



**ROSINTER**  
RESTAURANTS

## 9M 2012 unaudited IFRS financial results

Investors and Analysts Presentation



**19 December 2012**

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1

## Focus the portfolio

- Focus the brand portfolio on profitable, growing, or high-potential brands and regions
- Review and exit non-core/weaker brands and regions

2

## Re-establish brand & operational competitiveness

- Redirect capital from expansion to fix the core estate
- Increase food quality & value through menu revitalisation
- Revitalise our brands & make them relevant again

3

## Improve profitability & sustainability

- Quick wins & transaction growth
- Progressively reduce our overhead cost
- Eliminate operational waste and better manage/reduce input costs
- Improve economies of scale in production, purchasing and logistics
- Increase our investment in maintenance and marketing

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## Grow selectively










- Corporate stores focused on higher-volume sites in major markets – local support hubs and centres of excellence
- Improve franchise support and grow franchise business
- Continue to expand the transportation hubs business

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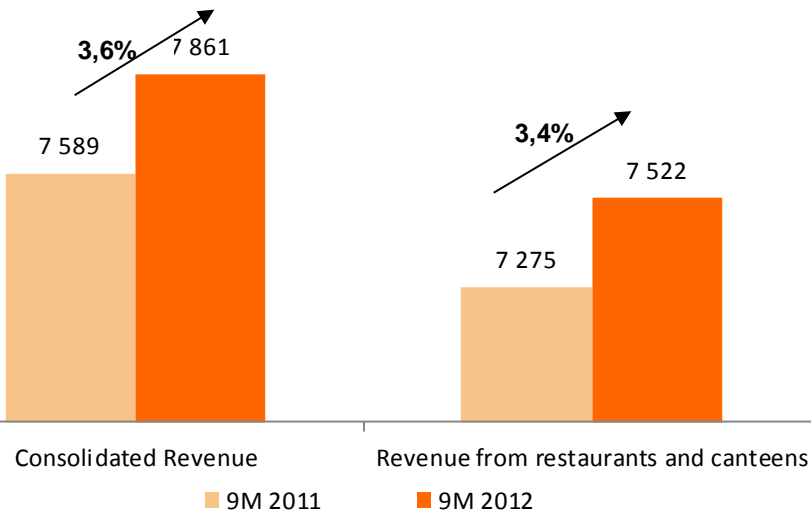
## Reorganise & build capabilities

- Reorganise to clarify accountabilities especially for brand & ops
- Improve internal service levels of critical support functions
- Increase our investment in people development
- Transformation programme to embed the strategy and values

