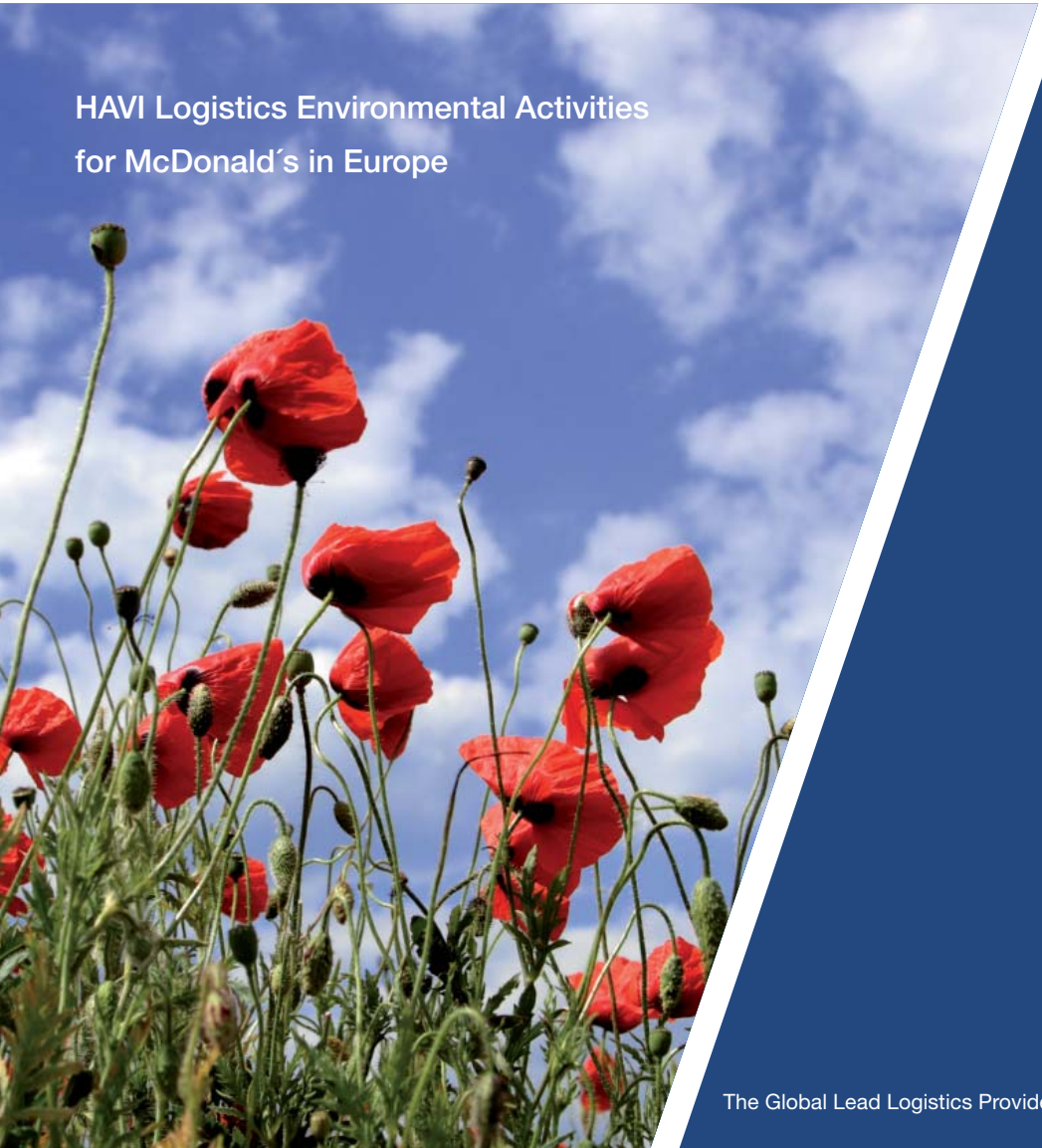




IT'S EASY TO BE GREEN

H&AVI Logistics Environmental Activities
for McDonald's in Europe



The Global Lead Logistics Provider

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1. ENVIRONMENTAL POLICY



Protection of the environment is a central element of our corporate culture. We constantly strive to minimize the impact of our business activities on the environment. Every employee is committed to environmentally friendly activities and such behavior is also endorsed by all management levels.

