



AmRest Holdings SE

H1 2018 Presentation for Investors
September 24th, 2018

Teleconference details

- **AmRest H1 2018 results** are included in the **2018 Semi-annual Financial Report** which is available to download from Investor Relations section at: <http://www.amrest.eu>
- The recording of this Teleconference will be available at our website within 24 hours

AmRest participants:



Henry McGovern

Executive Team Member,
Founder of AmRest



Aleksandra Tajak

Global Controller



Mark Chandler

Executive Team Member,
Chief Financial Officer



Michał Serwatka

IR and M&A Director



Peter Kaineder

Chief Strategy Officer



Dorota Surowiec

IR Manager



Executive summary

- Continued double-digit growth. **SALES +24% and EBITDA +14% vs LY**
 - **Positive LFL trends** in major markets
 - Dynamic growth of **delivery business**
- „**2x3 Growth Vision**” well on track
 - Accelerated new stores development. **120 restaurants opened YTD**
 - **7 acquisitions announced in 2018**. Enhanced future growth potential
 - Strengthened **Digital segment**
- Continued integration of acquired businesses
- Strong balance sheet position. **Net debt/EBITDA at 2.2x**



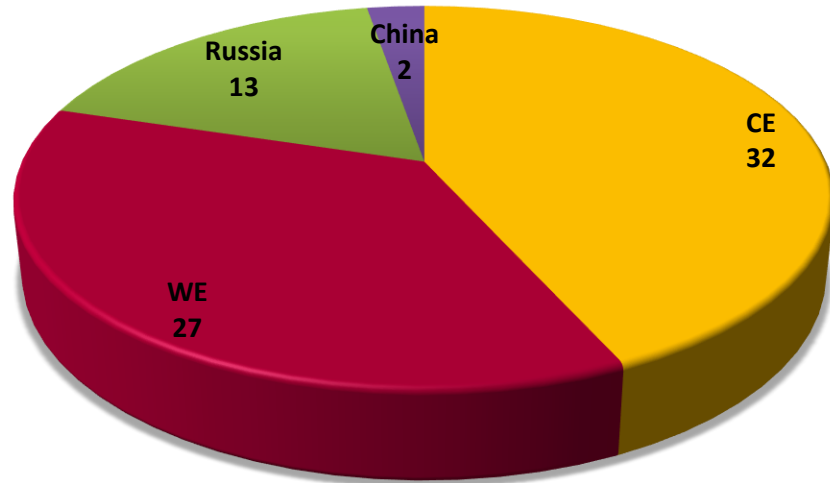
Our restaurants

Total: 1 799

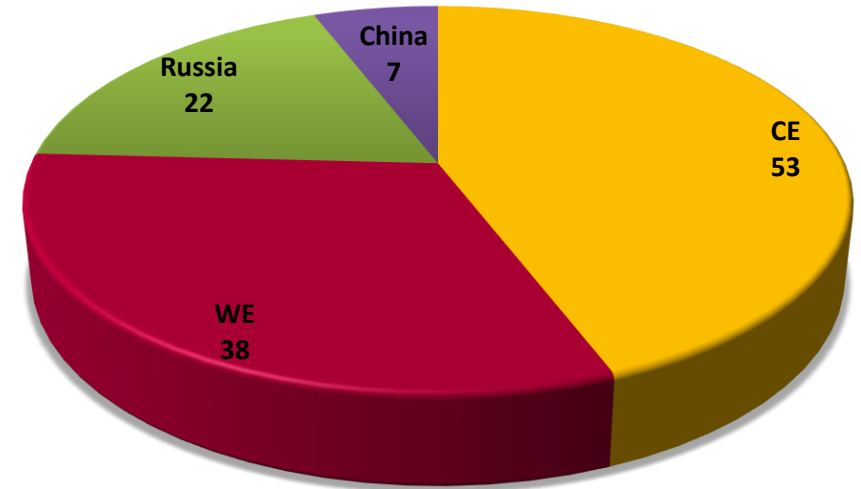


New restaurant openings*

74 stores opened in H1 2018:



120 stores opened in 2018 YTD (till September 21th, 2018):



63 restaurants added through acquisitions (2018 YTD):

