

A close-up photograph of a person's hands using two silver forks to twirl spaghetti in a white bowl. The spaghetti is coated in a red tomato sauce and garnished with green herbs. The background is softly blurred, showing a person in a light-colored shirt. A semi-transparent yellow banner is overlaid on the left side of the image, containing the text.

# **AmRest Holdings SE**

**FY 2014 Presentation for Investors  
March 18th, 2015**

## Teleconference details

- **AmRest FY 2014 results** are included in the **FY 2014 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**

Founder of AmRest,  
Chairman of the Supervisory Board



**Mateusz  
Gzyl**

Global Controller



**Mark  
Chandler**

Management Board Member,  
Chief Financial Officer



**Michał  
Serwatka**

IR and M&A Manager



**Wojciech  
Mroczyński**

Management Board Member,  
Chief Strategy Officer



**Dorota  
Surowiec**

IR Specialist

# Executive summary FY 2014

- **Breakthrough results**
  - Solid top line growth in all divisions and 30% increase of EBITDA
- **Transition** from rapid expansion to reaping the benefits of scale
- Focus on **core business** and solid **margin improvement in CEE**
- **Positive momentum in Spain** maintained
- Dynamic **expansion of blue frog in China**
- **New Markets loss reduction** on track
- Further **decrease in leverage to 2.36**



