

AmRest Holdings SE  
Management Board

**Q1 2009**  
**Teleconference with**  
**Investors**

May 18th 2009





## Teleconference Details

- The complete **AmRest Q1 2009 Financial Report** is available to download from Investor Relations section at: <http://www.amrest.pl>
- The recording of this TeleConference will be available at our website within 48 hours
- The AmRest participants:
  - Wojciech Mroczyński, COO Casual Dining
  - Mark Chandler, Chief Financial Officer
  - Piotr Boliński, Finance Director
  - Mateusz Sielecki, IR&BI Manager
  - Dorota Dmowska, IR&BI



## AmRest Strategy

### Scope

**Achieve market dominance\* through acquisitions & operating scalable (\$50+ m in annual sales), highly profitable (20%+IRR) branded QSR & CD restaurants concepts**

### Our unique value proposition

**Through our „WJM“ culture we will deliver craveable taste and exceptional service at affordable prices.**

\*Dominance defined as clear sales leader in the country



## Executive Summary










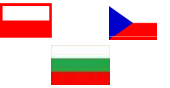




- Improvement in the US SSS in Q1'09 vs. H2'08. EBITDA growing steadily (4.4% EBITDA margin reported in Q1'09)
- The momentum in Europe maintained in Q1'09 with strong SSS in core business (26.6% sales growth and 12.6% EBITDA margin)
- Russia still turbulent with negative SSS in CDR segment
- Disposal of Sfinks investment consummated in March – PLN 2.5m write off on Q1'09
- 20 restaurants opened since the beginning of 2009 (compared with 15 openings in corresponding period of 2008)



# AmRest Portfolio

## Quick Service Restaurants

## Casual Dining

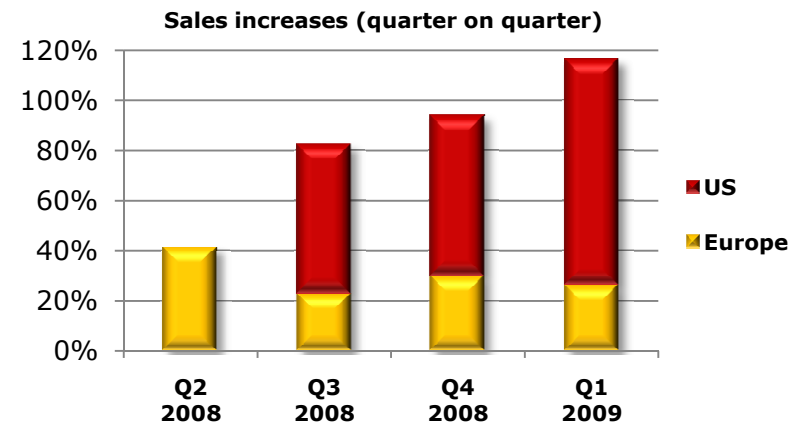
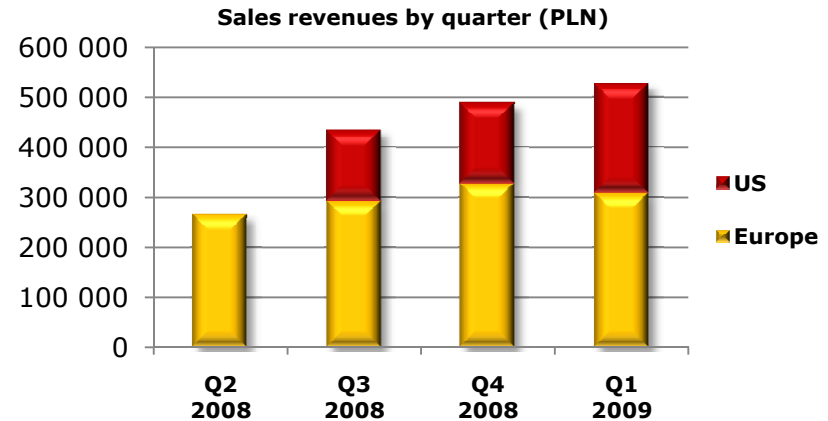
							
