

Dolce Vita Douro opened on 16 October

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Amorim Golf Tournaments

A healthy atmosphere of competitive sportsmanship was in evidence in the 3 Amorim Group Golf Tournaments: the Amorim Imobiliária Golf Tournament, the Amorim Turismo Golf Tournament and the Amorim Cup Tournament.

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As summer comes to an end it is time to give the latest news about our companies.

We continue to highlight the activity in the real estate area, which will soon see the opening of the Dolce Vita Douro. We also draw attention to the fact that Amorim Imobiliária is currently one of the main investors in the office market in Portugal.

In the area of Natural products, the ROSA System continues to captivate professionals at international level. This time it was presented to the winemakers and traders from the Burgundy region. The participation and sponsorship of important events continues apace.

Corticeira continues to be present at international fairs and its products are proving attractive.

Burmester has also enjoyed much success, with its products winning awards and medals, and the launch of the new Quinta Nova de Nossa Senhora do Carmo Vintage 2002.

Proving that at times business can mix with pleasure, Amorim Revestimentos welcomed some of its clients in the heady atmosphere created by Euro 2004.

Much more is packed into this edition. We will bring you more news shortly.

Credits

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Christmas 2004

In July we will be publishing the 2004 Christmas catalogue, where you may find a great number of gift suggestions from Burmester, G Porto and Casa do Porco Preto. The catalogue also suggests a selection of products carefully combined in very appealing hampers.

We will be sending the 2004 Christmas catalogue to all our customers in the internal and external market. We are certain that our suggestions will please even the most demanding!

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Accorhotels.com increases sales 116% between January and April 2004

One night booked every 4 seconds, 160 000 weekly bookings on-line

Between January and April 2004 sales through the portal www.accorhotels.com increased approximately 116%, in comparison to the same period last year. With a vastly improved offer of services adapted to each country (tourist guides, thematic research, among other proposals), this portal represents 25% of the Internet sales of the Accor group.

For the Group's hotels in Portugal, the highest proportion of customers who book rooms via the Internet are Portuguese (30%), followed by French (18%), English and Germans (9%), Spanish (6%) and Italian (5%).

Booking an Accor room via the Internet has several advantages: it is a faster process, bookings are cheaper at Novotel, Mercure and Sofitel hotels, and an abundance of photographs and useful information about the hotel and the surrounding area are readily available.

Through this portal, customers can access the on-line booking system of any Accor hotel anywhere in the world, with the help of interactive maps. After selecting the continent and country, users have a complete list of the hotels available.

Currently the group receives 160 000 bookings for rooms via the Internet every week, which is equivalent to one booking every 4 seconds. This business accounts for 6% of turnover.



Amorim Flooring UK and Amorim Benelux B.V. present at EURO 2004

In order to support their country from up close and at the same time explore the beauty of Portugal, Amorim Flooring UK and Amorim Benelux invited some of their best clients to attend several EURO2004 matches.

The trip enabled both companies to strengthen their business ties with their clients and share the emotion of the great sport of football.

This relation management trip showed again the importance and positive effect of mixing business with pleasure.



Prizes and Medals

G PORTO 10 YO
Concours Mondiale
Bruxelles
Silver Medal.

BURMESTER 10 YO
Monde Selection-
Silver Medal.

BURMESTER 20 YO
Monde Selection -
Gold Medal.



Orthopädie + Reha-Technik, in Leipzig

Considered the world's top orthopaedic fair, Orthopädie + Reha-Technik takes place every two years in Leipzig, Germany.

This year the fair ran from the 19 to 22 of May and hosted approximately 320 exhibitors from 27 countries, attracting over 12 000 visitors.

Corticeira Amorim-Indústria, S.A. was present with its own stand, which displayed proposals for the orthopaedic sector in the footwear segment. The company has increasingly strengthened its marketing and R&D investment in this area.



Second Meeting of Amorim Turismo Senior Staff

The 2nd Meeting of the Senior Staff of Amorim Turismo was held in Tróia on 26 and 27 September, where several tourism themes were discussed, namely regarding the Hotel and Casino business.