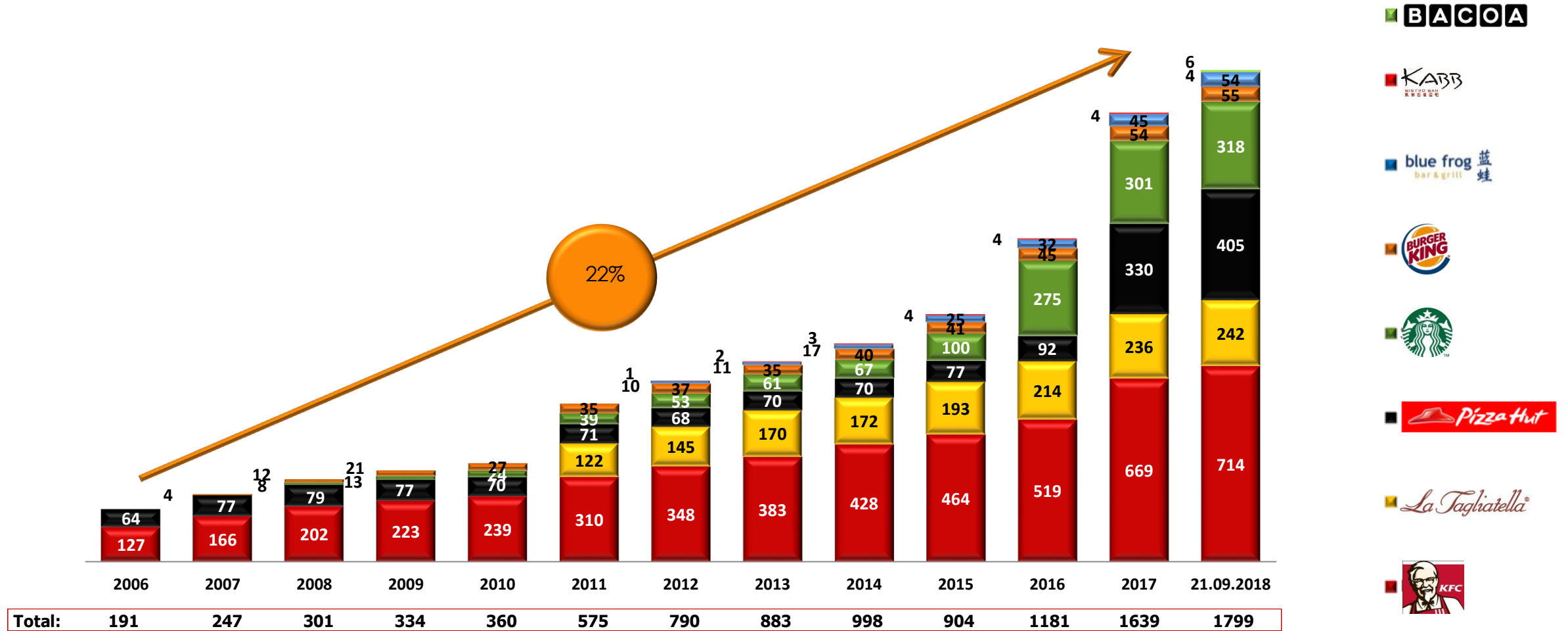
- 2 Pizza Hut restaurants in France,
- 11 KFC restaurants in France
- 40 Pizza Hut restaurants in Russia, 2 in Armenia and 2 in Azerbaijan
- 6 Bacoa Restaurants in Spain

- Expected opening of ca. 300 restaurants in 2018.
- Solid pipeline for 2019 openings already secured.

* Including franchisee operated stores



Continued growth in the number of restaurants



Countries of operation: Poland, Czech Republic, Hungary, Russia, Romania, Bulgaria, Serbia, Croatia, Slovakia, Austria, Slovenia, Spain, Portugal, France, Germany, Armenia, Azerbaijan & China
 Data doesn't include Applebee's restaurants sold in 2012 to Apple American Group II, LLC

^[1] Including franchisee operated stores



Financial highlights H1 2018

- Sales at EUR 712m (+27% vs LY)
 - CE EUR 336m (+19%)
 - Russia EUR 82m (+21%)
 - Western Europe EUR 250m (+44%)
 - China EUR 35m (+14%)
- EBITDA at EUR 74m (+19% vs LY)
 - EBITDA margin at 10.4% (-0.7pp vs LY)
- Net profit* at EUR 13m (+6% vs LY)
- Net debt at EUR 351m, leverage at 2.2x

