax: +842713775801 Website: hoanghabp.com

Email: xnkhoanghabp@gmail.com

Hoang Ha, Director

HOKKO CHEMICAL INDUSTRY CO.,

1-5-4 Nihonbashi Honcho Tokyo Tokyo 103-8341

Japan

Phone: 81 3 3279 5142 Fax: 81 3 3279 3857

Website: www.hokkochem.co.jp

Email: nakajimar@hokkochem.co.jp Ryuichi Nakajima, Manager, Marketing Team 3

HONFYMAX SA

Av. Tilcara 2750 Buenos Aires Caba C1437CXD Argentina

Phone: +541149195356 Fax: +541149197511 ext 103 Email: mjenik@honeymax.com.ar

Mariano Jenik, President

HUGLI HOLDING AG

Bleichestrasse 31 Steinach St. Gallen 9323

Switzerland

Phone: +41 71 447 22 92 Fax: +41 71 447 29 96 Website: www.huegli.com Email: ana.argudo@huegli.com Ana Argudo, Manager Back Office

HURO PROBIOTICS

Lot A1-8, VI3 Road, Vinh Loc 2 Industrial Zone Ben Luc District Long An

Vietnam

Phone: +84918886157 Email: minhdt@thepangroup.vn

Minh Dang

I.D.A.V. SPA

Via Le Vecchie li No.2 Striano Naples 80040

Phone: 0818276963 Fax: 0818277670

Website: www.ambrosio.it Email: idavspa@ambrosio.it Emilio Ambrosio, Managing

Director

IDEAL SA 'MAVRIDES-CHIMOS' EXPORT COMPANY

25, Archimedous Street Koropi 19400 Greece

Phone: 0030 210 9824803 Fax: 0030 210 9830081

Website: www.idealolives.gr Email: info@idealolives.gr Constantinos Kontinos, Export

Manager

IDILIA FOODS, S.L.

Lepant 410-414 Barcelona 08025

Spain

Phone: 34.671247097 Email: bryan@idilia.es Georgina Bryan-Brown, Export

Department

IFS TARIM URUNLERI LTD.STI.

Cumhurriyet Mah. Senkartal 19. Sok No:10

Canakkale 17100 Turkey

Phone: 90-533-814-7225 Fax: 90-286-263-1205

atilla@innovativefruitsolutions.com Atilla Aktepe

IL PESTO DI PRA'

Salita Rolando Ascherio 3a Genova Ge 16157 Italia

Phone: 00390106980069 Fax: 00390108601808

Website: www.ilpestodipra.com Email: qualita@ilpestodipra.com Fabiana Arsiero, Quality Manager

IMPORT & EXPORT ALMENDRAS S.J.

Edif. Mariscal Ballivian Piso 129612

Bolivia

Email: sajama@mail.megalink.com Bettsy Shirley Saucedo Aguada

INCRO MARKETING

Via Dell'agora 54/B 04100 Latina

Italy

Phone: 011390773 604461 Fax: 011390773 604463

incromarketing@incroitaly.com

Ebert Braha

INDUSTRIA ACEITUNERA MARCIENSE.

S.A.

Travesia De San Ignacio 7 Marchena, Sevilla 41620

Spain

Phone: [34] 95.584.5400 Fax: [34] 95.584.6484 Website: www.marciense.es Email: iamar@marciense.es Joaquin Ponce, Director

INDUSTRIA E COMERCIO DE CONSERVAS MOLIZ PALMEIRAL

Margem Esquerda Do Rio Mutum

S/N

Breves Para 68800-000 Brazil

Phone: +55 19 984220832 Website: http://

www.palmeiral.com.br/

Email: internationaltrade@palmeiral.com.

Marcela Zia, Export Manager

INDUSTRIAS AGRICOLAS DE ALMANZORA SL

Poligono El Prado Km 40 Almunia De Almanzora Almeria

04888

Spain Phone: 0034627590469

Email:

export@mesfoodtrading.com Francisco Jesus Carrion Corral,

Manager

INNER MONGOLIA FENGHUA AGRICULTURAL SCIENCE AND TECHNOLOGY CO..LTD.

7.5km Linlang Rd.,Linhe District

Bayannur China

Phone: 008613604788890 Email: fenghuaco@sina.com Jing Wang, General Manager

INTER IBERIA

Rua Odette Saint-Maurice, Lote 3-C Lisboa Portugal 1700-921

Portugal

Phone: [351] 217541120 Fax: [351] 217541129 Website: www.interiberia.pt Email: luis.rodrigues@interiberia.pt

Luis Rodrigues

INTERCOMM FOODS S.A.

8th Km Larissa-Sykourio Road Larissa - P.O. Box 1127 41110

Phone: +302410575092 Fax: +302410575091 Website: www.intercomm.gr Email: iso@intercomm.gr

Nikos Mitis

INTERNACIONAL OLIVARERA, S.A.

Garcilaso De La Vega, 2 41700 Dos Hermanas (Sevilla)

Spain

Phone: [34] 955660440 Fax: [34] 955667984 Email: iosa@interoliva.com Jose-Manuel Ruiz, Commercial

Manager

INTERSNACK CASHEW COMPANY PTE

LTD

24 Raffles Place, Singapore 048621

Singapore Phone: 97657574

Email: haslin@intersnack.com.sg

Ms Haslin

ISIK TARIM URUNLERI SANAYI VE TICARET A.S.

Oren 75. Yil Cumhuriyet Mh. Ova

Sk. No:9

Kemalpasa 35733

Turkey

Phone: 90-232-874-8128 Fax: 90-232-874-8688 Website: www.isiktarim.com Email: export@isiktarim.com Can Erim, Sales Manager

IVORY CASHEW NUTS

Takikro, Route De Diabo Bouake Gbeke 01 BP 1875 BOUAKE

Ivory Coast

Phone: +22586535740 Website: www.icn.ci Email: olivier.pezennec@icn.ci Olivier Pezennec, Administrateur

Général Adjoint

J. WOLFF & COMPANY B.V.

'T Woud 47 Brielle 3232 LN Netherlands

Phone: [31] 181-410700 Fax: [31] 181-414040 Email: trade@jwolffcoffee.com

Hanne Meijer

JACOBSENS BAKERY LTD.

Jacobsens Bakery Ltd. Hedensted 8722

Denmark

Phone: +45 76752730 Fax: +4575890588

Website: http://www.jacobsens-

bakery.com

Email: cj@jacobsens-bakery.dk Carsten Krohne, Cfo

JOAO M. NETO PEREIRA

Joao Pereira, Ceo

Pta. Manuel Nunes De Almeida Setubal

Portugal

Phone: [351] 265-512630 Fax: [351] 265-521632 Email: baguinha@hotmail.com

JOLCA, S.A

AutovãA Sevilla - Huelva, Km 22,5 41830 Huã©Var Del Aljarafe

Spain

Phone: [34] 954154032 Fax: [34] 954151689 Website: www.jolca.es Email: jcarro@jolca.es Jorge Carro, Export Director

JORGE E. GALLARDO F.S.A.C.

Avenida Manuel Montt Villa Alemana Valparaiso

Phone: 56322820355

Website: www.jgallardoexports.cl

Email:

vasquez.virginia@jgallardoexports.c

Virginia Vasquez, Mrs

JVK FOODS P.C.

Koutarelia 12

Volos Magnisia 38333

Greece

Phone: 00306979116794 Website: www.jvkfoods.com Email: info@jvkfoods.com Ioannis Kalogiros

Κ

KADCO AGRO LIMITED - GHANA

No. 27 Julius Nyerere Road, Ringway Estate, North Ridge, Accra, Ghana

Accra Greater Accra GA-017-7878

Ghana

Phone: +233556665599 Website: www.kadcoagro.com

kailash.gaggar@kadcoagro.com

Kailash Gaggar, Mr.

KAHAWA LINK COMPANY (KALICO)

Avenue De La Revolution Bujumbura Bujumbura 2023

Burundi

Phone: +257 76312673 Website: www.kalico.bi Email: info@kalico.bi Angele Ciza, Manager

KAHRAMAN TARIM URUNLERI TICARET VE SANAYI A.S.

3. Organize Sanayi Bolgesi Gaziantep Sehitkamil 27120 Turkey

Phone: +90 342 337 8737 Fax: +90 342 337 8757

Website: www.kahramanas.com Email: mcikmaz@kahramanas.com Mehmet Cikmaz, Executive

Manager

KALOGIROU I. BROTHERS SA

318th Km National Road (E75) Velestino, Volos Magnisia 37500

Phone: 00302425022990 Fax: 00302425023253

Website: www.kalogirosolives.com

j.kalogiros@kalogirosolives.com Ioannis Kalogiros, Sales Manager

KANAT ENDUSTRIYEL GIDA URUNLERI SAN.VE TIC.A.S.

Harbiye Mah, Bostan Sok, Orjin Apt, No:15/5, Nisantasi, Sisli, Istanbul Istanbul 34367

Turkey

Phone: +90 533 1952628 Email: info@kanat.co Beyza Kanat, President

KARPEA S.A.

1-3 Parthenonos Str N Ervthraia 14671

Greece

Phone: 30 210 6250084 Fax: 30 210 6250086

Email: commercial@karpea.gr Mitsakou Venetsiana, Commercial Department

KAVERI YARNS AND FABRICS LIMITED

Periavallikulam Po

Virudhunagar Tamilnadu 626004

Phone: +914562281603 Fax: +914562281606 Email: kaveryyarns@gmail.com

Pradeep Murugan

KENKKO CORPORATION LTD.

8 Heriot Road, Kenkko House London Nw4 2dg England United Kingdom

Phone: [44] 208 202 6600 Fax: [44] 208 202 5500

Email: info@kenkko.com Joseph Lang, Managing Director

KENTAUR AG

Gässli 6

Lützelflüh Bern 3432

Switzerland

Phone: +41 344606105 Fax: +41 344606166 Website: www.kentaur.ch Email: manfred.blatter@kentaur.ch Matthias Huber, Head Of Quality Assurance And R&D

KERALA NUT FOOD CO.

P.B.No 80.

Quilon Kerala 691001

Phone: 0474 2742391 (5 Lines)

Fax: 0474 2741142

Website: www.keralanutfood.com Email: knfklm@gmail.com

Unnikrishnan Dr, Managing Partner

KONE ENTERPRISES, LLC DBA/ YVORY CASHEW /FASOFOODS

12501 Village Square Terrace North Bethesda Maryland 20852

United States Phone: 3027240280

Website: www.fasofoods.com, www.ivorycashew.com Email: losseni@fasofoods.com Losseni Kone, President

KONSTANTOPOULOS S.A.

3rd Km NR Katerini-Larisa

60100 Katerini Greece

Phone: [30] 23510 26359 Fax: [30] 23510 37748 Website: www.konstolymp.gr Email: finance@konstolymp.gr **Konstantopoulos Prokopios**

KOOPEROL SP. Z O.O.

Zduny 40a

Swarożyn Pomorskie 83-115

Poland

Phone: 00587746112

Email:

agnieszka.piankowska@gmail.com

KRAL INCIR KURU MEYVE SAN. VE

TIC. A.S.

Devlet Karayolu Uzeri Nazilli Aydin 09800

Turkey

Phone: 0090 256 316 0606 Fax: 0090 256 316 0608 Website: www.kingbrand.com.tr Email: berk@kingbrand.com.tr Berk Pehlivan, Int'l Key Account

Manager

KRIPTON SA

Presidente Illia 795

General Alvear Mendoza 5620

Argentina

Phone: 02625-15517532 Email: exportaciones@estudio-

vinolo.com.ar

Diego Cornejo, Autorizado

KRISHNAN FOOD PROCESSORS

P.O. Box 344, Iyshwaria, Beach Road

Kollam Kerala 691001

Phone: +914742745389 Fax: +914742742065

Email: kgncashew@gmail.com Krishnan Nair, Owner

KUIBURI FRUIT CANNING CO., LTD.

288, 290 Krung Thon Muang Kaew

Bangplad, Bangkok 10700 Thailand

Phone: [66] 2-8810530

Fax: [66] 2-4350959 Website: www.kuiburifruit.co.th

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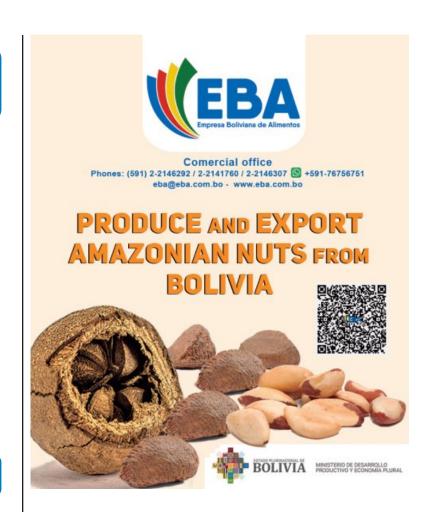
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KUMBUKATTU CASHEWS

Valakom P.O. Kottarakkara Kollam Kerala 691532

India

Phone: +914742470029 Fax: +914742470029 Email: kumbukadan@gmail.com

Alex Mathew Kumbukadan,

Proprietor

KY LAN SEAFOOD PROCESSING J.S.C

Lot A 12, Section A, Seafood Processing Zone, Phan Thiet Southern Fishery Port Phan Thiet Binh Thuan 800000

Viet Nam

Phone: 842523816414 Email: kylanseafood@gmail.com

Nguyen Tram, Director

L

LA BELLA DI CERIGNOLA S.C.A.

Strada Vicinale San Leonardo Nâ°

Cerignola Foggia 71042

Italy

Phone: +39 0885 422007 Fax: Fax +39 0885 890240

Website:

www.labelladicerignola.com

Email:

commerciale@labelladicerignola.co

Giuseppe Dibisceglia, Sales

Manager

LA FORMICA SRL

Via Orta Longa, 55 84018 Scafati (Sa)

Italy

Phone: [39] 0818509619 Fax: [39] 0818509751 Email: info@laformicasrl.com Giuseppe Ferraioli, Administrator

LA MANTA FOODS SRL

Localita Mattone N. 02/A Manta Cuneo 12030

Phone: +39(0)17585256 Website: www.lamantafoods.com Email: qualita@lamantafoods.com Garro Beatrice

LACTILOURO, LDA

Rua Alvaro Macedo, 17 Louro 4760-567 Portugal

Phone: 351 252 320 401 Fax: 351 252 320 409

Email: geral@lactilouro.com

Mariana Ribeiro

LAKSHMAN & COMPANY

P.B. No. 1204

Quilon Kerala State 691004

India

Phone: +91-474-2715561 Fax: +91-474-2715564

Website:

www.lakshmanandcompany.com,

www.lakshman.co.in, www.lashco.in

Email: lakshman.co@gmail.com Prabhakar Konath, Chief Executive

LATTE MONTAGNA ALTO ADIGE SOC.

AGR. COOP.

Via Innsbruck 43 Bolzano 39100

Italy

Phone: 39 0471 451 111 Fax: 39 0471 451 333 Email: julia.pedross@mila.it Julia Pedross, Country Sales

Manager

LATTEBUSCHE S.C.A.

Via Nacionale, 59 Busche 32020

Italy

Phone: 039 0439 3191 Fax: 039 0439 319319 Email: bmatteo@lattebusche.it Matteo Bartoli, Export Manager

LATTERIA E CASEIFICIO MORO SRL

Via Postumia,28/1

Motta Di Livenza Treviso 31045

Phone: 0422-768734

Fax: 0422765443

Website: www.caseificiomoro.com

laboratorio@caseificiomoro.com Zaira Canevese, Raq

LATTERIA SOCIALE VALTELLINA S.C.A.

Via Stelvio, 139

Delebio Sondrio 23014

Phone: +39 0342685368 Fax: +39 0342684263

Website: www.latteriavaltellina.eu Email: info@latteriavaltellina.eu

Marco Deghi

LES CONSERVES DE MEKNES - AICHA

Quartier Industriel Ain Slougu Meknes 50000

Morocco

Phone: 212 5 35 50 17 90 Fax: 212 5 35 50 16 42 Website: www.aicha.com Email: jamila.aitakka@aicha.com Jamila Ait Akka

LHERITIER ARGENTINA SA

Moreno 499

San Carlos Centro Santa Fe 3013 Argentina

Phone: +5411-4307-3377 Fax: +5411-4307-3377

Email: dtedesco@lheritier.com.ar Damian Tedesco, International

Trade

LIPROMAR GMBH

Neufelder Straãÿe 44 Cuxhaven Niedersachsen 27472

Germany

Phone: 00494721707343 Fax: 00494721707370

Fmail:

frauke.czonstke@lipromar.de

Frauke Czonstke, Qualitätsmanagement

LLC "AGRO-TRADE"

Moscovskaya Street, 116/1, Office

Krasnodar Krasnodar Region

350072

Russian Federation Phone: +78612522782 Email: agrotrade82@mail.ru

Elena Serdyuk

LLC "NATURAL HONEY"

Avtozavodska Str. 32, Suite 26 Zaporizhia Zaporizka Oblast 69118

Ukraine

Phone: +38 (066) 8679725

Email:

sales.naturalhoney@gmail.com Konstantin Kazakov, Director

LLC 'BEZPEKA MEDU'

Pashutinskaya Street 22, Kv 21 Kirovograd Kirovograd Region 25006

Ukraine

Phone: +380522240779 Fax: +380522240779

Website: www.zlatomed.com.ua

Fmail:

romanbeehoney@hotmail.com Yaroslav Koshlatyy, Director

LOGITRI OY

Logitri

Tuusula Uusimaa 04360

Finland

Phone: 358 44 5511023

Email: jarno.hanhinen@logitri.fi

Jarno Hanhinen

LONG AN FOOD PROCESSING EXPORT JOINT STOCK COMPANY

81b National Road 62 Tan An City, Long An Province

Vietnam

Phone: 0118472825301 Fax: 0118472826735 Email: sonpn@lafooco.vn Phan Ngoc Son

LONG SON JOINT STOCK COMPANY

Plot lii-23a, Road 19/5a Ho Chi Minh City

Vietnam

Phone: [84] 8 3815 0000 Fax: [84] 8 3815 0286 Website: www.longson.com.vn Email: nguyenle@longson.vn

Nguyen Le, Sales Manager

LOURDESMATHA CASHEW

INDUSTRIES

Puthoor.Po

Kollam Kerala, Puthoor 691507

India

Phone: 9447128288 Fax: 0474-2415478

Fmail:

lourdemathaputhoor@gmail.com Jobrun G.Varghese, Proprietor

LOWVELD NUT PROCESSING (PTY)

LTD.