After the official opening speech made by Rui Alegre, several Portuguese and international speakers presented their themes for debate among the 120 participants. The audience was made up of staff and guests invited by the Group from Amorim Turismo, Sociedade Figueira Praia and S.G.G.H.

The first day of the meeting was dominated by the theme "2007 Casino-Hotel Case Study". This involved discussion of the management for a 2-month period, of a knowledge platform. Based on the case study, the discussion among the guests resulted in proposals, analysis of scenarios, debate of ideas and models for the management of the project and its on-line concept.

On this day the following themes were also tackled: Entertainment/Shows; Casino/Gambling; Casino-Hotel Binomial; New Experiences; Facilitate to Captivate; Hotel Trade; Integration of Concepts; Change of Paradigm; Human Resources; Catering; Segmentation/Market Segments; Customer Service.

The second day was reserved for the most part for talks from international speakers. Andrew Coutts, CEO of ILM Hotels&Resorts – Portugal presented "Back to the basics... taking care of our hotel business in the future... People, Product & Service", a speech focusing on Customer Service. Meanwhile John Bowen from Houston University talked about "Key Trends in Hospitality and Gambling", from the point of view of a Hotel/Casino. Américo Amorim closed this 2nd Meeting of Amorim Turismo Senior Staff, which also involved a guided tour of the site of the projected Tróia Casino-Hotel.



AMORIM at the AWITC



As part of its ongoing commitment to the Australian wine industry, Amorim was a major sponsor and participant in the 12th Australian Wine Industry Technical Conference, that took place in Melbourne from 25-29 July.

Held every three years, the conference is the most important technical event in the Australian wine industry calendar.

The conference attracted over 1500 wine makers, scientists and researchers from around the world.

An extensive workshop program is a highlight of the conference. Amorim's head of R&D, Dr Miguel Cabral, accepted an invitation to convene a workshop outlining the latest advances in cork processing technology. The workshop was chaired by Dr Mark Sefton, Principal Research Chemist at the Australian Wine Research Institute.

Among the capacity audience were representatives of some of the world's leading wine producers, including Constellation Brands of the US, Moët et Chandon of France, KWV Wines of South Africa, and Hardy Wines and Orlando Wyndham Group of Australia.

Participants were given an overview of the cork industry's efforts to defeat the problem of TCA in cork, including new extraction processes such as ROSA, and the introduction of chemical analysis for quality control.

They also heard about current areas of research, in particular the question of oxygen permeability and

cork's role as a wine seal.

Feedback from the workshop participants was overwhelmingly positive. Winemakers and scientists later joined Dr Cabral, Dr Stefan Dahl and Mr Tony Telfer, Managing Director of Amorim Cork Australia, in the Amorim Hospitality Room.

Amorim also sponsored the conference banquet dinner, a sparkling event attended by the cream of the Australian wine industry.

Quinta Nova de Nossa S^{ra} do Carmo Vintage 2002 "En Primeur"

Quinta Nova de Nossa Senhora do Carmo Vintage 2002 is one of the greatest novelties of Casa Burmester for 2004.

Quinta Nova de Nossa Senhora do Carmo Vintage 2002 is a dense and closed Port wine, violet in colour. It contains aromas of ripe red fruit, as well as touches of cocoa and spices. In the mouth it is full-bodied and medium sweet, and has a long ending with elegant tannins and velvety sensations. 12,500 litres were produced.

Although 2002 was a difficult harvest for some grape varieties, due to the irregular weather conditions, Quinta Nova de Nossa Senhora do Carmo managed to produce high quality must with vineyards classified under class A, which reflects the capacity of Quinta Nova de Nossa Senhora do Carmo to produce remarkable Vintages.



Kobe Cork visits Amorim Revestimentos

As has become tradition, Amorim Revestimentos received a visit from a delegation from the Japanese company Kobe Cork, in July.