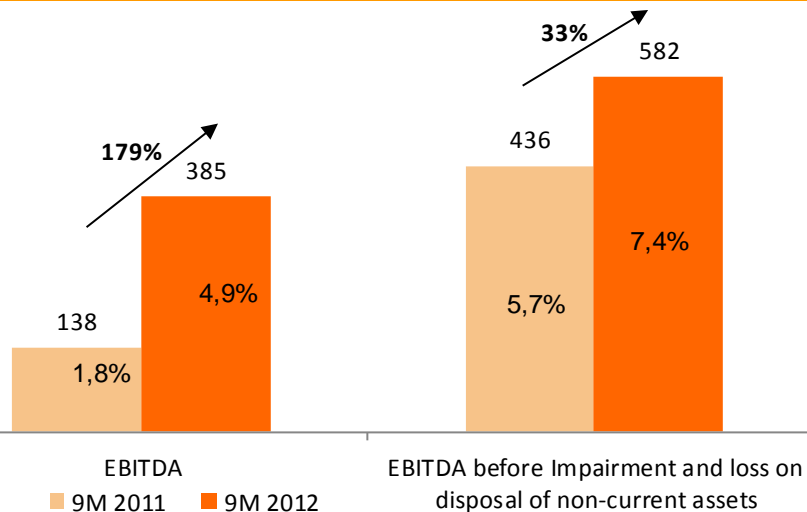
# Execution is on track

Key Value Drivers	4Q 2012	Progress update
<b>Release growth blockages</b>		
Focus Portfolio		<ul style="list-style-type: none"> <li>American Bar &amp; Grill brand to be kept and developed in transportation hubs mainly</li> </ul>
Closing brands-ops gap New franchise support organization		<ul style="list-style-type: none"> <li>New organizations in place.</li> <li>Focus on consolidating the cultural change in 2013 to achieve its full benefits in 2014</li> </ul>
<b>Increase value existing assets</b>		
Menu revitalization		<ul style="list-style-type: none"> <li>New menus launched together with a short-term marketing plan focused on transactions</li> </ul>
Brand revitalization		<ul style="list-style-type: none"> <li>Genesis test store for IL Patio to open December 2012 and for Planet Sushi early 2Q 2013</li> <li>Test stores for Next Generation IL Patio and Planet Sushi to open each early 2Q 2013</li> </ul>
Day part management		<ul style="list-style-type: none"> <li>Focus mainly on Lunch and Dinner at this stage</li> </ul>
Ergonomic kitchen flow & others		<ul style="list-style-type: none"> <li>To be developed mainly with Genesis and Next Generation</li> </ul>
Supply chain increased efficiencies		<ul style="list-style-type: none"> <li>On track as planned</li> </ul>
Overhead reorganization		<ul style="list-style-type: none"> <li>Target for 4Q 2012 achieved</li> </ul>
<b>New Development 2013</b>		<ul style="list-style-type: none"> <li>Will update with 2013 guidance - February 2013</li> </ul>