Farm Alkmaar Schagen Mp 12070

Za

Phone: +27137335034 Email: gerda@lowveldnpc.com Gerda Britz, Ms

LTA FOODS MANUFACTURING

Superama Supermart Building, S.K.

Pendatun Street Cotabato City **Philippines**

Phone: +639177141332 Fax: +63644217313

Email: boohrence@yahoo.com

Lawrence Tan-Abing

LUIGI LAZZARIS & FIGLIO SRL

Viale Venezia, 72 Conegliano (Tv) 31015

Italy

Phone: 39 0 438 61116/60668

Fax: 39 0 438 60423 Email: qualita@lazzaris.com Chiara Dal Cin, Quality Manager

LUIS CREMADES BELMONTE E HIJOS

S.L.

Ctra. De Barqueros, Km. 1,1 Alcantarilla Murcia 30837

Spain

Phone: 34 968 804111 Fax: 34 968 896140

Fmail:

eloy@almendrascremades.com Eloy Guillen, Export Department

М

M M K EXPORTS

Chandanathope Kollam Kerala 691014

India

Phone: 04742710403 Fax: 04742710474 Email: mmkexports@live.in

M.MADHAVARAYA PRABHU

Muduperar, 4-174

Abdul Rahim M

Mangalore Karnataka 574166

India Phone: 91 824 2258807 Fax: 91 824 2258427

Email: mmpcashew@gmail.com M. Tukaram Prabhu, Proprietor

M/S. M. ABDUL REHUMAN KUNJU

Chandanathope Kollam Kerala 691014

India

Phone: 091 474 2741823 Email: markcashew@yahoo.com Noordeen Abdul, Managing Partner

MACARICO, S.A.

Avenida Manuel Milheirao, No 17 Praia De Mira 3070-767

Portugal

Phone: [351] 231 470 110

Email:

adriana.macarico@macarico.com Adriana Macarico, General

Manager

MADAMA OLIVA SRL

Zona Industriale - Loc. Rococce Carsoli Aq 67061

Phone: [39] 0863-995498 Fax: [39] 0863-995727 Website: www.madamaoliva.it Email: a.ory@madamaoliva.it Antonio Mancini, Managing

Director

MAFIN S.R.L.

Strada Degli Alberi, 7 35015 Galliera Veneta (Pd)

Italy

Phone: [39] 0499470700 Fax: [39] 0499470718 Email: acampagnolo@mafin.it Andrea Campagnolo, Commercial Manager

MAHALASA EXPORTS

S.No.75/1, A3b Hiriadka Karnataka 576113

India

Phone: (0820)2542285 Fax: (0820)2542453

Website:

www.mahalasaexports.com Email: info@mahalasaexports.com B.Rohidas Pai, Managing Partner

MANGALA CASHEW INDUSTRIES

Padavinangady

Mangalore Karnataka 575008

India

Phone: 9902832909 Website: www.dvkgroup.in Email: mcikaju@hotmail.com D. Vasudeva Kamath, Partner

MANUEL GARCIA CAMPOY S.L.

C/ Ramon Y Cajal, 77 30600 Archena (Murcia) Spain

Phone: [34] 968-670088 Fax: [34] 968-670501 Email: jgarcia@milcofruit.com

Jose Gomez, Manager - Director

MANUEL MATEO CANDEL S.L.

Camino Cantalobos, S/N 03300 Orihuela, Alicante Alicante

Spain

Phone: [34] 966752034 Fax: [34] 966752361 Website: www.mcandel.es Email: luisandreu@mcandel.com Luis Andreu, Export Manager

MARIN GIMENEZ HNOS., S.A.

C/Los Molinos, 1 30400 Caravaca (Murcia)

Phone: [34] 968-702025 Fax: [34] 968-703003

Website: www.maringimenez.com Email: reyes@maringimenez.com Reyes Diaz, Sales Department

MATAHARI FOOD INGREDIENTS, PT

Spazio Office Building. Surabava Java 60226

Indonesia

Phone: +6231816776655 Email: spice@mataharifood.com Sumesh Alwani, Mr

MATERNE - CONFILUX S.A.

Allee Des Cerisiers, 1 5150 Floreffe

Belgium

Phone: [32] 81-447474 Fax: [32] 81-440922

Email: jlheymans@materne.com Jean-Luc Heymans, General

Manager

MAXFRUT SP Z O.O.

Jarogniewice

Czempin Wielkopolska 64 - 020

Poland

Phone: 0048612823163 Fax: 0048612823163 Website: www.maxfrut.com.pl Email: i.szubarga@maxfrut.com.pl

Iwona Szubarga, Mrs

MEAT CRACKS TECHNOLOGIE GMBH

Meat Cracks Technologie Gmbh Steinfeld-MüHlen Niedersachsen 49439

Germany

Phone: +49 (0) 5492 9609 15 Fax: +49 (0) 5492 9609 29

Website: http:// www.meatcracks.de

Email:

henning.gluche@meatcracks.de

Henning Gluche

MEDITERRANEA ITALIA SRL

Via Giacinta Pezzana 70 Roma Rm 00197 Italy Phone: +39 06 8078464 Fax: +39 06 8088810

Website:

www.mediterraneaitalia.com

medit@mediterraneaitalia.com Ferdinando Del Balzo Di Presenzano, President & Ceo

MEDITERRANEAN PAPRIKA, S.L.

Plaza Circular, No. 13 - 7 C

Murcia 30008

Spain

Phone: 34 968 221 300

Fax: 34 968 221 820

Email:

luismi.berral@mediterraneanpapri

ka.com

Luis Miguel Berral Illán-Saavedra,

Manager

MELIOMAR INC.

20 Russel Avenue Pasay City Metro Manila Philippines

Phone: +63 917 316 7776 Fax: +63 917 316 7776

Email:

rene.benguerel@meliomar.com Rene Benguerel, General Manager

MEL-O AFRICA LIMITED

57 Old Mabanta Road Makeni Bombali Sierra Leone

Phone: +232 79 04 20 06 Email: meloafricaltd@gmail.com

Tim Harder

MENU SRL

Via Statale 12, N. 102 41036 Medolla (Modena)

Phone: [39] 0535-49711 Fax: [39] 0535-45899 Email: menu@menu.it Rodolfo Barbieri. President Of The **Board Of Directors**

MERINGOLO EUGENIO

Contrada Villaggio Frassa Snc-Corigliano

Corigliano-Rossano Cs 87064

Italy

Phone: +393356207504 Fax: +39983854323 Email: meroil@tin.it Eugenio Meringolo

MERWANJEE POONJIAJEE & SONS

PVT. LTD.

34 P. D'mello Road, Prince's Dock Mumbai Mh 400009 India

Phone: [91] 22-23738712 Fax: [91] 22-23738709 Website: www.chutney.net Email: contact@chutney.net

Jamsheed Patel, Director

MESA DIS TIC ITH IHR ULUS NAK **GUM SAN LTD STI**

Cumhuriyet Mah. Cumhuriyet Cad.

No.: 9/C

Reyhanli Hatay 31500

Turkey

Phone: 00905321515222 Email: alijandali25@gmail.com

Ali Refai, Mr.

MEVSIM GIDA SANAYI VE SOGUKDEPO TIC AS

Turankoy Bursa 16450 Turkey

Phone: +902243833601 Email: ersegun@mvsm.com.tr

Ersegun Sari

MILLAR IMPORTAçãO E **EXPORTAçãO**

Av. Eudes Scherrer De Souza Serra Espirito Santo 29165-680

Brazil

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MINAMEL AGROINDúSTRIA LTDA.

Rua Linha Trãas Ribeirãµes, S/N -

Rairro Liri

IçAra Santa Catarina 88820-000

Brazil

Phone: +55 48 3462 1020 Fax: +55 48 3462 1881 Website: www.minamel.com Email: export@minamel.com Guilherme Castagna

MISR ITALY FOR CONCENTRATES AND FOOD INDUSTRIES S.A.E

Industrial Zone Extension, Block 1

New Damietta

Egypt Phone: 0020572409100

Fax: 0020572409140 Email: misritaly@hotmail.com Mohammad Abdel Wahab

MLIN KATIC D.O.O.

Velika Vas 1b

Leskovec Slovenia 8273

Slovenia Phone: +38631329129 Website: www.mlinarstvo.com

Email: marko@mlinarstvo.com Marko Katic, Ceo

MM MAGYAR MÉHÉSZETI KFT

Tompa Út 1-3. Fszt.7.

Zalaegerszeg Zala County 8900 Hungary

Phone: 00 36 30 9611 140 Email: hetey@agroinvest.hu

MODENACETI SRL

Via Prada, 3

41058 Vignola (Modena)

Attila Hetey, Manager

Phone: [39] 059-772948 Fax: [39] 059-765169

Email:

assicurazione.qualita@ponti.com Enrico Gazza, Quality Assurance

Specialist

MOFARPEIXE, COMERCIO DE PEIXE LDA

Lota Comercial - Armazem Nº 11 A Setúbal Setúbal 2900-445

Portugal

Phone: 00351+ 265546070 Fax: 00351 + 265546072 Website: www.mofarpeixe.pt Email: mail@mofarpeixe.com Maria Cristina Pires Diz Viegas,

Secretary

MOLON LAVE SA

139. Kon. Palaiologou Str. Sparta Lakonia 23100

Greece

Phone: 00302731089510 Website: www.molonlave.com Email: arvaniti@molonlave.com.gr Angeliki Arvaniti, Marketing

Manager

MOLVIZADAH SONS NIGERIA LTD

Plot 103-105, Daura Road, Sabon Gari Doka Village, Ungogo Local Government

Kano State Kano State

Nigeria

Phone: +2348167255483

Email:

nigeria@molvizadahsons.com Khaliqullah Molvizadah, Owner

MONARI FEDERZONI SPA

Via Carrate No. 24 41030 Solara, Modena

Italy

Phone: [39] 059801711 Fax: [39] 059801713

Fmail:

pcapaci@monarifederzoni.com Paola Capaci, Export Manager

MOROUJ COMMODITIES UK LTD

137 Pastures Avenue

Weston-Super-Mare Somerset BS22

United Kingdom

Phone: +441934808608 Website: morouj.co.uk

Email: justin.roberts@morouj.co.uk

Justin Roberts, Mr

MOSCONI LUCIANA SRL

Localitã Cavalieri

Matelica Macerata 62024 Italy Phone: +390737787424

Fax: +390737787603

Website: www.lucianamosconi.com

stefano.diletti@lucianmosconi.it Marcello Pennazzi, Owner

MOST INTERNATIONAL CO., LTD.

44 M.1, Lamlukka-Wungnoi Rd., Klong 7

Klong Luang Pathumthani 12120

Thailand

Phone: +6625773160,113 Fax: +6625773052 Website: www.mostinternational.com Email: pavinee@mostinternational.com Pavinee Tepkasetkul, Md

MUTRAN IMP. E EXP. DE ALIMENTOS

ITDA

Rodovia Arthur Bernardes, 8601 Belém Pa 66816000

Brazil

Phone: +559132583558 Email:

victoria@mutranexportadora.com Victoria Mutran

MYANMAR HONEY FARMS CO., LTD.

No. 30087. Shumawa Street. Nay Pyi Taw Nay Pyi Taw 15011

Myanmar

Phone: 00959256923853

Website:

www.myanmarhoneyfarms.com

painghtookyaw.waaneiza@gmail.co

Paing Kyaw, Director

MYMOUNE

Centre St Nicolas

Antelias Lebanon

Phone: 961 4 522403

Fax: 961 4 522403 Website: mymoune.com Email: info@mymoune.com Youmna Goraieb, Owner

NAJEEM CASHEW INDUSTRIES

Kilikolloor

Kollam Ia 691 004

Phone: +91 9847071122

Fax: 0474 2716478

Website:

www.najeemcashews.com Email: cashew@rediffmail.com Nejimudeen.S Sainulabdeen

Musaliar, Propreitor

NATURAL FRUIT CO., LTD.

179/12 M. 11 T. Nhongtatam A.

Pranburi

Prachuapkhirikhan 77120

Thailand

Phone: [66] 32-622700 Fax: [66] 32-623257

Website: www.naturalfruit.co.th

Email:

marketing@naturalfruit.co.th Rungporn Sutjaritvorakul,

Marketing Manager

NECTARBEE SA

San Marino 1322

Montevideo Montevideo 11400

Uruguay

Phone: +59891642131

Website: www.nectarbee.com.uy Email: aevia@nectarbee.com.uy

Alejandro Evia, Director

NEJAT ATALAN DÄS TIC A.S.

Nejat Atalan Dış Tic A.Ş, Gazi Paşa Mahallesi Gol Sokak No 41 Pancar Izmir Na 35875

Türkiye

Phone: +905322340529 Website: www.atalan.com.tr Email: ali@atalan.com.tr Ali Atalan, President

NESTOS-AKDENIZ YAS GIDA VE KONS.

VF T.

Hamdibey Beldesi Kurtlar Koyu Yenice Canakkale 17550

Turkey

Phone: +302310919215

Email: pavlos@nestos.com

Pavlos Efstathiadis, Export Manager

NEWPORT SPA

Avenida Las Condes 12265, Of. 26 Santiago Region Metropolitana

7590948

Chile Phone: +56977574156

Website: www.newportfood.net Email: andres@newportfood.net Andres Lizana Zunino, General

Manager

NEXCO S.A.

Viamonte 773 6 B

Buenos Aires C1053ABO

Argentina

Phone: [54] 11-43250215

Fax: [54] 11-43250218 Website: www.nexco-sa.com.ar

Email: nexcosa@infovia.com.ar Javier Nascel, President

NIMBUS FOODS LTD

The Marian

Dolgellau Gwynedd LL40 1UU

United Kingdom

Phone: +44 1341423050

Website: www.nimbusfoods.co.uk

Fmail:

jack.proctor@nimbusfoods.co.uk Jack Proctor, Commercial Director

NOVELLA CONSERVE ALIMENTARI

S.R.L.

Via A. VOLTA 115

Badia Polesine (Rovigo) 45021

Phone: 0039042551472 Fax: 00390425590126

Website: www.novellaconserve.it

bstrenghetto@novellaconserve.it Barbara Strenghetto, Sales

Manager

NUOVA COOPERATIVA CASEARIA **SPILAMBERTESE**

Via Castelnuovo Rangone 2925/A Spilamberto Modena 41057

Italy

Phone: 059798759

Email: spilambertese@legalmail.it

Giuseppe Fontana

NUT & DRY FRUIT EXCHANGE (PTY)

LTD

Portion 54 Of The Farm Alkmaar 286 JT Schagen 1207

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South Africa

Phone: +27 (0) 13 733 5034 Fax: +27 (0) 86 272 1496

Website:

www.goldenmacadamias.com Email: inge@ndx-sa.com Inge Klingenberg, Miss

NUTMAN GROUP SRL

Viale Italia 166-168

Canelli Asti 14053 Italy

Phone: 0039/0141835225 Fax: 0039/0141835240

Website: www.nutman-group.com

Email: r.ingrasci@nutman-

group.com

Rossana Ingrasci, Mrs.

o

O. KAVLI AB

Vasagatan 1

Eslov Skane Lan [SE-12] SE-124 38

Sweden

Phone: 046 8 7270500

Email: johan.persson@kavli.se

Johan Persson

OCEAMIC LAAYOUNE II

Lot 60, Zone Industrielle , Laayoune

El Marsa Laayoune Port 70000

Morocco

Phone: +(212)528998374 Fax: +(212)528998328 Website: www.oceamic2.com

Email: abmar3@gmail.com

Amar Abdelhadi, Director

OCEAN CANNING CORPORATION

Unit 304 Jollibee Center

Condominium Pasig City Ncr 1605

Philippines Phone: +632 8 6344665

penny_ptsinar@oceancanning.com

Penelope Candelaria Yambao, Vp Marketing

OILSEED, S.R.O. Karla Engliše 3219/4 Praha 5 Praha 5 15000

Czech Republic Phone: +420257320806

Fax: +420251512757 Email: zahradkova@oilseed.cz

Irena Zahradkova **OLEARIA SCHIRALLI SRL**

Via Piave, N. 4 Binetto (Ba) 70020

Phone: [39] 080-9924713 Fax: [39] 080-9924713 Email: info@crudo.it Raffaele Schiralli, Ceo



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OLEIFICIO FABBRI SPA

V.Le Europa, 33/35 55013 Lammari-Capannori (Lu)

Phone: [39] 0583-436911 Fax: [39] 0583-436934

Email: oliofabbri@oliofabbri.com Loriano Fabbri, General Manager

OLEIFICIO R.M. S.P.A

Via Delle Piagge 1535 S. Alessio (Lucca) Lucca 55100

Phone: +39-0583-342611 Fax: +39-0583-342649 Website: www.rocchi.it Email: l.bosco@oleificiorm.com Laura Bosco, Key Account Export Department

OLIVEIRA DO ALENTEJO, LDA

Rua Do Grivao, № 12 B Elvas Elvas 7350-076 Portugal

Phone: 34 609 572 799

Email:

consuelosanchez@fjsanchez.com Agustin Sanchez

OLIVERI EMILIO

Regione Fontane S6 Strevi 15019 Italy

Phone: 39 0 144 324987 Fax: 39 0 144 326331 Email: info@oliveri-piemonte.it

Emilio Oliveri, Owner

ONVIT

Av Sete De Setembro, 758 Aquiraz Ceara 61700-000

Brazil

Phone: +5585988281019 Website: onvit.com.br

Email: atendimento@onvit.com.br Cleber Vidal Junior, Mr

ORBE, S.A.

Poligono Industrial A Reigosa, Parcela 3 Pontecaldelas 36827 Spain Phone: (0034) 986233100

Fax: (0034) 986230353 Email: export@orbesa.com Juan Jose Vicente Alvarez

ORKLA CONFECTIONERY & SNACKS FINLAND

P.O. Box 3 40801 Vaajakoski Finland

Phone: +358 20 785 4323 Fax: [358] 20-785-4244 Email: tuija.leppanen@orkla.fi Tuija Leppanen, Export Manager

P & J APIARIES INC.

