

# SUCCESS GRAVITY



Annual Report 2010



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# Rosinter in brief

**Our strategy is to maintain our leading position in our core markets, Russia and the CIS, and carefully target markets with proven growth potential, through both corporate and franchise development.**

Rosinter Restaurants Holding is the leading casual dining restaurant company in Russia and the CIS. Since we opened our first restaurant in Moscow in 1990, we have developed and deployed a proven and scalable business model in the rapidly growing consumer markets in Russia, the CIS, the Baltic states and Central Europe. As of December 31, 2010, we operated 362 outlets, including 113 franchised restaurants, in 41 cities in 9 countries, and served 17 million guests during the year.

Rosinter's core cuisines are Italian, Japanese and American, which are delivered under its proprietary brands IL Patio and Planet Sushi and its licensed brand T.G.I. Friday's. The company also explores Russian cuisine with brands that are currently in a trial phase. In addition, through a joint venture with Whitbread Plc, the Company is developing the Costa Coffee chain in Russia, with 32 outlets as of December 31, 2010.

Rosinter Restaurants Holding is listed on the Russian Trading System Stock Exchange (RTS) and Moscow Interbank Currency Exchange (MICEX) under the stock ticker "ROST". We reported consolidated revenues of RUB 9,746 million for the year ended December 31, 2010, in accordance with our audited IFRS accounts.

Our strategy is to maintain our leading position in our core markets, Russia and the CIS, and carefully target markets with proven growth potential, through both corporate and franchise development. We are also actively developing transportation facilities, which we believe offer substantial growth potential for our brands. We currently have a sizeable presence at Sheremetyevo Airport in Moscow, Pulkovo Airport in St Petersburg and Borispol Airport in Kiev.

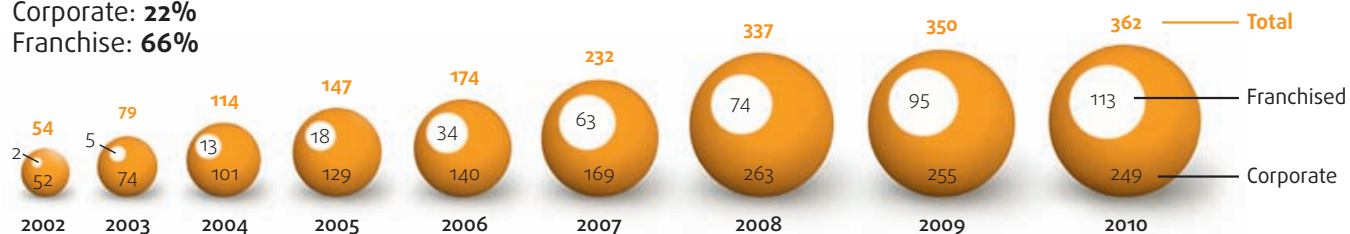
Our business model is built upon unmatched market experience, a highly experienced team and an ability to react to rapidly changing market conditions. Also central to our model is retaining guests and increasing their loyalty by continually delivering a high-quality dining experience at an accessible price and with friendly service.

## Restaurant count growth

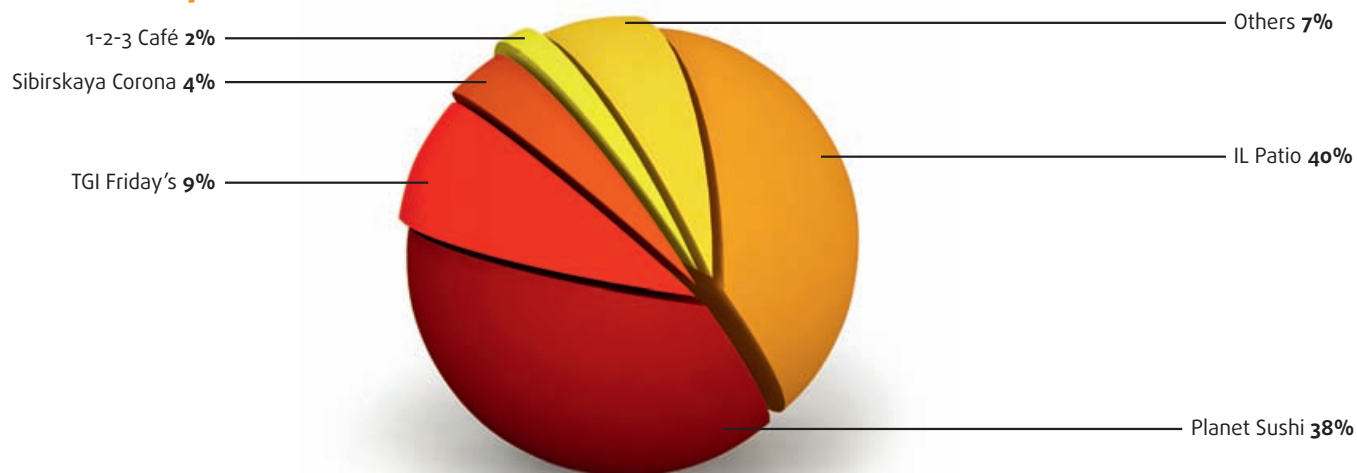
2002-2010 CAGR

Corporate: **22%**

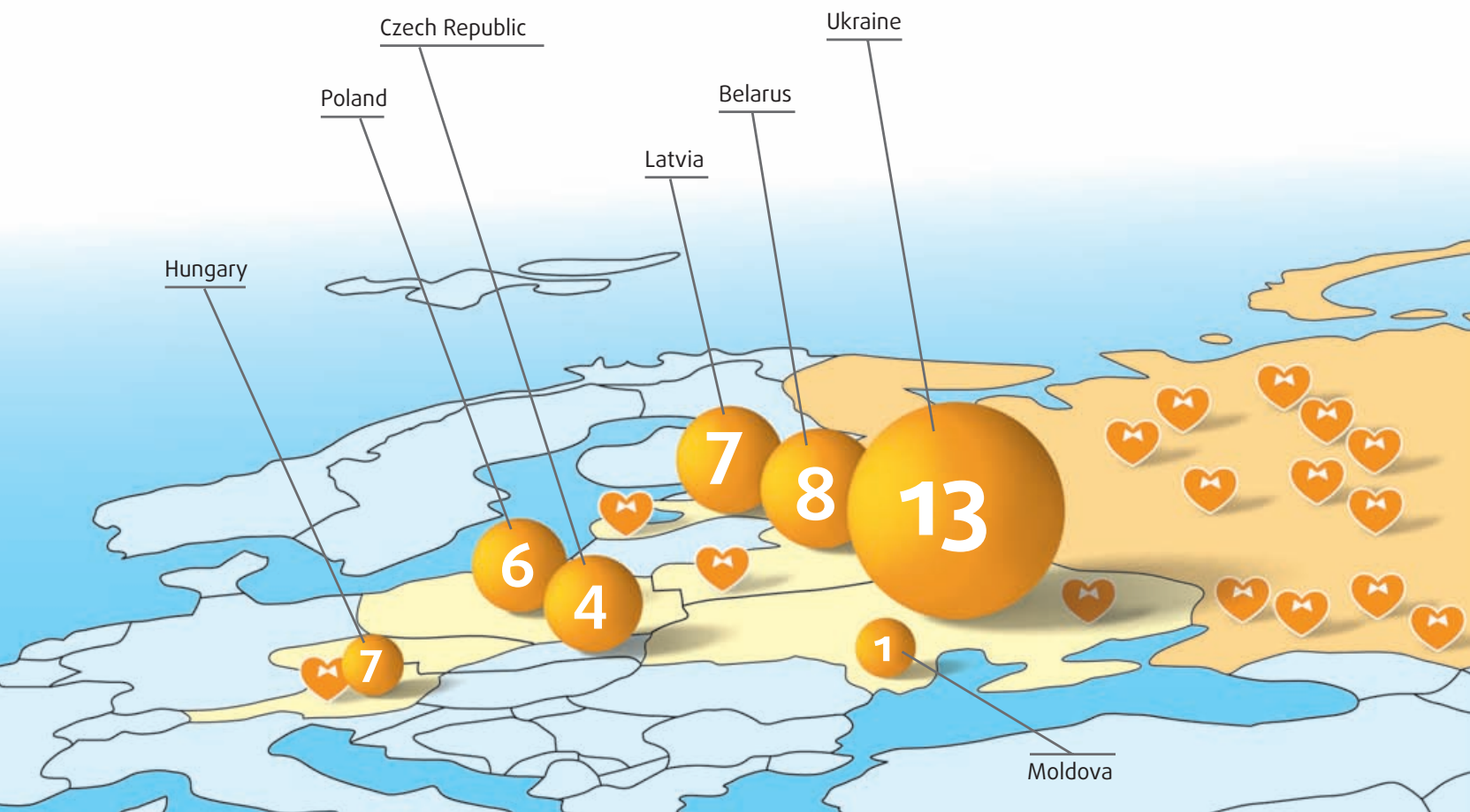
Franchise: **66%**



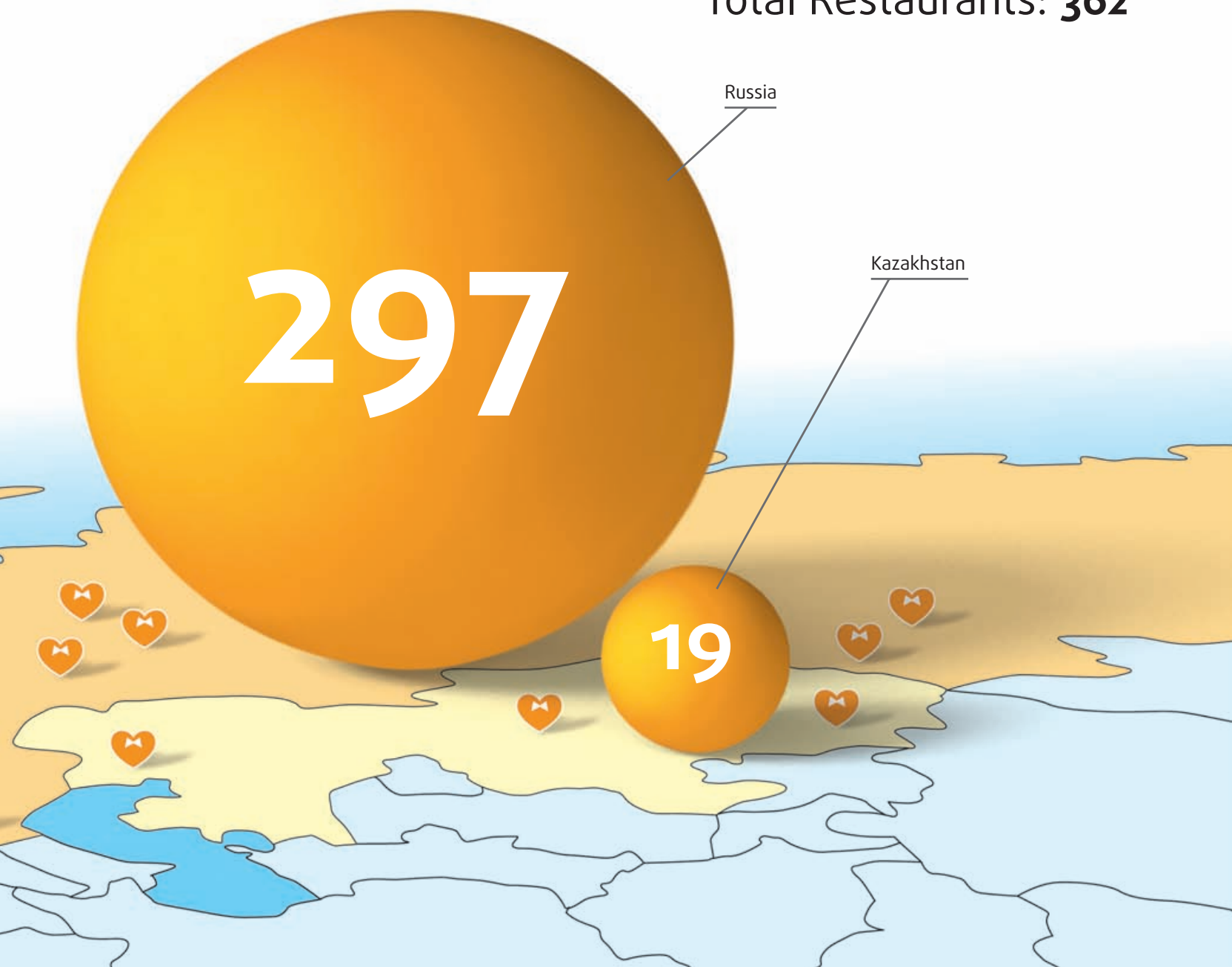
## Location by brand



# Geographical Presence



Total Countries: **9**  
Total Cities: **41**  
Total Restaurants: **362**



# Dear Friends!

**We have led the way in creating a modern restaurant industry in Russia and the CIS and have grown to become the leading casual-dining operator in our markets**

Just like a “nevalashka” tilting doll, we have always been able to rebound with an enhanced business model after each crisis, throughout the 20 years we have been in operation. And 2010 was not an exception. Our “success gravity” during each challenging period has always relied on the resilience of our organization and the high standards of our business model. This is why improving our business model and maintaining a seasoned team have always been key components of our strategy.

This year we are celebrating the 20th anniversary of our restaurant business. We have led the way in creating a modern restaurant industry in Russia and the CIS, and have grown to become the leading casual-dining operator in our markets.

We have built and operate two of the leading casual-dining brands, our proprietary brands IL Patio and Planet Sushi, and we operate one of the leading international brands in casual-dining T.G.I. Friday’s. We have also built an organization that operates under the best international standards with a highly-praised franchise operation that offers entrepreneurs a proven and successful business model.

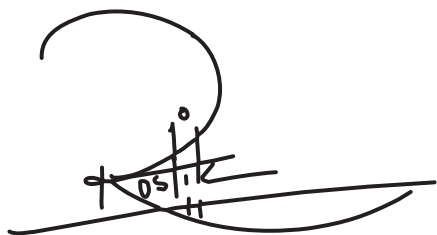
Our achievements over the past years (which have been achieved in an environment that was undergoing a modernization process) along with our track record in constantly preparing our organization for its next step are without any doubt two powerful images that keep inspiring us in our development.



Since 2009, the period of economic crisis, we set two strategic goals for our business: to focus on core brands and return to profitable growth. We are very pleased to see that our team has delivered on both of these goals in 2010. With the support of my experienced colleagues on the board, we plan to keep guiding and supporting our management team in its continued efforts to unlock the growth potential that our markets offer for our brands and to develop new and promising business opportunities such as airport and transportation facilities where our foothold is growing.

As the founder of this business, I would like to thank warmly all our team members, business partners and board members for their support and enthusiastic effort over the last 20 years in helping to build a modern restaurant industry in Russia and the CIS. I would also like to thank our shareholders for placing their trust in us.

Yours sincerely,

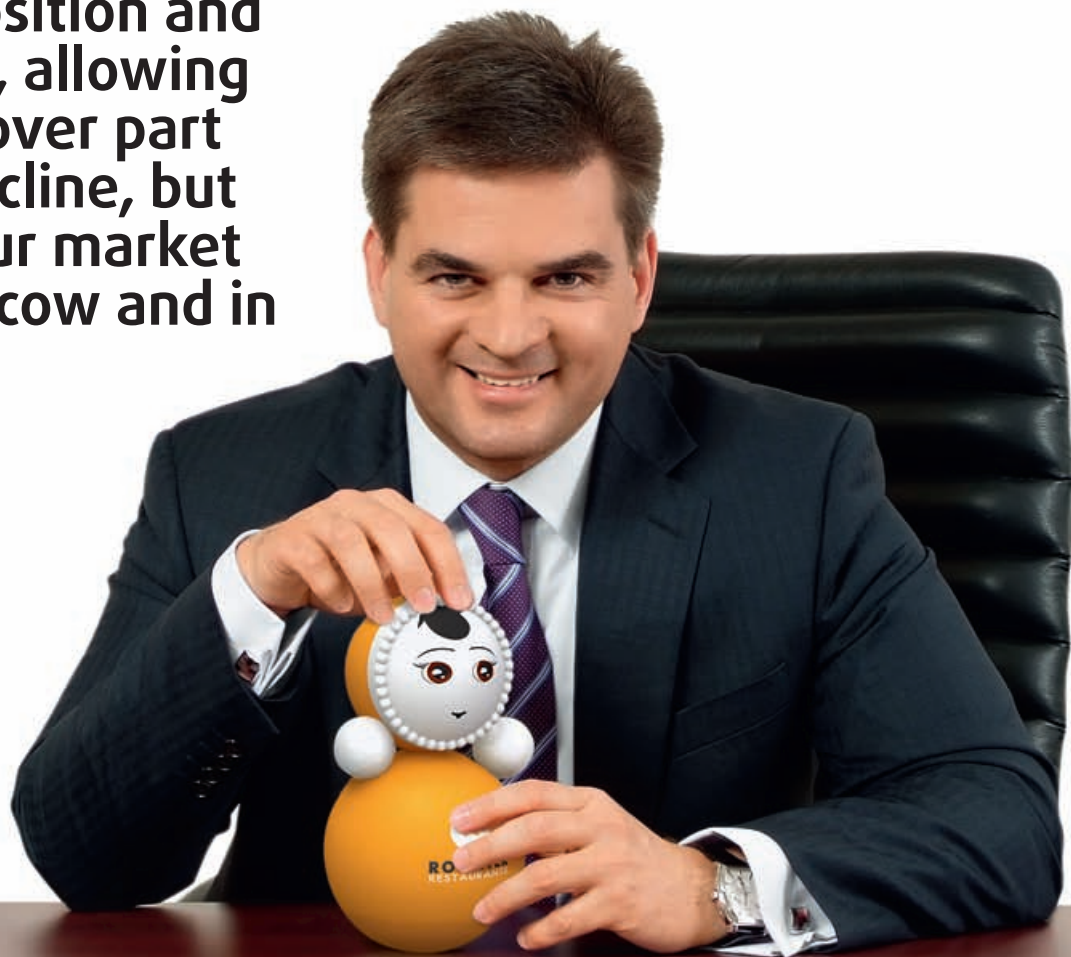
A handwritten signature in black ink, featuring a large, stylized 'R' and 'B' that are interconnected. The signature is written on a white background.

**Rostislav Ordovsky-Tanaevsky Blanco**  
Founder and Chairman of the Board of Directors



# Dear Shareholders!

**Last year reconfirmed our leading market position and high guest loyalty, allowing us not only to recover part of 2009's sales decline, but also to increase our market share both in Moscow and in Russia overall.**



We are quite enthusiastic about our company results in 2010 when Rosinter showed improvements in many areas. We demonstrated solid sales growth, improved operating efficiency, delivered positive bottom-line results, implemented several strategic organizational projects and expanded our restaurant network. This was a year of recovery when we concentrated on creating a solid platform for future development and providing high quality operations. This recovery was unevenly distributed between regions because we still did not act fully in the post-crisis environment.

In 2010 we faced clear signs of a recovery in consumer demand after the turbulent economic conditions and market contraction in 2009. In Moscow, which generates over 60% of our corporate revenues, the dining market grew by 9.8% — almost returning to pre-crisis levels after a 10.6% drop in 2009 according to the report by the independent agency Business Analytica. Over recent years, the casual-dining sector has accounted for around 60% of the total dining market. The important trend that we have been observing is that our niche of casual-dining chains is steadily increasing at the expense of non-chain operators. Last year was not an exception and the chains' segment increased in Moscow to 23.4% in 2010, from 22.2% in 2009. A similar trend exists across the whole Russian dining market and in 2010 the share of casual-dining chains increased to 15.1%, indicating further maturity potential. Customers in Russia are favoring chain operators more and more because they recognize that these chains deliver

better consistency and quality, and we are ready to fully leverage this trend. We believe that the casual-dining market in Russia will grow following the macroeconomic recovery, the increase in disposable incomes and the long-term changes in consumption patterns as more and more people start to value the benefits of an eating-out culture. Big international players are also noticing this trend and during the last year several chains have entered Russia, including Burger King and Brinker, reconfirming our firm belief in local dining market prospects.

Throughout the year our sales steadily grew, driven by recovery in like-for-like revenues and the increasing contribution of restaurants opened since the second half of 2008. It is important to note that the growth of sales in comparable restaurants was driven predominantly by the increased flow of guests. Last year reconfirmed our leading market position and high guest loyalty and this allowed us not only to recover part of 2009's sales decline, but also to increase our market share both in Moscow and in Russia overall. Sales in comparable stores increased in 2010 by 6.9% which still leaves substantial room for recovery after a 15.4% drop in 2009. Overall in 2010, our consolidated revenue increased by 16.9% as compared to 2009.

Sales recovery and improvements in operating efficiency allowed us to reach positive bottom-line results. Net profit for 2010 amounted to 258 million rubles and EBITDA amounted to 1,038 million rubles for a margin of 10.7%. In 2010 our operating profit

margin increased to 6.5%, to which the dynamics of SG&A expenses contributed positively. Last year we optimized internal processes and implemented a new organization structure that better fits the needs of revitalized development and also is more cost-efficient. At the same time, we were running the process of realigning our legal structure. We reduced the number of legal entities and this resulted in a positive influence on the effective tax rate and transactional costs.

**2010 was a turnaround year in terms of corporate development. Starting in the second half of 2010, following a successful SPO, we increased the pace of new openings and built a pipeline for future rollout.**

Our new corporate development process delivered good results with a total of 16 new restaurants opening. We widened our presence in transportation hubs by expanding our corporate network at Sheremetevo Airport Terminal D and opening two new restaurants at Borispol Airport, Kiev. Also last year we completed the acquisition of an independent restaurant company in Poland, adding a new T.G.I. Friday's outlet to our network and opening the way for further and faster expansion in the country.

In 2010 we ran a very strict new sites selection process which targeted only prime locations with high expected profitability, while simultaneously optimizing our corporate portfolio by a timely exit from non-core and low-performing locations.

Although the restaurant portfolio optimization process had some negative impact in overall store-count, it made a positive impact on shareholders' value given its effects on the company's consolidated financial results.

In addition in 2010 we expanded our franchise chain by 18 restaurants and reconfirmed the high degree of franchise partners' confidence and satisfaction with our business model. By year end, the total number of franchise stores reached 113 which constitutes over 30% of the network.

In general, during last year we reiterated our adherence to the strategy of focused development of our three key brands: IL Patio, Planet Sushi and T.G.I. Friday's. We also continued exploring domestic Russian cuisine and opened several Mama Russia restaurants under a special free-flow format that fits the fast turnover requirements of transportation hubs. In 2010 we initiated the process of revitalizing our core brands "IL Patio" and "Planet Sushi" which we plan to complete in fall 2011. We think that this will not only allow us to refresh the interior of our restaurants, but also to bring greater value for the same amount of money spent by our guests.

After the turbulent period of economic crisis, our company has successfully passed the stress-test. Our team in 2010 has once again proved that we are able to face successfully not only hard times, but also that we are ready to leverage fully the on-going recovery. In order to incentivize all our employees, a new motivation program which is

directly tied to the company goals through strictly aligned KPIs was introduced last year. In 2010, top managers and key employees were included in a share-rights appreciation program which established a direct link between the motivation system and company value. Also in 2010, we continued our practice of searching for and enlisting new talent, bringing advanced expertise and best international practices to our company. Last year we were happy to welcome Hugh Carroll to our team as Head of Operations. Hugh worked for more than 20 years in management positions at Carlson Restaurants Worldwide and before joining our company was Vice-President and General Manager of all CRW operations in China.

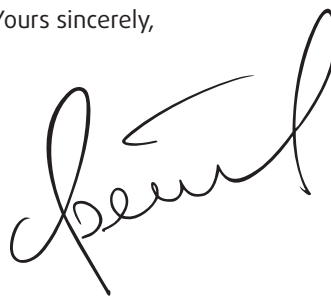
In 2010, we successfully completed our secondary public offering of shares and raised additional capital. Our shareholders gave yet another confirmation of the continuing confidence in our company. The funds received during the SPO were generally used to reduce our debt.

Last year brought Rosinter and its trademarks new recognition. The company was awarded the East Capital award for the highest growth of sales, assets and profits in 2009-2010. Rosinter also received the national Golden Brand award for successful development of franchising, and the Best Treasury and Cash-Management Award from Finance Director magazine. Our Planet Sushi brand received the national Golden Mark award, and our T.G.I. Friday's restaurants were honored for the highest growth of guest evaluation (GEM) in Europe.

Going forward we see that the sales recovery trends continue and so far in 2011 we see our guest flow increasing. In 2011 we are operating in a tight environment and our performance will be influenced by external factors, including new social tax rates, wages and food inflation, but we remain cautiously optimistic about our full year results. This year our efforts will be focused on providing an even better guest experience and further optimization of operating processes. We will continue our strategy of selecting top-quality locations for corporate development while keeping up our high pace of franchise expansion with wide geographical coverage.

In 2011 Rosinter celebrates its 20th anniversary and I would like to thank all our team, shareholders and partners for the continuing confidence in us which has played an important role in the success of our business in the past and going forward.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Sergey Beshev', with a large, sweeping flourish at the end.

**Sergey Beshev**

President and Chief Executive Officer

# Our Mission, Vision & Values

**Creating a culture where everyone feels valued**



## **MISSION**

Create a comfortable and delicious world for millions of people by allowing them to feel at home when dining in our restaurants.



## VISION

Wherever we have a presence we want Rosinter brands to be the number-one choice among casual dining restaurants for people to meet, spend their leisure time and enjoy delicious meals. We are achieving this by following four strategic principles:

Raise the standards for the casual dining experience

Open our restaurants in the most convenient places for our guests

Serve high-quality dishes in a modern and welcoming atmosphere

Truly fulfill our guests' needs

## VALUES

We love our company and are committed to it.

**LIVE:** Retaining and increasing the number of loyal guests from one generation to the next.

**CARE:** Serving guests with all our heart and addressing our colleagues with respect.

**GROW:** Efficiently and profitably.

# Awards in 2009-2010

Since 1997, Rosinter Restaurants Holding, its brands and the staff have received many public and business awards for achievements in a wide range of areas which include: marketing, management, human resource development, social responsibility and philanthropy.

The company is also rated by the largest restaurant chains in Europe, by Food Services Europe & Middle East and is a regular participant in ratings by leading business publications such as Forbes (Russia), Expert and Finance.

## 2010

### **Golden Chains**

The Planet Sushi chain won both the Best Restaurants and Widest Choice categories run by Golden Chains. Golden Chains is the largest Russia-wide retail competition and has been run since 2002.

### **Best Company for Working Mothers**

Rosinter Restaurants was among the best employers in Moscow in the Best Company for

Working Mothers category. This competition is run by Moscow's local government. Rosinter won recognition throughout 2010 for excelling in a range of fields from generating profit growth through to creating good conditions for working mothers.

### **Best Legal Departments of Russia**

Rosinter Restaurants Holding's legal department won the annual Best Legal Department of Russia prize for the second time in the Large-scale Retail Trade category. The competition is run by Corporate Lawyer magazine.