To ensure that all HAVI Logistics Companies as well as all employees of HAVI Logistics follow our general environmental strategy, we have developed a common HAVI Logistics environmental policy (please refer to the appendix on page 27 for the complete policy) based on the following principles:

- Affect the environment **as little as possible**
- Environmental activities = **long-term investments**
- Be a **pacesetter** in environmental questions
- Create **environmental awareness**
- **Act in an environmentally responsible manner**
- Buy **environmentally friendly** alternatives
- Use recyclable materials **to minimize adverse environmental impact**
- Support **reduction of environmental impacts**

2. ENVIRONMENTAL MANAGEMENT

In order to implement our environmental policy, reach our targets, and ensure continuous improvement in environmental protection performance, we have established clear structures, processes, and responsibilities. The certification of HAVI Logistics Distribution Centers in line with ISO 14001 and the additional EMAS validation are important elements of our environmental management system. The efficiency of the system is regularly validated by internal and external experts.

ISO 14001 certification in:

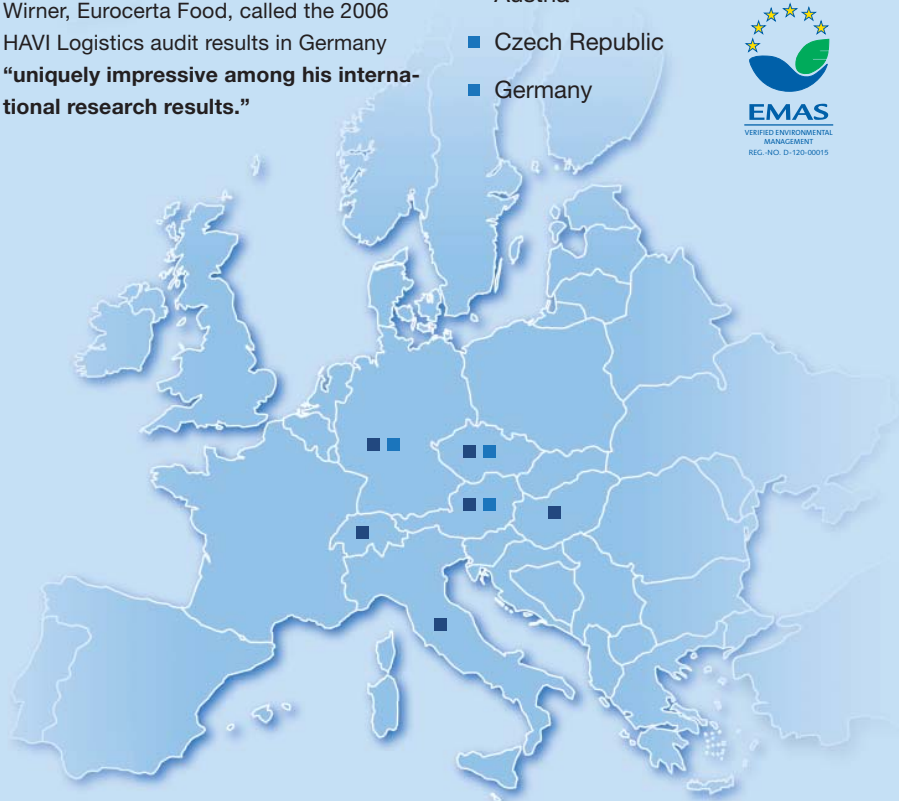
- Austria
- Czech Republic
- Germany
- Hungary
- Italy
- Switzerland



The external auditor Professor Dr. Helmut Wirner, Eurocerta Food, called the 2006 HAVI Logistics audit results in Germany “uniquely impressive among his international research results.”

EMAS validation in:

- Austria
- Czech Republic
- Germany



3. TRANSPORT

3.1 Alternative Fuels

More than 500 HAVI Logistics trucks use special equipment to fulfill promises to be recognized as:

- secure product-suitable transport
- ecologically friendly

1992 Sulphur-free Diesel

Diesel fuel becomes more environmentally friendly for HAVI Logistics in Germany in 1992, emitting less sulphur into the atmosphere.



HAVI Logistics trucks – which use sulphur-free diesel – are among the most environmentally friendly in Europe.

2000 RME Biodiesel

In Germany we introduce biodiesel made from **rape methyl ester (RME)** as the environmentally friendly alternative to diesel made from petroleum.