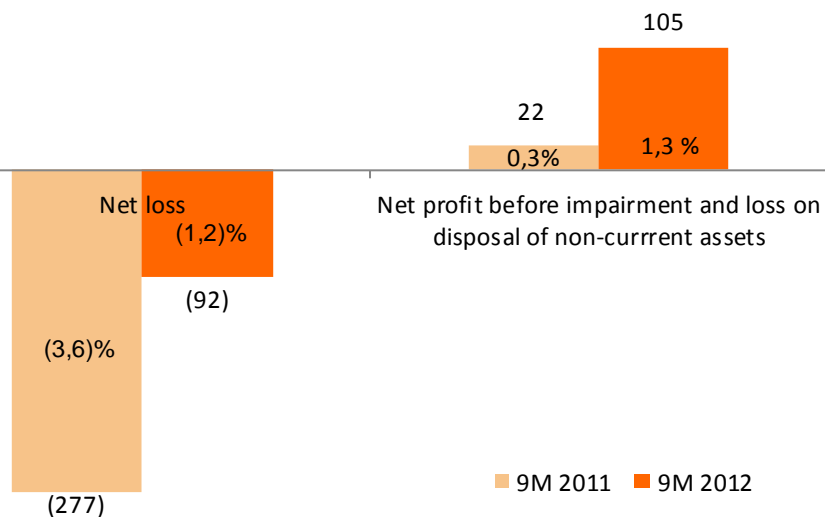
## Net Revenue, Rub mln



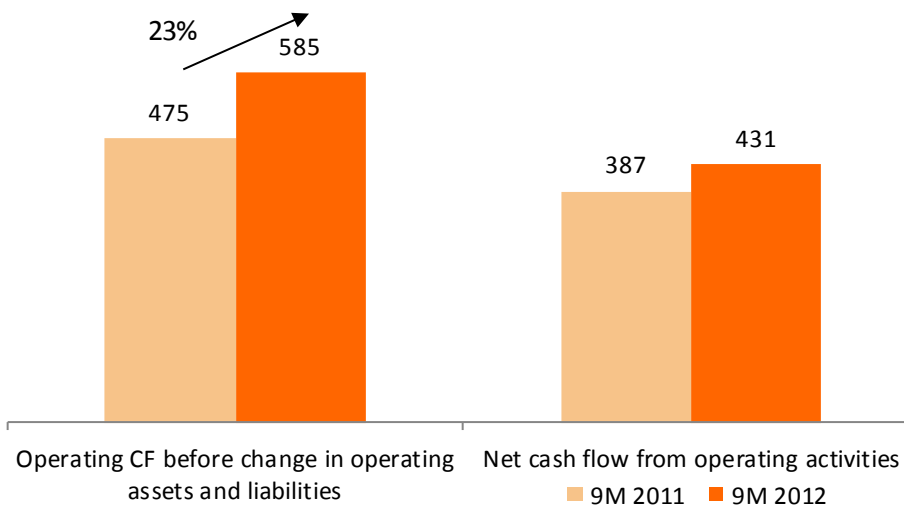
## EBITDA, Rub mln



## Net Loss/Profit, Rub mln



## Operating Cash Flow, Rub mln



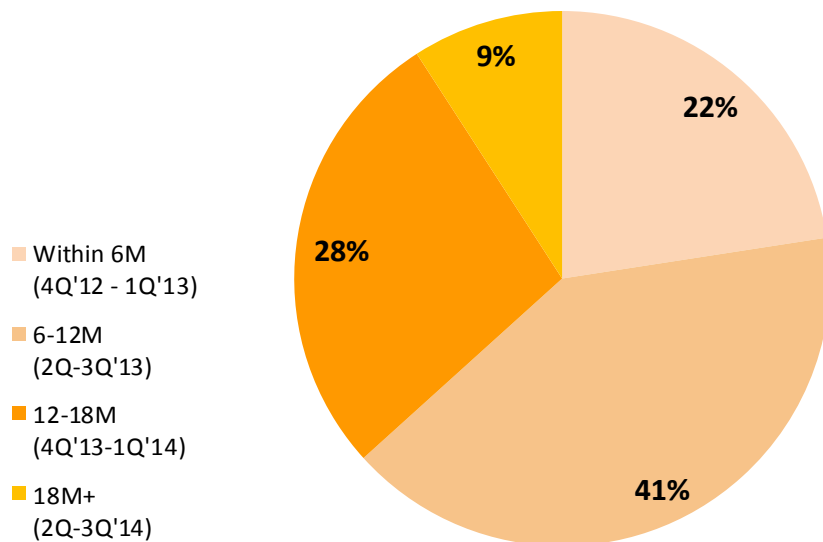
<b>(RUB) thousands</b>		<b>9M 2012</b>		<b>9M 2011</b>	
<b>Net revenue</b>		<b>7 861 055</b>	<b>100,0 %</b>	<b>7 588 906</b>	<b>100,0 %</b>
<i>Incl. Revenue from restaurants and canteens</i>		7 522 372	95,7 %	7 275 260	95,9 %
<i>Incl. Revenue from franchising</i>		208 374	2,7 %	199 065	2,6 %
<b>Cost of sales</b>		<b>6 375 637</b>	<b>81,1 %</b>	<b>6 155 792</b>	<b>81,1 %</b>
<i>Incl. Food and beverages</i>	✓	1 816 801	23,1 %	1 789 427	23,6 %
<i>Incl. Payroll and related taxes</i>	✓	1 703 207	21,7 %	1 758 878	23,2 %
<i>Incl. Rent</i>	✗	1 458 418	18,6 %	1 247 397	16,4 %
<b>Gross profit</b>		<b>1 485 418</b>	<b>18,9 %</b>	<b>1 433 114</b>	<b>18,9 %</b>
SG&A Expenses	✓	1 133 477	14,4 %	1 187 097	15,6 %
Start-up expenses for new restaurants		73 741	0,9 %	88 281	1,2 %
Other gains	✓	53 516	0,7 %	34 073	0,4 %
Other losses		79 097	1,0 %	161 774	2,1 %
Losses from impairment of operating assets		150 997	1,9 %	204 784	2,7 %
<b>Profit/(loss) from operating activities</b>		<b>101 622</b>	<b>1,3 %</b>	<b>(174 749)</b>	<b>(2,3)%</b>
<b>Loss before tax</b>		<b>(27 541)</b>	<b>(0,4)%</b>	<b>(321 988)</b>	<b>(4,2)%</b>
Income tax		(64 187)	(0,8)%	45 383	0,6 %
<b>Net loss</b>		<b>(91 728)</b>	<b>(1,2)%</b>	<b>(276 605)</b>	<b>(3,6)%</b>
<b>EBITDA</b>		<b>385 269</b>	<b>4,9 %</b>	<b>137 912</b>	<b>1,8 %</b>
<b>EBITDA before impairment</b>		<b>536 266</b>	<b>6,8 %</b>	<b>342 696</b>	<b>4,5 %</b>
<b>EBITDA before impairment and write-offs</b>		<b>581 660</b>	<b>7,4 %</b>	<b>436 160</b>	<b>5,7 %</b>

