

N° UNITS	2012 31 Dec	2013 Openings	2013 Transfers	2013 Closures	2013 31 Dec
PORTUGAL	308	2		8	302
Próprias	307	2		8	301
Pizza Hut	95			2	93
Ò Kilo	11			2	9
Pans	57			1	56
Burger King	38	1			39
KFC	18				18
Pasta Caffé	16			2	14
Quiosques	10				10
Flor d'Oliveira	1				1
Cafetarias	35				35
Catering (Seo, JSCCe Solinca)	6				6
Concessions and others	20	1		1	20
Franchised	1				1
SPAIN	92	2		5	89
Company-owned	73	1	-1	3	70
Pizza Móvil	39		-1	2	36
Pasta Caffé	2			1	1
Burguer King	32	1			33
Franchised	19	1	1	2	19
ANGOLA	2	1			3
KFC	2	1			3
Total company-owned	382	4	-1	11	374
Total franchised	20	1	1	2	20
TOTAL	402	5	0	13	394

Note: transfer of one company-owned Pizza Móvil unit to be operated on a franchise basis.