As well as the company chairman, Mr Masaru Nagaku, and three other Kobe Cork employees, the delegation was made up of nine representatives from its major client in Japan and a journalist from one of the most highly reputed Japanese architecture and interior design magazines, "Sumu".

In the course of the seven-day visit, the group had the opportunity to get to know all the processes involved in the cork industry, in an objective and vertical form.

The visit began in Vendas Novas with a visit to the cork oak woodland, followed by a guided tour around some of the most important cork manufacturing companies of the Group.

In addition to the professional component, visitors had the opportunity to go on a series of leisure trips in the cities of Lisbon, Cascais, Sintra, Óbidos, Batalha, Coimbra and Oporto, as well as a visit to the Wine Cellars of Oporto and of course the mandatory cruise down the River Douro.

The high point of the visit was the emotional meeting between Mr Américo Amorim and Mr Nagaku, with the latter again expressing his wish for the two organisations to continue moving forward together in the development of the cork lining business in Japan.



Dolce Vita Douro



The Dolce Vita Douro was opened on 16 October in an enthusiastic festive atmosphere. The official opening date of the Dolce Vita Douro has been set for 16 October. It will be the first large-scale Shopping Centre in the region of Trás-os-Montes and Alto Douro, with the Tâmega and Beira Alta regions also falling into its catchment area. The centre will accommodate around 130 shops, 7 Warner Lusomundo cinemas, a

Jumbo Hypermarket, the main national and international shop chains and also some businessmen of the region.

Involving an investment of 70 million euros, with a gross leasable area of 30 000 m² and 1 024 car park spaces, the Dolce Vita Douro was built from scratch by Amorim Imobiliária and promises to be a strong attraction to the 17 councils that it covers, totalling 400 000 inhabitants. An average of 8 million visitors is forecast per year.

This new enterprise created around 1 100 new jobs, which will certainly be a boost to the local economy and society, as acknowledged by the Mayor of the Municipal Council Manuel Martins. Owing to the investment made the mayor proposed the award of the golden municipal

medal to Américo Amorim, also thanking him for having associated the opening of the Shopping Centre with the restitution of an old local tradition – the Vila Real classic car circuit.

Amorim Golf Tournaments

First Amorim Imobiliária Golf Tournament

The first Amorim Imobiliária Golf Tournament took place in a hearty atmosphere of competitive sportsmanship at the Millennium Golf Course, in Vilamoura, on 10 July.

The competition was structured around three “Nett” categories, in accordance with players’ handicaps, and played around 18 holes following the stableford format.

The winners were: Marianne Jespersen (20 points – Women’s Category), Manuel Cardoso Relvas (23 points – 1st Category), José Vaz Pinto (20 points – 1st Category); Amílcar Camacho (20 points – 1st Category) and Vitor Saramago (20 points – 2nd Category).

A side event to the tournament was a putting green contest, and other participants also had the opportunity to learn some of the main techniques of the game.

First Amorim Turismo Golf Tournament

On 11 September the Amorim Turismo Golf Tournament took place at the Belas Clube de Campo in Lisbon, with the following winners: Overall - Rodrigo Cordeiro, 31 points; Nett Women - Maria Alice Leite; Nett Men - Nuno Passô (1st Category) and José Gabriel Chimeno (2nd Category).

First Amorim Cup Golf Tournament

The Amorim Cup Tournament took place at Tróia Golfe in Tróia, on 25 September. In this tournament the winners were: Overall - Pedro Pessanha, 32 points; Nett Women - Amália Correia; Nett Men - Nuno Passô (1st Category) and José Adegas (2nd Category).

Burmester cellars and Barrancarnes were also present as joint sponsors of these competitions which combined all the components to make them a success: pleasant climate, good gastronomy, skill, and sporting and business camaraderie.

opened on 16 October

Called the “Vila Real Revival Circuit”, the event that marked the opening of the Dolce Vita Douro will remain in the memory of all present who had the chance to watch the parade of a caravan of approximately 100 classic cars that raced around the Vila Real circuit between 1931 and 1973. Celebrated drivers and well-known car makes were involved, upon invitation by Amorim Imobiliária.