## 3Q & 2Q 2012 Income Statements

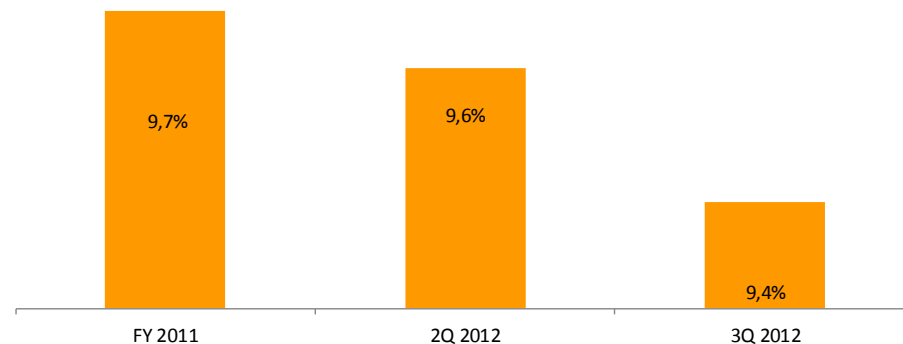
(RUB) thousands		3Q 2012		2Q 2012	
<b>Net revenue</b>		<b>2 672 115</b>	<b>100,0 %</b>	<b>2 617 807</b>	<b>100,0 %</b>
<i>Incl. Revenue from restaurants and canteens</i>		2 570 413	96,2 %	2 497 047	95,4 %
<i>Incl. Revenue from franchising</i>		67 509	2,5 %	71 735	2,7 %
<b>Cost of sales</b>		<b>2 191 198</b>	<b>82,0 %</b>	<b>2 104 118</b>	<b>80,4 %</b>
<i>Incl. Food and beverages</i>	⚠	616 733	23,1 %	598 069	22,8 %
<i>Incl. Payroll and related taxes</i>	✓	564 045	21,1 %	570 989	21,8 %
<i>Incl. Rent</i>	✗	527 934	19,8 %	473 593	18,1 %
<b>Gross profit</b>		<b>480 917</b>	<b>18,0 %</b>	<b>513 689</b>	<b>19,6 %</b>
SG&A Expenses	✓	364 009	13,6 %	384 002	14,7 %
Start-up expenses for new restaurants		21 873	0,8 %	28 989	1,1 %
Other gains	✓	7 324	0,3 %	34 379	1,3 %
Other losses		26 676	1,0 %	30 679	1,2 %
(Reversal of)/losses from impairment of operating assets		(426)	(0,0)%	149 776	5,7 %
<b>Profit/(loss) from operating activities</b>		<b>76 109</b>	<b>2,8 %</b>	<b>(45 378)</b>	<b>(1,7)%</b>
<b>Profit/(loss) before tax</b>		<b>13 097</b>	<b>0,5 %</b>	<b>(20 090)</b>	<b>(0,8)%</b>
Income tax		(29 687)	(1,1)%	(19 329)	(0,7)%
<b>Net loss</b>		<b>(16 590)</b>	<b>(0,6)%</b>	<b>(39 419)</b>	<b>(1,5)%</b>
<b>EBITDA</b>		<b>171 762</b>	<b>6,4 %</b>	<b>47 862</b>	<b>1,8 %</b>
<b>EBITDA before impairment</b>		<b>171 336</b>	<b>6,4 %</b>	<b>197 638</b>	<b>7,5 %</b>
<b>EBITDA before impairment and write-offs</b>		<b>187 252</b>	<b>7,0 %</b>	<b>214 930</b>	<b>8,2 %</b>

- In 9M 2012 gross debt decreased by 8.8% to RUB 1,369 mln.
- Net debt decreased by 16% leading to Net debt/EBITDA (12M rolling) ratio of 1,8x as of September 30, 2012.
- Long-term component of the debt portfolio increased to 36.7% as of September 30, 2012.
- As at 30 November 2012 the Group signed two long-term loan contracts with Raiffeisenbank and Unicredit bank for the total amount of RUB 800 million, which will further improve the Group's debt maturity profile.

