Rosinter Restaurants Holding

Annual Report 2011

ROSINTER TIMES

Contents

Rosinter in brief

ROSINTER RESTAURANTS

Our strategy is to maintain our leading position in our core markets, Russia and the CIS, and carefully target ma kets 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, 2011, we operated 382 outlets, including 127 franchised restaurants, in 44 cities in 10 countries, and served over 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.

Rosinter Restaurants Holding is listed on the Moscow Interbank Currency Exchange (RTS-MICEX) under the stock ticker "ROST". We reported consolidated revenues of RUB 10,371 million for the year ended December 31, 2011, 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.

Multiple Business Models

Dear Shareholders!

Last year was quite challenging for Rosinter in many areas. During the year we tried to find the balance between supporting Guest traffic and maintaining operating margins though passing the cost inflation on to consumers. Our corporate development program was slowed-down in order to revise the site selection process and increase the success rate. Also it was a year of strengthening of our management team and realigning of internal processes.

Our focus remains on providing high quality guest service, memorable dining experience and attractive menu offerings. But in an uneasy trading environment our sales and traffic were under pressure in 2011. Last year we chose a deliberate strategy of very smooth and step-by-step price revisions. Unfortunately it could not fully mitigate all the adverse effects. Number of transactions in comparable stores started to decline in the second quarter and only in December we have noticed first signs of the trend reversal.

At the same time price revisions resulted in an average check growth and overall sales in comparable stores grew by 1.6% in 2011. Moreover our total revenue of the corporate restaurants increased by 7.3% during the last year supported by growing contribution of the recently opened stores.

Our financial results in 2011 were negatively affected by higher than expected food inflation, labor and utilities increase and changes in social taxes at the beginning of the year. We decided not to pass this cost inflation immediately on to our guests, but rather look for efficiencies and productivity improvements. In addition to the gradual menu price revisions we initiated a new program on restaurant staff productivity and tightened control on procurement and competitive suppliers selection process. This brought clear results with gross profit margin steadily increasing during the year.

Our financial statements in 2011 also reflect the effect of such non-cash expenses as impairment and write-offs of non-current assets. Some drawbacks of the old site-selection process resulted in a number of store closures and reassessment of the fair value of assets for some other restaurants. But the core business performance was growing, EBITDA margin before such impairment and write-offs of non-current assets reached 12.7% in the fourth quarter of 2011, which is even greater that in 2010.

Admitting the drawbacks of the old site-selection process we decided to slow-down corporate expansion in 2011 and start implementation of the new approval procedures that would allow us to increase success rate and return on investments. As a result some of the pipe-line locations were postponed or even cancelled and in total we have opened 17 new corporate restaurants in 2011. We also closed several non-core and low-performing locations that had direct positive effect on the cash flows and ultimately on the company value.

At the same time we were giving full support to franchise expansion with 25 gross franchise openings in 2011. In the longer-run we aim to substantially increase the franchise component in our network as we believe that this business model is the cornerstone of future development in smaller cities and new regions. During last year first franchise restaurants were opened in such cities as Irkutsk, Kemerovo, Baku (Azerbaijan) and Sevastopol (Ukraine).

We are also finalizing a full revitalization of our core brands that will bring back their relevance in our core markets.

Our new CEO, Kevin Todd and the management team who joined Rosinter in 2012 will focus on defining and implementing the new strategic initiatives that will help us to further improve our operating performance and sales trends.

Mr. Todd, a highly respected professional in the international restaurant community, has great management experience in the casual dining sector with multi brand restaurant companies. He will lead the team to new great achievements in a challenging but opportunistic environment.

As always I would like to warmly thank all our team members for their hard work and enthusiasm. I would also like to thank our shareholders for placing their trust in us and supporting our efforts in building modern restaurant industry in Russia and CIS.

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

Multiple Business Models

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 they are 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 fulfil our guests' needs.

VALUES

We love our company and we are committed to it.

LIVE

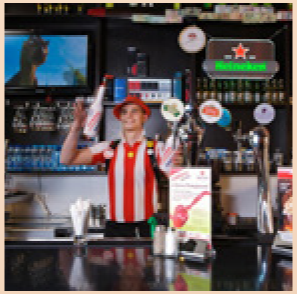
Retaining and increasing the number of loyal guests from one generation to the next.

CARE

Serving guests with all our heart and addressing our colleagues with respect.

GROW

Efficiently and profitably.



Multiple Business Models

Awards in 2010-2011

Since 1997, Rosinter Restaurants Holding, its brands and staff have received many public and business awards for achievements in various fields including marketing, management, human resource development, social responsibility, and philanthropy. The Company is also highly commended by Food Services Europe & Middle East – a publication that analyzes the ratings of Europe's largest restaurant chains – and regularly features in ratings by leading business publications such as Forbes (Russia), Expert, and Finance.

2011

Golden Brand

The franchise partner of Rosinter Restaurants Holding, OJSC wins the "Franchisee of the Year" nomination.

Best Pizzerias 2011

The IL Patio restaurant chain wins the "Pizza with History" nomination. The prize was instituted by Magazan.ru and the "Company" magazine.

Best Coffee Shop 2011

The Costa Coffee coffee-shops chain wins the "European Standard" nomination. The prize "Best coffee-shops in Moscow and St. Petersburg" was instituted by Magazan.ru and supported by the "TV7" magazine.

2010

Golden Chains

The Planet Sushi chain won both the Best Restaurant and Widest Choice categories in the Golden Chains competition. Golden Chains is the largest Russia-wide retail competition and has been run annually 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 the Moscow city government.

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 Mass Retail Trade category. The competition is run by Corporate Lawyer magazine.

Golden Brand

Rosinter Restaurants Holding won the national prize for franchising 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 Japanese Restaurant Chain. The People's Trademark competition has been run since 1998 and it is the most prestigious brand-building prize on the Russian market.

Franchising

One of the cornerstones of our business

Rosinter was one of the first Russian companies to launch a franchising program for its proprietary brands. IL Patio and Planet Sushi are now leading franchises on the Russian and CIS markets.

When we first started franchising our brands, Russia's legal framework in this field was just beginning to evolve and franchising was new to most Russian entrepreneurs. But even back then our way of doing business enabled us to be the first and best in everything we do. 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 is clearly succeeding. Our initial franchise fee is 35,000 Euros plus a 6% royalty on sales. These terms have stood the test of time and they are accepted by our growing number of partners who highly value the opportunity to get involved in a leading franchise network.

We entrust our business and our brand only to partners with a successful track record in business development and operation, with a good reputation and with the resources to promote our brand to the biggest possible audiences in cities around Russia and the CIS.

We want our partners to succeed, and it's important for us to be certain that they understand the business they are entering, which is why we require all potential franchisees to present a comprehensive business plan and demonstrate that they have the resources for sustainable development. We give our consent to the opening of a new franchise outlet only if we believe it will be successful. We will never allow a potential partner to risk his investment: any future franchise restaurant has to go through the same investment committee approval process as our own restaurants.

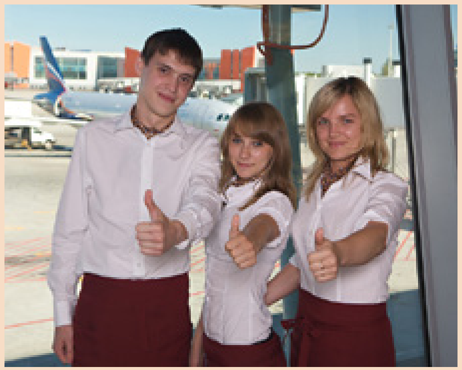
Once approved, our partners are granted the rights to use a well-known trade mark – a symbol of quality and consistency. They receive operational, marketing and advertising support to open, promote and manage the restaurant. We helpat all stages in the development of the business, including personnel 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 3 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. Our franchise partner was voted Franchisee of the Year 2011, and we were awarded the Golden Franchise 2010 award in recognition of the fact that we provide a blueprint for success and operate a partnering philosophywhich treats our franchisees with respect, fairness and openness. In 2011, we significantly increased the number of our franchised restaurants to 127 – 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 2011, we extended our franchise operations into Irkutsk, Kemerovo, Baku (Azerbaijan) and Sevastopol (Ukraine).

Transportation Hubs

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



Rosinter has successful experience in the development and management of a growing number of outlets in transportation hubs, including major airports and railway terminals.

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:

- Restaurants
- Free-flow cafes
- Coffee shops and coffee kiosks
- Bars
- Caterers
- Complete catering services for air hub personnel and air crews
- Catering services for high ranked officials

Transportation hub managers appreciate our high standards, our genuine concern for safety, and our ability to provide ready-made and integrated solutions.

Several regions across Russia and the CIS are witnessing a major overhaul of existing travel infrastructure or the addition of new terminals to expand capacity. Rosinter is fully focused on leveraging its strengths as these changes take place and is already active in the following locations:

- Sheremetievo Airport, Moscow (annual passenger turnover: 12 million), Terminals D and F
- Pulkovo Airport, Saint Petersburg (Russia's fourth busiest airport), Terminals 1 and 2
- Borispol Airport (Ukraine's largest airport, located just outside Kiev, handling most 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 aim to continue expanding our presence in the transportation sector.

Share Capital

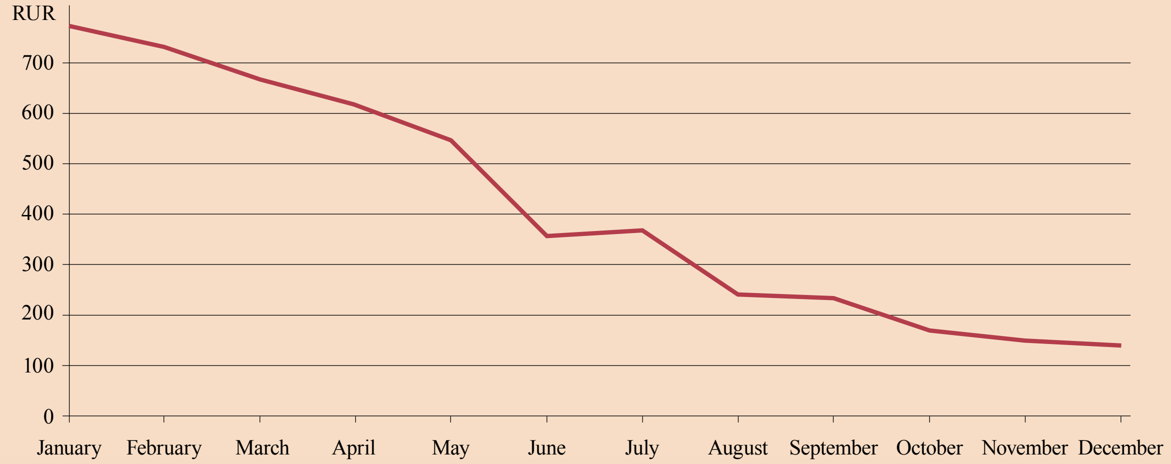
We endeavor to keep all the information current and update our shareholders and partners on all major developments and operational results to allow them to track our performance and share our success.