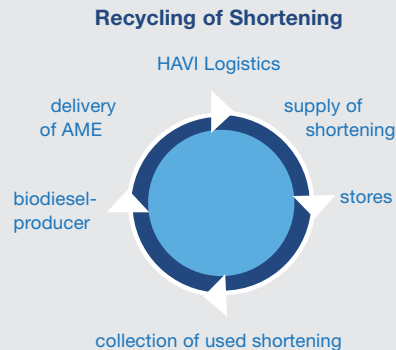
The Bavarian Minister of Environment hands over the first biodiesel sticker to HAVI Logistics and McDonald's.

2002 AME Biodiesel

Alternatively, we use diesel made of **acid methyl ester (AME)** for our truck fleet in Austria.

We have put the links in the perfect chain by using this alternative fuel:

1. Trucks **deliver** fresh shortening to our customer stores/outlets
2. Trucks are later **fueled** with recycled shortening coming, for example, from McDonald's deep-fryers.



2002 Biogas

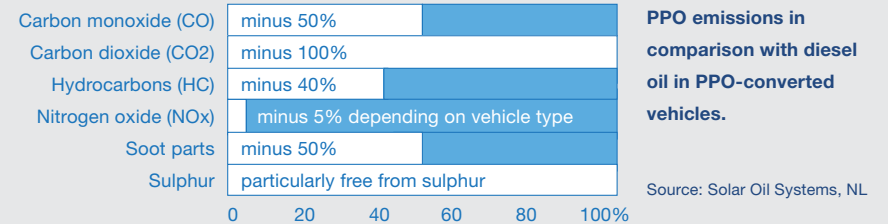
HAVI Logistics introduces one of the first dual-fuel engine trucks in Europe with a **dual-fuel engine**. This engine can be operated either with biogas, biodiesel, or a mixture of both.

2003 Blended Diesel

HAVI Logistics companies introduce blended diesel fuel, which contains up to 5 % environmentally friendly biodiesel, to decrease carbon intensity.

2003 PPO – Pure Plant Oil

In the Netherlands we operate trucks with Pure Plant Oil, a biofuel produced by pressing rape seeds in a “cold” method.



2006 Natural Gas

For urban distribution in Switzerland we use a pure natural-gas truck.

We meet the high standards of:

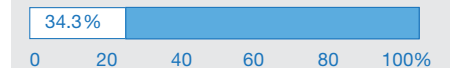
- certificate regulations ECE R110
- strict exhaust emission standard EEV (enhanced environmentally friendly vehicle) exhaust gas standard
- requirements of the planned Euro 5 standard.

Little more than hot air comes out of its exhaust.

2007 Renewable Fuels

HAVI Logistics always strives to use renewable, environmentally friendly fuels. Whenever we get alternative fuels in the required quality and quantity in Europe, we use the opportunity to save non-renewable resources and reduce emissions.

The European Union has set itself the objective of a 20 % substitution of traditional fuels by alternative fuels in the road transport sector before the year 2020.



Some 34.3 % of our total HAVI Logistics fuel consumption in 2007 already consists of renewable tractor fuels.

3.2 Truck Fleet/Technological Innovations

European Field Test

A close cooperation between HAVI Logistics and truck manufacturers enabled us to start a field test in Europe with new developments in terms of engine technology.

- At that time we obtained a Euro 2 engine and a brand new Euro 3 engine from Scania. These engines have withstood rigorous test of daily distribution life.
- For the state-of-the-art Euro 4 engine, we initiated a successful field test for the use of **biodiesel**.
- **Euro 4** engines used at HAVI Logistics:
 - EGR (exhaust gas recirculation)
 - Reduce NOx emissions by 30 percent*
 - Particulate emissions reduced by 80 percent*



*compared with Euro 3

Euro 5 Engines for HAVI Logistics

Fuel exhausts have an impact on air quality and human health, especially in urban areas where traffic is dense. To reduce this impact, the EU is preparing to impose stricter emission limits for diesel trucks, limiting in particular nitrogen oxides (NOx) and particulate matter (PM), which pose the most serious health problems.

Today we have trucks with Euro 5 engines in place, for the following reasons:

- Ensure highest possible reduction of emissions
- Engines operate with SCR (selective catalytic reduction)
- Own urea (AdBlue®) filling stations are available



Two-level Truck

Working in close co-operation with manufacturing companies and taking advantage of scientific expertise, HAVI Logistics constructed the double-deck trailer in 2001 which featured:

- independent wheel suspension
- greater capacity with varying temperature zones in each of the two levels:
 - upper level for bulky, lightweight goods
 - lower level optimal for smaller-sized, heavier load items

This **adds half a load** to traditional tractor trailers. In other words, we save every third ride.

