



ROSINTER
RESTAURANTS

1H 2011 unaudited IFRS financial results

Investors and Analysts Presentation

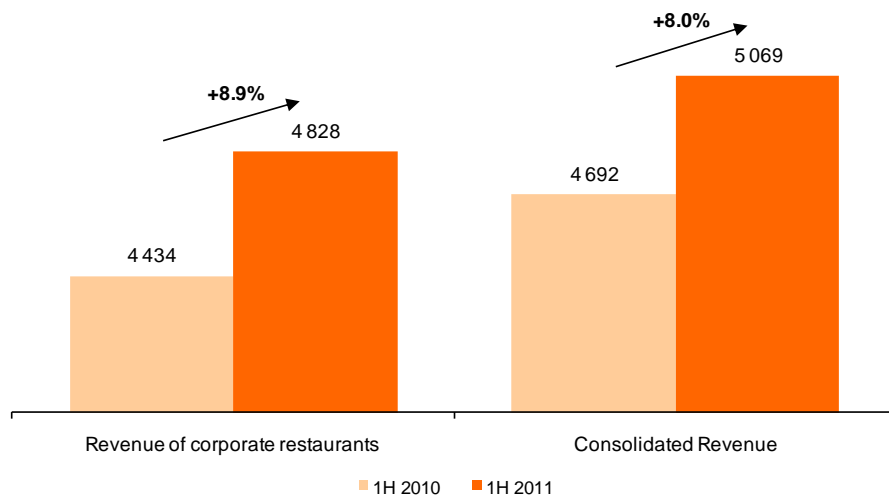


12 September 2011

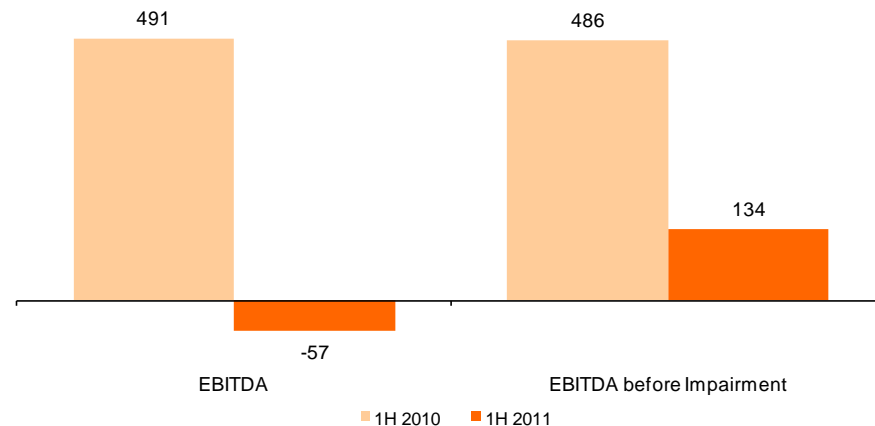
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<p><i>Solid Sales Growth</i></p>	<ul style="list-style-type: none"> • Consolidated revenue increased by 8.0% supported by 4.3% same-store sales growth • Average check increase resulting from a new pricing policy became key driver of like-for-like sales growth • Traffic trends reflect the time period needed for consumers adaptation to new prices
<p><i>Cost of Goods Sold</i></p>	<ul style="list-style-type: none"> • Policy of step-by-step price revisions targeted at a gradual passing of the inflationary pressure on to the consumers • Partial coverage of the supplies inflation resulted in a short-term F&B cost increase by 107bpts as percentage of sales YoY in 1H 2011 • Average check growth and cost control initiatives resulted in F&B cost decline to 23.7% as percentage of sales in 2Q 2011 from 24.3% in 1Q 2011
<p><i>Payroll and social taxes</i></p>	<ul style="list-style-type: none"> • Social taxes increased from 26% to 34% starting January 1, 2011 • Restaurant staff wages realigned for 2011 • Payroll cost increased by 315bpts as percentage of sales YoY in 1H 2011 • Productivity growth initiatives resulted in Payroll cost decline to 23.4% as percentage of sales in 2Q 2011 from 25.0% in 1Q 2011
<p><i>Margins</i></p>	<ul style="list-style-type: none"> • Gross profit increased to 18.6% as percentage of sales in 2Q 2011 from 17.2% in 1Q 2011 • Impairment provision of RUB 191 mln resulted in EBITDA contraction and Net losses of RUB 321.5 mln
<p><i>Network expansion</i></p>	<ul style="list-style-type: none"> • 11 new corporate and 14 new franchise restaurants opened in 1H 2011 • 2 non-core corporate canteens and 2 loss-making corporate outlets closed • Full 2011 corporate and franchise pipelines on the advanced stages of development while new openings schedule skewed towards 4Q 2011