### **Golden brand**

Rosinter Restaurants Holding won the country-wide prize in the franchising area in the Golden Franchising nomination (the most profitable franchising project) for Il Patio and Planet Sushi.

### **East Capital Award**

East Capital is one of the foremost investment programs focused on Eastern Europe. Rosinter Restaurants Holding was awarded the Best Growth prize, which goes to the company that demonstrates the best sales, asset and profit growth.



### **People's Trademark**

Planet Sushi was voted Best Chain of Japanese Cuisine Restaurants. The People's Trademark competition has run since 1998 and is the most prestigious brand-building prize on the Russian market.

## **2009**

### **Brand of the Year / EFFIE**

The Planet Sushi chain won the award in the Services and Service category.

### **Golden Brand**

The IL Patio brand was awarded the national prize in the Franchisor 2009 category.

### **Institutional Investor**

Rosinter Restaurants Holding was recognized as one of the leading European companies in the Best Investor Relations category.

### **Top legal departments of Russia, 2009**

Rosinter Restaurants Holding's legal department came first in the Mass Retail Trade category.

### **Hamburg Foodservice Prize**

Rostislav Ordovsky-Tanaevsky Blanco, President of Rostik Group and Chairman of the Board of Directors of Rosinter Restaurants Holding won the restaurant "Oscar" (as part of the International Foodservice Forum and InternorgaTrade Show) for development and innovation on the Russian restaurant market.





Website: [ilpatio.ru](http://ilpatio.ru)

Cuisine: Italian

Founded: 1993

Restaurants: 145

Price: Medium

Core brands:

**IL Patio**

IL Patio prides itself on its attentive service, homely atmosphere and a pricing strategy which aims to accommodate people of average means.



## Concept

IL Patio is a chain of family-oriented, Italian restaurants. Both our interiors and our menu are carefully chosen to create an atmosphere which is both recognisably Italian and uniquely welcoming. Our ambience begins even from the street and increases as one enters, is seated, and the order taken.

The IL Patio concept came about as a result of the rebranding in 2004 of the Patio Pizza chain which had been in existence since 1993.

Each outlet is dedicated to and conceptually linked with a particular Italian city. This approach helps orient the guest firmly within Italy in every IL Patio restaurant in the chain, but allows each restaurant to be different and express its individuality within the framework of the brand.

Each of the IL Patio chain of restaurants is fitted out in bright colours reminiscent of classical Italy. Gentle lighting, an appropriate musical backdrop and baroque décor combine harmoniously to create a comfortable family atmosphere rich in the best traditions of Italian hospitality.

Our menus feature Italian foods of all flavours which cater for all tastes. Food is chosen from the best available options and prepared in keeping with the best traditions of Italian cuisine. Our chefs are chosen from the best on the market in our pricing category and are quickly brought up to speed on our methods and standards. Food is prepared with an eye for detail and every dish is made and served with pride.

## Story

IL Patio's roots go back to the early 1990s with the appearance of a small-scale but forward-thinking pizzeria, Patio Pizza. At this time, Moscow was just opening up to the new market conditions which had begun to prevail after the end of the Soviet Union. People were curious and hungry for new foods and experiences. Patio Pizza was the first pizzeria in Moscow to cook in real, open wood-burning ovens. This was new for Muscovites and the chain was a great success. However, as the market and times changed (as they rapidly did in Russia during the 90s) the decision was taken to upgrade Patio Pizza to cater for the new and more grounded middle class which had formed over the 90s as a whole).

And so, in 2004, Patio Pizza was rebranded IL Patio, and a successful chain of pizzerias became an even more successful chain of Italian restaurants where the newly-emerged and confident middle class could enjoy a broad range of quality Italian food in civilised, pleasant surroundings and at accessible prices.

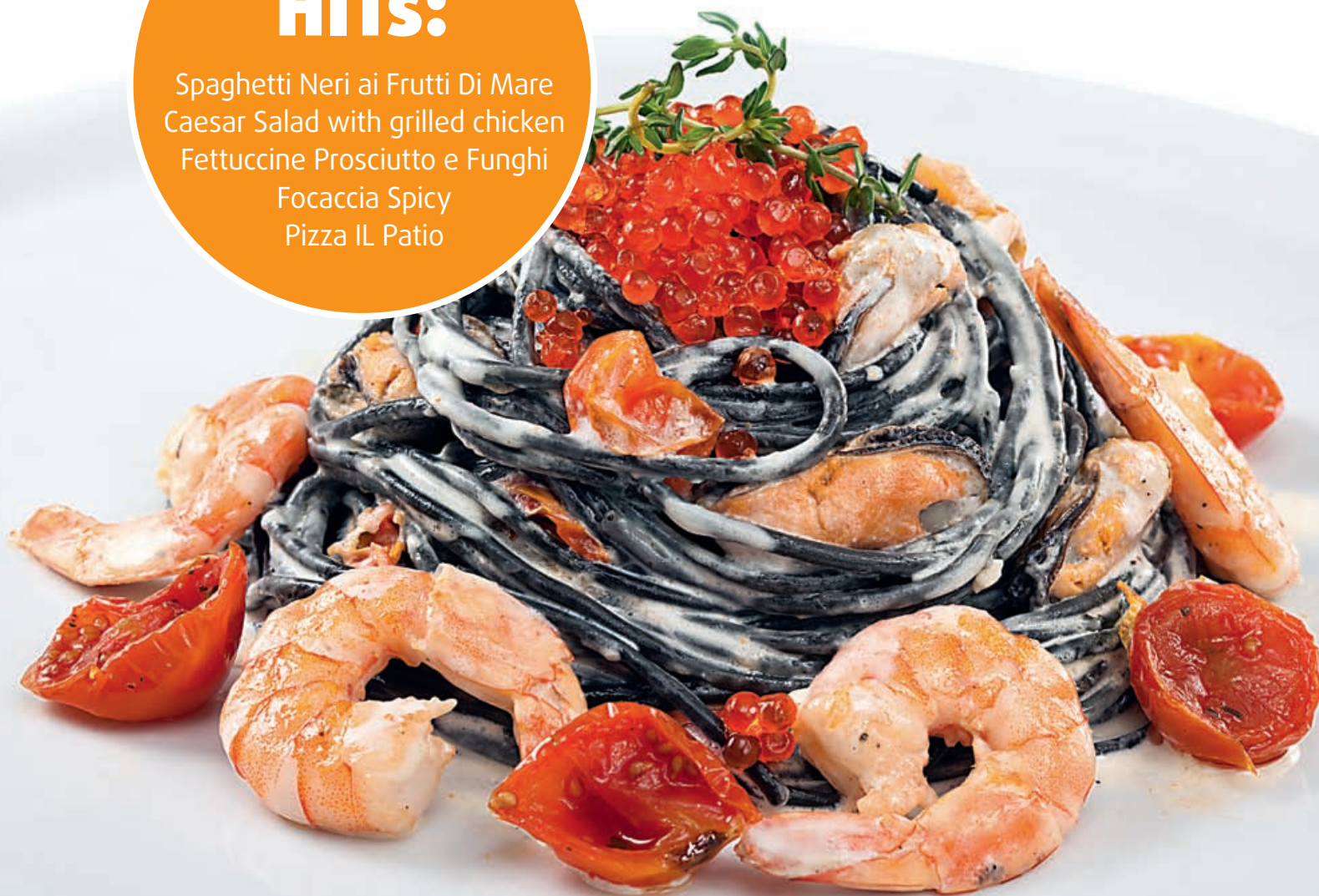
The IL Patio menu features a wide choice of meat, seafood and vegetable dishes which predominantly mirror traditional and typically Italian tastes and culinary directions. IL Patio prides itself on its attentive service, homely atmosphere and a pricing strategy which aims to accommodate people of average means. All this makes IL Patio a great place to spend time with family, friends, or colleagues whether on an impromptu basis or to celebrate a planned event such as a birthday.

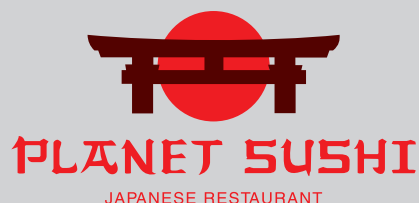
IL Patio is open for the kind of business its patrons need, and works with its guests to help them enjoy the kinds of events which are important to them, creating not just great meals but also great memories.



## IL Patio HITS:

Spaghetti Neri ai Frutti Di Mare  
Caesar Salad with grilled chicken  
Fettuccine Prosciutto e Funghi  
Focaccia Spicy  
Pizza IL Patio





Website: [planetsushi.ru](http://planetsushi.ru)

Cuisine: Japanese

Founded: 1999

Restaurants: 136

Price: Medium+

Core brands:

# Planet Sushi

The Planet Sushi experience is a fusion of old and new, a combination of the best of the ancient and modern worlds: the world of old Japan and our hi-tech reality. Chopsticks and wi-fi.



## Concept

Planet Sushi is a chain of Japanese-cuisine restaurants aimed at a broad section of the general population.

The Planet Sushi experience is a fusion of old and new, a combination of the best of the ancient and modern worlds: the world of old Japan and our hi-tech reality. Chopsticks and wi-fi.

Planet Sushi restaurants combine original recipes and traditions with modern design and technologies to produce a distinct, original yet reassuringly traditional environment and experience.

In 2006, the chain was completely restyled. This restyling process included the redesign of the logo, menu and restaurant interiors. The interior was given a lighter, more modern-looking aspect, which we felt better suited our vision and aspirations. The restaurants' current décor holds to a minimalistic philosophy and is delivered through subtle, light-raspberry hues. This, combined with dimmed lighting and choice Japanese music, creates a warm and peaceful atmosphere. This is the perfect setting for gatherings with friends, a romantic evening, or a meal with business associates.

Planet Sushi features more than 50 separate types of sushi and sashimi on its menu as well as other types of traditional Japanese cuisine.

## Story

The first restaurant in Planet Sushi's chain of restaurants opened near the Mayakovskaya Metro station in downtown Moscow on September 29, 1999.

Prior to this, sushi had been the preserve of a limited, privileged elite, due to pricing and positioning. While curious about Japanese food in general, and eager to enjoy it, the broader market was excluded by the high price.

Planet Sushi's restaurant on Mayakovskaya was the first restaurant to offer its patrons a high standard of food and service at prices accessible to a broader section of the population. On average, a meal at Planet Sushi did not breach the 30-USD mark. This compared very favorably with those few Japanese restaurants that existed in Moscow prior to this, which catered to the high-end section of the market which charged upwards of 100 USD per head. Such pricing meant that only a limited section of the population was able to frequent such establishments.

Planet Sushi filled a strong requirement of the market and the results were immediate.

Within days, our first Planet Sushi was a great success and had more guests than we had seating for. We realized that we had a hit on our hands, and from there we went from strength to strength.

Just a week after the opening of the first restaurant, the ambassador of Japan to Russia paid the restaurant a visit and was most complimentary about his experience of both food and service. This was a rare honor for a restaurant and says a great deal about our standard of food and service.



## Planet Sushi **HITs:**

Philadelphia Maki  
California Maki  
Sake Nigiri Sushi  
Chakin Maki  
Unaghi Onigara Maki





Website: [tgifridays.ru](http://tgifridays.ru)

Cuisine: American

Founded: 1997

Restaurants: 34

Price: Medium+

Core brands:

# TGI Friday's

The chain's name is a common abbreviation from the expression: Thank God, it's Friday which conveys both relief and happiness that the hard grind of the working week is over and now, at last, it is possible to kick back and enjoy time with friends.





## Concept

T.G.I. Friday's is a legendary international chain of restaurants.

The chain's name is a common abbreviation from the expression Thank God it's Friday which conveys both relief and happiness that the hard grind of the working week is over and now, at last, it is possible to kick back and enjoy time with friends. This sentiment encapsulates the nature and atmosphere of the brand. At T.G.I. Friday's restaurants, the atmosphere is carefree and fun-loving. The waiters joke and chat with guests and bartenders prepare world-famous cocktails, often in quite flamboyant style.

The design of T.G.I. Friday's restaurants maintains its unique and well-known style. The walls are decorated with rare curios associated with stars from popular culture, especially sports and rock music.

T.G.I. Friday's offers traditional American salads, sandwiches, signature burgers, steaks, meals originating in the south-west of the U.S. and a wide selection of original cocktails.

## Story

T.G.I. Friday's is an American-cuisine restaurant chain, which has been on the world market for 40 years and has won the hearts of millions.

The brand has romantic beginnings. The first T.G.I. Friday's restaurant was opened in 1965 in New York on the corner of 1st Avenue and 63rd Street by one Alan Stilman, an unmarried perfume-seller, who wanted to get acquainted with an air stewardess who lived nearby. He bought a ramshackle pub

in the hope that the lady would honor him with her presence. Alan adorned the bar's façade with striped red-and-white awnings, hung stained-glass lamps bought at Tiffany's inside and, in order to attract successful young people, hired young waitresses. Within a week the police had to be called to restrain the number of young bachelors straining to get into the restaurant. Now T.G.I. Friday's restaurants have a presence in 55 countries.

Known for their hospitality and excellent food, T.G.I. Friday's restaurants offer their guests the best American cuisine. In the cold part of the year, dishes such as Jack Daniels Steak are served with vegetables and mashed potatoes. Another big favorite is Pork Ribs marinated and seasoned with spices, then grill-roasted with barbecue sauce, drenched in apple butter and served with fried potato chips. Pasta lovers can enjoy specialties such as Fettuccini Alfredo with grilled chicken breast cooked à la New Orleans. Diablo is chicken and shrimp stewed in olive oil and mixed with a spicy Diablo tomato sauce. For those keeping an eye on their figures, the menu always includes fresh, light salads and vegetable dishes.

The T.G.I. Friday's bar is known for its large selection of beverages which includes non-alcoholic Smoothies and Flings with their ideal blends of juices, fruits and ice cream or sherbet as well as more than 300 cocktails.

The restaurant's original bar with foot rails and high bar stools is always a popular place where guests can see bartenders mixing cocktails in spectacular ways. One of the decorative details of each restaurant is a bell that rings every time someone leaves a tip. At one time, the bell reflected the size of the tip, a siren sounded when the tip

was especially large, and a horn blew when the bartender made a mistake. Today, only the bell survives. Brushes for the bell are chosen by the barmen at a new establishment and are a key feature of each interior.

T.G.I. Friday's is not just about American cuisine but more a place where you can get delicious and satisfying food in a comfortable atmosphere.

## **TGI Friday's HITS:**

Jack Daniel's Steak  
Chicken Quesadillas  
Chicken Fingers  
Bacon Cheeseburger  
Chicken Caesar  
Salad

These are restaurants for those who appreciate good food, friendly staff and quality service. Regular visitors choose T.G.I. Friday's for business meetings or to sit down to eat with family or friends.





Website: [costacoffee.ru](http://costacoffee.ru)

Cuisine: Italian coffee,  
desserts and snacks

Founded: 2008

Restaurants: 32

Price: Medium+

Core brands:

# Costa Coffee

The journey from bean to cup is a lengthy one — almost five years from the planting of the coffee to a cup of perfect coffee. It requires expertise and hard work of everyone involved throughout the process. Only expert coffee shops like Costa really understand how to look after their beans to ensure that you get a truly great cup of coffee every time.





## Concept

The Costa Coffee chain in Russia is being developed by LLC Brava created under an agreement between the UK's Whitbread and Rosinter Restaurants Holding.

Costa Coffee is a coffee shop where you can relax in your free time.

The coffee at all our coffee shops is roasted in London under the watchful supervision of Italian specialists.

The chain's baristas are trained in the British Costa Academy. Each coffee house undergoes regular inspection to ensure strict adherence to the recipes and methods of drinks preparation.

Costa Coffee establishments offer sandwiches, snacks and a wide selection of pastries and desserts. Dishes are also added to the menu to reflect local tastes.

Costa Coffee is one of the strongest UK brands and one of the five leading international chains of coffee houses.

## Story

In 1971, the brothers Bruno and Sergio Costa founded the now-famous coffee-roasting factory in Lambeth, South London. They delivered fantastic coffee to local coffee shops, produced by a special Italian technique of slowly and evenly roasting the beans. Their coffee was very popular with the customers at coffee shops, and in 1978 the brothers opened their first Costa Coffee espresso bar on Vauxhall Bridge Road, London.

Today the Costa Coffee network consists of more than 1,090 stores in the UK and another 560 stores worldwide, and operates in 25 countries. Costa Coffee strictly adheres to its in-house slow-roast method. We offer our guests a unique Mocca Italia blend (a 6:1 ratio blend of Arabica and Robusta) created by the Costa brothers and served to this day at all our coffee shops.

To create the best coffee in true Italian style, we pay special attention to quality at every stage of production, from the grain to the cup. Unlike other British producers of coffee, we have our own factory for coffee roasting, which allows us to maintain impeccable standards of production and a unique blend.



## Costa Coffee **HITS:**

Cappuccino  
Cherry Pie  
Chocolate Cake  
Roll with turkey  
Latte



# Franchising

## One of the cornerstones of the business

Rosinter was one of the first domestic-market companies to pioneer a franchising program for its proprietary brands. By taking the initiative, IL Patio and Planet Sushi are now leading franchises on the Russian and CIS markets. But then, being the first and best in everything we do is how we run our business.

When we first started franchising our brands, the Russian laws on franchising had just been introduced and franchising was new to most entrepreneurs in Russia. On the basis of Rosinter's experience as a franchisee of T.G.I. Friday's, the company went on to create its own successful independent franchising programs.

Our business model works, our partners can see this and want to join an enterprise which clearly succeeds. Our initial franchise fee is 35,000 Euro plus 6% of sales in royalties. These terms are confirmed time and again by our growing number of partners as great value for money for participation in such a leading franchise network.

We entrust our business and our brand only to those partners who have a successful track record in business development and operation, have a good

reputation and have the resources to deliver our brand to the maximum number of guests in Russian and CIS cities.

We want the best for our partners and we make sure that they understand the business they are entering, which is why we require potential franchisees to present a comprehensive business plan that outlines the development opportunities. They also need to demonstrate that they have the resources to sustain development and operations in their markets. We consent to new locations in our franchise markets only if we believe a new outlet will be successful. We never allow a potential partner to risk his investment until a prospective franchise restaurant has been approved on the basis of exactly the same investment committee process that we go through for our equity restaurants.

Once approved, our partners receive the right to use a well-known trade mark, one which indicates quality and consistency. They receive the operational, marketing and advertising support they need to assist in the opening, promotion and management of the business. We help at all stages in the development of the business, including

personnel training. This gives our partners the opportunity to benefit from a wealth of experience built up over many years. Our partners benefit from the opportunity to hit the ground running and from the resources which we can give them to make sure that their potential for success is maximized.

Franchising is one of the cornerstones of our business moving forward. Over the last 2 years, and especially in the economic downturn, we have seen a huge demand for strong franchises among people who want to secure their future by investing money, work, time and expertise in a successful franchise model. We were voted Franchisor of the Year 2009 and were awarded the Golden Franchise 2010 award in recognition of the fact that we provide a blueprint for success and operate a partnering philosophy which treats our franchisees with respect, fairness and openness. In 2010, we significantly increased the number of our franchised restaurants to 113 – which is over 30% of the total number of Rosinter's restaurants. Rosinter is strategically committed to a franchise network which represents 60% of our business in terms of number of restaurants. We see huge potential in our core markets moving forward and believe that our current franchise partners and those who are yet to join our franchise family will benefit tremendously from the opportunities which can be leveraged via our franchise model. Our franchise partners are already running successful businesses in cities in Russia, Moldova, Belarus and Latvia. In 2010, we extended our franchise operations into Stavropol and Tver, and strengthened our operations in Moscow and cities in the Moscow region, as well as Ufa, Krasnodar and Izhevsk.



# Transportation Hubs

Coming or going, we're always happy to see you.

Rosinter has extensive and successful experience in the development and management of outlets at an expanding number of major transportation hubs.

As a leading operator on the Russian restaurant market, Rosinter provides a wide range of ready-made services tailored to the specific requirements of transportation hubs of all types. These include:

- Restaurants
- Free-flow café format
- Coffee shops and coffee kiosks
- Bars
- Caterers
- Complete catering services for air hub personnel and air crews
- VIPs

Transportation hub management appreciate our high standards and discreet but diligent security, as well as our proven ability to provide integrated solutions at the highest level.

Several regions across Russia and the CIS are witnessing a major overhaul of existing travel infrastructure or the addition of new terminals to

handle expanding opportunities. Rosinter is fully focused on maximizing its advantage as these changes take place, and is currently prominent at the following locations:

- **Sheremetievo Airport, Moscow**  
(annual capacity: 12 million), Terminals D and F
- **Pulkovo Airport, Saint Petersburg**  
(Russia's fourth busiest airport),  
Terminals 1 and 2
- **Domodedovo Airport, Moscow**  
(Russia's largest passenger airport)
- **Riga Airport**  
(expected to hit 10 million passengers a year by 2014)
- **Borispol Airport**  
(Ukraine's largest airport, just outside the capital, which handles the majority of the country's international flights), Terminal F
- **Kursky Railway Station**  
(one of Moscow's major intercity and commuter terminals)

We constantly track developments in this area and are poised to expand further by embedding our services into key opportunities as they appear.





# Share Capital

**We endeavor to keep all the information current and update our shareholders and partners on all major developments and operational results to allow them to track our performance and share our success.**

## Share Capital

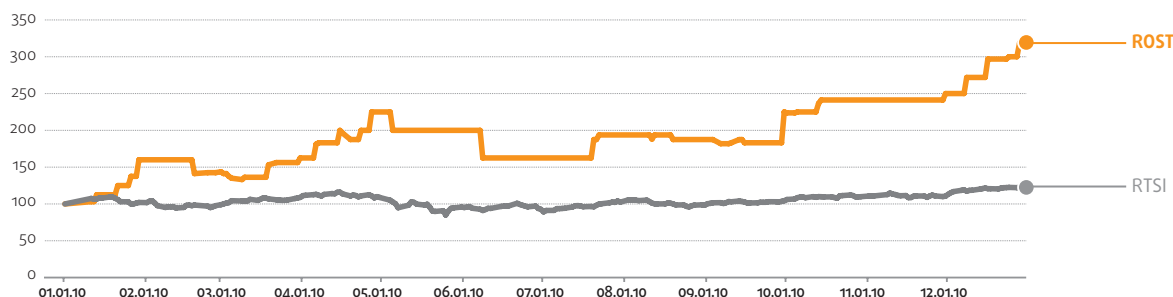
Our shares are listed on the Russian Trading System Stock Exchange (RTS) and the Moscow Interbank Currency Exchange (MICEX) under the ticker symbol "ROST". We strive to maximize our information transparency and communicate with the investment community proactively in the interests of both effective corporate governance and maximizing the liquidity of our securities. We also retain an independent share registrar and we announce all significant operational and financial information that might potentially affect the market value of the Company's securities. As part of our day-to-day Investor Relations work, we maintain an up-to-date database of all investors who have asked us to provide them with the latest news concerning developments at our Company.

As of December 31, 2009, the share capital of Rosinter Restaurants Holding consisted of 12,030,457 ordinary shares with a nominal value of 169.7 rubles each. In February-August 2010, the

Company performed a two-step secondary offering of 4,274,877 new shares with a nominal value of 169.7 rubles per share for open subscription at a price of US\$10.5 per share. Newly issued shares were admitted for trading on the Russian Trading System Stock Exchange and on MICEX. As of December 31, 2010 the share capital of Rosinter Restaurants Holding consisted of 16,305,334 ordinary shares.

As of December 31, 2010 approximately 45.2% of the shares were beneficially owned by the Company's founder and its Chairman of the Board, Rostislav Ordovsky-Tanaevsky Blanco. Also, as at December 31, 2010 the Company held 599,194 treasury shares. These shares have been designated to hedge the current and future share-appreciation rights programs (SARP) for key employees.

## 2010 RTS Board Data



Source: RTS Data

## Share Price Performance

Our June 2007 the IPO free float consisted of 25.975% of our issued share capital. In the IPO, the shares sold for US\$32.0 each, giving the Company a value of around US\$385 million. At the end of 2010, the share price on the RTS stood at US\$25.5, equaling a market capitalization of around US\$416 million. Our relatively thin trading volumes are linked to low liquidity.

The historical performance of any stock is not a guide to future performance, and current and potential investors should seek independent advice before making investment decisions. The investor relations area of our corporate website ([www.rosinter.com](http://www.rosinter.com)) provides a list of independent analysts who cover our Company.

## Dividend Policy

Our dividend policy is based on the belief that the reinvestment of profits to fund the continued growth of our business represents the best long-term return on investment for all shareholders. We have not paid any dividends in the past and do not expect to do so for the foreseeable future, given the capital requirements of our business and current development strategy.

Any future payment of dividends must be recommended by our Board of Directors and approved by our General Meeting of Shareholders, in line with our Corporate Charter. In addition, our ability to pay dividends is also governed by Russian legislation and is dependent upon the receipt of dividends and other distributions from our subsidiaries. By law, any future dividends for Rosinter Restaurants Holding have to be paid from the company's net profit according to Russian Accounting Standards (RAS).

# Corporate Governance

ROSINTER RESTAURANTS HOLDING's corporate governance policy is carried out in accordance with the Joint Stock Companies Law, other applicable laws and regulations of the Russian Federation, and the Charter of the Company.

ROSINTER RESTAURANTS HOLDING has adopted The Corporate Code of Conduct that sets out the principles for corporate governance and the fundamentals of the corporate governance structure and its operation.

The Company's governing bodies are the General Shareholders' Meeting, the Board of Directors, the Management Board and the President.

The General Shareholders' Meeting is the Company's supreme governing body consisting of all its shareholders and empowered to take decisions on principal issues of the business.

The Board of Directors is responsible for the overall management and presently consists of seven

members. The names of the current members, together with their respective positions, service records and qualifications are set out in the Board of Directors section below.

As part of the corporate governance strategy, the Board of Directors established the Audit Committee and the Human Resources and Remuneration Committee.

## Audit Committee

The Audit Committee is established by and among the board of directors for the primary purpose of assisting the board in:

- Overseeing the integrity of the company's IFRS financial statements
- Overseeing the company's compliance with legal and regulatory requirements
- Overseeing the independent auditor's qualifications and independence
- Overseeing the performance of the company's independent auditor



- Overseeing the company's systems of internal controls over financial reporting, and compliance with ethical standards adopted by the company.

The current Audit Committee was appointed on July 21, 2010. The Audit Committee currently consists of 3 members:

1. Marcus J. Rhodes (Chairman)
2. Vitaly Podolsky
3. Vladimir Mekhrishvili

## HR & Remuneration Committee

The HR & Remuneration Committee is responsible for the creation of conditions that attract qualified people to the management of the Company.

The Board of Directors appoints the HR & Remuneration Committee from among the members of the Board of Directors. Executive Directors of the Company cannot be appointed members of the HR & Remuneration Committee. The HR & Remuneration Committee should be chaired by a non-executive director. The current Remuneration Committee was appointed on July 21, 2010. The Remuneration Committee currently consists of three members:

1. David Fitzjohn (Chairman)
2. Vitaly Podolsky
3. Richard Thomas Snead

## Management Board

The Management Board is the collective executive body responsible for the day-to-day management of the Company. The members are determined by the Board of Directors. The President (Chair of the Management Board) is Sergey Beshev.