10207-110a Ave. Westlock Alberta T7P 0A3 Canada

Phone: 1-780-349-6610 Fax: 1-780-349-6610 Email: dmeastman@shaw.ca Danielle Eastman, Owner

P. PAVLIDES S.A.

2nd Km Giannitsa - Edessa Rd

Giannitsa 58100

Greece

Phone: [30] 2382083590 Fax: [30] 2382022065 Website: http://www.pavlides-

group.gr

Email: dimitra@pavlides-group.gr Dimitra Christidou, Exports

Manager

P.T. COMEXTRA MAJORA

Jalan Salodong No. 66 Makassar 90243 Indonesia

Phone: [62] 411-510051 Fax: [62] 411-510017

Email: comextra@indosat.net.id Jimmy Wisan, President Director

PACIFIC FISHING COMPANY PTE LIMITED

Beach Street Levuka Levuka Eastern

Phone: 679 3440055 Fax: 679 3440400 Email: araj@pafcofiji.com Ashok Kumar, Production Manager

PAGANI INDUSTRIE ALIMENTARI SPA

Via Fiorbellina 50 Vimercate Mb 20871

Phone: [39] 039-608-1088 Fax: [39] 039-608-2745 Website: http://

www.tortellinipagani.com

qualita@tortellinipagani.com Paolo Pagani, Ceo

PAGYSA PAMUK GıDA YERLI ÌRüNLER TIC VE SAN AÅŽ

Sanat Cad. No.45 Izmir . 35210 Turkey

Phone: 00902324410606 Email: fruits@pagysa.com Secil Yesilderya, Trader

PANAYIOTIS N. KIPRIOTIS

Arxaias Olympias 15 Tragano Ilias 27057

Greece

Phone: [30] 2623061376 Fax: [30] 2623061209 Email: nioniosk@otenet.gr Panos Kipriotis, Owner

PANIKE - INDúSTRIA DE PRODUTOS ALIMENTARES CONGELADOS, SA

Rua De Leandro, Lote 5 Maia 4425-524

Phone: +351 910015318 Fax: +351 229 673 234

Website: http://panike.pt/?lang=en

Email: nunocruz@panike.pt

Nuno Cruz

Portugal

PAPRIKA OLEO'S INDIA LIMITED

3/2325, Palavanatham Palavanatham Tamilnadu 626004

India Phone: +914566291313

Fax: +914566245904 Email: paprikaoleos@gmail.com

Senthilvel Krishnamurthy

PARADISE INGREDIENTS, S.A.

Detras Del Parque Industrial Guadalupe De Cartago, Cartago Costa Rica

Phone: (506) 2590 2803 Fax: (506) 2573 7422

eugenia.gonzalez@paradiseingredi

ents.com

Eugenia Gonzalez, Commercial

Manager

PARATINI COMERCIO E **BENEFICIAMENTO DE FRUTAS LTDA**

Rodovia Arthur Bernardes Km 14 No. 6400

Belem Para 66825-000 Brazil

Phone: 5591982643909 Fax: 5591982643909

Email: export@paratini.com.br Daniel Correa, Commercial Director

PARMAREGGIO SPA

Via Rezzola 21

Sommacampagna Verona 37066

Phone: 0039.045.89.71.810 Website: www.agriform.it Email: m.groh@agriform.it Ivano Chezzi, President

PASCOAL E FILHOS, S.A.

Apartado 12,

Gafanha Da Nazarã© Ilhavo 3834-

Portugal

Phone: 00351 234390290 Fax: 00351 234390299 Website: www.pascoal.pt Email: ana.portela@pascoal.pt

Ana Portela

PASTIFICIO ATTILIO MASTROMAURO PASTA GRANORO S.R.L

Strada Provinciale 231 Km. 35100 Corato (Ba) 70033

Italy

Phone: [39] 0808721821 Fax: [39] 0808722400 Email: export@granoro.it Marina Mastromauro, Sales Manager

PASTIFICIO DE SORTIS SRL

Via Germania Snc.

Pietragalla Potenza 85016

Italy

Phone: 00390971 68012 Fax: 0039 0971 68014 Fmail:

maria.bochicchio@desortis.com Maria Bochicchio De Sortis, Export

Director

PATAYA FOOD INDUSTRIES, LTD.

1011 Supalai Grand Tower, 27th

Bangkok Bangkok 10120

Thailand

Phone: 66 2 119 4399 Fax: 66 2 119 4370

Website: patayafood.com Email: vichit@patayafood.com Vichit Anathep, Managing Director

PENIEL CASHEW COMPANY

Peniel Cashew Company Kollam KERALA

India

Phone: 04742416020

Email: penielcashew@gmail.com

Job G Oommen

PERENZIN LATTERIA SRL

Via Cervano 85

San Pietro Di Feletto Treviso 31020

Phone: +39043821355 Fax: +39043821355

Website: www.perenzin.com Email: emanuela@perenzin.com Perenzin Emanuela, Chef

PERMEX PRODUCER & EXPORTER CORP.

4f Vermont Towers, J. Nakpil St. So.

Malate, Manila **Philippines**

Fmail: melanie.tan@permex.com.ph Melanie Tan, Qc Manager

PESQUERA HAYDUK S.A.

Av, Manuel Olguin 501 Piso 7 Surco LIMA 33

Peru

Phone: 511 211 2999 Website: www.hayduk.com.pe Email: hdelgado@hayduk.com.pe

Hendrik Delgado, Chief Of Quality Management

PESQUERA TUBUL S.A.

Av. Federico Schwager 1109 Coronel Octava Region

Phone: [56] 412791737 Fax: +56 412791738 Email: cguzman@tubul.cl Cristan Guzman

PHILBEST CANNING CORPORATION

Purok Saydala, Barangay Tambler General Santos City 9500

Philippines

Phone: 63 83 552 8002 Fax: 63 83 553 8603

Email:

amcabreros@philbest.com.ph Annie Cabreros, Avp - Plant

Operations

PIETRO ISNARDI SRL.

Piazza De Amicis 20 18100 Imperia

Italy

Phone: [39] 01837981 Fax: [39] 0183279719 Email: export@isnardi.it Pietro Isnardi, Owner/Managing

Director

PIL ANDINA S.A.

Av. Blanco Galindo Km. 10,5 Cochabamba

Bolivia

Phone: 591 4 4260164 Fax: 591 4 4264410

Email:

rsaavedra@pilandina.com.bo Rodolfo Saavedra, Jefe De Linea Y Negocios Internacionales

PIPERS CRISPS LTD.

Wellington House, Eisham Wold **Industrial Estate** Brigg DN20 OSP United Kingdom Phone: 44 1652300031

Fmail:

simon.briggs@piperscrisps.com Simon Briggs, International Sales

Manager

POLENTA VALPADANA S.N.C.

Viale Industria, 6/A Bagnoli Di Sopra Padova 35020 Italy

Phone: +390499535256

Fax: +390499535256 Website: www.polentavalpadana.it Email: info@polentavalpadana.it

Diego Boaretti, Mr.

POLSELLI S.P.A.

Via Casilina Km 112 Arce Frosinone 03032

Italy

Phone: +39 0776 524108 Fax: +39 0776 524109 Website: www.polselli.it Email: info@polselli.it Emiliano Polselli

PONTI S.P.A.

Via Prala, 3

Ghemme Novara 28074

Phone: [39] 0163-844111 Fax: [39] 0163-841500 Website: www.ponti.com Email: enrico.gazza@ponti.com Enrico Gazza, Quality Assurance

Specialist

PONTO INTERNATIONAL

400-319 West Hastings Street Vancouver Bc V6B 1H6

Canada

Phone: +1 347 741 8222 Website: www.pontointernational.com Email: christian@pontointernational.com Christian Dahm

PRANAS S.A.

Vertiz 2967

(7600) Mar Del Plata Prov. Buenos

Aires 7600 Argentina

Phone: [54] 223 480 5367 Fax: [54] 223 480 5679

Website:

www.conservaspuglisi.com.ar/

pranas Email:

pranas@conservaspuglisi.com.ar Sebastian Greco, President

PRANBURI HOTEI CO., LTD.

179/4 Moo 7 T. Nhongtatam 77120 Prachuapkirikhan

Thailand

Phone: [66] 2-316-1281 Fax: [66] 2-316-1280 Email: pichai@hotei.co.th Pichai Phumphuoung

PRATIPA CASHEWS

80a/40, Lakshmi Pathy Nagart Panrvti 607106 India Phone: [91] 04142-242266 Fax: [91] 04142-246866 Website: www.pratipacashews.com

pratipacashews@rediffmail.com

M Ramakrishnan

PREPARED SALAD PRODUCTS

Agios Athanasios Xanthi Xanthi GR-67200

Phone: +302310919215 Email: nestos@nestos.com Pavlos Efstathiadis, Export Manager

PRISCA ALIMENTACAO SA

Av. Das Industrias, 1 Trancoso Guarda 6420-231 Portugal

Phone: +351271811196 Fax: +351271812443

Website: www.casadaprisca.com

manuela.soares@casadaprisca.com Manuela Soares, Quality

Department Engineer

PROCESADORA DE ALIMENTOS SANTA ISABEL

Av. 6 De Agosto S/N Riberalta Bene Bolivia

Phone: (591 - 3) 852 4008 Fax: (591 - 2) 2281136 Email: hugorib67@gmail.com Hugo Aramayo Vidal, General Manager

PROCHAMP BV

Laarstraat 2 Velddriel 5334 Ns Netherlands

Phone: [31] 418 63 7777 Fax: [31] 418 63 7799 Website: www.prochamp.nl Email: h.peffer@prochamp.nl Hetty Peffer, Sales

PROSESAMO, S.A.

5a Avenida 16-62, Zona 10 Nivel 9

Guatemala 01010

Guatemala

Phone: 502-242-05510 Fax: 502-242-05450

Email:

rodrigo.riojas@prosesamo.com

Rodrigo Riojas

PROVENCE HUILES SA

25 Avenue De Rome Vitrolles 13846

France

Phone: (0033)(0)442461107 Fax: (0033)(0)442793056

Email:

m.aidan@provencehuiles.com Maurice Aiden, Commercial

Director

PT DEHO CANNING CO.

Jl. Bubutan No. 39 Surabaya 60174 Indonesia

Phone: [62] 31-5312617 Fax: [62] 31-5312668 Email: cirapa@rad.net.id Ali Wibisono, President Director

PT MAHALAYA AGRI CORP

Jl Margomulyo, Pg Angtropolis 46, Blok H25-26

Surabaya Jawa Timur 60183 Indonesia

Phone: +623199025297 Email: trade@mahalayaagri.com

Soumen Mahanty

PT REX CANNING

Jalan Raya Beji Km. 4, No.42, Pasuruan, East Java 67154

Indonesia Phone: +62 (343) 656470

Fax: +62 (343) 656475 Email: rexfoods@rad.net.id Seang Ming Chu, General Manager

PT SINAR PUREFOODS INTERNATIONAL

Jalan Rava Madidir Bitung North Sulawesi 95517 Indonesia

Phone: +62438 31235 Fax: +62438 21808

Website:

www.ptsinarpurefoods.com

Email:

sam.calamba@ptsinarpurefoods.com Samuel Calamba Jr, Managing

Director

PT. AVILA PRIMA INTRA MAKMUR

Jl. Paludem 42

Muncar-Banyuwangi East Java

68472 Indonesia

Phone: +62 333 593476 Fax: +62 31 5023328 Website: www.avilaprima.com

Email: aviprima@gmail.com Sutjianto Kusuma, Mr

PT. INNI PIONEER FOOD INDUSTRY

Ds. Gintung Kerta Jawa Barat 41371

Indonesia

Phone: [62] 2145846826 Fax: [62] 2145840455 Email: innipfi@gmail.com Evi Monika, Manager

PT. PAHALA BAHARI NUSANTARA

Jalan Pinangsia 2 No. 8 Jakarta Barat Jakarta Raya 11110

Indonesia

Phone: 62 21 6266612 Website: www.pbn.co.id Email: yulius@pbn.co.id

Yulius Liu, Mr

PT. PAHALA SAMUDERA FISHERY **INDUSTRIES**

Komplek Duta Merlin Dki Jakarta Jakarta Pusat 10130

Indonesia

Phone: +62 21 6901639 Fax: +62 21 6258766 Email: ypw@pbn.co.id Yulius Liu, Sales And Marketing

Manager

PT. RD PACIFIC INTERNATIONAL

Jalan Raya Manado - Bitung, Kel. Paceda

Bitung Sulawesi Utara 95517 Indonesia

Phone: (62) 438 - 34032 Fax: (62) 438 - 34032

Email: caciocon@rdpacific.co.id Cristina Ciocon, Manufacturing

PT. SAMUDRA MANDIRI SENTOSA Jl. Wolter Monginsidi Km 5,

Wangurer

Manager

Bitung Sulawesi Utara 95541 Indonesia

Phone: 62-438-21888 Fax: 62-438-30088

Website: ptsam.com Email: ssaptono_sms@yahoo.com Sigit Saptono, General Manager

PT. SURYAJAYA ABADIPERKASA

Jl. Raya Surabaya - Probolinggo Km.

Probolinggo East Java 67251 Indonesia

Phone: [62] 335-421172 Fax: [62] 335-424144

Email: suryajaya@sjapmail.co.id Cipto Santosa, Director

PULAU SAMBU SINGAPORE PTE LTD

19 Tanglin Road Unit #11-01/02 Singapore Singapore 247909

Singapore

Phone: 65 67347138
Fax: 65 67348601
Website: http://
www.sambugroup.com/
Email: dennis-koh@sambu.com.sg

Dennis Koh, Trading Manager

PVG HELLAS S.A.

Platikampos Larissa Thessalia 41500 Greece

Phone: 0030 2413017487
Fax: 0030 2413017486
Email: info@pvghellas.com
Vassilios Diamantis, President Of

Q

QINGCHENG JIAHUI FOOD CO.,LTD.

Yima Industrial Zone, Qingcheng County

Qingyang Gansu 745000 中国

Phone: 09318866309 Email: 121969952@qq.com

Ai Feng Zhang

QUALITY AGRI PRODUCTS COMPANY

3/328/2 Ramasamypuram, Aruppukottai Taluk Tamilnadu 626004 India

Phone: 914562281604 Fax: 914562281606

Email:

qualityagroproductscompany@gma

il.com

Sundar Jaganathan

QUILON FOODS PRIVATE LIMITED

P.B. No. 305 Quilon-691 001, Kerala India

Phone: [91] 474-276-8701 Fax: [91] 474-274-1766

Website:

www.cashewingredients.com Email: exim@quilonfoods.com Parameswaran Bharathan, Managing Director

QUILON SPECIALITY FOODS VIETNAM CO. LTD.

Lot No. L1, Road No. N4 Tan Phu Town Dong Phu District, Binh Phuoc Province

Vietnam Phone: 0084 0651 3896525 Fax: 0084 651 3896525 Email: ppjohny@qsf-vn.com Johny Paul, Senior Manager R

R S CANNERY CO., LTD.

255/I Industrial Soi 3 Samutprakarn 10280

Thailand

Phone: [66] 2-709-6655 Fax: [66] 2-709-6627 Email: sarin@rscannery.com Lynn Sarin, Commercial Manager

R.S. TINSLEY (LIVERPOOL) LTD.

2nd Floor, Cunard Bldg, Liverpool Merseyside L3 1DS United Kingdom Phone: 441512360797 Fax: 441512364556 Email: rstinut@aol.com

Rob Tinsley

RAJA REMPAH MAS, PT

Komplek Ruko Surya Inti Pertama Ii Blok C 16-17

Surabaya Java Indonesia

Phone: +62816794797 Email: elly lissan@hotmail.com

Elly Lissan, Ms

RAJKUMAR IMPEX (P) LTD./ RAJKUMAR CASHEW INDIA PVT LTD.

4th Floor, No.119 St Mary's Road, Abhiramapuram Chennai 600018

Phone: 91 98402 91970 Fax: [91] 44-2461-6540

Website: www.rajkumarimpex.in

Emaii:

thiyagarajasundaram.d@intersnack

rajkumar.co.in

Mr D Thiyagarajasundaram Thiyagarajasundaram

RAMIREZ & CA. (FILHOS), S.A.

Rua Do Passadouro, 135 Lavra Matosinhos 4455-180 Portugal

Phone: (+351) 22 999 7878 Fax: (+351) 22 999 7879 Website: www.ramirez.pt Email: ramirez@ramirez.pt Manuel Ramirez, President

RD TUNA CANNERS LTD.

Rd Fishing Png Ltd. Madang 511 Papua New Guinea Phone: 675 423 3144 Fax: 675 423 3158 Email:

operations. head @rdtuna canners. c

om

Perfecto Rumbaoa, Avp-Operations Head

REGIN EXPORTS

18-69/18 - 45b, Aluvilai Thickanam Code.P.O Tamil Nadu 629 804

India

Phone: 04651 - 249783

Email: evershine1935@gmail.com Anichandrakala Thankappan,

Proprietress

RELIABLE CASHEW COMPANY PVT.

LTD.

Plot No. 429, Road No. 10, Baikampady Industrial Area Mangalore Karnataka 575011

India Phone: +919731777321

Fax: +918242406972 Fmail:

ramkumar@reliablecashew.com

Ram Kumar

RENUKA AGRI FOODS PLC

No. 69, Sri Jinaratana Road Colombo 02 Sri Lanka

Phone: 94 11 2314750

Email:

sidanthak @ renuka group.com

Kalum Kads

RESIBRAS INDUSTRIA DE CASTANHAS LTDA

Rua 20 De Janeiro, 1615 - Barra Do

Ceara

Fortaleza Ceara 60.331-200

Brazil

Phone: [55] 85-3288 7513 Fax: [55] 85-3282 1678 Website: www.resibras.com.br Email: lilian@resibras.com.br Lilian Moura, Export Manager

RIBEREBRO INTEGRAL S.A.U.

Pol. Ind. La Llanada Alfaro La Rioja 26540 Spain Phone: 00-34-941-17-11-50 Fax: 00-34-941-17-11-53

Fax: 00-34-941-17-11-53 Website: www.riberebro.com Email: m.miner@riberebro.com Mayte Miner, Food Safety And

Quality Director

RICHMOND HONEY FARMS

Nw 14-7-13 W1

Cypress River Manitoba ROK 0P0 Canada

Phone: 204-526-5402 Fax: 204-743-2373 Email: brennrich@live.com Brennen Richmond, Owner

RISPOLI LUIGI & C. SRL

Via Mazzini 3 Borgo Carillia Altavilla Silentina Salerno 84023

Italy

Phone: +39828987038 Fax: +39828987314

Website: www.conserverispoli.it Email: info@conserverispoli.it Carmela Palumbo, Administrator

RIVERCREST HONEY FARM

Site 170 Box 10 Rr#1 Brandon Manitoba R7A 5Y1

Canada

Phone: 204 724 2373

Email: willmarthoney@gmail.com

Will Clark, President

ROODENRIJS KAASTABLETTEN INDUSTRIE 'ROKA' B.V.