Share Capital

Our shares are listed on the Moscow Interbank Currency Exchange (RTS-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, 2011 the share capital of Rosinter Restaurants Holding consisted of 16,305,334 ordinary shares.

2011 MICEX Board Data



Share Price Performance

In 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 2011, the share price on the MICEX stood at RUB 131.3, equaling a market capitalization of around US$66.5 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) 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 compliant with the Joint Stock Companies Law, other applicable laws and regulations of the Russian Federation, and the Company Charter. Rosinter Restaurants Holding has adopted a Corporate Code of Conduct that sets out the fundamental principles of the company's corporate governance system.

GENERAL SHAREHOLDERS' MEETING

The General Shareholders' Meeting is the Company's supreme governing body. Participation in it is open to all Company shareholders empowered to take decisions on fundamental business issues.

BOARD OF DIRECTORS

The Board of Directors is responsible for the overall management of the Company and currently consists of seven members. Information on the members of the Board, the positions they hold, their professional history and qualifications can be found in the relevant section of the Company website.
As part of the corporate governance strategy the Board of Directors has established an Audit Committee and a Human Resources and Remuneration Committee.

Audit Committee

The Audit Committee, consisting of members of the Board of Directors, was established to assist the board in:

- Overseeing the Company's IFRS compliance;
- Overseeing the Company's compliance with legal and regulatory requirements;
- Verifying the independent auditors' qualifications;
- Overseeing the performance of the independent auditor;
- Monitoring the system of internal controls over financial reporting, and compliance with the Company's ethical standards.

The current Audit Committee was appointed on April, 21, 2010 and 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 creating conditions to attract qualified people to the management of the Company and provide incentives for successful performance.
The Committee is made up entirely of non-executive members of the Board and must be chaired by a non-executive director.

The current HR & Remuneration Committee was appointed on July, 21, 2008 and 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 size of the Management Board is determined by the Board of Directors and it is chaired by the CEO. The Management Board currently consists of three members. Information on the members of the Management Board, their functions and authorities can be found in the relevant section of the Company website.

Team Development

Teamwork. Personal Contribution. Excellence

Our most important resource is the people upon whom depend the quality of our service and food, the atmosphere in our restaurants, the mood of our guests and, of course, all the Company's major achievements. Development of our employees, their training and motivation are essential ingredients for the success of our brands.

Work Environment

Together we are creating a positive and exciting work environment that attracts and retains the best people at every level.

Motivation

We understand that a harmonious and respectful working atmosphere that motivates people is key to attracting and retaining human resources.

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 communication between restaurant management and back office.

Comfort

We have designed restaurants which make our employees feel comfortable. Both our kitchens and our restaurants as a whole prioritize safety and efficiency.

Training and Mentoring

We have set the trend for many of the Russian companies now opening their own corporate training centres. Since the Company's inception we have run our own Training and Development Centre, which trains 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 skills enhancement help everyone to excel. We have a culture which recognizes and rewards outstanding employee performance and loyalty. This has helped us to 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 new team members to find their bearings within the Company, to understand their responsibilities and to unlock their full potential.

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 working in various regions. We especially value employees with a lengthy service record (5, 10, 15 and even 20 years) and award them with badges of honor at annual Company Day celebrations.

Special programs

We have launched a step-by-step coaching program open to employees at all levels. Covering every area of the Company's business, the program involves not only professional coaches, but also restaurant managers and office workers.

Communication and Sharing Best Practices

Sharing best practice

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

Corporate newspaper

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

Access to CEO

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

Financial review

Income Statement Summary

(RUB thousand)	1H 2011		3Q 2011		4Q 2011		FY 2011		FY 2010	
Net revenue	5,069,495	100.0%	2,565,696	100.0%	2,735,593	100.0%	10,370,784	100.0%	9,745,948	100.0%
Incl. Revenue from restaurants	4,828,463	95.2%	2,446,797	95.4%	2,599,958	95.0%	9,875,218	95.2%	9,202,826	94.4%
Incl. Revenue from franchising	158,866	3.1%	78,209	3.0%	79,808	2.9%	316,883	3.1%	270,597	2.8%
Cost of Sales	4,161,334	82.1%	2,000,801	78.0%	2,100,366	76.8%	8,262,501	79.7%	7,428,240	76.2%
Incl. Food and beverages	1,217,221	24.0%	578,549	22.5%	630,279	23.0%	2,426,049	23.4%	2,229,291	22.9%
Incl. Payroll and related taxes	1,225,831	24.2%	533,047	20.8%	546,062	20.0%	2,304,940	22.2%	2,019,813	20.7%
Incl. Materials	171,792	3.4%	73,168	2.9%	81,388	3.0%	326,348	3.1%	241,660	2.5%
Gross profit	908,161	17.9%	564,895	22.0%	635,227	23.2%	2,108,283	20.3%	2,317,708	23.8%
SG&A expenses	809,925	16.0%	398,642	15.5%	333,917	12.2%	1,542,484	14.9%	1,498,361	15.4%
Start-up expenses for new stores	57,034	1.1%	31,247	1.2%	36,766	1.3%	125,047	1.2%	51,933	0.5%
Other operating income	(17,026)	(0.3)%	(17,047)	(0.7)%	(8,517)	(0.3)%	(42,590)	(0.4)%	(44,882)	(0.5)%
Other operating expenses	131,137	2.6%	49,109	1.9%	123,318	4.5%	303,564	2.9%	171,971	1.8%
Incl. Loss on disposal of non-current assets	89,615	1.8%	3,849	0.2%	90,974	3.3%	184,438	1.8%	99,440	1.0%
Losses/(Gains) from impairment	191,082	3.8%	13,702	0.5%	60,241	2.2%	265,025	2.6%	(3,884)	0.0%
Operating (loss)/profit	(263,991)	(5.2)%	89,242	3.5%	89,502	3.3%	(85,247)	(0.8)%	644,209	6.6%
Financial expenses, net	70,093	1.4%	57,481	2.2%	56,404	2.1%	183,978	1.8%	242,311	2.5%
Foreign exchange losses, net	35,792	0.7%	(15,314)	(0.6)%	2,692	0.1%	23,170	0.2%	19,130	0.2%
Share of (gains)/losses of JV and associates	(498)	0.0%	(315)	0.0%	1,619	0.1%	806	0.0%	21,873	0.2%
(Loss)/Profit before tax	(369,378)	(7.3)%	47,390	1.8%	28,787	1.1%	(293,201)	(2.8)%	360,895	3.7%
Income tax (benefit)/expense	(47,868)	(0.9)%	2,485	0.1%	33,388	1.2%	(11,995)	(0.1)%	103,355	1.1%
Net (loss)/profit	(321,510)	(6.3)%	44,905	1.8%	(4,601)	(0.2)%	(281,206)	(2.7)%	257,540	2.6%
Operating (loss)/profit	(263,991)	(5.2)%	89,242	3.5%	89,502	3.3%	(85,247)	(0.8)%	644,209	6.6%
Depreciation and amortization	206,813	4.1%	105,848	4.1%	107,729	3.9%	420,390	4.1%	403,476	4.1%
EBITDA[1]	(57,178)	(1.1)%	195,090	7.6%	197,231	7.2%	335,143	3.2%	1,047,685	10.7%
Losses/(Gains) from impairment	191,082	3.8%	13,702	0.5%	60,241	2.2%	265,025	2.6%	(3,884)	0.0%
EBITDA before Impairment	133,904	2.6%	208,792	8.1%	257,472	9.4%	600,168	5.8%	1,043,801	10.7%
Losses/(Gains) from impairment	191,082	3.8%	13,702	0.5%	60,241	2.2%	265,025	2.6%	(3,884)	0.0%
Loss on disposal of non-current assets	89,615	1.8%	3,849	0.2%	90,974	3.3%	184,438	1.8%	99,440	1.0%
EBITDA before Impairment and Write-offs	223,519	4.4%	212,641	8.3%	348,446	12.7%	784,606	7.6%	1,143,241	11.7%

Financial review

Income Statement Summary

In 2011 consolidated revenue of the Company increased by 6.4% as compared to the prior year. This was contributed by growth of corporate sales by 7.3% and increase of revenue from franchising. Same-store sales growth in 2011 amounted to 1.6% driven by 4.8% average check increase which was offset by a 3.0% like-for-like traffic decline. Growth of sales of franchise outlets and expansion of franchise network, which grew to 127 outlets by end of 2011 from 113 restaurants at the beginning of the year, resulted in an increase of revenue from franchising by 17.1% to RUB 316.9 mln.

Gross profit margin decreased to 20.3% in 2011 as compared to 23.8% in 2010 resulting from an increase of food and beverage costs and payroll expenses. Food and beverage cost margin increased to 23.4% in 2011 from 22.9% in 2010. Payroll and related taxes increased to 22.2% as percentage of revenue due to restaurant staff wages realignment and increase of the social tax rates. At the same time operating performance improved in the second half of 2011. Gross profit margin reached 22.0% and 23.2% in 3Q and 4Q 2011 correspondingly, as compared to 18.6% in 2Q 2011 and 17.2% in 1Q 2011. This quarterly margin improvement was driven by relative reduction of core cost items, including food and beverage cost and payroll expenses as a percentage of sales.

Selling, general and administrative expenses decreased as a percentage of revenue to 14.9% in 2011 from 15.4% in 2010. In 4Q 2011, SG&A expenses reduced to 12.2% as percentage of sales, due to reduction of payroll and related taxes resulting from organizational optimization, the effect of revenue growth and step-down rates of social taxes.

Start-up expenses for new restaurants increased to RUB 125 mln in 2011 as compared to RUB 51.9 mln in 2010 which was due to higher number and different time-schedule of new corporate openings.

Other operating losses increased to RUB 303.6 mln in 2011 resulting from higher losses on disposal of non-current assets as compared to 2010. In 2011, a number of restaurants were still performing below expectations which resulted in a charge of RUB 265 mln, of which RUB 60.2 mln accrued in 4Q 2011.

Net financial expenses decreased by 24.1% as a result of lower average debt level and reduction of interest rates. Income tax credit in 2011 amounted to RUB 11.9 mln and Net loss for the period amounted to RUB 281.2 mln. Decline in operating profit margin resulted in EBITDA decrease to RUB 335.1 mln in 2011 from RUB 1,048 mln in 2010. EBITDA before non-cash items of impairment provision and non-current asset write-offs amounted to RUB 784.6 mln in 2011, while the margin increased to 12.7% in 4Q 2011.