EuroCombi

In Finland and Sweden we operate vehicles with an overall length of 25.25 meters for truck and trailer.

This leads to a 30 to 50% higher loading capacity compared to the maximum values in most European countries.

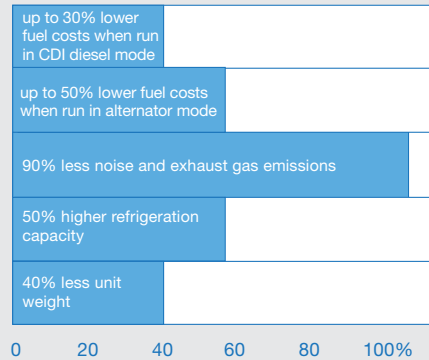


Cooling Equipment

The trend-setting technology of the new Frigoblock cooling equipment impressively combines:

- high-grade refrigeration capacity
- temperature safety
- the highest level of economic efficiency
- environmental friendliness

Compared to accepted alternatives, we achieve:



Source: www.frigoblock.com

Truck Boxes

All HAVI Logistics truck-boxes have to use **CFC-free** insulation.

In addition, the international **ATP/FRC** standards for refrigerated transport of perishable produce have to be followed.

- Verification of K-coefficient by independent experts.
- The lower the K-coefficient, the better the insulation – the less energy we need to keep the right temperature in our trucks.

Environmentally Friendly Lubricants

HAVI Logistics has established standards whereby we strive for the highest possible use of environmentally friendly lubricants to protect the environment in the fields of waste disposal and water treatment.

3.3 Sustainable Transport

Wherever possible and economically feasible, the HAVI Logistics distribution and transport companies make use of sustainable transport solutions to supply their customers.

Cross-border Combined Rail and Truck Transport

For pre-freight of various products in the supply chain between Hungary – Austria – Germany (to and fro), we use combined rail and truck transport solutions.

Mobiler: Rail and Truck Transport

Since 1996 we use combined rail and truck transport with the HAVI Logistics Mobiler.

To use the HAVI Logistics Mobiler there is no need for special loading ramps or other railway equipment.

HAVI Logistics Mobiler in brief

2,656	containers handled
12,342	tons via Mobiler transport
50%	of all transport kilometers for McDonald's Switzerland covered by rail
191 km	average distance between DC and restaurant; all Swiss regions are connected

all figures 2007

Operational Mode of the HAVI Logistics Mobiler



The truck with the mounted Mobiler parks alongside the railway wagon.



The container is lifted out of the locking system and pushed onto the railway wagon by the Mobiler.



The container is placed on the railway wagon and the Mobiler elements are pushed back onto the truck.

3.4 Smart Solutions for Environmentally Friendly Transportation

Stop crossing the Alps with trucks – target of our customer McDonald’s Switzerland



We protect the environment by an annual reduction of:

240,000 litres fuel consumption

1,000,000 kilometres on the roads

(all figures 2007)

Manual and IT-based Route Optimization

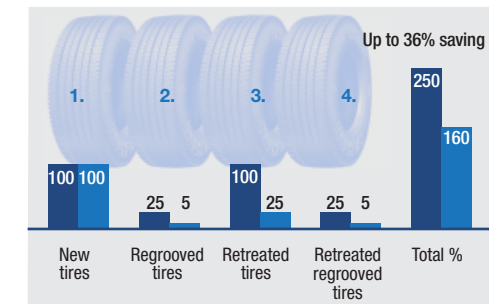
One key to reduced environmental impacts is the avoidance – or at least reduction – of unnecessary and/or non-utilized loading capacity for all transports. Therefore, all our routes have to be optimized and light runnings have to be reduced. Our transport experts efficiently manage their day-to-day business either manually or automatically with professional IT-based tools.

Roof Spoiler for Small Trucks

We have recently discovered in a field test that, with a spoiler mounted atop our 3.5-ton trucks, we are able to reduce our fuel consumption by an impressive five percent.

Remould Tires

With the purchase of tires which ensure the so-called “four-lives tire package”, we get maximum mileage performance and environmental protection through a process of regrooving each tire, remoulding it, and then regrooving again.



