



**ROSINTER**  
RESTAURANTS

## Investors and Analysts Presentation 2010 IFRS audited financial results

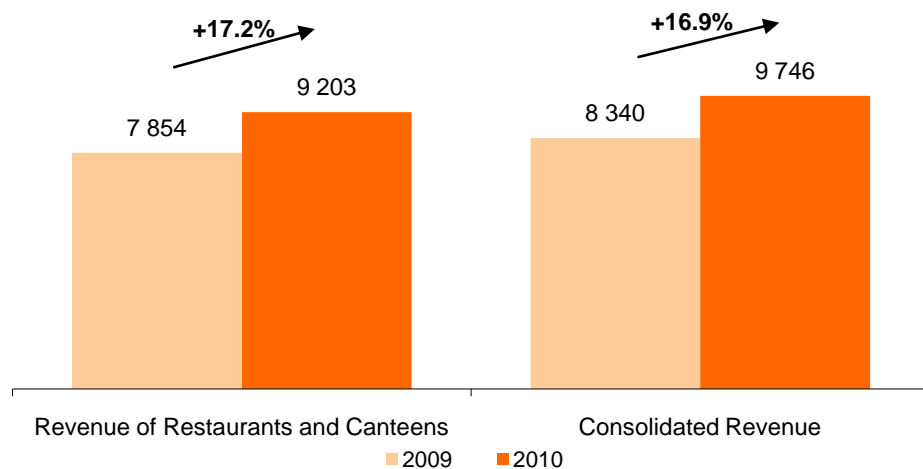


20 April 2011

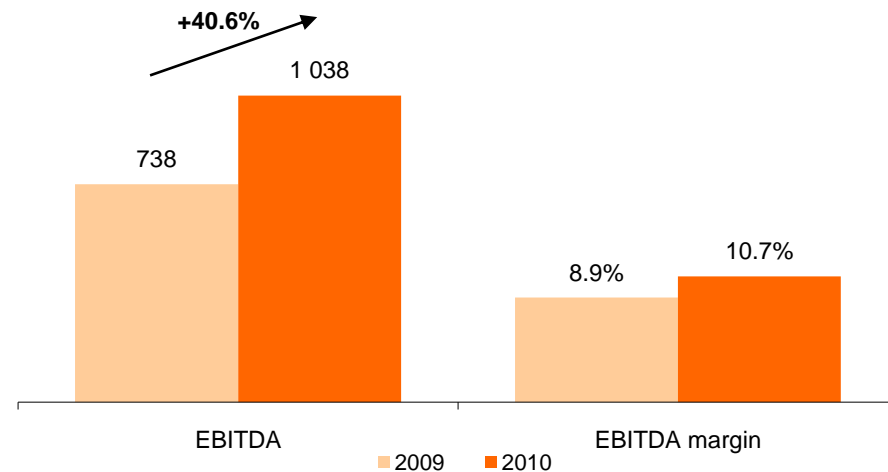
This presentation contains “forward-looking statements” which include all statements other than statements of historical fact. Such forward-looking statements can often be identified by words such as “plans”, “expects”, “intends”, “estimates”, “will” “may”, “continue”, “should” and similar expressions. 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 presentation are provided as at the date of this presentation and are subject to change by the Company's own discretion without notice of any kind and form.

<p><b><i>Strong top-line growth</i></b></p>	<ul style="list-style-type: none"> <li>• 16.9% increase of consolidated revenue driven by 6.9% SSSG and growing contribution of restaurants opened since 2H 2008</li> <li>• Increase in guests traffic supported with active marketing campaigns and promotions</li> </ul>
<p><b><i>Organizational and legal structures realigned</i></b></p>	<ul style="list-style-type: none"> <li>• Organizational structure realignment led to more efficient internal processes and headcount optimization</li> <li>• On-going legal restructuring already led to SG&amp;A savings and reduction of effective income tax rate</li> </ul>
<p><b><i>New team motivation program</i></b></p>	<ul style="list-style-type: none"> <li>• Company-wide bonus program aligned with corporate performance</li> <li>• Compensation program with stock-based incentive plan</li> </ul>
<p><b><i>Successful SPO</i></b></p>	<ul style="list-style-type: none"> <li>• \$44.9 mln of new equity raised through SPO</li> <li>• Debt reduced and its maturity profile improved</li> </ul>
<p><b><i>Back to profitability</i></b></p>	<ul style="list-style-type: none"> <li>• Net profit amounted to RUB 258 mln, for a net profit margin of 2.6% as compared to net losses in 2009</li> <li>• EBITDA amounted to RUB 1,038 mln, for an EBITDA margin of 10.7% as compared to 8.9% in 2009</li> </ul>
<p><b><i>Revitalized development</i></b></p>	<ul style="list-style-type: none"> <li>• Corporate development revitalized starting 2H 2010</li> <li>• 16 new corporate and 24 franchise restaurants opened in 2010 with another 12 corporate and 14 franchise outlets under construction at year-end</li> <li>• Stores portfolio optimized, bringing positive effect on consolidated financial performance</li> </ul>