Revisieweg 8

Emmeloord Flevoland 8304BE

Netherlands

Phone: [31] 527-617755

Email:

h.meun@cheesecrispies.com

Hessel Meun

RWANDA NUT COMPANY LTD.

Market Avenue, Kabuga Town,

Kigali 2735 Rwanda

Phone: +250 787 888 767 Fax: +81 3 5766 7897

Email:

momoko.harada@rwandanuts.com

Momoko Harada

5

SABIRLAR FINDIK IHRACAT LTD. STI

Pazarkapi Mah Kalkano?Lu Cad. No.

Trabzon Merkez 61040

Turkey Phone: 05323146699

Fax: 904622725500 Website: www.sabirhazelnut.com.tr Email: hsabir@sabirhazelnut.com.tr

Hasan Osman Sabir, Mr.

SACCONI AGROINDUSTRIAL COMERCIO E EXPORTACAO LTDA

Rod. Br/Es 381, Km 28 Sao Mateus Espirito Santo 29947-

010 Brazil

Phone: +55 27 99899-9100 Fax: +55 27 3771-9222

Website:

www.sacconipimentas.com Email: samac@samac.com.br Wesley Bonomo, Export Director

SAGUI INDUSTRIA E COMERCIO DE ALIMENTOS LTDA

Conjunto Jardim Sideral, Rua Sao

Pedro # 50

Belem Para 66050-020

Brazil

Phone: 55 91 32262279 Fax: 55 91 32951788

Fmail:

ronaldosantos_459@yahoo.com.br Ronaldo De Oliveira Santos, Seller

SALICA DEL ECUADOR S.A.

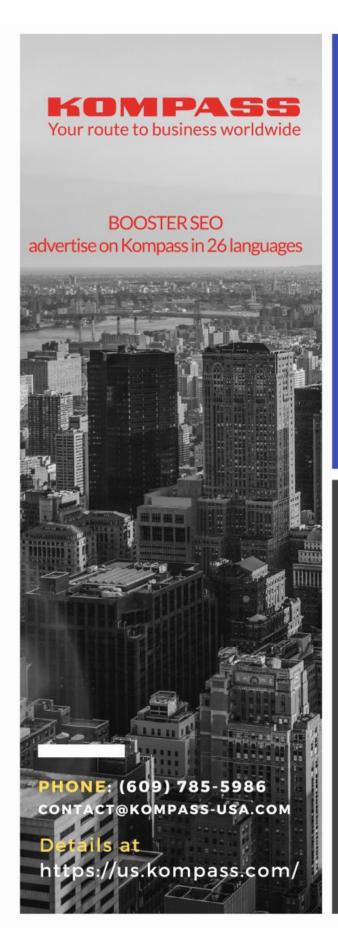
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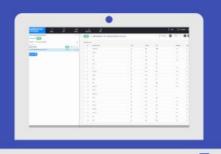
Ecuador

Phone: 593 4 600 6990 Fax: 593 4 600 6990

Email:

jparra@salicadelecuador.com.ec Juan Parra, Operation Manager

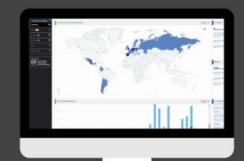




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SAN CARLO EUROPE

Via F. Turati, 29 20121 Milano Italy

Phone: 39-02-6265394 Fax: 39-02-6551139 Website: www.sancarlo.it Email: v.maglio@unichips.com

Valentina Maglio

SANGENIS I VAQUE, S.L.

Pl. Catalunya, 3 Porrera 43739 (Tarragona) Spain Phone: [34] 977-828238

Fax: [34] 977-828068 Email: celler@sangenisivaque.com

Conxita Vaque, Manager

SANTE GIDA SAN. VE TIC. A.S.

Bozyurt Mah. Nazilli Aydin 09800 Türkiye

Phone: 0090 256 326 0033 Fax: 0090 256 326 0099 Website: www.santegida.com

Email: ok@ogz.me

Murat Aksuyek, Managing Director

SAOR ITALIA SRL

Via Mazzini, 4/9 10073 Cirie (To)

Italy

Phone: [39] 011.921.1444 Fax: [39] 011.921.0089 Email: saor@saorsrl.com Rocco Crisara, General Manager

SARI SEGAR HUSADA, PT

Wisma Budi, Jin.Hr.Rasuna Said Kav C6

Jakarta 12940 Indonesia

Phone: [62] 21 5213383 Fax: [62] 21 5262971

Email:

ssh.marketing@sungaibudi.com Indra Satiragani, Marketing

Manager

SCELTA MUSHROOMS BV

Heymansstraat 35 5927 Np Venlo Limburg Netherlands

Phone: +31 77 3241020

Website:

www.sceltamushrooms.com

Email:

julesklerken@sceltamushrooms.co

m

Jules Klerken, Commercial Project Manager

SEABEST FOOD AND BEVERAGE CORPORATION

Rd City Central Business District, Silway - 7

General Santos City South Cotabato 9504

Philippines

Phone: 083-878-1133 Fax: 083-878-2233

Email: iscahayag@seabest.com.ph

Irish Cahayag

SEATRADE CANNING CORPORATION

Brgy, Cabu, Tambler General Santos City 9500 Philippines

Phone: 63 83 5543355 Fax: 63 83 5543352

Email:

d.bretania@seatradecanning.com

Dennis Bretania

SECOND HOUSE PRODUCTS

Mazraat Yachouh Industrial Zone Mazraat Yacouh Mount Of Lebanon 961

Lebanon

Phone: 009614915391 Fax: 009614930235

Website:

www.secondhouseprod.com/ www.trulyphoenician.com Email: qa@secondhouseprod.com Joyce Rizk Maksoud, Export Manager/Quality

SEIGNEMARTIN SAS

350 Rue De La Gelinotte Nantua Rhone Alpes 01130

France

Phone: 00 33 (0)4 74 75 51 64

Website: www.comteseignemartin.fr

Email: seignemartin@orange.fr Isabelle Seignemartin, Ceo

SENTAS A.S.

Ege Caddesi No.34 Izmir Izmir 35414

urkey

Phone: +90 232 281 33 43 Email: export@sentas.com.tr Gurcan Sen, Sales Manager

SGAMBARO S.P.A.

Via Chioggia 11/A

Castello Di Godego Treviso 31030

Italy

Phone: +390423760007 Fax: +390423760101

Email:

martina.durighello@sgambaro.it Federico Gris, Export Manager

SHAANXI XIANYANG CHUNHUA ZHONGFU INDUSTRIAL CO.,LTD.

Longwu Village, Beiguan, Xianyang Shaanxi 711200

China

Phone: +86 18629019888 Fax: +86 29 32772420 Email: renfang@juice2u.cn

Fang Ren, Sales

SHAFER-HAGGART.LTD

1100 Melville Street, Suite 938 Vancouver British Columbia V6E 4A6

Canada

Phone: 604 669-5512 Fax: 604 669-9554

Website: www.shafer-haggart.com Email: jyap@shafer-haggart.com Joselyn Yap, Quality Systems

Manager

SHANTI AGRO INDUSTRIES

Sur No. 181, H.No. 470 A&B Dodamarg Maharashtra 416512

India

Phone: +91 832 2318474 Fax: +91 832 2343613 Email: info@shanticashew.com Shanti Kamath, Partner

SHANXI XUANFULIN FOOD CO.,LTD.

East Of Jiazhuang Village (300 Meters West Of National Highway 209),Beijing Township,Linyi County Yuncheng City Shanxi Province China

Phone: 0086 139 53519163 Email: bobsun@eversun-food.com

Bob Sun, President

SHERIFF DEWJI & SONS LTD

Plot 14, Goliondoi Road Arusha Arusha Tanzania Phone: +255272503671

Fax: +255272303671 Fax: +255278295 Email: sds@cybernet.co.tz Tahseel Sheriff, Director

SHINJIN MOOLSAN CO. LTD.

41, Bongseong 1-Gil Haman-Gun Gyeonsangnam-Do South Korea

Phone: [82] 55-583-3991 Fax: [82] 55-583-5693

Email: shinjin@shinjin-ms.com

Young-Oh Hur

SHUNDA FOOD COMPANY LIMITED

Suite B806 Mingshi International Dalian 116001 Liaoning Province 116001

China

Phone: [86] 411 82710859 Fax: 0086 411 39887659 Email: sandylizhyr@hotmail.com Li Shuyu, Executive Director

SIAM ALOE VERA (2005) CO.,LTD.

179/13 M.11 T.Nhongtatam

A.Pranburi Pranburi 77120 Thailand

Phone: + 66 (0) 32544625-28 Email:

marketing@siamaloevera.co.th Wirach Piyapornphaiboon

SIAM INTERNATIONALFOOD CO.,LTD.

88 Moo.10 T.Natab Chana Songkhla 90130

Thailand

Phone: (+66) (0) 74-803168 Fax: (+66)(0) 74-803168 #880-1 Website: www.sif.co.th Email: wamongkon_qa@sif.co.th

Mr.Wamongkon Ongkariyapong,

Technical Manager

SINDICAJU

Av. Barao De Studart, 2360 Fortaleza Ceara 60120-002

Brazil

Phone: [55] 853-2467062 Fax: [55] 853-2460497 Website: www.sindicaju.org.br Email: sindicaju@sindicaju.org.br Francisco Assis Neto, President

SIOURAS A.S.

A Industrial Area Volos 38500

Greece

Phone: [30] 242-109-1400 Fax: [30] 242-1091410 Email: siourasv@otenet.gr Harris Siouras, Qa Manager

SMILE HAPPY CO.,LTD.

No.212, Building (B), Room (201), Shwegondaing Tower, Bahan T/S Yangon Yangon 11201

Myanmar

Phone: 951-558698 Fax: 951-559074

Website:

www.smilehappymyanmar.com Email: akhtwe@gmail.com Aung Khaing Htwe, Managing Director

SOC. COOP. CHAMPINTER

Ctra. Cenizate Km, 1 Villamalea Albacete 02270

Spain

Phone: 967483141 Fax: 967472194

Website: www.champinter.com

Fmail:

comercialventas@champinter.com Eduardo Martinez Jimenez

SOCIEDAD AGRICOLA INDUSTRIAL BLACUTT HNOS. SRL

Calle Almirante Grau #448 La Paz

Bolivia

Victor Llano

Phone: [591] 3-852-2900 Fax: [591] 3-852-3593 Email: omarnvr@entelnet.bo

SOPRAL

B.P. 406, Tamatave 0501 Toamasina Madagascar

Phone: 261 20 53 968 80 Fax: 261 20 53 968 80 Email: sopralinfo@moov.mg Georges Geeraerts

SOPRIMEX

6, Rue D'oued Zem 20070 Casablanca

Morocco

Phone: [212] 522 27 51 14 Fax: [212] 522 20 16 42 Email: soprimex@soprimex.ma Patrick Benchimol, Administrator SOSEGA NIGERIA FZE

Plot F1, Calabar Free Trade Zone, Calabar

Calabar Cross River 540281

Nigeria

Phone: +2348038462649 Website: www.soseganigeria.com

sosegafreetradezone@gmail.com

Mbe Agbor, Mr.

SOUTH ATLANTIC CAPITAL S.A.

Estrada Marginal Norte Peniche 2520-605

Portugal

Phone: +351262241520

Fmail:

mario.araujo@southatlantic.pt

Mario Araujo

SOUTH INDIA SPICES TRADING COMPANY

15/1 Perali Road

Virudhunagar Tamilnadu 626001

India

Phone: +914562244714

Email:

southindiaspicestrading@gmail.co

Murugan A.P, Mr

SOUTH KERALA CASHEW EXPORTERS

Kilikolloor P.O.

Kollam 4, Kerala Kerala 691004

India

Phone: [91] 474-2712811 Fax: [91] 474-2710280 Email: skcesalam@gmail.com A A Salam, Proprietor

SOUTH SEAS TUNA CORPORATION

1 Wharf Road

Wewak East Sepik Province Papua New Guinea

Phone: 6754561766 Fax: 6754561765

Website: www.southseastuna.com Email: dorku@southseastuna.com Thomas Dorku, General Manager

SOUTHERN CASHEW EXPORTERS

Chandanathope Kollam Kerala 691014

India

Phone: 04742710403 Fax: 04742710474

Website:

www.southerncashew.com Email: southerncashew@live.com

Shamsudeen M

SOUTHLAND GLOBAL AGRICULTURE (SG AGRO)

06 Bp 6063 Abidjan 06 06 Bp 6063

Abidjan 06

Marcory-Zone 4 Abidjan +225

Ivory Cost

Phone: +22544108453 Email: ouatabou80@yahoo.fr

Abou Ouattara

SPAROS LDA

Area Empresarial De Marim Lt C Olhao Algarve 8700-221

Portugal

Phone: 00351289435145 Fax: 00351289715729 Website: www.sparos.pt Email: sparos@sparos.pt

Wilson Pinto

SPICE TILLERS AND COMPANY

31 Perali Road

Virudhunagar Tamilnadu 626001

India

Phone: +91914562244714

Email:

spicetillersandco@gmail.com Ganesh Paramasivam, Partner

SPICES EXPORT COMPANY

33 M.C.Chidambara Nadar Street Virudhunagar Tamilnadu 626001

Phone: 04562242094 Fax: 04562242094

Email: spicesexportco@gmail.com

Ganesh Paramasiyam

SREE DEVI CASHEW INDUSTRIES

Mudar

Karkala Taluk 574122

Phone: +91 9845281933 Email: info@sridevicashews.com Ganesh Kamath, Managing Partner

ST. GEORGE FOODS

Puthoor PO Kollam 691507

India

Phone: 914742418078

Email: stgeorgefoods@yahoo.com

Jobson G Varghese, Mr.

ST.GREGORIOS CASHEW INDUSTRIES, **PUTHOOR**

Mount Carmel House, Puthoor.

Kollam Kerala 691 507

India

Phone: 0474 Fax: 0474 2415737

Fmail:

stgregorioscashew@gmail.com Johnson G Oommen, Proprietor

ST.PAULS CASHEW FACTORY

Puthoor P.O.

Kollam Kerala 691 507

India

Phone: +91-474-2419298

Fax: +91-474-2415898

Website: www.stpaulscashew.com Email: stpaulscashew@gmail.com James Oommen, Proprietor

STABILIMENTI TORRE SRL

Piazza Iv Novembre, 7

Milano 20124

Italy

Phone: [39] 0185-356309 Fax: [39] 0185-358558 Email: purchasingsales@stabilimentitorre.it Luciano Torre

SUD ITALIA ALIMENTARI SRL

S.P. 231 Km. 31,500 Corato Bari 70033

Italy

Phone: +39.080.8983849 Fax: +39.080.8983882 Website: www.oliosuditalia.it Email: info@oliosuditalia.it Giovanni Cassetta, Mr.

SUN RIVER HONEY INC.

Po Box 105

Grandora Sk SOK 1V0

Canada

Phone: 1-306-292-7612

Website: www.sunriverhoney.com Email: aaron@sunriverhoney.com Aaron Comerford, President

SUNDER ORGANIK GIDA SANAYI VE TIC. LTD. STI.

Ibni Melek Mah. Tire OSB Yol 4 Sok

No 17 Tire Izmir Tire 35900

Türkive Phone: [90] 232-5135150

Fax: [90] 232-5135151 Website: www.sunder.com.tr Email: sunder@sunder.com.tr

Yavuz Suner, General Manager

SUOMEN SILLIKONTTORI OY

Kalasatamantie 2

Uusikaupunki Etela-Suomen Laani 23500

Suomi

Phone: +358503424603

Email: anu.johansson@netfood.fi Anu Johansson, Quality Manager

SUPERSTAR COCONUT PRODUCTS

CO., INC.

Bo. Malabanban Candelaria, Quezon

Philippines

Phone: [63] 42-585-4881 Fax: [63] 42-585-8688

Email:

sales@superstarcoconut.com Carlos Licup, President/Ceo

SUPREME CASHEW INDUSTRIES

Pallithottam

Kollam Kerala 691006

India

Phone: 091 474 2741823 Email: hamsaabdul@gmail.com Hamsa Abdul Rehuman Kunju,

Managing Partner

SYNERGY SYSTEMS

Os49, Iv Floor, Gcda Complex Cochin-682 031 Kerala

India

Phone: +91 9895054410 Website: http:// synergyquality.com/

Email: synergee95@gmail.com Dr. B. Jacob

т

T. & C. S.R.L.

Via Pole, 26/A 61041 Acqualagna (Pu)

Phone: [39] 0721799065 Fax: [39] 0721797259 Website: www.truffle.it Email: info@truffle.it Thomas Clementi, Owner

TADIMDA GIDA SANAYI A.S.

Ataturk Cd No 384 Izmir Izmir 35300

Turkey

Phone: 00902324630858 Website: www.zumdieck.com.tr

bilgenozbay@zumdieck.com.tr Bilgen Seven, Export Supervisor

TAMEFIELD WAREHOUSING & DISTRIBUTION

35 Automatic Rd

Brampton Ontario L6S6C9

Canada

Phone: 905-792-7005 Fax: 905-792-2341

Website: www.tamefield.com Email: maryann@yorktrans-

worldwide.com

Mary-Ann Blane, General Manager

TARIS FIGS AGRICULTURAL SALES **COOPERATIVES UNION**

Gazi Bulvari Vural Is Merkezi Cankaya Izmir 35210

Turkev

Phone: +90 232 445 5588 Fax: +90 232 445 5110 Website: www.tarisincir.com Email: bustay@tarisincir.com.tr Behcet Ustay, Export Vice Manager

TASTY NUT INDUSTRIES

K.P. Road, Kilikolloor P.O.

Kollam-691 004, Kerala

India Phone: [91] 474 2715332 Fax: [91] 474 2712203 Email: nowfal@tastynut.in S. Nowfal, Managing Partner

TEMEL GIDA VE TOPRAK URUNLERI SAN. TIC.

Temel Gida Ve Toprak Urunleri San Ve Dis Tic. Ltd. Sti. Manisa Manisa 45870

Phone: 00902363775404

Fax: 00902363775094 Website: www.temelgida.com.tr Email: secil.yesilderya@pagysa.com

Melih Temel, Owner

THANH THOM PROD. TRADING IMP & EXP CO. LTD.