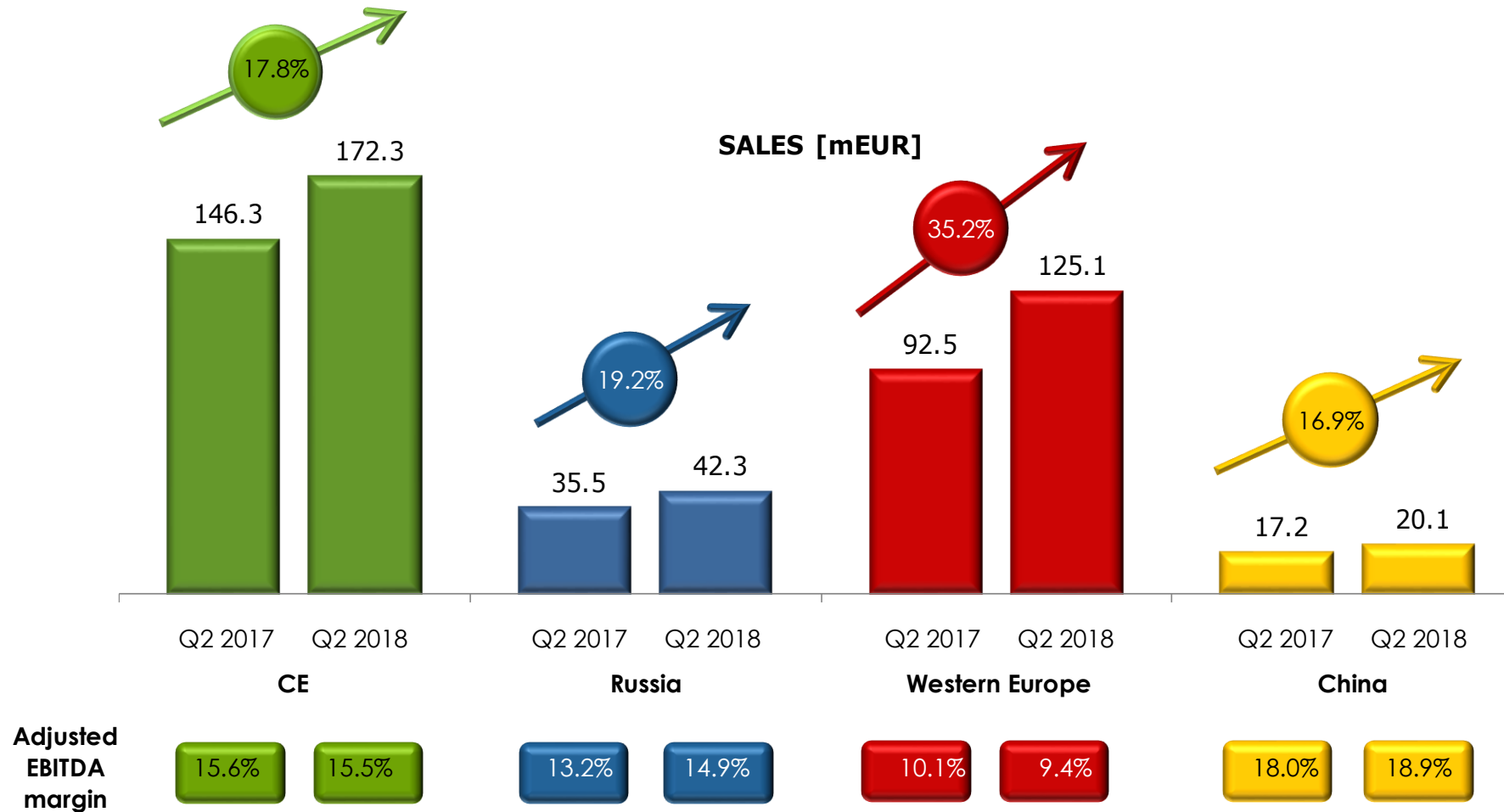


* Attributable to AmRest's shareholders

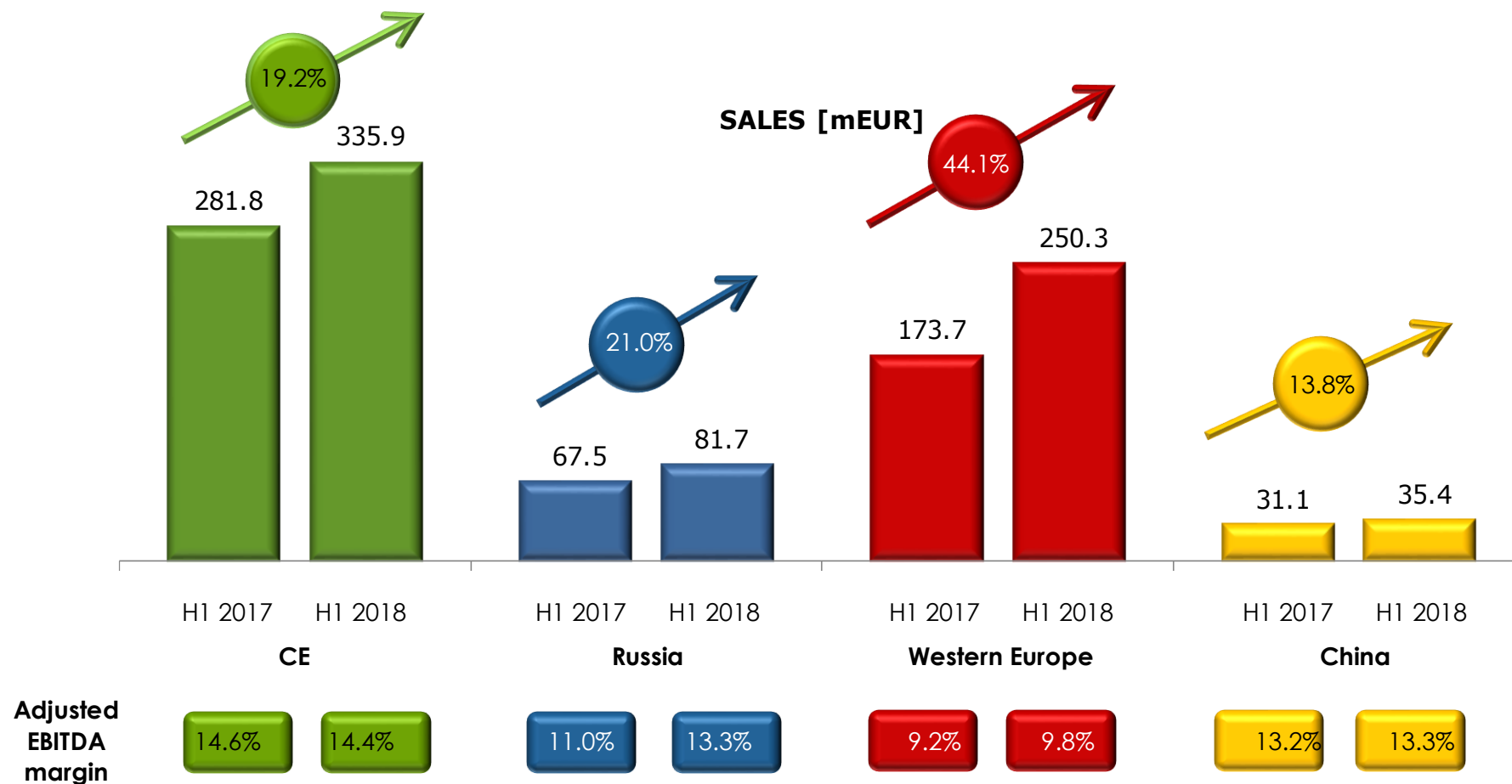


AmRest

Q2 2018 financials by segments



H1 2018 financials by segments



Q2 2018 financials – key figures

mEUR	Q1 2017	Q2 2017	Q3 2017	Q4 2017	Q1 2018	Q2 2018	TTM [1]
Sales	265.5	294.8	318.5	359.1	347.4	364.3	1 389.2
Sales growth [2]	34.9%	31.9%	19.4%	29.4%	30.8%	23.6%	25.8%
Adjusted EBITDA [3]	28.0	38.4	49.2	46.5	35.7	44.1	175.5
Adjusted EBITDA (%)	10.6%	13.0%	15.5%	13.0%	10.3%	12.1%	12.6%
EBIT	9.3	14.7	28.0	10.7	11.7	12.8	63.2
EBIT (%)	3.5%	5.0%	8.8%	3.0%	3.4%	3.5%	4.6%
Profit for the period [4]	4.8	7.8	20.0	10.3	5.1	8.2	43.6
Profit for the period (%)	1.8%	2.7%	6.3%	2.9%	1.5%	2.2%	3.1%
Net debt	263.7	284.8	279.5	342.4	354.3	350.7	350.7
Net debt/EBITDA	2.00	2.07	1.99	2.21	2.25	2.19	2.19

