



value propositions. We have also decentralized the capacities associated with quality certification processes and thus strengthened the ability of managers to know and verify quality standards.

OVERALL MANAGEMENT AND LOGISTIC PLANNING PROCESSES

The Ibersol Group has organized a supply chain that guarantees the quality of the products it markets from the supply to logistics to sale phases.

It is a single, unified body that is continuously streamlined by taking an active approach to quality and certification.

Centralization of the supply chain that supports operations in Portugal and Spain was extended to operations in Angola, enhancing efficiency and productivity in the process itself and in relationships with business partners. The commitment not to compromise the quality/price relation is a rule that admits no exceptions. By constantly improving management processes for resources and goods, Ibersol aims to maintain long-lasting and consistent relationships with our supplier partners.

In a particularly difficult scenario for economic operators, especially our domestic suppliers, the Ibersol Group pursues a policy of active support, promoting the development of their capacities, especially in those areas that ensure supply of specific products tailor-made for the operation of certain brands.

The overall aim is to achieve efficiency improvements, with rigorous and exacting standards and greater competitiveness, by playing an active role in improving the policies and practices of partners and suppliers, especially

the smaller ones, to whom we offer the possibility of expanding to the markets in which the Group operates.

EXCELLENCE IN FOOD QUALITY AND SAFETY

The Ibersol Group pursues a strategy of excellence in food and environmental quality and safety, as proven by the certification of its entire operation (restaurants and services) to the ISO 22000 international food safety standard awarded by the APCER.

The Group's practices exceed market standards by a large margin, thanks to active pursuit of food safety and nutrition programmes, specifically the adoption of the highest standards for frying practices, monitoring sodium levels and putting forward nutrition proposals for specific groups such as children, the elderly and vegetarians.

Under the Viva Bem (Live Well) Programme, a health information model developed exclusively by the Group, very concrete and continuous steps have been taken in actions to accomplish its mission.

Thus, with its focus on assuring the appropriateness of children's menus for the brands taking part in that programme and the associated communication activities, and its support for youth and school sports initiatives, the Viva Bem Programme has become a daily reality in consumer health instructional activities.

From Mother's Day to Back-to-School, on the www.vivabem.pt website, and most especially in such enriching actions as the Open Kitchens for Schools and periodic informational scripts, this programme provides active support on matters of nutrition, health, physical activity and wellness.