

Main events

Portfolio modernization and new concepts

Modernization of the business portfolio and continuity in the introduction of new concepts were the two main thrusts of the Group's activity in 2013.

Because we take a long-term view, we aim to continuously renew our spaces and concepts, both in Portugal and in Spain. An example worth pointing out is the modernization of the Pasta Caffé brand, with the development of a new restaurant and menu concept in the Vasco da Gama shopping centre, aimed at associating the brand more strongly with designer Italian cuisine and featuring an exclusive new menu designed by the celebrated chef Luís Américo, one of the highlights being the crispy thin-crust stone-baked pizza. In addition, the restaurant has a modern decor and image, a full-time professional pizza maker and unique spaces with different ambiances.

Several Burger King units in Portugal and Spain were modernized, with the expansion of the Play King Virtual concept to a larger number of restaurants, implemen-

tation of the free refill service and digital menuboard, and the launch of the mobile application. We opened a new restaurant in Mem Martins in the municipality of Sintra, which seats 120 guests and has a drive-thru service, while in Spain a new restaurant was opened in Ricoletas in Valladolid.

As regards the Pizza Hut brand, we remodelled the Ponta Delgada unit in the Azores and opened a new unit in Funchal Airport. A new Pizza Hut Delivery unit was opened in Lisbon, with a new design, to replace the Álvares Cabral unit.

Turning to Pans & Company, the Algarve Shopping, Fórum Montijo, Parque Atlântico and Fórum Algarve units also underwent modernization, inspired by the new brand designs.

Another highlight of 2013 was the performance of the new MiiT concept, designed in response to a growing concern among Portuguese consumers, who are showing an increasing interest in and awareness of the advantages of healthy eating. MiiT is a food service proposition

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