Source: Michelin, Energy tire

Truck tires with low **rolling resistance** to reduce fuel consumption have already been standard for a long time at HAVI Logistics.

Inland Waterway Transportation

We also transport goods on inland waterways. Therefore we use barges for the transport of Happy Meal toys to supply Distribution Centers in Germany and Belgium by environmentally friendly means.

Driver Training

Together with external partners, we offer professional training for our drivers on a regular basis to teach them how to:

- reduce fuel consumption
- minimize tire, brake and clutch wear
- extend battery life
- provide preventive maintenance



4. WAREHOUSING

4.1 Food Town Concept

Although the idea is a plausible one, it did cause a bit of a sensation when HAVI Logistics, together with two other suppliers as partners, opened the first Food Town in Duisburg-Rheinhausen, Germany in October 1988. An industrialized bakery and a meat processing plant were built back to back with the HAVI Logistics Distribution Center.

Besides the many different positive effects and immense cost savings, the wall-on-wall concept of a combined production facility and a distribution center really pays off for the environment:

Food Towns with HAVI Logistics Distribution Centers all over Europe:

- Austria (Korneuburg)
- Belgium (Olen)
- Finland (Vantaa)
- Germany (Duisburg & Günzburg)
- Italy (Bomporto)
- Spain (Madrid)
- Switzerland (Oensingen)
- Turkey (Istanbul)
- Ukraine (Dniepropetrovsk)

Did you know...

... that if the bakery and meat production plants in the two German Food Towns were only “across the street”, we would have additional annual transports of **13,500 full large truck loads.**



4.2 Heat Recovery

All tailor-made HAVI Logistics Distribution Centers are equipped with heat-recovery systems which convert waste heat from refrigerating units into useable indoor heating.

This intelligent energy management saves costs according to the motto “avoid, reduce, recycle” and, at the same time, protects the environment.



Did you know...

... that, compared to the annual heat demand of a single-family homes of approx. 8,400 kWh/m²*, we save the equivalent energy required annually by 26 single-family homes in the HAVI Logistics headquarters building every year by having a heat recovery system in place.

**Source: Federal Ministry for the Environment, Nature Conservation and Nuclear Safety, Germany – for a family house with 120 m² floor space*

4.3 Cooling Technology

Based on our more than 25 years of experience in the distribution of food items in particular, most of our more than 40 Distribution Centers are tailor-made. All of them are divided into three temperature zones:

ambient	+5 °C to max. +25 °C
chilled	+1 °C to max. +3 °C
frozen	-23 °C to max. -20 °C

When operating cold storage Distribution Centers, you have to understand the principles of cooling technology to ensure the highest possible environmental protection.

For this reason, HAVI Logistics has installed several sophisticated technological devices and systems:

- fast-moving doors between the cooldock and the freezer area
- outside doors which form a good seal between the cooldock and the trucks
- windsleeves to cover the ventilator openings of the evaporators
- evaporators in separate rooms outside of the freezer, to ensure less energy consumption for defrosting
- constant cooldock temperature of + 7 °Celsius

Did you know...

... that HAVI Logistics now operates most of its systems with FC-free cooling agents, which have been proved to cause only slight harm to the ozone layer.

The Ideal Refrigerant Solution for the Future

The ideal solution for the future would be a natural cooling agent like ammonia.

In the HAVI Logistics Distribution Centers in Duisburg, in the Netherlands, in Germany and in Belgium, conversion has already taken place using proven but still modern refrigerants.



Photovoltaics – We Freeze with the Sun

In our DC Osuna/Spain we get the energy for our deep-freeze stores from the sun. Photovoltaic technology is an environmentally friendly alternative for generating electricity. Spain is one of the 'sunny' countries, with more than 2,500 hours of sunshine every year, and is therefore one of the best places for harvesting energy using solar panels. We have naturally adopted this eco-innovation and a photovoltaic system has been installed on the roof of our Distribution Center in the Spanish town of Osuna.

By using solar power we are reducing the output of dangerous greenhouse gases by a massive several hundred tonnes of CO2 per annum.

4.4 Standard DC Building Profile

Proven basic standards for building tailor-made HAVI Logistics Distribution Centers are an integral part of our "Standard DC Building Profile".

