## A SOCIAL NETWORK WITH ADDED VALUE FOR CONSUMERS

lbersol challenges its employees every day to actively experience the relationship with its customers, as the matrix of a social network.

The Ibersol Group employs more than 5,000 people on the Iberian Peninsula: a network of emotional and trusting relations established between our workers and customers every minute on the job.

To continually create conditions so that the lbersol team can uphold that added-value relationship with customers – relating, communicating on a relevant basis with care and dedication – is a principle the Group wants thoroughly imprinted in its DNA.

To achieve this it has given its teams, especially unit managers (a major link in this human relations chain), capacities to take responsibility for interaction with customers.

These managers are on the front line of efforts to identify consumption profile changes. They are the ones who must "read" changing expectations and realities and transmit them so they can be included in new value proposals. We have also decentralized the valences associated to Quality Certification and thus instilled in managers capabilities to know and verify the quality standards that underscore our performance.

## SOLID MANAGEMENT AND LOGISTIC PLANNING PROCESSES

The Ibersol Group has organized a supply chain which guarantees the quality of the products it commercializes from supply via logistics to sale.

It is a single, homogeneous body streamlined every day by means of an active quality and certification policy.

Centralization of the supply chain that supports operations in Portugal and Spain will be extended to operations in Angola, enhancing efficiency and productivity in the process itself and the relationship with business partners.

The concern not to compromise quality vis-à-vis price is a rule with no exceptions. By constantly improving processes involving management, goods and resources, we aim to maintain lasting and consistent relationships with our supplier partners.

During a situation of particular hardship for economic players, especially national suppliers, the