Commercialisation above forecast

The commercialisation of Dolce Vita Douro, located in the new residential areas of the city of Vila Real, has exceeded all expectations. Before the Shopping Centre was opened its establishments were filled 100%, an unparalleled feat in this market, vindicating the success of the big investment Amorim Imobiliária has made in this market segment through its own trademark, Dolce Vita.

Part of this strategy also includes the commercialisation of the Dolce Vita Coimbra and Dolce Vita Porto Shopping Centres, which are due to open next year, and for which there has also been a strong demand.



1 First Amorim Turismo Golf Tournament

2 First Amorim Cup Golf Tournament

3 First Amorim Imobiliária Golf Tournament

Amorim Imobiliária

A leading player in the office market

Amorim Imobiliária SGPS is one of the major investors in the office market. It currently has a total of 20 offices in its portfolio, as proprietor or joint proprietor, representing 30% of its activity (it also operates in the residential, retail and industrial market).

In Lisbon and Oporto alone, Portugal's main business centres, there is a total of 220 000 m² of office area, valued at more than 400 million euros. The portfolio in these cities include emblematic offices such as the Monumental, Sintra Business Park, Miraflores Office Centre, Edifício José Malhoa, Edifício da Bolsa de Derivados do Porto, Campo Pequeno 81, República 43, Duque de Palmela, Duque D'Ávila, Edifício Escritórios do Tejo (Parque das Nações) and Torres de Lisboa, among others.

One of the biggest recent investments was the Centro Empresarial da Praça de Espanha, which was part of an exchange deal made with the Grupo Santander, which led to the acquisition of six buildings in the zones of Avenida da República, Baixa and Marquês de Pombal (which are now being refurbished).

The purchase of the Campo Grande Seis building from the company Hidroprojecto, located in Campo Grande and highly visible over the Lisbon ring-road, was the latest acquisition entering into the Amorim Imobiliária portfolio. The building has 6 floors above ground level and 2 866 m² of leasable area, and will strengthen the business offer in this segment.



Torres de Lisboa

Revenue of the Accor group rises 5.3% in the first six months of 2004

The Accor Group, a partner of the Amorim Group in the Sofitel, Novotel, Mercure and Ibis hotel chains, enjoyed growth of 4.1% in consolidated revenue in the first six months of 2004. This amounted to 3 433 million Euros, compared to the same period last year. Discounting the effects of exchange rate variations and budget consolidation, this figure rises to 5.3%.

Turnover in the hotel business increased 5.4%, without the effects of exchange rate variations and budget consolidation. In the top and medium end segment, income rose 7.1%, owing to good performances in Great Britain (more than 13%), the United States (19.8%), Germany (5.2%), Asia-Pacific (13%) and Latin America (13%). In the hotel segment as a whole, revenue rose 3% in France and 4.7% in the rest of Europe (more than 9% in Great Britain, 13% in Spain, 4% in Belgium and 1.9% in Germany). In the United States the increase was 2.4%.

Revenue in Services rose 9.5%, due to the sustained demand in Latin America (more than 11.2%) and Europe (more than 8%). The other activities of the Group registered growth of 3.6%.

The first six months confirmed a cycle of economic recovery on a global scale. In the Hotel trade, the effects of this recuperation varied from region to region. In the United States (top and medium segment), Great Britain, Central Europe, Asia-Pacific and Latin America there was strong growth. In southern Europe and in the US economy the effects of the recovery have not yet hit home. In Services, the pace of growth of the first six months should remain the same.