Financial review

Cash Flow Performance

(RUB thousand)	FY 2011	FY 2010	% change Y-o-Y
Net cash flow from operating activities	643,636	295,205	118.0%
Incl. Cash flow before changes in operating assets and liabilities	664,770	827,386	(19.7)%
Incl. Change in operating assets and liabilities	(21,134)	(532,181)	(96.0)%
Net cash flow used in investing activities	(623,287)	(389,933)	59.8%
Net cash flow from financing activities	11,732	206,407	(94.3)%
Effect of exchange rate changes on cash & cash equivalents	(14,690)	(8,412)	74.6%
Net increase in cash & cash equivalents	17,391	103,267	
Cash & cash equivalents at beginning of the period	216,510	113,243	91.2%
Cash & cash equivalents at end of the period	233,901	216,510	8.0%

Net cash from operating activities increased to RUB 643.6 mln in 2011 as compared to RUB 295.2 mln in 2010. Operating cash flow before changes in operating assets and liabilities decreased by 19.7% to RUB 664.8 mln in 2011.

Net cash used in investing activities amounted to RUB 623.3 mln in 2011 as compared to RUB 389.9 mln in 2010. During 2011, the Company opened 17 new corporate outlets and increased investments primarily related to purchase of equipment.

Net cash from financing activities amounted to RUB 11.7 mln in 2011 as compared to RUB 206.4 mln in 2010. During the year, the Company used RUB 61.7 mln for the purchase of treasury shares as part of the Share Appreciation Rights Program (SARP) for management and directors.

Team Development

Debt and Liquidity

Total gross debt increased by 10.0% in 2011 to RUB 1,550.7 mln, while Net debt increased by 10.4% as compared to December 31, 2010. Net debt/EBITDA (12M Rolling) ratio increased to 3.8x as of December 31, 2011 from 1.1x as of December 31, 2010 due mainly to EBITDA contraction in 2011.

(RUB thousand)	31 December 2011		31 December 2010		% change
Total Gross debt	1,500,699	100.0%	1,364,399	100.0%	10.0%
Short-term debt	1,210,931	80.7%	276,934	20.3%	
Long-term debt	289,768	19.3%	1,087,465	79.7%	
Net debt	1,266,798		1,147,889		10.4%
Net debt/EBITDA	3,8x		1,1x		

[1] 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 net profit, 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 of other companies.

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.

OJSC Rosinter Restaurants Holding

Consolidated Financial Statements

For the year ended December 31, 2011

Consolidated Financial Statements

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Consolidated Statement of Financial Position

At December 31, 2011

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

	Notes	December 31, 2011	December 31, 2010
ASSETS			
Non-current assets			
Property and equipment	6	2,123,855	2,335,502
Intangible assets	7	135,948	238,225
Goodwill	8	176,153	176,153
Investments in joint ventures and associates	9	4,795	6,545
Long-term loans due from related parties	10	104,336	141,110
Long-term receivables due from related parties	10	3,854	–
Deferred income tax asset	11	123,971	97,904
Other non-current assets		143,451	174,203
		2,816,363	3,169,642
Current assets			
Inventories	12	167,768	210,752
VAT and other taxes recoverable		102,306	119,568
Income tax recoverable		34,940	35,561
Trade and other receivables	13	196,124	142,136
Advances paid	14	184,319	215,437
Receivables from related parties	10	56,258	109,139
Short-term loans		7,524	13,396
Short-term loans due from related parties	10	100,198	12,576
Cash and cash equivalents	15	233,901	216,510
		1,083,338	1,075,075
TOTAL ASSETS		3,899,701	4,244,717

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Consolidated Statement of Financial Position

	Notes	December 31, 2011	December 31, 2010
EQUITY AND LIABILITIES			
Equity			
Equity attributable to equity holders of the parent entity			
Share capital	16	2,767,015	2,767,015
Additional paid-in capital		2,204,816	2,204,816
Treasury shares	16	(416,732)	(355,003)
Other capital reserves		18,526	18,402
Accumulated losses		(3,621,323)	(3,299,433)
Translation difference		(72,847)	(52,439)
		879,455	1,283,358
Non-controlling interests		18,596	24,419
		898,051	1,307,777
Non-current liabilities			
Long-term loans and borrowings	19	289,768	1,087,465
Long-term liabilities to partners	21	48,519	67,341
Deferred income		8,050	27,437
Deferred income tax liabilities	11	59,165	101,419
		405,502	1,283,662
Current liabilities			
Trade and other payables	22	1,144,668	1,158,131
Short-term loans and borrowings	19	1,210,931	276,934
Payables to related parties	10	24,024	21,752
Short-term loans due to related parties	10	5,241	7,253
Short-term liabilities to partners	21	48,882	53,075
Deferred income		62,487	47,381
Income tax payable		99,915	88,752
		2,596,148	1,653,278
TOTAL EQUITY AND LIABILITIES		3,899,701	4,244,717

Consolidated Income Statement

For the year ended December 31, 2011

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

	Notes	2011	2010, as revised
Revenue	23	10,370,784	9,745,948
Cost of sales	24	(8,262,501)	(7,428,240)
Gross profit		2,108,283	2,317,708
Selling, general and administrative expenses	25	(1,542,484)	(1,498,361)
Start-up expenses for new restaurants		(125,047)	(51,933)
Other gains	27	42,590	44,882
Other losses	27	(303,564)	(171,971)
Profit from operating activities before impairment		179,778	640,325
(Loss)/reversal of impairment of operating assets	28	(265,025)	3,884
Profit from operating activities after impairment		(85,247)	644,209
Financial income	29	17,959	44,393
Financial expense	29	(201,937)	(286,704)
Foreign exchange losses, net		(23,170)	(19,130)
Share of losses of joint venture and associates	9	(806)	(21,873)
(Loss)/profit before income tax		(293,201)	360,895
Income tax benefit/(expense)	11	11,995	(103,355)
Net (loss)/profit for the period		(281,206)	257,540
Attributable to:			
Equity holders of the parent entity		(274,968)	265,651
Non-controlling interests		(6,238)	(8,111)
(Loss)/earnings per share, basic and diluted, Russian Roubles	18	(17.59)	19.31

Consolidated Statement of Comprehensive Income

For the year ended December 31, 2011

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

	2011	2010
Net (loss)/profit for the period	(281,206)	257,540
Exchange differences on translation of foreign operations to presentation currency	(20,263)	(22,366)
Share of translation differences of associates and joint ventures	(145)	696
Other comprehensive loss for the year, net of tax	(20,408)	(21,670)
Total comprehensive (loss)/income for the year, net of tax	(301,614)	235,870
Attributable to:		
Equity holders of the parent entity	(295,376)	243,981
Non-controlling interests	(6,238)	(8,111)

Consolidated Statement of Cash Flows

For the year ended December 31, 2011

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

	Notes	2011	2010
Operating activities			
(Loss)/profit before tax		(293,201)	360,895
Adjustments to reconcile profit/(loss) before tax to net cash provided by operating activities:			
Depreciation and amortisation		420,390	403,476
Foreign exchange losses, net		23,170	19,130
Financial income	29	(17,959)	(44,393)
Financial expense	29	201,937	286,704
Allowance for impairment of advances paid, taxes recoverable and receivables		34,017	16,115
Obsolescence/(reversal of obsolescence) of inventories	12	8,397	(10,355)
Loss on disposal of non-current assets	27	184,438	99,440
Impairment/(reversal of impairment) of assets	28	265,025	(3,884)
Share of joint venture's and associates' results	9	806	21,873
Write off and impairment of loans receivable from related parties		94	9,006
Share based payment expenses	30	7,588	18,402
		834,702	1,176,409
Changes in operating assets and liabilities:			
Decrease in inventories		32,627	1,694
Increase in advances, taxes recoverable, receivables and other non-current assets		(39,415)	(222,852)
Increase/(decrease) in receivables from/payables to related parties, net		40,557	(51,921)
Decrease in trade and other payables		(54,903)	(259,102)
Net cash generated from operations		813,568	644,228
Interest paid		(130,623)	(237,906)
Interest received		10,095	12,248
Income tax paid		(49,404)	(123,365)
Net cash flows from operating activities		643,636	295,205

Continued on the next page

Consolidated Statement of Cash Flows

Investing activities			
Purchases of property and equipment		(536,890)	(334,960)
Loans issued to related parties		(48,420)	(187,615)
Prepayments to acquire non-controlling interest in subsidiaries		(45,723)	(30,949)
Proceeds from disposal of property and equipment		21,878	8,918
Purchase of intangible assets		(11,298)	(17,897)
Contribution to joint venture		(1,541)	–
Loans issued		(1,343)	(50)
Proceeds from repayment of loans issued to third parties		50	5
Proceeds from repayment of loans issued to related parties		–	219,885
Acquisition of subsidiaries net of cash acquired	5	–	(47,270)
Net cash flows used in investing activities		(623,287)	(389,933)
Financing activities			
Proceeds from bank loans*		2,330,431	3,224,549
Repayment of bank loans*		(2,189,134)	(4,049,480)
Repayment of related party loans		(7,237)	(17,550)
Proceeds from related party loans		6,000	–
Payments to partners	21	(63,293)	(99,475)
Acquisition of treasury shares	16	(61,729)	(125,314)
Proceeds from issue of equity instrument	16	–	770,957
Redemption of equity instrument		–	(832,514)
Proceeds from issue of shares	16	–	1,341,927
Repayment of lease obligations		(2,480)	(6,058)
Dividends paid to shareholders		(826)	(635)
Net cash flows from financing activities		11,732	206,407
Effect of exchange rate on cash and cash equivalents		(14,690)	(8,412)
Net increase in cash and cash equivalents		17,391	103,267
Cash and cash equivalents at beginning of the year		216,510	113,243
Cash and cash equivalents at end of the year		233,901	216,510

* 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.