[1] Trailing 12 months

[2] The growth vs corresponding period in the previous year

[3] EBITDA adjusted by costs of new openings (Start-up), costs of mergers and acquisitions (all material costs relating to professional services, connected with finalized merger or acquisition and directly related to the transaction), corrections in indirect taxes and the effect of SOP exercise method modification (difference in accounting cost of employee benefits accounted under cash settled versus equity settled option plan).

[4] Attributable to AmRest shareholders



Outlook

- Positive sales trends in recent months. Optimistic view towards year end
- Accelerated development going forward. **Ca. 400+ openings in 2019**
- Finalization of ongoing M&A processes and **focus on integration**
- Expected short-term pressure on margins driven by M&As
- Continued execution of our "**2x3 growth vision**", based of 3 pillars:

Core business + M&A + Digital

- Long-term vision of becoming #1 restaurant operator in Europe



AmRest

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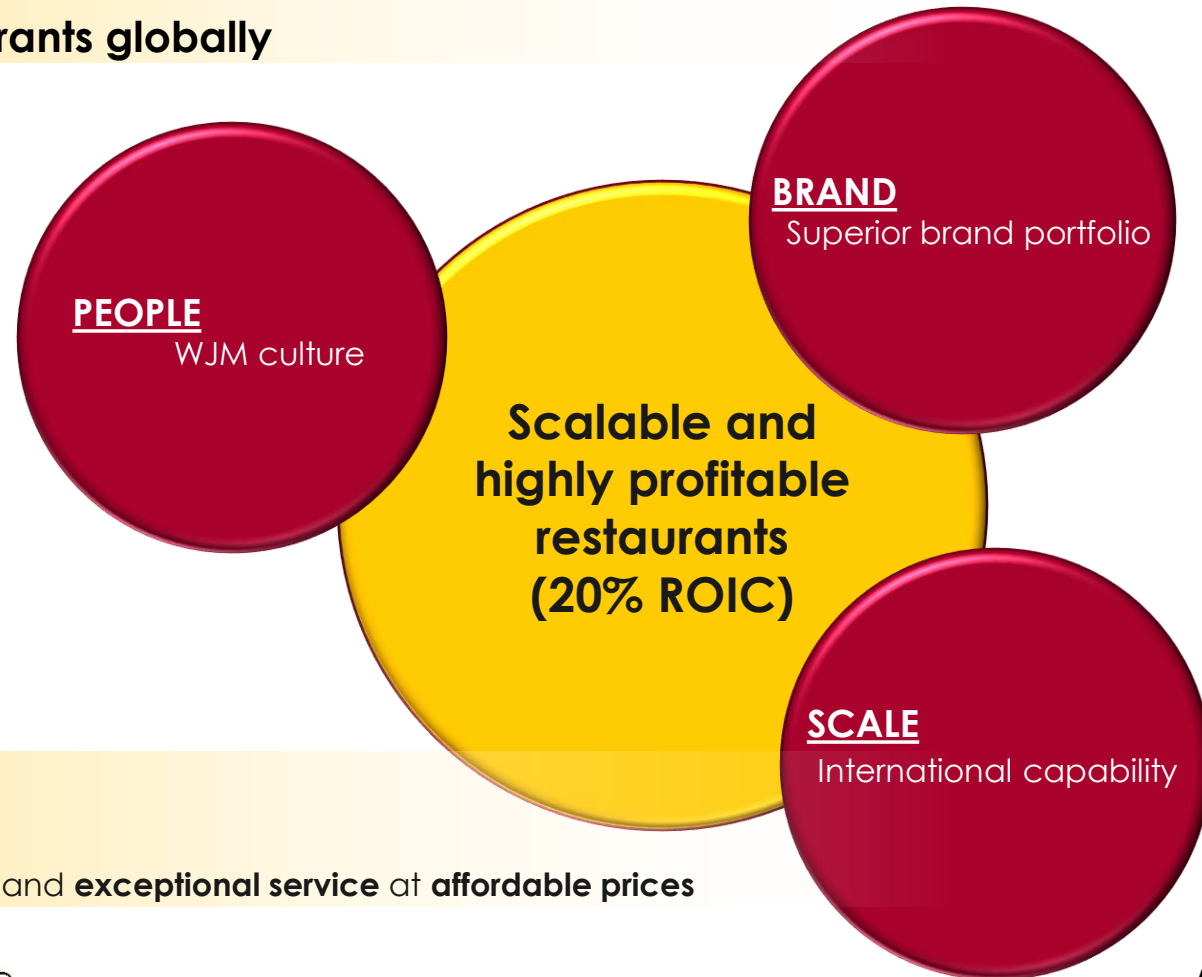


Backup



AmRest strategy

Leverage our WJM culture, international capability and superior brand portfolio to grow scalable, highly profitable restaurants globally



Our unique proposition

Through our WJM culture we will deliver **delicious taste** and **exceptional service** at **affordable prices**