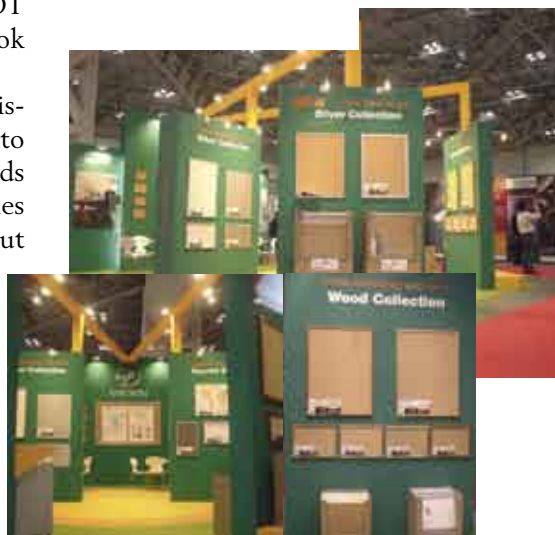
Communicating with Cork

Corticeira Amorim Indústria S.A. was once again present at the ISOT 2004 – International Stationery and Office Product Fair – which took place in Tokyo on 1, 2 and 3 July.

Under the slogan “Communicating with Cork,” Cork Nature – a registered trademark – presented the new Silver and Wood collections to the Japanese market (cork boards, combined cork and magnetic boards with aluminium strips and lined in MDF), the new range of accessories (markers, magnets and pins), as well as memoforms (cork boards without a strip, with decorative and fun formats).

In a market where cork is increasingly being used, the new collections geared towards the private and business (small and medium-sized offices) sectors earned much praise.

Increased marketing of cork and Cork Nature products, as well as the development of products specifically tailored for the Japanese market continues to merit heavy investment in the memo board segment.



De Padua exhibits in Figueira Casino

Figueira Casino has received 23 works of arts by Cristina Parada De Padua. Colours, flowers, figures and sentiments are depicted in pictures that mirror the daily life of the artist: “This is a cycle of my life,” she said.

De Padua was born in Lausanne and has lived in Spain since 14 years of age. She is a woman of dreams, recollections and memories, which are reflected in her work. The artist also explores textures and creates volumes, using salt, sand, wood and even plaster.

This exhibition reflects the sentiments and views engendered by Portugal. “Figueira is a familiar city,” says De Padua, adding that as well as being beautiful, the city “is bathed by the sea, which holds great attraction for me.”



Amorim Imobiliária innovates with Internet Wi-Fi in Shopping Centres

Aimed at encouraging innovation in the Shopping Centre segment, Amorim Imobiliária has become a pioneer in installing the Wi-Fi service (wireless Internet) in the Monumental shopping centre (in February) and Dolce Vita Miraflores (in March).

To access the web at these shopping centres, users require only a wireless card from any certified manufacturer.

Dolce Vita Douro (in October) and Dolce Vita Porto and Coimbra (in spring 2005) also plan the introduction of this service, which is just one of many initiatives planned as part of the new technologies that clients can take advantage of.



Portuguese Gastronomy at Euro 2004, from north to south of the country

Throughout Euro 2004, the Accor/Amorim hotel Group organised Traditional Portuguese Gastronomy at restaurants of the Ibis, Novotel, Mercure and Sofitel hotel chains, thus giving tourists the chance to sample the typical flavours from all around the country.

With an optional gastronomy menu, created exclusively for the duration of the championship, or with the inclusion of some typical dishes on the usual menu, the restaurants and hotels provided a journey around the different tastes of traditional Portuguese cooking. From a visit between the Douro and the Minho, highlights included *Rojões à Minhota* (pork dish) and *Tripas à Moda do Porto* (tripe) at the Ibis Porto Gaia, Mercure Porto Gaia and Mercure Batalha.

The Mercure Porto Gaia and Mercure Batalha hotels offered *Bacalhau à Lagareiro* (codfish) and *Bolinhos de Bacalhau* (codfish). Another fish dish, equally famous in this region, is *Raia à Poveira* (ray), which was served at the Póvoa do Varzim Mercure.

Also in the north, the Mercure Porto Gaia and Mercure Batalha served up the well-known *Alheira de Mirandela* (mixed meat), *Bacalhau à Transmontana* (codfish), *Filete de Linguado à Moda de Chaves* (sole) and *Ovos à Transmontana* (dessert). As well as these dishes, the Póvoa Mercure also served *Trouxas de Vitela à Transmontana* (veal).