Consolidated Statement of Changes in Equity

For the year ended December 31, 2011 (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
At January 1, 2011	2,767,015	2,204,816	(355,003)	18,402	(3,299,433)	(52,439)	1,283,358	24,419	1,307,777
Net profit for the year	–	–	–	–	(274,968)	–	(274,968)	(6,238)	(281,206)
Other comprehensive loss for the year	–	–	–	–	–	(20,408)	(20,408)	–	(20,408)
Total comprehensive income for the year	–	–	–	–	(274,968)	(20,408)	(295,376)	(6,238)	(301,614)
Purchase of treasury shares (Note 16)	–	–	(61,729)	–	–	–	(61,729)	–	(61,729)
Share based payment transactions	–	–	–	124	–	–	124	–	124
Purchase of non-controlling interest in a subsidiary	–	–	–	–	(45,723)	–	(45,723)	–	(45,723)
Disposal of non-controlling interest in a subsidiary	–	–	–	–	(1,199)	–	(1,199)	1,199	–
Dividends	–	–	–	–	–	–	–	(784)	(784)
At December 31, 2011	2,767,015	2,204,816	(416,732)	18,526	(3,621,323)	(72,847)	879,455	18,596	898,051
At January 1, 2010	2,041,569	1,632,831	(212,628)	–	(3,368,687)	(30,769)	62,316	33,498	95,814
Net loss for the year	–	–	–	–	265,651	–	265,651	(8,111)	257,540
Other comprehensive loss for the year	–	–	–	–	–	(21,670)	(21,670)	–	(21,670)
Total comprehensive loss for the year	–	–	–	–	265,651	(21,670)	243,981	(8,111)	235,870
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	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 30)	–	–	–	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)
At December 31, 2010	2,767,015	2,204,816	(355,003)	18,402	(3,299,433)	(52,439)	1,283,358	24,419	1,307,777

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, 2011, 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 95% 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", "Pechki-Lavochki" and "1 2 3 Café".

- other restaurants operate under licensed trademarks: "T. G. I. Friday's", "Sibirskaya Korona".

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, Kazakhstan, Belarus, 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, 2011 were authorised for issue in accordance with a resolution of the Board of Directors on April 25, 2012.

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, 2011 and 2010, the revenue from the Russian market was approximately 87% of total revenues. The non-current assets of Group's subsidiaries operating in the Russian market were approximately 88% and 83% of total non-current assets of the Group for the years ended December 31, 2011 and 2010, respectively. The second largest market was Kazakhstan with 4% and 5% of total revenues for the years ended December 31, 2011 and 2010, respectively. The second largest markets operated of non-current assets of total non-current assets of the Group were Ukraine with 4% at December 31, 2011 and Kazakhstan with and 5% at 2010.

During 2011, the Group opened 17 new restaurants and closed 11 restaurants. During 2010, the Group opened 19 new restaurants and closed 22 restaurants. In addition, the Group continues to develop a casual dining restaurant business on a franchise agreement basis. The Group opened 25 and closed 11 franchise restaurants in Moscow city, Moscow region and Russian regions in 2011. The Group opened 24 and closed 6 franchise restaurants in Moscow city, Moscow region and Russian regions in 2010. As of December 31, 2011 and 2010 the Group operated 382 and 362 restaurants respectively.

As of December 31, 2011 and 2010, the Group employed approximately 7,430 and 8,080 people, respectively.

1. Corporate Information

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

Entity	Country of incorporation	2011, % Ownership	2010, % Ownership
Rosinter Restaurants LLC	Russia	100.00%	98.70%
Rosinter Restaurants Sibir 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	93.00%	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%

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.

As of December 31, 2011, the Group did not comply with certain loan covenants that resulted in reclassification of a portion of long-term loans to current liabilities. As a result, the Group's current liabilities as of December 31, 2011, of RUR 2,596,148 exceeded its current assets by RUR 1,512,810. The net current liability position results primarily from such long term loans and borrowings of RUR 1,210,931 out of which, management believes, RUR 950,000 will be repaid after more than twelve months from the balance sheet date in accordance with the maturity schedules in the loan agreements.

Group management believes that it is appropriate to prepare the financial statements on a going concern basis due to the following:

- The Group has long relationship with Sberbank of Russia, OJSC and Raiffeisenbank, CJSC who have been the major lenders to the group for many years (starting from 2005 and 2009, respectively). The Group's management is in direct and regular contact with both banks.

- Recent communications with Sberbank of Russia, OJSC has provided clear understanding of its intention not to exercise its right of immediate repayment of loans due covenant breaches.

- Additional sources of financing are available to the Group.

  On December 7, 2011, the Group entered into a revolving credit facility agreement with Alfa-Bank, OJSC in the amount of RUR 350,000 bearing interest from 10% to 15% per annum and maturing in August 2013. Under the terms of this credit facility, the Group can use a number of revolving short-term credit instruments including overdrafts and borrowings. As at December 31, 2011, the unutilized balance of this revolving credit facility amounted to RUR 350,000.

  The Group has an undrawn facility from UniCredit Bank, CJSC in the amount of RUR 50,000 and an unused revolving credit line from the same bank in the amount of RUR 80,000 as at December 31, 2012.

  The Group is in negotiations with UniCredit Bank, CJSC with the objective of obtaining additional long-term credit facilities in the amount of RUR 300,000.

- If the loans were classified as long term according to the maturity dates stated in the loan agreements, the net current liability position of the Group would equal to RUR 562,810 which is consistent with previous years and is in line with industry norms.

- During the years ended December 31, 2011 and 2010, net cash generated from

2. Going Concern

operations amounted to RUR 813,568 and RUR 644,228, respectively. Management expects this trend to continue in 2012.

- Management has introduced and enhanced operational initiatives designed to improve the Group's liquidity and profitability. Actions implemented include innovative brand promotions, an improvement in the business economics through savings in labour, food and beverage costs, and an increased franchisee component in its new restaurant development plan.

- The net loss for year ended December 31, 2011 amounted to RUR 281,206 which primarily resulted from an impairment of assets in the amount of RUR 265,025, and increased purchase prices of food and beverages. An increase of rent rates and payroll taxes also contributed to the net loss in 2011. The negative effect of these factors was addressed by a new pricing strategy and efficiency improvement initiatives introduced by the management in order to increase gross profit margin. As a result of these effort gross profit margin has improved substantially in the second half 2011 to 23.2% in the fourth quarter as compared to 17.2% in the first quarter, which contributed strongly to the improvement of net cash generated from operations.

- The Group could reduce its planned expenditures by up to RUR 321,000 in 2012, sell certain non-core assets and would not pay bonuses to management which in aggregate would be sufficient to cover any working capital deficit that may occur.

Therefore, management strongly believes in the Group's ability to operate as a going concern, and is confident in the Group's ability to settle its debts as and when they fall due.

These consolidated financial statements do not include any adjustments relating to the recoverability and classification of recorded asset amounts or to amounts and classification of liabilities that might be necessary if such additional resources are not available and the Group is unable to continue as a going concern.

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 2010 comparative numbers as follows:

Extract from Consolidated Income Statement

	2010, as reported	Reclassifications	2010, as revised
Revenue	9,745,948	–	9,745,948
Cost of sales*	(7,405,429)	(22,811)	(7,428,240)
Gross profit	2,340,519	(22,811)	2,317,708
Selling, general and administrative expenses*,**	(1,530,404)	32,043	(1,498,361)
Start-up expenses for new restaurants	(51,933)	–	(51,933)
Other gains	44,882	–	44,882
Other losses	(171,971)		(171,971)
Profit from operating activities before impairment	631,093	9,232	640,325
Reversal of impairment of operating assets Losses from impairment of operating assets	3,884	–	3,884
Profit from operating activities after impairment	634,977	9,232	644,209
Financial income	44,393	–	44,393
Financial expense**	(277,472)	(9,232)	(286,704)
Foreign exchange losses, net	(19,130)	–	(19,130)
Share of (losses)/profits of joint venture and associates	(21,873)	–	(21,873)
Profit/(Loss) before income tax	360,895	–	360,895

These reclassifications provide reliable and more relevant information compared with competitors.

* The Group reclassified encashment and materials attributable to restaurant activity from selling, general and administrative expenses to cost of sales in the amount of RUR 19,091 and 3,720 respectively.

** The Group reclassified expenses attributable to financing activity from selling, general and administrative expenses to financial expenses in the amount of RUR 9,232.

3. Basis of Preparation of Financial Statements

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, 2011. The new/revised standards and interpretations mandatory for financial year beginning on or after January 1, 2011 are the following:

- IAS 24 Related Party Disclosures (amendment), effective January 1, 2011
- IAS 32 Financial Instruments: Presentation (amendment), effective for annual periods on or after February 1, 2010
- IFRIC 14 Prepayments of a Minimum Funding Requirement (amendment), effective for annual periods beginning on or after January 1, 2011
- Improvements to IFRSs (May 2010)

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:

IAS 24 Related Party Disclosures (amendment)

The IASB issued an amendment to IAS 24 that clarifies the definitions of a related party. The new definitions emphasise a symmetrical view of related party relationships and clarifies the circumstances in which persons and key management personnel affect related party relationships of an entity. In addition, the amendment introduces an exemption from the general related party disclosure requirements for transactions with government and entities that are controlled, jointly controlled or significantly influenced by the same government as the reporting entity. The adoption of the amendment did not have any impact on the financial position or performance of the Group.

IAS 32 Financial Instruments: Presentation (amendment)

The IASB issued an amendment that alters the definition of a financial liability in IAS 32 to enable entities to classify rights issues and certain options or warrants as equity instruments. The amendment is applicable if the rights are given pro rata to all of the existing owners of the same class of an entity's non-derivative equity instruments, to acquire a fixed number of the entity's own equity instruments for a fixed amount in any currency. The amendment has had no effect on the financial position or performance of the Group because the Group does not have these type of instruments.

IFRIC 14 Prepayments of a Minimum Funding Requirement (amendment)

The amendment removes an unintended consequence when an entity is subject to minimum funding requirements and makes an early payment of contributions to cover such requirements. The amendment permits a prepayment of future service cost by the entity to be recognised as a pension asset. The Group is not subject to minimum funding requirements, therefore the amendment of the interpretation has no effect on the financial position nor performance of the Group.

3. Basis of Preparation of Financial Statements

Improvements to IFRSs

In May 2010, the IASB issued its third 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 no impact on the financial position or performance of the Group.

- IFRS 3 Business Combinations The measurement options available for non-controlling interest (NCI) were amended. Only components of NCI that constitute a present ownership interest that entitles their holder to a proportionate share of the entity's net assets in the event of liquidation should be measured at either fair value or at the present ownership instruments' proportionate share of the acquiree's identifiable net assets. All other components are to be measured at their acquisition date fair value (see Note 5)

- IFRS 7 Financial Instruments – Disclosures: The amendment was intended to simplify the disclosures provided by reducing the volume of disclosures around collateral held and improving disclosures by requiring qualitative information to put the quantitative information in context.

- IAS 1 Presentation of Financial Statements: The amendment clarifies that an entity may present an analysis of each component of other comprehensive income maybe either in the statement of changes in equity or in the notes to the financial statements.