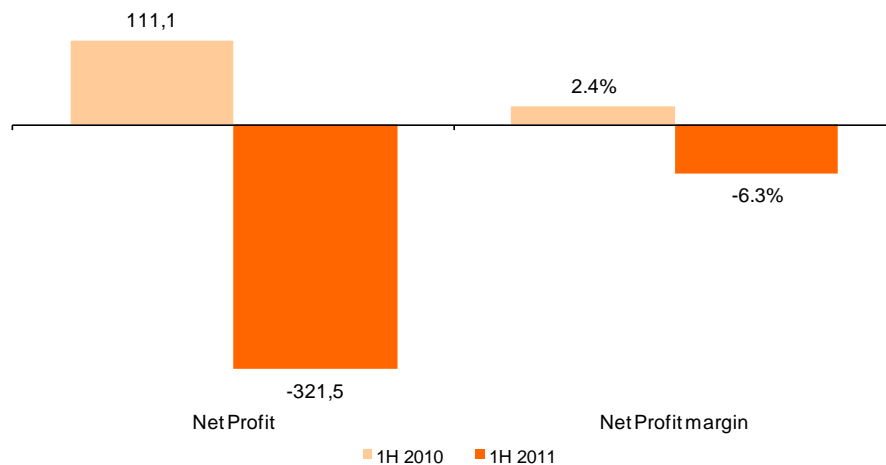
Net Revenue, Rub mln



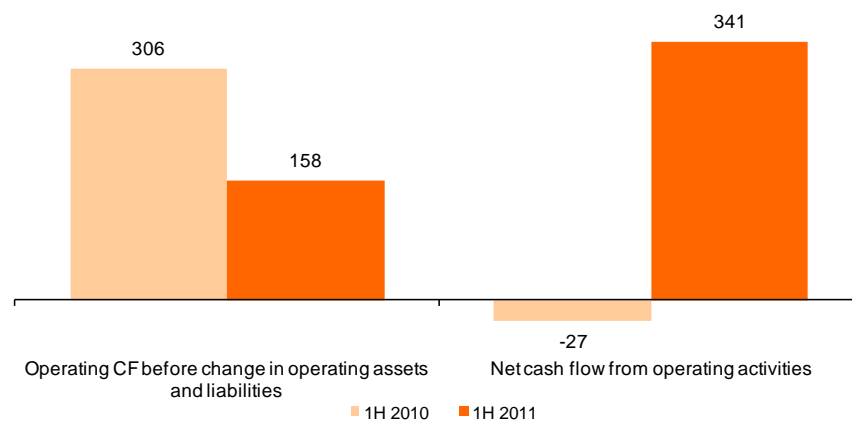
EBITDA, Rub mln



Net Profit, Rub mln



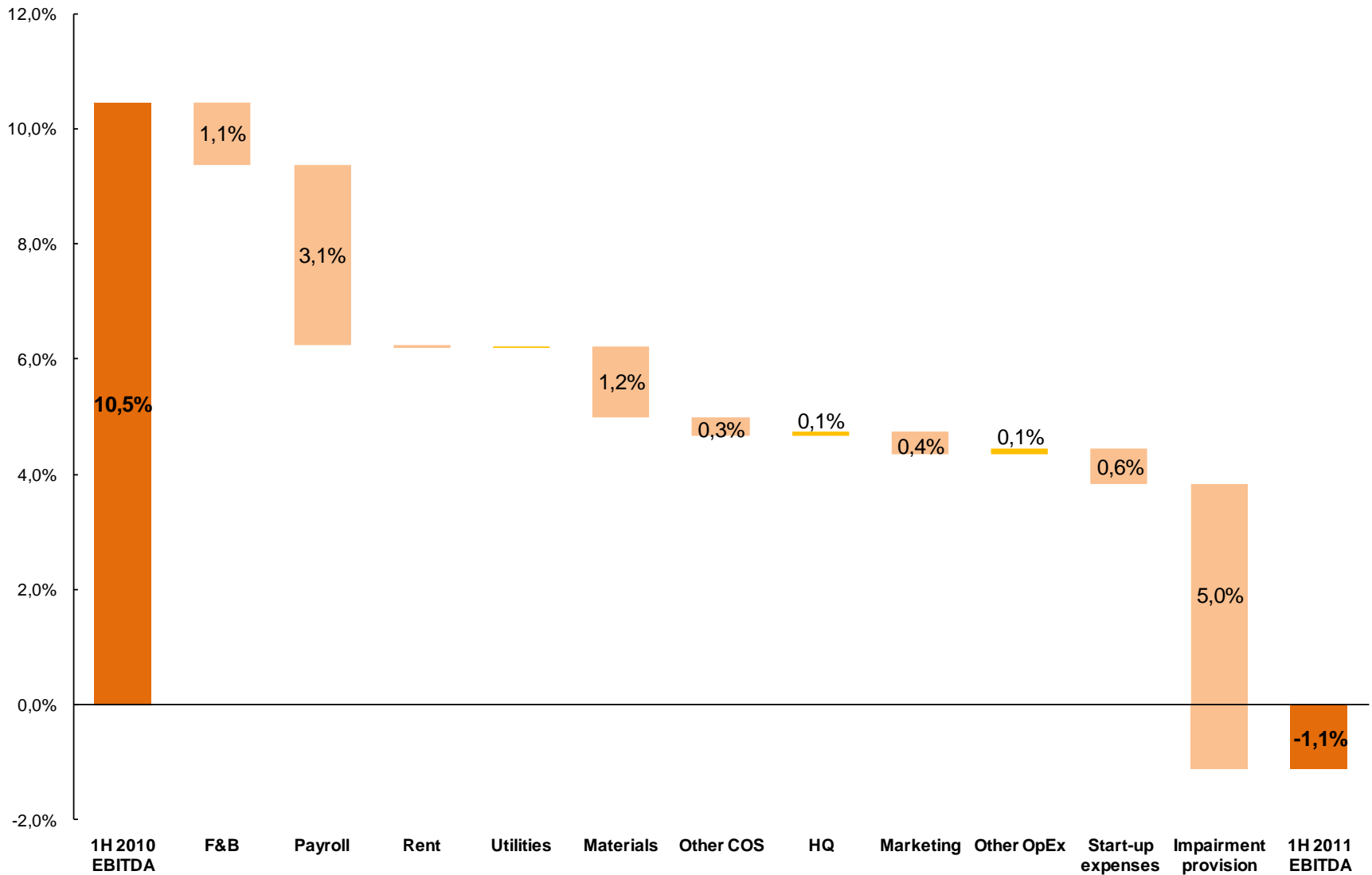
Operating Cash Flow, Rub mln



- Consolidated revenue increased by 8.0% following 4.3% same-store sales growth in 1H 2011 and the increasing contribution of restaurants opened since 2H 2009
- Cost of sales increased by 5.8% as percentage of revenue driven by increase in food and beverage cost margin, payroll expenses, and materials
- SG&A expenses increased by 0.2% as percentage of revenue driven mainly by higher marketing expenses
- Start-up expenses increased reflecting higher number of corporate openings
- Impairment losses of RUB 191.1 mln accrued to reflect more conservative outlook on a number of corporate outlets