## Board of Directors



**Founder and Chairman of the Board**  
**Rostislav Ordovsky-Tanayevsky Blanco**

Mr. Ordovsky-Tanaevsky Blanco is the founder of the Company and is its principal shareholder beneficiary. Since 1990 Rostislav has played a central role in the formation of the modern restaurant and hospitality industry in Russia & the CIS. Over the past 30 years, he has managed successfully partnership with such multinationals as Walt Disney, Eastman Kodak Company, Yum!Brands, Whitbread Plc and Carlson Restaurants World Wide.

He has been repeatedly named Person of the Year and most authoritative businessman in Russia. In 2006, Rostislav won the Ernst & Young Entrepreneur of the Year(R) award. In 2009 he was bestowed the Oscar Hamburg Foodservice Prize. He is an active member the Russian Federation of Restaurateurs & Hoteliers, Federation of Franchising and Association of "Business Russia". Rostislav graduated from Simon Bolivar University (Venezuela) in 1981 with a degree in chemical engineering.



**Vice-Chairman of the Board**  
**Pedro Mario Burelli**

Mr. Burelli became a member of the Board of Directors in 2007. Since 1999 he is also the Managing Partner of B+V Consulting, a strategic planning consulting firm. Mr. Burelli has served as a member of the Executive Board of Petroleos de Venezuela (PDVSA) from 1996 to 1999. He was the chairman of the Board of Russia's leading spirits company, OAO Synergy and remains an advisor to its founder and CEO. In addition, he worked at JPMorgan from 1986 to 1996, where he held numerous positions, including Head of Latin America for JPMorgan Capital Corporation, Senior Banker for the Andes, Central America and Caribbean Region, and Director of Mergers and Acquisitions for the Iberian Peninsula. Mr. Burelli holds a BA from the University of Southern California (USA) and an MPA from the Kennedy School of Government at Harvard University (USA).



**Member of the Board of Directors, Member of Remuneration Committee**  
**Richard Thomas Snead**

Richard Snead became a member of the Board of Directors in June 2010. An industry veteran with extensive experience in managing major international restaurant and retail companies. Served six years as President and CEO of Carlson Restaurants Worldwide, the International casual dining leader and has over 20 years of international experience in key leadership roles. Has held senior executive positions at Casual Corner Group and Burger King. Richard has exceptional knowledge of the most popular segments in the restaurant business – Casual Dining and QSR. Richard has been actively participating in the development of the hospitality industry; he is a Board Member of the National Restaurant Association (USA). In 1973 he graduated from the University of Tennessee with a BSc degree in Industrial Engineering.



**Member of the Board,  
Chairman of Remuneration  
Committee, Member of Audit  
Committee David Fitzjohn**

Mr. Fitzjohn joined Rosinter in 2006 as a Non-Executive Director, and is currently the Chairman of the Remuneration Committee. Previously, Mr. Fitzjohn was the Managing Director at Yum! Brands Inc. Europe, which includes such brands as KFC, Pizza Hut and Taco Bell Restaurants. In addition, he held numerous executive management positions at Burger King, as well as at retailers Grand Metropolitan and Laura Ashley. Mr. Fitzjohn graduated from Reading University (UK) with a B.Sc. in Estate Management and an M. Phil. in Environmental Planning. He is a Fellow of The Royal Institution of Chartered Surveyors and a Fellow of the Royal Society of Arts in the UK.



**Member of the Board,  
Member of Audit Committee  
Vladimir Mekhrishvili**

Mr. Mekhrishvili joined the Company as Financial Director in 1992. Since 1992, he has been an executive director of Rosinter Restaurants LLC, the daughter company of OJSC Rosinter Restaurants Holding. In 2004-2006 Mr. Mekhrishvili was a senior vice-president of OJSC Rosinter Restaurants Holding. Since 2005, he has been a member of the Association of Independent Directors. Before joining the Company, he served as the Regional Financial Director for the Marco Polo international hotel chain.

Vladimir Mekhrishvili graduated from Tbilisi State University, and then repeatedly raised his expertise in corporate finance, financial reporting and risk management (Institute of Chartered Accountants of England and Wales), as well as securities trading (London Business School). He holds a certificate of the National Association of Corporate Directors (National Association of Corporate Directors, USA).



**Member of the Board,  
Member of Remuneration  
Committee  
Vitaly Podolsky**

Mr. Podolsky joined the Company in 2008 as an Independent Director. He started at A.T. Kearney and proceeded to Senior Banking Associate at Bankers Trust International PLC. Mr. Podolsky also worked for Ford Motor Company, Ltd. and Ford Europe. He served as CFO of Perekrestok Ltd and X5 Retail Group N.V., Russia's largest public food retailer in terms of sales. Since January 2008, he has held the position of Advisor to the Chief Executive Officer and Chairman of the Board of X5 Development and X5 Retail Group N.V. Mr. Podolsky graduated from Moscow State University and earned an MBA degree in International Business and Finance from Chicago University.



**Member of the Board,  
Chairman of Audit Committee  
Marcus J. Rhodes**

Mr. Marcus Rhodes became a member of the Board of Directors in July 2009. He has 20 years auditing experience in consumer products, retail, manufacturing and mining in several countries, including Russia and Poland. From 2002 to 2008, he acted as an audit partner for Ernst & Young. Mr. Rhodes also serves as an Independent Director at Wimm-Bill-Dann Foods (since 2008) and Cherkizovo Group (since February 2009). Mr. Rhodes earned a BA degree (Hons) in Economics from Loughborough University in England, in 1982, and a certificate from the Institute of Chartered Accountants in England and Wales, in 1986.

# Team Development

**Teamwork. Contribution. Excellence.**

Our most important business resources are the people upon whom the quality of our service and food, the atmosphere in our restaurants, guest satisfaction and, of course, the generation of breakthrough achievements for the Company as a whole all depend. Development for our employees, their training and motivation, are essential ingredients for the success of our brands.

## Our Work Environment

We are committed to creating a positive and exciting work environment that attracts and retains the best people at every level.

### **Motivation**

We understand that a harmonious work atmosphere that motivates members and treats them with respect is key to attracting and retaining a quality work force.

### **Contribution**

Our people see that their input is part of a greater team process – and that we are all on the same side.

### **Communication**

We place great importance on sharing information between the office and restaurant teams.

### **Comfort**

We have designed restaurants that would make our employees feel comfortable. Both our kitchens and restaurants emphasise safety and efficiency.

## Training and Mentoring

We have set the trend for many of the Russian companies now opening their own corporate training centres. We have run our own Training and Development Centre since the Company's very inception, designed to train new employees to the highest international standards of service. The Centre also provides opportunities for existing team members to build on their skills and improve their qualifications.

### **Development**

We want everyone who works at Rosinter to attain their full potential. Training, mentoring and further

education is provided to help each person excel. We have a culture which recognises and rewards outstanding employee performance and loyalty. This has helped us build the strongest team in the restaurant industry.

### **Mentor support**

One of the most effective means of training is through mentoring by an experienced employee with proven leadership skills. Mentors help orient new team members within our extensive training program. This ensures that all new team members achieve their potential and fully understand their responsibilities in the shortest possible time.

### **Recognition**

Outstanding employees are regularly singled out for recognition, and events for top-performing members are held at both the corporate and restaurant level. Our most successful employees are honored each year at our Best of the Best award ceremony, which brings together people from across our expanding territory. We especially value longer-term employees and award team members at the five, ten, and fifteen-year marks at annual Company Day celebrations.

### **Special programs**

We have launched a step-by-step coaching program open to employees at all levels right across the Company. Not only professional coaches, but also restaurant and office managers take part in the program which has been rolled out across all areas of Rosinter's business.

## **Communication and Sharing Best Practices**

### **Best-practice sharing**

We value our open corporate culture at Rosinter and seek to share best practices across the Company.

### **Corporate newspaper**

We have published our corporate newspaper, ROSINFO Review, in both Russian and English, for over 15 years. The paper is distributed to all our restaurants and is viewable on our company intranet.

### **Access to CEO**

Any employee may contact the CEO directly at any time via a dedicated e-mail address. Answers to frequently asked questions are published in the company newspaper.





"The main thing for me is that in everything I do using my experience and knowledge, I should bring benefit to the company."



## Margarita Kosteeva

It's a rare thing to catch Margarita Kosteeva in the office. Most of her time is spent in airports and on planes. Margarita is the Head of Transportation Hubs Department and CEO of the transport restaurant complex at Pulkovo International Airport in St. Petersburg. Yet she still finds the time to be involved in developing new projects. In 2010, she became the Hero of the Year in the annual corporate Best of the Best competition for her development of the restaurant complex at Moscow's Sheremetyevo Airport.

But at one time things were very different. This Fellow of the All-Russia Research Institute of Foreign Economic Relations faced a difficult choice when the country began its process of restructuring and scientists were no longer in demand: should she wait for things to get better, or follow a new course of action? Margarita got busy. And so, in 1994 she joined Rosinter in a management position. A few months later Margarita was leading the management of Rostik's regional restaurants.

"Even dealing with difficult people is an opportunity for professional growth."



## Tamara Bordukova

Waitress Tamara Bordukova from the Sofia American Bar and Grill has worked at Rosinter Restaurants Holding for 15 years. And she began working in the restaurant business, it would seem at first glance, quite by chance.

Tamara graduated from the Moscow Aviation Institute in the mid-90s as an engineer-electrician and even worked for some time in that profession. As the country was undergoing times of tough change engineers were not in demand. But she still needed money to live. Friends helped her get a waitressing post in the Santa Fe restaurant which was one of the few business-class restaurants in Moscow at that time. Tamara had planned to work as a waitress only as a short-term measure and could not imagine making it her life. However, she liked her job working with people so much that she has now been with Rosinter for 15 years.

Tamara can still not forget the first day she saw famous Russian celebrities Mikhail Zadornov and Leon Izmailov at the Pop Stars restaurant. Every day brought new guests, including stars. Tamara admits that she really likes such a diverse public. And she was pleased to learn the finer points of the art of waitressing from her more experienced colleagues.





**"For me,  
Rosinter is a real  
family."**

## Georgiy Sabanov

June 2011 will mark 9 years since Georgiy Sabanov began working at Rosinter Restaurants Holding. Now Operations Director for Kazakhstan, Belarus and Russia, he took his first steps into the restaurant business almost 17 years ago in the city of Vladikavkaz, in southern Russia. After studying construction and architecture at the State University of Technology, he realized construction was not his calling and decided to try his hand as a professional bartender. The work seemed interesting and exciting.

Working in a variety of cafes, restaurants, clubs and casinos, Georgiy increasingly became convinced that he had chosen the right path. In 2002, he moved from Vladikavkaz to Moscow and began looking for work in the restaurant business. An acquaintance who worked as a chef at Planet Sushi on Leninsky Prospect, suggested he start there as an assistant bartender and Georgiy happily took him up on this offer. One year later he became a trainee and then manager of this restaurant, and in 2004 he was appointed director of the Zvizdochka Planet Sushi which soon received the Best Restaurant of the Year award.



**"There is a special  
corporate culture here,  
like no other  
company."**

## Yolanda Torres

Operations Director of Moscow and Central Russia, Yolanda Torres, arrived in Moscow from Venezuela. In Caracas, she graduated from university with a degree in Hospitality Management, and in Madrid she received an MBA in Business Administration. She worked for several years in leading positions at major companies in Venezuela and then in 1994 she moved with her family to Russia where she began at Rosinter Restaurants. She had no background in the restaurant business, but her management experience proved very useful.

She began at Rosinter with an offer to take a leading role in the restaurant in Minsk, Belarus. She agreed without hesitation and worked there for more than a year. In 1995, she returned to Moscow. The first years of life in Moscow were very difficult. However, Yolanda was not afraid of the "wild" 90s with the empty shops, or the difficulties of the Russian language. And all this while bringing up two young children.

# Social Responsibility

**The bottom line is not the only thing that matters**

We take our role in society seriously. We want the best for our employees, customers, shareholders and neighbors. We know that by looking beyond the bottom line, we make ourselves an even more valued part of the world in which we live.

## Food Safety

We value our reputation for providing high-quality, fresh and delicious food in a clean, friendly and pleasant environment. We take food-safety issues very seriously and lead the field in working with regulators to develop rigorous food-safety standards in Russia and the CIS. All employees complete a food-safety program and participate in courses on an on-going basis. We follow rigorous hygienic and sanitary procedures at all our restaurants at all times. Every one of our company-owned and franchise restaurants is required to meet both local regulations and international food safety and quality assurance standards.

## Introduction of EU Standards

We are working to introduce EU standards – Hazard Analysis Critical Control Points (HACCP) – into local sanitary standards in Russia. HACCP protocols are supported by European Union legislation and are applied by most international restaurant chains. The program provides strict guidelines for the correct handling, preparation and storage of food products. To ensure that food safety standards are maintained, our store managers carry out comprehensive audits on a quarterly basis.

The benefits of commonly accepted and adopted sanitary standards are clear. Staff who change positions within the industry can fit in immediately in a new company when common standards are accepted across the board. Guests can be confident that their food is being transported, stored and prepared in accordance with strict best-practice procedures. In addition, investors can be assured that proper standards are in place, that the guests



are well looked after, and that their investments are protected against reputation damage arising from the poor handling of food.

## Community Action

We believe in investing in our communities. We understand that doing right by our communities is in everyone's interests. Our success in our field means that we are in a position to help. And we also feel that it is our duty.

Everyone at Rosinter shares these values. We all know that while the bottom line is important, it is not the only thing that matters.

Rosinter works with the RMA Restaurant School, an innovative educational company, to run the Management in the Restaurant Business and Club Industry program.

Rosinter's top managers, regularly conduct lectures and seminars at leading universities in order to improve understanding of the restaurant business.

## Charity not Souvenirs

We were concerned that company resources which previously went on complementary gifts to guests and colleagues could be better spent. This is why we decided to participate in the Charity not Souvenirs program. This program is an innovative initiative whereby companies redirect funds allocated to producing complementary gifts towards more productive ends: providing help to those who really need it. In our case, our participation in the Charity not Souvenirs program means that funds which would otherwise go on complementary gifts for partners and colleagues go to help less privileged members of

Russian society. These include orphans, the disabled, the chronically ill and the elderly. We have participated in the scheme for several years and find it to be a worthwhile use of funds. Sometimes people are surprised to find that we are not ready to exchange gifts in the traditional way. However, when they find out why this is, they are always impressed and often want to find out more about the program themselves.

## Maria Children's Arts Rehabilitation Center

We have supported the Maria Children's Arts Rehabilitation Center for over ten years. The Centre brings art, painting, dancing and singing to children in orphanages. These are children without much joy in their lives. Our restaurants hold an annual exhibition of children's art which is then auctioned to our customers. The funds raised are donated to the Centre. We find that this creates not only a means of generating funds for the Centre, but also makes for a synergy and understanding between the children and those who donate.

## Three Steps to a Dream

We are also interested in helping talented students with limited means realize their dreams. Sometimes all someone needs is that little bit of help to turn their life around. Over the last year, we have continued to sponsor the Three Steps to a Dream competition. This competition is designed to help underprivileged but talented students interested in social sciences enter higher education. As a result of this three-part competition, exceptionally gifted high-school seniors have been enabled to enter a prestigious Russian higher education institution such as the Moscow State Institute for International Relations (MGIMO).

## Cooperation

We understand that we do not live and work in a vacuum. The business institutions in Russia are still young and we want to do everything we can to help them develop and thrive. We work closely with several influential organizations to improve conditions in the restaurant market and to develop small and medium-sized businesses in Russia. We find that the relationships we develop through these projects help to strengthen the society in which we live.

The **Russian Association of Franchising** helps Russian companies solve the day-to-day and longer-term strategic problems they face and remain informed about the trends and news on the franchising market. Rostislav Ordovsky-Tanaevsky Blanco takes an active role in the Association's activities and is a member of Association's Board of Directors.

**The Russian Federation of Restaurateurs and wHoteliers** was created to develop the HoReCa industry. The Federation provides a forum for discussing and providing solutions to many of the problems the industry faces, including logistics, legislation and economic issues. Rostislav Ordovsky-Tanaevsky Blanco has been involved with the Federation since its inception and is a co-founder.

The **Association of Branded Goods Manufacturers (RusBrand)** is the first large-scale effort in Russia to help Russian and international manufacturers work together to protect their interests while providing a voice for the branded-goods industry. Since business is only now beginning to mature in Russia and the countries of the CIS, now is the time to help guide things in the right direction. Many times, there is simply a lack of effective communication between manufacturers or service providers and legislators or consumer groups. The Association seeks to bridge this gap and to provide timely and appropriate assistance in the interests of furthering productive relationships. Rostislav Ordovsky-Tanaevsky Blanco is an active member of this Association.

Russia is still finding its feet in terms of democratic institutions and a modern economy. The **General Council of Business in Russia** aims to facilitate dialogue between society and the government to make Russia a democratic country with a diversified market economy, a wide range of business interests and an effective and strong country. Rostislav Ordovsky-Tanaevsky Blanco is an active member of this organization.



# Financial Review

**In 2010 the Company has shown improvements in many aspects of its financial performance.**

2010 was a year of recovery, yet in a not fully post-crisis environment which influenced particular trends in each geographical region. Positive revenue dynamic was driven by rebound of like-for-like sales and growing contribution of restaurants opened since the second half of 2008. Company sales growth and cost control initiatives resulted in substantial improvement of the bottom-line results. Net profit in 2010 amounted to RUB 258 mln as compared to net losses in the previous year. EBITDA margin increased to 10.7% in 2010 from 8.9% in 2009 and reached RUB 1,038 mln. During the year the Company successfully completed secondary public offering of its shares and attracted additional capital of RUB 1,280 mln. SPO proceeds were generally used to reduce debt by 38.1% while simultaneously improving its maturity profile and reducing average interest rates. Also additional funds were used to rebalance the working capital and increase investments in corporate expansion. The Company reclassified sublease services cost from selling, general and administrative expenses

to cost of sales, as by nature these expenses fully relate to sublease operations and match the revenue from sublease services. The Company also reclassified property tax attributable to restaurant equipment from selling, general and administrative expenses to cost of sales, and included Allowance for impairment of advances paid, taxes recoverable and receivables to selling, general and administrative expenses.

In 2010 consolidated net revenue reached RUB 9,746 mln and increased by 16.9% as compared to 2009. This was driven mainly by 17.2% growth of net sales of restaurants and canteens which constituted over 94% of consolidated revenues. Expansion of franchise network, which grew by almost 20% to 113 outlets as of end-2010, and positive sales trends of franchise restaurants resulted in increase of revenue from franchising by 41.9% to RUB 270.6 mln. Cancellation of several sublease contracts resulted in decrease of revenue from sublease services and other services by 7.2%.



Gross profit margin decreased by 0.9 percentage points as share of sales to 24.0% in 2010 from 24.9% in 2009. Food and beverage expenses increased from 23.0% in 2009 to 23.7% as percentage of revenue as a result of our efforts to increase value-for-money for our guests and create solid platform for future leverage on traffic and sales recovery. Cost of materials increased by 0.2% as percentage of revenue, and maintenance and repair expenses increased by 0.3% as percentage of revenue due to our continued strategy to keep up with high quality standards of our restaurants. At the same time gross profit margin was positively influenced by sales recovery and the effect of expenses with relatively high fixed component, including sublease services, rent, and depreciation.

Selling, general and administrative expenses in 2010 increased by only 3.7% to RUB 1,530 mln as a result of internal optimization initiatives implemented during the year. As percentage of revenue SG&A expenses decreased to 15.7% in 2010 from 17.7% in 2009, driven mainly by relative improvement in payroll and rent expenses. Payroll and related taxed decreased by 0.9% as percentage of revenue as a result of only 5.5% growth in absolute terms. Rent expenses decreased by 35.1% due to the expiration of lease contract for non-operating premises in 2010. At the same time the Company initiated revitalization of promotional activities and the marketing and advertising expenses as percentage of revenue increased to 2.4% in 2010 from 1.8% in 2009. Start-up expenses for new restaurants decreased by 25.4% driven by the number of corporate

## P&L Highlights

(RUB thousand)	FY 2010		FY 2009		% change Y-o-Y
Net revenue	9 745 948	100,0%	8 340 096	100,0%	16,9%
Gross profit	2 340 519	24,0%	2 079 256	24,9%	12,6%
Operating profit	634 977	6,5%	335 334	4,0%	89,4%
EBITDA	1 038 453	10,7%	738 348	8,9%	40,6%
Net profit/(loss)	257 540	2,6%	(278 278)	-3,3%	n/a



## Revenue Performance

(RUB thousand)	FY 2010		FY 2009		% change Y-o-Y
Revenue from restaurants and canteens	9 202 826	94,4%	7 853 748	94,2%	17,2%
Franchise revenue	270 597	2,8%	190 691	2,3%	41,9%
Sublease services and other services	150 234	1,5%	161 897	1,9%	-7,2%
Sales of semi-finished products to franchisees	73 873	0,8%	81 265	1,0%	-9,1%
Other services	48 418	0,5%	52 495	0,6%	-7,8%
<b>Total Revenue</b>	<b>9 745 948</b>	<b>100,0%</b>	<b>8 340 096</b>	<b>100,0%</b>	<b>16,9%</b>

## Cost Of Sales And Gross Margin Performance

(RUB thousand)	FY 2010		FY 2009		% change Y-o-Y
Food and beverages	2 310 676	23,7%	1 919 446	23,0%	20,4%
Payroll and related taxes	2 019 813	20,7%	1 707 755	20,5%	18,3%
Rent	1 526 547	15,7%	1 313 740	15,8%	16,2%
Restaurant equipment depreciation	344 074	3,5%	337 681	4,0%	1,9%
Utilities	343 759	3,5%	283 906	3,4%	21,1%
Laundry and sanitary control	175 487	1,8%	124 061	1,5%	41,5%
Materials	156 555	1,6%	118 451	1,4%	32,2%
Maintenance and repair services	144 161	1,5%	103 392	1,2%	39,4%
Other services	106 023	1,1%	91 648	1,1%	15,7%
Sublease services	104 639	1,1%	113 066	1,4%	-7,5%
Franchising fee	68 025	0,7%	50 268	0,6%	35,3%
Transportation services	56 258	0,6%	44 700	0,5%	25,9%
Other expenses	49 412	0,5%	52 726	0,6%	-6,3%
<b>Total Cost of sales</b>	<b>7 405 429</b>	<b>76,0%</b>	<b>6 260 840</b>	<b>75,1%</b>	<b>18,3%</b>
<b>Gross profit</b>	<b>2 340 519</b>	<b>24,0%</b>	<b>2 079 256</b>	<b>24,9%</b>	<b>12,6%</b>

openings in each period, 16 casual dining restaurants in 2010 and 21 outlets in 2009. Other operating expenses, that mainly resulted from the closure of certain restaurants and other one-off expenses, reduced as percentage of revenue to 1.8% in 2010 from 2.3% in 2009. In 2010 the Company recorded gain from impairment of operating assets that resulted from the reversal of previously accrued amounts for restaurants that improved operating performance. Operating profit margin increased to 6.5% in 2010 from 4.0% in 2009 as a result of relative decrease of selling, general and administrative expenses, and reduction of losses related to impairment of assets.

In 2010 the Company EBITDA amounted to RUB 1,038 mln and its margin increased to 10.7% as compared to 8.9% in 2009. This dynamic was driven by changes in operating profit after impairment, while the amount of depreciation and amortization stood at stable levels increasing by only 0.1%.

Additional capital attracted during SPO allowed the Company to reduce and restructure its debt. Lower debt and average interest rate reduction resulted in decrease of financial expenses by 30.2%. Foreign exchange losses decreased by 68.2% following stabilization of the US\$/RUB rate in 2010. Effective tax rate for the period reduced to 28.6% as a result of our ongoing legal restructuring project. The Company net profit in 2010 reached RUB 258 mln for a margin of 2.6% driven by better operating performance and reduction of non-operating expenses and effective income tax rate.

Better operating performance resulted in increased of cash flow from operating activities before changes in operating assets and liabilities by 58.8% in 2010 as compared to 2009. Changes in operating assets and liabilities were driven by rebalancing of the working capital through repayment of accounts payable to suppliers, increase of advances related to the rent in new corporate locations and some increase of accounts receivable driven by the widening of franchise operations. Total net cash flow from operating activities amounted to RUB 295 mln.

Net cash used in investing activities amounted to RUB 390 mln. It was mainly contributed by the dynamics of investments in new corporate restaurants.

## Selling, General And Administrative Expenses (Sg&A)

(RUB thousand)	FY 2010		FY 2009		% change Y-o-Y
Payroll and related taxes	803 447	8,2%	761 595	9,1%	5,5%
Advertising	233 361	2,4%	153 680	1,8%	51,8%
Other services	99 705	1,0%	89 180	1,1%	11,8%
Rent	69 044	0,7%	106 374	1,3%	-35,1%
Other expenses	67 000	0,7%	80 870	1,0%	-17,2%
Depreciation and amortization	59 402	0,6%	65 333	0,8%	-9,1%
Financial and legal services	40 404	0,4%	44 603	0,5%	-9,4%
Bank services	38 805	0,4%	33 609	0,4%	15,5%
Utilities	30 958	0,3%	30 056	0,4%	3,0%
Transportation services	27 083	0,3%	24 414	0,3%	10,9%
Materials	22 000	0,2%	23 698	0,3%	-7,2%
Maintenance and repair services	17 879	0,2%	22 945	0,3%	-22,1%
Increase in the allowance for impairment of advances paid, taxes recoverable and receivables	16 115	0,2%	21 388	0,3%	-24,7%
Laundry and sanitary control	5 201	0,1%	17 795	0,2%	-70,8%
<b>Total SG&amp;A expenses</b>	<b>1 530 404</b>	<b>15,7%</b>	<b>1 475 540</b>	<b>17,7%</b>	<b>3,7%</b>

## Other Operating Income And Expenses

(RUB thousand)	FY 2010		FY 2009		% change Y-o-Y
Start-up expenses for new restaurants	(51 933)	-0,5%	(69 622)	-0,8%	-25,4%
Other operating income	44 882	0,5%	32 104	0,4%	39,8%
Other operating expenses	(171 971)	-1,8%	(188 429)	-2,3%	-8,7%
<b>Operating profit before impairment</b>	<b>631 093</b>	<b>6,5%</b>	<b>377 769</b>	<b>4,5%</b>	<b>67,1%</b>
Gain/(Loss) from impairment of operating assets	3 884	0,0%	(42 435)	-0,5%	n/a
<b>Operating profit/(loss)</b>	<b>634 977</b>	<b>6,5%</b>	<b>335 334</b>	<b>4,0%</b>	<b>89,4%</b>

## Ebitda\* Performance

(RUB thousand)	FY 2010	FY 2009	% change Y-o-Y
Operating profit after impairment	634 977	335 334	89,4%
Depreciation and amortization	403 476	403 014	0,1%
<b>EBITDA</b>	<b>1 038 453</b>	<b>738 348</b>	<b>40,6%</b>
EBITDA Margin, %	10,7%	8,9%	

\* EBITDA is calculated by adding back depreciation and amortization to profit from operating activities after impairment. EBITDA measures are not measurements of our operating performance under IFRS and should not be considered as an alternative to profit for the year, operating profit or any other performance measures derived in accordance with IFRS or as an alternative to cash flow from operating activities or as a measure of our liquidity. Our approach to calculating EBITDA may differ from the approach used by other companies.