One of the most typical dishes of the whole of the Beira region is *Vitela à Moda de Lafões* (veal), which was much appreciated in the Ibis Viseu, Mercure Batalha and Mercure Porto Gaia hotels. *Sela de Borrego à Moda da Beira* (lamb) is another typical dish from the Beira region, which was served at the Novotel Porto Gaia.

The essentially coastal region of Estremadura offered the gastronomy particular to the region. In Setúbal, a city with a strong fishing tradition, the Ibis listed the main speciality of the region on its menu – *Fried Cuttlefish*, while the Novotel served a dish much appreciated by the Portuguese – *Grilled Fish*. In Lisbon the Sofitel prepared a menu with *baked Sea Bream*, *Codfish Cakes with Tomato Rice*, *Frango na Púcara* (chicken) and *Codfish Soup*.

The Alentejo gastronomy came to the fore at the Évora Ibis, which prepared a menu with dishes based on pork and bread, the main culinary ingredients of the region. Made up of *Açorda Alentejana* (panada), *Fritada de Porco com Migas de Pão* (fried pork and bread) and *Carne de Porco à Alentejana* (pork and muscles), the menu of this hotel also included *Dog-fish Soup* and for dessert the famous *Encharcada*.

The heat of the Algarve coast has given rise to a diet rich in salads and fish dishes. The Faro Ibis lived up to its location and presented a menu containing *Algarve Salad*, *Carapaus Alimados* (mackerel), *Broad Beans with Fried Fish* and *Bacalhau à Algarvia* (codfish).

Environmental Trip Corticeira Amorim-Indústria

Corticeira Amorim-Indústria, S.A. invited its staff and their families on a trip that took place on 10 July.

The trip had the twin aims of engendering a good atmosphere among the staff and viewing the stripping of cork at the Companhia das Lezírias. For many of the participants it was the first time they had seen the stripping of cork from the tree.

This was followed by lunch, which was served in a pavilion kindly supplied by the hosts.

We would like to thank our colleagues at Amorim Florestal who organised the event and accompanied us during the visit.



Ney Matogrosso – sold out at Casino da Figueira



Ney Matogrosso sold out two concerts at Figueira Casino with his show "Vagabond", which recently premiered in Brazil.

Ney needs no introduction. He has been one of the most representative exponents of popular Brazilian music over the last 30 years, since he became the lead of Secos & Molhados. Accompanied by the band Pedro Luís e A Parede, he delighted the audience with his versatility and vitality. "Vagabond" is the result of a meticulously selected repertoire, which ranges from Martinho da Vila's "Disritmia" to "Assim Assado", a classic from the era of Secos & Molhados.

The partnership between Ney Matogrosso and Pedro Luís e A Parede confirms the trend towards natural dialogues between generations. "Vagabond" exemplifies this trend, breaking new ground in the Brazilian music scene.

Amorim presents ROSA system to Burgundy winemakers



Amorim & Irmãos gathered around 80 winemakers and traders from the Burgundy region at the Palais des Congrès de Beaune, to present their ROSA system to fight against TCA.

The conference was opened by Affonso de Barros, who introduced the Amorim Group. In his speech he drew attention to the efforts made by the company Amorim & Irmãos in the fight against TCA.

Miguel Cabral then presented the ROSA method, which aroused huge interest from the audience, who put several questions to the speaker.

Closing the conference, Kevin Swoffer, from the British Retail Consortium, presented the forecasts of the British consumer market in terms of packaging and sealers.

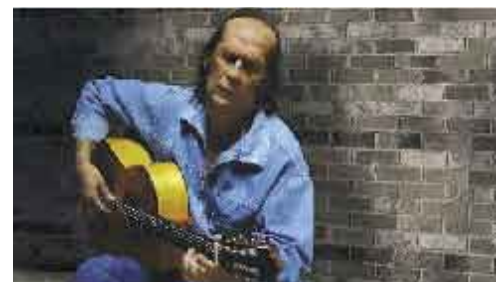
The conference also included a debate, with Miguel Cabral and Pascal Chatonnet, in the presence of specialists, businessmen and winemakers.