<b>AGREEMENT TYPE</b>	FRANCHISE	PROPRIETARY	FRANCHISE	PARTNERSHIP	FRANCHISE	PROPRIETARY	FRANCHISE
<b>AMREST OPERATES IN...</b>							
<b>No. OF AMREST RESTAURANTS</b>	<b>215</b>	<b>7</b>	<b>16</b>	<b>11</b>	<b>78</b>	<b>4</b>	<b>104</b>
<b>No. OF RESTAURANTS WORLDWIDE</b>	<b>13,000</b>	<b>7</b>	<b>11,200</b>	<b>14,000</b>	<b>12,300</b>	<b>4</b>	<b>1,900</b>

- Total of **435** restaurants with **the first 2 Starbucks in Poland** opened in April 2009
- 20 restaurants added to portfolio and 5 closed since the beginning of 2009, including conversion of 3 MultiBrands (joint KFC+PH location) into 3 single KFC
- 171 restaurants added to portfolio and 7 closed in 2008 (net increase of 164) - including 104 restaurants in US (AppleGrove acquisition)



## Growth of Sales

- AmRest restaurants generated **all-time consolidated sales record** PLN 525.6m and **record high sales dynamics** with an increase of 116.3% comparing to Q1'08.
- Sales growth came from both **same-store-sales in existing markets as well as the addition of US business**. US restaurants generated PLN 217.9m.
- **In Europe sales revenue grew by 26.6%** in Q1'09 comparing to Q1'08. In Q1'09 sales in Europe reached PLN 307.7m with 58.6% contribution to total sales.
- In Q1'09 the split of sales between QSR and CDR was 48.9% and 51.1% with the amount of PLN 257.2m and PLN 268.4m respectively.





## Profit & Loss Statement Q1'09 vs. Q1'08

<i>in thousands of Polish zloty</i>	Q1 2009		Q1 2008	
<b>Restaurant sales</b>	<b>525 588</b>		<b>243 023</b>	
Restaurant expenses:				
Cost of food	(165 807)	31,5%	(82 153)	33,8%
Direct marketing expenses	(19 819)	3,8%	(7 752)	3,2%
Direct depreciation and amortization expenses	(21 882)	4,2%	(13 274)	5,5%
Payroll and employee benefits	(139 025)	26,5%	(47 999)	19,8%
Continuing franchise fees	(27 426)	5,2%	(14 297)	5,9%
Occupancy and other operating expenses	(102 399)	19,5%	(42 640)	17,5%
<b>Gross profit on sales</b>	<b>49 230</b>	<b>9,4%</b>	<b>34 908</b>	<b>14,4%</b>
General and administrative (G&A) expenses	(31 758)	6,0%	(17 268)	7,1%
Depreciation and amortization expense (G&A)	(1 834)	0,3%	(930)	0,4%
Other operating income/(expense), net	9 117	1,7%	1 896	0,8%
Gain/(loss) on the disposal of fixed assets	(42)	0,0%	(96)	0,0%
Impairment gain/(losses)	(6)	0,0%	0	0,0%
<b>EBIT</b>	<b>24 707</b>	<b>4,7%</b>	<b>18 510</b>	<b>7,6%</b>
<b>EBITDA</b>	<b>48 429</b>	<b>9,2%</b>	<b>32 714</b>	<b>13,5%</b>
Financing income	(9 169)	1,7%	(3 084)	1,3%
Financing costs	3 080	0,6%	2 096	0,9%
Share of profit of associates	(2 527)	0,5%	271	0,1%
<b>Net profit before tax</b>	<b>16 091</b>	<b>3,1%</b>	<b>17 793</b>	<b>7,3%</b>
Income tax expense	(4 920)	0,9%	(4 662)	1,9%
<b>Net profit</b>	<b>11 171</b>	<b>2,1%</b>	<b>13 131</b>	<b>5,4%</b>
Attributable to:				
Minority interests	533	0,1%	(513)	0,2%
Shareholders of the parent	10 638	2,0%	13 644	5,6%
<b>Net profit for the period</b>	<b>11 171</b>	<b>2,1%</b>	<b>13 131</b>	<b>5,4%</b>