Binh Nghia Hamlet, Binh Tan Ward, Bac Binh District, Binh Thuan Province, Vietnam Ho Chi Minh Binh Duong 0084-6503796320

Vietnam

Phone: 0084-6503796320 Fax: 0084-6503796320 Website: www.thanhthom.com Email: trongchinhiso@gmail.com Cao Trong Chinh, Vice Director

THE GB FOODS SA

Placa Europa 42 Barcelona 08902

Phone: [34] 93-364-2334 Fax: [34] 93-364-2493 Email: fcruz@thegbfoods.com

Francisco Cruz

THE RAISIN COMPANY (PTY) LTD.

Noagspaal Marchand 8873 South Africa

Phone: [27] 544410200 Fax: [27] 544410014 Website: www.the-raisin-

company.com

Email: klink_uk@btconnect.com Edwin Klinkenberg, Managing

Director

TORREFAZIONE LUCCHESE DEL CAFFÃ" SRI

Via Delle Piagge, 1535 S.Alessio - Lucca 55100

Italy

Phone: 0039 0583 342620 Fax: 0039 0583 331964 Website: www.caffeincas.com Email: francesca@caffeincas.com Francesca Lenci

TOSCHI VIGNOLA

Via Genova 244 Savignano Sul Panaro Modena

41056 Italy

Phone: 39059768711 Fax: 39059772591 Email: stoschi@toschi.it Stefano Toschi, Export Manager

TRADOR S. A.

Pringles Y Calle 21 Bowen Mendoza 5634 Argentina

Phone: +54 2625 480174 Fax: +54 2625 480447 / 480174 Website: www.cimafru.com

Email: cponce@cimafru.com

Carlos Ponce, Mr

TRIBECA AGROINDUSTRIAL E **COMERCIAL LTDA**

Estrada Piraã Pinheiral Km 10,5 Piraã Rj 27175-000

Brazil

Phone: 552433331186 Fax: 552433331144 Website: www.tribeca.agr.br Email: rpicard@simab.com.br

Ricardo Picard

TROPICAL FOOD INDUSTRIES CO.,LTD

221 Soi Pattanakarn 53, Suanlaung,

Suanluang Bangkok 10250

Thailand

Phone: +6623220242 Fax: +6623211734 Website: www.trofco.com Email: info@trofco.com Somkuan Ittiritkun

TRUNG HIEU AGRICULTURAL PRODUCTS COMPANY LIMITED

Tan Thanh Hamlet, Quang Thanh Ward, Chau Duc District Ba Ria - Vung Tau Province Brvt 791000 Vietnam

Phone: +84399999407 Website: trunghieucashew.com

vubac@trunghieucashew.com Bac Vu Trung

TSOUDEROS LTD

Asomatos

Rethymnon Ag Vasilios 74060

Greece

Phone: 00302831031456 Website: www.laditsouderos.gr Email: katerina@laditsouderos.gr Catherine Papaioannou, Sales

Director

U

U&S UNISMACK S.A.

Industrial Area Of Kiekis Kiekis 61100

Greece

Phone: 30 23410 71195 Fax: 30 23410 71196 Email: a.petsa@unismack.gr Angeliki Petsa, Exports Manager

UGS URLA GIDA VE TARIM URUNLERI SAN. TIC. LTD.

Itob Organize Sanayi Bolgesi 10001 Sok.No:9

Izmir 35477

Turkey Phone: [90] 2327990085 Fax: [90] 2327990086

Website: www.ugsolives.com Email: erol@ugsolives.com Erol Avni Bozkurt, Ceo

UKRAINIAN SOCIETY OF HONEY LTD

19, Oleksiyenka Str.

V. Kadomka, Kagarluk Dist. Kyivska Area 09253 Ukraine Phone: +380 0988 841888 Fax: +380 44337 3682 Website: www.uahoney.com Email: info@uahoney.com Vladimir Kaplienko

UNICORD PUBLIC COMPANY LIMITED

56/5 Mu.3, Soi Watsrimueng Samut Sakhon 74000

Thailand

Phone: [66] 34-831218 Fax: [66] 34-831218

Email: f_zero@seavaluegroup.com Nichana Morakul, Vice President

UNILEVER UK LTD.

Accounts Payable(Leatherhead Office)

Stone Stone Business Park Staffs

ST15 OSR United Kingdom Phone: 353 1 291 4388 Fax: 353 1 353 1291

Fmail:

aoife.osullivan@unilever.com Aoife O'sullivan, Regional Customer

Manager

UNITY FOOD CO., LTD.

427/1, Chinwong Food Bldg., Rama 2 Road

Bangkok 10150 Thailand Phone: [662) 8400056-58 Fax: [662) 8400060 Email: utf@unityfood.com Poovanai Pravitranggura, Deputy

Managing Director

UNSOY FOOD INDUSTRIES INC.

Asagi Cobanisa

Merkez Manisa 45060

Phone: +90 236 256 59 86 Fax: +90 236 256 59 90 Website: www.unsoyfood.com

gulsumaloglu@unsoyfood.com Gulsum Aloglu Anginer, Sales And

Marketing Manager

URIMPEX S.A.

Gral Pacheco 1123/25 Montevideo

Uruguay

Phone: 59 82 92 43 249 Fax: 59 82 92 43 275 Email: urimpex@adinet.com.uy Jean-Christophe L'heritier

USIBRAS-USINA BRASILEIRA DE OLEOS E CASTANHA LTDA

Avenida Wilson Rosado 2580 Mossoro Rio Grande Do Norte 59607-041

Brazil

Phone: [55] 84-3318-2600 Fax: [55] 84-3318-2399

Fmail:

adenilta.abreu@dunorte.com Francisco Neto, President

VALENCY AGRO NIGERIA LTD

Along Unity Estate Road, Off Lagos-Ibadan Express Way Ibafo, Ogun

State, Nigeria Lagos Ogun 110106

Nigeria

Phone: +234 9070060309

Email:

accounts.ng@valency international.

Pankaj Adhikari, Head Finance

VALENCY INTERNATIONAL TRADING VIETNAM CO LTD

C9 Lot, Road No. 14, Hiep Phuoc

Industrial Park

Hochiminh Hochiminh 708500

Vietnam

Phone: +84 909111629 Fax: +84 8 37818398

Website:

www.valencyinternational.com

tuyet@valencyinternational.com

Tuyet Nguyen, Manager

VALEO FOODS

79 Broomhill Road Dublin 24 Ireland

Phone: +353 86 027 3275 Website: www.valeofoods.ie Email: gary.neville@valeofoods.ie Gary Neville, Export Manager

VALGOSA S.L.

C/ Montserrat Roig. 9 Hospitalet De Llobregat Barcelona

08908 Spain

Phone: +34 932 120 422 Fax: +34 932 120 422 Website: www.valgosa.com Email: info@valgosa.com

Isabel Gonzalez Silvestre, Managing

Director

VESTA TARIM URUNLERI A.S.

Armutlu Sanayi Cad. No 88 Izmir Izmir 35737

Turkey

Phone: +902328867777 Fax: +902328867757 Website: www.vestafruits.com Email: info@vestafruits.com Rosalie Dragonetti, Export Dirctor

VESTKORN MILLING AS

Kvernveien 62 Tau 4120 Norway

Phone: +47 51740300 Fax: +47 51740318 Website: www.vestkorn.no Email: aslak.lie@vestkorn.no

Aslak Lie, Owner

VI.SA. SRL

Via F.Lli Buscetto 46/50 Nocera Inferiore Salerno 84014

Italy

Phone: 39 081 924445 Fax: 39 081 924445 Website: www.aromi.it Email: export@aromi.it

Salvatore Vicidomini, Sole Manager

VICROSSANO DUC

2102, Cabot Street Montreal Quebec H4E 1E4

Canada

Phone: 514-766-5252 Fax: 514-765-3959 Email: info@vicrossano.com Andre Desmarais, President

VIEIRA DE CASTRO PROD. ALIM., S.A.

Rua Do Paco, 514

V.N. Famalicao Braga 4760-212

Portugal

Phone: [351] 252-390691 Fax: [351] 252-311909

Website: www.vieiradecastro.pt Email: fmachado@vieiradecastro.pt

Fatima Machado

VIETNAM INTERSNACK CASHEW CO.,

LTD.

AB Tower, Unit #03 16th Floor Ho Chi Minh City 70

Vietnam

Phone: 84 90 9026027 Fax: 84 8 3910 2867

Email:

tu.nguyen@intersnackrajkumar.co

m.vn Tu Nguyen

VINALIMEX / SACAFA

458 B Nguyen Tat Thanh St., Dist 4 Ho Chi Minh City Ho Chi Minh City 70000

Vietnam

Phone: [84] 8428-39408120
Fax: [84] 8428-39410073
Website: www.vinalimex.com
Email: dien.vinalimex@gmail.com
Nguyen Van Anh, Director

VINCENZO RICCIARDI & C. SRL

Via S.P. 143 (EX 529 S.S. Ofantina)

25 / A

Cerignola Foggia 71042

Italy

Phone: 0039 885 426474 Fax: 0039 885 426474

Website: www.ricciardialimentari.it

Email:

conservericciardisnc@libero.it Vincenzo Ricciardi, Owner

VINCENZO SALVO S.R.L.

Regione Gombi Della Luna 1 Chiusavecchia Imperia 18023

Italy

Phone: 39-0183279286 Fax: 39-0183779880

Email: pierluigi.rossi@oliosalvo.it Rossi Pierluigi, Administrator

VIRGINIA HEALTH FOODS LTD

Kilnagleary Road Co. Cork Cork P43 PX89

Ireland

Phone: 00353214770033

Website:

www.virginiahealthfoods.net Email: colin@virginiafoods.net

Colin Sheerin, Mr

VIVEIROS MONTEROSA, LDA

Quinta Da Cabeã§A, Apt 26 Moncarapacho 8700-068

Portugal

Phone: +351289790440 Website: www.monterosa-

oliveoil.com

Email: antonio@monterosa.pt Antã³Nio Duarte, Mr.

VNP FOOD CO., LTD

2 Soi Atsawaphichet 4, Chimplee Talingchan Bangkok 10170

Thailand

Phone: +6628843035 Email: valeerat@opcofood.com

Valeerat Pareumpan

VOICEVALE LIMITED

Voicevale House Edgware HA8 7EB United Kingdom Phone: 44 208 8713 600 Email: roby@voicevale.com

Roby Danon

W

WEIFANG SUNSHINE FOOD CO., LTD.

5166 East Dongfeng Street Weifang Shandong 261061

China

Phone: 0086 536 8583051 Fax: 0086 536 8588266 Website: www.ygfood.com Email: chenli@ygfood.com Kelly Chen, Export Manager

WEISHAN CIWAY FOOD CO. LTD.

Liqiao Town,Weishan County Jining City Shandong 272195

China

Phone: [86] 537-8681251 Fax: [86] 537-8681604 Email: pepeluo@ciwayfood.com Chris San, General Manager

WESTERN INDIA CASHEW COMPANY PVT. LTD.

P.B. No. 75, Beach Road Quilon 691 001 India Phone: [91] 474-274-1562 Fax: [91] 474-274-2792 Website: www.wenders.com Email: hari@wenders.com Harikrishnan Nair, Chief Executive

Υ

YAVUZ GIDA SANAYI VE TICARET A.S.

Aksu Mah. Pazar Cad. No:22 26200 Giresun Turkey Phone: [90] 454-2256186 Fax: [90] 454-2253379 Email: yavuz@yavuz.com.tr Bulent Yavuz, Executive Director

YURRITA & SONS, S.A.

Ctra. A. Ondarroa, S/N Mutriku Gipuzkoa 20830

Spair

Phone: [34] 943-603-245 Fax: [34] 943-604-420 Website: www.yurrita.com

Email

ignacio.manes@yurritagroup.com Inaki Goenaga, Export Department

AFI Presidents/Chairmen 1906 - Present

WILLIAM A. HIGGINS
WILLIAM J. JUHRING
LOUIS B. PARSONS
ANDRE L. CAUSSE
LUCIUS R. EASTMAN, JR.
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IRWIN TANE
IRENE MCFADDEN
ALAN APPLEBAUM
HERBERT FEUERSTEIN
JOSEPH TAORMINA
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JOSEPH CHRISTOVAO, IV
HOWARD SCHREIBER
BARBARA HARLOE
DAVID COTTAM
TOM WHITE

ANDY GELLERT
JILL BUSH
FRED MORTATI
STEPHEN O'MARA
JAMES LIBBY

AFI Food Products Directory

Only company names are listed. Company Representatives, addresses, telephone, fax and email addresses are located in the Membership Directories beginning on Page 38. For quick reference, first check the Index to Advertisers appearing on Page 126.

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CODES В Briner D Distributor DFB Domestic Food Broker Ε **Exporter** Importer IΑ Import Agent Laboratory М Manufacturer Р Packer S Supplier

BAKED GOODS

Agriniotiko SA - E Balconi SPA Industria Dolciaria - E Bessone SA - E Biscottificio Primavera S.r.l. - E Bonomi S.P.A. - E Cento Fine Foods, Inc. - I, D Coins Foods and Spices (Pvt.) Ltd. - E D. Coluccio & Sons, Inc. - I, D Gourmet Brands Pty Ltd - E Grissinificio Zingonia SRL - E Jacobsens Bakery Ltd. - E Kavli International AS - E North Trading, Lda. - E Profanter Backstube Gmbh - E Roodenrijs Kaastabletten Industrie "ROKA" B.V. - E Ryvita Co. Ltd. - E Vieira de Castro Prod. Alim., S.A. - E Vigo Importing Company - I, P Vitavigor srl - E World Finer Foods, Inc. - I, E, M

BOTANICALS/CRUDE DRUGS

BMT Commodity Corp. - I Finck-Jones-Libby Co., Inc. - IA

BRINED FRUIT

Borges USA / Star Fine Foods, Inc. - M Mercantum (U.S.) Corp. - I, E, IA, DFB Reliable Mercantile Co., Inc. - IA World Finer Foods, Inc. - I, E, M

CANDIED FRUITS

Bazzini Co., Inc., A.L. - S Bedemco Inc. - IA JFE Shoji Trade America, Inc. - I, E Mercantum (U.S.) Corp. - I, E, IA, DFB Sahadi Fine Foods - I, M Setton International Foods, Inc. - I

CANDY

Aran Candy Ltd.
t/a The Jelly Bean Factory - E
D. Coluccio & Sons, Inc. - I, D
Musco Food Corp. - I
Nutrexpa, S.A. - E
Sucs. Lorenzo Estepa Aguilar – E
Vieira de Castro Prod. Alim., S.A. – E

CANNED FRUITS

ALMME - Association of Agricultural Cooperatives - E
Alexander Ltd. - E
Alcurnia Alimentacion, S.L. - E
Angel Camacho, S.A. - E
Arlavan S.A. - E
Atalanta Corporation - I, IA
Bedemco Inc. - IA
BMT Commodity Corp. - I CV.
Keong Mas Permai - E
Camerican International - I, IA, DFB
CONEX S.A. - E
Conservas de Murcia, S.L. - E
Conservas del Valle S.A. - E
Conservas y Frutas, S.A. - E

Costa de Oro Internacional - E Fairteck Holding PTE Ltd. - E Fenix S.A. - E Filiberto Martinez, S.A. - E Golden Beach, Inc. - I Goya Foods, Inc. - I, M **Great Lakes International** Trading, Inc. - I, E Hop Chong Trading Co., Inc. - I Ibericos Canned Foods, S.A. - E Inaexpo USA Ltd. - I Industrias Alimenticias Mendocinas S.A. - E Inter-Iberia Comercio de Alimentos, Ltda. - E Intercomm Foods, S.A. - M J.A. Kirsch Corp. - I J.M.B. International, Ltd. - E JFE Shoji Trade America, Inc. - I, E Jorday Foods International - IA Kronos S.A. - E Kuiburi Fruit Canning Co., Ltd. - E Luisky (Shaanxi) Food Co., Ltd. - E Manuel Garcia Campoy S.L. - E Marin Gimenez Hnos., S.A. - E Marin Montejano, S.A. - E Mateo Hidalgo, S.A. - E Materne - Confilux S.A. - E Mercantum (U.S.) Corp. - I, E, IA, DFB Merwanjee Poonjiajee & Sons Pvt. Ltd. - E McLane Global - I National Cortina Corp. - I Odenwald Fruechte Gmbh - E Ongkorn Special Foods Co., Ltd - E P. Pavlides S.A. - E PAFCO Importing - I. E Pedro Guillen Gomariz, S.L. - E Port Royal Sales - I

Foreign Supplier Verification Program Training

The United States requires food produced in or exported to the U.S. to meet U.S. food safety requirements. The Food Safety Modernization Act states importers are responsible to ensure the food they import meets U.S. regulations through a Foreign Supplier Verification Program.

AFI President Bob Bauer served on the task force that developed the standardized curriculum recognized by FDA. His understanding of the food import industry and experience as a lead instructor make AFI's FSVP course valuable to attendees from all sectors.

afius.org/fsvp

- Understand the purpose of the FSVP rule
- → Identify what's needed in your FSVP
- → Develop your FSVP
- → Implement your FSVP
- Implement a compliant recordkeeping system
- Understand how FDA will oversee your FSVP



Even with government travel restrictions in place, FDA is continuing FSVP inspections and is issuing warning letters for non-compliance. These travel restrictions have also created the opportunity for AFI to offer the FSVP curriculum online!

This two-day course is the best way to ensure you know how to comply. You'll be guided through the FSVP requirements and given exercises to help you develop your company's own program. And you'll receive a certificate upon completion.