To sum up, the public left the conference hall with a positive feeling that Amorim is not only fully aware of the organoleptic defects inherent to cork, but is also working hard on solutions to overcome this problem.

Paco de Lucía at Figueira Casino

The best of Flamenco took to the stage of the main hall on 11 September in the form of Paco de Lucía. After an absence of 14 years from Portuguese stages, Paco reappeared with Coisitas Buenas, the title of the show presented at Figueira Casino as one of the big names programmed for 2004.

Born in Cádiz in 1947, with the name of Francisco Sánchez Gómez, Paco chose his artistic name in homage to his mother Lucía. His father, a professional market trader, was a guitar lover. At 12 years of age Paco was already playing the guitar with his brother. Three years later the young musician received a special award created for Flamenco, in the International Jerez Contest, which paved the way for a fabulous artistic career.



Amorim Nordic A/S at Euro 2004

From 21 to 23 June, upon invitation from Amorim Nordic A/S, some of the most important Nordic clients, distributors, retailers and journalists visited Amorim Revestimentos, taking advantage to attend in loco the Sweden-Denmark match that was held at the Bessa Século XXI. The aim of the visit was to combine a professional mission with a leisure aspect.

After visiting the production units of Amorim Revestimentos and after explaining the unique characteristics and advantages of our products, the group immediately left for the centre of Oporto to enjoy a boat trip up the River Douro and visit the always appreciated Burmester wine cellars.

The day was rounded off with the match between Sweden and Denmark, which was played in a sensational atmosphere. The game ended in a 2-2 draw, satisfying both teams who progressed to the next phase.

At the end of the 3-day stay, all the participants expressed their desire to continue working with Amorim Nordic A/S in the sale and promotion of our linings in the Nordic market.



Amorim & Irmãos

Major Sponsor of Portugal's Top Wine Contest



Acknowledged as a valuable marketing tool, playing an essential role in the development of trade relations and in strengthening the business fabric, the 4th "City of Oporto" International Wine Contest was again sponsored by Amorim & Irmãos. Running from 28 June to 1 July 2004 in the city of Oporto, a city of world heritage and internationally associated with the winemaking tradition, the 4th year of this event was again attended by internationally renowned wine tasters, coming from the five continents. They judged wines coming from all over the world in an atmosphere of healthy competition.

An event with the stamp of approval from the O.I.V. - Office International de la Vigne et du Vin

The proficiency and professionalism that has marked the Contest in previous years are also attributes of another of the sponsors, the OIV, a recognised symbol of credibility and even-handedness in all events approved by this organisation.

This year's event, also sponsored by Amorim & Irmãos, simultaneously staged the Expovinis 2004 – 2nd International Wine Fair. The Expovinis, which is an integral part of the international circuit of large-scale winemaking fairs, took advantage of the 4th "City of Oporto" International Wine Contest to share the venue for the fair.

Site: www.expovinis.exponor.pt

Amorim Industrial Solutions present SolMat – the 1st scientifically tested Ergonomic Mat



SolMat is the first scientifically tested industrial ergonomic mat available on the market.

Amorim Industrial Solutions ran this project in collaboration with the Ergonomics Laboratory of the Faculty of Human Motricity in Portugal and German and Swiss universities. Over 2 years a detailed study was undertaken, aimed at developing a mat that was, above all, scientifically developed to minimise tiredness and physical stress in employees who have to spend long periods standing, several days at a time. The idea is to improve the employee's well-being and consequently increase productivity. After several studies, the three-dimensional mat was developed. It was tested in all ergonomic aspects, not only with regard to the employee's movement, posture, balance, safety and comfort, but also the mat's integration into the work place. The Novel Pedar System proved essential in this phase.

SolMat has been tested in real industrial environments in several countries, with excellent results, satisfying both workers and managers.

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