<i>(RUB thousand)</i>	1H 2011		1H 2010	
Net revenue	5 069 495	100,0%	4 691 904	100,0%
Incl. Revenue from restaurants	4 828 463	95,2%	4 434 425	94,5%
Incl. Revenue from franchising	158 866	3,1%	127 255	2,7%
Cost of Sales	4 161 334	82,1%	3 580 772	76,3%
Incl. Food and beverages	1 217 221	24,0%	1 076 482	22,9%
Incl. Payroll and related taxes	1 225 831	24,2%	986 848	21,0%
Incl. Materials	171 792	3,4%	101 027	2,2%
Gross profit	908 161	17,9%	1 111 132	23,7%
SG&A expenses	809 925	16,0%	740 093	15,8%
Start-up expenses for new restaurants	57 034	1,1%	24 628	0,5%
Other operating income	(17 026)	-0,3%	(20 498)	-0,4%
Other operating expenses	131 137	2,6%	78 355	1,7%
Losses/(Gains) from impairment	191 082	3,8%	(4 363)	-0,1%
Operating profit/(loss)	(263 991)	-5,2%	292 917	6,2%
Financial expenses, net	70 093	1,4%	105 472	2,2%
Foreign exchange losses, net	35 792	0,7%	9 296	0,2%
Share of losses/(gains) of JV and associates	(498)	0,0%	21 275	0,5%
Profit/(Loss) before tax	(369 378)	-7,3%	156 874	3,3%
Income tax	(47 868)	-0,9%	45 749	1,0%
Net profit/(loss)	(321 510)	-6,3%	111 125	2,4%
Operating profit/(loss)	(263 991)	-5,2%	292 917	6,2%
Depreciation and amortization	206 813	4,1%	197 934	4,2%
EBITDA	(57 178)	-1,1%	490 851	10,5%
Losses/(Gains) from impairment	191 082	3,8%	(4 363)	-0,1%
EBITDA before Impairment	133 904	2,6%	486 488	10,4%