Superior BRAND portfolio

Franchised
brands



714 restaurants
12 countries
AmRest since 1994

- **Global #1 in chicken category**
- Fresh chicken, genuine food, craveable taste
- **Innovative design** and order system
- **Delivery platform** and **mobile restaurants**
- **Entered Germany, Austria, France and Slovenia in 2017**



406 restaurants
9 countries
AmRest since 1993

- **Global #1 in pizza category**
- **Handmade pizza...** and more
- **Casual dining** - unmatched hospitality
- **Delivery and Express** concepts – world class food innovations based on digital solutions
- **Entered France, Germany & Czech Republic in 2017 and Slovakia, Armenia & Azerbaijan in 2018**



Superior BRAND portfolio

Franchised
brands



55 restaurants
3 countries
AmRest since 2007

- Global #2 in burger category
- **Better burger** – 100% beef, flame grilled, strong focus on quality
- „Have it your way” philosophy
- **Authentic, humorous and bold approach**



318 coffee shops
7 countries
AmRest since 2008

- Global #1 in coffee category
- **Personalized** customer service
- **Fresh food offer**, locally developed
- **Starbucks Reserve**
- Substantial **white space** in CE



Superior BRAND portfolio

Proprietary
brands



blue frog 蓝蛙
bar & grill

54 restaurants
China, Spain, Poland
AmRest since 2013

- **High-end casual dining** concept
- **American** cuisine with **Asian** touch
- Fresh, craveable food served in a relaxed atmosphere
- Distinctive restaurant concept poised for **expansion**
- AUV leader in our portfolio > \$3 m

La Tagliatella

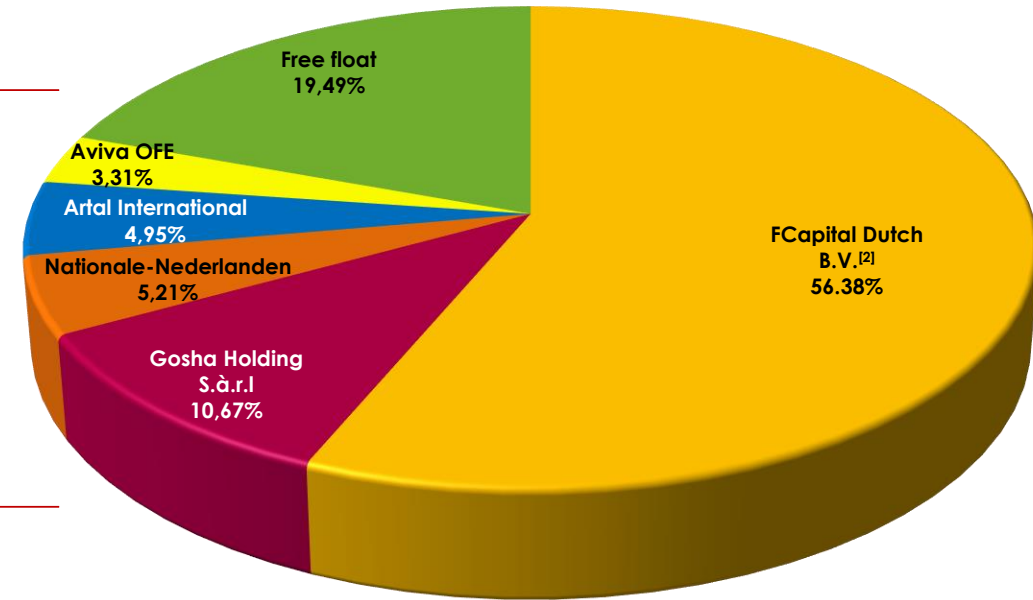
242 restaurants
4 countries
AmRest since 2011

- **#1 in Italian category in Spain** - **authentic cuisine** with ingredients sourced in Italy
- **Fine dining experience** at casual dining price
- **Unique business model** based on central kitchen operations
- Doubled the scale since acquisition



EAT factsheet

Ticker	EAT (AmRest)
Listing	WSE
Free float	19.49%
Analyst Coverage	Unicredit, mBank, Wood&Co, Trigon, Raiffeisen Centrobank AG, Noble Securities, IPOPEMA, ERSTE, DM PKO BP, DM Banku BPS, BM Bank BGŽ
Number of employees	41 332
Number of shares	21.2m
Number of restaurants	1 799 ^[1]



Data as at September 21st, 2018

^[1] Including stores operated by La Tagliatella, Pizza Hut, Bacoa and Blue Frog franchisees

^[2] FCapital Dutch B. V. is the dominant entity of FCapital Lux (holding 5 232 907 AmRest shares) and the subsidiary of Finaccess Capital, S.A. de C.V. Finaccess Capital, S.A. de C.V. is an indirect subsidiary of Grupo Far-Luca, S.A. de C.V. The directly dominant person of Grupo Far-Luca, S.A. de C.V., Mr. Carlos Fernández González, is AmRest's Supervisory Board member.

