

ORGANISATION OF THE BUSINESS GROUP

SUMOL+COMPAL, S.A.

SUMOL+COMPAL heads a group of businesses that is the result of the merger in late 2008 of two companies owning market leading brands in the high turnover drinks sector in Portugal. SUMOL+COMPAL is proud of its past and regards the future with great optimism and enthusiasm. The company was founded in Portugal but we have an international outlook. We develop our own brands and we represent those of third parties. We are inspired by nature and all the good things that it has to give and we focus our daily efforts on creating enticing products for our consumers around the world. It is in our nature to do everything we can for people. It is with this spirit that we approach our everyday work and that we believe we can continue to surprise. It is in our nature to be innovative.

SUMOL+COMPAL Marcas, S.A.

SUMOL+COMPAL Marcas is the operating company whose responsibility is to manage our brands and ensure the sale and distribution of our products in Portugal and the rest of the world, with the exception of Angola and Mozambique, where separate dedicated structures exist.

Our portfolio of brands includes SUMOL, COMPAL, B!, UM BONGO, ÁGUA SERRA DA ESTRELA, FRIZE and GUD while we represent the brands PEPSI, 7UP, GATORADE, GUARANÁ ANTARCTICA, ESTRELLA DAMM and TAGUS either via franchising or through distribution contracts.

This outstanding set of brands and our expertise in sales and distribution ensure we can satisfy the demands of clients and consumers, surprising them with our permanent ability to innovate and provide nutrition, hydration, health and pleasure through our high-quality fruit drinks, liquid refreshment beverages, waters, beers, canned vegetables and tomato derivatives.

To achieve this, SUMOL+COMPAL Marcas has a team with extensive multi-disciplinary expertise and experience in all of the areas on which it focuses, namely the monitoring and continuous study of markets, especially with regard to consumers, the identification of business opportunities, product R&D, brand management, production, sales and distribution and the development of franchising operations.

Our experienced and well-trained sales team directly and indirectly covers thousands of clients in Portugal and monitors the over 70 markets where our brands already have a regular presence. One of the major aims is precisely that of extending the regular and sustained presence of our most representative brands in international markets with the potential for development, with particular emphasis on the African nations.

SUMOL+COMPAL Internacional, SGPS, Lda.

SUMOL+COMPAL Internacional is a subsidiary of SUMOL+COMPAL Marcas and the holding company for the firms which own shares in SUMOL+COMPAL Angola and SUMOL+COMPAL Mozambique.

SUMOL+COMPAL Angola, S.A.

SUMOL+COMPAL Angola is responsible for producing and developing our main brands in Angola, our second most important market.

It has a factory in Bom Jesus, in the suburbs of Luanda, for the local production of SUMOL+COMPAL branded products.

The SUMOL+COMPAL Angola team is well aware of the importance of consolidating and bolstering Angolan consumers' preference for our brands and has the capability, commitment and motivation to achieve it.

SUMOL+COMPAL Moçambique, S.A.

SUMOL+COMPAL Mozambique is responsible for the production and development of our main brands in Mozambique and the adjacent countries of the Southern African Development Community (SADC).

It has a team motivated to grow our brands in a market of over 150 million consumers.

The group's first production plant outside Portugal was built in Boane, in the suburbs of Maputo, and was officially inaugurated in May 2013.