## Our restaurants

Total: 808



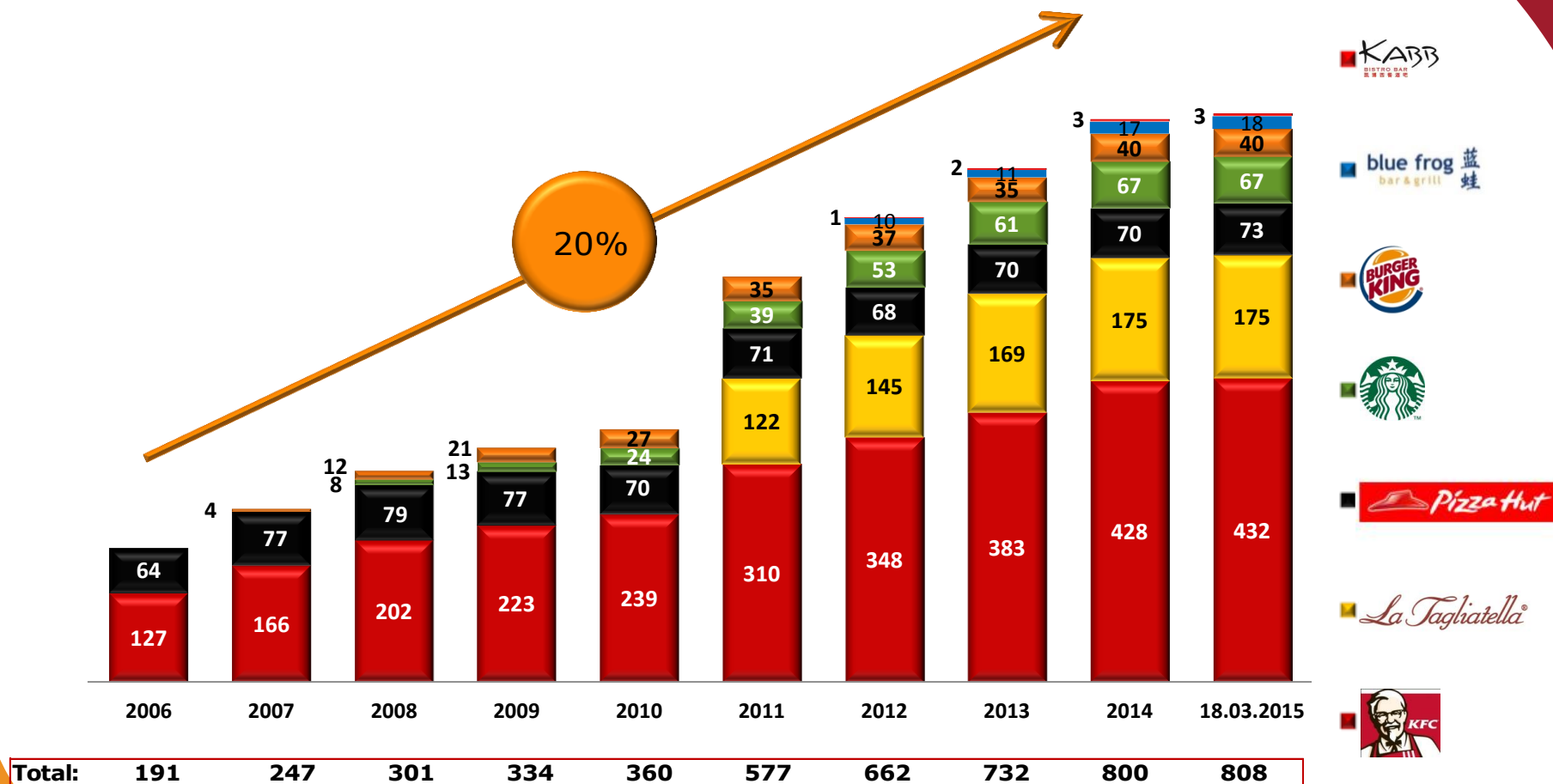


## New restaurants openings

- 36 stores opened in Q4 2014: 14 CEE, 13 Russia, 8 TAG & 1 KFC in Spain,
- 84 stores opened in 2014: 33 CEE, 25 Russia, 17 TAG (15 Spain, 1 USA & 1 France), 2 KFC in Spain, 6 blue frog, 1 Kabb
- 33 openings since the last call (November 7th, 2014): 12 CEE, 12 Russia, 7 TAG in Spain, 1 TAG in France and 1 blue frog
- Solid pipeline for 2015 assumes opening of similar number of restaurants as in previous year.