Among other things, particular attention has been given to environmentally friendly construction and building materials. We are proud of the results:

- an optimized balance between daylight through windows/roof light domes and total insulation of the warehouse
- automatic lighting with brightness control that is switched off automatically and switched on manually by our employees
- accurate planning of various individual switchable circles for illumination
- regular enhancement of optimum set-up of freezer and chiller doors
- DC cooldocks built facing north to avoid direct solar irradiation



4.5 Smart Solutions for Environmentally Friendly Warehousing

Review of Energy Consumption

Energy consumption data are collected and reviewed on a weekly basis. Even minor changes result in a detailed analysis of positive and negative deviations.

Re-use of Outer French Fry Cartons

For small kitchen supply articles we avoid using new cartons as additional packaging when distributing the goods to our McDonald's customers. Instead, we take back clean, used outer French fry cartons from restaurants and use them – clearly re-labeled – for packaging again.



5. ENVIRONMENTAL SERVICES FOR OUR CUSTOMERS

5.1 HAVI Logistics – Environmental Services

Since 1993 HAVI Logistics has been taking care of the operational procedures and administration of the McDonald's Recycling System in the Netherlands. This includes

- collection of waste by specially designed trucks
- additional services like emptying and maintenance of used shortening receptacles and hygiene containers, vermin control, and cleaning of entrance mats

In various European countries like Germany, Hungary, Italy and Switzerland we offer waste management and reverse logistics concepts for our customers.

5.2 Reverse Logistics

Foils and Translites

As part of a waste disposal/recycling program, HAVI Logistics in Germany introduced a packaging-return system 14 years ago which allows the McDonald's restaurants to return **packaging foil** in a special collection bag to the HAVI Logistics drivers. Back at the Distribution Center, the packaging is compressed into bales and sold to special waste-disposal companies for recycling. The same recycling service was later offered for McDonald's neon signs – so-called translites. **Translites** are made of high-quality plastic which is recycled and used in Gore-Tex jackets.

Batteries

McDonald's customers can return used batteries from Happy Meal toys to the restaurants in some countries. Our delivery drivers take the used batteries – collected in special boxes – back to the DC, where waste-disposal companies collect them for recycling.

Cardboard

In various markets, HAVI Logistics companies collect used cardboard from McDonald's restaurants and submit for adequate recycling.

Organic Waste

In Switzerland, we also ensure, among other recycling services, the collection of organic waste from McDonald's restaurants.

Neon Lamps

In Hungary, a regulation classifying old **neon lamps** as hazardous waste has been in force since 2004. The neon lamps must be re-processed separately. HAVI Logistics provides a valuable service to its customer McDonald's by taking back the old lamps.

Waste Electrical Equipment

HAVI Logistics is currently testing a system for collecting **waste electrical equipment** such as deep-fryers or cash registers from McDonald's restaurants in Germany. The equipment collected will be disposed of in compliance with the requirements of local recycling companies.

5.3 Environmental Reporting

HAVI Logistics supports McDonald's by preparing various environmental reports, e.g.:

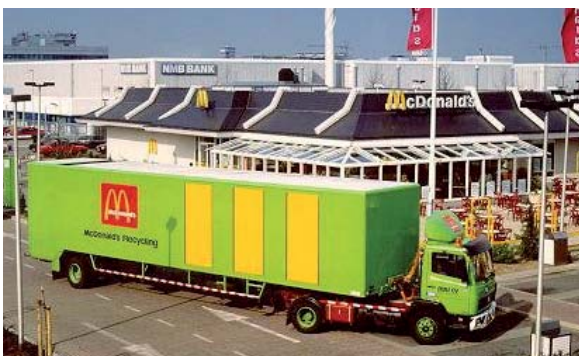
- preparing local and European environmental reports
- drawing up packaging reports for various European countries
- Waste of Electrical and Electronic Equipment reports

Moreover, within the scope of the HAVI Promotion & Packaging + Purchasing Services, moreover, we ensure – together with external partners – that all applicable EU directives are adhered to throughout the entire Happy Meal supply chain.

RoHS Restriction of Hazardous Substances

WEEE Waste of Electrical and Electronic Equipment

REACH Registration, Evaluation and Authorization of **CH**emicals (as of 04/2007)



6. SMART SOLUTIONS

6.1 Internal & External Communications

The communications tools of HAVI Logistics – for internal and external use – offer separate sections reporting regularly about environmental topics. We thus work to create higher awareness of our efforts to protect the environment in various ways:

- Internet and Intranet
- in-house & external newspapers
- environmental reports
- in-house environmental seminars as part of our corporate culture
- external presentations about our environmental activities (e.g. seminars, universities)

ECO? – LOGICAL!