Pranburi Hotei Co. Ltd. - M, E Productos Bionaturales Calasparra S.A. - E PT. Inni Pioneer Food Industry - E Rema Foods, Inc. - I Sanmenxia Luck Fruit Industry Co., Ltd. - E Schreiber Foods International, Inc. - I Sclafani Corp., Gus - I Simco Sales - I Sinco, Inc. - I SMP Foods Products Co., Ltd. - E Soprimex, S.A. - I,E T'boli Agro Industrial Development, Inc. - E Tianshui Cangsheng Food Co., Ltd. - E Tropical Food Industries Co.,Ltd - E UB Global Corporation - E UGS Urla Gida ve Tarim Urunleri - E San. Tic. Ltd. - E Vegetexco Ho Chi Minh City - E Victoria Pacific Trading Corp. - I Weishan Ciway Food Co. Ltd. - E World Finer Foods, Inc. - I, E, M

CANNED MEATS

Atalanta Corporation - I, IA
Camerican International - I, IA, DFB
Export Packers - E
Goya Foods, Inc. - I, M
JFE Shoji Trade America, Inc. - I, E
McLane Global - I
Musco Food Corp. - I
Pastene Companies, Ltd., The - I
Rema Foods, Inc. - I

CANNED SEAFOOD

Acme Food Sales, Inc. - I Atalanta Corporation - I, IA Atlantic Sardine Anchovies Tan Tan - E BMT Commodity Corp. - I Barkey Importing Co., Inc. - IA Bedemco Inc. - IA Bluewave Peru Marine Sac - E Borges USA / Star Fine Foods, Inc. - M Briosa - Conservas de Pescado Lda. - E Bumble Bee Seafoods, LLC - M, I Camerican International - I, DFB, IA Cannex. S.A. - E Cento Fine Foods, Inc. - I, D Chotiwat Manufacturing Co., Ltd. - E Cofaco Açores - E Coins Foods and Spices (Pvt.) Ltd. - E Conservas Cerqueira, S.A. - E Conservas Fredo, S.A. - E Conservas Portugal Norte, LDA. - E Crown Prince, Inc. - I Dana Imports, Inc. - I Euroaliment P.A.C. S.L. - E Export Packers - E Fabrica de Conservas da Murtosa LDA - E Foodtech Co. Ltd. - E Foshan Shunde Hai-Ding Aquatic Resources Foodstuff Co., Ltd. - E Frinsa del Noroeste, S.A. - E Golden Beach, Inc. - I Goya Foods, Inc. - I, M Graal S.A. - E Highland Dragon Enterprise - E Hop Chong Trading Co., Inc. - I

Industry Moroccan Anchovies - E Inter-Iberia Comercio de Alimentos, Ltda. - E J.A. Kirsch Corp. - I J.M.B. International, Ltd. - E JCS Tradecom, Inc. - I JFE Shoji Trade America, Inc. - I, E Jie Yang Rex Foods Co. Ltd. - E John Ross Jnr. (Aberdeen) Ltd. - E Joao M. Neto Pereira - E M.W. Polar Foods - I. D MMP International Co. Ltd. - E Majestic Seafood Corporation Limited - E McLane Global - I Musco Foods Corp. - I Ongkorn Special Foods Co., Ltd - E ORBE, S.A. - E Orlando Food Corp. - I, IA, DFB PAFCO Importing - I, E Pataya Food Industries, Ltd. - E Pastene Companies, Ltd., The - I Permex Producer & Exporter Corp. - E Port Royal Sales - I PRANAS S.A. - P PT. Avila Prima Intra Makmur - E PT Deho Canning Co. - E PT. Inni Pioneer Food Industry - E PT. Juifa International Foods - E PT Rex Canning - E Pt. Samudra Mandiri Sentosa - E PT Sinar Purefoods International - E R S Cannery Co., Ltd. - E Ramirez & Co (Filhos), S.A. - P, E, I, S Rema Foods, Inc. - I Royal Food Import Corp. - I Sass Foods - I, DFB Schreiber Foods International, Inc. - I Sclafani Corp., Gus - I Shafer-Haggart, USA - I Shinjin Moolsan Co. Ltd. - E Silver Food - E Simco Sales - I Sinco, Inc. - I SOPRAL - E Soprimex, S.A. - I, E Strohmeyer & Arpe Co., Inc. - I Sulljung Foods Co. Ltd. - E Unicord Company Limited - E Vigo Importing Company - I. P Worldly Delights, Ltd. - IA, DFB World Finer Foods, Inc. - I, E, M Yurrita & Sons, S.A. - E

CANNED VEGETABLES

AGARCAM, S.A. - E
Aceitunas Guadalquivir S.A. - E
Acme Food Sales, Inc. - I
Agrucapers, S.A. - E
ALIMINTER, S.A. - E
Amanida, S.A. - E
Angel Camacho, S.A. - E
Arguimbau & Co. - IA, DFB
Atalanta Corporation - I, IA
Barkey Importing Co., Inc. - IA
Bartlett Foods International, LLC - IA
Bedemco Inc. - IA
Blue Planet Foods - I
Bonduelle Polska S. A. - E
Borges USA / Star Fine Foods, Inc. - M

C. Zafiropoulos - A. Tomaras S.A. - E Camerican International - I, IA, DFB Cento Fine Foods, Inc. - I, D Clement Faugier - E Conservas de Murcia, S.L. - E Conservas del Valle S.A. - E Conservas El Raal S.C.L. - E Consorcio Peru-Murcia - M Costa de Oro Internacional - E Dana Imports, Inc. - I Euroaliment P.A.C. S.L. - E EUROPI S.r.l. - E F.J. Sanchez Sucesores, S.A. - E Fenix S.A. - E Filiberto Martinez, S.A. – E Food Match - I Golden Beach, Inc. - I Golden Foods S.A. - E Gonzalez Garcia Hnos. S.L. - E Goya Foods, Inc. - I, M Guangxi Hengyong Industrial Commercial Dev - E Guangxi Jisheng Foods Inc. - E Ibericos Canned Foods, S.A. - E Inaexpo USA Ltd. - I Inter-Iberia Comercio de Alimentos, Ltda -E Italfoods, Inc. - I J.A. Kirsch Corp. - I J.M.B. International, Ltd. - E JFE Shoji Trade America, Inc. - I, E Jorday Foods International - IA John H. Elton, Inc. - I Konstantopoulos S.A. - E Luisky (Shaanxi) Food Co., Ltd. - E Lutece B.V. - E M.W. Polar Foods - I, D Macarico S.A. - E Manuel Garcia Campoy S.L. - E Manuel Mateo Candel S.L. - E Marin Montejano, S.A. - E Marocapres - E Mateo Hidalgo, S.A. - E McLane Global - I Menu SRL - E Mercantum (U.S.) Corp. - I, E, IA, DFB Merwanjee Poonjiajee & Sons Pvt. Ltd. - E MJ Rosenmayer - I Musco Food Corp. - I Nagajati Food Sdn Bhd - E National Cortina - I Omega Foods - I Ongkorn Special Foods Co., Ltd - E Orlando Food Corp. - I, IA, DFB Pastene Companies Ltd., The - I Pedro Guillen Gomariz, S.L. - E Port Royal Sales - I Prochamp BV - E Productos Bionaturales Calasparra S.A. - E PT. Inni Pioneer Food Industry - E RDA S.r.l. - E Reliable Mercantile Co., Inc. - I, IA Rema Foods, Inc. - I Ron-Son Foods, Inc. - P, I Royal Food Import Corp. - I Safe Food Corporation - I Scelta - Champimer BV - E Schreiber Foods International, Inc. - I Sclafani Corp., Gus - I Segev Foods International - I Setton International Foods, Inc. - I

J.W. HAMPTON JR. & CO., INC.

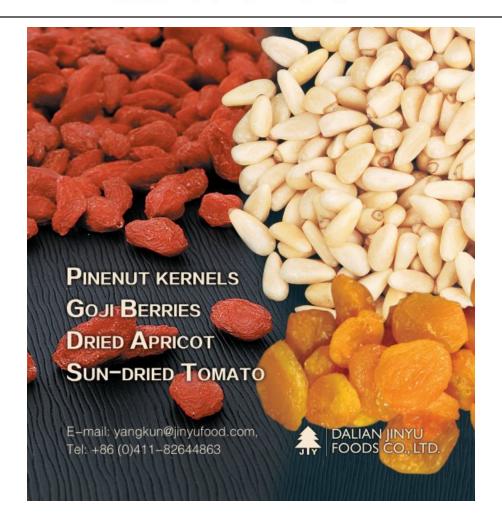


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Shafer-Haggart, USA - I
Shandong International Service
Trade Corp. - E
Simco Sales - I
Siouras A.S. - E
Sinco, Inc. - I
SOPRAL - E
Strohmeyer & Arpe Co., Inc. - I
Vegetexco Ho Chi Minh City - E
Victoria Pacific Trading Corp. - I
Vigo Importing Company - I, P
Weishan Ciway Food Co. Ltd. - E
World Finer Foods, Inc. - I, E, M

CHEESE

Agriform SCA - E Atalanta Corporation - I, IA Azienda Agricola La Bottera S.S. - E Camerican International - I, IA, DFB Caseificio Olanda Michele - E Cento Fine Foods, Inc. - I, D D. Coluccio & Sons, Inc. - I, D Cooperativa Agricola IL FORTETO - E Goya Foods, Inc. - I, M Italformaggi S.R.L. - E Italfoods, Inc. - I Kavli International AS - E Lopez & C Srl - E Musco Food Corp. - I Orlando Food Corp. - I, IA, DFB Pastene Companies, Ltd., The - I Roodenrijs Kaastabletten Industrie "ROKA" B.V. - E Setton International Foods, Inc. - I Sclafani Corp., Gus - I Societa Agricola La Bruna Di Fiandino Da- vide & C. S.S. - E Tianshui Cangsheng Food Co., Ltd. - E Trucco, Inc., A.J. - I UGS Urla Gida ve Tarim Urunleri San. Tic. Ltd. - E Vigo Importing Company - I, P World Finer Foods, Inc. - I, E, M

CHOCOLATE, COCOA PRODUCTS, CAROB

Bazzini Co., Inc., A.L. - M
Bedemco Inc. - IA
Braun & Sons, Inc., J.F. - I
Brauner International Corp - I
Elizabeth Shaw Ltd. - E
Goya Foods, Inc. - I, M
Ludwig Weinrich GmbH & Co. KG - E
Nutrexpa, S.A. - E
Persnam Corporation - E
Rema Foods, Inc. - I
Setton International Foods, Inc. - I
Trucco, Inc., A.J. - I

COCONUT

CC-Creamed Coconut DC-Dessicated Coconut CM-Coconut Milk 4Care Co., Ltd. - I,D Bazzini Co.. Inc., A.L. (DC) - E, I, M Braun & Sons, Inc., J.F. - I Fairteck Holding PTE Ltd. - E Goya Foods, Inc. (CC,CM) - I, M
Great Lakes International
Trading, Inc. (DC)
McLane Global - I
Red River Foods - I
Sahadi Fine Foods (DC) - I, M
Sari Segar Husada, PT (DC) - E
Schreiber Foods International, Inc. - I
Setton International Foods, Inc. (DC) - I
Superstar Coconut Products Co., Inc. - E
Trucco, Inc., A.J. - I
Unity Food Co., Ltd. - E

COFFEE, ESPRESSO & TEA

Amazon Trading
(Pvt.) Ltd. - E Biancaffe – E
Blair Shipping Services (Pty) Ltd. - E
Brauner International Corp - I
D. Coluccio & Sons, Inc. - I, D
Emilpack Isca SRL – E
J. Wolff & Company B.V. - E
McLane Global - I
Musco Food Corp. - I
Vegetexco Ho Chi Minh City – E
Vigo Importing Company - I, P
VINALIMEX - E

CONDIMENTS

Angel Camacho, S.A. - E Arguimbau & Co. - IA, DFB Charbonneaux-Brabant - E Delouis SA - E Goya Foods, Inc. - I Herbarum Veronicae SrI - E Madama Oliva s.r.l. - E Menu SRL - E Santini Foods, Inc. - M, D Sclafani Corp., Gus - I

DRIED FRUIT

AKC Commodities, Inc. - I, IA Agrovim S.A. - E Andes Quality SA - E Arslanturk Tarim Urunleri Ihracat Ithalat A. S. - E Atlantix Commodities - I BMT Commodity Corp. - I Balsu USA, Inc. - I, E Barkey Importing Co., Inc. -IA Bazzini Co., Inc., A.L. - E, I, M Bedemco Inc. - IA Bellafrut S.A. - E Belmar Dis Ticaret AS - E Boyrazoglu Tarim Tic. San. Ltd. Sti. - E Braun & Sons, Inc., J.F. - I Cevdet Aksut ve Ogul. Koll. Sti - E Dalian Jinyu Foods Co., Ltd. - E EBI France Sarl - E Finck-Jones-Libby Co., Inc. - IA Foreign Trade Service Corp. - L Four Seasons Fruits Corporation - E Franco Agency, Inc., The Richard - IA Gigi & Associates Corp. - I Gocmez Tarim Urunleri Ve Gida Sanayi A.S. - E

Gold Harbor Commodities - I Great Lakes International Trading, Inc. - I, E GSL Foods Enterprises - E Helmont Srl - E Hopewell International Corp. - E Ibericos Canned Foods, S.A. - E IFS Tarim Urunleri Ltd.Sti. - E International Nut Alliance LLC - I ISIK Organik Gida Tarim Ur. Hayvancilik San. Ve Tic. A.S. - E JCS Tradecom, Inc. - I John H. Elton, Inc. - I Jorge E. Gallardo F.S.A.C. - E Kalustyan Corp. - I Kenkko Commodities PLC - E KFC Gida San. A.S. - E Leading Star Trading Company - E MEM Fairway, Inc. - B, S McLane Global - I Mercantum (U.S.) Corp. - I, E, IA, DFB National Cortina - I Oguzcan Tarim Ve Gida Ur. San Tic.A.S. - E Olam Americas, Inc. - I PT. Inni Pioneer Food Industry - E Quality Control Inspections - L Red River Foods - I Reliable Mercantile Co., Inc. - IA Safe Food Corporation - I Sahadi Fine Foods - I, M Sass Foods - DFB, I Setton International Foods, Inc. - I Shandong International Service Trade Corp. - E Shunda Food Company Ltd. - E SMP Foods Products Co., Ltd. - E Somercom - S Star Snacks Company - I Sucs. Lorenzo Estepa Aguilar - E Summit Import Corp. - I Sunrise Commodities - I, E, M Tagum Commodities - E Taris Union of Agricultural Coops for Figs - E Tem Ngun Food Corp. - E The Hemisphere Group - I Totally Nuts & More - DFB, I Tropical Synergy International - E Trucco, Inc., A.J. - I Ultra Trading - I Unity Food Co., Ltd. - E Vieira de Castro Prod. Alim., S.A. - E Waymouth Farms, Inc. - P Worldly Delights, Ltd. - IA, DFB Ziba Nut, Inc. - I, E

DRIED VEGETABLES

BMT Commodity Corp. - I
Bedemco Inc. - IA
Franco Agency, Inc., The Richard - IA
Gold Harbor Commodities – I
Ibericos Canned Foods, S.A. - E
National Cortina - I
Red River Foods, Inc. - I
Sclafani Corp., Gus - I
Star Snacks Company - I
Wuxi Shiner Food Co., Ltd. - E

Producers Must Comply with Intentional Adulteration Regulation

continued from page 22

• Ability of an attacker to contaminate the product

Even though it's uncomfortable for familyowned and employee-friendly specialty food businesses, FSMA stresses that the food defense plan must address the possibility of an insider attack and protect against that threat. Insiders are more dangerous because they have access to the facility and understand how it operates.

FDA put together a worksheet that can assist manufacturers in determining the potential public health impact. Element 1 uses aspects of production such as batch size, amount of product in final servings, and servings per batch.

FDA created a template to help calculate vulnerability. For instance, a 10 represents more than 10,000 people and/or servings at risk; a 5 means between 100 and 1,000 people and/or servings at risk. Element 1 also considers information on contaminants that could be used to adulterate the product.

Element 2 addresses the degree of physical access to the product. Again, a score is assigned. A 10 would mean that the product is easily accessible, such as:

- Inside attacker can easily touch the product
- There are no inherent characteristics that make access to the product difficult
- Product is open and unsecured by packaging, equipment, or other physical barriers
- Product is handled, staged, or moved in easily accessible manner

Element 3 relates to the ability of an attacker to contaminate the product. Bulk liquid receiving and breading score high in that a contaminant could easily spread in these steps.

After scoring the 3 Elements, manufacturers can determine their vulnerability to an attack. FDA also accepts a Hybrid Approach, which combines the 3 Fundamental Elements and Key Activity Types. The agency stresses there's flexibility in each facility's approach and that the person making the food understands where and how a product can be adulterated better than anybody.

Mitigation Strategies

The mitigation strategies requirement states that manufacturers must identify and implement mitigation strategies at each actionable process step to provide assurances the vulnerability at each step will be significantly minimized or prevented. FDA defines mitigation strategies as "risk-based, reasonably appropriate measures a person knowledgeable about food defense would employ to significantly minimize or prevent significant vulnerabilities identified at actionable process steps and that are consistent with the current scientific understanding of food defense at the time of the analysis."

Minimizing accessibility is the primary goal of the mitigation strategies. These can start as facility-wide security measures to protect personnel, property or product. Security can serve as a foundation for a mitigation strategy but, by itself, is not a mitigation strategy. It needs to be supplemented with other strategies, which can be personnel, operations or technology-based. Examples in the guidance include techniques such as using tamper-evident tapes or seals for partially used ingredient containers and locking installing mechanisms equipment access points. Other examples include requiring workers at actionable process steps to wear uniforms or clothing without pockets or other means to conceal items and increased observation of highly vulnerable areas. Placing cameras in the facility is not a mitigation strategy unless the cameras are monitored regularly.

In the food defense plan, each mitigation strategy must include an explanation of how it significantly minimizes or prevents the vulnerabilities associated with the actionable process step.

Food Defense Monitoring

Food defense monitoring consists of observations or measurements that assess whether mitigation strategies are operating as intended. The monitoring must be written or recorded. FDA recommends monitoring be periodic but is more effective at irregular intervals, so a potential attacker cannot determine when the monitoring is taking place. The guidance states that facilities must:

Document monitoring in records that are subject to verification

Record information at time of observation, and capture observations and actual values, along with the time and date observation was made, and the signature or initials of the person who made the observation.

FDA's Food Defense Plan Builder

FSMA requires many people involved in the production of food be made aware of the Intentional Adulteration Rule. The Food Safety Preventive Controls Alliance developed several programs which meet the regulation's training requirements. The Food Defense Awareness Program is required of all frontline food workers and supervisors of frontline food workers. It's an online course that takes about 30 minutes to complete and is free. FSPCA also offers a course entitled Overview of the IA Rule, which will inform employees of the regulation but is not required. An in-person training program launched this spring for those interested in in-depth training. AFI strongly recommends all suppliers and importers take FSPCA courses related to their sector and perhaps even for their suppliers or customers. The FSPCA is a public-private partnership funded by FDA. The FSPCA's mission is to create educational programming regarding the various FSMA rules.