## Continued growth in the number of restaurants



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

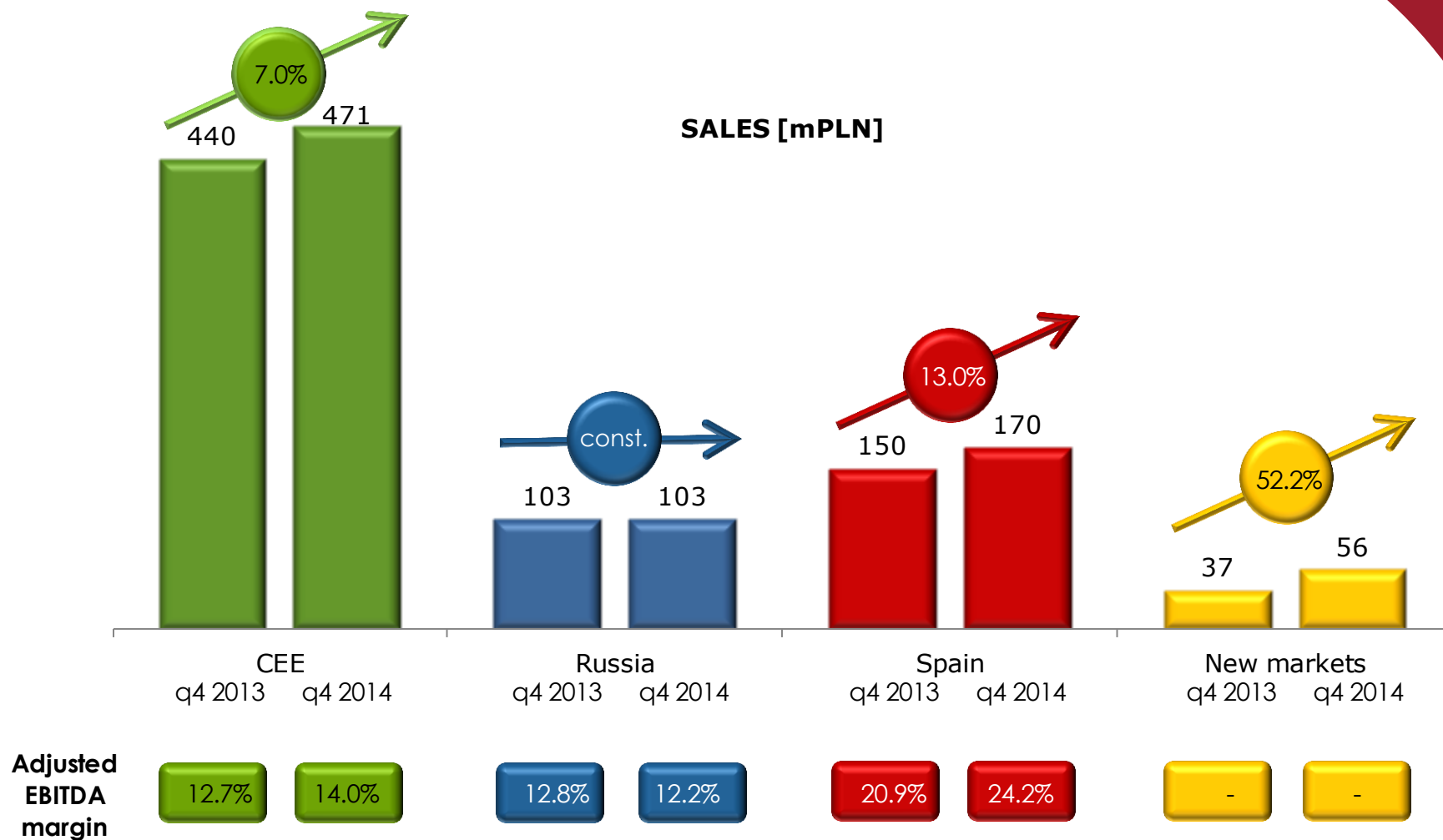
## Financial highlights FY 2014

- **Sales** at PLN 2 952m (+9% vs LY)
  - CEE + 7.3% (+7% in Q4 2014)
  - Russia +5.8% (flat in Q4 2014)
  - Spain +9.2% (+13% in Q4 2014)
  - New Markets +44.1 % (+52% in Q4 2014)
- **EBITDA** at PLN 356m (+30% vs LY)
  - EBITDA margin at 12.1% (+1.9pp vs LY)
- **Adjusted EBITDA** at PLN 382m (+27% vs LY)
  - Adjusted EBITDA margin at 12.9% (+1.8pp vs LY)
- **Net profit<sup>[1]</sup>** at PLN 52m (+520% vs LY)
  - Net profit margin at 1.7% (+1.3pp vs LY)
- **Net debt** at PLN 867m, leverage decreased to 2.36x



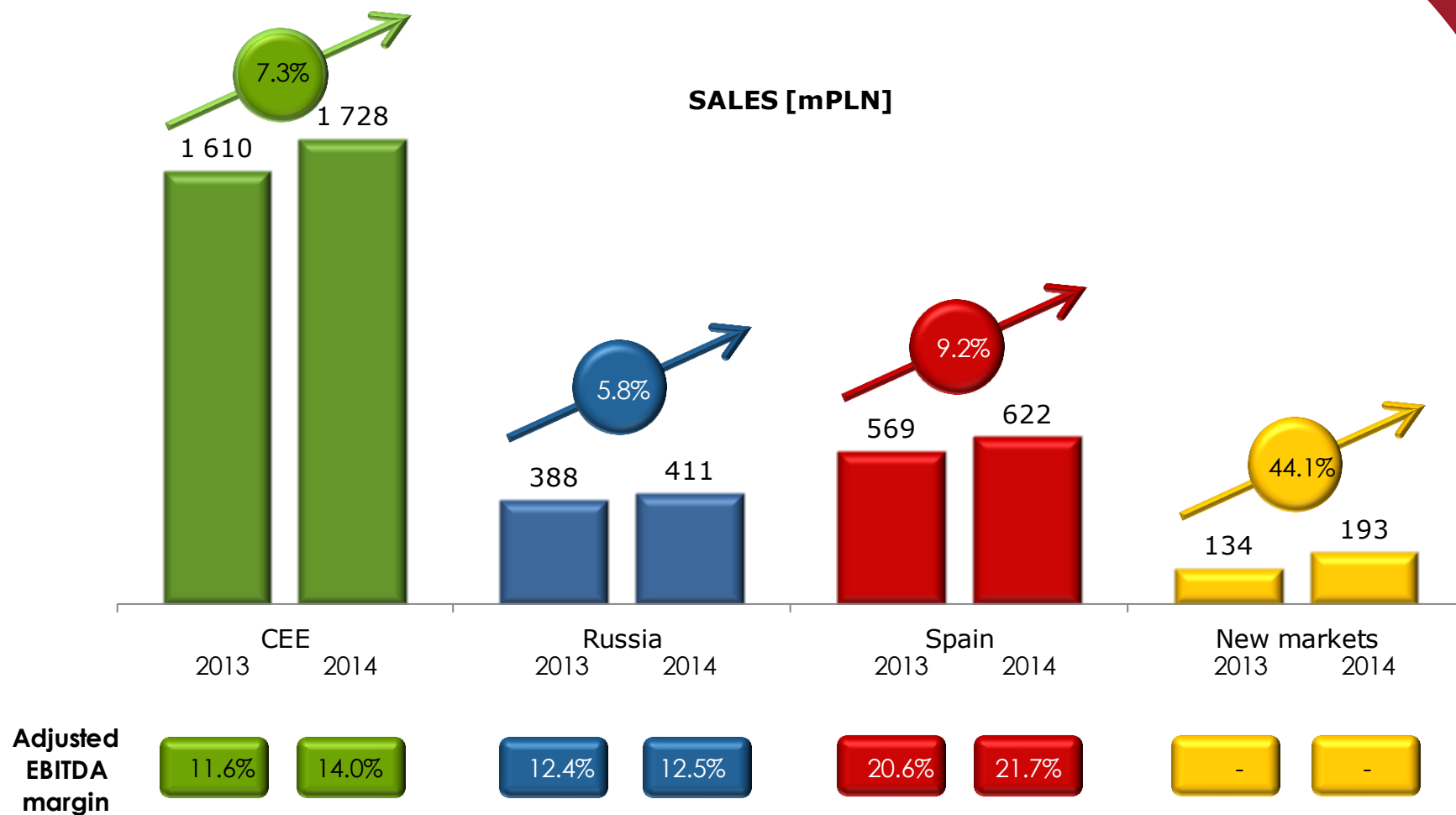
<sup>[1]</sup> Attributable to AmRest shareholders