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 3 Business Combinations (Contingent consideration arising from business combination prior to adoption of IFRS 3 (as revised in 2008))

- IFRS 3 Business Combinations (Unreplaced and voluntarily replaced share-based payment awards)

- IAS 27 Consolidated and Separate Financial Statements

- IAS 34 Interim Financial Statements

The following interpretation and amendments to interpretations did not have any impact on the accounting policies, financial position or performance of the Group:

- IFRIC 13 Customer Loyalty Programmes (determining the fair value of award credits)

- IFRIC 19 Extinguishing Financial Liabilities with Equity Instruments

3. Basis of Preparation of Financial Statements

Standards Issued but not yet Effective

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

- IAS 1 Financial Statement Presentation – Presentation of Items of Other Comprehensive Income (effective for annual periods beginning on or after July 1, 2012)
- IAS 12 Income Taxes – Recovery of Underlying Assets (effective for annual periods beginning on or after January 1, 2012)
- IAS 19 Employee Benefits (amendment) (effective for annual periods beginning on or after January 1, 2013)
- IAS 27 Separate Financial Statements (as revised in 2011) (effective for annual periods beginning on or after January 1, 2013)
- IAS 28 Investments in Associates and Joint Ventures (as revised in 2011) (becomes effective for annual periods beginning on or after January 1, 2013)
- IFRS 7 Financial Instruments: Disclosures — Enhanced Derecognition Disclosure Requirements (effective for annual periods beginning on or after July 1, 2011)
- IFRS 9 Financial Instruments (effective for annual periods beginning on or after January 1, 2013)
- IFRS 10 Consolidated Financial Statements (effective for annual periods beginning on or after July 1, 2010)
- IFRS 11 Joint Arrangements (effective for annual periods beginning on or after January 1, 2013)
- IFRS 12 Disclosure of Involvement with Other Entities (effective for annual periods beginning on or after January 1, 2011)
- IFRS 13 Fair Value Measurement (effective for annual periods beginning on or after January 1, 2013)

The Group will adopt above mentioned standards starting from the effective date of the respective 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 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.

4. Significant Accounting Policies and Estimates

Principles of Consolidation

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.

4. Significant Accounting Policies and Estimates

Principles of Consolidation

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 unless otherwise stated.

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.

4. Significant Accounting Policies and Estimates

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, 2011 and 2010, the Group did not hold any investments in this category.

4. Significant Accounting Policies and Estimates

Financial Assets

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, 2011 and 2010, the Group had no available-for-sale financial assets.

4. Significant Accounting Policies and Estimates

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.

4. Significant Accounting Policies and Estimates

Financial Assets

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 - measured 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.

4. Significant Accounting Policies and Estimates

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.

4. Significant Accounting Policies and Estimates

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.

4. Significant Accounting Policies and Estimates

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, 2011 and 2010 was RUR 176,153.

4. Significant Accounting Policies and Estimates

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 recognised. 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.

4. Significant Accounting Policies and Estimates

Impairment of non-financial assets

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.

4. Significant Accounting Policies and Estimates

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.

4. Significant Accounting Policies and Estimates

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.

4. Significant Accounting Policies and Estimates

Financial Liabilities

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.

4. Significant Accounting Policies and Estimates

Financial Liabilities

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.

4. Significant Accounting Policies and Estimates

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.

4. Significant Accounting Policies and Estimates

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, the Group capitalised borrowing costs for leasehold improvements in the amount of RUR 10,722 using the capitalisation rate of 6.45%. For the year ended December 31, 2011, capitalized borrowings costs were nil.

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 34% to 0%) 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 26% to 0% 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 604,582 and RUR 412,415 during the years ended December 31, 2011 and 2010, respectively, and they were classified as payroll expenses in these consolidated financial statements.

4. Significant Accounting Policies and Estimates

Share Based Payments

In April 2010, the Group adopted a 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 30).

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.

4. Significant Accounting Policies and Estimates

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.

4. Significant Accounting Policies and Estimates

Taxes

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 and Simplified Taxation System

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 or simplified tax paid instead of corporate income tax, value added tax, property 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. 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. If a trading area of a restaurant exceeds 150 square meters than restaurants are subject to simplified taxation system. Simplified tax is calculated as 6% of revenue or 15% of profit. For the years ended December 31, 2011 and 2010, the share of revenues subject to unified tax on imputed income and simplified tax amounted to approximately 16%.

The Group recognises the unified tax on imputed income and the simplified tax as other general and administrative expenses in its consolidated income statement. For the years ended December 31, 2011 and 2010, the unified tax on imputed income and the simplified tax amounted to RUR 13,873 and RUR 15,994, respectively.

4. Significant Accounting Policies and Estimates

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.

4. Significant Accounting Policies and Estimates

Significant Accounting Judgements, Estimates and Assumptions

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 assets 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 recognized impairment losses for the year ended December 31, 2011 in the amount of RUR 265,025. During the the year ended December 31, 2010, the Group reversed impairment losses 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, 2011 and 2010.

4. Significant Accounting Policies and Estimates

Significant Accounting Judgements, Estimates and Assumptions

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, 2011 and 2010, the allowance for impairment of advances paid, taxes recoverable and receivables amounted to RUR 36,966 and RUR RUR 39,328, 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, 2011 and 2010, the allowances for impairment of inventory amounted to RUR 37,993 and RUR 30,337, 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.

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 amounting to RUR 15,570, which was recorded as goodwill of RUR 33,016. The goodwill is attributed to the expected synergies and other benefits from combining assets and activities of the acquired company with those of the Group.

Fair value of the acquired identifiable assets, liabilities and contingent liabilities at the acquisition date was:

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

In 2010 cash flow on acquisition was as follows:

	2010
Net cash acquired with the subsidiary	1,316
Cash paid	(48,586)
Net cash outflow	(47,270)

The 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).The revenue and net profit for the period from December 28, 2010 to December 31, 2010 were consolidated by the Group in the amount of RUR 357 and RUR 15, respectively. For 2011 revenue and net profit were consolidated by the Group in the amount of RUR 48,468 and RUR 2,640, respectively.

6. Property and Equipment

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
Cost							
At December 31, 2009	2,277,524	884,026	206,798	222,717	33,506	198,291	3,822,862
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)
At December 31, 2010	2,342,904	970,045	213,058	254,012	34,515	193,663	4,008,197
Accumulated depreciation and impairment							
At December 31, 2009	(936,743)	(228,795)	(143,750)	(84,915)	(10,868)	(34,236)	(1,439,307)
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
At December 31, 2010	(1,095,414)	(268,584)	(162,065)	(104,244)	(11,813)	(30,575)	(1,672,695)
Net book value							
At December 31, 2009	1,340,781	655,231	63,048	137,802	22,638	164,055	2,383,555
At December 31, 2010	1,247,490	701,461	50,993	149,768	22,702	163,088	2,335,502

6. Property and Equipment

The movement in property and equipment for the year ended December 31, 2011 was as follows:

	Buildings and leasehold im-provements	Restaurant equipment	Computer equipment and electronics	Office furniture and fixtures	Vehicles	Assets under construction	Total
Cost							
At December 31, 2010	2,342,904	970,045	213,058	254,012	34,515	193,663	4,008,197
Additions	–	31,466	–	–	–	504,980	536,446
Assets put into use	221,691	194,432	24,105	50,159	5,824	(496,211)	–
Disposals	(139,864)	(143,356)	(25,678)	(30,368)	(7,567)	(2,250)	(349,083)
Translation difference	(20,052)	(10,570)	(2,370)	(2,141)	(328)	(203)	(35,664)
At December 31, 2011	2,404,679	1,042,017	209,115	271,662	32,444	199,979	4,159,896
Accumulated depreciation and impairment							
At December 31, 2010	(1,095,414)	(268,584)	(162,065)	(104,244)	(11,813)	(30,575)	(1,672,695)
Charge for the year	(207,147)	(67,381)	(27,034)	(23,894)	(3,139)	–	(328,595)
Disposals	74,327	54,385	23,177	16,117	3,648	–	171,654
Impairment of property and equipment	(143,320)	(49,600)	(3,100)	(14,570)	(435)	(12,468)	(223,493)
Translation difference	11,515	2,971	1,844	729	30	(1)	17,088
At December 31, 2011	(1,360,039)	(328,209)	(167,178)	(125,862)	(11,709)	(43,044)	(2,036,041)
Net book value							
At December 31, 2010	1,247,490	701,461	50,993	149,768	22,702	163,088	2,335,502
At December 31, 2011	1,044,640	713,808	41,937	145,800	20,735	156,935	2,123,855

6. Property and Equipment

The Group has several finance lease contracts for motor vehicles and computer equipment. The carrying value of the leased assets as of December 31, 2011 and 2010 amounted to RUR 1,091 and RUR 6,207, respectively (Note 20).

Property and equipment was tested for impairment as of December 31, 2011. The Group recognised impairment losses of property and equipment for the year ended December 31, 2011, in the amount of RUR 223,493, as the recoverable amount of these assets is less than carrying amount at the same date. During the the year ended December 31, 2010, the Group reversed impairment losses of property and equipment in the amount of RUR 3,884. The accumulated impairment loss of property and equipment amounted to RUR 273,900 and RUR 73,790 as of December 31, 2011 and 2010, respectively.

For the purpose of the impairment testing the Group assessed the recoverable amount of each cash generating unit (restaurant). The recoverable amount has been determined based on value-in-use calculation using cash flows projections based on the actual operating results and budgets approved by management and appropriate discount rate reflecting time value of money and risks associated with the cash generating units. Cash flow projections cover a period of useful life of up to 10 years of the principal assets of each cash generating unit. Average growth rates used in cash flow projections vary from 1% to 5% depending on cash generating unit's country of operation and approximate country's expected Gross Domestic Product (GDP) growth for the projected period. The cash flow projections were discounted at the rate of 11.79% and 8.93% in Russian Rouble nominal terms for 2011 and 2010, respectively. The calculation of the discount rate was based on Group's cost of financing and weighted average cost of capital (WACC). If the discount rate was 1 percentage point higher, this would not lead to any material change in the impairment losses.