## Non-Operating Expenses, Income Tax And Net Profit

(RUB thousand)	FY 2010		FY 2009		% change Y-o-Y
<b>Operating profit/(loss)</b>	<b>634 977</b>	<b>6,5%</b>	<b>335 334</b>	<b>4,0%</b>	<b>89,4%</b>
Financial expenses, net	(233 079)	-2,4%	(333 845)	-4,0%	-30,2%
Foreign exchange losses, net	(19 130)	-0,2%	(60 077)	-0,7%	-68,2%
Share of losses of JV and associates	(21 873)	-0,2%	(17 059)	-0,2%	28,2%
<b>Profit/(Loss) before tax</b>	<b>360 895</b>	<b>3,7%</b>	<b>(75 647)</b>	<b>-0,9%</b>	<b>n/a</b>
Income tax	(103 355)	-1,1%	(202 631)	-2,4%	-49,0%
<b>Net profit/(loss)</b>	<b>257 540</b>	<b>2,6%</b>	<b>(278 278)</b>	<b>-3,3%</b>	<b>n/a</b>

Net cash from financing activities amounted to RUB 206 mln in 2010 as compared to RUB 356 mln used in financing activities in 2009. During 2010 the Company received RUB 1,280 mln as proceeds from issue of shares and used RUB 125 mln for purchase of treasury shares as part of Share Appreciation Rights Program (SARP) for its management. Net repayment of bank loans amounted to RUB 825 mln in 2010 as compared to RUB 276 mln in 2009.

By December 31, 2010, the Company had achieved a substantially better liquidity position as compared with a year earlier. This was due to a decrease and restructuring of the debt portfolio following successful SPO. Total gross debt of the Company decreased by 38.1% and Net debt decreased by 45.1% by December 31, 2010 as compared to December 31, 2009. The maturity profile of Company debt portfolio substantially improved with the long-term component increasing to 79.7% from 46.9%. Net debt/EBITDA ratio reduced to 1.1x as of December 31, 2010 from 2.97x as of December 31, 2009.

Some information in this review may contain “forward-looking statements” which include all statements other than statements of historical fact. Such forward-looking statements can often be identified by words such as “plans”, “believes”, “anticipates”, “expects”, “intends”, “estimates”, “will”, “may”, “continue”, “should” and similar expressions. Such forward-looking statements involve known and unknown risks, uncertainties and other important factors beyond the Company’s and/or its Management control that could cause the actual results, performance or achievements of

the Company to be materially different from future results, performance or achievements expressed or implied by such forward-looking statements. Such forward-looking statements are based on numerous assumptions regarding the Company's present and future business strategies and the environment in which the Company will operate in the future. By their nature, forward-looking statements involve risks and uncertainties because they relate to events and depend on circumstances that may or may not occur in the future. These forward-looking statements speak only as at the date as of which they are made, and the Company and/or its Management does not intend and has no duty or obligation to supplement, amend, update or revise any of the forward-looking statements contained herein to reflect any change in the Company's and/or its Management expectations with regard thereto or any change in events, conditions or circumstances on which any such statements are based. The information and opinions contained in this review are provided as at the date of this review and are subject to change by the Company's own discretion without notice of any kind and form.

## Cash Flow Performance

(RUB thousand)	FY 2010	FY 2009	% change Y-o-Y
Net cash flow from operating activities	295 205	822 679	-64,1%
Incl. Cash flow before changes in operating assets and liabilities	818 154	515 285	58,8%
Incl. Change in operating assets and liabilities	(522 949)	307 394	n/a
Net cash flow used in investing activities	(389 933)	(525 366)	-25,8%
Net cash flow from/ (used in) financing activities	206 407	(355 624)	n/a
Effect of exchange rate changes on cash & cash equivalents	(8 412)	(2 779)	202,7%
<b>Net increase/ (decrease) in cash &amp; cash equivalents</b>	<b>103 267</b>	<b>(61 090)</b>	<b>n/a</b>
Cash & cash equivalents at beginning of the period	113 243	174 333	-35,0%
Cash & cash equivalents at end of the period	216 510	113 243	91,2%

## Debt And Liquidity

(RUB thousand)	31 Dec 2010		31 Dec 2009		% change
<b>Total Gross debt</b>	<b>1 361 495</b>	<b>100,0%</b>	<b>2 200 143</b>	<b>100,0%</b>	<b>-38,1%</b>
Short-term debt	275 786	20,3%	1 168 919	53,1%	
Long-term debt	1 085 709	79,7%	1 031 224	46,9%	
<b>Net debt</b>	<b>1 144 985</b>		<b>2 086 900</b>		<b>-45,1%</b>
Net debt/EBITDA	1,10	x	2,97	x	

OJSC Rosinter Restaurants Holding

# Consolidated Financial Statements

**For the year ended December 31, 2010**

Consolidated Financial Statements

Consolidated Statement of Financial Position

Consolidated Income Statement

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## Independent auditors' report

To the shareholders of OJSC Rosinter Restaurants Holding

We have audited the accompanying consolidated financial statements of OJSC Rosinter Restaurants Holding and its subsidiaries, which comprise the consolidated statement of financial position as at December 31, 2010, and the consolidated income statement, consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### Management's responsibility for the consolidated financial statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with International Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

### Auditors' responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of OJSC Rosinter Restaurants Holding and its subsidiaries as at December 31, 2010, and their financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards.

April 15, 2011

A handwritten signature in black ink that reads 'Ernst &amp; Young LLC'.

## OJSC Rosinter Restaurants Holding

Consolidated Statement of Financial Position at December 31, 2010

(All amounts are in thousands of Russian Roubles, unless specified otherwise)

	Notes	December 31, 2010	December 31, 2009
<b>ASSETS</b>			
<b>Non-current assets</b>			
Property and equipment	6	2,335,502	2,383,555
Intangible assets	7	238,225	327,408
Goodwill	8	176,153	143,137
Investments in joint ventures and associates	9	6,545	27,722
Long-term loans due from related parties	10	141,110	143,754
Long-term advances to related parties	10,17	–	165,430
Long-term receivables due from related parties	10	–	37,950
Deferred income tax asset	11	97,904	81,679
Other non-current assets		174,203	139,212
		<b>3,169,642</b>	<b>3,449,847</b>
<b>Current assets</b>			
Inventories	12	210,752	200,301
VAT and other taxes recoverable		119,568	100,548
Income tax recoverable		35,561	7,391
Trade and other receivables	13	142,136	96,206
Advances paid	14	215,437	134,599
Receivables from related parties	10	109,139	74,316
Short-term loans		13,396	2,406
Short-term loans due from related parties	10	12,576	71,333
Cash and cash equivalents	15	216,510	113,243
		<b>1,075,075</b>	<b>800,343</b>
<b>TOTAL ASSETS</b>		<b>4,244,717</b>	<b>4,250,190</b>
<b>EQUITY AND LIABILITIES</b>			
<b>Equity</b>			
Equity attributable to equity holders of the parent entity			
Share capital	16	2,767,015	2,041,569
Additional paid-in capital	16	2,204,816	1,632,831
Treasury shares	16	(355,003)	(212,628)
Other capital reserves	31	18,402	–
Accumulated losses		(3,299,433)	(3,368,687)
Translation difference		(52,439)	(30,769)
		<b>1,283,358</b>	<b>62,316</b>
Non-controlling interests		24,419	33,498
		<b>1,307,777</b>	<b>95,814</b>

	Notes	December 31, 2010	December 31, 2009
<b>Non-current liabilities</b>			
Long-term debt	19	1,085,709	1,031,224
Long-term debt due to related parties	10	–	24,624
Long-term liabilities to partners	20	67,341	125,490
Finance lease liabilities	21	1,756	362
Deferred income		27,437	46,610
Deferred income tax liabilities	11	101,419	78,231
		<b>1,283,662</b>	<b>1,306,541</b>
<b>Current liabilities</b>			
Trade and other payables	22	1,158,131	1,413,759
Payables to related parties	10	21,752	44,694
Short-term debt	23	275,786	1,168,919
Short-term debt due to related parties	10	7,253	–
Short-term liabilities to partners	20	53,075	112,100
Current portion of finance lease liabilities	21	1,148	4,363
Deferred income		47,381	21,409
Income tax payable		88,752	82,591
		<b>1,653,278</b>	<b>2,847,835</b>
<b>TOTAL EQUITY AND LIABILITIES</b>		<b>4,244,717</b>	<b>4,250,190</b>

## OJSC Rosinter Restaurants Holding Consolidated Statement of Comprehensive Income

for the year ended December 31, 2010

(All amounts are in thousands of Russian Roubles, unless specified otherwise)

	Notes	2010	2009, as revised
<b>Revenue</b>	24	<b>9,745,948</b>	<b>8,340,096</b>
Cost of sales	25	(7,405,429)	(6,260,840)
<b>Gross profit</b>		<b>2,340,519</b>	<b>2,079,256</b>
Selling, general and administrative expenses	26	(1,530,404)	(1,475,540)
Start-up expenses for new restaurants		(51,933)	(69,622)
Other gains	28	44,882	32,104
Other losses	28	(171,971)	(188,429)
<b>Profit from operating activities before impairment</b>		<b>631,093</b>	<b>377,769</b>

	Notes	2010	2009, as revised
Gain/(loss) from impairment of operating assets	29	3,884	(42,435)
<b>Profit from operating activities after impairment</b>		<b>634,977</b>	<b>335,334</b>
Financial income	30	44,393	21,233
Financial expense	30	(277,472)	(355,078)
Foreign exchange losses, net		(19,130)	(60,077)
Share of losses of joint venture and associates	9	(21,873)	(17,059)
<b>Profit/(loss) before income tax</b>		<b>360,895</b>	<b>(75,647)</b>
Income tax expense	11	(103,355)	(202,631)
<b>Net profit/(loss) for the period</b>		<b>257,540</b>	<b>(278,278)</b>
Attributable to:			
Equity holders of the parent entity		265,651	(272,031)
Non-controlling interests		(8,111)	(6,247)
<b>Earnings/(losses) per share, basic and diluted, Russian Roubles</b>	18	<b>19.31</b>	<b>(22.89)</b>

## OJSC Rosinter Restaurants Holding Consolidated Statement of Comprehensive Income

for the year ended December 31, 2010

(All amounts are in thousands of Russian Roubles, unless specified otherwise)

	Notes	2010	2009
<b>Net profit/(loss) for the period</b>		<b>257,540</b>	<b>(278,278)</b>
Exchange differences on translation of foreign operations to presentation currency		(22,366)	(47,534)
Share of translation differences of associates and joint ventures	9	696	998
<b>Other comprehensive loss for the year, net of tax</b>		<b>(21,670)</b>	<b>(46,536)</b>
<b>Total comprehensive income/(loss) for the year, net of tax</b>		<b>235,870</b>	<b>(324,814)</b>
Attributable to:			
Equity holders of the parent entity		243,981	(318,567)
Non-controlling interests		(8,111)	(6,247)

## OJSC Rosinter Restaurants Holding Consolidated Statement of Cash Flows

for the year ended December 31, 2010

(All amounts are in thousands of Russian Roubles, unless specified otherwise)

	Notes	2010	2009
<b>Operating activities</b>			
Profit/(loss) before tax		360,895	(75,647)
Adjustments to reconcile profit/(loss) before tax to net cash provided by operating activities:			
Depreciation and amortisation		403,476	403,014
Foreign exchange losses, net		19,130	60,077
Financial income	30	(44,393)	(21,233)
Financial expense	30	277,472	355,078
Allowance for impairment of advances paid, taxes recoverable and receivables		16,115	21,388
Allowance for impairment of inventories	12	(10,355)	6,671
Loss on disposal of non-current assets	28	99,440	96,184
Impairment of assets	29	(3,884)	42,435
Share of joint venture's and associates' results	9	21,873	17,059
Write off and impairment of loans receivable from related parties		9,006	33,363
Share based payment expenses	31	18,402	-
		<b>1,167,177</b>	<b>938,389</b>
Changes in operating assets and liabilities:			
Decrease/(increase) in inventories		1,694	(19,435)
(Increase) /decrease in advances, taxes recoverable, receivables and other non-current assets		(222,852)	46,210
Increase in receivables from/payables to related parties, net		(51,921)	(28,040)
(Decrease)/increase in trade and other payables		(249,870)	308,659
<b>Net cash generated from operations</b>		<b>644,228</b>	<b>1,245,783</b>
Interest paid		(237,906)	(321,899)
Interest received		12,248	3,817
Income tax paid		(123,365)	(105,022)
<b>Net cash flows from operating activities</b>		<b>295,205</b>	<b>822,679</b>
<b>Investing activities</b>			
Purchases of property and equipment		(334,960)	(306,850)
Loans issued to related parties		(187,615)	(144,293)
Proceeds from repayment of loans issued to related parties		219,885	2,629
Prepayments to acquire non-controlling interest in subsidiaries		(30,949)	(62,430)
Purchase of intangible assets		(17,897)	(23,914)
Proceeds from disposal of property and equipment		8,918	9,291
Proceeds from repayment of loans issued to third parties		5	-



	Notes	2010	2009
Proceeds from sale of shares in subsidiaries		–	201
Loans issued		(50)	–
Acquisition of subsidiaries net of cash acquired	5	(47,270)	–
<b>Net cash flows used in investing activities</b>		<b>(389,933)</b>	<b>(525,366)</b>
<b>FINANCING ACTIVITIES</b>			
Acquisition of treasury shares	16	(125,314)	–
Proceeds from issue of equity instrument	16	770,957	–
Redemption of equity instrument	16	(832,514)	–
Proceeds from issue of shares	16	1,341,927	–
Proceeds from bank loans *		3,224,549	3,416,631
Repayment of bank loans *		(4,049,480)	(3,692,287)
Repayment of related party loans		(17,550)	–
Payments to partners	20	(99,475)	(66,415)
Proceeds from partners	20	–	3,607
Repayment of lease obligations		(6,058)	(16,887)
Dividends paid to shareholders		(635)	(273)
<b>Net cash flows from/(used in) financing activities</b>		<b>206,407</b>	<b>(355,624)</b>
Effect of exchange rate on cash and cash equivalents		(8,412)	(2,779)
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>103,267</b>	<b>(61,090)</b>
<b>Cash and cash equivalents at beginning of the year</b>		<b>113,243</b>	<b>174,333</b>
<b>Cash and cash equivalents at end of the year</b>		<b>216,510</b>	<b>113,243</b>

\* The Group uses financing which, due to the short term nature of this debt (i.e. 3 to 11 months), requires repayment and reissuance several times throughout the year.

# OJSC Rosinter Restaurants Holding

## Consolidated Statement of Changes in Equity

for the year ended December 31, 2010

(All amounts are in thousands of Russian Roubles, unless specified otherwise)

	Attributable to equity holders of the parent entity								
	Share capital	Additional paid-in capital	Treasury shares	Other capital reserves	Accumulated losses	Translation difference	Total	Non-controlling interests	Total Equity
<b>At January 1, 2010</b>	<b>2,041,569</b>	<b>1,632,831</b>	<b>(212,628)</b>	<b>-</b>	<b>(3,368,687)</b>	<b>(30,769)</b>	<b>62,316</b>	<b>33,498</b>	<b>95,814</b>
Net profit for the year	-	-	-	-	265,651	-	265,651	(8,111)	257,540
Other comprehensive loss for the year	-	-	-	-	-	(21,670)	(21,670)	-	(21,670)
<b>Total comprehensive income for the year</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>265,651</b>	<b>(21,670)</b>	<b>243,981</b>	<b>(8,111)</b>	<b>235,870</b>
Issue of equity instrument (Note 16)	-	770,957	-	-	-	-	770,957	-	770,957
Redemption of equity instrument (Note 16)	-	(832,514)	-	-	-	-	(832,514)	-	(832,514)
Issue of share capital, net of issuance costs (Note 16)	725,446	633,542	-	-	-	-	1,358,988	-	1,358,988
Purchase of treasury shares (Note 16)	-	-	(142,375)	-	-	-	(142,375)	-	(142,375)
Share based payment transactions (Note 31)	-	-	-	18,402	-	-	18,402	-	18,402
Purchase of non-controlling interest in a subsidiary (Note 17)	-	-	-	-	(196,397)	-	(196,397)	-	(196,397)
Dividends	-	-	-	-	-	-	-	(968)	(968)
<b>At December 31, 2010</b>	<b>2,767,015</b>	<b>2,204,816</b>	<b>(355,003)</b>	<b>18,402</b>	<b>(3,299,433)</b>	<b>(52,439)</b>	<b>1,283,358</b>	<b>24,419</b>	<b>1,307,777</b>
<b>At January 1, 2009</b>	<b>2,041,569</b>	<b>1,632,831</b>	<b>(212,628)</b>	<b>-</b>	<b>(2,970,309)</b>	<b>15,767</b>	<b>507,230</b>	<b>40,379</b>	<b>547,609</b>
Net loss for the year	-	-	-	-	(272,031)	-	(272,031)	(6,247)	(278,278)
Other comprehensive loss for the year	-	-	-	-	-	(46,536)	(46,536)	-	(46,536)
<b>Total comprehensive loss for the year</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(272,031)</b>	<b>(46,536)</b>	<b>(318,567)</b>	<b>(6,247)</b>	<b>(324,814)</b>
Purchase of non-controlling interest in a subsidiary (Note 17)	-	-	-	-	(126,347)	-	(126,347)	-	(126,347)
Dividends	-	-	-	-	-	-	-	(634)	(634)
<b>At December 31, 2009</b>	<b>2,041,569</b>	<b>1,632,831</b>	<b>(212,628)</b>	<b>-</b>	<b>(3,368,687)</b>	<b>(30,769)</b>	<b>62,316</b>	<b>33,498</b>	<b>95,814</b>

## OJSC Rosinter Restaurants Holding Notes to the Consolidated Financial Statements

December 31, 2010 and 2009

(All amounts are in thousands of Russian Roubles, unless specified otherwise)

### 1. Corporate Information

OJSC Rosinter Restaurants Holding (the "Company") was registered as a Russian open joint stock company on May 24, 2004. The registered and headquarter address of the Company is at 7 Dushinskaya str., Moscow, 111024, Russia. As of December 31, 2010, the Company's controlling shareholder was RIG Restaurants Limited, a limited liability company (the "Parent") (formerly known as Rostik Restaurants Limited) incorporated under the laws of Cyprus. RIG Restaurants Limited is under the ultimate control of Mr. Rostislav Ordovsky-Tanaevsky Blanco.

OJSC Rosinter Restaurants Holding and its subsidiaries (the "Group") is the leading casual dining operator in Russia and CIS both by number of restaurants and by revenue. The Group's business is focused on serving the most popular cuisines in Russia: Italian, Japanese, American and local Russian cuisine.

The Group derives approximately 90% of its revenues from restaurant business sales:

- most of the Group's restaurants operate under its core proprietary trademarks: "IL Patio pizza pasta grill", "Planet Sushi", "American Bar and Grill", "Café Des Artistes", "Pechki-Lavochki" and "1 2 3 Café".
- other restaurants operate under licensed trademarks: "T.G.I. Friday's", "Sibirskaya Korona" and "Benihana", "Costa Coffee".

Other revenue of the Group represents revenue from the network of independent franchisees in Moscow and throughout Russia and the CIS, sublease and other services, revenues from canteens and from sales of semi-finished products.

The Group's principal business activities are concentrated within the Russian Federation, but it also operates in Ukraine, Belarus, Kazakhstan, Moldova, Latvia, Czech Republic, Poland and Hungary. The Group also has exclusive development rights and/or registered trademarks in Azerbaijan, Kyrgyzstan, Uzbekistan, Lithuania, Estonia, Austria, Slovenia, Slovakia, Romania, Croatia, Macedonia, Bulgaria, Serbia and Montenegro.

In June 2007 the Parent sold 3,125,000 ordinary shares of the Company during the initial public offering for a cash consideration of 100 million US dollars (RUR 2,590,403 at exchange rate at June 1, 2007). At the same time, the Company issued and sold 2,030,457 new shares to the Parent at a price of RUR 766.99. In February – August 2010, the Group performed a two step secondary offering of 4,274,877 new shares for a cash consideration of RUR 1,402,488 (Note 16). The shares of the Company are admitted for trading on the Russian Trading System Stock Exchange and on MICEX.

The consolidated financial statements of the Company for the year ended December 31, 2010 were authorised for issue in accordance with a resolution of the Board of Directors on April 13, 2011.

The Group derives revenue in the territory of Russia and other CIS countries, Baltic States and other European countries. For the years ended December 31, 2010 and 2009, the revenues from the Russian market were approximately 82% and 83% of total revenues, respectively. The non-current assets of Group's subsidiaries operating in the Russian market were approximately 83% and 84% of total non-current assets of the Group for the years ended December 31, 2010 and 2009, respectively. The second largest market was Kazakhstan with 5% of total revenues and non-current assets for 2010 and 2009, respectively.

As of December 31, 2010 and 2009, the Group employed approximately 8,080 and 8,050 people, respectively.

The Company had a controlling ownership interest, directly or indirectly, in the following principal subsidiaries:

Entity	Country of incorporation	2010	2009
		% Ownership	% Ownership
Rosinter Restaurants LLC	Russia	98.70%	98.70%
Rosinter Restaurants Novosibirsk LLC	Russia	100.00%	100.00%
Rosinter Restaurants Samara OJSC	Russia	100.00%	100.00%
Rosinter Restaurants Perm LLC	Russia	51.00%	51.00%
Rosinter Restaurants Ekaterinburg LLC	Russia	51.00%	51.00%
BelRosInter LLC	Belarus	100.00%	100.00%
Rosinter Almaty LLP	Kazakhstan	90.00%	90.00%
Rosinter Ukraine LLC	Ukraine	51.00%	51.00%
RIGS Services Limited	Cyprus	100.00%	100.00%
Rosinter Czech Republic s.r.o.	The Czech Republic	100.00%	100.00%
Rosinter Polska Sp. z o.o.	Poland	100.00%	100.00%
Rosinter Hungary Kft	Hungary	100.00%	100.00%

During 2010, the Group opened 19 new restaurants and closed 22 restaurants. During 2009, the Group opened 21 new restaurants and closed 29 restaurants. In addition, the Group continues to develop a casual dining restaurant business on a franchise agreement basis. The Group opened 24 and closed 6 franchise restaurants in Moscow city, Moscow region and Russian regions in 2010. The Group opened 25 and closed 4 franchise restaurants in Moscow city, Moscow region and Russian regions in 2009. As of December 31, 2010 and 2009 the Group operated 365 and 350 restaurants respectively.

## 2. Going Concern

These consolidated financial statements have been prepared on a going concern basis that contemplates the realisation of assets and satisfaction of liabilities and commitments in the normal course of business.

## 3. Basis of Preparation of Financial Statements

### Statement of Compliance

The consolidated financial statements of the Group have been prepared in accordance with International Financial Reporting Standards ("IFRS") as issued by the International Accounting Standard Board ("IASB").

### Basis of Preparation

Group companies maintain their accounting records and prepare their statutory financial statements in accordance with the Regulations on Accounting and Reporting of the country in which they are incorporated and registered. Accounting policies and financial reporting procedures in these jurisdictions may differ substantially from those generally accepted under IFRS. Accordingly, the accompanying financial statements, which have been prepared from the Group's statutory based accounting records, reflect adjustments and reclassifications necessary for such financial statements to be presented in accordance with the standards and interpretations prescribed by the IASB.

The consolidated financial statements have been prepared under the historical cost convention except as disclosed in the accounting policies in Note 4.



## Reclassifications

The Group has made the reclassifications in the 2009 comparative numbers as follows:

Extract from Consolidated Income Statement

	2009, as reported	Reclassifications	2009, as revised
<b>Revenue</b>	<b>8,340,096</b>	<b>-</b>	<b>8,340,096</b>
Cost of sales *	(6,117,729)	(143,111)	(6,260,840)
<b>Gross profit</b>	<b>2,222,367</b>	<b>(143,111)</b>	<b>2,079,256</b>
Selling, general and administrative expenses *	(1,597,263)	121,723	(1,475,540)
Start-up expenses for new restaurants	(69,622)	-	(69,622)
Allowance for impairment of advances paid, taxes recoverable and receivables *	(21,388)	21,388	-
Other gains	32,104	-	32,104
Other losses	(188,429)	-	(188,429)
Foreign exchange losses from operating activities, net**	(2,184)	2,184	-
<b>Profit from operating activities before impairment</b>	<b>375,585</b>	<b>2,184</b>	<b>377,769</b>
Loss from impairment of operating assets	(42,435)	-	(42,435)
<b>Profit from operating activities after impairment</b>	<b>333,150</b>	<b>2,184</b>	<b>335,334</b>
Financial income	21,233	-	21,233
Financial expense	(355,078)	-	(355,078)
Foreign exchange losses from financial activities, net**	(57,893)	57,893	-
Foreign exchange losses, net**	-	(60,077)	(60,077)
Share of (losses)/profits of joint venture and associates	(17,059)	-	(17,059)
Losses from impairment of goodwill	-	-	-
<b>Profit/Loss before income tax</b>	<b>(75,647)</b>	<b>-</b>	<b>(75,647)</b>

\* The Group reclassified sublease services cost from selling, general and administrative expenses to cost of sales, as by nature these expenses fully relate to sublease operations and match the revenue from sublease services. The Group also reclassified property tax attributable to restaurant equipment from selling, general and administrative expenses to cost of sales, and included Allowance for impairment of advances paid, taxes recoverable and receivables to selling, general and administrative expenses.

\*\* The Group changed the presentation of Foreign exchange losses combined Foreign exchange losses from operating activities, net and Foreign exchange losses from financial activities, net into one line.

## Changes in Accounting Policy and Disclosures

The accounting policies adopted are consistent with those of the previous financial year, except that the Group has adopted new/revised standards and interpretations mandatory for financial years beginning on or after January 1, 2010. The new/revised standards and interpretations mandatory for financial year beginning on or after January 1, 2010 are the following:

- IFRS 2 Share-based Payment: Group Cash-settled Share-based Payment Transactions effective January 1, 2010
- IFRS 3 Business Combinations (Revised) and IAS 27 Consolidated and Separate Financial Statements (Amended) effective 1 July 2009, including consequential amendments to IFRS 2, IFRS 5 IFRS 7, IAS 7, IAS 21, IAS 28, IAS 31 and IAS 39;
- IAS 39 Financial Instruments: Recognition and Measurement – Eligible Hedged Items effective July 1, 2009;
- IFRIC 17 Distributions of Non-cash Assets to Owners effective July 1, 2009;
- Improvements to IFRSs (April 2009)

When the adoption of the standard or interpretation is deemed to have an impact on the financial statements or performance of the Group, its impact is described below:

### **IFRS 2 Share-based Payment (Revised)**

The IASB issued an amendment to IFRS 2 that clarified the scope and the accounting for group cash-settled share-based payment transactions. The amendment did not have an impact on the financial position or performance of the Group.