^[3] Gosha Holding S.à.r.l. is an entity closely associated with Mr. Henry McGovern and Mr. Steven Kent Winegar, members of the Supervisory Board of AmRest

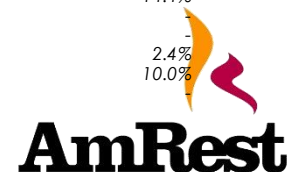


Segment reporting

	Q2 2018			Q2 2017		
	mEUR	Share	Margin	mEUR	Share	Margin
Sales	344.2			294.8		
Poland	98.2	27.0%		88.0	29.9%	
Czech Republic	41.0	11.2%		32.4	11.0%	
Hungary	21.5	5.9%		16.6	5.6%	
Other CE	11.6	3.2%		9.3	3.1%	
Total CE	172.3	47.3%		146.3	49.6%	
Russia	42.3	11.6%		35.5	12.0%	
Spain	56.8	15.6%		51.2	17.3%	
Germany	40.3	11.0%		38.7	13.1%	
Other Western Europe	28.0	7.7%		2.6	0.9%	
Western Europe	125.1	34.3%		92.5	31.4%	
China	20.1	5.5%		17.2	5.8%	
Unallocated	4.4	1.2%		3.3	1.1%	
Unallocated core	0.5	0.1%		0.0	0.0%	
SCM	3.9	1.1%		3.3	1.1%	
EBITDA	40.3		11.1%	35.3		12.0%
Poland	11.8		11.9%	10.8		12.3%
Czech Republic	8.8		21.5%	6.3		19.4%
Hungary	3.8		17.6%	3.0		17.6%
Other CE	1.2		11.0%	1.8		19.6%
Total CE	25.6		14.9%	21.9		14.9%
Russia	6.0		14.2%	4.4		12.5%
Spain	12.5		22.0%	10.7		21.0%
Germany	-1.6		-	-1.3		-
Other Western Europe	-0.3		-	-0.5		-
Western Europe	10.6		8.5%	8.9		9.7%
China	3.6		17.8%	2.9		16.7%
Unallocated	-5.5		-	-2.8		-
Adjusted EBITDA*	44.1		12.1%	38.5		13.1%
Poland	12.2		12.5%	11.3		12.9%
Czech Republic	9.1		22.1%	6.5		20.0%
Hungary	4.0		18.6%	3.0		18.2%
Other CE	1.4		12.5%	2.0		21.9%
Total CE	26.7		15.5%	22.8		15.6%
Russia	6.3		14.8%	4.7		13.2%
Spain	12.9		22.8%	11.1		21.7%
Germany	-1.2		-	-1.3		-
Other Western Europe	0.1		-	-0.5		-
Western Europe	11.8		9.4%	9.3		10.1%
China	3.8		18.8%	3.1		17.8%
Unallocated	-4.5		-	-1.4		-
EBIT	12.8		3.5%	14.7		5.0%
Poland	4.0		4.1%	4.5		5.2%
Czech Republic	6.4		15.7%	4.8		14.9%
Hungary	2.5		11.4%	1.7		10.5%
Other CE	0.1		0.7%	1.5		15.9%
Total CE	13.0		7.5%	12.5		8.5%
Russia	3.0		7.1%	1.4		4.0%
Spain	7.3		13.0%	7.7		14.9%
Germany	-4.5		-	-3.6		-
Other Western Europe	-2.9		-	-1.3		-
Western Europe	-0.1		-	2.8		3.0%
China	2.5		56.7%	0.9		28.5%
Unallocated	-5.6		-	-2.9		-

	H1 2018			H1 2017		
	mEUR	Share	Margin	mEUR	Share	Margin
Sales	711.6			560.3		
Poland	193.5	27.2%		171.2	30.6%	
Czech Republic	78.5	11.0%		61.4	11.0%	
Hungary	41.4	5.8%		31.5	5.6%	
Other CE	22.5	3.1%		17.7	3.2%	
Total CE	335.9	47.2%		281.8	50.3%	
Russia	81.7	11.5%		67.5	12.0%	
Spain	112.0	15.7%		99.9	17.8%	
Germany	81.1	11.4%		70.1	12.5%	
Other Western Europe	57.2	8.0%		3.7	0.7%	
Western Europe	250.3	35.2%		173.7	31.0%	
China	35.4	5.0%		31.1	5.6%	
Unallocated	8.3	1.2%		6.2	1.1%	
Unallocated core	1.1	0.2%		0.0	0.0%	
SCM	7.2	1.0%		6.2	1.1%	
EBITDA	74.0		10.4%	62.4		11.1%
Poland	21.1		10.9%	19.4		11.3%
Czech Republic	16.2		20.6%	11.7		19.0%
Hungary	7.1		17.0%	5.6		17.6%
Other CE	2.2		10.3%	3.2		18.4%
Total CE	46.6		13.9%	39.9		14.1%
Russia	10.4		12.8%	6.9		10.3%
Spain	24.1		21.5%	20.6		20.7%
Germany	-2.7		-	-4.4		-
Other Western Europe	0.8		1.5%	-0.8		-
Western Europe	22.2		8.9%	15.4		8.9%
China	4.4		12.4%	3.7		11.9%
Unallocated	-9.6		-	-3.5		-
Adjusted EBITDA*	79.8		11.2%	66.5		11.9%
Poland	21.9		11.3%	20.1		11.8%
Czech Republic	16.5		21.0%	11.9		19.4%
Hungary	7.4		17.9%	5.7		18.2%
Other CE	2.5		11.5%	3.5		19.9%
Total CE	48.3		14.4%	41.2		14.6%
Russia	10.9		13.3%	7.4		10.9%
Spain	24.8		22.1%	21.1		21.1%
Germany	-2.0		-	-4.4		-
Other Western Europe	1.7		3.1%	-0.8		-
Western Europe	24.5		9.8%	15.9		9.2%
China	4.7		13.2%	4.1		13.2%
Unallocated	-8.6		-	-2.1		-
EBIT	24.5		3.4%	24.0		4.3%
Poland	7.2		3.7%	7.5		4.4%
Czech Republic	11.4		14.5%	8.3		13.6%
Hungary	4.4		10.5%	3.2		10.2%
Other CE	0.0		-	2.0		11.2%
Total CE	23.0		6.8%	21.0		7.4%
Russia	5.0		6.1%	1.8		2.7%
Spain	15.4		13.8%	14.4		14.4%
Germany	-7.7		-	-8.5		-
Other Western Europe	-3.4		-	-1.7		-
Western Europe	4.3		1.7%	4.2		2.4%
China	2.1		25.6%	0.6		10.0%
Unallocated	-9.9		-	-3.6		-