6.2 European Environmental Key Figures

As an integral part of the “European Distributors Key Figures,” environmental key figures ensure that there is an internal benchmark for all HAVI Logistics companies.

6.3 Environmental Coordinators

In various HAVI Logistics companies, so-called environmental coordinators are committed to ensuring that ecological awareness is part of our daily business for all employees.

As early as 1997 our “Green Team” was established in Germany. The environmental coordinators of all German DCs create new “green” solutions and exchange ideas to guarantee consistent environmental management all over Germany.

6.3 Initiatives/Memberships/Customer Support



In 2001 the Bavarian Ministry of State in Germany concluded a contract with HAVI Logistics in Günzburg to participate in the **UmweltPakt Bayern**

(Bavarian EnvironmentalPact). The successful revalidation in 2005 paved the way for continuing participation.



Since 2001 HAVI Logistics in Wustermark/Germany has been a member of **Umweltpartnerschaft** (Environmental

Partnership) **Brandenburg**, a federation of associations of enterprises in Berlin and Brandenburg.

The Biodiesel Project of HAVI Logistics FSL company in Austria was nominated for the “**Lower Austrian State Prize for the Environment**” in 2003.



f.l.t.r.: Peter Prickler, Gerald Höller (both HAVI Logistics) and Ernest Gabmann (State)



ISO 14001:2005
D-V-0048-0403.04
Valid until 03/2007

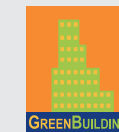
In Germany suppliers of all “components” of hamburgers and cheeseburgers carry the **ISO 14001** environmental seal of approval. This seal attests,

among other things, that these companies provide environmentally friendly logistics for McDonald’s restaurants.



Since October 2005 HAVI Logistics in Germany has been participating in the project **Ökologik**, which is supported by the Ministry

of Environment and has been cited by UNESCO for its sustainable economical operations.



In 2007 HAVI Logistics became an approved partner of the EU GreenBuilding program. This voluntary program aims at improv-

ing the energy efficiency of non-residential buildings in Europe.



In 2007 we were honoured with the McDonald’s Europe Sustainability Award 2007. That award venerated our commitment to the establishment of simply “green” Supply Chain.

OVERVIEW

We are committed to our long-term environmental policy.

ENVIRONMENTAL MANAGEMENT

We are certified according to ISO 14001 and EMAS.



WAREHOUSING



We combine production facilities and Distribution Centers in our Food Towns.

We reduce energy consumption through consistent use of heat recovery and avoid wasting energy by taking diversified action.

Use of CFC-free cooling agents in our 3-temperature-zone Distribution Centers.

Packaging material is partially used multiple times.

Weekly energy reports permit further optimization.

ENVIRONMENTAL SERVICES



Waste management and reverse logistics concept for our customers.

Regular environmental reporting.

TRANSPORT

We use alternative fuels:

- Sulphur-free diesel
- AME biodiesel
- Pure plant oil
- Natural gas



Sustainable transport solutions and technological innovations to reduce road traffic.

Low environmental impact by using CFC-free truck box insulation, environmentally friendly lubricants and regular driver training.

Environmental protection by using remould tires and IT-based route optimization.



SMART SOLUTIONS

"Green Team" coordinators ensure conversion of environmental activities.

We are active in various initiatives to protect the environment.



OUTLOOK

Protecting the environment is a primary objective of HAVI Logistics. How does this challenging task affect “The Global Lead Logistics Provider” in its daily activities and what do the future “green” plans look like?

Entering one of HAVI Logistics premises, you can easily recognize the very high environmental awareness at almost every turn:

- A large section in the company newspaper reports only about environmental topics, certifications and awards showing the company’s great success in this area.
- Employees use “HAVI Logistics environmental cups” to avoid the use of plastic cups.
- “Please use duplex copies” is written above the printers and photocopy machines.
- Waste paper collection boxes are placed in every office.
- The bulletin boards have special sections devoted exclusively to reporting on environmental topics.

Statements made by **Luca Gnecco, CEO HAVI Global Logistics**, show that the very high environmental commitment of every single employee is supported by the most senior levels of management.



HAVI Logistics: It is very impressive to see the many single topics related to environmental protection that are addressed by HAVI Logistics.