## Q4 2014 financials by segments





## FY 2014 financials by segments



## Q4 2014 financials – key figures

Thousand PLN	Q3 2013	Q4 2013	Q1 2014	Q2 2014	Q3 2014	Q4 2014	TTM [1]
<b>Sales</b>	<b>696 432</b>	<b>730 197</b>	<b>674 118</b>	<b>713 646</b>	<b>765 295</b>	<b>799 592</b>	<b>2 952 651</b>
Sales growth [2]	15.5%	14.0%	10.7%	7.3%	9.9%	9.5%	9.3%
<b>Adjusted EBITDA [3]</b>	<b>87 611</b>	<b>93 040</b>	<b>77 360</b>	<b>86 840</b>	<b>108 059</b>	<b>109 722</b>	<b>381 981</b>
Adjusted EBITDA (%)	12.6%	12.7%	11.5%	12.2%	14.1%	13.7%	12.9%
<b>EBIT</b>	<b>30 752</b>	<b>-20 799</b>	<b>23 216</b>	<b>27 412</b>	<b>50 211</b>	<b>9 056</b>	<b>109 895</b>
EBIT (%)	4.4%	-	3.4%	3.8%	6.6%	1.1%	3.7%
<b>Profit for the period [4]</b>	<b>7 608</b>	<b>-40 434</b>	<b>8 499</b>	<b>4 453</b>	<b>31 594</b>	<b>7 121</b>	<b>51 667</b>
Profit for the period (%)	1.1%	-	1.3%	0.6%	4.1%	0.9%	1.7%
<b>Net debt</b>	<b>819 653</b>	<b>824 934</b>	<b>891 514</b>	<b>898 496</b>	<b>886 741</b>	<b>867 292</b>	<b>867 292</b>
Net debt/EBITDA	3.0	2.9	2.9	2.7	2.5	2.4	2.4

[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) and corrections in indirect taxes

[4] Attributable to AmRest shareholders and adjusted for the Put Option valuation

# Outlook

- **Positive trends** continue in 2015
  - All divisions and brands with **strong positive LFL**
- **Healthy core** and **improving incubator** businesses
- **Russian division resilient** to external factors. However investments limited until situation stabilizes
- Solid **improvement in La Tagliatella International** with France EBITDA positive and closure of US market
- **AmRest 2.0 guidance** on track
  - Maintained pace of new openings in 2015 with increased investments in Spain and China
- Highly accretive acquisition of **Starbucks** in **Romania** and **Bulgaria**



## 3 years guidance



### Sales growth

- Double-digit organic growth
- Potential M&A activity



### EBITDA

- Strong EBITDA growth driven by sales and margin improvement
- EBITDA above Capex



### 20%+ ROIC on expansion Capex

- Improved ROIC on existing investments through growing margins,
- Prudent capital allocation (80/20) and lower build cost



### CAPEX

- Average Capex per restaurant below PLN 3m
- >80 restaurants p.a.