[1] Adjusted EBITDA - EBITDA adjusted by costs of new openings (start-up), costs of mergers and acquisitions (all material costs relating to professional services, connected with finalized merger or acquisition and directly related to the transaction), corrections in indirect taxes and the effect of SOP exercise method modification (difference in accounting cost of employee benefits accounted under cash settled versus equity settled option plan)



Consolidated P&L

mEUR	Q2 2018	% of sales	Q2 2017	% of sales
Restaurant sales	343.6		276.9	
Franchise and other sales	20.7		17.9	
Total sales	364.3		294.8	
Company operated restaurant expenses:				
Food and material	-97.9	-26.9%	-79.7	-27.0%
Payroll and employee benefits	-87.5	-24.0%	-67.5	-22.9%
Royalties	-17.8	-4.9%	-14.0	-4.7%
Occupancy and other operating expenses	-102.3	-28.1%	-84.7	-28.7%
Franchise and other expenses	-14.9	-4.1%	-11.3	-3.8%
General and administrative (G&A) expenses	-27.8	-7.6%	-23.6	-8.0%
Impairment losses	-5.3	-1.5%	-1.5	-0.5%
Other income	1.7	0.5%	2.7	0.9%
Profit/(loss) from operations	12.8	3.5%	14.7	5.0%
EBITDA	40.3	11.1%	35.3	12.0%
Financial costs	-2.6	-0.7%	-4.0	-1.4%
Income/(Cost) from put option valuation	-	-	-	-
Financial income	0.1	0.0%	0.2	0.1%
Income/(loss) from associates	0.0	0.0%	0.0	0.0%
Income tax expense	-2.6	-0.7%	-2.8	-0.9%
Profit for the period from continuing operations	7.7	2.1%	8.1	2.7%
Loss on discontinued operations	-	-	-	-
Profit for the period	7.7	2.1%	8.1	2.7%
Attributable to:				
Non controlling interest	-0.5	-0.1%	0.3	0.1%
Equity holders of the parent	8.2	2.2%	7.8	2.7%

mEUR	H1 2018	% of sales	H1 2017	% of sales
Restaurant sales	671.7		527.4	
Franchise and other sales	39.9		32.9	
Total sales	711.6		560.3	
Company operated restaurant expenses:				
Food and material	-193.3	-27.2%	-154.6	-27.6%
Payroll and employee benefits	-173.3	-24.3%	-131.4	-23.4%
Royalties	-34.8	-4.9%	-26.7	-4.8%
Occupancy and other operating expenses	-201.2	-28.3%	-162.8	-29.1%
Franchise and other expenses	-29.3	-4.1%	-20.6	-3.7%
General and administrative (G&A) expenses	-53.2	-7.5%	-42.4	-7.6%
Impairment losses	-5.8	-0.8%	-1.6	-0.3%
Other income	3.6	0.5%	4.1	0.7%
Profit/(loss) from operations	24.5	3.4%	24.0	4.3%
EBITDA	74.0	10.4%	62.4	11.1%
Financial costs	-7.3	-1.0%	-6.8	-1.2%
Income/(Cost) from put option valuation	-	-	-	-
Financial income	0.3	0.0%	0.3	0.1%
Income/(loss) from associates	0.0	0.0%	0.0	0.0%
Income tax expense	-5.3	-0.7%	-4.5	-0.8%
Profit for the period from continuing operations	12.2	1.7%	13.0	2.3%
Loss on discontinued operations	-	-	-	-
Profit for the period	12.2	1.7%	13.0	2.3%
Attributable to:				
Non controlling interest	-1.2	-0.2%	0.5	0.1%
Equity holders of the parent	13.3	1.9%	12.6	2.2%



Net profit and adjusted EBITDA reconciliation

mEUR	Q2 2018	% of sales	Q2 2017	% of sales	Q2 vs Q2	% of change
Restaurant sales	343.6	94.3%	276.9	93.9%	66.7	24.1%
Franchise and other sales	20.7	5.7%	17.9	6.1%	2.8	15.4%
Total sales	364.3		294.8		69.5	23.6%

Net Profit for the period	7.7	2.1%	8.1	2.7%	-0.4	-4.9%
+ Finance costs	2.6	0.7%	4.0	1.4%	-1.4	-34.3%
- Finance income	-0.1	0.0%	-0.2	-0.1%	0.0	-19.9%
+ Income tax expense	2.6	0.7%	2.8	0.9%	-0.2	-7.5%
+ Depreciation and Amortisation	22.3	6.1%	19.1	6.5%	3.1	16.4%
+ Impairment losses	5.3	1.5%	1.5	0.5%	3.8	256.3%
EBITDA	40.3	11.1%	35.3	12.0%	5.0	14.2%
+ Start-up expenses*	2.4	0.7%	1.7	0.6%	0.7	39.0%
+ M&A related expenses**	0.5	0.1%	0.4	0.1%	0.1	24.5%
+ / - Effect of SOP exercise method modification***	1.0	0.3%	1.0	0.4%	-0.1	-9.5%
Adjusted EBITDA	44.1	12.1%	38.4	13.0%	5.7	14.8%

mEUR	H1 2018	% of sales	H1 2017	% of sales	H1 vs H1	% of change
Restaurant sales	671.7	94.4%	527.4	94.1%	144.3	27.4%
Franchise and other sales	39.9	5.6%	32.9	5.9%	7.0	21.4%
Total sales	711.6		560.3		151.3	27.0%