Luca Gnecco: It is not one separate objective among others but an integral part of a corporate strategy that targets long-term value creation. HAVI Logistics is committed to environmental protection. In fact, we propose to lead the way. The HAVI Logistics Management has developed a strategy which calls for strong environmentally conscious efforts on the part of HAVI Logistics employees and all partner companies with which HAVI Logistics does business.

HAVI Logistics: What is the key motivation for HAVI Logistics to be so keen on environmental protection?

Luca Gnecco: Company founder Andreas Rost has already outlined our environmental

goals: “We must be able to leave future generations’ nature and the environment as we found them – including all the various species, to which human beings belong as well. And ideally, where the environment has already been harmed, there must be a sustainable effort to undo the damage.”

HAVI Logistics: Many others just lean back and give the excuse that it is very hard to be proactively “green.”

Luca Gnecco: Of course, this is not an easy undertaking for a logistics company which operates numerous trucks as well as warehouses, which tend to use large amounts of energy and make the earth underneath them impermeable. But exactly that is the motivating factor for HAVI Logistics: not only to meet government standards, but to exceed them.

HAVI Logistics: What is your overall long-term target when it comes to environmental issues?

Luca Gnecco: HAVI Logistics wants to be an environmental pacesetter. We want to be the most innovative, the most constructive, and the most dynamic company making a conscious effort to protect the environment in the logistics industry.

HAVI Logistics: Could you let us know just a bit more about these ideas?

Luca Gnecco: We have developed a so-called Environmental Guideline for HAVI Logistics. The key points are:

- We face the environmental challenges of the future by working continuously to improve the environmental performance of our products and operations.
- We develop services which in their respective market segments emphasize our high environmental responsibility.
- We plan all stages of operational processes to provide optimal environmental protection.
- We offer our customers ecologically oriented services and information and we support their environmental targets.
- We endeavor to achieve exemplary environmental performance throughout Europe.
- We provide our employees and the public with comprehensive information on environmental issues.

HAVI Logistics: How difficult do you consider the process of getting all HAVI Logistics employees involved in your ideas?

Luca Gnecco: It is our strong belief that the protection of our environment, and therefore the commitment of all employees to support our environmental activities, is much easier if you see the great benefits for us and for the next generations.

IT'S EASY TO BE GREEN

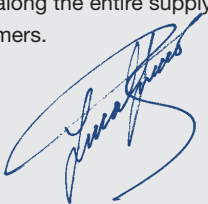
This also shows that it is not always only major innovations and big steps that lead to

noticeable results. The sum of many small things easily leads to the same result.

Therefore, we do not rely only on tried and tested concepts but also look for every small innovative solution. We regularly measure and assess our environmental performance and continuously look for new means and opportunities to improve this performance.

We take the expectations of our customers, our partners and other stakeholders, as well as business aspects, into account.

As a matter of principle, we concern ourselves with all aspects of the environment along the entire supply chain of our customers.



APPENDIX

HAVI Logistics Environmental Policy

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HAVI Logistics wants to affect the environment **as little as possible** by their activities.

We consider environmental activities **long-term investments**.

We commit ourselves not only to act within the framework of actual environment legislation but furthermore to be **pacesetters** in environmental questions.

The **environmental health officers** are responsible for environmental aspects of all business areas and assess all activities at HAVI Logistics from an ecological point of view and according to the principle "Avoid – Reduce – Recycle."

The **necessary environmental awareness** and knowledge of every single employee is increased and supported by a multitude of measures like environmental training, in-house events, conferences, personal dialogue and Press Releases.

Acting in an environmentally responsible manner is a matter of course for every single employee at his place of work. This is because we have a responsibility toward coming generations to prevent serious or irreversible environmental damage and to conserve our limited resources.

When buying any product, the **environmentally friendly alternatives** should always be preferred if they are consistent with the economic framework. Legal regulations have to be fulfilled and should even be exceeded.

Everybody at HAVI Logistics should strive to make **disposal** of products as residue-free as possible. It is our goal to use as much recyclable material as possible **to minimize adverse environmental impact**.

All employees should conduct or **support research on the environmental impacts** of raw materials, products, processes, emissions and waste associated with the enterprise to reach a **continuing process of improvement** with respect to environmental protection.

We promote the adoption of these principles by contractors acting on behalf of the enterprise, encouraging and, where appropriate, requiring improvements in their practices, and we encourage the wide adoption of these principles by suppliers.



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