### **IFRS 3 Business Combinations (Revised) and IAS 27 Consolidated and Separate Financial Statements (Amended)**

IFRS 3 (Revised) introduces significant changes in the accounting for business combinations occurring after becoming effective. Changes affect the valuation of non-controlling interest, the accounting for transaction costs, the initial recognition and subsequent measurement of a contingent consideration and business combinations achieved in stages. These changes will impact the amount of goodwill recognised, the reported results in the period that an acquisition occurs and future reported results.

IAS 27 (Amended) requires that a change in the ownership interest of a subsidiary (without loss of control) is accounted for as a transaction with owners in their capacity as owners. Therefore, such transactions will no longer give rise to goodwill, nor will it give rise to a gain or loss. Furthermore, the amended standard changes the accounting for losses incurred by the subsidiary as well as the loss of control of a subsidiary. The changes by IFRS 3 (Revised) and IAS 27 (Amended) affect acquisitions or loss of control of subsidiaries and transactions with non-controlling interests after 1 January 2010.

The change in accounting policy was applied prospectively and had no impact on earnings/(losses) per share.

### **IAS 39 Financial Instruments: Recognition and Measurement – Eligible Hedged Items**

The amendment clarifies that an entity is permitted to designate a portion of the fair value changes or cash flow variability of a financial instrument as a hedged item. This also covers the designation of inflation as a hedged risk or portion in particular situations. The Group has concluded that the amendment will have no impact on the financial position or performance of the Group, as the Group has not entered into any such hedges.

### **IFRIC 17 Distribution of Non-cash Assets to Owners**

This interpretation provides guidance on accounting for arrangements whereby an entity distributes non-cash assets to shareholders either as a distribution of reserves or as dividends. The interpretation has no effect on either, the financial position nor performance of the Group.

### **Improvements to IFRSs**

In April 2009 the IASB issued omnibus of amendments to its standards, primarily with a view to removing inconsistencies and clarifying wording. There are separate transitional provisions for each standard. The adoption of the following amendments resulted in changes to accounting policies but did not have any impact on the financial position or performance of the Group.

- IAS 7 Statement of Cash Flows: Explicitly states that only expenditure that results in recognizing an asset can be classified as a cash flow from investing activities.
- IAS 36 Impairment of Assets: The amendment clarified that the largest unit permitted for allocating goodwill, acquired in a business combination, is the operating segment as defined in IFRS 8 before aggregation for reporting purposes. The amendment has no impact on the Group as the annual impairment test is performed before aggregation.
- IFRS 5 Non-current Assets Held for Sale and Discontinued Operations: clarifies that the disclosures required in respect of non-current assets and disposal groups classified as held for sale or discontinued operations are only those set out in IFRS 5. The disclosure requirements of other IFRSs only apply if specifically required for such non-current assets or discontinued operations.
- IFRS 8 Operating Segment Information: clarifies that segment assets and liabilities need only be reported when those assets and liabilities are included in measures that are used by the chief operating decision maker. All operating segments of the Group are identified on the basis of internal reports that are regularly reviewed by the Group's top management and represent Moscow business unit, Regional business unit and European business unit. These operating segments are aggregated into a single reporting segment as they have similar economic characteristics and the segments are similar in the nature of the products, services and production processes, the type of customers of their products and services, and the nature of the regulatory environment. Adoption of IFRS 8 did not have any effect on the financial position or performance of the Group.

Other amendments resulting from Improvements to IFRSs to the following standards did not have any impact on the accounting policies, financial position or performance of the Group:

- IFRS 2 Share-based Payment
- IAS 1 Presentation of Financial Statements
- IAS 17 Leases
- IAS 34 Interim Financial Reporting
- IAS 38 Intangible Assets

- IAS 39 Financial Instruments: Recognition and Measurement
- IFRIC 9 Reassessment of Embedded Derivatives
- IFRIC 16 Hedge of a Net Investment in a Foreign Operation

The Group has not applied the following standards and IFRIC Interpretations that have been issued but are not yet effective:

- IAS 24 (revised) Related Party Disclosures (effective for annual periods beginning on or after January 1, 2011)
- IFRS 9 Financial Instruments (effective for annual periods beginning on or after January 1, 2013)
- IFRIC 19 Extinguishing Financial Liabilities with Equity Instruments (effective for annual periods beginning on or after July 1, 2010)
- Amendment to IAS 32 Financial Instruments: Presentation (effective for annual periods beginning on or after February 1, 2010)
- Amendments to IFRIC 14 Prepayments of a Minimum Funding Requirement (effective for annual periods beginning on or after January 1, 2011)
- Amendments to standards following May 2010 improvements to IFRS project (separate transitional provisions for each standard)

The Group expects that the adoption of the pronouncements listed above will not have a significant impact on the Group's results of operations and financial position in the period of initial application.

## 4. Significant Accounting Policies and Estimates

### Principles of Consolidation

#### Subsidiaries

The consolidated financial statements of the Group comprise the financial statements of the Company and its subsidiaries.

Subsidiaries are those entities in which the Group has an interest of more than one half of the voting rights, or otherwise has power to exercise control over their operations. Subsidiaries are consolidated from the date on which control is transferred to the Group and are no longer consolidated from the date that control ceases.

All intercompany transactions, balances and unrealised gains on transactions between group companies are eliminated; unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Where necessary, accounting policies for subsidiaries have been changed to ensure consistency with the policies adopted by the Group.

#### Business Combinations and Goodwill from January 1, 2009

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, measured at acquisition date fair value and the amount of any non-controlling interest in the acquiree. For each business combination, the acquirer measures the non-controlling interest in the acquiree either at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition costs incurred are expensed and included in administrative expenses.

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date.

If the business combination is achieved in stages, the acquisition date fair value of the acquirer's previously held equity interest in the acquiree is remeasured to fair value as at the acquisition date through profit and loss.

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration which is deemed to be an asset or liability, will be recognised in accordance with IAS 39 either in profit or loss or as change to other comprehensive income. If the contingent consideration is classified as equity, it shall not be remeasured until it is finally settled within equity.

Goodwill is initially measured at cost being the excess of the aggregate of the consideration transferred and the amount recognised for non-controlling interest over the net identifiable assets acquired and liabilities assumed. If this consideration is lower than the fair value of the net assets of the subsidiary acquired, the difference is recognised in profit or loss.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's cash generating units that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

### **Business Combinations and Goodwill prior to December 31, 2008**

Business combinations, including business combinations involving entities or businesses under common control, were accounted for using the purchase method. The cost of an acquisition was measured as the fair value of the assets given, equity instruments issued and liabilities incurred or assumed at the date of exchange, plus costs directly attributable to the acquisition. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination were measured initially at fair values at the date of acquisition, irrespective of the extent of any non-controlling interest (formerly known as minority interest).

### **Investments in Associates**

Associates are entities in which the Group generally has between 20% and 50% of the voting rights, or is otherwise able to exercise significant influence, but which it does not control or jointly control. Investments in associates are accounted for under the equity method and are initially recognised at cost, including goodwill. Subsequent changes in the carrying value reflect the post-acquisition changes in the Group's share of net assets of the associate. The Group's share of its associates' profits or losses is recognised in the income statement, its share of movements in reserves is recognised in equity and its share of the net assets of associates is included in the consolidated statement of financial position. However, when the Group's share of losses in an associate equals or exceeds its interest in the associate, the Group does not recognise further losses, unless the Group is obliged to make further payments to, or on behalf of, the associate.



Unrealised gains on transactions between the Group and its associates are eliminated to the extent of the Group's interest in the associates; unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred.

The share of profits or losses of associates is shown on the face of the income statement. These are the profits or losses attributable to equity holders of the associates and therefore are profits or losses after tax and non-controlling interests in the subsidiaries of the associates. The financial statements of the associates are prepared for the same reporting period as the parent company.

### **Interests in Joint Ventures**

The Group's interest in a joint venture which is a jointly controlled entity is accounted for using the equity method of accounting until the date on which the Group ceases to have joint control over the joint venture. When the Group contributes or sells assets to the joint venture, any portion of gain or loss from the transaction is recognised based on the substance of the transaction. When the Group purchases assets from the joint venture, the Group does not recognise its share of the profit of the joint venture from the transaction until it resells the assets to an independent party. The financial statements of the joint venture are prepared for the same reporting period as the parent company.

## **Functional and Presentation Currency**

The Group's consolidated financial statements are presented in Russian Roubles, which is also the parent company's functional currency. Each entity in the Group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency. All financial information presented in RUR has been rounded to the nearest thousand.

The translation of the financial statements from the functional currency to the presentation currency is done in accordance with the requirements of IAS 21 The Effects of Changes in Foreign Exchange Rates. The assets and liabilities of the subsidiaries which use local currencies as the functional currency are translated into the presentation currency at the rate of exchange ruling at the reporting date, and their transactions are translated at the weighted average exchange rates for the year. Equity items, other than the net profit or loss for the year that is included in the balance of accumulated profit or loss, are translated at the historical exchange rate effective at the date of transition to IFRS. Equity transactions measured in terms of historical cost in a functional currency are translated using the exchange rates at the date of the transaction. The exchange differences arising on the translation are recognised in other comprehensive income or loss.

Transactions in foreign currencies in the Company and each subsidiary are initially recorded in the functional currency at the rate effective at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are retranslated to the functional currency using the rate of exchange ruling at the reporting date. All resulting differences are recorded as foreign currency exchange gains or losses in the period in which they arise. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates as at the dates of the initial transaction. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value is determined.

## Financial Assets

### Initial Recognition and Measurement

Financial assets within the scope of IAS 39 Financial Instruments: Recognition and Measurement are classified as either financial assets at fair value through profit or loss, loans and receivables, held to maturity investments, or available-for-sale financial assets, as appropriate. The Group determines the classification of its financial assets at initial recognition. When financial assets are recognised initially, they are measured at fair value, plus directly attributable transaction costs. All regular way purchases and sales of financial assets are recognised on the trade date, which is the date that the Group commits to purchase or sell the asset. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the period generally established by regulation or convention in the market place.

### Subsequent measurement

The measurement of financial assets depends on their classification as follows:

#### Financial Assets at Fair Value through Profit or Loss

Investments classified as held for trading are included in the category "financial assets at fair value through profit or loss". Investments are classified as held for trading if they are acquired for the purpose of selling in the near term. Gains or losses on investments held for trading are recognised in profit and loss.

Financial assets may be designated at initial recognition as at fair value through profit or loss if the following criteria are met: (i) the designation eliminates or significantly reduces the inconsistent treatment that would otherwise arise from measuring the assets or recognizing gains or losses on them on a different basis; or (ii) the assets are part of a group of financial assets which are managed and their performance evaluated on a fair value basis, in accordance with a documented risk management strategy; or (iii) the financial asset contains an embedded derivative that would need to be separately recorded. During the years ended December 31, 2010 and 2009, the Group did not hold any investments in this category.

#### Held-to-maturity Investments

Non-derivative financial assets with fixed or determinable payments and fixed maturity are classified as held-to-maturity when the Group has the positive intention and ability to hold them to maturity. During the years ended December 31, 2010 and 2009, the Group did not hold any investments in this category.

#### Loans and Receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. After initial recognition, such financial assets are subsequently measured at amortised cost using the effective interest rate method, less impairment. The effective interest rate amortisation is included in finance income in the income statement. The losses arising from impairment are recognised in income statement in finance cost.

### Available-for-sale financial investments

Available-for-sale financial investments include equity and debt securities. Equity investments classified as available-for-sale are those, which are neither classified as held for trading nor designated at fair value through profit or loss. Debt securities in this category are those which are intended to be held for an indefinite period of time and which may be sold in response to needs for liquidity or in response to changes in the market conditions.

After initial measurement, available-for-sale financial investments are subsequently measured at fair value with unrealised gains or losses recognised as other comprehensive income in the available-for-sale reserve until the investment is derecognised, at which time the cumulative gain or loss is recognised in other operating income, or determined to be impaired, at which time the cumulative loss is reclassified to the income statement in finance costs and removed from the available-for-sale reserve.

The Group evaluated its available-for-sale financial assets whether the ability and intention to sell them in the near term is still appropriate. When the Group is unable to trade these financial assets due to inactive markets and management's intention to do so significantly changes in the foreseeable future, the Group may elect to reclassify these financial assets in rare circumstances. Reclassification to loans and receivables is permitted when the financial assets meet the definition of loans and receivables and the Group has the intent and ability to hold these assets for the foreseeable future or until maturity. Reclassification to the held-to-maturity category is permitted only when the entity has the ability and intention to hold the financial asset accordingly.

For a financial asset reclassified out of the available-for-sale category, any previous gain or loss on that asset that has been recognised in equity is amortised to profit or loss over the remaining life of the investment using the EIR. Any difference between the new amortised cost and the expected cash flows is also amortised over the remaining life of the asset using the EIR. If the asset is subsequently determined to be impaired, then the amount recorded in equity is reclassified to the income statement.

As at December 31, 2010 and 2009, the Group had no available-for-sale financial assets.

### Derecognition

A financial asset (or, where applicable a part of a financial asset or part of a group of similar financial assets) is derecognised when: (i) the rights to receive cash flows from the asset have expired; or (ii) the Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a "pass-through" arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

When the Group has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, and has neither transferred nor retained substantially all the risks and rewards of the asset nor transferred control of the asset, a new asset is recognised to the extent of the Group's continuing involvement in the asset.

In that case, the Group also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Group could be required to repay.

## Impairment of Financial Assets

The Group assesses at each reporting date whether there is any objective evidence that a financial asset or a group of financial assets is impaired. A financial asset or a group of financial assets is deemed to be impaired if, and only if, there is objective evidence of impairment as a result of one or more events that has occurred after the initial recognition of the asset (an incurred "loss event") and that loss event has an impact on the estimated future cash flows of the financial asset or the group of financial assets that can be reliably estimated. Evidence of impairment may include indications that the debtors or a group of debtors is experiencing significant financial difficulty, default or delinquency in interest or principal payments, the probability that they will enter bankruptcy or other financial reorganisation and where observable data indicate that there is a measurable decrease in the estimated future cash flows, such as changes in arrears or economic conditions that correlate with defaults.

### Loans and Receivables

For amounts due from loans and receivables carried at amortised cost, the Group first assesses whether objective evidence of impairment exists individually for financial assets that are individually significant, or collectively for financial assets that are not individually significant. If the Group determines that no objective evidence of impairment exists for an individually assessed financial asset, whether significant or not, it includes the asset in a group of financial assets with similar credit risk characteristics and collectively assesses them for impairment.

If there is objective evidence that an impairment loss has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future expected credit losses that have not yet been incurred). The present value of the estimated future cash flows is discounted at the financial asset's original effective interest rate. If a loan has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account and the amount of the loss is recognised in the income statement. Interest income continues to be accrued on the reduced carrying amount based on the original effective interest rate of the asset. Loans together with the associated allowance are written off when there is no realistic prospect of future recovery and all collateral has been realised or has been transferred to the Group, if, in a subsequent year, the amount of the estimated impairment loss increases or decreases because of an event occurring after the impairment was recognised, the previously recognised impairment loss is increased or reduced by adjusting the allowance account. If a future write-off is later recovered, the recovery is recognised in the income statement.

### Available-for-sale Financial Investments

For available-for-sale financial investments, the Group assesses at each reporting date whether there is objective evidence that an investment or a group of investments is impaired.

In the case of equity investments classified as available-for-sale objective evidence would include a significant or prolonged decline in the fair value of the investment below its cost. Where there is evidence of impairment, the cumulative loss - mea-

sured as the difference between the acquisition cost and the current fair value, less any impairment loss on that investment previously recognised in the income statement – is removed from other comprehensive income and recognised in the income statement. Impairment losses on equity investments are not reversed through the income statement; increases in their fair value after impairment are recognised in other comprehensive income.

In the case of debt instruments classified as available-for-sale, impairment is assessed based on the same criteria as financial assets carried at amortised cost. However, the amount recorded for impairment is the cumulative loss measured as the difference between the amortised cost and the current fair value, less any impairment loss on that investment previously recognised in the income statement.

Future interest income continues to be accrued based on the reduced carrying amount of the asset and is accrued using the rate of interest used to discount the future cash flows for the purpose of measuring the impairment loss. The interest income is recorded as part of finance income. If, in a subsequent year, the fair value of a debt instrument increases and the increase can be objectively related to an event occurring after the impairment loss was recognised in the income statement, the impairment loss is reversed through the income statement.

## Property and Equipment

Property and equipment are recorded at historical cost, excluding the costs of day-to-day servicing, less accumulated depreciation and accumulated impairment in value. At each reporting date, management assesses whether there is any indication of impairment of property and equipment. If any such indication exists, management estimates the recoverable amount, which is determined as the higher of an asset’s fair value less costs to sell and its value in use. The carrying amount is reduced to the recoverable amount, and the difference is recognised as an expense (impairment loss) in the income statement. An impairment loss recognised for an asset in prior years is reversed if there has been a change in the estimates used to determine the asset’s recoverable amount.

Depreciation is calculated on property and equipment principally on a straight-line basis from the time the assets are available for use, over the following estimated economic useful lives:

Description	Useful life, years
Leasehold improvements	10
Buildings	10-30
Restaurant equipment	4-10
Computer equipment and electronics	4
Office furniture and fixtures	10
Vehicles	5-10



Depreciation attributable to restaurants is presented in cost of sales; other depreciation is presented within selling, general and administrative expenses in the consolidated income statement. Depreciation of an asset ceases at the earlier of the date the asset is classified as held for sale and the date the asset is derecognised.

The asset's residual values, useful lives and methods are reviewed, and adjusted as appropriate, at each financial year-end. Repair and maintenance expenditure is expensed as incurred. Major renewals and improvements are capitalised if it can be clearly demonstrated that they extend the life of the asset or significantly increase its revenue generating capacity beyond its originally assessed standard of performance, and the assets replaced are derecognised. Gains and losses arising from the retirement or disposal of property and equipment are included in the consolidated income statement as incurred.

Assets under construction are stated at cost which includes cost of construction and equipment and other direct costs. Assets under construction are not depreciated until the constructed or installed asset is ready for its intended use.

## Intangible Assets

Intangible assets acquired separately are measured on initial recognition at cost. The cost of intangible assets acquired in a business combination is fair value as at the date of acquisition. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and any accumulated impairment losses. Intangible assets are amortised on a straight-line basis over the useful economic lives from 4 to 15 years and assessed for impairment whenever there is an indication that the intangible asset may be impaired. Amortisations periods are reviewed at least at each financial year end. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are accounted for by changing the amortisation period or method, as appropriate, and treated as changes in accounting estimates. The amortisation expense on intangible assets is recognised in the consolidated income statement in the expense category consistent with the function of the intangible asset. The following specific amortisation terms are applied for each type of intangible asset:

The Group capitalises franchise lump sums paid to T.G.I. Friday's Inc. for each new restaurant opened by the Group under "T.G.I. Friday's" brand name. Such franchise lump sums are amortised on a straight-line basis over the franchise contractual period of 15 years.

The Group has exclusive rights to lease and sublease a number of restaurant premises. These rights are accounted for at cost and are amortised on a straight-line basis over the useful life period, generally from 4 to 10 years.

Software development costs are capitalised in accordance with requirements of IAS 38 Intangible Assets at cost and are amortised on a straight-line basis over their estimated useful lives, generally four years.

## Goodwill

Goodwill represents the excess of the aggregate of the consideration transferred and the amount recognised for non-controlling interest over the net identifiable assets acquired and liabilities assumed. If this consideration is lower than the fair value of the net assets of the subsidiary acquired, the difference is recognised in profit or loss. Following initial recognition, goodwill is measured at cost less any accumulated impairment losses.

Goodwill is not amortised. Instead it is tested for impairment annually or more frequently if events or changes in circumstances indicate that it might be impaired. As at the acquisition date any goodwill acquired in acquisitions is allocated to each of the cash-generating units or groups of cash-generating units expected to benefit from the combination's synergies, irrespective of whether other assets and liabilities of the Group are assigned to those units or group of units.

Impairment is determined by assessing the recoverable amount of the cash-generating unit (or group of cash-generating units), to which the goodwill relates. Where the recoverable amount of the cash-generating unit is less than the carrying amount, an impairment loss is recognised. Impairment losses relating to goodwill cannot be reversed in future periods. The carrying amount of goodwill at December 31, 2010 and 2009 was RUR 176,153 and RUR 143,137, respectively.

## Impairment of non-financial assets

The Group assesses at each reporting date whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Group estimates the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or restaurant level group of assets' (cash generating unit) fair value less costs to sell and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. Where the carrying amount of an asset or cash generating unit exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs to sell, an appropriate valuation model is used. These calculations are corroborated by valuation multiples, quoted share prices for publicly traded subsidiaries or other available fair value indicators.

Impairment losses of continuing operations are recognised in the income statement in those expense categories consistent with the function of the impaired asset.

For assets excluding goodwill, an assessment is made at each reporting date as to whether there is any indication that previously recognised impairment losses may no longer exist or may have decreased. If such indication exists, the Group estimates the asset's or cash-generating unit's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recog-

nised. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in the income statement.

The following criteria are also applied in assessing impairment of specific assets:

### **Goodwill**

Goodwill is tested for impairment annually (as at December 31) and when circumstances indicate that the carrying value may be impaired. Impairment is determined for goodwill by assessing the recoverable amount of each cash-generating unit (or group of cash-generating units) to which the goodwill relates. Where the recoverable amount of the cash-generating unit is less than their carrying amount an impairment loss is recognised. Impairment losses relating to goodwill cannot be reversed in future periods.

### **Intangible assets**

Intangible assets with indefinite useful lives are tested for impairment annually as at December 31 either individually or at the cash generating unit level, as appropriate and when circumstances indicate that the carrying value may be impaired.

## **Inventories**

Inventories, which include food, beverages and other supplies, are stated at the lower of cost or net realisable value. Cost of inventory is determined on the weighted-average basis and includes expenditures incurred in acquiring inventories and bringing them to their existing location and condition. Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs necessary to make the sale.

When inventories are sold, the carrying amount of those inventories recognised as an expense and reported as a component of Cost of sales and Selling, general and administrative expenses in the Income statement in the period in which the related revenue is recognised. The amount of any write-down of inventories to net realisable value and all losses of inventories recognised as an expense in the same components of the Income statement in the period the write-down or loss occurs. The amount of any reversal of any write-down of inventories, arising from an increase in net realisable value, recognised as a reduction in the amount of inventories recognised as an expense in the period in which the reversal occurs.

## Value Added Tax

The Russian and CIS tax legislation permits settlement of value added tax ("VAT") on a net basis.

VAT is payable upon invoicing and delivery of goods, performing work or rendering services, as well as upon collection of prepayments from customers. VAT on purchases, even if they have not been settled at the reporting date, is deducted from the amount of VAT payable. Where provision has been made for impairment of receivables, impairment loss is recorded for the gross amount of the debt, including VAT.

VAT recoverable arises when VAT related to purchases exceeds VAT related to sales.

## Receivables

Receivables, which generally have a short term, are recognised and carried at the original invoice amount less an allowance for any uncollectible amounts. Allowance is made when there is objective evidence that the Group will not be able to collect the debts. Impaired debts are derecognised when they are assessed as uncollectible.

## Cash and Cash Equivalents

Cash and cash equivalents in the statement of financial position comprise cash at banks and in hand, cash in transit and short-term deposits with an original maturity of three months or less.

## Equity

### Share Capital

Ordinary shares are classified as equity. External costs directly attributable to the issue of new shares are shown as a deduction in equity from the proceeds. Any excess of the fair value of consideration received over the par value of shares issued is recognised as additional paid-in capital.

### Dividends

Dividends are recognised when the shareholder's right to receive the payment is established. Dividends in respect of the period covered by the financial statements that are proposed or declared after the reporting date but before approval of the financial statements are not recognised as a liability at the reporting date in accordance with IAS 10 Events After the Reporting Period.

## Treasury Shares

Own equity instruments which are reacquired by the Group ("treasury shares") are recognised at cost and deducted from equity. No gain or loss is recognised in profit or loss on the purchase, sale, issue or cancellation of the Group's own equity instruments. Treasury shares are not recognised as a financial asset regardless of the reason for which they are reacquired.

## Financial Liabilities

### Initial Recognition and Measurement

Financial liabilities within the scope of IAS 39 are classified as financial liabilities at fair value through profit or loss, loans and borrowings, or as derivatives designated as hedging instruments in an effective hedge, as appropriate. The Group determines the classification of its financial liabilities at initial recognition.

Financial liabilities are recognised initially at fair value and in the case of loans and borrowings, plus directly attributable transaction costs.

### Subsequent Measurement

The measurement of financial liabilities depends on their classification as follows:

#### Financial Liabilities at Fair Value through Profit or Loss

Financial liabilities at fair value through profit or loss include financial liabilities held for trading and financial liabilities designated upon initial recognition as at fair value through profit or loss.

Financial liabilities are classified as held for trading if they are acquired for the purpose of selling in the near term. This category includes derivative financial instruments entered into by the Group that do not meet the hedge accounting criteria as defined by IAS 39. Gains or losses on liabilities held for trading are recognised in the income statement. The Group has not designated any financial liabilities upon initial recognition as at fair value through profit or loss.

#### Loans and Borrowings

Loans and credit facilities are initially recognised at fair value of the consideration received less directly attributable transaction costs. After initial recognition, loans and credit facilities are measured at amortised cost using the effective interest rate method; any difference between the initial fair value of the consideration received (net of transaction costs) and the redemption amount is recognised as an adjustment to interest expense over the period of the loan.

Gains and losses are recognised in the income statement when the liabilities are derecognised as well as through the amortisation process.



### Liabilities to Partners

Before 2007, the Group entered into partnership agreements with third parties (the “partners”) in respect of opening and operating the new restaurants. In accordance with the partnership agreements, the partners have the right to obtain a share in profits of a particular restaurant or group of restaurants in return for their initial cash investments into the restaurants. The Group manages the operations of the restaurants. The Group recognises all assets and liabilities of the restaurant in the Group’s consolidated financial statements as well as all income and expenses from their operations. In addition, the Group recognises a liability to partners under the partnership agreements.

Some of the Group’s subsidiaries in Russia and CIS are incorporated in the legal form of limited liability companies (LLC) and have several participants (or partners). Each participant has a right to a dividend distribution proportional to its ownership interest. In addition to the contribution to the charter capital the partners provide LLCs with interest-bearing or interest-free loans which are linked to their ownership interest in a LLC. If a participant decides to exit the LLC, the company is obliged to repay the actual value of the participant’s interest which is determined as its proportional share of net assets reported in the local statutory accounts. Therefore, the partners’ interest in these LLCs and loans provided are classified as a liability to partners in the Group’s consolidated statement of financial position.

