

Strategic Profile of the Group

GUARANTEEING GOOD EXPERIENCES AND QUALITY OF LIFE

Never before have our customers placed so much value on good experiences and quality of life. We know that millions of people make us an integral part of their lives, so we make them the centre of our attention. The Group offers diversified products that allow consumers to choose from a wide range of taste and quality experiences. Whether at breakfast, lunch, snack time or dinner, during the week or on the weekend, at a rest stop on a car trip, before a train departure or on an all-night flight, people spend a lot of time away from home. The Ibersol Group aims to provide consumers with enjoyable moments accompanied by balanced and carefully prepared meals that are well suited to the Portuguese lifestyle. And today, likewise more than ever, we require highly demanding policies on functional aspects such as Product and Food Safety, as a solid foundation for a brand offering that has built up a decades-long relationship of trust.

FOCUSING ENERGIES ON THE CUSTOMER RELATIONSHIP

At a time when consumers continue to see their disposable income fall, they become more demanding when eating away from home. Perceived value must be ever greater in the value proposition and the experience provided. To meet these new demands, we continuously work to improve our organizational units, information systems and the systemic approach to identifying large consumer clusters and restaurant segments per the different environments and habits. We likewise pursue an active

policy of value-based pricing, adjusting the prices of what's offered to the benefits provided and respecting the heterogeneity of consumers and markets.

Every day the Ibersol Group seeks to actively interact with its customers and respond to the trending habits of 'new' consumers. We do this by relying on the most up-to-date and effective resources to achieve a firm grasp of the changing consumer environment.

A SOCIAL NETWORK WITH ADDED VALUE FOR CONSUMERS

Ibersol challenges its employees every day to actively experience the relationship with its customers as the origin of a social network.

The Ibersol Group today has on the Iberian peninsula, and now also in Africa, a network of emotional bonds and trust built up between our workers and customers every minute on the job.

To continually create conditions so that the Ibersol team can be the transmitter of that added-value relationship with customers —interaction, in-depth communication, care and dedication— is a principle the Group wants thoroughly imprinted in its DNA. To achieve this goal, we continuously invest in skillbuilding for our people, especially unit managers and shift leaders, and in increasing their capacity to take responsibility for interacting with customers.

These managers are on the front line of efforts to identify shifts in consumer preferences and habits. They are the ones who must 'read' changing expectations and realities and transmit them so they can be included in new