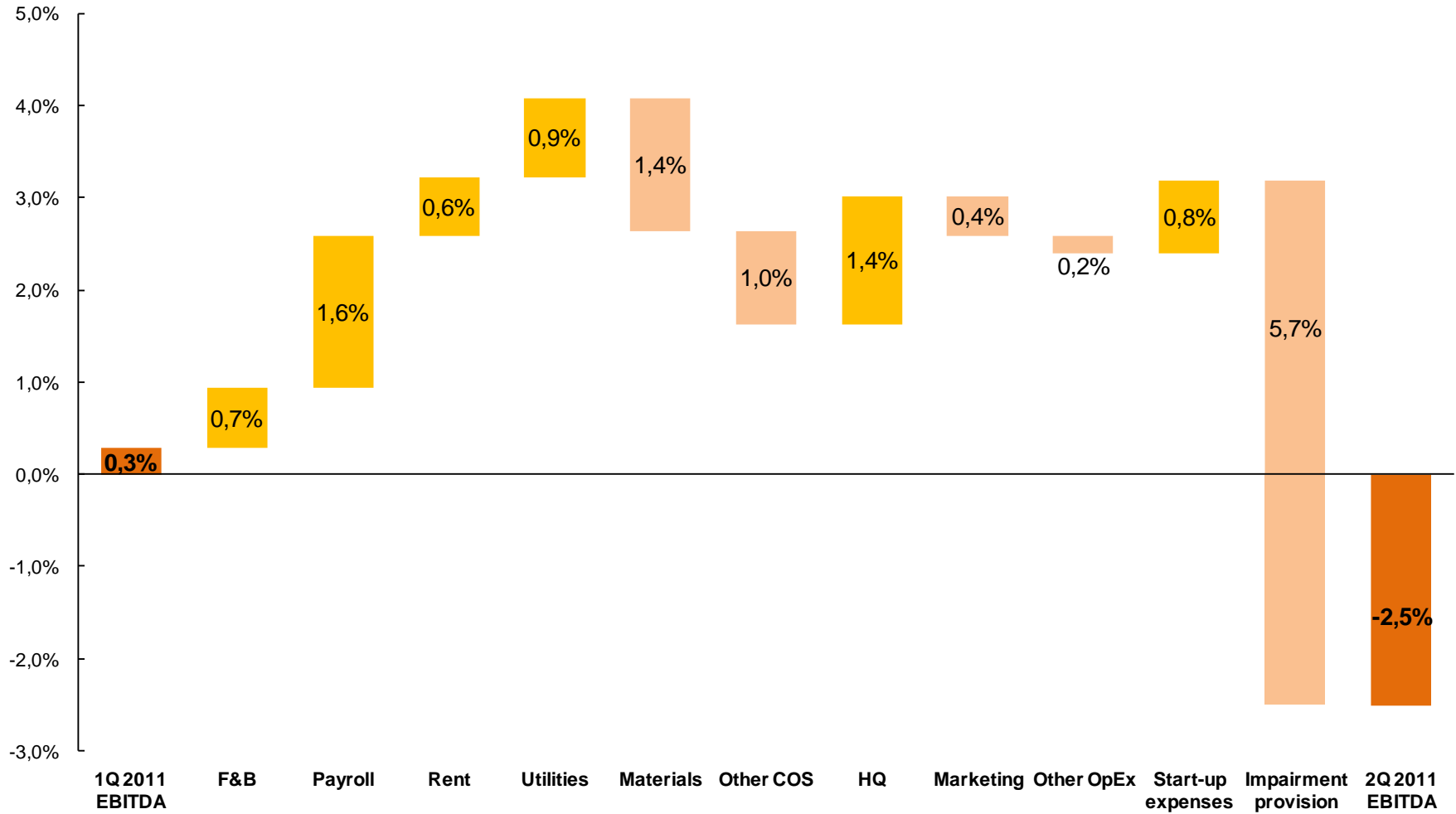
1H 2011 EBITDA margin walk-forward



- Average check growth and cost control initiatives resulted in F&B cost decline to 23.7% as percentage of sales in 2Q 2011 from 24.3% in 1Q 2011
- Productivity growth initiatives resulted in Payroll cost decline to 23.4% as percentage of sales in 2Q 2011 from 25.0% in 1Q 2011
- Gross profit margin increased in 2Q 2011 reflecting lower food and beverage cost and payroll expenses as percentage of revenue
- SG&A expenses decreased by 1.0% as percentage of revenue driven mainly by decline in HQ payroll cost
- Better operating performance resulted in increase of EBITDA margin before impairment to 3.4% in 2Q 2011 from 1.8% in 1Q 2011

<i>(RUB thousand)</i>	2Q 2011		1Q 2011	
Net revenue	2 580 376	100,0%	2 489 119	100,0%
Incl. Revenue from restaurants	2 466 180	95,6%	2 362 283	94,9%
Incl. Revenue from franchising	82 959	3,2%	75 907	3,0%
Cost of Sales	2 100 468	81,4%	2 060 866	82,8%
Incl. Food and beverages	611 247	23,7%	605 974	24,3%
Incl. Payroll and related taxes	603 062	23,4%	622 769	25,0%
Incl. Materials	105 775	4,1%	66 017	2,7%
Gross profit	479 908	18,6%	428 253	17,2%
SG&A expenses	399 747	15,5%	410 178	16,5%
Start-up expenses for new restaurants	19 058	0,7%	37 976	1,5%
Other operating income	(5 266)	-0,2%	(11 760)	-0,5%
Other operating expenses	82 042	3,2%	49 095	2,0%
Losses/(Gains) from impairment	152 963	5,9%	38 119	1,5%
Operating profit/(loss)	(168 636)	-6,5%	(95 355)	-3,8%
Financial expenses, net	41 576	1,6%	28 517	1,1%
Foreign exchange losses, net	6 044	0,2%	29 748	1,2%
Share of losses/(gains) of JV and associates	(285)	0,0%	(213)	0,0%
Profit/(Loss) before tax	(215 971)	-8,4%	(153 407)	-6,2%
Income tax	(40 909)	-1,6%	(6 959)	-0,3%
Net profit/(loss)	(175 062)	-6,8%	(146 448)	-5,9%
Operating profit/(loss)	(168 636)	-6,5%	(95 355)	-3,8%
Depreciation and amortization	104 259	4,0%	102 554	4,1%
EBITDA	(64 377)	-2,5%	7 199	0,3%
Losses from impairment	152 963	5,9%	38 119	1,5%
EBITDA before Impairment	88 586	3,4%	45 318	1,8%