At initial recognition, the liability to partners is recognised at its fair value which is equal to the initial cash investment of the partner. Subsequently, the liability to partners is measured at amortised cost which is calculated as the net present value of the estimated future payments to the partner using an effective interest method and any unwinding of the discount is reflected in the income statement as a finance charge. If the estimates of the future cash payments to the partner change, the carrying amount of the liability is recalculated by computing the present value of estimated future cash flows at the effective interest rate. The adjustment is recognised as finance income or expense in the consolidated income statement. The income attributed to the partners is presented as a finance expense in the consolidated income statement.

The differences between the carrying values of partners liabilities relating to acquired ownership interest and the consideration paid to acquire ownership interest are recognised as financial expense.

### Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires.

When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognised in the income statement.

## Offsetting of Financial Instruments

Financial assets and financial liabilities are offset and the net amount reported in the consolidated statement of financial position if, and only if, there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liabilities simultaneously.

## Fair Value of Financial Instruments

The fair value of financial instruments that are traded on active markets at each reporting date is determined by reference to quoted market prices or dealer price quotations (bid price for long positions and ask price for short positions), without any deduction for transaction costs. For financial instruments not traded in an active market, fair value is determined using appropriate valuation techniques. Such techniques may include using recent arm's length market transactions; reference to the current fair value of another instrument that is substantially the same; discounted cash flow analysis or other valuation models.

## Amortised Cost of Financial Instruments

Amortised cost is computed using the effective interest method less any allowance for impairment and principal repayment or reduction. The calculation takes into account any premium or discount on acquisition and includes transaction costs and fees that are an integral part of the effective interest rate.

## Leases

Finance leases, which transfer to the Group substantially all the risks and benefits incidental to ownership of the leased item, are capitalised from the commencement of the lease term at the fair value of the leased property or, if lower, at the present value of the minimum lease payments. Lease payments are apportioned between the finance charges and reduction of the lease liability so as to achieve a constant rate of interest on the remaining balance of the liability. Finance charges are charged to interest expense.

The depreciation policy for depreciable leased assets is consistent with that for depreciable assets, which are owned. If there is no reasonable certainty that the Group will obtain ownership by the end of the lease term, the asset is fully depreciated over the shorter of the lease term or its useful life.

Leases, where the lessor retains substantially all the risks and benefits of ownership of the asset, are classified as operating leases. Operating lease payments are recognised as an expense in the consolidated income statement on a straight-line basis over the lease term. Depending on contractual terms, the operating lease payment amounts are calculated for each restaurant as either a percentage of revenue with a minimum fixed monthly payment or as a fixed monthly payment. Some lease agreements contain escalation clauses.

## Provisions

Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and a reliable estimate of the amount can be made. Where the Group expects a provision to be reimbursed, for example under an insurance contract, the reimbursement is recognised as a separate asset but only when the reimbursement is virtually certain.

If the effect of the time value of money is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and where appropriate, the risks specific to the liability. Where discounting is used, the increase in the provision due to the passage of time is recognised as a borrowing cost.

## Revenue Recognition

Revenues are recognised when it is probable that the economic benefits will flow to the Group and the revenue can be reliably measured. Revenues are measured at the fair value of the consideration received or receivable and comprise amounts received following direct sales in restaurant and amounts received or receivable from franchise holders, net of any rebates, VAT and other sales taxes.

The following specific recognition criteria must also be met before revenue is recognised:

### Revenues from Restaurants and Canteens

Restaurant and canteens revenues are recognised when food and beverages are served. Revenues from food distribution are recognised upon delivery to the customers. Revenues are recognised at fair value of meals and services delivered, net of value added tax charged to customers.

### Franchise Revenues

Franchise revenues comprise fixed franchise fees and continuing royalty fees, which are charged for the right to use certain of the Group's intellectual property granted by the franchise agreements and for other services provided during the period of the agreement. Franchise fees are recognised as revenues as the rights are granted. Royalty fee from an individual licensee is recognised as a percentage of its revenue over the period of the agreement. Royalty fees are reported as franchise revenue when the fees are earned and become receivable.

### Sublease Revenues

The Group leases certain premises. Parts of these premises are subleased to third parties. Sublease revenues are recognised over the lease terms.

### **Sales of Semi-finished Products to Franchisees**

The Group gains revenues from sales of semi-finished products produced at the Group's main kitchen production line. Revenues are recognised at fair value of the consideration receivable, net of value added tax.

### **Interest Income**

For all financial instruments measured at amortised cost interest income or expense is recorded using the effective interest rate, which is the rate that exactly discounts the estimated future cash payments or receipts through the expected life of the financial instrument or a shorter period, where appropriate, to the net carrying amount of the financial asset or liability. Interest income is included in finance income in the income statement.

## **Borrowing Costs**

Borrowing costs of the Group include interest on bank overdrafts, short-term, long-term credit facilities and bonds. To the extent that funds are borrowed generally and used for the purpose of obtaining a qualifying asset, the amount of borrowing costs eligible for capitalisation are determined by applying a capitalisation rate to the expenditures on that asset. The capitalisation rate is calculated as the weighted average of the borrowing costs applicable to the borrowings of the entity that are outstanding during the period, other than borrowings made specifically for the purpose of obtaining a qualifying asset. Other borrowing costs are recognised as an expense in the period in which they are incurred. For the year ended December 31, 2010 and 2009, the Group capitalised borrowing costs for leasehold improvements in the amount of RUR 10,722 and RUR 5,266, using the capitalisation rate of 6.45% and from 8.80% to 15.00%, respectively.

## **Start-up Expenses for New Restaurants**

Start-up expenses for new restaurants represent costs related to the construction and the opening of new restaurant premises. Such expenses include rent and payroll expenses, new personnel training and other overhead expenses that arise before the opening of new restaurants. Start-up expenses for new restaurants are recognised as operating expense in the accounting period the related work was performed.

## **Employee Benefits**

The Company accrues for the employees' compensated absences (vacations) as the additional amount that the Company expects to pay as a result of the unused vacation that has accumulated at the reporting date.

Under provision of the Russian legislation, social contributions are calculated by the Group by the application of a regressive rate (from 26% to 2%) to the annual gross remuneration of each employee. The Group allocates the social benefits to three social funds (state pension fund, social and medical insurance funds), where the rates of contributions to the pension fund varies from 20% to 2% depending on the annual gross salary of each employee. The Group's social contributions are expensed in the year to which they relate. Total social contributions amounted to RUR 412,415 and RUR 380,645 during the years ended December 31, 2010 and 2009, respectively, and they were classified as payroll expenses in these consolidated financial statements.

## Share Based Payments

In April 2010 the Group adopted Share Appreciation Rights Program (SARP) under which certain top managers and directors of the Group will receive remuneration in the form of share-based payment transactions, whereby employees render services as consideration for equity instruments (equity-settled transactions).

The cost of equity-settled transactions is recognised, together with a corresponding increase in other capital reserves in equity, over the period in which service conditions are fulfilled, ending on the date on which the relevant persons become fully entitled to the award ("the vesting date"). The cumulative expense recognised for equity-settled transactions at each reporting date until the vesting date reflects the extent to which the vesting period has expired and the Group's best estimate of the number of equity instruments that will ultimately vest. The charge or credit in the income statement for a period represents the movement in cumulative expense recognised as at the beginning and end of that period (Note 31).

No expense is recognised for awards that do not ultimately vest, except for equity-settled transactions where vesting is conditional upon a market or non-vesting condition, which are treated as vesting irrespective of whether or not the market or non-vesting condition is satisfied, provided that all other performance and/or service conditions are satisfied.

## Loyalty Programmes

Customer loyalty programmes are used by the Group to provide customers with award credits as part of a sales transaction, including awards that can be redeemed for goods and services not supplied by the entity. The Group company collecting the consideration on behalf of the third party measures its revenue as the net amount retained on its own account. The Group company acting as an agent for a third party recognises revenue arising from rendering agency services to that third party as revenue from rendering services.

The Group uses the "Honoured Guest" and "Malina" loyalty programmes to build brand loyalty, retain its valuable customers and increase sales volume. The programmes are designed to reward customers for past purchases and to provide them with incentives to make future purchases. Each time a customer buys meals in one of the Group's restaurants, the Group grants the customer loyalty award credits.

The "Honoured Guest" programme operates in Russian regions and a customer can redeem the award credits as they are granted for free meals. The "Malina" programme operates in Moscow region and a customer using this programme can redeem the award credits as they are granted only for getting goods and services listed in a special catalogue and provided by a programme operator.

## Taxes

### Current Income Tax

Current income tax assets and liabilities for the current and prior periods are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted, by the reporting date, in the countries where the Group operates and generates taxable income.

Current income tax relating to items recognised directly in equity is recognised in equity and not in the income statement. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

### Deferred Income Tax

Deferred tax assets and liabilities are calculated in respect of temporary differences at the reporting date using the liability method. Deferred income taxes are provided for all temporary differences arising between the tax bases of assets and liabilities and their carrying values for financial reporting purposes, except where the deferred income tax arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss.

Deferred tax liabilities are recognised for all taxable temporary differences associated with investments in subsidiaries, branches and associates, and interests in joint ventures, except to the extent that the parent, investor or venturer is able to control the timing of the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred tax assets are recorded only to the extent that it is probable that taxable profit will be available against which the deductible temporary differences can be utilised. Deferred tax assets and liabilities are measured at tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on tax rates that have been enacted or substantively enacted at the reporting date. Deferred tax assets are recognised for all deductible temporary differences arising from investments in subsidiaries, branches and associates, and interests in joint ventures, to the extent that the temporary difference will reverse in the foreseeable future and taxable profit will be available against which the temporary difference can be utilised.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are reassessed at each reporting date and are recognised to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.



Deferred income tax is charged or credited to the income statement, except when it relates to items recognised outside profit or loss, in which case the deferred tax is also recognised in the statement of comprehensive income or directly in equity.

Deferred income tax assets and deferred income tax liabilities are offset, if a legally enforceable right exists to set off current income tax assets against current income tax liabilities and the deferred income taxes relate to the same taxable entity and the same taxable authority.

### **Unified Tax on Imputed Income**

Certain restaurants of the Group's subsidiaries located outside the Moscow region with restaurants meeting specified criteria are subject to unified tax on imputed income paid instead of corporate income tax, value added tax, property tax and unified social tax. According to the Russian Tax Code companies engaged in restaurant and catering services are subject to unified tax if a trading area of a restaurant does not exceed 150 square meters. For the years ended December 31, 2010 and 2009, the share of revenues subject to unified tax on imputed income amounted to approximately 15%. Imputed income is calculated as a fixed amount of imputed income per square meter of a trading area specified by the Russian Tax Code and respective regional/local authorities. Unified tax on imputed income is fixed at 15% of imputed income.

The Group recognises the unified tax on imputed income as other general and administrative expenses in its consolidated income statement. For the years ended December 31, 2010 and 2009, the unified tax on imputed income amounted to RUR 15,994 and RUR 14,180, respectively.

## **Significant Accounting Judgements, Estimates and Assumptions**

On an on-going basis, management of the Group evaluates its estimates and assumptions. Management of the Group bases its estimates and assumptions on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis for making judgments about the carrying value of assets and liabilities that are not readily apparent from other sources. Because of the uncertainty of factors surrounding the estimates or judgments used in the preparation of the Group's consolidated financial statements actual results may vary from these estimates.

### **Judgements**

In the process of applying the Group's accounting policies, management has made the following judgements, apart from those involving estimates, which have the most significant effect on the amounts recognised in the consolidated financial statements:

### Classification of Lease Agreements

A lease is classified as a finance lease if it transfers to the Group substantially all the risks and rewards incidental to ownership, otherwise it is classified as an operating lease. Whether a lease is a finance lease or an operating lease depends on the substance of the transaction rather than the form of the contract. If the lease term is longer than 75 percent of the economic life of the asset, or if at the inception of the lease the present value of the minimum lease payments amounts to at least 90 percent of the fair value of the leased asset, the lease is classified by the Group as finance lease, unless it is clearly demonstrated otherwise.

### Operating Lease Terms

The lease term is the non-cancellable period for which the lessee has contracted to lease the asset together with any further terms for which the lessee has the option to continue to lease the asset, with or without further payment, when at the inception of the lease it is reasonably certain that the lessee will exercise the option. When determining the lease term, the Group includes the option periods which relate to its preferential right to renew the lease agreement under the Civil Code of the Russian Federation provided the Group has complied with the lease agreement terms (all other conditions being equal). Preferential right arises if the lessor refused to enter into a lease agreement with the lessee for a new term, but within one year from the date of expiration of the lease agreement with the lessee entered into a lease agreement with a third party. In such case the lessee is entitled to claim through the court the transfer to him of the rights and responsibilities under such an agreement and compensation of damages caused by refusal to renew the lease agreement and/or to claim above damages only. Preferential right does not exist if the lessor decides not to continue leasing the property.

### Partnership Agreements

Before 2007, in order to raise capital for the development of its restaurants in the Moscow region, the Group entered into a number of partnership agreements. The Group has determined that, under the terms of the partnership agreements, it maintains full control of the restaurants business while partners gain a share in the profits of the restaurants.

## Estimates and Assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

### Useful Lives of Property and Equipment

The Group assesses the remaining useful lives of items of property and equipment at least at each financial year-end. If expectations differ from previous estimates, the changes are accounted for as a change in an accounting estimate in accordance with IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors. These estimates may have a material impact on the amount of the carrying values of property and equipment and on depreciation recognised in profit or loss.

### Impairment of Non-financial Assets

Generally, the Group assesses at each reporting date whether there is any indication that an asset may be impaired. If any such indication exists, the Group makes an estimate of the asset's recoverable amount. Where the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount, which is determined as the higher of an asset's fair value less cost to sell and its value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessment of the time value of money and the risks specific to the assets. In determining fair value less costs to sell, an appropriate valuation model is used. The Group recognised impairment loss for the year ended December 31, 2009 in the amount of RUR 42,435. During the year ended December 31, 2010, the Group reversed accumulated impairment loss in the amount of RUR 3,884.

### Impairment of Goodwill

The Group's impairment test for goodwill is based on value in use calculations for cash-generating units to which the goodwill is allocated. Estimating the value in use requires the Group to make an estimate of the expected future cash flows from the cash-generating unit and also to choose a suitable discount rate in order to calculate the present value of those cash flows. There is no impairment loss of goodwill for the years ended December 31, 2010 and 2009.

### Fair Values of Assets and Liabilities Acquired in Business Combinations

The Group is required to recognise separately, at the acquisition date, the identifiable assets, liabilities and contingent liabilities acquired or assumed in a business combination at their fair values, which involves estimates. Such estimates are based on valuation techniques, which require considerable judgment in forecasting future cash flows and developing other assumptions.

### Allowance for Impairment of Advances Paid, Taxes Recoverable and Receivables

Management maintains an allowance for impairment for doubtful advances paid and receivables to provide for losses from the inability of suppliers to deliver goods or services for which they received prepayments from the Group, inability of franchisees to settle their debts and unrecoverable taxes. When evaluating the adequacy of an allowance for impairment of advances paid, taxes recoverable and receivables, management bases its estimates on specific analysis of the major outstanding prepayments, taxes recoverable and accounts receivable balances and historical write-off experience. If the financial condition of those suppliers or franchisees were to deteriorate, actual write-offs might be higher than expected. As of December 31, 2010 and 2009, the allowance for impairment of advances paid, taxes recoverable and receivables amounted to RUR 39,328 and RUR 48,676, respectively.

### Allowance for Impairment of Inventory

Management of the Group regularly reviews the need to provide for slow moving or damaged inventory based on monthly aging and inventory turnover report as well as based on physical inventory observation. As of December 31, 2010 and 2009, the allowances for impairment of inventory amounted to RUR 30,337 and RUR 40,005, respectively.

### Current Taxes

Russian tax legislation is subject to varying interpretation and changes occurring frequently. Further, the interpretation of tax legislation by tax authorities as applied to the transactions and activity of the Group's entities may not coincide with that of management. As a result, tax authorities may challenge transactions and the Group's entities may be assessed additional taxes, penalties and interest. The periods remain open to review by the tax authorities with respect to tax liabilities for three calendar years preceding the year of review. Under certain circumstances reviews may cover longer periods. As of December 31, 2010 and 2009 possible uncertain tax positions amounted to RUR 46,444 and RUR 91,217, respectively.

### Deferred Tax Assets

Management judgment is required for the calculation of current and deferred income taxes. Deferred tax assets are recognised to the extent that their utilisation is probable. The utilisation of deferred tax assets will depend on whether it is possible to generate sufficient taxable income in respective tax type and jurisdiction. Various factors are used to assess the probability of the future utilisation of deferred tax assets, including past operating results, operational plan, expiration of tax losses carried forward, and tax planning strategies. If actual results differ from such estimates or if these estimates must be adjusted in future periods, the financial position, results of operations and cash flows may be negatively affected. In such an event, the assessment of future utilisation of deferred tax assets must be reduced and this reduction be recognised in profit or loss.

## 5. Business Combinations

### Acquisition of American Cuisine Warsaw sp.z o.o

On December 28, 2010, the Group acquired 100% of shares of American Cuisine Warsaw sp.z o.o. for total consideration of 1,595 thousands of US dollars (RUR 48,586 at the exchange rate at December 28, 2010), an unlisted company based in Warsaw operating T.G.I. Friday's restaurant. The acquisition resulted in excess of purchase price over the fair value of the net assets amounted to RUR 15,570, which was recorded as Goodwill of RUR 33,016, that is attributed to the expected synergies and other benefits from combining assets and activities of the acquired company with those of the Group.

At the reporting date the Group did not finalise the valuation of acquired assets and in so far the accounting for the business combination is incomplete. The provisional fair value of the acquired identifiable assets, liabilities and contingent liabilities at the acquisition date was:

Preliminary fair value	December 28, 2010
Property and equipment	12,181
Intangible assets	3,574
Inventories	1,275
Trade receivables	196
Cash	1,316
Other assets	2,080
<b>Total assets</b>	<b>20,622</b>
Deferred income tax liabilities	(2,261)
Other liabilities	(2,791)
<b>Total liabilities</b>	<b>(5,052)</b>
<b>Total identifiable net assets at fair value, preliminary</b>	<b>15,570</b>
<b>Goodwill arising on acquisition (Note 8)</b>	<b>33,016</b>
<b>Purchase consideration transferred</b>	<b>48,586</b>

In 2010 cash flow on acquisition was as follows:

	2010
Net cash acquired with the subsidiary	1,316
Net cash paid	(48,586)
<b>Net cash outflow</b>	<b>(47,270)</b>

The provisional fair value and net book value of property and equipment and intangible assets amounted to RUR 15,755 and RUR 279, respectively. None of the property and equipment, intangible assets and goodwill has been impaired (Note 8). American Cuisine Warsaw sp.z o.o. consolidated revenue and net profit for the period from December 28, 2010 to December 31, 2010 amounted to RUR 357 and RUR 15, respectively.

## 6. Property and Equipment

The movement in property and equipment for the year ended December 31, 2009 was as follows:

	Buildings and leasehold improvements	Restaurant equipment	Computer equipment and electronics	Office furniture and fixtures	Vehicles	Assets under construction	Total
<b>Cost</b>							
<b>At December 31, 2008</b>	<b>2,224,700</b>	<b>852,349</b>	<b>209,809</b>	<b>218,593</b>	<b>34,982</b>	<b>169,721</b>	<b>3,710,154</b>
Additions	–	31,127	–	–	–	309,430	<b>340,557</b>
Assets put into use	155,919	58,505	13,870	20,521	599	(249,414)	–
Disposals	(86,139)	(38,139)	(13,767)	(8,619)	(1,597)	(33,034)	<b>(181,295)</b>
Translation difference	(16,956)	(19,816)	(3,114)	(7,778)	(478)	1,588	<b>(46,554)</b>
<b>At December 31, 2009</b>	<b>2,277,524</b>	<b>884,026</b>	<b>206,798</b>	<b>222,717</b>	<b>33,506</b>	<b>198,291</b>	<b>3,822,862</b>
<b>Accumulated Depreciation and Impairment</b>							
<b>At December 31, 2008</b>	<b>(788,167)</b>	<b>(182,674)</b>	<b>(118,065)</b>	<b>(65,791)</b>	<b>(8,228)</b>	<b>(22,984)</b>	<b>(1,185,909)</b>
Charge for the year	(193,929)	(55,298)	(38,143)	(20,556)	(3,232)	–	<b>(311,158)</b>
Disposals	46,968	10,807	11,321	3,467	465	–	<b>73,028</b>
Impairment of property and equipment	(8,810)	(5,441)	(259)	(3,228)	–	(11,278)	<b>(29,016)</b>
Translation difference	7,195	3,811	1,396	1,193	127	26	<b>13,748</b>
<b>At December 31, 2009</b>	<b>(936,743)</b>	<b>(228,795)</b>	<b>(143,750)</b>	<b>(84,915)</b>	<b>(10,868)</b>	<b>(34,236)</b>	<b>(1,439,307)</b>
<b>Net Book Value</b>							
<b>At December 31, 2008</b>	<b>1,436,533</b>	<b>669,675</b>	<b>91,744</b>	<b>152,802</b>	<b>26,754</b>	<b>146,737</b>	<b>2,524,245</b>
<b>At December 31, 2009</b>	<b>1,340,781</b>	<b>655,231</b>	<b>63,048</b>	<b>137,802</b>	<b>22,638</b>	<b>164,055</b>	<b>2,383,555</b>



The movement in property and equipment for the year ended December 31, 2010 was as follows:

	Buildings and leasehold improvements	Restaurant equipment	Computer equipment and electronics	Office furniture and fixtures	Vehicles	Assets under construction	Total
<b>Cost</b>							
<b>At December 31, 2009</b>	<b>2,277,524</b>	<b>884,026</b>	<b>206,798</b>	<b>222,717</b>	<b>33,506</b>	<b>198,291</b>	<b>3,822,862</b>
Additions	–	31,249	–	–	–	320,059	351,308
Assets acquired in business combination	8,740	2,391	335	715	–	–	12,181
Assets put into use	144,522	116,269	21,312	35,424	4,360	(321,887)	–
Disposals	(79,339)	(61,782)	(14,880)	(4,707)	(3,296)	(874)	(164,878)
Translation difference	(8,543)	(2,108)	(507)	(137)	(55)	(1,926)	(13,276)
<b>At December 31, 2010</b>	<b>2,342,904</b>	<b>970,045</b>	<b>213,058</b>	<b>254,012</b>	<b>34,515</b>	<b>193,663</b>	<b>4,008,197</b>
<b>Accumulated Depreciation and Impairment</b>							
<b>At December 31, 2009</b>	<b>(936,743)</b>	<b>(228,795)</b>	<b>(143,750)</b>	<b>(84,915)</b>	<b>(10,868)</b>	<b>(34,236)</b>	<b>(1,439,307)</b>
Charge for the year	(198,257)	(58,860)	(33,056)	(22,110)	(2,966)	–	(315,249)
Disposals	36,985	18,016	13,940	2,748	2,018	–	73,707
Impairment of property and equipment	(174)	138	449	(157)	–	3,628	3,884
Translation difference	2,775	917	352	190	3	33	4,270
<b>At December 31, 2010</b>	<b>(1,095,414)</b>	<b>(268,584)</b>	<b>(162,065)</b>	<b>(104,244)</b>	<b>(11,813)</b>	<b>(30,575)</b>	<b>(1,672,695)</b>
<b>Net Book Value</b>							
<b>At December 31, 2009</b>	<b>1,340,781</b>	<b>655,231</b>	<b>63,048</b>	<b>137,802</b>	<b>22,638</b>	<b>164,055</b>	<b>2,383,555</b>
<b>At December 31, 2010</b>	<b>1,247,490</b>	<b>701,461</b>	<b>50,993</b>	<b>149,768</b>	<b>22,702</b>	<b>163,088</b>	<b>2,335,502</b>

As of December 31, 2010 and 2009, certain items of property and equipment with a carrying value of RUR 503,054 and RUR 458,835, respectively, were pledged to banks as collateral against loans to the Group (Note 19).

The Group has several finance lease contracts for motor vehicles and computer equipment. The carrying value of the leased assets as of December 31, 2010 and 2009 amounted to RUR 14,084 and RUR 17,481, respectively (Note 21).

The Group recognised impairment losses of property and equipment for the year ended December 31, 2009, in the amount of RUR 29,016, as the recoverable amount of these assets is nil at the same date. Impairment losses were identified as a result of the testing at the level of restaurants (cash generating units). The recoverable amount of a cash generating unit has been determined based on a value in use calculation using net cash flows from financial budgets approved by key management covering the period of useful life of up to 10 years of the main asset of each cash generating unit. The cash flow projections were discounted at the Group's cost of financing, 8.93% and 16.00% in Russian Rouble nominal terms for 2010 and 2009, respectively. Recognised impairment losses of property and equipment relate to loss-making restaurants located in Moscow, Krasnoyarsk, Samara and Tolyatti. During the the year ended December 31, 2010, the Group reversed accumulated impairment loss of property and equipment in the amount of RUR 3,884. The accumulated impairment loss of property and equipment amounted to RUR 73,790 and RUR 150,601 as of December 31, 2010 and 2009, respectively.