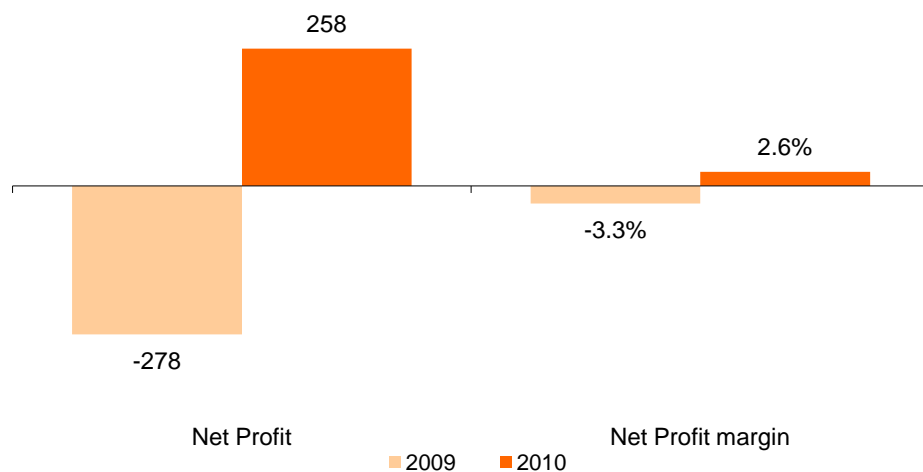
## Net Revenue, Rub mln



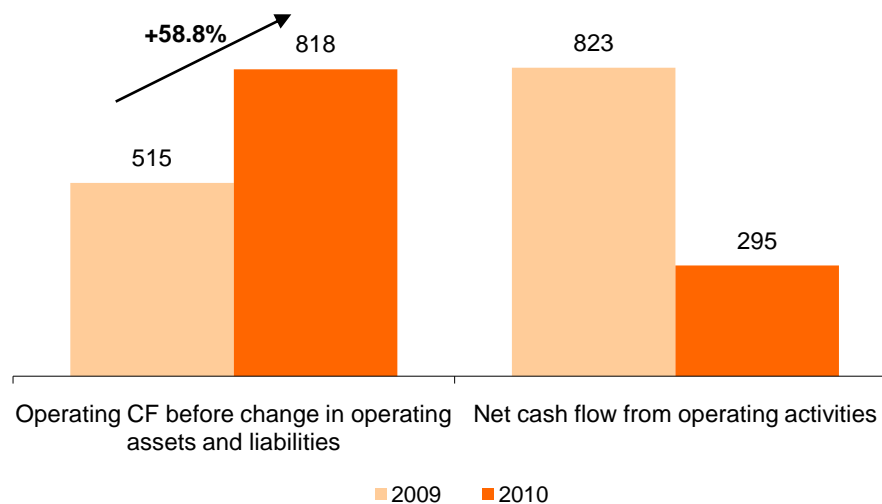
## EBITDA, Rub mln



## Net Profit, Rub mln



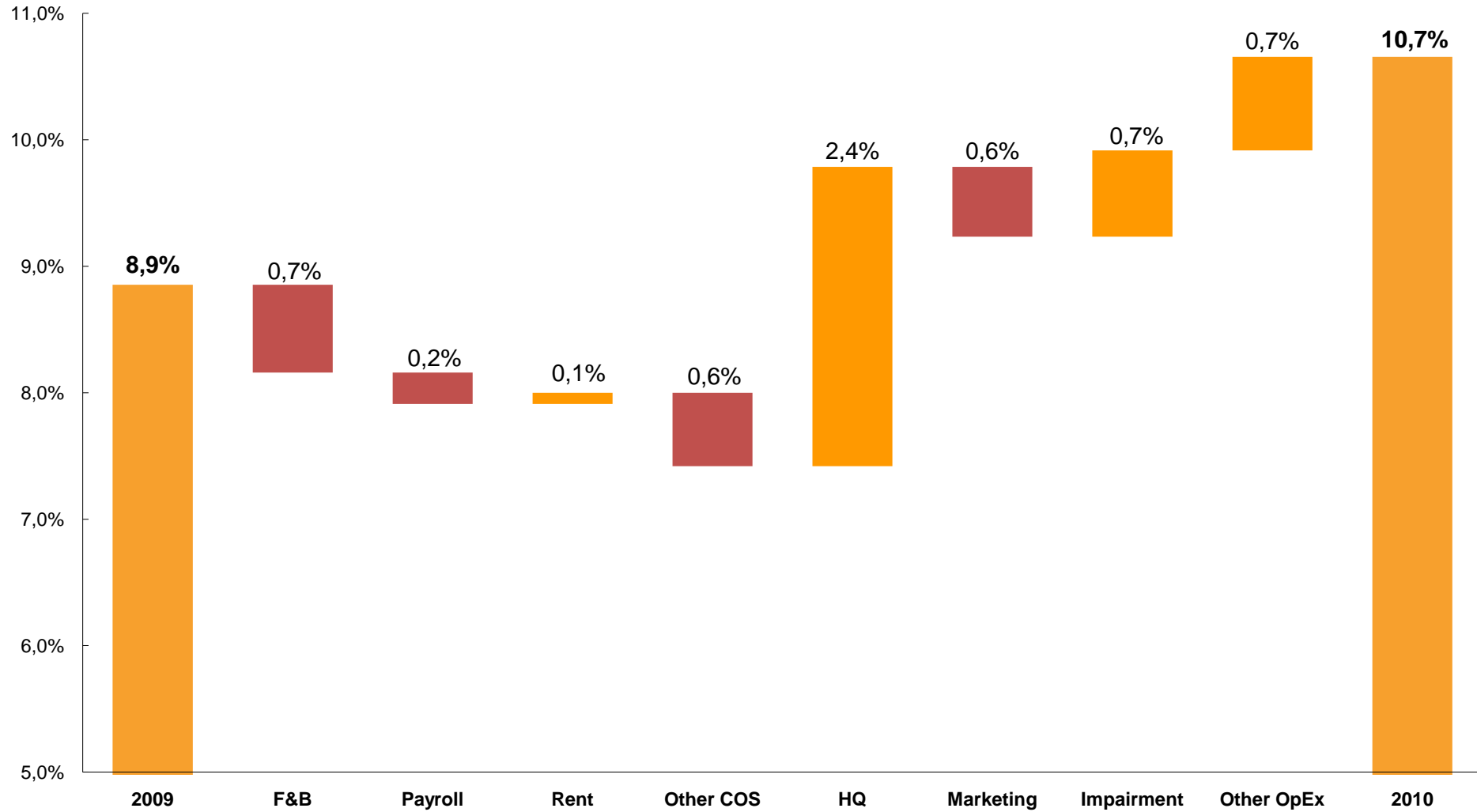
## Operating Cash Flow, Rub mln



- Consolidated revenue increased by 16.9% following 6.9% same-store sales growth in 2010 and increasing contribution of restaurants opened since 2H 2008
- Cost of sales increased by 0.9% as percentage of revenue driven by some increase in food and beverage cost margin, payroll expenses, materials, and maintenance and repair due to our continued strategy to keep up with high quality standards
- SG&A expenses decreased by 2.0% as percentage of revenue driven by relative savings in payroll and rent expenses, partially offset by higher marketing expenses
- Decrease in debt level and interest rates resulted in reduction of financial expenses by 30.2%