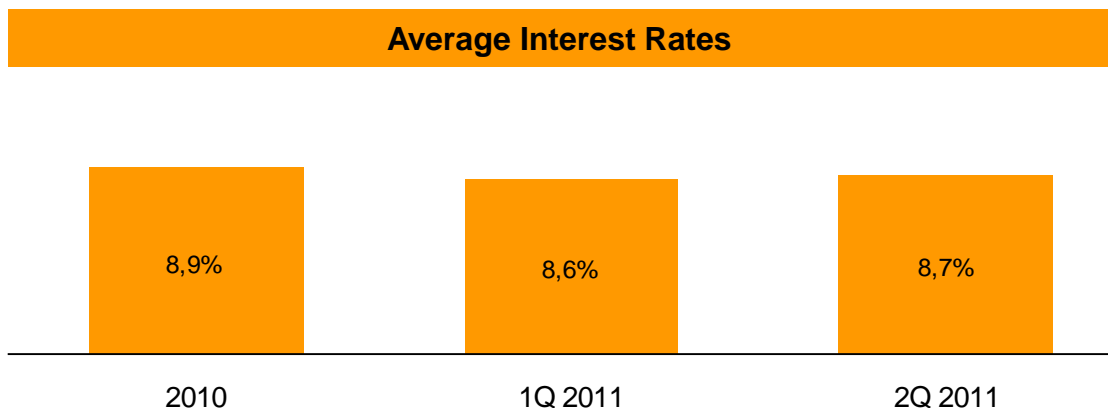
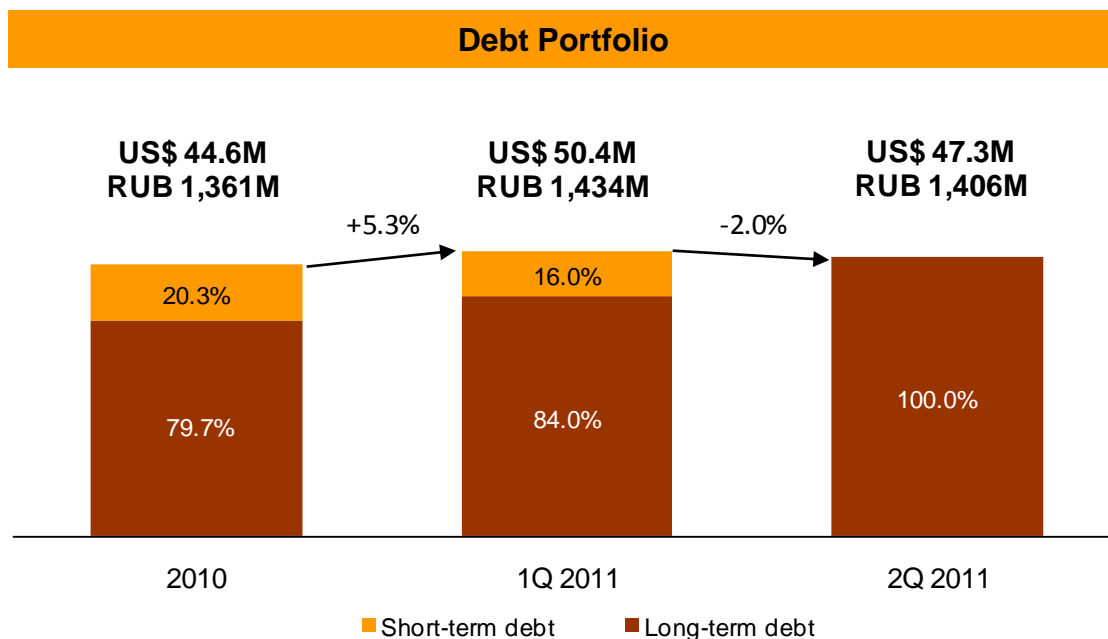
2Q 2011 EBITDA margin walk-forward



- Operating margins reduction resulted in the decrease of operating cash flow before changes in operating assets and liabilities by 48.3%
- Overall net cash from operating activities increased in 1H 2011 as reflection of working capital rebalancing in 1H 2010
- New cash used in investing activities increased in 1H 2011 reflecting greater investments in new corporate openings

<i>(RUB thousand)</i>	<i>1H 2011</i>	<i>1H 2010</i>
Net cash flow from/(used in) operating activities	340 781	(27 275)
Incl. Cash flow before changes in operating assets and liabilities	158 009	305 645
Incl. Change in operating assets and liabilities	182 772	(332 920)
Net cash flow used in/(from) investing activities	(304 818)	(136 975)
Net cash flow from financing activities	(53 588)	264 430
Effect of exchange rate changes	(12 091)	(1 648)
Net increase in cash & cash equivalents	(29 716)	98 532
Cash & cash equivalents at beginning of the period	216 510	113 243
Cash & cash equivalents at end of the period	186 794	211 775

