

## PORTUGAL

# COFFEE KIOSKS

The position of coffee kiosks operated under the Delta brand has been reinforced over the years and they have gained recognition as coffee specialists at their respective locations.

The year 2011 ended with 10 autonomous units corresponding to 19 customer contact points and net sales of nearly 2,6 million euros.

No new units opened; one location which failed to achieve the desired profitability was closed. In this regard, the year was marked by consolidation of the business by investing in attendance technique training for the entire operational team, which counted nearly 100 employees at year's end. This team is certified

in knowledge areas that include food safety, customer attendance and others bearing on proper performance of the respective tasks.

The drop in coffee sales due to the general ban on smoking in closed areas such as the shopping centres where our kiosks are located has been countered in recent years by diversifying the sales range, increasing available choices for customers and introducing small menus that successfully complement the coffee served to customers.