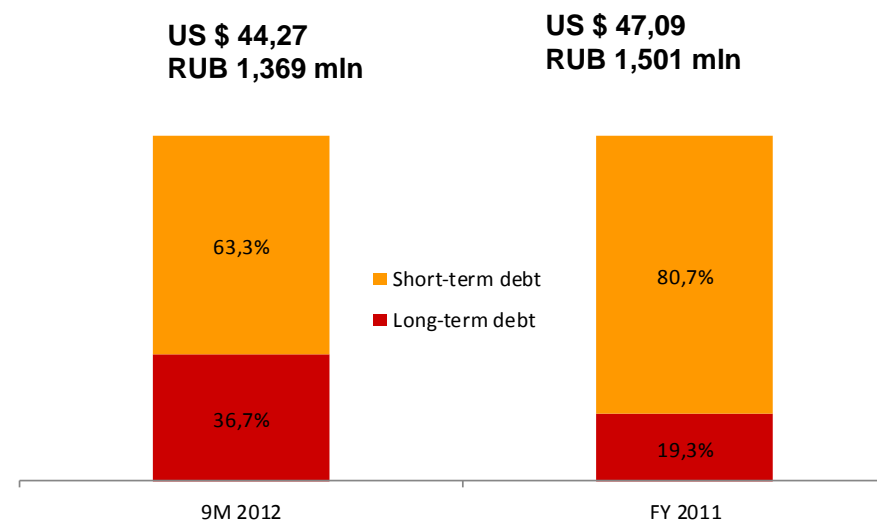
## Debt maturity



## Average Interest Rates



## Debt Portfolio





# January – November 2012 Operational update

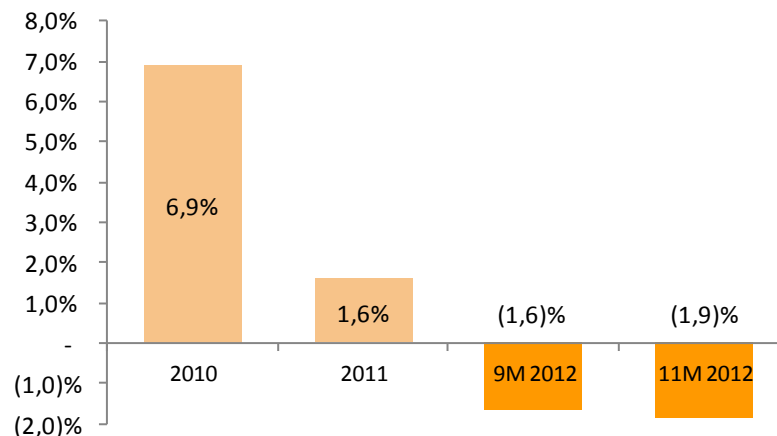
## Network Expansion in January – November 2012

	2011	Openings	Closings	Oct 2012
Corporate	254	15	17	252
Franchised	129	16	16	129
<b>Subtotal</b>	<b>383</b>	<b>29</b>	<b>33</b>	<b>381</b>
Costa Coffee	24*	3*	-	27
<b>Total outlets</b>	<b>407</b>	<b>32</b>	<b>33</b>	<b>408</b>

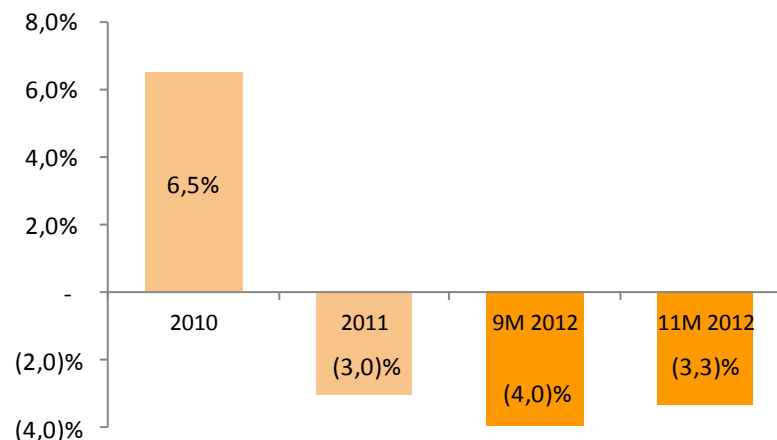
Note: (\*) Figures are provided on a pro forma basis. The group acquired the remaining 50% stake in Costa JV in 2012 and now operates the Costa Coffee chain in Russia under a license.

- During January – November 2012, the Group opened 32 new restaurants, including 15 corporate, 16 franchise and 3 Costa Coffee outlets.
- As at 30 November 2012 OJSC Rosinter Restaurants Holding operates 408 outlets, including 129 franchised restaurants and 27 Costa Coffee in 43 cities in Russia, CIS and Central Europe, including Baltic countries.
- Same-store sales declined by 1,6% in 9M 2012 and by 1.9% in January – November 2012.

## Same-Store Sales dynamics (LFL), %



## Number of transactions dynamics (LFL), %



## Investor Relations Team

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