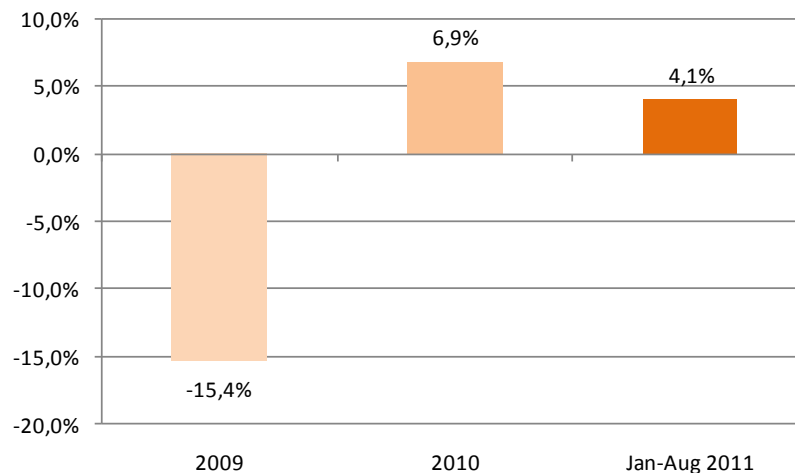
- In 1H 2011 gross debt increased by 3.3% to RUB 1,406 mln.
- In 2Q gross debt decreased by 2.0% vs. 1Q 2011
- Net debt increased by 6.5% leading to Net debt/EBITDA (12M rolling) ratio of 2.5x as of June 30, 2011
- Long-term component of the debt portfolio increased to 100% as of June 30, 2011



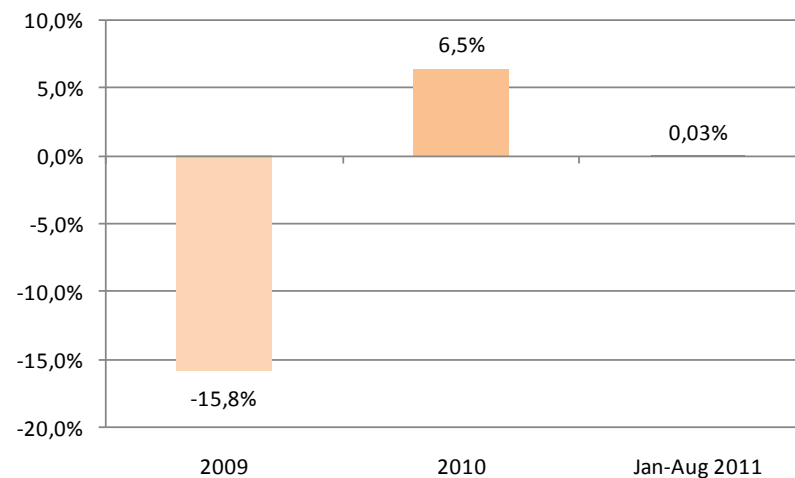
Jan-Aug 2011: Same-store sales dynamics

- Same-store sales increased by 4.1% in Jan-Aug 2011
- Average check growth, resulting from a new pricing policy, became key driver of same-store sales growth
- Despite healthy growth in 2010 and partial recovery in Jan-Aug 2011 there is still significant room for further rebound in comparison with 2008 pre-crisis year

Same-Store Sales dynamics (LFL), %



Number of transactions dynamics (LFL), %



Restaurant Network Expansion in Jan-Aug 2011

	2010	Openings	Closings	Aug 2011
Corporate	249	12	10	251
Franchised	113	16	6	123
Total	362	28	16	374

- As a part of profitable growth strategy our Company has successfully started corporate development program following the completion of SPO in mid-2010
- During Jan-Aug 2011, were opened 28 new outlets, including 12 corporate and 16 franchise
- Since the beginning of the year our Company has opened new franchise outlets in Azerbaijan and Irkutsk, which widened our geographical coverage to 43 cities in 10 countries



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