### Leverage

- Declining annually

## IR contact



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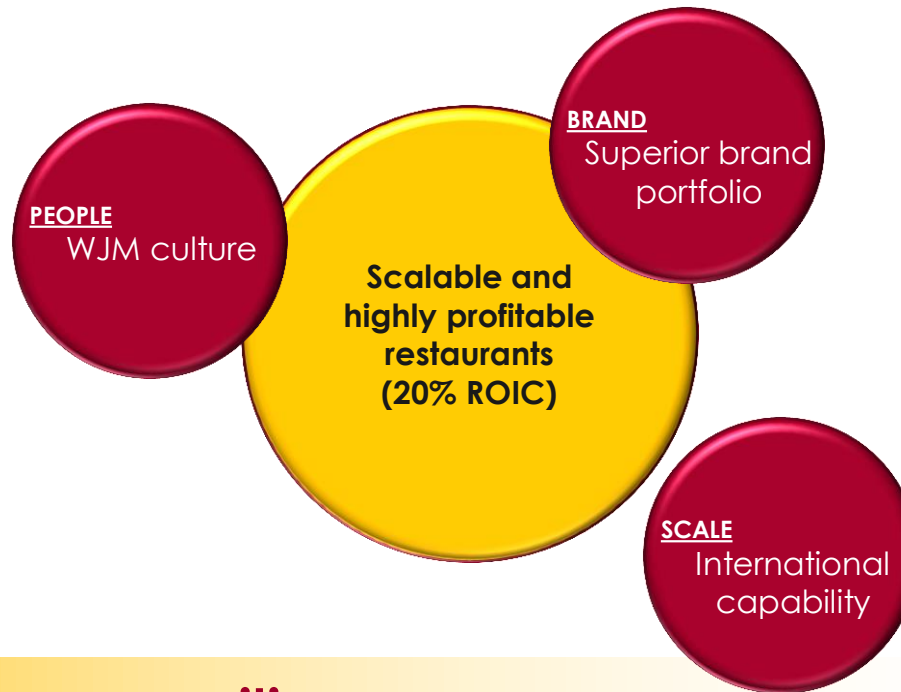