## Financial Q1'09 Highlights by Segment

	Q1'09	sales revenues share	margin (% of sales)
<b>Sales</b>	<b>525 588</b>		
Poland	177 851	33,8%	
Czech	68 319	13,0%	
Russia	42 595	8,1%	
Other	18 962	3,6%	
<b>Total Europe</b>	<b>307 727</b>	<b>58,5%</b>	
<b>US</b>	<b>217 861</b>	<b>41,5%</b>	
<b>EBITDA</b>	<b>48 429</b>		<b>9,2%</b>
Poland	28 075		15,8%
Czech	7 898		11,6%
Russia	3 846		9,0%
Other	(923)		-4,9%
<b>Total Europe</b>	<b>38 896</b>		<b>12,6%</b>
<b>US</b>	<b>9 533</b>		<b>4,4%</b>
<b>EBIT</b>	<b>24 707</b>		<b>4,7%</b>
Poland	18 851		10,6%
Czech	2 716		4,0%
Russia	2 031		4,8%
Other	(2 373)		-12,5%
<b>Total Europe</b>	<b>21 225</b>		<b>6,9%</b>
<b>US</b>	<b>3 482</b>		<b>1,6%</b>
<b>Finance Costs</b>	<b>-8 616</b>		<b>-1,6%</b>
<b>EBT</b>	<b>16 091</b>		<b>3,1%</b>
<b>Tax</b>	<b>-4 920</b>		<b>-0,9%</b>
<b>Net Profit</b>	<b>11 171</b>		<b>2,1%</b>





## Balance Sheet Q1'09 vs. 2008

<i>in thousands of Polish zloty</i>	31 March 2009	31 December 2008
<b>Assets</b>		
Property, plant and equipment, net	523 342	493 035
Goodwill	327 741	300 628
Intangible assets	49 043	43 931
Investments in associates	3 685	37 725
Other non-current assets	61 110	57 359
Deferred tax assets	16 044	16 113
<b>Total non-current assets</b>	<b>980 965</b>	<b>948 791</b>
Inventories	20 846	20 878
Trade and other receivables	65 366	66 162
Income tax receivable	7 174	1 098
Other current assets	17 075	12 263
Derivative financial instruments	8 484	9 254
Cash and cash equivalents	59 256	37 583
Assets held for sale	-	-
<b>Total current assets</b>	<b>178 201</b>	<b>147 238</b>
<b>Total assets</b>	<b>1 159 166</b>	<b>1 096 029</b>
Equity		
Issued capital	545	545
Share premium	324 485	314 808
Retained deficit	12 916	(10 353)
Current year net profit	10 638	24 123
Cumulative translation adjustment	57 763	24 750
<b>Equity attributable to shareholders of the parent</b>	<b>406 347</b>	<b>353 873</b>
<b>Minority interests</b>	<b>17 884</b>	<b>16 812</b>
<b>Total equity</b>	<b>424 231</b>	<b>370 685</b>
Liabilities		
Interest-bearing loans and borrowings	431 725	391 934
Finance lease liabilities	4 218	4 024
Employee benefits	1 623	1 548
Provisions	4 614	5 529
Deferred tax liabilities	12 016	10 589
Other non-current liabilities	27	551
<b>Total non-current liabilities</b>	<b>454 223</b>	<b>414 175</b>
Interest-bearing loans and borrowings	27 474	40 536
Finance lease liabilities	586	597
Trade and other accounts payable	247 548	269 642
Income tax payable	5 104	394
<b>Total current liabilities</b>	<b>280 712</b>	<b>311 169</b>
<b>Total liabilities</b>	<b>734 935</b>	<b>725 344</b>
<b>Total equity, minority interests and liabilities</b>	<b>1 159 166</b>	<b>1 096 029</b>