7. Intangible Assets

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

	Franchise rights	Exclusive rent rights	Trademarks	Software	Total
Cost					
At December 31, 2009	31,936	421,821	27,128	107,923	588,808
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)
At December 31, 2010	37,603	408,411	27,333	109,146	582,493
Accumulated amortisation and impairment					
At December 31, 2009	(8,782)	(174,983)	(26,115)	(51,520)	(261,400)
Charge for the year	(3,244)	(61,032)	(136)	(23,815)	(88,227)
Disposals	148	3,474	–	257	3,879
Translation difference	29	1,548	(200)	103	1,480
At December 31, 2010	(11,849)	(230,993)	(26,451)	(74,975)	(344,268)
Net book value					
At December 31, 2009	23,154	246,838	1,013	56,403	327,408
At December 31, 2010	25,754	177,418	882	34,171	238,225

7. Intangible Assets

The movement in intangible assets for the year ended December 31, 2011 was as follows:

	Franchise rights	Exclusive rent rights	Trademarks	Software	Total
Cost					
At December 31, 2010	37,603	408,411	27,333	109,146	582,493
Additions	6,036	24,683	3,482	2,735	36,936
Disposals	(4,687)	–	(546)	(616)	(5,849)
Translation difference	(748)	(3,217)	1,765	(510)	(2,710)
At December 31, 2011	38,204	429,877	32,034	110,755	610,870
Accumulated amortisation and impairment					
At December 31, 2010	(11,849)	(230,993)	(26,451)	(74,975)	(344,268)
Charge for the year	(3,800)	(63,921)	(496)	(23,578)	(91,795)
Disposals	1,579	–	162	446	2,187
Impairment of intangible assets	(6,621)	(34,684)	–	(227)	(41,532)
Translation difference	27	1,496	(1,499)	462	486
At December 31, 2011	(20,664)	(328,102)	(28,284)	(97,872)	(474,922)
Net book value					
At December 31, 2010	25,754	177,418	882	34,171	238,225
At December 31, 2011	17,540	101,775	3,750	12,883	135,948

7. Intangible Assets

Intangible assets were tested for impairment as of December 31, 2011. The Group recognised impairment losses of intangible assets for the year ended December 31, 2011, in the amount of RUR 41,532, as the recoverable amount of these assets is less than carrying amount at the same date. During the year ended December 31, 2010 there was no recognized impairment loss of intangible assets.

For the purpose of the impairment testing the Group assessed the recoverable amount of each cash generating unit (restaurant). The recoverable amount has been determined based on value-in-use calculation using cash flows projections based on the actual operating results and budgets approved by management and appropriate discount rate reflecting time value of money and risks associated with the cash generating units. Cash flow projections cover a period of useful life of up to 10 years of the principal assets of each cash generating unit. Average growth rates used in cash flow projections vary from 1% to 5% depending on cash generating unit's country of operation and approximate country's expected Gross Domestic Product (GDP) growth for the projected period. The cash flow projections were discounted at the rate of 11.79% and 8.93% in Russian Rouble nominal terms for 2011 and 2010, respectively. The calculation of the discount rate was based on Group's cost of financing and weighted average cost of capital (WACC). If the discount rate was 1 percentage point higher, this would not lead to any material change in the impairment losses.

8. Goodwill

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

	Gross amount	Impairment losses	Carrying amount
At December 31, 2009	154,362	(11,225)	143,137
Goodwill recognised on acquisition of subsidiaries	33,016	–	33,016
At December 31, 2010	187,378	(11,225)	176,153
Goodwill written off due to the closure of cash generating unit	(11,225)	11,225	–
At December 31,2011	176,153	–	176,153

The carrying amount of goodwill as of December 31, 2011 was allocated among cash generating units (group of cash generating units):

	Gross amount
Pulkovo airport restaurants, Saint Petersburg, Russia	125,006
T.G.I. Friday’s Atrium, Warsaw, Poland	33,016
Combo Il Patio and Planet Sushi, Ekaterinburg, Russia	18,131
	176,153

8. Goodwill

In the years ended December 31, 2011 and 2010 there was no impairment of goodwill.

For the purpose of the impairment testing the Group assessed if the recoverable amount of each cash generating unit (restaurant) or group of cash generating units, which goodwill relates to, exceeds carrying amount of their assets including goodwill. The recoverable amount has been determined based on value-in-use calculation using cash flows projections based on the actual operating results and budgets approved by management and appropriate discount rate reflecting time value of money and risks associated with the cash generating units. Cash flow projections cover a period of useful life of up to 10 years of the principal assets of each cash generating unit. Average growth rates used in cash flow projections vary from 1% to 5% depending on cash generating unit's country of operation and approximate country's expected Gross Domestic Product (GDP) growth for the projected period. The cash flow projections were discounted at the rate of 11.79% and 8.93% in Russian Rouble nominal terms for 2011 and 2010, respectively. The calculation of the discount rate was based on Group's cost of financing and weighted average cost of capital (WACC).

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.

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.

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	Umai Joint venture	Associates	Total
At December 31, 2009	22,522	–	5,200	27,722
Share of (loss)/profit	(23,220)	–	1,347	(21,873)
Translation difference	698	–	(2)	696
At December 31, 2010	–	–	6,545	6,545
Investments in a joint venture	–	1,688	–	1,688
Disposal of investments	–	–	(2,487)	(2,487)
Share of (loss)/profit	–	(1,543)	737	(806)
Translation difference	–	(145)	–	(145)
At December 31, 2011	–	–	4,795	4,795

Costa Joint Venture

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 2011 Group's share in net losses of the joint venture exceeded cost of investment by RUR 52,741 and prevented the Group from further recognition of share of losses in excess of net investment in joint venture.

Umai Joint Venture

In February 2011 the Group entered into a joint venture agreement with Japan Centre Group Limited which operates Japan restaurants in the United Kingdom and other countries. On February 22, 2011, the Group acquired 50% of shares of Rosinter-Umai UK Limited for total consideration of 1 Great British Pound (47 Russian Roubles at the exchange rate at February 22, 2011). In 2011 Group's share in net losses of the joint venture exceeded cost of investment by RUR 3,185 and prevented the Group from further recognition of share of losses in excess of net investment in joint venture.

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	
		2011	2010	2011	2010
Hodler Finance S.A.(1)	Entity under	80,490	–	–	–
Rostik Investment Group Inc.(2)	Common control	10,000	10,000	–	–
Other EUCC	(EUCC)	9,708	2,576	5,241	7,253
Total short-term loans receivable from/payable to related parties		100,198	12,576	5,241	7,253

(1) 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 80,490 at the exchange rate at December 31, 2011) bearing interest of 8.75% and maturing in 2012.

(2) 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. During 2010 the loan was partially repaid. In 2011, the loan agreement was renewed with the interest rate of 10.50% per annum and due date of December 31, 2012.

10. Related Parties Disclosures

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	
		2011	2010
Rosworth Investments Limited(3)	Joint Venture	88,018	64,918
Rosinter Umai UK Limited(4)	Joint Venture	16,318	–
Hodler Finance S.A.(1)	EUCC	–	76,192
Total long term loans receivable from/payable to related parties		104,336	141,110

(3) During 2008-2011 the Group issued a number of unsecured loans to Rosworth Investments Limited in the total nominal amount of 4,460 thousand US dollars (RUR 143,595 at the exchange rate at December 31, 2011) bearing interest of USD LIBOR 3M plus 1% per month and maturing in 2017. The outstanding balances at amortised cost were RUR 88,018 and RUR 64,918 as of December 31, 2011 and 2010, respectively.

(4) On July 22, 2011, the Group issued an unsecured loan to Rosinter Umai UK limited in the nominal amount of 450 thousand GBP (RUR 22,335 at the exchange rate at December 31, 2011), bearing no interest and maturing in July 21, 2016. The outstanding balance at amortized cost was RUR 16,318 as of December 31, 2011.

10. Related Parties Disclosures

As of December 31, 2011 and 2010, long-term and short-term loans and accounts receivable from related parties were neither past due nor impaired.

As of December 31, 2011, long-term accounts receivable from related parties consisted of receivables from the sale of equipment to TransCorpRate LLC in the amount of RUR 3,854.

During 2011 the Group capitalised lease right procurement services as intangible assets. Such lease right was purchased during 2010 from Rostik International C.A in the amount of RUR 24,683.

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	
		2011	2010	2011	2010
Rostik Investment Group Inc.(5)	EUCC	27,234	69,064	1,221	1,213
RIG Restaurant Limited(7)	Parent company	15,339	15,131	–	–
RosCorp LLC(8)	EUCC	6,968	5	18	452
TransCorpRate LLC(9)	EUCC	1,721	–	–	–
Brava LLC(6)	Joint Venture	–	19,192	2,462	1,847
Loyalty Partners Vostok LLC(10)	EUCC	–	–	5,076	4,573
Chicken Factory LLC(11)	EUCC	–	–	6,022	–
Other EUCC		4,996	5,747	9,225	13,667
Total receivable from/payable to related parties		56,258	109,139	24,024	21,752

(5) The outstanding receivable balance as of December 31, 2011 comprises interest receivable from Rostik Investment Group Inc. The outstanding receivable balance as of December 31, 2010 represents management and financial advisory services provided by the Group to Rostik Investment Group Inc. The outstanding payable balance as of December 31, 2011 and 2010 comprises rent payable and interest payable.

(6) The outstanding receivable balance as of December 31, 2010 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, 2011 and 2010 represents royalty and other services provided by Brava LLC to the Group.

(7) The outstanding receivable balance at December 31, 2011 and 2010, results from operating expenses and IPO expenses paid by the Group on behalf of RIG Restaurants Limited.

10. Related Parties Disclosures

(8) The outstanding balances as of December 31, 2011 and 2010 represent advances for rent, transport and utility services provided by RosCorp LLC to the Group.

(9) The outstanding balance as of December 31, 2011 represents receivables from the sale of equipment to TransCorpRate LLC.

(10) 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.

(11) The outstanding payable balance as of December 31, 2011 represents purchase of goods from Chicken Factory LLC.

As at December 31, the aging analysis of short-term 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
2011	56,258	30,962	269	4	25,023
2010	109,139	97,189	980	–	10,970

10. Related Parties Disclosures

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

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

10. Related Parties Disclosures

Transactions with related parties were as follows for the year ended December 31, 2011:

Related Parties	Nature of relationship	Revenue and other gains/ (losses)	Purchases	Interest income	Interest expense
		2011	2011	2011	2011
Brava LLC(6)	Joint venture	11,440	16,819	–	–
Loyalty Partners Vostok LLC(10)	EUCC	9,179	3	–	–
RosCorp LLC(8)	EUCC	3,394	131,183	–	–
Chicken Factory LLC(11)	EUCC	2,942	44	–	–
Rostik Aero LLC(14)	EUCC	–	13,978	–	–
Rostik Investment Group Inc.(2, 5)	EUCC	–	13,470	5,956	–
Hodler Finance S.A. (1)	EUCC	–	–	7,048	–
Rosworth Investments Limited (3)	Joint Venture	–	–	1,544	2,828
TransCorpRate LLC (9)	EUCC	(16,609)	–	558	2,155
Rosinter Umai UK Limited (4)	EUCC	–	–	–	7,757
Other EUCC		12,319	44,147	–	603
Total		22,665	219,644	15,106	13,343

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

(13) During 2010, the Group rendered rent, management and accounting services to Russian Caramel Restaurants LLC. As of December 31, 2010 this entity was excluded from EUCC and was classified as unrelated third parties.

