



At end 2011 we operated 38 units with 424 active employees. Sales stood at 22,6 million euros, 5.0% less than in the previous year.

In 2011 Burger King implemented a comprehensive strategy to communicate the brand's attributes (BBM Product) and innovation by launching new products on an unprecedented scale via diverse outlets. The media used for this strategy included TV (general-audience channels TVI and SIC), radio and advertising billboards, as well as local store marketing (LSM).

To foster a trusting relationship with customers we continued to allow them to ask, whenever they want, at the moment or by previous reservation, to visit the kitchens of any unit to learn about the brand's quality policies and the care taken when preparing meals, as proven by the fact that all the brand's units are certified according to the most demanding quality standard – APCER ISO 22000.

As in 2010, Burger King continued to innovate with the launch of new products in the gourmet hamburger segment, where it was a pioneer and is still a specialist. The famous Whopper

acquired a Portuguese taste for the first time with introduction of the Portuguese Whopper, an extraordinarily successful product that underscores the "Have it Your Way" motto, alive and unchanged since the chain was founded in 1954.

Noteworthy was the creation of a brand website (www.burgerking.pt) and the participation in social networks, specifically Facebook. During the year we launched a number of very successful offers under 5 euros, as well as the national Whopper Gratis action.

As part of its policy to lessen impact on the environment sandwiches are wrapped in recycled paper and the units' frying oil is sent for recycling after use. Besides these two measures the brand also sorts its units' waste.

Burger King is part of the Ibersol Group's Viva Bem institutional programme, which focuses on healthy food habits.