**Backup slides**



## 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**

## Franchised brands

### Superior BRAND portfolio – AmRest unique approach



**432 restaurants**

8 countries

Within AmRest since 1994

**Global # 1 in Chicken Category**

**Fresh chicken** and **genuine food**

**Craveable taste**

**Innovative design** and order system

**Delivery platform** and **mobile restaurants**



**40 restaurants**

3 countries

Within AmRest since 2007

**Global # 2 in Burger Category**

**'Better burger'** – 100% beef, flame grilled!

**'Have it your way'** philosophy

Authentic, humorous and bold approach

Strong focus on **quality**



**67 coffee shops**

3 countries

Within AmRest since 2008

**Global # 1 in Coffee**

**Personalized** customer service

**Fresh food offer**, locally developed

**Starbucks Reserve**

Substantial **white space** in CE



**73 restaurants**

3 countries

Within AmRest since 1993

**Global # 1 in Pizza Category**

**Handmade pizza...** and much more!

**Casual dining** experience

Unmatched **hospitality**

World class food **innovations**

**Family and friends** meeting place

## Superior BRAND portfolio – AmRest unique approach

*La Tagliatella*

**175 restaurants**

5 countries

Within AmRest since 2011

**# 1 in Italian category in Spain**

**Authentic Italian cuisine**

**Best quality ingredients** sourced in Italy

Almost 30 years expertise

**Fine dining experience** at **casual dining price**

**Unique business model** based on central kitchen operations

blue frog   
bar & grill

**18 restaurants**

China

Within 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**

  
BISTRO BAR  
凯博西餐酒吧

**3 restaurants**

China

Within AmRest since 2013

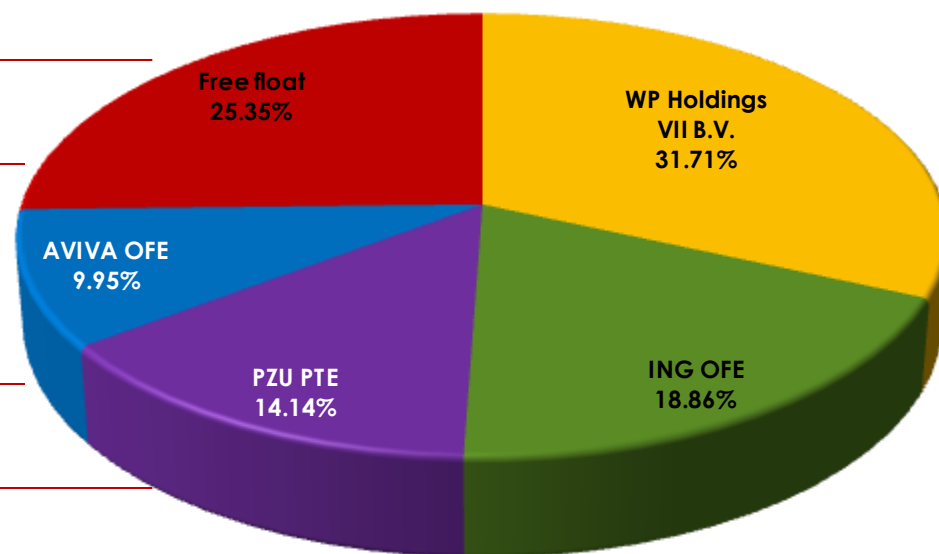
**High-end Casual Dining concept**

**Superior quality bistro** food with extensive wine and cocktail menu

**A place to meet** – extremely popular among professionals at managerial level

## EAT factsheet

Ticker	EAT (AmRest)
Listing	WSE
Free float	25.35%
Analyst Coverage	Unicredit, DI Investors, Wood&Co, Trigon, Raiffeisen Centrobank AG, KBC Securities, IPOPEMA, ERSTE, DM PKO BP, DM Banku BPS
Number of employees	23,039
Number of shares	21.2m
Number of restaurants	808 <sup>[1]</sup>



<sup>[1]</sup> Including 108 stores operated by La Tagliatella franchisees



## Q4 2014 segment reporting

PLN '000	Q4 2014		Q4 2013	
	Share	Margin	Share	Margin
<b>Sales</b>	<b>799 592</b>		<b>730 197</b>	
Poland	318 682	39.9%	301 147	41.2%
Czech Republic	99 989	12.5%	95 016	13.0%
Other CE	52 078	6.5%	43 884	6.0%
Total CE	470 749	58.9%	440 047	60.3%
Russia	103 189	12.9%	103 169	14.1%
Spain	170 019	21.3%	150 437	20.6%
New Markets	55 635	7.0%	36 544	5.0%
<b>EBITDA</b>	<b>100 865</b>	12.6%	<b>90 130</b>	12.3%
Poland	40 965	12.9%	38 269	12.7%
Czech Republic	15 411	15.4%	14 183	14.9%
Other CE	5 822	11.2%	2 286	5.2%
Total CE	62 198	13.2%	54 738	12.4%
Russia	9 361	9.1%	15 754	15.3%
Spain	38 351	22.6%	30 733	20.4%
New Markets	-2 844	-	-15 444	-
Unallocated	-6 201	-	4 349	-
<b>Adjusted EBITDA*</b>	<b>109 722</b>	13.7%	<b>93 040</b>	12.7%
Poland	43 441	13.6%	37 240	12.4%
Czech Republic	16 040	16.0%	15 392	16.2%
Other CE	6 297	12.1%	3 385	7.7%
Total CE	65 778	14.0%	56 017	12.7%
Russia	12 562	12.2%	13 170	12.8%
Spain	41 164	24.2%	31 397	20.9%
New Markets	-3 581	-	-12 899	-
Unallocated	-6 201	-	5 355	-
<b>EBIT</b>	<b>9 056</b>	1.1%	<b>-20 799</b>	-
Poland	13 673	4.3%	18 019	6.0%
Czech Republic	8 954	9.0%	7 778	8.2%
Other CE	-1 316	-	-1 897	-
Total CE	21 310	4.5%	23 900	5.4%
Russia	89	0.1%	8 498	8.2%
Spain	26 143	15.4%	20 511	13.6%
New Markets	-32 188	-	-78 057	-
Unallocated	-6 298	-	4 349	-

[1] 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) and corrections in indirect taxes.