(14) During 2011 and 2010, Rostik Aero LLC provided the Group with premises for fees.

10. Related Parties Disclosures

Compensation to Key Management Personnel

Key management personnel totalled 12 and 10 persons as at December 31, 2011 and 2010, respectively. Total compensation to key management personnel, including social taxes, was recorded in general and administrative expenses and consisted of the following:

	2011	2010
Salary	65,274	68,145
Performance bonuses	1,708	13,810
	66,982	81,955

The Group's contributions relating to social taxes for key management personnel amounted to RUR 2,046 and RUR 1,047 during the years ended December 31, 2011 and 2010, respectively.

11. Income Tax

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

	2011	2010
Current tax expense	58,509	98,739
Deferred tax (benefit)/ expense	(70,504)	4,616
Total income tax (benefit)/expense	(11,995)	103,355

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, 2011:

	December 31, 2010	Differences recog-nition and reversal	Translation difference	December 31, 2011
Tax effect of deductible temporary differences				
Trade and other payables	46,856	(3,335)	(536)	42,985
Allowance for impairment of receivables and inventory	5,574	3,053	(104)	8,523
Carry forward of unused tax losses	39,084	29,291	300	68,675
Other	6,390	(988)	(1,614)	3,788
Total deferred tax asset:	97,904	28,021	(1,954)	123,971
Tax effect of taxable temporary differences				
Property and equipment	(87,516)	41,503	(194)	(46,207)
Trade and other receivables	(828)	47	(29)	(810)
Other	(13,075)	933	(6)	(12,148)
Total deferred tax liability:	(101,419)	42,483	(229)	(59,165)
Net deferred tax (liability)/asset	(3,515)	70,504	(2,183)	64,806

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

11. Income Tax

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
Tax effect of deductible temporary differences				
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
Total deferred tax asset:	81,679	16,279	(54)	97,904
Tax effect of taxable temporary differences				
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)
Total deferred tax liability:	(78,231)	(23,155)	(33)	(101,419)
Net deferred tax asset/(liability)	3,448	(6,876)	(87)	(3,515)

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, 2011 and 2010, the Group recognised a deferred tax liability for the temporary differences associated with profit distribution in the amount of RUR 4,828 and RUR 5,773, respectively.

As of December 31, 2011 and 2010, several subsidiaries had accumulated tax losses in the amount of RUR 343,375 and RUR 195,420, for which a deferred tax asset of RUR 68,675 and RUR 39,084, 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.

11. Income Tax

As of December 31, 2011 and 2010, several subsidiaries had accumulated tax losses in the amount of RUR 266,914 and RUR 274,047, 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:

	2011	2010
(Loss)/profit before income tax	(293,201)	360,895
At Russian statutory income tax rate	58,640	(72,179)
Effect of differences in tax rates in countries other than the Russian Federation	63,992	32,896
Adjustment in respect of income tax of previous years	(58)	18,619
Tax on dividend income related to dividend declared by subsidiaries	(21,368)	(29,073)
Effect of unified tax on imputed income	53,707	45,096
Reduction in deferred taxes closing balance resulting from reduction in tax rate	(346)	–
Deferred tax (expense)/benefit recognised for profit distribution	(945)	(2,181)
Unrecognised tax losses	(40,421)	(40,778)
Effect of non-deductible expenses	(62,150)	(76,797)
Effect of tax losses for which deferred tax assets were not recognised and other non-temporary differences	(39,056)	21,042
Income tax benefit/(expense) reported in the consolidated income statement	11,995	(103,355)

12. Inventories

Inventories consisted of the following as of December 31:

	2011	2010
Foods, beverages, liquors and tobacco, at cost	150,955	154,898
Utensils, paper goods and other items, at cost	54,806	86,191
	205,761	241,089
Obsolescence of inventories	(37,993)	(30,337)
Total inventories, net	167,768	210,752

During the year ended December 31, 2011 and 2010, the increase/decrease in allowance for impairment of inventories amounted to RUR 8,397 and RUR 10,355, 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:

	2011	2010
Trade receivables	121,879	87,284
Other receivables	88,963	68,597
	210,842	155,881
Allowance for doubtful accounts	(14,718)	(13,745)
Total receivables, net	196,124	142,136

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

As at December 31, 2011 and 2010, trade and other receivables at nominal value of RUR 14,718 and RUR 13,745, respectively, were impaired and fully provided for. Movements in the provision for impairment of trade and other receivables were as follows:

	2011	2010
At December 31, 2010	13,745	15,948
Charge for the year	3,796	4,654
Amounts written off	(921)	(3,963)
Unused amounts reversed	(1,906)	(2,894)
Translation difference	4	–
At December 31, 2011	14,718	13,745

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	120,239	68,514	30,349	6,230	15,146
Other receivables	75,885	42,592	17,009	5,082	11,202
2011	196,124	111,106	47,358	11,312	26,348
Trade receivables	85,416	50,872	21,090	4,119	9,335
Other receivables	56,720	29,439	17,422	1,547	8,312
2010	142,136	80,311	38,512	5,666	17,647

14. Advances Paid

Advances paid consisted of the following as of December 31:

	2011	2010
Advances to suppliers	202,719	236,554
Advances to employees	3,848	4,466
	206,567	241,020
Allowance for doubtful accounts	(22,248)	(25,583)
Total advances paid, net	184,319	215,437

As at December 31, 2011 and 2010, advances to suppliers at nominal value of RUR 22,248 and RUR 25,583, respectively, were impaired and fully provided for. Movements in the allowance for impairment of advances paid were as follows:

	2011	2010
At December 31, 2010	25,583	32,728
Charge for the year	7,886	2,173
Amounts written off	(5,947)	(2,797)
Unused amounts reversed	(5,471)	(6,544)
Translation difference	197	23
At December 31, 2011	22,248	25,583

15. Cash and Cash Equivalents

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

	2011	2010
Cash at bank	87,370	172,158
Cash in hand	22,146	17,621
Cash in transit	60,354	18,689
Short-term deposits	64,031	8,042
Total cash and cash equivalents	233,901	216,510

16. Share Capital

Share Capital

The authorised, issued and fully paid share capital of the Company as of December 31, 2011 and 2010 comprised 16,305,334 shares. 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 (324.19 Russian Roubles 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 313.28 Russian Roubles 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.

On April 4, 2011, the Group bought back 101,209 shares at a price of 609.92 Russian Roubles for the amount of RUR 61,729. As at December 31, 2011 total quantity and value of treasury shares of the Company held by the Group were 700,403 and RUR 416,732 respectively.

17. Purchase of Non-controlling Interest in a Subsidiary

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.

On February 2, 2011, the Group acquired the remaining 1.3% of the share capital of Rosinter Restaurants LLC, the Group's subsidiary, for cash consideration of 1,600 thousand US dollars (RUR 45,723 at exchange rate at February 2, 2011). The acquisition resulted in excess of the purchase price over the book value of RUR 45,723, 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.

	2011	2010
Net(loss)/income attributable to equity holders of the Company	(274,968)	265,651
Weighted average number of ordinary shares outstanding	15,630,718	13,759,717
(Losses)/earnings per share attributable to equity holders of the Parent, basic and diluted (Russian Roubles)	(17.59)	19.31

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

19. Loans and borrowings

Long-term loans and borrowings	2011	2010
Sberbank of Russia OJSC	700,000	550,000
Raiffeisenbank CJSC	500,000	617,752
UniCredit Bank CJSC	250,000	–
Finance lease liabilities (Note 20)	294	1,756
Other long-term loans	–	3,678
	1,450,294	1,173,186
Less: current portion	(210,526)	(85,721)
Loans and borrowings with non-complying financial covenants	(950,000)	–
Total long-term loans and borrowings	289,768	1,087,465

Short-term loans and borrowings	2011	2010
Sberbank of Russia OJSC	–	10,000
UniCredit Bank CJSC	50,000	180,000
Finance lease liabilities (Note 20)	405	1,148
Other short-term loan	–	65
	50,405	191,213
Current portion of long-term loans and borrowings	210,526	85,721
Loans and borrowings with non-complying financial covenants	950,000	–
Total short-term loans and borrowings	1,210,931	276,934

19. Loans and borrowings

Sberbank of Russia OJSC

In 2008, the Group entered into a number of credit facility agreements with Sberbank of Russia, OJSC within the limit of the General Agreement. During 2009 - 2010, the credit facility agreements were renewed within the same limit and finally maturing in January 2011. The credit facility was fully repaid according to schedule.

On June 3, 2009, the Group entered into a loan agreement in the amount of RUR 950,000, bearing interest of 18.50%, 11.75% (since June, 2010) per annum and maturing in June 2012. As of December 31, 2010 the outstanding balance of the loan amounted to RUR 450,000. The loan was fully repaid in January 2011 ahead of schedule.

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, 2011 and 2010 the outstanding balance of the credit facility amounted to RUR 700,000 and RUR 100,000, respectively.

Raiffeisenbank CJSC

In November 2009, the Group entered into a credit facility agreement with Raiffeisenbank, CJSC 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. As of December 31, 2010 the outstanding balance of the loan amounted to RUR 117,752. As of December 31, 2010 the current portion of this credit facility amounted to RUR 83,119. This credit facility was fully repaid in February 2011 ahead of schedule.

On November 22, 2010, the Group entered into a credit facility agreement in the amount of RUR 500,000 maturing in May 2012 – November 2013 bearing interest of Mosprime 1M plus 4.50 % per annum. As of December 31, 2011 the outstanding balance of the loan amounted to RUR 500,000.

UniCredit Bank CJSC

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. As of December 31, 2010, the unutilised balance of the credit facility amounted to RUR 60,000. During 2011 this credit facility was fully repaid.

On June 15, 2011, the Group entered into an unsecured loan agreement with a credit limit in the amount of RUR 250,000, bearing interest of 8.85% per annum and maturing in January-June 2014. As of December 31, 2011, the outstanding balance of the loan amounted to RUR 250,000

In June 2011, the Group entered into a credit facility in the amount of RUR 100,000, bearing interest of Mosprime 1M plus 3.25% per annum and maturing in June 2012. As of December 31, 2011, the outstanding and unutilised balance of the loan amounted to RUR 50,000.

In May 2011, the Group entered into an overdraft facility in the amount of RUR 80,000, bearing interest of Mosprime 1M plus 3.00% per annum and maturing in May 2012. As of December 31, 2011, the unutilised balance of the facility amounted to RUR 80,000.