## 7. Intangible Assets

The movement in intangible assets for the year ended December 31, 2009 was as follows:

	Franchise rights	Exclusive rent rights	Trademarks	Software	Total
<b>Cost</b>					
<b>At December 31, 2008</b>	<b>22,657</b>	<b>432,103</b>	<b>26,284</b>	<b>105,799</b>	<b>586,843</b>
Additions	9,267	11,546	90	3,029	23,932
Disposals	–	(26,603)	–	(325)	(26,928)
Translation difference	12	4,775	754	(580)	4,961
<b>At December 31, 2009</b>	<b>31,936</b>	<b>421,821</b>	<b>27,128</b>	<b>107,923</b>	<b>588,808</b>
<b>Accumulated Amortisation and Impairment</b>					
<b>At December 31, 2008</b>	<b>(5,964)</b>	<b>(96,884)</b>	<b>(25,244)</b>	<b>(27,430)</b>	<b>(155,522)</b>
Charge for the year	(2,877)	(64,379)	(134)	(24,466)	(91,856)
Disposals	–	–	–	95	95
Impairment of intangible assets	–	(13,419)	–	–	(13,419)
Translation difference	59	(301)	(737)	281	(698)
<b>At December 31, 2009</b>	<b>(8,782)</b>	<b>(174,983)</b>	<b>(26,115)</b>	<b>(51,520)</b>	<b>(261,400)</b>
<b>Net Book Value</b>					
<b>At December 31, 2008</b>	<b>16,693</b>	<b>335,219</b>	<b>1,040</b>	<b>78,369</b>	<b>431,321</b>
<b>At December 31, 2009</b>	<b>23,154</b>	<b>246,838</b>	<b>1,013</b>	<b>56,403</b>	<b>327,408</b>

The movement in intangible assets for the year ended December 31, 2010 was as follows:

	Franchise rights	Exclusive rent rights	Trademarks	Software	Total
<b>Cost</b>					
<b>At December 31, 2009</b>	<b>31,936</b>	<b>421,821</b>	<b>27,128</b>	<b>107,923</b>	<b>588,808</b>
Additions	4,025	11,891	–	2,004	17,920
Assets acquired in business combination	3,532	–	1	41	3,574
Disposals	(1,518)	(18,855)	–	(677)	(21,050)
Translation difference	(372)	(6,446)	204	(145)	(6,759)
<b>At December 31, 2010</b>	<b>37,603</b>	<b>408,411</b>	<b>27,333</b>	<b>109,146</b>	<b>582,493</b>
<b>Accumulated Amortisations and Impairment</b>					
<b>At December 31, 2009</b>	<b>(8,782)</b>	<b>(174,983)</b>	<b>(26,115)</b>	<b>(51,520)</b>	<b>(261,400)</b>
Charge for the year	(3,244)	(61,032)	(136)	(23,815)	(88,227)
Disposals	148	3,474	–	257	3,879
Impairment of intangible assets	–	–	–	–	–
Translation difference	29	1,548	(200)	103	1,480
<b>At December 31, 2010</b>	<b>(11,849)</b>	<b>(230,993)</b>	<b>(26,451)</b>	<b>(74,975)</b>	<b>(344,268)</b>
<b>Net Book Value</b>					
<b>At December 31, 2009</b>	<b>23,154</b>	<b>246,838</b>	<b>1,013</b>	<b>56,403</b>	<b>327,408</b>
<b>At December 31, 2010</b>	<b>25,754</b>	<b>177,418</b>	<b>882</b>	<b>34,171</b>	<b>238,225</b>

In 2009 the Group recognised impairment loss from an exclusive rent right in Rosinter Czech Republic s.r.o. in the amount of RUR 13,419 as future benefit from this asset is unlikely to flow to the Group. Impairment loss was identified as a result of the testing at the level of cash generating units. The recoverable amount of a cash generating unit has been determined based on a value in use calculation using net cash flows from financial budgets approved by key management covering the period of useful life of up to 10 years of the main asset of each cash generating unit. The cash flow projections were discounted at the Group's cost of financing 8.93% and 16.00% in Russian Rouble nominal terms for 2010 and 2009, respectively. Recognised impairment loss relates to a cash generating unit with insufficient projected cash flows. The carrying amount of the asset was written off to the recoverable amount equal to nil. In the year ended December 31, 2010 there was no additional impairment of intangible assets.

## 8. Goodwill

Movements in goodwill arising on the acquisition of subsidiaries were as follows at December 31:

	Gross amount	Impairment losses	Carrying amount
<b>At December 31, 2008</b>	<b>154,362</b>	<b>(11,225)</b>	<b>143,137</b>
<b>At December 31, 2009</b>	<b>154,362</b>	<b>(11,225)</b>	<b>143,137</b>
Goodwill recognised on acquisition of subsidiaries	33,016	–	33,016
<b>At December 31, 2010</b>	<b>187,378</b>	<b>(11,225)</b>	<b>176,153</b>

The carrying amount of goodwill as of December 31, 2010 was allocated among cash generating units (group of cash generating units):

	Gross amount	Impairment losses	Carrying amount
Pulkovo airport restaurants, Saint Petersburg, Russia	125,006	–	<b>125,006</b>
T.G.I. Friday's Atrium, Warsaw, Poland	33,016	–	<b>33,016</b>
Combo II Patio and Planet Sushi, Ekaterinburg, Russia	18,131	–	<b>18,131</b>
Sibirskaya Corona, Samara, Russia	11,225	(11,225)	–
	<b>187,378</b>	<b>(11,225)</b>	<b>176,153</b>

The Group's goodwill was tested for impairment at the restaurants (cash generating unit) level by comparing values of cash generating units' assets including goodwill to their recoverable amounts. The recoverable amount of cash generating units has been determined based on a value in use calculation using net cash flows from financial budgets approved by key management covering the period of useful life of up to 10 years of the main asset of each cash generating unit. The cash flow projections were discounted at the Group's cost of financing, 8.93% and 16.00% in Russian Rouble nominal terms for 2010 and 2009, respectively. The Group's management believes that all of its estimates are reasonable as they are consistent with the internal reporting and reflect management's best estimates.

The result of applying discounted cash flow models reflects expectations about possible variations in the amount and timing of future cash flows and is based on reasonable and supportable assumptions that represent management's best estimate of the range of uncertain economic conditions.

In the years ended December 31, 2010 and 2009 there was no impairment of goodwill. In regard to the assessment of value-in-use of other cash generating units, management believes that no reasonable change in any of the above assumptions would cause the carrying value of the unit to materially exceed its recoverable amount.

## 9. Investments in Joint Ventures and Associates

The Group accounted for investments in joint ventures and associates under the equity method. The movement in investments in joint ventures and associates was as follows:

	Costa Joint Venture	Associates	Total
<b>At December 31, 2008</b>	<b>39,381</b>	<b>4,402</b>	<b>43,783</b>
Share of profit / (loss)	(17,857)	798	(17,059)
Translation difference	998	–	998
<b>At December 31, 2009</b>	<b>22,522</b>	<b>5,200</b>	<b>27,722</b>
Share of profit / (loss)	(23,220)	1,347	(21,873)
Translation difference	698	(2)	696
<b>At December 31, 2010</b>	<b>–</b>	<b>6,545</b>	<b>6,545</b>

In December 2007 the Group entered into a joint venture agreement with Costa Limited (“Costa”) which operates coffee houses in the United Kingdom and other countries. The Group and Costa operate Rosworth Investments Limited and its subsidiary as a joint venture. The Group has 50% interest in Rosworth Investments Limited which started its operating activity in 2008. In 2010 Group’s share in net losses of the joint venture exceeded cost of investment of RUR 23,220 and prevented the Group from further recognition of share of losses in excess of net investment in joint venture.

The following table illustrates summarised financial information of the Group’s interest in the Costa joint venture at December 31, 2010 and 2009 and for the years then ended:

	2010	2009
Non-current assets	60,926	35,281
Current assets	38,449	14,976
	<b>99,375</b>	<b>50,257</b>
Non-current liabilities	126,484	20,279
Current liabilities	16,183	7,456
	<b>142,667</b>	<b>27,735</b>
<b>Carrying amount of the interest in the joint venture</b>	<b>(43,292)</b>	<b>22,522</b>
Revenue	142,666	79,177
Cost of sales	(36,861)	(23,798)
Selling, general and administrative expenses	(149,148)	(84,876)
Net finance income	3,295	14,046
Net operating expenses	(6,637)	(2,406)
<b>Loss for the year</b>	<b>(46,685)</b>	<b>(17,857)</b>

## 10. Related Parties Disclosures

In accordance with IAS 24 Related Party Disclosures parties are considered to be related if one party has the ability to control the other party or exercise significant influence over the other party in making financial or operational decisions. In considering each possible related party relationship, attention is directed to the substance of the relationship, not merely the legal form.

Related parties may enter into transactions which unrelated parties might not, and transactions between related parties may not be effected on the same terms, conditions and amounts as transactions between unrelated parties.

Short-term loans receivable from/payable to related parties consisted of the following as of December 31:

Related Parties	Nature of relationship	Short-term loans receivable from related parties		Short-term loans payable to related parties	
		2010	2009	2010	2009
Rostik Investment Group Inc.(1)	Entity under common control (EUCC)	10,000	68,750	–	–
Other EUCC		2,576	2,583	7,253	–
<b>Total short-term loans receivable from/payable to related parties</b>		<b>12,576</b>	<b>71,333</b>	<b>7,253</b>	<b>–</b>

(1) On December 24, 2007, the Group provided Rostik Investment Group Inc. with an unsecured rouble denominated loan in the total amount of RUR 68,750, bearing interest of 14.00% per annum. In August 2010, the loan agreement was renewed with the interest rate of 10.00% per annum and due date of December 31, 2011.

Long-term loans receivable from/payable to related parties were the following as of December 31:

Related Parties	Nature of relationship	Long-term loans receivable from related parties		Long-term loans payable to related parties	
		2010	2009	2010	2009
Hodler Finance S.A.(2)	(EUCC)	76,192	120,977	–	–
Rosworth Investments Limited (3)	Joint Venture	64,918	22,777		
Other EUCC		–		–	24,624
<b>Total long term loans receivable from/payable to related parties</b>		<b>141,110</b>	<b>143,754</b>	<b>–</b>	<b>24,624</b>

(2) In November 2009, the Group issued two unsecured loans to Hodler Finance S.A. in the amounts of 3,000 thousand US dollars and 1,000 thousand US dollars (RUR 91,431 and RUR 30,477 at the exchange rate at December 31, 2010) bearing interest of 12.05% and 8.78% per annum, respectively, and maturing in 2012. Such loans correspond to 36.40% portion of the credit lines obtained by the Group from Raiffeisenbank and Credit Europe Bank where related parties provided real estate as supplementary collateral. During the year ended December 31, 2010, these loans were fully repaid. On April 22, 2010 the Group issued an unsecured loan to Hodler Finance S.A. in the amount of 2,500 thousand US dollars (RUR 76,192 at the exchange rate at December 31, 2010) bearing interest of 8.75% and maturing in 2012.



- (3) During 2008-2010 the Group issued a number of unsecured loans to Rosworth Investments Limited in the total nominal amount of 3,760 thousand US dollars (RUR 114,593 at the exchange rate at December 31, 2010) bearing interest of USD LIBOR 3M plus 1% per month and maturing in 2017. The outstanding balances at amortised cost were RUR 64,918 and RUR 22,777 as of December 31, 2010 and 2009, respectively.

As of December 31, 2009 and 2010 long-term and short-term loans and accounts receivable from related parties were neither past due nor impaired.

As of December 31, 2009 long-term advances to related party consisted of payments to CJSC Preobrazhenie for non-controlling shares in the Group's subsidiaries in Omsk in the amount of RUR 165,430. During 2010, the Group completed all transactions related to acquisition of non-controlling shares in the Group's subsidiaries (Note 17).

During 2010, the Group purchased lease right procurement services from Rostik International C.A. in the amount of RUR 24,683 included in other non-current assets.

Short-term accounts receivable from/payable to related parties consisted of the following as of December 31:

Related Parties	Nature of relationship	Receivables from related parties		Payables to related parties	
		2010	2009	2010	2009
Rostik Investment Group Inc.(4)	EUCC	69,064	19,375	1,213	3,792
Brava LLC (5)	Joint Venture	19,192	3,459	1,847	965
RIG Restaurant Limited (6)	Parent company	15,131	7,841	-	-
National QSR Network LLC (7)	EUCC	955	8,842	33	-
Perm Caramel Restaurants LLC (8)	EUCC	-	9,252	-	-
Tumen Caramel Restaurants LLC (8)	EUCC	-	6,284	-	-
Loyalty Partners Vostok LLC (9)	EUCC	-	-	4,573	21,556
Other EUCC		4,797	19,263	14,086	18,381
<b>Total receivable from / payable to related parties</b>		<b>109,139</b>	<b>74,316</b>	<b>21,752</b>	<b>44,694</b>

- (4) The outstanding receivable balance as of December 31, 2010 and 2009 represents management and financial advisory services provided by the Group to Rostik Investment Group Inc. The outstanding payable balance as of December 31, 2010 and 2009 comprises rent payable and interest payable.
- (5) The outstanding receivable balance as of December 31, 2010 and 2009 represents catering, management and other services provided in accordance with agreements between the Group and Brava LLC, the Russian subsidiary of the Group's joint venture with Costa Limited. The outstanding payable balance as of December 31, 2010 and 2009 represents royalty and other services provided by Brava LLC to the Group.

- (6) The outstanding receivable balance at December 31, 2010 and 2009, results from operating expenses and IPO expenses paid by the Group on behalf of RIG Restaurants Limited.
- (7) The outstanding balances at December 31, 2010 and 2009 represent management, consulting and accounting services provided by the Group to National QSR Network LLC.
- (8) The outstanding receivable balances relate to non-current assets of Rostik's-KFC outlets sold by the Group to regional Rostik's companies Perm Caramel Restaurants LLC and Tumen Caramel Restaurants LLC. As of December 31, 2010 these entities were excluded from EUCC and were classified as unrelated third parties.
- (9) The outstanding payable balance to Loyalty Partners Vostok LLC represents services related to the "Malina" customer loyalty program provided to the Group. The ultimate controlling shareholder holds director position in Loyalty Partners Vostok LLC.

As at December 31, the aging analysis of receivables from related parties is presented below:

	Total	Neither past due nor impaired	Past due but not impaired		
			<3 months	3-6 months	>6 months
<b>2010</b>	<b>109,139</b>	97,189	980	–	10,970
<b>2009</b>	<b>74,316</b>	55,251	10,283	613	8,169

Transactions with related parties were as follows for the year ended December 31, 2009:

Related Parties	Nature of relationship	Revenue and other gains 2009	Purchases 2009	Interest income 2009	Interest expense 2009
National QSR Network LLC (7)	EUCC	25,424	–	–	–
Omsk QSR Network LLC (10)	EUCC	23,774	–	–	–
Russian Caramel Restaurants LLC (11)	EUCC	18,498	–	–	–
Brava LLC (5)	Joint venture	12,160	1,560	–	–
RosCorp LLC (12)	EUCC	2,618	136,752	–	–
Rostik Aero LLC (13)	EUCC	312	17,113	–	–
Rostik Investment Group Inc. (1, 4)	EUCC	–	22,295	13,890	–
Hodler Finance S.A. (2)	EUCC	–	–	2,264	–
Other EUCC		25,967	32,197	817	16,264
<b>Total</b>		<b>108,753</b>	<b>209,917</b>	<b>16,971</b>	<b>16,264</b>

Transactions with related parties were as follows for the year ended December 31, 2010:

Related Parties	Nature of relationship	Revenue and other gains 2010	Purchases 2010	Interest income 2010	Interest expense 2010
Brava LLC (5)	Joint venture	11,911	14,881	–	–
Omsk QSR Network LLC (10)	EUCC	11,669	–	–	–
National QSR Network LLC (7)	EUCC	11,391	–	–	–
RIG Restaurant Limited (6)	Parent company	9,570	76,085	–	17,813
Russian Caramel Restaurants LLC (11)	EUCC	9,292	–	–	–
Loyalty Partners Vostok LLC(9)	EUCC	8,064	1,451	–	–
RosCorp LLC (12)	EUCC	2,160	136,068	–	–
Rostik Aero LLC (13)	EUCC	312	15,837	–	–
Rostik Investment Group Inc. (1, 4)	EUCC	–	21,484	11,432	–
Hodler Finance S.A. (2)	EUCC	250	1,707	10,989	–
Other EUCC		18,960	37,586	1,056	30,601
<b>Total</b>		<b>83,579</b>	<b>305,099</b>	<b>23,477</b>	<b>48,414</b>

(10) During 2010 and 2009, the Group rendered management, consulting and accounting services and sold semi-finished product to Omsk QSR Network LLC.

(11) During 2010 and 2009, the Group rendered rent, management and accounting services to Russian Caramel Restaurants LLC.

(12) During 2010 and 2009, the Group purchased rent, transport and utility services from RosCorp LLC.

(13) During 2010 and 2009, Rostik Aero LLC provided the Group with premises for fees.

## Compensation to Key Management Personnel

Key management personnel totalled 10 and 12 persons as at December 31, 2010 and 2009, respectively. Total compensation to key management personnel, including social taxes, was recorded in general and administrative expenses and consisted of the following:

	2010	2009
Salary	68,145	74,062
Performance bonuses	13,810	–
	<b>81,955</b>	<b>74,062</b>

The Group's contributions relating to social taxes for key management personnel amounted to RUR 1,047 and RUR 3,061 during the years ended December 31, 2010 and 2009, respectively.

## 11. Income Tax

The Group's provision for income tax for the years ended December 31 is as follows:

	2010	2009
Current tax	98,739	158,649
Deferred tax	4,616	43,982
<b>Total income tax expense</b>	<b>103,355</b>	<b>202,631</b>

Deferred taxes reflect the net tax effects of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for tax purposes.

The tax effect of the temporary differences that give rise to the deferred tax assets and liabilities were as follows as of December 31, 2010:

	December 31, 2009	Differences recognition and reversal	Translation difference	December 31, 2010
<b>Tax effect of deductible temporary differences</b>				
Trade and other payables	38,074	8,805	(23)	46,856
Allowance for impairment of receivables and inventory	8,112	(2,443)	(95)	5,574
Carryforward of unused tax losses	32,776	6,244	64	39,084
Other	2,717	3,673	–	6,390
<b>Total deferred tax asset:</b>	<b>81,679</b>	<b>16,279</b>	<b>(54)</b>	<b>97,904</b>
<b>Tax effect of taxable temporary differences</b>				
Property and equipment	(65,662)	(21,823)	(31)	(87,516)
Trade and other receivables	(1,296)	468	–	(828)
Other	(11,273)	(1,800)	(2)	(13,075)
<b>Total deferred tax liability:</b>	<b>(78,231)</b>	<b>(23,155)</b>	<b>(33)</b>	<b>(101,419)</b>
<b>Net deferred tax asset / (liability)</b>	<b>3,448</b>	<b>(6,876)</b>	<b>(87)</b>	<b>(3,515)</b>

During 2010, the Group acquired deferred tax liability of RUR 2,261 in business combination (Note 5).

The tax effect of the temporary differences that give rise to the deferred tax assets and liabilities were as follows as of December 31, 2009:

	December 31, 2008	Differences recognition and reversal	Translation difference	December 31, 2009
<b>Tax effect of deductible temporary differences</b>				
Trade and other payables	40,558	(2,338)	(146)	38,074
Allowance for impairment of receivables and inventory	7,326	813	(27)	8,112
Carryforward of unused tax losses	79,139	(46,113)	(250)	32,776
Other	233	2,484	–	2,717
<b>Total deferred tax asset:</b>	<b>127,256</b>	<b>(45,154)</b>	<b>(423)</b>	<b>81,679</b>
<b>Tax effect of taxable temporary differences</b>				
Property and equipment	(70,568)	4,251	655	(65,662)
Trade and other receivables	(993)	(303)	–	(1,296)
Other	(8,497)	(2,776)	–	(11,273)
<b>Total deferred tax liability:</b>	<b>(80,058)</b>	<b>1,172</b>	<b>655</b>	<b>(78,231)</b>
<b>Net deferred tax asset / (liability)</b>	<b>47,198</b>	<b>(43,982)</b>	<b>232</b>	<b>3,448</b>

The recognition and reversal of temporary differences, as presented in the tables above, primarily relates to the depreciation of property and equipment in excess of the depreciation for tax purposes, accrued liabilities, tax losses available for carry forward and provisions to write inventory down to net realisable value.

At December 31, 2010 and 2009, the Group recognised a deferred tax liability for the temporary differences associated with profit distribution in the amount of RUR 5,773 and RUR 3,592, respectively.

As of December 31, 2010 and 2009, several Company's subsidiaries had accumulated tax losses in the amount of RUR 195,420 and RUR 163,880, for which a deferred tax asset of RUR 39,084 and RUR 32,776, respectively, was recognised. Management expects that these tax losses will be used against future taxable income. This deferred tax asset may be utilised within 8-10 years.

As of December 31, 2010 and 2009, several Company's subsidiaries had accumulated tax losses in the amount of RUR 274,047 and RUR 228,041, respectively, for which a deferred tax asset was not recognised. These losses relate to subsidiaries that have a history of losses and either do not expire and available indefinitely or probable to be utilised before expiration.

Below is a reconciliation of theoretical income tax at statutory income tax rates to the actual expense recorded in the Group's income statement:

	2010	2009
Profit/(loss) before income tax	360,895	(75,647)
At Russian statutory income tax rate	(72,179)	15,129
Effect of differences in tax rates in countries other than the Russian Federation	15,402	7,026
Adjustment in respect of income tax of previous years	18,638	18,137
Tax on dividend income related to dividend declared by subsidiaries	8,256	(27,190)
Effect of unified tax on imputed income	10,842	(12,589)
Deferred tax (expense)/benefit recognised for profit distribution	(2,181)	7,539
Effect of non-deductible expenses	(75,803)	(99,302)
Effect of tax losses for which deferred tax assets were not recognised and other non-temporary differences	(6,330)	(111,381)
<b>Income tax expense reported in the consolidated income statement</b>	<b>(103,355)</b>	<b>(202,631)</b>

## 12. Inventories

Inventories consisted of the following as of December 31:

	2010	2009
Foods, beverages, liquors and tobacco, at cost	154,898	144,617
Utensils, paper goods and other items, at cost	86,191	95,689
	<b>241,089</b>	<b>240,306</b>
Allowance for impairment of inventories	(30,337)	(40,005)
<b>Total inventories, net</b>	<b>210,752</b>	<b>200,301</b>

During the year ended December 31, 2010 and 2009, the decrease/increase in allowance for impairment of inventories amounted to RUR 10,355 and RUR 6,671, respectively and recognised as a component of Cost of sales in the Income statement.

## 13. Trade and Other Receivables

Receivables consisted of the following as of December 31:

	2010	2009
Trade receivables	87,284	75,549
Other receivables	68,597	36,605
	<b>155,881</b>	<b>112,154</b>
Allowance for doubtful accounts	(13,745)	(15,948)
<b>Total receivables, net</b>	<b>142,136</b>	<b>96,206</b>

Trade and other receivables are non-interest bearing and are generally on 30-90 days terms.



As at December 31, 2010 and 2009, trade and other receivables at nominal value of RUR 13,745 and RUR 15,948, respectively, were impaired and fully provided for. Movements in the provision for impairment of trade and other receivables were as follows:

	2010	2009
<b>At December 31, 2009</b>	<b>15,948</b>	<b>5,041</b>
Charge for the year	4,654	12,373
Amounts written off	(3,963)	(606)
Unused amounts reversed	(2,894)	(860)
<b>At December 31, 2010</b>	<b>13,745</b>	<b>15,948</b>

As at December 31, the aging analysis of trade and other receivables is presented below:

	Total	Neither past due nor impaired	Past due but not impaired		
			<3 months	3-6 months	>6 months
Trade receivables	85,416	50,872	21,090	4,119	9,335
Other receivables	56,720	29,439	17,422	1,547	8,312
<b>2010</b>	<b>142,136</b>	<b>80,311</b>	<b>38,512</b>	<b>5,666</b>	<b>17,647</b>
Trade receivables	66,296	30,306	15,273	6,533	14,184
Other receivables	29,910	8,497	5,656	4,385	11,372
<b>2009</b>	<b>96,206</b>	<b>38,803</b>	<b>20,929</b>	<b>10,918</b>	<b>25,556</b>

## 14. Advances Paid

Advances paid consisted of the following as of December 31:

	2010	2009
Advances to suppliers	236,554	159,388
Advances to employees	4,466	7,939
	<b>241,020</b>	<b>167,327</b>
Allowance for doubtful accounts	(25,583)	(32,728)
<b>Total advances paid, net</b>	<b>215,437</b>	<b>134,599</b>

As at December 31, 2010 and 2009, advances to suppliers at nominal value of RUR 25,583 and RUR 32,728, respectively, were impaired and fully provided for. Movements in the allowance for impairment of advances paid were as follows:

	2010	2009
<b>At December 31, 2009</b>	<b>32,728</b>	<b>31,420</b>
Charge for the year	2,173	6,617
Amounts written off	(2,797)	(2,511)
Unused amounts reversed	(6,544)	(2,707)
Translation difference	23	(91)
<b>At December 31, 2010</b>	<b>25,583</b>	<b>32,728</b>

## 15. Cash and Cash Equivalents

Cash and cash equivalents consisted of the following as of December 31:

	2010	2009
Cash at bank	172,158	65,660
Cash in hand	17,621	20,083
Cash in transit	18,689	18,759
Short-term deposits	8,042	8,741
<b>Total cash and cash equivalents</b>	<b>216,510</b>	<b>113,243</b>

## 16. Share Capital

### Share Capital

The authorised, issued and fully paid share capital of the Company as of December 31, 2010 and 2009 comprised 16,305,334 and 12,030,457 shares respectively. The nominal par value of each ordinary share is 169.70 Russian Roubles.

On February 11, 2010, the Group announced a secondary offering (the "Offering") of the Company's ordinary shares to be completed in two steps. In the first step of the offering, RIG Restaurants Limited, the Parent, placed 2,619,048 shares of the Company at 10.5 US dollars (316.23 Russian Roubles at exchange rate at February 17, 2010, when Offering price was announced) per share for a total offer size of 27,500 thousand US dollars (RUR 828,234 at exchange rate at February 17, 2010), before fees and expenses.

The Parent provided the Group with a loan in the amount of 26,196 thousand US dollars (RUR 770,957 at exchange rates at the dates of cash receipt). According to the loan agreement the Group was entitled to repay this loan by delivering 2,619,048 own shares or in cash. The Group recognised this loan as an equity instrument with an embedded call option on own shares. The Group measured the embedded option at fair value through profit or loss. In June 2010 the Group repaid the loan in cash.

On May 25, 2010, during the second step of the offering, the Company issued 4,274,877 new shares for open subscription (the "Subscription") at the price of 10.5 US dollars (RUR 324.19 at exchange rate at May 25, 2010).

On August 5, 2010 the Company successfully completed the Subscription and Offering having placed 4,274,877 shares for a fully paid consideration of RUR 1,402,488. During the Offering, on July 7, 2010 the Group bought back 52,224 shares at a price of 326.68 Russian Roubles for a consideration of RUR 17,061.

All the expenses of the Parent and the Company directly attributable to the Offering in the amount of RUR 43,500 were netted with the proceeds from the Offering in equity. Net proceeds from the Offering amounted to RUR 1,341,927.

On December 27, 2007, the Group bought back 146,970 shares from the Parent at a price of RUR 1,446.74 for the amount of RUR 212,628. On March 12, 2010, the Group bought back 400,000 shares from the Parent at a price of RUR 313.28 for the amount of RUR 125,314. As at December 31, 2010 total quantity and value of treasury shares of the Company held by the Group were 599,194 and RUR 355,003 respectively.

## 17. Purchase of Non-controlling Interest in a Subsidiary

In 2009 and 2010 the Group increased its share in regional subsidiaries under partnership agreements.

On May 12, 2009, the Group acquired remaining 49% of the share capital and settled certain accounts payables of Rosinter Restaurants Samara CJSC, the Group's subsidiary, for cash consideration of RUR 156,200. The net assets of Rosinter Restaurants Samara were negative at the date of acquisition. The acquisition resulted in excess of the purchase price over the book value of partner's share of RUR 126,347, which was recognised directly in equity.

On November 29, 2010, the Group acquired additional 30% of the share capital of Inkorost CJSC, Inkorost 2003 CJSC and Patio Pizza CJSC, the Group's subsidiaries, for cash consideration of RUR 196,397. The acquisition resulted in excess of the purchase price over the book value of partner's share of RUR 196,397, which was recognised directly in equity.

## 18. Earnings per Share

Earnings per share were calculated by dividing the net loss attributable to ordinary shareholders by the weighted average number of ordinary shares outstanding during the period.