Net Profit for the period	12.2	1.7%	13.0	2.3%	-0.9	-6.7%
+ Finance costs	7.3	1.0%	6.8	1.2%	0.5	7.4%
- Finance income	-0.3	0.0%	-0.3	-0.1%	0.0	-3.9%
+ Income tax expense	5.3	0.7%	4.5	0.8%	0.9	19.6%
+ Depreciation and Amortisation	43.7	6.1%	36.8	6.6%	6.9	18.8%
+ Impairment losses	5.8	0.8%	1.6	0.3%	4.2	262.9%
EBITDA	74.0	10.4%	62.4	11.1%	11.6	18.7%
+ Start-up expenses*	4.3	0.6%	2.6	0.5%	1.7	64.2%
+ M&A related expenses**	0.5	0.1%	0.4	0.1%	0.1	24.5%
+ / - Effect of SOP exercise method modification***	1.0	0.1%	1.0	0.2%	-0.1	-9.5%
Adjusted EBITDA	79.8	11.2%	66.5	11.9%	13.3	20.1%

* Start-Up expenses – all material operating expenses incurred in connection with new stores opening prior the opening.

** M&A expenses – all material expenses connected with successful acquisition covering professional services (legal, financial, other) directly connected with transaction.

*** Effect of SOP exercise method modification – a difference in accounting cost of employee benefits accounted under cash settled versus equity settled option plan

**** Indirect taxes - all material adjustments for indirect taxes reported in given period but concerning prior reporting periods resulting from tax fillings adjustments. Indirect taxes are mainly VAT, land tax and other EBITDA level taxes.



AmRest portfolio

Countries	ISO Code	Brands	31.12.2006	31.12.2007	31.12.2008	31.12.2009	31.12.2010	31.12.2011	2012.03.31	2012.06.30	2012.09.30	31.12.2012	31.12.2013	31.12.2014	31.12.2015	31.12.2016	31.12.2017	21.09.2018	
Poland	PL		131	139	158	188	206	256	257	266	269	279	299	320	346	389	454	477	
		KFC	79	85	94	110	121	150	150	154	157	163	179	191	206	222	243	248	
		BK		4	9	17	19	27	27	27	28	28	27	32	33	36	41	42	
		SBX				3	9	21	23	28	29	32	35	38	40	52	64	67	
		PH BF	52	50	55	58	57	58	57	57	55	56	58	59	67	79	105	119	
Czech	CZ		43	44	62	67	75	73	77	78	80	83	89	94	102	114	133	142	
		KFC	43	44	53	55	58	56	57	58	59	62	65	68	71	78	85	89	
		BK			1	2	5	5	7	7	7	7	7	7	7	8	12	12	
		SBX			8	10	12	12	13	13	14	14	17	19	24	28	34	37	
		PH									0	0	0	0	0	0	2	4	
Hungary	HU		17	102	130	124	121	27	143	28	154	166	192	244	49	66	82	89	
		KFC	5	13	15	17	16	21	21	21	23	25	27	30	35	45	50	53	
		SBX PH	12	9	7	5	3	6	6	7	7	9	10	12	16	20	22	24	
Russia	RU			40	54	51	50	55	57	61	61	66	77	101	109	123	165	226	
		KFC		22	37	37	39	44	46	50	51	56	67	92	101	115	154	166	
		PH E PH F		18	17	14	11	11	11	11	10	10	10	9	8	8	11	36	
Bulgaria	BG			1	4	4	5	5	4	4	4	6	5	6	11	11	13	18	
		KFC		1	2	2	2	2	2	2	2	2	4	4	5	5	5	5	
		BK SBx			2	2	3	3	2	2	2	2	1	1	1	1	1	1	
Serbia	RS	KFC		1	1	2	3	4	4	4	4	4	5	5	5	5	7	7	
Croatia	HR	KFC						1	1	2	2	2	5	5	5	6	7	7	
Romania	RS	SBx													19	28	36	41	
Slovakia	RS															3	4	5	
		SBx														3	4	4	
		PH																1	
Armenia	AM	PH F															0	2	
Azerbaijan	AZ	PH F															0	2	
Spain	ES							152	156	165	164	168	178	190	216	245	278	296	
		TAGE						35	39	45	46	47	53	57	65	73	72	69	
		TAGE						85	85	88	86	89	94	101	115	129	152	160	
		KFC						32	32	32	32	32	31	32	36	43	53	58	
		BF E															1	2	
		BF F																1	
		Bacoda E																0	2
		Bacoda F																0	4
								2	2	0	3	1	4	4	10	10	176	190	
		TAGE											1	4	4	4	5	5	4
France	FR							2	2	0	3	1	4	4	10	10	176	190	
		TAGE										1	4	4	4	5	5	4	
		TAGE						2	2	2	3	4	4	4	6	5	4	6	
		PH E PH F															8	10	
		KFC															118	115	
Germany	DE											2	3	3	2	145	234	240	
		SBx														143	136	135	
		TAGE										2	3	3	2	2	2	2	
		KFC															22	24	
		PH E PH F															3	4	
Austria	IN																71	75	
		PH F																	
Slovenia	IN	KFC															1	1	
Portugal	IN	TAGE															1	1	
China	CN											12	18	22	29	36	47	54	
		BF										10	11	17	25	32	43	50	
		KABB										1	2	3	4	4	4	4	
		ST										1	1	0	0	0			
		TAGE										1	4	2	0	0			
Total Amrest			191	327	513	539	563	678	804	711	843	790	883	998	904	1181	1639	1799	



Total AmRest's figures for 2008-2015 include Applebee's in US and La Tagliatella restaurants in India, US and China, that are no longer in AmRest portfolio