19. Loans and borrowings

Loan Covenants

Loan agreements with Sberbank of Russia OJSC , Raiffeisenbank CJSC and UniCredit Bank CJSC with original maturity dates of December 2013, May 2012 - November 2013 and January-June 2014, respectively include the following significant covenants:

- Financial debt to Earnings before interest, taxes, depreciation, and amortization (EBITDA);
- Outstanding balances of financial debt based on consolidated financial statements in accordance with International Financial Reporting Standards;
- Outstanding balances of financial debt based on consolidated financial statements in accordance with Russian Generally Accepted Accounting Principles.

As of December 31, 2011, the Group does not comply with the financial covenants of the loan agreements with Sberbank of Russia, OJSC dated December 24, 2010 of RUR 700,000 and UniCredit Bank, CJSC dated June 15, 2011 of RUR 250,000. As a result, as of December 31, 2011, the outstanding balances of these loans are classified as current liability of the Group.

On March 27, 2012, the Group received a letter from Sberbank of Russia, OJSC stating its intention not to require loan repayment ahead of schedule.

20. 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, 2011 and 2010 amounted to RUR 487 and RUR 953, 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:

	2011		2010	
	Minimum payments	Present value of payments	Minimum payments	Present value of payments
Within one year	553	405	1,770	1,148
After one year but not more than five years	322	294	2,186	1,756
Total minimum lease payment	875	699	3,956	2,904
Less amounts representing finance charges	(176)	–	(1,052)	–
Present value of minimum lease payments	699	699	2,904	2,904

In the year ended December 31, 2011, the interest rate varied from 9.71% to 15.18%. In the year ended December 31, 2010, the interest rate varied from 9.46% to 15.18%.

21. Liabilities to Partners

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

	2011	2010
At December 31, 2010	120,416	237,590
Increase/(decrease) in amounts due to partners (Note 29)	47,463	(14,792)
Payments to partners	(63,293)	(99,475)
Other non-cash settlements	(7,528)	(3,880)
Translation difference	343	973
At December 31, 2011	97,401	120,416

Analysed as to:

	2011	2010
Short-term portion	48,882	53,075
Long-term portion	48,519	67,341
Total liabilities to partners	97,401	120,416

22. Trade and Other Payables

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

	2011	2010
Trade creditors	400,309	441,220
Output VAT and other taxes payable	270,770	244,185
Accrued salaries	228,615	236,145
Advances received	25,449	29,319
Interest payable to banks	3,735	2,365
Accrued and other liabilities	215,790	204,897
Total trade and other payables	1,144,668	1,158,131

Maturity profile of accounts payable is shown in Note 32.

23. Revenue

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

	2011	2010
Revenue from restaurants	9,714,289	8,971,209
Franchise revenue	316,883	270,597
Revenue from canteens	160,929	231,617
Sublease services	101,248	150,234
Sales of semi-finished products to franchisees	11,711	73,873
Other revenues	65,724	48,418
Total revenue	10,370,784	9,745,948

24. Cost of Sales

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

	2011	2010 as revised
Food and beverages	2,426,049	2,229,291
Payroll and related taxes	2,304,940	2,019,813
Rent	1,701,173	1,526,547
Restaurant equipment depreciation	367,381	344,074
Utilities	326,732	343,759
Materials	326,348	241,660
Laundry and sanitary control	206,477	177,606
Maintenance and repair services	173,475	144,161
Other services	154,015	122,995
Franchising fee	80,988	68,025
Transportation services	76,572	56,258
Sublease services cost	70,479	104,639
Other expenses	47,872	49,412
Total cost of sales	8,262,501	7,428,240

25. Selling, General and Administrative Expenses

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

	2011	2010 as revised
Payroll and related taxes	848,419	824,305
Advertising	239,596	233,361
Other services	81,899	78,847
Rent	71,490	69,044
Depreciation and amortisation	53,009	59,402
Financial and legal services	38,824	40,404
Increase in the allowance for impairment of advances paid, taxes recoverable and receivables	34,017	16,115
Transportation services	32,998	29,805
Utilities	32,284	30,958
Maintenance and repair services	17,171	19,334
Materials	16,832	18,280
Bank services	8,028	10,481
Laundry and sanitary control	1,425	3,746
Other expenses	66,492	64,279
Total selling, general and administrative expenses	1,542,484	1,498,361

26. Rent Expenses

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

	2011	2010
Rent premises minimum payment	1,755,804	1,662,014
Rent premises contingent payment	87,338	38,216
Total rent expenses	1,843,142	1,700,230

27. Other (Gains)/Losses

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

	2011	2010
Write off of trade and other payables	(6,655)	(13,887)
Other gains	(35,935)	(30,995)
Total other gains	(42,590)	(44,882)
Loss on disposal of non-current assets	184,438	99,440
Non-refundable VAT	23,397	12,494
Other losses	95,729	60,037
Total other losses	303,564	171,971

28. Loss/(Reversal) from Impairment Of Assets

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

	2011	2010
Loss/(reversal) from impairment of property and equipment (Note 6)	223,493	(3,884)
Loss from impairment of intangible assets (Note 7)	41,532	–
Total loss/(reversal) from impairment of assets	265,025	(3,884)

29. Financial (Income)/Expenses

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

	2011	2010
Interest income	(17,959)	(29,601)
Decrease in amounts due to partners (Note 21)	–	(14,792)
Total financial income	(17,959)	(44,393)
Interest expense	154,474	286,704
Increase in amounts due to partners (Note 21)	47,463	–
Total financial expenses	201,937	286,704

30. Share Based Payments

On April 30, 2010 and later on 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 113,667 were dismissed upon employment termination, 40,000 granted additionally to the same Participants, 27,666 exercised in 2011 upon vesting of the first installment, and 138,667 were outstanding at December 31, 2011 (206,000 at December 31, 2010). Exercise price is 10.5 US dollars. The group intends to settle the first 1/3rd of the Plan in cash and the other 2/3rd of the Plan making use of its right to settle its obligation by issuance of treasury shares it holds for that purpose. The Group valued the cash-settled part of the Options and the Plan at the market price at the reporting date. The company paid RUR 7,464 to the Participants for the exercised Options during the year ended December 2011. The Group valued the equity-settled part of the options and the plan at the date of granting and did not revalue at December 31, 2011.

On April 30, 2011 the Group adopted an addition to the Plan under which 18 new executive employees were included in the Participants and the existing Participants were granted additional Options on the following terms: vesting in three equal installments on April 30, 2011, 2012 and 2013, exercisable within 5 years upon vesting, exercise price is 19.5 US dollars. Total number of the additional Options granted were 304,000, out of which 43,500 were dismissed upon employment termination and 260,500 were outstanding at December 31, 2011. The Group intends to settle the addition to the Plan making use of its right to settle its obligation by issuance of treasury shares it holds for that purpose.

The value of the Plan is recognized in the financial statements during the vesting period as payroll expense and amounted to RUR 7,588 and RUR 18,402 during the years ended December 31, 2011 and 2010 respectively.

31. 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.

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, 2011 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.

Capital Commitments

At December 31, 2011 the Group had capital commitments of RUR 58,421 principally relating to the construction of new restaurants.

31. Commitments and Contingencies

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:

	2011	2010
Within one year	1,745,303	1,170,842
After one year but not more than five years	4,133,320	2,572,343
More than five years	1,174,213	781,634
Total minimum rental payables:	7,052,836	4,524,819

32. 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. 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, 2011, if 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 10,632. 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.

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.

32. Financial Risk Management Objectives and Policies

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). 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 December 31, 2011	As at December 31, 2011		As at December 31, 2010	
	Increase/ (decrease) in exchange rate	Effect on profit before tax	Increase/ (decrease) in exchange rate	Effect on profit before tax
US dollar/Russian rouble	12.5%	(55,082)	10.0%	(34,418)
US dollar/Russian rouble	(12.5%)	55,082	(10.0%)	34,418
US dollar/Kazakhstani Tenge	10.7%	865	15.0%	7,778
US dollar/Kazakhstani Tenge	(10.7%)	(865)	(15.0%)	(7,778)
US dollar/Ukrainian Hryvnia	23.3%	45,438	30.0%	56,899
US dollar/Ukrainian Hryvnia	(23.3%)	(45,438)	(30.0%)	(56,899)
Russian rouble/Ukrainian Hryvnia	27.0%	6,505	30.0%	17,018
Russian rouble/Ukrainian Hryvnia	(27.0%)	(6,505)	(30.0%)	(17,018)

32. Financial Risk Management Objectives and Policies

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, 2011 and 2010 based on contractual undiscounted payments.

December 31, 2011	Less than 3 months	3-12 months	1 to 5 years	Total
Long-term and short-term loans and borrowings	1,000,138	268,041	311,804	1,579,983
Long-term and short-term loans due to related parties	–	5,241	–	5,241
Trade and other payables	1,141,706	2,785	177	1,144,668
Payables to related parties	20,463	3,561	–	24,024
Liabilities to partners	36,697	12,185	48,519	97,401
Total	2,199,004	291,813	360,500	2,851,317

December 31, 2010	Less than 3 months	3-12 months	1 to 5 years	Total
Long-term and short-term loans and borrowings	11,316	451,289	1,200,067	1,662,672
Long-term and short-term loans due to related parties	–	7,253	–	7,253
Trade and other payables	1,146,381	6,175	5,575	1,158,131
Payables to related parties	21,745	7	–	21,752
Liabilities to partners	27,247	25,828	67,341	120,416
Total	1,206,689	490,552	1,272,983	2,970,224

32. Financial Risk Management Objectives and Policies

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:

	2011	2010
Trade and other receivables (Note 13)	196,124	142,136
Long-term loans due from related parties (Note 10)	104,336	141,110
Short-term loans due from related parties (Note 10)	100,198	12,576
Receivables from related parties (Note 10)	56,258	109,139
Long-term receivables due from related parties (Note 10)	3,854	–
Short-term loans	7,524	13,396
	468,294	418,357

As of December 31, 2011 and 2010 short-term loans receivable from third parties were neither past due nor impaired.

32. Financial Risk Management Objectives and Policies

Fair Value of Financial Instruments

Fair values of cash and cash equivalents, receivables, trade and other payables and short-term loans and borrowings 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, 9.7% and 8.93% for 2011 and 2010, respectively. The following table shows financial instruments which carrying amounts differ from fair values.

As at December 31, 2011	2011		2010	
	Carrying amount	Fair value	Carrying amount	Fair value
Assets				
Long-term loans due from related parties	104,336	114,165	141,110	152,804
Liabilities				
Long-term loans and borrowings	289,474	289,474	1,085,709	1,177,147
Current portion of long-term loans and borrowings	210,526	210,526	85,721	85,721

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, 2011 and 2010.

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.

Team Development

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