<i>(RUB thousand)</i>	2010		2009	
<b>Revenue</b>	<b>9 745 948</b>	<b>100,0%</b>	<b>8 340 096</b>	<b>100,0%</b>
Cost of sales	(7 405 429)	-76,0%	(6 260 840)	-75,1%
<b>Gross profit</b>	<b>2 340 519</b>	<b>24,0%</b>	<b>2 079 256</b>	<b>24,9%</b>
SG&A	(1 530 404)	-15,7%	(1 475 540)	-17,7%
Start-up expenses for new restaurants	(51 933)	-0,5%	(69 622)	-0,8%
Other operating expenses, net	(127 089)	-1,3%	(156 325)	-1,9%
<b>Profit from operating activities before impairment</b>	<b>631 093</b>	<b>6,5%</b>	<b>377 769</b>	<b>4,5%</b>
Gain/(Loss) from impairment of operating assets	3 884	0,0%	(42 435)	-0,5%
<b>Profit from operating activities after impairment</b>	<b>634 977</b>	<b>6,5%</b>	<b>335 334</b>	<b>4,0%</b>
Financial expenses, net	(233 079)	-2,4%	(333 845)	-4,0%
Foreign exchange losses, net	(19 130)	-0,2%	(60 077)	-0,7%
Share of losses of joint venture and associates	(21 873)	-0,2%	(17 059)	-0,2%
<b>Profit/(Loss) before income tax</b>	<b>360 895</b>	<b>3,7%</b>	<b>(75 647)</b>	<b>-0,9%</b>
Income tax expense	(103 355)	-1,1%	(202 631)	-2,4%
<b>Net profit/(loss) for the year</b>	<b>257 540</b>	<b>2,6%</b>	<b>(278 278)</b>	<b>-3,3%</b>
<b>EBITDA</b>	<b>1 038 453</b>	<b>10,7%</b>	<b>738 348</b>	<b>8,9%</b>

# 2010 EBITDA margin walk-forward

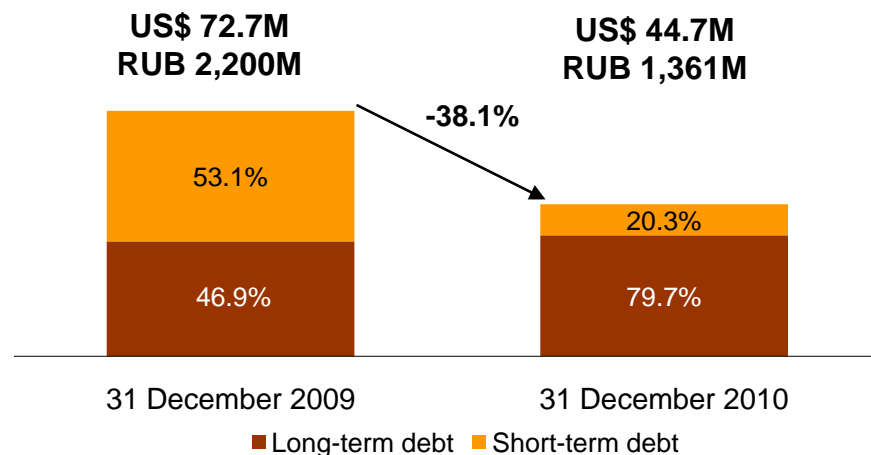


- Operating cash flow before changes in operating assets and liabilities increased by 58.8% in 2010 as compared to 2009
- Net cash used in investing activities decreased by 25.8% driven mainly by the number of corporate openings in each period: 16 casual dining restaurants in 2010 and 21 outlets in 2009
- In 2010 the company had received RUB 1,280 mln as proceeds from SPO which were used to reduce debt and finance corporate development program
- In 2010 the company used RUB 125.3 mln for purchase of treasury shares as part of Share Appreciation Rights Program (SARP) for key employees

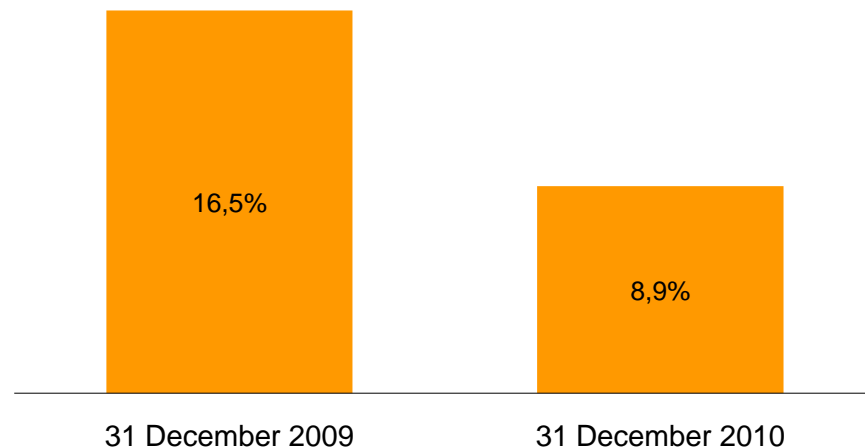
<i>(RUB thousand)</i>	2010	2009
Operating cash flow before changes in operating assets and liabilities	818 154	515 285
Change in operating assets and liabilities	(522 949)	307 394
<b>Net cash flow from operating activities</b>	<b>295 205</b>	<b>822 679</b>
<b>Net cash used in investing activities</b>	<b>(389 933)</b>	<b>(525 366)</b>
<b>Net cash from/(used in) financing activities</b>	<b>206 407</b>	<b>(355 624)</b>
Effect of exchange rate on cash and cash equivalents	(8 412)	(2 779)
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>103 267</b>	<b>(61 090)</b>
Cash and cash equivalents, bop	113 243	174 333
<b>Cash and cash equivalents, eop</b>	<b>216 510</b>	<b>113 243</b>