As noted earlier, the food defense plan must be overseen by a food defense qualified individual. Their responsibilities include:

- Preparation of the Food Defense Plan
- Conducting the Vulnerability Assessment
- Identifying and explaining the Mitigation Strategies, and
- Performing the reanalysis

FDA created an online tool
called the Food Defense
Plan Builder that can
be accessed at
www.afius.org/fooddefensebuilder

DYES - FOOD, DRUG, COSMETIC - INDUSTRIAL

Finck-Jones-Libby Co., Inc. - IA

EDIBLE SEEDS

AKC Commodities, Inc. - I, IA Barkey Importing Co., Inc. - IA Bazzini Co., Inc., A.L. - E, I, M Bedemco Inc. - IA Braun & Sons, Inc., J.F. - I Dalian Jinyu Foods Co., Ltd. - E Finck-Jones-Libby Co., Inc. - IA Franco Agency, Inc., The Richard - IA Gigi & Associates Corp. - I Great Lakes International Trading, Inc. - I, E Interagro Ltd - E Kalustyan Corp. - I Leading Star Trading Company - E Leavitt Corporation, The - I, E, M Mercantum (U.S.) Corp. - I, E, IA, DFB Occidental International Foods, LLC -I Red River Foods, Inc. -I Reliable Mercantile Co., Inc. - I, IA Sahadi Fine Foods - I, M Sass Foods - DFB, I Segev Foods International - I Setton International Foods, Inc. - I Shandong International Service Trade Corp. - E Shunda Food Company Ltd. - E Star Snacks Company - I Sunder Deri Sanayi Gida Turizm Ve Dis Tic. Ltd. Sti. - E The Hemisphere Group - I Totally Nuts & More - DFB, I Trucco, Inc., A.J. - I Ultra Trading - I

ESCARGOT

Bourgogne Escargots - E

FROZEN FRUIT

Arquimbau & Co. - IA. DFB Bedemco Inc. - IA Camerican International - I, IA Compañía Frutera La Paz - E Congelados de Tecoman, S.A. de C.V. - E Costa de Oro Internacional - E CROP'S N.A. - E Freezitt - E Fruticola Olmue S.A. - E Fruveco S.A. - E Golden Beach, Inc. - I Goya Foods, Inc. - I, M Grandfond International Ltd. - E **Great Lakes International** Trading, Inc. - I, E Ibericos Canned Foods, S.A. - E JBH Intertrade LLC - I JFE Shoji Trade America, Inc. - I, E Mondi Polska Sp. z o.o. - E National Cortina - I Sinco, Inc. - I

FROZEN MEAT

JFE Shoji Trade America, Inc. - I, E Sinco, Inc. - I

FROZEN SEAFOOD

Acme Food Sales, Inc. - I Atalanta Corporation - I. IA Bangkok Dehydrated Marine Product Co. - E Camerican International - I, IA, DFB Consorcio Industrial El Pacifico SAC - E Gova Foods, Inc. - I. M Inter-Iberia Comercio de Alimentos, Ltda. - E J.M.B. International, Ltd. - E JFE Shoji Trade America, Inc. - I, E Jie Yang Rex Foods Co. Ltd. - E Kerala Nut Food Co. - S PT Rex Canning - E Pesquera Veraz S.A. - E Shinjin Moolsan Co. Ltd. - E Sinco, Inc. - I

FROZEN VEGETABLES

Arguimbau & Co. - IA, DFB Bedemco, Inc. Inc. - IA Camerican International - I, IA, DFB Compañía Frutera La Paz - E Costa de Oro Internacional - E CROP'S N.A., Inc. - E Fruticola Olmue S.A. - E Fruveco S.A. - E Golden Beach, Inc. - I Goya Foods, Inc. - I, M Ibericos Canned Foods, S.A. - E Inter-Iberia Comercio de Alimentos Ltda. - E JFE Shoji Trade America, Inc. - I, E Mondi Polska Sp. z o.o. - E National Cortina - I Rema Foods, Inc. - I Sinco. Inc. - I

GARLIC

Agrucapers, S.A. – E
Alminter S.A. – M, S
Amanida, S.A. - E
Bedemco, Inc. - IA
F.J. Sanchez Sucesores, S.A. - E
Mercantum (U.S.) Corp. - I
Shandong International Service
Trade Corp. - E
Star Snacks Company - I
Summit Import Corp. - I
Trucco, Inc., A.J. - I

GIARDINIERA/ PEPPERONCINI

Alminter S.A. – M, S Arguimbau & Co. - IA, DFB Borges USA / Star Fine Foods, Inc. - M

C. Zafiropoulos - A. Tomaras S.A. - E Cento Fine Foods, Inc. - I, D Gaea Products S.A. - E KFC Gida San. A.S. - E Madama Oliva s.r.l. - E Musco Food Corp. - I Orleans Packing Co. - P Safe Food Corporation - I Sclafani Corp., Gus - D, I Panayiotis N. Kipriotis - E Pastene Companies, Ltd., The - I Tee Pee Olives, Inc. - I, IA, M Vigo Importing Company - I, P World Finer Foods, Inc. - I, E, M Worldly Delights, Ltd. - IA, DFB

GLACE FRUIT

Arguimbau & Co. - IA, DFB Bazzini Co., Inc., A.L. - E, I, M Bedemco, Inc. - IA Braun & Sons, Inc., J.F. - I Kuiburi Fruit Cup Co. Ltd. - E Sahadi Fine Foods - I, M Trucco, Inc., A.J. - I

GRAINS

Bedemco, Inc. - IA
Cento Fine Foods, Inc. - I, D
P.P.H. Elpol Lukasz Łuzniak - E
Export Packers - E
Kalustyan Corp. - I Polselli S.P.A. - E
McLane Global - I
Sahadi Fine Foods - I, M
Setton International Foods, Inc. - I
World Finer Foods, Inc. - I, E, M

HONEY

Apiario Diamante Comercial Exportadora Ltda - E Apicola Gianoni Seylinco S.A. - E Apimiel GmbH - E Ashurst's American Honey - P. S. Bedemco, Inc. - IA Bee Maid Honey - P Bee Products Industry Co. Ltd. - E Bees Brothers, LLC - P Best Food Supplies Corp. - S Bezpeka Medu LLC - E Burleson's Inc. - P Capilano Honey Limited - E Deer Creek Honey Farms - P, M Dutch Gold Honey - I Esperança Agropecuária e Indústria Ltda. - E Fischer Honey Co., Inc. - P Forwind Inc - P Glorybee Foods, Inc. - P Goya Foods, Inc. - I, M **Great Lakes International** Trading, Inc. - I, E Honeymax S.A. – E HoneyTree, Inc. - P Hoyts Honey Farm / Honey Holding - P Impex Group, Inc., The - I



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Jorge E. Gallardo F.S.A.C. - E Lamex Foods, Inc. - P, I McLane Global - I MIELSO, S.A. - E Miller's American Honey Company - P Miller's Honey Company, Inc. - P Minamel Agroindústria Ltda. - E NEXCO S.A. - E Nutrexpa, S.A. - E Odem International - E Quality Services International - L Sweet Harvest Foods Company - P Seylinco S.A./Nimelor S.A. - E Smitty Bee Honey - P Sunland Trading LLC - I Suzanne's Specialties - P Tropical Blossom Honey Co., Inc. - P Trucco, Inc., A.J. - I Ukrainian Honey Ltd. - E World Finer Foods, Inc. - I, E, M

INGREDIENTS

BMT Commodity Corp. - I Bedemco, Inc. - IA Braun & Sons, Inc., J.F. - I Camerican International - I, IA, DFB Gerber Ingredients - E Global Ingredients Sourcing - I SOPRAL - E Soprimex S.A. - E World Finer Foods, Inc. - I, E, M

JAMS, JELLIES, **MARMALADES & PRESERVES**

Arguimbau & Co., - IA, DFB Atalanta Corporation - I, IA Bedemco, Inc. - IA Conservas y Frutas, S.A. - E Goya Foods, Inc. - I, M Intercomm Foods, S.A. - M McLane Global - I Sanmenxia Luck Fruit Industry Co., Ltd. - E Schreiber Foods International, Inc. - I UGS Urla Gida ve Tarim Urunleri San. Tic. Ltd. - E World Finer Foods, Inc. - I, E, M

JUICE CONCENTRATE

Atalanta Corporation - I, IA BMT Commodity Corp. - I Barkey Importing Co., Inc. - IA Bedemco Co. - IA Camerican International - I, IA, DFB Elgin Fruit Juices (Pty) Ltd. - E Export Packers - E Goya Foods, Inc. - I, M Great Lakes International Trading, Inc. – I ,E Haraka Kitri Endah, PT - E Ibericos Canned Foods, S.A. - E Inter-Iberia Comercio de Alimentos, Ltda. -E JBH Intertrade LLC - I Kuiburi Fruit Canning Co., Ltd. - E Mercantum (U.S.) Corp. - I, E, IA, DFB National Cortina - I

Pranburi Hotei Co. Ltd. - M, E Rema Foods, Inc. - I Salix Fruits LLC - IA Sinco, Inc. - I Vefa Bozacisi A.S. - E

MARASCHINO CHERRIES

Alminter S.A. - M, S Bedemco, Inc. - IA Borges USA / Star Fine Foods, Inc. - M Espagry Iberica S.L. - E Pastene Companies, Ltd., The - I Schreiber Foods International, Inc. - I

OLIVE OIL AMD Oil Sales LLC - I Aceites Borges Pont, S.A. - E Aceites del Sur, S.A. - E Aceitunas Guadalquivir S.A. - E Ace Endico - D Acesur De Prado North America - I, E Acesur North America, Inc. - I Acorsa USA Inc. - I Agrofood Srl - E Agropecuaria Riojana Srl - E Aldi Inc. US - D Alminter S.A. - M, S Amore Trade - M, I Ana Gida Ihtiyac Mad. San. Tic. A.S. - E Agricola i Caixa Agraria SC Agritalia s.r.l. - E Agro Sevilla U.S.A., Inc. - P, M Agrovim S.A. - I, E, M Angel Camacho, S.A. - E Arguimbau & Co. - IA, DFB ASSITOL (Italy) - Assn. Atalanta Corporation - I, IA Balsari Yaq Sanayi Ve Tic. Ltd. Sti. - E Barkey Importing Co., Inc. - IA Bedemco, Inc. - IA BLM Prod.-und Vertriebsges mbH & Co. KG - E Boraes Tunisie - E Borges USA / Star Fine Foods, Inc. - I California Olive Ranch - P Cambrils SCCL - E Camerican International - I, IA, DFB Catania-Spagna Corp. - M. I Cento Fine Foods, Inc. - I, D CH. Giannoulis S.A. – E Colavita, USA - I Columbus Foods Company - P Coricelli Pietro SPA - E Cosmopolitan Food Group - I D. Coluccio & Sons, Inc. - I, D Del Ponte Srl - E Drogheria Alimentari S.p.A. - E Drua, S.A. - E Eli-Ad - E Euroaliment P.A.C. S.L. – E F.J. Sanchez Sucesores, S.A. - E Filippo Berio Brand, A Div. of SALOV North America Corp. - I, D Finex Trade - I Food Match - I Food Specialties Trading LLC - I Frantoio Oleario Bartolini Emilio SNC - E Gaea Products S.A. - E Gallo Worldwide, Lda. - E Goya Foods, Inc. - I

Gruppo Caro S.R.L. Henry Lamotte Oils GmBH - IA I.M.E.T. SRL - E Ibericos Canned Foods, S.A. - E International Bazaar - I INTRAMARK SRL - E Italfoods, Inc. - I J. Ballester Roses, Sucesores, S.A. - E JCS Tradecom, Inc. - I, E JFE Shoji Trade America, Inc. - I, E Joaquim Santos Lima - E John J. Stamos U.S.A. - I KraftHeinz Company - I, D Lesieur Cristal - E LOUED - E Maeva USA - I McLane Global - I Minerva S.A. Edible Oil Enterprises - E Musco Food Corp. - I NKM Dis Ticaret Ve Gida San. Ve Tic. A.S. - E National Cortina - I Oesse Foods, Inc. - I Office National de L'Huile Export - E Oilerie USA, Inc. - D Oleificio Coppini Angelo - E Oleificio Fabbri SPA - E Oleificio R.M. s.p.a - E Oleificio Sardelli S.P.A. - E Oleo-Moron, S.L. - E Olitalia S.r.l. - E Olivias Seleccions, SLU - E Open Country S.L. - E Orlando Food Corp. - I, D Overseas Food - I Ozaltin Tarim Isl. San. Ve Tic A.S. - E Oz Olive gida San. Ve Ticaret A.S. - E Palazzo Varignana Inc. - M, E Pastene Companies, Ltd., The - I Pastificio Attilio Mastromauro Pasta Granoro S.r.I - E Pietro Isnardi Alimentari Spa - E Pompeian, Inc. - I Port Jersey Logistics - IA Rema Foods, Inc. - I Ron-Son Foods, Inc. - I SGS Control Services, Inc. - L Salix Fruits LLC - IA San Giuliano North America, Inc. - I Santini Foods, Inc. - M, D Sapori d'Italia - I Sclafani Corp., Gus - I Schiralli SRL - E Societe Generale de Surveillance - L Somercom - E Sovena Iberica de Aceites, S.A. - E Spruce Foods - D Stonewall Kitchen LLC - D Sunset Olive Oil LLC - M Tee Pee Olives, Inc. - I, IA, M Torres y Ribelles S.A. - E Trucco, Inc., A.J. - I Umbria Olii S.R.L. – E US Foods, Inc. - D Verde Yag Besin Maddeleri San. Tic. A.S. - E Vigo Importing Company - I, P Vincenzo Salvo S.P.A. - E World Finer Foods, Inc. - I, E, M Zucchi 1810, Inc. - I

OLIVES

A. Camacho, Inc. - I B. Aceitunas de Mesa S.L. - E Aceitunas Guadalquivir S.A. - E Aceitunas Rumarin S.A. - E Aceitunas Sevillanas, S.A. - E Acorsa USA Inc. - I Agricola i Caixa Agraria SC Cambrils SCCL - E Agrofood Srl - E Agropecuaria Riojana Srl - E Arguimbau & Co. - IA, DFB Artestilo Art y Regalo S.L. - E Agro Sevilla U.S.A., Inc. - P, M Agrosparta - P. M Agrovim S.A. - E Agrucapers, S.A. - E ALIMINTER, S.A. - E Amanida, S.A. - E ASEMESA (Spain) - Assn. Barkey Importing Co., Inc. - IA Barnier Production - E Bell-Carter Foods, Inc. - I Blue Planet Foods - I Borges USA / Star Fine Foods, Inc. - M Braun & Sons, Inc., J.F. - I Camerican International - I, IA, DFB Cento Fine Foods, Inc. - I, D COPERMA - E Dana Imports, Inc. - I Dotta Foods LLC - I Euroaliment P.A.C. S.L. - E EXOLIVA S.A. - E F.J. Sanchez Sucesores, S.A. - E Food Match - I Gaea Products S.A. - E Gallo Worldwide, Lda. - E Georgoudis Co. S.A. - E Goya Foods, Inc. - I, M Ibericos Canned Foods, S.A. - E IDEAL SA - E Industria Aceitunera Marciense, S.A. - E Industrias Alimentarias de Navarra S.A. - E Intercomm Foods, S.A. - M Internacional Olivarera, S.A. - E Italfoods, Inc. - I JCS Tradecom, Inc. - I JOLCA, S.A. - E Konstantopoulos S.A. - E La Bella Di Cerignola S.C.A. - E Macarico S.A. - E Madama Oliva s.r.l. - E McLane Global - I Minerva S.A. Edible Oil Enterprises - E Musco Food Corp. - I Oleo-Moron, S.L. - E Omega Foods - I Panayiotis N. Kipriotis - E Pastene Companies, Ltd. - I Rema Foods, Inc. - I Ron-Son Foods, Inc. - I Salix Fruits LLC - IA Schreiber Foods International, Inc. - I Sclafani Corp., Gus - I Sinco, Inc. - I, DM Siouras A.S. - E Tee Pee Olives, Inc. - I, IA, M Transmed Foods - I UGS Urla Gida ve Tarim Urunleri San. Tic. Ltd. - E

Uniteks Tekstil Gıda Motorlu Araçlar San. ve Tic. A.Ş. - E Vigo Importing Company - I, P World Finer Foods, Inc. - I, E, M Worldly Delights, Ltd. - IA, DFB

PASTA

Agritalia S.R.L. - E Camerican International - I, IA, DFB Cento Fine Foods, Inc. - I, D Colavita, USA - I COREX S.p.A. - E D. Coluccio & Sons, Inc. - I, D De Matteis Agroalimentare SPA - E Favellato Srl - E Golden Beach, Inc. - I Grandi Pastai Italiani Spa - E Ind. Alimentare Ferraro - E McLane Global - I Meridionale Alimenti SRL - M Musco Food Corp. - I Oesse Foods, Inc. - I, M Orlando Food Corp. - IA Pagani Industrie Alimentari SPA - E Pastene Companies, Ltd., The - I Pastificio Attilio Mastromauro Pasta Granoro S.r.I - E Pastificio Bolognese SRL - E Pastificio de Sortis S.r.I. - E Port Royal Sales - I Rema Foods, Inc. - I Ron-Son Foods, Inc. - C, I Schreiber Foods International, Inc. - I Sclafani Corp., Gus - I Sinco, Inc. - I Tee Pee Olives, Inc. - I, IA, M Transmed Foods - I Vigo Importing Company - I. P. World Finer Foods, Inc. - I, E, M

PEANUTS

AKC Commodities, Inc. - I, IA
Bazzini Co., Inc., A.L. - E, I, M
Bedemco, Inc. - IA
Leavitt Corporation, The - I, M, E
McLane Global - I
Red River Foods, Inc. - I
Sass Foods - DFB, I
Setton International Foods, Inc. - I
Somercom - E
Totally Nuts & More - DFB, I
Trucco, Inc., A.J. - I