	2010	2009
Net income/(loss) attributable to equity holders of the Company	265,651	(272,031)
Weighted average number of ordinary shares outstanding	13,759,717	11,883,487
<b>Earnings/(losses) per share attributable to equity holders of the Parent, basic and diluted (Russian Roubles)</b>	<b>19.31</b>	<b>(22.89)</b>

The company has no potentially dilutive ordinary shares; therefore, the diluted income/(losses) per share equal basic income/(losses) per share.

## 19. Long-Term Debt

Long-term debt, at amortised cost, consisted of the following as of December 31:

	2010	2009
Raiffeisenbank ZAO	617,752	51,738
Sberbank of Russia OAO	550,000	831,389
Credit Europe Bank Ltd.	–	181,465
Bonds issued, net of issuance cost	–	118,859
Titul LLC	–	35,000
CB Garant-Invest ZAO	–	21,171
Other long-term debts	3,678	6,415
	<b>1,171,430</b>	<b>1,246,037</b>
Less: current portion	(85,721)	(214,813)
<b>Total long-term debt</b>	<b>1,085,709</b>	<b>1,031,224</b>

### Raiffeisenbank ZAO

In November 2009, the Group entered into a credit facility agreement in the amount of 5,000 thousand US dollars (RUR 152,385 at the exchange rate at December 31, 2010) bearing interest of LIBOR plus 8.50% per annum and maturing in May 2012. The credit facility is secured by a guarantee of Institut Stekla OJSC, a related party. As of December 31, 2010 the outstanding and unutilised balances of the loan amounted to RUR 117,752 and RUR 34,633, respectively. As of December 31, 2010 and 2009 the current portion of this credit facility amounted to RUR 83,119 and RUR 34,368, respectively. This credit facility was fully repaid in February 2011 ahead of schedule (Note 34).

On November 22, 2010 the Group entered into a credit facility agreement with Raiffeisenbank, ZAO in the amount of RUR 500,000 maturing in November 2012 with possibility of prolongation up to November 2013, bearing interest of Mosprime 1M plus 4.50 % per annum. As of December 31, 2010 the outstanding balance of the loan amounted to RUR 500,000.

### Sberbank of Russia OAO

On June 3, 2009, the Group entered into a new loan agreement with Sberbank of Russia, OAO in the amount of RUR 950,000 bearing interest of 18.50% per annum and maturing in June 2012, to cover repayments of bonds in accordance with the early redemption options. The Group has provided Sberbank of Russia, OAO with a security against this loan which consists of trade-marks with a carrying value of RUR 405, property and equipment with a carrying value of RUR 503,054, controlling interest in two subsidiary companies of the Group, 99% of the shares of Rosinter Restaurants LLC. During 2010, the interest rate was reduced to 11.75% per annum. As of December 31, 2010 the outstanding and unutilised balances of the loan amounted to RUR 450,000 and RUR 500,000, respectively. This credit facility was fully repaid in January 2011 ahead of schedule (Note 34).

On December 24, 2010, the Group entered into a credit facility agreement in the amount of RUR 700,000 bearing interest of 8.75% per annum and maturing in December 2013. As of December 31, 2010 the outstanding and unutilised balances of the credit facility amounted to RUR 100,000 and RUR 600,000, respectively.

## Credit Europe Bank

In November 2009, the Group entered into a credit facility agreement in the amount of 6,000 thousand US dollars (RUR 181,465 at the exchange rate at December 31, 2009) bearing interest of 12.00% per annum and maturing in November 2012. The credit facility is secured by a guarantee of VAKO LLC, a related party. As of December 31, 2009 the current portion of this credit facility amounted to RUR 46,879. The debt was fully repaid in March 2010.

## Bonds

In December 2005, Rosinter Restaurants LLC, a Group company, issued 1,000,000 non-convertible bonds with a face value of 1,000 Russian Roubles each in an aggregated principal amount of RUR 1,000,000. The bonds have 10 coupons payable semi-annually with variable interest rates declared by the Group. The interest rate for the two coupon periods ended May 2009 was 12.00%. The interest rate for the two coupon periods ended May 2010 was 18.00%. During 2009, most of bondholders exercised their early redemption option. The outstanding balance at December 31, 2009, represented bonds in the nominal amount of RUR 118,859 and fully presented in current portion. The bonds maturing on November 26, 2010 were fully repaid.

## Titul LLC

In July 2009, the Group entered into a loan agreement in the amount of RUR 35,000 bearing interest of 15.00% per annum and maturing in July 2015. The credit facility was secured by a guarantee of RIG Restaurants Limited, the Parent. The debt was fully repaid in April 2010.

## CB Garant-Invest ZAO

In February 2009, the Group entered into a credit facility agreement in the amount of 800 thousand US dollars (RUR 24,195 at the exchange rate at December 31, 2009) bearing interest of 15.00% per annum and maturing in July 2011. In November 2009, the Group repaid the amount of RUR 3,024. As of December 31, 2009 the current portion of this credit facility amounted to RUR 12,098. The debt was fully repaid in March 2010.

## 20. Liabilities to Partners

The movements in liabilities to partners were as follows during the years ended December 31:

	2010	2009
<b>At December 31, 2009</b>	<b>237,590</b>	<b>282,224</b>
(Decrease)/increase in amounts due to partners (Note 30)	(14,792)	18,159
Payments to partners	(99,475)	(66,415)
Proceeds from partners in cash	–	3,607
Other non-cash settlements	(3,880)	326
Translation difference	973	(311)
<b>At December 31, 2010</b>	<b>120,416</b>	<b>237,590</b>

Analysed as to:

	2010	2009
Short-term portion	53,075	112,100
Long-term portion	67,341	125,490
<b>Total liabilities to partners</b>	<b>120,416</b>	<b>237,590</b>

## 21. Finance Lease Liabilities

The Group has several finance lease agreements for motor vehicles and computer equipment under which it has an option to acquire the leased assets at the end of lease term ranging from 1 to 3 years. The carrying value of the leased assets is accounted as property and equipment (Note 6). The estimated remaining useful life of leased assets varies from 6 to 10 years. Finance charges related to finance leases for the year ended December 31, 2010 and 2009 amounted to RUR 953 and RUR 2,157, respectively, and are included in interest expense in the consolidated statement of income.

Future minimum lease payments together with the present value of the net minimum lease payments were as follows at December 31:

	2010		2009	
	Minimum payments	Present value of payments	Minimum payments	Present value of payments
Within one year	1,770	1,148	5,009	4,363
After one year but not more than five years	2,186	1,756	388	362
<b>Total minimum lease payment</b>	<b>3,956</b>	<b>2,904</b>	<b>5,397</b>	<b>4,725</b>
Less amounts representing finance charges	(1,052)	–	(672)	–
<b>Present value of minimum lease payments</b>	<b>2,904</b>	<b>2,904</b>	<b>4,725</b>	<b>4,725</b>

In the year ended December 31, 2010, the interest rate varied from 9.46% to 15.18%. In the year ended December 31, 2009, the interest rate varied from 9.28% to 11.83%.



## 22. Trade and Other Payables

Trade and other payables consisted of the following as of December 31:

	2010	2009
Trade creditors	441,220	547,714
Output VAT and other taxes payable	244,185	318,257
Accrued salaries	236,145	263,615
Advances received	29,319	52,748
Interest payable to banks	2,365	8,939
Accrued and other liabilities	204,897	222,486
<b>Total trade and other payables</b>	<b>1,158,131</b>	<b>1,413,759</b>

## 23. Short-Term Debt

Short-term debt consisted of the following as of December 31:

	2010	2009
UniCredit Bank ZAO	180,000	–
Sberbank of Russia OAO	10,000	450,000
MDM Bank	–	189,026
BSGV	–	151,221
Alfa-Bank OAO	–	120,000
Other short-term debt	65	43,859
	<b>190,065</b>	<b>954,106</b>
Current portion of long-term debt (Note 19)	85,721	214,813
<b>Total short-term debt</b>	<b>275,786</b>	<b>1,168,919</b>

## UniCredit Bank ZAO

In April 2010, the Group obtained a credit facility in the amount of RUR 240,000 bearing interest of 10.00% per annum and maturing in April 2011. The unutilised balance of credit facility amounted to RUR 60,000 as of December 31, 2010.

## Sberbank of Russia OAO

In 2008, the Group entered into a number of credit facility agreements within the limit of the General Agreement in the total amount of RUR 450,000 bearing interest of 12.25% per annum and maturing from February to May 2009. During 2009, the credit facility agreements were renewed within the same limit bearing interest from 16.25% to 17.75% per annum and maturing from February to May 2010. In April 2010, the credit facility agreements were renewed within the same limit bearing interest from 10.75% to 11.50% per annum and maturing in February 2011. The credit facilities were fully utilised at December 31, 2009. The unutilised balance of credit facility amounted to RUR 440,000 as of December 31, 2010. These credit facilities were fully repaid in January 2011 (Note 34).

## MDM Bank

In September 2008, the Group entered into an unsecured loan agreement in the amount of 7,500 thousand US dollars (RUR 220,353 at the exchange rate at December 31, 2008) bearing interest of 13.50% per annum and maturing in March 2009. In June 2009, the Group renewed the loan agreement for the amount of 6,500 thousand US dollars (RUR 196,587 at the exchange rate at December 31, 2009) bearing interest of 16.00% per annum and maturing in December 2010. In March 2010 the debt was fully repaid.

## BSGV

In July 2008, the Group entered into a revolving credit facility agreement in the amount of 5,000 thousand US dollars (RUR 146,902 at the exchange rate at December 31, 2008) bearing interest from 6.80% to 8.00% per annum and maturing in January 2010. The credit facility was fully utilised at December 31, 2009 and 2008. In 2010, the credit facility agreement was renewed within the same limit bearing interest of 6.40% per annum and maturing in October 2010. The credit facility was fully repaid in October 2010.

## Alfa Bank OAO

In December 2009, the Group entered into a revolving credit facility agreement in the amount of RUR 120,000 bearing interest of 14.35% per annum and maturing in June 2010. The credit facility was fully utilised at December 31, 2009. The credit facility was fully repaid in April 2010.

## 24. Revenue

Revenue for the years ended December 31 consisted of the following:

	2010	2009
Revenue from restaurants	8,971,209	7,588,439
Revenue from canteens	231,617	265,309
Franchise revenue	270,597	190,691
Sublease services	150,234	161,897
Sales of semi-finished products to franchisees	73,873	81,265
Other services	48,418	52,495
<b>Total revenue</b>	<b>9,745,948</b>	<b>8,340,096</b>

## 25. Cost of Sales

The following expenses were included in cost of sales for the years ended December 31:

	2010	2009 as revised
Food and beverages	2,310,676	1,919,446
Payroll and related taxes	2,019,813	1,707,755
Rent	1,526,547	1,313,740
Restaurant equipment depreciation	344,074	337,681
Utilities	343,759	283,906
Laundry and sanitary control	175,487	124,061
Materials	156,555	118,451
Maintenance and repair services	144,161	103,392
Other services	106,023	91,648
Sublease services cost	104,639	113,066
Franchising fee	68,025	50,268
Transportation services	56,258	44,700
Other expenses	49,412	52,726
<b>Total cost of sales</b>	<b>7,405,429</b>	<b>6,260,840</b>

## 26. Selling, General and Administrative Expenses

The following expenses were included in selling, general and administrative expenses for the years ended December 31:

	2010	2009 as revised
Payroll and related taxes	803,447	761,595
Advertising	233,361	153,680
Other services	99,705	89,180
Rent	69,044	106,374
Depreciation and amortisation	59,402	65,333
Bank services	38,805	33,609
Financial and legal services	40,404	44,603
Utilities	30,958	30,056
Transportation services	27,083	24,414
Materials	22,000	23,698
Maintenance and repair services	17,879	22,945
Increase in the allowance for impairment of advances paid, taxes recoverable and receivables	16,115	21,388
Laundry and sanitary control	5,201	17,795
Other expenses	67,000	80,870
<b>Total selling, general and administrative expenses</b>	<b>1,530,404</b>	<b>1,475,540</b>

## 27. Rent Expenses

The following rent expenses were included in cost of sales and selling, general and administrative expenses for the years ended December 31:

	2010	2009
Rent premises minimum payment	1,662,014	1,488,446
Rent premises contingent payment	38,216	44,734
<b>Total rent expenses</b>	<b>1,700,230</b>	<b>1,533,180</b>

## 28. Other (Gains)/Losses

Gains and losses for the years ended December 31 consisted of the following:

	2010	2009
Write off of trade and other payables	(13,887)	(2,754)
Other gains	(30,995)	(29,350)
<b>Total other gains</b>	<b>(44,882)</b>	<b>(32,104)</b>
Loss on disposal of non-current assets	99,440	96,184
Non-refundable VAT	12,494	19,846
Other losses	60,037	72,399
<b>Total other losses</b>	<b>171,971</b>	<b>188,429</b>

Other gains primarily related to insurance claims, accounts payable balances write off and other miscellaneous gains.

Other losses mainly resulted from the closure of certain restaurants and other one-off expenses.

## 29. (Gains)/Losses from Impairment Of Assets

Losses from impairment of assets for the years ended December 31 consisted of the following:

	2010	2009
(Gain)/loss from impairment of property and equipment (Note 6)	(3,884)	29,016
Loss from impairment of intangible assets (Note 7)	–	13,419
<b>Total (gains)/losses from impairment of assets</b>	<b>(3,884)</b>	<b>42,435</b>

## 30. Financial (Income)/Expenses

The following (income)/expenses were included in financial (income)/expenses for the years ended December 31:

	2010	2009
Interest income	(29,601)	(21,233)
Decrease in amounts due to partners (Note 20)	(14,792)	–
<b>Total financial income</b>	<b>(44,393)</b>	<b>(21,233)</b>

	2010	2009
Interest expense	277,472	336,919
Increase in amounts due to partners (Note 20)	–	18,159
<b>Total financial expenses</b>	<b>277,472</b>	<b>355,078</b>

## 31. Share Based Payments

On April 30, 2010 the Group adopted an incentive plan (the “plan”) under which 26 executive employees and 7 members of the Board of Directors (the “participants”) were granted cash settled phantom share options (the “option”). The right to exercise the option occurs in three installments of 1/3rd each and vests after 1, 2 and 3 years after the plan adoption. Each installment is exercisable within 5 years upon vesting. Total number of the options initially granted was 240,000, out of which 34,000 were dismissed upon employment termination and 206,000 were outstanding at December 31, 2010. Exercise price is 10.5 US dollars. The group intends to make use of its right to settle its obligation by issuance of treasury shares it holds for that purpose. The Group valued the options and the plan at the market price at the date of granting. The value of the plan is recognised in the financial statements during the vesting period.

The Group recognised the plan’s effect as payroll expense of RUR 18,402 for the period from April 30, 2010 to December 31, 2010.

## 32. Commitments and Contingencies

### Operating Environment

Russia continues economic reforms and development of its legal, tax and regulatory frameworks as required by a market economy. The future stability of the Russian economy is largely dependent upon these reforms and developments and the effectiveness of economic, financial and monetary measures undertaken by the government.

The Russian economy is vulnerable to market downturns and economic slowdowns elsewhere in the world. In 2010 the Russian Government continued to take measures to support the economy in order to overcome the consequences of the global financial crisis. Despite some indications of recovery there continues to be uncertainty regarding further economic growth,

access to capital and cost of capital, which could negatively affect the Group's future financial position, results of operations and business prospects.

While management believes it is taking appropriate measures to support the sustainability of the Group's business in the current circumstances, unexpected further deterioration in the areas described above could negatively affect the Group's results and financial position in a manner not currently determinable.

## Litigation

The Group has been and continues to be the subject of legal proceedings and adjudications from time to time, none of which has had, individually or in the aggregate, a material adverse impact on the Group. Management believes that the resolution of all business matters will not have a material impact on the Group's financial position or operating results.

## Russian Federation Tax and Regulatory Environment

The government of the Russian Federation continues to reform the business and commercial infrastructure in its transition to a market economy. Russian tax and currency legislation is subject to varying interpretations, and changes, which can occur frequently. Management's interpretation of such legislation as applied to the transactions and activity of the Group may be challenged by the relevant regional and federal authorities. Recent events within the Russian Federation suggest that the tax authorities may be taking a more assertive position in their interpretation of the legislation and assessments and, as a result, it is possible that transactions and activities that have not been challenged in the past may now be challenged. As such, additional taxes, fines, penalties and interest may be assessed. Fiscal periods remain open to review by the authorities in respect of taxes for three calendar years preceding the year of review. Under certain circumstances, reviews may cover longer periods. However, the tax regime in Russia following the recent cases has become even less predictable. As of December 31, 2010 management believes that its interpretation of the relevant legislation is appropriate and that it is likely that the Group's tax position will be sustained.

## Operating Lease Commitments

The Group has entered into a number of commercial lease agreements for its restaurants' premises.

The nominal amount of minimum rental payables under the non-cancellable leases at December 31 was as follows:

	2010	2009
Within one year	1,170,842	1,206,527
After one year but not more than five years	2,572,343	2,973,410
More than five years	781,634	1,039,328
<b>Total minimum rental payables:</b>	<b>4,524,819</b>	<b>5,219,265</b>



## 33. Financial Risk Management Objectives and Policies

Financial instruments carried on the statement of financial position comprise loans given, finance lease liabilities, trade and other payables, bank loans, bonds and liabilities to partners. The main purpose of these financial instruments is to raise finance for the Group's operations. The Group has various financial assets such as trade and other receivables and cash and short-term deposits, which arise directly from its operations.

Management of risk is an essential element of the Group's operations. The main risks inherent to the Group's operations include those related to market movements in interest rates, foreign exchange rates, credit risk and liquidity risk. The Group's risk management policies in relation to these risks are summarised below.

### Interest Rate Risk

The Group's income and operating cash flows are substantially independent of changes in market interest rates. Trade and other receivables and payables are non-interest bearing financial assets and liabilities. The borrowings are usually exposed to interest rate risk through market value fluctuations of interest-bearing long-term and short-term credit facilities. Interest rates on the Group's debt finance are either fixed or variable. The majority of interest rates on long-term and short-term credit facilities of the Group are disclosed in Notes 19, 23. Changes in interest rates impact primarily loans and borrowings by changing either their fair value (fixed rate debt) or their future cash flows (variable rate debt). Management does not have a formal policy of determining how much of the Group's exposure should be to fixed or variable rate. However, at the time of rising new loans or borrowings management uses its judgment to decide whether it believes that fixed or variable rate would be more favorable to the Group over the expected period until maturity.

At December 31, 2010, if LIBOR and Mosprime 1M at that date had been 200 basis points lower/higher with all other variables held constant, effect on profit before tax for the year would have been RUR 2,551 and 1,068, respectively. At December 31, 2009, if LIBOR at that date had been 200 basis points lower/higher with all other variables held constant, effect on profit before tax for the year would have been RUR 89.

The Group does not hedge its interest rate risk.

### Foreign Currency Risk

Foreign currency risk is the risk that fair value of future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Group's exposure to currency risk primarily related to its US dollar denominated intercompany balances and external debts of its Russian subsidiaries.

The Group monitors the currency risk by following changes in exchange rates in currencies in which its intercompany balances and external debts are denominated. The Group does not have formal arrangements to mitigate its currency risk.

The Group has no significant exposure to foreign currency risk since the majority of its US dollar denominated loans are short-term credit facilities (refer to Notes 19, 23). The Group does not hedge its foreign currency risk.

The table below shows the sensitivity to a reasonably possible change in the US dollar exchange rate, with all other variables held constant, of the Group's profit before tax:

As at 31 December 2010	As at December 31, 2010		As at December 31, 2009	
	Increase/ (decrease) in exchange rate	Effect on profit before tax	Increase/ (decrease) in exchange rate	Effect on profit before tax
US dollar/Russian rouble	10.0%	(34,418)	14.8%	(17,035)
US dollar/Russian rouble	(10.0%)	34,418	(14.8%)	17,035
US dollar/Kazakhstani Tenge	15.0%	7,778	19.5%	15,291
US dollar/Kazakhstani Tenge	(15.0%)	(7,778)	(19.5%)	(15,291)
US dollar/Ukrainian Hryvnia	30.0%	56,899	31.3%	27,567
US dollar/ Ukrainian Hryvnia	(30.0%)	(56,899)	(31.3%)	(27,567)
Russian rouble/Ukrainian Hryvnia	30.0%	17,018	33.3%	8,089
Russian rouble/Ukrainian Hryvnia	(30.0%)	(17,018)	(33.3%)	(8,089)

## Liquidity Risk

The Group monitors its risk to a shortage of funds using a recurring liquidity planning tool. This tool considers the maturity of financial assets and projected cash flows from operations. The tables below summaries the maturity profile of the Group's financial liabilities, including principal amounts and interests according to contractual terms, at December 31, 2010 and 2009 based on contractual undiscounted payments.

December 31, 2010	Less than 3 months	3-12 months	1 to 5 years	Total
Long-term and short-term debt	10,716	450,118	1,197,881	<b>1,658,715</b>
Long-term and short-term debt due to related parties	–	7,253	–	<b>7,253</b>
Trade and other payables	1,146,381	6,175	5,575	<b>1,158,131</b>
Payables to related parties	21,745	7	–	<b>21,752</b>
Liabilities to partners	27,247	25,828	67,341	<b>120,416</b>
Finance leases	600	1,171	2,186	<b>3,957</b>
<b>Total</b>	<b>1,206,689</b>	<b>490,552</b>	<b>1,272,983</b>	<b>2,970,224</b>

December 31, 2009	Less than 3 months	3-12 months	1 to 5 years	Total
Long-term and short-term debt	514,000	917,911	1,272,888	<b>2,704,799</b>
Long-term and short-term debt due to related parties	–	2,964	30,547	<b>33,511</b>
Trade and other payables	1,363,070	50,689	–	<b>1,413,759</b>
Payables to related parties	42,970	333	1,391	<b>44,694</b>
Liabilities to partners	–	112,100	125,490	<b>237,590</b>
Finance leases	1,603	3,418	393	<b>5,414</b>
<b>Total</b>	<b>1,921,643</b>	<b>1,087,415</b>	<b>1,430,709</b>	<b>4,439,767</b>

## Credit Risk

The Group is not significantly exposed to credit risk as the majority of its sales are on a cash basis. The Group's credit risk is primarily attributed to loans due from related parties and receivables. The carrying amount of loans due from related parties and receivables, net of allowance for impairment, represents the maximum amount exposed to credit risk. Management believes that there is no significant risk of loss to the Group beyond the allowance already recorded.

The Group deposits available cash with several Russian banks. Deposit insurance is not offered to banks operating in Russia. To manage the credit risk, the Group allocates its available cash to a variety of Russian banks and management periodically reviews the credit worthiness of the banks in which such deposits are held.

The maximum exposure to credit risk is equal to the carrying amount of financial assets, which is disclosed below:

	2010	2009
Long-term loans due from related parties (Note 10)	141,110	143,754
Long-term receivables due from related parties (Note 10)	–	37,950
Trade and other receivables (Note 13)	142,136	96,206
Receivables from related parties (Note 10)	109,139	74,316
Short-term loans	13,396	2,406
Short-term loans due from related parties (Note 10)	12,576	71,333
	<b>418,357</b>	<b>425,965</b>

As of December 31, 2009 and 2010 short-term loans receivable from third parties were neither past due nor impaired.

## Fair Value of Financial Instruments

Fair values of cash and cash equivalents, receivables, trade and other payables and short-term debts approximate their carrying amounts due to their short maturity.

The fair value of long-term financial instruments has been calculated by discounting the expected future cash flows at the Group's cost of financing, 8.93% and 16.00% for 2010 and 2009, respectively. The following table shows financial instruments which carrying amounts differ from fair values.

	Carrying amount	Fair value	2010	2009
			Carrying amount	Fair value
Assets measured at fair value				
Long-term loans due from related parties	141,110	141,110	143,754	145,081
Long-term receivables due from related parties	–	–	37,950	37,950
Liabilities measured at fair value				
Long-term debt	1,085,709	1,177,147	1,031,224	1,054,081
Long-term debt due to related parties	–	–	24,624	24,624
Current portion of long-term debt	85,721	85,721	214,813	214,813

## Capital Management

The primary objective of the Group's capital management is to ensure that it maintains a strong credit rating and healthy capital ratios in order to support its business and maximise shareholder value. No changes were made in the objectives, policies or processes during the years ended December 31, 2010 and 2009.

The Group manages its capital structure and makes adjustments to it, in light of changes in economic conditions. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares.

The Group monitors capital using primarily a leverage ratio, which is net debt divided by EBITDA. The Group's policy is to keep the leverage ratio well below the covenant ratios specified in its debt facility agreements. The Group's net debt includes loans and other forms of borrowings, finance leases, less cash and short-term deposits. In addition, the Group and certain of its subsidiaries are subject to externally imposed capital requirements (debt covenants), which are used for capital monitoring.

## 34. Subsequent Events

During the 1st quarter of 2011, the Group utilised RUR 600,000 of Sberbank of Russia OAO credit facility (Note 19) maturing in 2013 for the purpose of refinancing of the present credit liabilities - repayment ahead of schedule of loans from Raiffeisenbank ZAO and Sberbank of Russia OAO maturing in 2011 and 2012 in the amounts of RUR 117,752 and RUR 460,000, respectively (Notes 19, 23).

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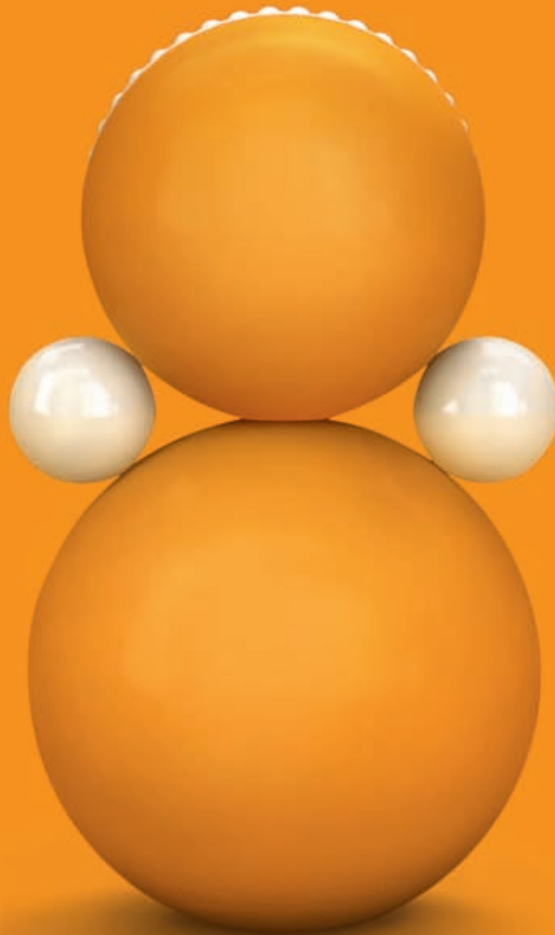
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# NEVALYASHKA

A tilting doll is a favorite toy among Russian children which rights itself when pushed over. The bottom of a tilting doll is round with a low center of gravity so it always returns to the upright position.



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