- In 2010 Gross debt decreased by 38.1% to RUB 1,361 mln, leading to a Net debt/EBITDA of 1.1x in comparison with 2.97x at the end of 2009
- In 2010 in order to secure access to long-term financing our Company has registered on MICEX a bond issue for a nominal amount of 1,500 million rubles
- We have committed to a long-term corporate credit rating regular process, which in 2010 led to a “B-“ rating initiation by Standard&Poor’s with stable outlook

## Debt Portfolio Reduction



## Average Interest Rates

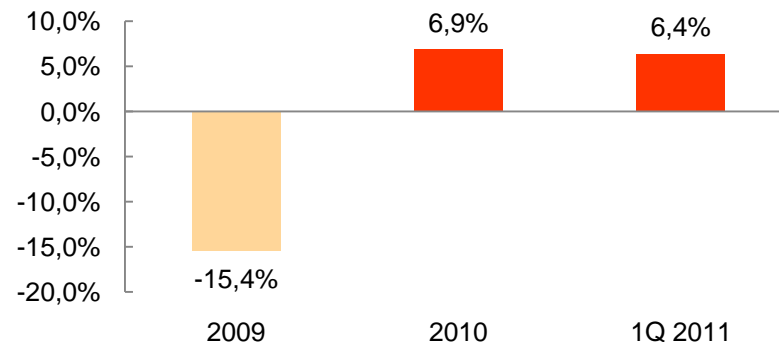




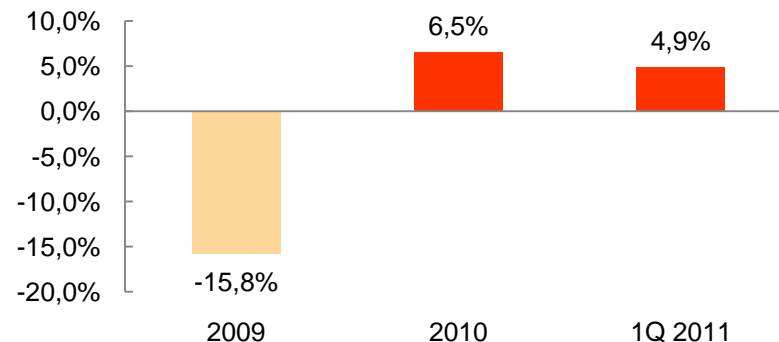
# 1Q 2011: Positive same-store sales dynamics

- Same store sales increased by 6,4% in 1Q 2011 supported by ongoing economic recovery
- Traffic is still the key driver of same store sales growth with 4,9% increase in 1Q 2011
- In 2009-2010 our company did not make major revisions to menu prices which leaves substantial room for passing inflation on to the consumers
- Despite the healthy growth in 2010 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), %**





- As a part of profitable growth strategy our Company has successfully started corporate development program following the completion of SPO
- In 2010 we opened 40 restaurants (16 corporate and 24 franchised) in high-priority markets
- In 2010 we made 22 closings of corporate restaurants, including 11 non-core and non-profitable stores in Moscow, 4 restaurants in regions, 2 in CIS and 5 outlets in Europe. Overall this improved consolidated financial performance and company value.
- During 1Q 2010 we opened 16 new outlets, including 6 corporate and 10 franchise

## Restaurant Network Expansion in 2010

	2009	Openings	Closings	2010
Corporate	255	16	22	249
Franchised	95	24	6	113
<b>Total</b>	<b>350</b>	<b>40</b>	<b>28</b>	<b>362</b>

## Restaurant Network Expansion in 1Q 2011

	2010	Openings	Closings	1Q 2011
Corporate	249	6	2	253
Franchised	113	10	2	121
<b>Total</b>	<b>362</b>	<b>16</b>	<b>4</b>	<b>374</b>

## Investor Relations Team

**Ilya Nemirovskiy**

Head of Investor Relations

**Alexey Teslo-Danilov**

Investor Relations

E-mail: [ir@rosinter.ru](mailto:ir@rosinter.ru)

Tel.: + 7 495 788 44 88