PEAS, BEANS & LENTILS

AKC Commodities, Inc. - I, IA
BMT Commodity Corp. - I
Bedemco, Inc. - IA
Boyrazoglu Tarim Tic. San. Ltd. Sti. - E
Camerican International - I, IA, DFB
Finck-Jones-Libby Co., Inc. - IA
Franco Agency, Inc., The Richard - IA
Goya Foods, Inc. - I, M
Great Lakes International Trading, Inc. I,E
Jorge E. Gallardo F.S.A.C. - E
Kalustyan Corp. - I
McLane Global - I
Mercantum (U.S.) Corp - I, IA, DFB, E
Meridionale Alimenti SRL - M
Pastene Companies, Ltd., The - I

R. Muelle S.A. - E
Red River Foods, Inc. - I
Reliable Mercantile Co., Inc. - IA
Sahadi Fine Foods - I, M
Sclafani Corp., Gus - I
Setton International Foods, Inc. - I
Somercom - E
Trucco, A.J. - I
Vestkorn Milling AS - E
World Finer Foods, Inc. - I, E, M
Ziba Nut, Inc. - E, I

PET SUPPLIES

MMP International Co. Ltd. - E

PREPARED FOODS

(Cereals, Mixes, Pizza, Sauces, Soups, Ready-to-eat meals) ALIMINTER, S.A. - É Arisi Giacomo & Figli, s.r.l. - E bio-familia AG - E Buildmore Enterprise Co., Ltd. - E Euroaliment P.A.C. S.L. - E Goya Foods, Inc. - I Macarico S.A. - E MAFIN SPA - E Materne - Confilux S.A. - E McLane Global - I Menu SRL - E Preparados Alimenticios S.A. - E RDA S.r.l. - E SAOR Srl - E Vigo Importing Company - I, P World Finer Foods, Inc. - I, E, M

PRODUCE

Camerican International - I, IA, DFB Trucco, Inc., A.J. - I

RICE & GRAINS

Agritalia s.r.l. - E AKC Commodities. Inc. - DFB Alinsesa - E Ascot Commodities S.A. - E Bedemco, Inc. - IA Cento Fine Foods, Inc. - I, D Euroaliment P.A.C. S.L. - E Gold Harbor Commodities - I Goya Foods, Inc. - I, M JFÉ Shoji Trade America, Inc. - I, E Kalustyan Corp. - I M/S. Al-Riaz Rice Mills - E McLane Global - I Ongkorn Special Foods Co., Ltd - E Riseria Vignola Giovanni SPA - E Sclafani Corp., Gus - I Simco Sales - I Somercom - E Tuska S.A.C - E Vigo Importing Company - I, P World Finer Foods, Inc. - I, E, M

SNACKS

Balconi SPA Industria Dolciaria – E Biscuterie Jules Destrooper - E Coins Foods and Spices (Pvt.) Ltd. – E Leading Star Trading Company – E Madama Oliva s.r.l. - E Materne - Confilux S.A. - E

McLane Global - I Bedemco, Inc. - IA Almendras "BOLITAL" S.R.L. (1) - E Ryvita Co. Ltd. - E Camerican International - I, IA, DFB Amberwood Trading Ltd. - E Cento Fine Foods, Inc. - I, D Amendoas do Brasil Ltda (2). - E Coluccio & Sons, Inc. - I, D Angel Camacho, S.A. - E SPICES Filiberto Martinez, S.A. - E Assorted Food Packers Pvt. Ltd. (2) - E Finex Trade - I Balcorp Limited - E Agritradex Commodities (India) Pvt. Ltd. (2) - E Balsu USA, Inc. (4) - I, E Food Specialties Trading LLC - I AKC Commodities, Inc. - I, IA Goya Foods, Inc. - I, M Bazzini Co., Inc., A.L. - E, I, M Bedemco, Inc. - IA Alminter S.A. - M, S Great Lakes International Trading, Inc. -Bedemco, Inc. - IA I, E Bellafrut S.A. - E Belmar Dis Ticaret AS - E Industrias Alimentarias de Beneficiadora de Almendra Camerican International - I, IA, DFB Navarra S.A. - E Urkupina S.R.L. (1) - E Coins Foods and Spices (Pvt.) Ltd. - E Inter-Iberia Comercio de Beneficiadora de Almendras Alimentos, Ltda. - E "INGAMA" (1) - E Condimentos Dona Tonita SL – E Italfoods, Inc. - I Beneficiadora de Almendras Conservas de Murcia, S.L. - E Drogheria Alimentari S.p.A. - E J.M.B. International, Ltd. - E Lourdes (1) - E Euroaliment P.A.C. S.L. - E JFE Shoji Trade America, Inc. - I, E Beneficiadora de Almendras Rolando Bowles Rivero (1) - E Global Ingredients Sourcing - I La Formica SRL - E Goya Foods, Inc. - I, M Madama Oliva s.r.l. - E Beneficiadora Puerto Rico (1) - E Beneficiadora San Agustin SRL (1) - E Great Lakes Int'l Trading, Inc.- I, E Manuel Mateo Candel S.L. - E Herbs N Spices International - E McLane Global - I Bismi Cashew Company (2) - E John H. Elton, Inc. - DFB Meridionale Alimenti SRL - E Blair Shipping Services (Pty) Ltd. - E Jorge E. Gallardo F.S.A.C. - E Braun & Sons, Inc., J.F. - I, E Mercantum (U.S.) Corp. - I, E, IA, DFB Cashew Export Promotion Musco Food Corp. - I Kalustyan Corp. - I Leading Star Trading Company - E National Cortina - I Council of India - Assn. Chandra Cashew Factory (2) - E Madama Oliva s.r.l. - E Oesse Foods, Inc. - I, M McLane Global - I Oguzcan Tarim Ve Chandra Cashew Imports & Exports Menu SRL - E Gida Ur. San Tic.A.S. - E PVT LTD (2) - E Mercantum (U.S.) Corp. - I, E, IA, DFB PAFCO Importing - I, E Cia. Brasileira de Resinas -Pastene Companies, Ltd., The - I Merwanjee Poonjiajee & RESIBRAS (2) - E Sons Pvt. Ltd. - E Pastificio Attilio Mastromauro Clement Faugier - E Coins Foods and Spices (Pvt.) Ltd. (2) - E Millar Importação E Exportação - E Pasta Granoro S.r.I - E Commodity Trading Agency (2) - E Morris J. Golombeck, Inc. - I Port Royal Sales, Ltd. - I Occidental International Foods, LLC - I Productos Bionaturales Companhia Industrial de Oleos do Nordeste - CIONE (2) - E Pt Matahari Food Ingredients - E Calasparra S.A. - E Red River Foods, Inc. - I RDA S.r.I. - E Dalian Jinyu Foods Co., Ltd. - E Reliable Mercantile Co., Inc. - I Rema Foods, Inc. - I Ecofruit LTDA (1) - E Empresa Industrial Forestal Cabrera SIDI Marketing 90 - E Rispoli Luigi & C. SRL - E SLD Commodities, Inc. - IA Ron-Son Foods, Inc. - I Tavol- ara S.R.L. (1) - E Exportadora Florenzano Ltda. (1) - E Sabirlar Findik Ihracat Ltd. - S, E Safe Food Corporation - I Schreiber Foods International, Inc. - I Schreiber Foods International, Inc. - I Finck-Jones-Libby Co., Inc. (1,2) - IA Sclafani Corp., Gus - I Foreign Trade Service Corp. - L Second House Products - E Franco Agency, Inc., The Richard - IA Setton International Foods, Inc. - I Sinco, Inc. - I Gigi & Associates Corp. - I Shandong Int'l Service Trade Corp. - E Somercom - E Somercom - E Sunrise Commodities - I Global Nut Company - I Star Snacks Company - I Trucco, Inc., A.J. - I Golden Macadamias (Pty)/Ltd (5) - E Sunder Deri Sanayi Gida Turizm Ve Dis Unsoy Food Industries Inc. - E Great Lakes International Tic. Ltd. Sti. - E World Finer Foods, Inc. - I, E, M Trading Inc. - I, E Trucco, Inc., A.J. - I Ziba Nut, Inc. - E, I Gursoy Tarimsal Urunler Gida San. **UB Global Corporation - E** Ve Tic. A.S. (4) - E Halomex (2) - E Unity Food Co., Ltd. - E Harold Claure Lens (1) - E Vegetexco Ho Chi Minh City - E Hermanos Cardenas S.R.L. (1) - E Vigo Importing Company - I, P **TREE NUTS** Worldly Delights, Ltd. - IA, DFB Hopewell International Corp. (1,2,3,4) - E Hnos. S.R.L. (1) - E 1. S-Brazilnuts Inshell & Shelled 2. S-Cashew Kernels 3. Import & Export Almendras S.J. (1) - E **SYRUP** S-Cashew Nut Shell Liquid 4. S-Filberts Inshell & Shelled India Food Exports (2) - E Indian Resins and Polymers (2) - E Alminter S.A. - M, S 5. Macadamia Nuts Bedemco, Inc. - IA Abod Success Investment Limited (2) - E International Nut Alliance LLC (1,2,4) – I Intercomm Foods, S.A. - M African Cashew Alliance (2) - E IRACEMA Industrias de Caju, Ltda (2) - E Santini Foods, Inc. - M, D Alin Cashews (2) - E JCS Tradecom, Inc. (2, 4) - I Apex Ventures Pvt. Ltd. (2) - E World Finer Foods - I, E, M Jaya Cashews (2) - È Jayalakshmi Cashew Exports (2) - E Arslanturk Tarim Urunleri Ihracat Ithalat A. S. - (4) E **TOMATO PRODUCTS** Jinnah Shajahan Exports (2) - E AFICEL-A.Ferreira Industrai Com. Exp (2) - E Jorge E. Gallardo F.S.A.C. - E K Subraya Anatha Kamath Agritalia s.r.l. - E AFRUSE, S.L. - E

Agritradex Commodities (India) Pvt. Ltd.

(2) - E

Ajanta Industries (2) - E

AKC Commodities, Inc. - I, IA

and Sons (2) - E

Kailas Cashew Exporters(2) - E Kairali

Kalustyan Corp. - I

Exports (2) - E

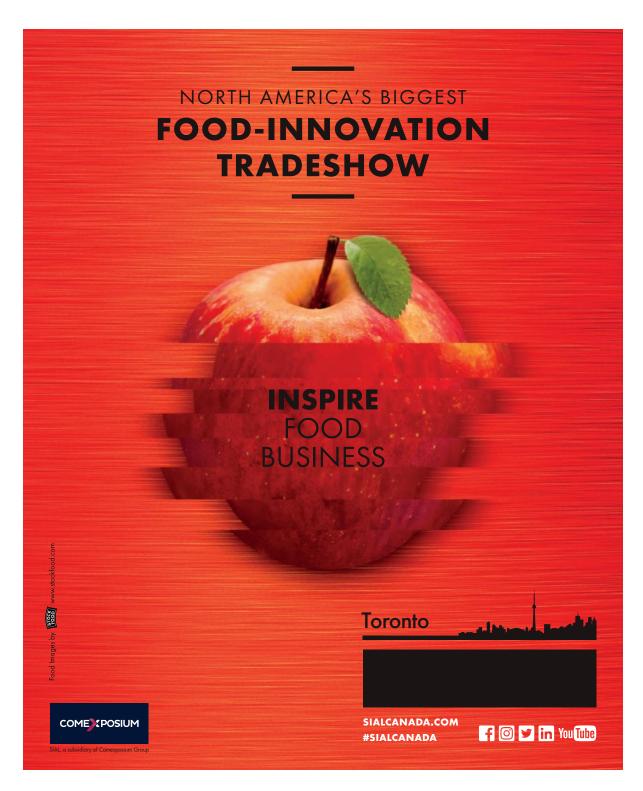
Alminter S.A. - M, S

Atalanta Corporation - I, IA

Barkey Importing Co., Inc. - IA

BMT Commodity Corp. - I





Kerala Nut Food Co. (2) - E Kerala State Cashew Development Corp., Ltd. (2,3) - S Kerala State Cashew Workers Apex Ind. Co-op. (2) - E Krishnan Food Processors (2) - E Kumbukattu Cashews (2) - È Lakshman & Company (2,3) - S Leading Star Trading Company - E Leavitt Corp., The (I,2,4) - DFB, M, I LongAn Food Processing Export Joint Stock Co. (2) - E Long Son Joint Stock Company (2) - E MEM Fairway, Inc. - B, S M M K Exports (2) - E Mahavishnu Cashew Factory (2) - E Mangala Cashew Industries (2) - E Maximacs (5) - E Mercantum (Ú.S.) Corp. - I, E, IA, DFB Mitra Agro Lestari Bersama PT (2) - E Mount Carmel Cashews (2) - E Mundial Exportadora Comercial LTDA (1) - E Nila Exports (2) - E Olam Americas, Inc. - I Olam International Ltd. - E Paratini Comercio E Beneficiamento De Fru- tas Ltda (1) - E Prasad Cashew (Ptc) (2) - E Pratipa Cashews (2) - E Procesadora Boliviana de Alimentos-PROBAL (1) - E Procesadora de Alimentos Santa Isabel (1) - E Progida Tarim Urunleri San. Ve Tic. A.S. (4) - EP.T. Comextra Majora (2) -E Quality Control Inspections - L Quilon Export Enterprises (2) - E R.S. Tinsley (Liverpool) Ltd. (1,2,4) - IA Rajan Cashew Company (2) - E Red River Foods (1,2,4) - I

Regional Comercial Importacao E

Exportacao Ltda (1) - E

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Richard Frank is a Phi Beta Kappa graduate from the University of Michigan. His Juris Doctor degree was granted by the Michigan Law School where he was a member of the Law Review. He has authored numerous articles, published regulatory guides, and lectured extensively before food trade groups. He has devoted a major part of his legal practice to food trade matters, especially insofar as they have been impacted by legislation and regulation, or



have been threatened by proposed legislation and regulation. He is a specialist in USDA and FDA food regulations.

Arthur Y. Tsien served as FDA's Associate Chief Counsel for Veterinary Medicine and Enforcement before he joined the firm in 1986. He concentrates his practice in FDA regulatory issues and litigation. Mr. Tsien received his B.S. magna cum laude, from Tufts University and his J.D. from the University of Washington. Following law school, Mr. Tsien clerked for Chief Judge Frank James of the Washington State Court of Appeals.



Michael J. O'Flaherty concentrates his practice and counsels clients extensively in food and dietary supplement regulatory matters, especially labeling and advertising, formulation, compliance and enforcement risk, and administrative procedures. He has spoken to audiences and authored numerous books and articles about his areas of expertise, including "U.S. Food Labeling Guide" and "The Ongoing Epidemic of Class Action Lawsuits Challenging Food



Claims." He was the Law Clerk for The Quaker Oats Company (now part of PepsiCo) while he studied and received his law degree from Loyola University of Chicago School of Law.

David L. Durkin has assisted clients and addressed groups in North and South America, as well as the European Union, on trade and federal regulatory and compliance matters, including



food importation into the United States, with the Food Safety compliance Modernization Act, dispute resolution before the World Trade Organization (WTO), country-of-origin issues, fair perishable trade in agricultural food commodities, and safety equivalency for growers, manufacturers, and processors, with special emphasis on fresh produce and seafood. He received his law degree from the Catholic University of America, where he was the

Publication Editor of the Law Review, and his bachelor's degree in Philosophy from John Carroll University. Prior to joining the firm in 1988, he served as Law Clerk to the Honorable Jaime Pieras, Jr., in the United States District Court for the District of Puerto Rico.



Jolyda O. Swaim, before becoming an attorney, served as the Corporate Food Safety Director for Sara Lee Corporation, with oversight of its meat and poultry operations in the United States and Mexico, and before that worked for ConAgra Foods, Inc. and The Campbell Soup Company. She has experience in all matters relating to food production, gained from direct control of departments governing Food Safety, Sanitation, Quality Assurance, Consumer Affairs,

and Production. Her current practice focuses on FSIS/USDA and FDA food regulatory matters. She assists clients with inspections and regulatory actions; provides onsite risk assessments; and counsels on import and export issues.



J. Mason Weeda began his career in sales and marketing at a biologics manufacturer, which lends to his ability to counsel clients on the requirements surrounding the promotion, manufacture, and import of FDA-regulated products. He counsels clients on various food and dietary supplement regulatory matters, including formulation, labeling, advertising, and food safety issues (e.g., FSMA requirements, recalls, allergen requirements). His is a frequent speaker

at industry events, and provides training to FDA staff. Mr. Weeda has also authored a number of articles and blogs, and is a contributor to the "U.S. Food Labeling Guide."



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The firm possesses extensive industry and government experience in all aspects of the regulation and conduct of domestic and international trade in goods and services associated with the food and beverage industry. Along with representing clients before regulatory, legislative and judicial bodies throughout the world, we provide innovative solutions to assist our clients with strategic planning and with designing and implementing cost-saving and compliant business techniques to increase their competitive advantage in the global marketplace.

Our staff includes former senior CBP and FDA attorneys; former officials from U.S. Customs and Border Protection and the Commerce department; import specialists and regulatory auditors; former officials from the Office of the United States Trade Representative; licensed customs brokers; freight forwarders; and foreign-trade zone and warehouse operation specialists.

With employees in nine offices across the United States and Asia and strategic alliances around the globe, ST&R is the largest dedicated international trade, customs and export law firm in the world. The firm hosts more than 100 seminars and webinars each year and publishes a free daily Trade Report to keep clients up-to-date on the latest news in global trade.

Gerald B. Horn is a member of the firm, resident in its New York office. Mr. Horn specializes in U.S. Customs, International Trade and Transportation Law with particular emphasis on cross-border transactions between the United States and Canada. This has included the establishment of numerous related party and three-tiered sales transactions,



Customs audits, including those of numerous food importers, seizure and penalty cases, classification determinations, NAFTA verifications and origin determinations. Mr. Horn has been widely recognized for his presentations and lectures on international trade matters before the Canadian Apparel Federation, the American Management Association and the Canadian Importers Association and for his in-house audit program for members of the AFI. Mr. Horn graduated from American University Washington College of Law in 1974. He is a member of the Bar of the State of New York and the District ofColumbia Bar. E-mail address: ghorn@strtrade.com.

Lenny Feldman is a Senior Member of Sandler, Travis & Rosenberg, P.A., and serves on the firm's Operating Committee. He served as a senior attorney at U.S. Customs' Office of Regulations and Rulings from 1991 to 2000, where he issued hundreds of decisions and trained agency officials on customs laws and regulations relating to classification, origin, trade preference, valuation, and enforcement. Today he serves as counsel to numerous corporate officials on global compliance and enforcement issues and serves as co-chair of the Commercial Customs Operations Advisory Committee. Email address: lfeldman@strtrade.com



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