## Key Figures Q1'09 – Q1'08

### Key Figures (Q1'08 - Q1'09)

	Q1 2008	Q2 2008	Q3 2008	Q4 2008	Q1 2009	(Q2'08 - Q1'09)	2008
<b>Sales</b>	243 023	264 559	432 776	488 040	525 588	1 710 963	1 427 408
<i>Sales growth *</i>	36,8%	41,4%	82,6%	94,0%	116,3%	186,2%	67,3%
<i>Gross Profit (%)</i>	14,4%	11,8%	11,1%	9,0%	9,4%	-	11,2%
<b>EBITDA</b>	32 714	28 928	44 877	44 288	48 429	166 522	152 109
<i>EBITDA (%)</i>	13,5%	10,9%	10,4%	9,1%	9,2%	9,7%	10,7%
<b>EBIT</b>	18 510	13 929	27 822	-8 226	24 707	58 232	81 093
<i>EBIT (%)</i>	7,6%	5,3%	6,4%	-1,7%	4,7%	3,4%	5,7%
<b>Net income</b>	13 131	10 079	17 184	-17 802	11 171	20 632	20 804
<i>Net income (%)</i>	5,4%	3,8%	4,0%	-3,6%	2,1%	1,2%	1,5%
<b>Net debt</b>	148 112	173 891	364 137	400 610	399 943	399 943	394 887
<i>Net debt/EBITDA**</i>	1,2	1,4	2,5	2,7	2,4	2,4	2,6

\* the growth vs. corresponding period in the previous year

\*\* 12-months trailing EBITDA

### Seasonality of sales:

The seasonality of sales and inventories of the AmRest Group is not significant which is typical of the whole restaurant industry. On Central and East European markets, restaurants have lower sales in the first half of the year which is mainly the result of a smaller number of days of sale in February and lower number of customers in the restaurants. The United States market is characterized by stronger first half versus second half sales performance. After a period of lower sales in the summer months and a slight revival related to the Christmas season, the first half of the year is a period of increased activity in connection with the use of holiday vouchers, promotional coupons and a high number of holidays.



## Growth Outlook

### Core Business

- **Poland** continues strong performance with EBITDA at our target of 15% and sales continue to be positive.
- **Czech** market experiences some first signs of slow down with flat SSS.
- After successful launch of new KFC units in **Hungary** we continue building scale for KFC despite troubled economy. We observe positive SSS growth however the base is relatively low.

### New Brands update

- **Burger King** – Since the beginning of 2009 we have expanded the brand on Polish market by openings of 4 BK restaurants. We currently operate total of 16 BK restaurants in Polish, Bulgarian and Czech market.
- **Starbucks** – We successfully opened the first two Starbucks stores in Poland and we currently operate the total of 11 stores on Polish and Czech markets.
- **Applebee's** – As the result of successful integration and changes in the menu, improvement guest satisfaction and guest count has improved. Above factors and strengthening USD should cause 20% IRR from this investment.
- **freshpoint & Rodeo Drive** – We currently operate a total of 4 Rodeo Drives and 7 freshpoints. Although both brands have improved their results (especially freshpoint) they still have not reached satisfactory levels. As reported previously we will not expand them until the results are in line with our expectations and we get our new markets and Starbucks and BK up to critical mass.



## Growth Outlook - continuation

### New Markets update

- **Russia** – We continue the integration processes with AmRest structures on corporate level and ensuring operating consistency and the excellent quality of the products and services offered in acquired restaurants. We also continue organic development in St. Petersburg (added 2 KFCs since the beginning of 2009) and currently operate total of 60 restaurants in this market (43 KFCs and 17 PHs). The market is still turbulent with negative SSS in CDR.
- **Bulgaria** – Following the introduction of the Burger King brand to this market in 2008, we are concentrating on preparing a solid foundation for further development in the Balkan region. We still operate 2 BK and 2 KFC restaurants in Bulgaria.
- **Serbia** – After successful opening of our first KFC two years ago, second KFC unit was opened in Q1'09 in Serbia. Our next steps on this market will depend on how the current political situation develops however we expect additional opening in 2009.

## Questions



Q1 2009

Teleconference with Investors

Thank you for the participation

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Management Board