



ROSINTER
RESTAURANTS

Rosinter Restaurants Holding (RRH)

Investors and analysts conference call

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- Top management team complete with the right mix of expertise and local/international experience:
 - Engagement in addressing the business challenges
 - Enthusiasm with the opportunity and business potential
 - Alignment to transform the business into a stable, profitable, scalable and predictable operation
 - Increased guest-focused approach and improved operational discipline will support improved guest traffic and loyalty
 - Release of organizational blockages has enhanced internal dynamic between operations, marketing and franchise
 - Enhanced focus of management time and resources on core brands

- Main focus for 2013:
 - Guest traffic and top line
 - Brand revitalization
 - Transportation hub and Costa Coffee expansion
 - Search for increased efficiency

Potential gross margin growth

- Menu innovation and targeted promotional campaigns
- Increased in-store focus on building sustainable sales
 - Revenue productivity by increasing the table turn or consumption– right people in the right place
- Improved use of digital marketing and loyalty programs
- Stronger local marketing

EBITDA investment in closing/preparation period to operate under new format

- First IL Patio Genesis in test phase since mid-December
- First IL Patio Next Generation pilot restaurant to open 2Q 2013
- First Planet Sushi Genesis and first Next Generation pilots to open in 2Q 2013
- Additional test stores to open in 2H 2013 in Moscow and Regions
- Commercial rollout for the 4 new formats (Genesis and Next Generation for each brand) planned for 2014
- Only successful formats with adequate ROIC will survive

Transportation hubs and Costa Expansion

Full revenue potential in 2014 but start up expenses in 2013 – Most openings in 2H 2013

- Business delivering high growth:
 - +25% in number of outlets in 2012
 - Recent opening of operation in Kazan airport
 - Many additional opportunities already in advanced stage would give material presence in additional key hubs in Russia
 - Experienced internal team supported by international expert optimizing operation and expansion strategy
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Most quick wins obtained. Now focusing on “harder” wins

- Sales productivity project under way for a more effective cost of labor – International benchmarking in progress
- Injecting additional resources to supply chain team as well as support by an international expert - pursuit of incremental efficiency
- Support center efficiencies for 2012 achieved – Prioritization of processes ongoing

- Genesis and Next Generation pilot stores
- Transportation hubs business and Costa Coffee expansion
- Infrastructure repairs to fix the core estate
- People development
- IT innovations and systems to support our strategy
 - Equipment and systems to enhance restaurant efficiency
 - New management monitoring tools

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