## FY 2014 segment reporting

PLN '000	2014		2013	
	Share	Margin	Share	Margin
<b>Sales</b>	<b>2 952 651</b>		<b>2 700 898</b>	
Poland	1 193 706	40.4%	1 106 752	41.0%
Czech Republic	358 919	12.2%	350 393	13.0%
Other CE	175 098	5.9%	152 794	5.7%
Total CE	1 727 723	58.5%	1 609 939	59.6%
Russia	410 858	13.9%	388 205	14.4%
Spain	621 559	21.1%	569 147	21.1%
New Markets	192 511	6.5%	133 607	4.9%
<b>EBITDA</b>	<b>356 374</b>	12.1%	<b>274 771</b>	10.2%
Poland	164 409	13.8%	126 158	11.4%
Czech Republic	52 032	14.5%	44 545	12.7%
Other CE	15 267	8.7%	5 303	3.5%
Total CE	231 708	13.4%	176 006	10.9%
Russia	43 217	10.5%	47 815	12.3%
Spain	130 871	21.1%	115 170	20.2%
New Markets	-32 505	-	-56 760	-
Unallocated	-16 917	-	-7 460	-
<b>Adjusted EBITDA*</b>	<b>381 981</b>	12.9%	<b>301 429</b>	11.2%
Poland	171 676	14.4%	131 847	11.9%
Czech Republic	54 041	15.1%	48 216	13.8%
Other CE	16 106	9.2%	7 220	4.7%
Total CE	241 822	14.0%	187 283	11.6%
Russia	51 154	12.5%	48 009	12.4%
Spain	134 951	21.7%	117 310	20.6%
New Markets	-29 029	-	-44 719	-
Unallocated	-16 917	-	-6 454	-
<b>EBIT</b>	<b>109 895</b>	3.7%	<b>17 417</b>	0.6%
Poland	74 087	6.2%	45 892	4.1%
Czech Republic	24 916	6.9%	17 629	5.0%
Other CE	-2 555	-	-6 652	-
Total CE	96 448	5.6%	56 869	3.5%
Russia	14 946	3.6%	23 693	6.1%
Spain	86 836	14.0%	72 959	12.8%
New Markets	-71 323	-	-128 644	-
Unallocated	-17 012	-	-7 460	-

<sup>(1)</sup> 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) and corrections in indirect taxes.

## Q4 2014 consolidated P&L

[ PLN '000]	Q4 2014	% of sales	Q4 2013	% of sales
Restaurant sales	750 754		683 988	
Franchise and other sales	48 838		46 211	
<b>Total sales</b>	<b>799 592</b>		<b>730 199</b>	
Company operated restaurant expenses:				
Food and material	-236 064	-29.5%	-219 250	-30.0%
Payroll and employee benefits	-162 458	-20.3%	-145 003	-19.9%
Royalties	-36 764	-4.6%	-34 313	-4.7%
Occupancy and other operating expenses	-239 593	-30.0%	-217 313	-29.8%
Franchise and other expenses	-34 110	-4.3%	-34 266	-4.7%
General and administrative (G&A) expenses	-54 178	-6.8%	-59 236	-8.1%
Impairment losses	-33 876	-4.2%	-61 617	-8.4%
Other income	6 507	0.8%	20 000	2.7%
<b>Profit/(loss) from operations</b>	<b>9 056</b>	<b>1.1%</b>	<b>-20 799</b>	<b>-2.8%</b>
<b>EBITDA</b>	<b>100 865</b>	<b>12.6%</b>	<b>90 130</b>	<b>12.3%</b>
Finance costs	-12 434	-1.6%	-16 355	-2.2%
Income/(Cost) from put option valuation	-	-	-	-
Finance income	2 690	0.3%	2 927	0.4%
Income/(loss) from associates	81	0.0%	35	0.0%
Income tax expense	3 407	0.4%	-9 300	-1.3%
Profit for the period from continuing operations	2 800	0.4%	<b>-43 492</b>	-6.0%
Loss on discontinued operations	-	-	-	-
<b>Profit for the period</b>	<b>2 800</b>	<b>0.4%</b>	<b>-43 492</b>	<b>-6.0%</b>
<b>Attributable to:</b>				
Non controlling interest	-4 321	-0.5%	-3 058	-0.4%
Equity holders of the parent	7 121	0.9%	-40 434	-5.5%

## FY 2014 consolidated P&L

[ PLN '000]	2014	% of sales	2013	% of sales
Restaurant sales	2 770 529		2 522 119	
Franchise and other sales	182 122		178 779	
<b>Total sales</b>	<b>2 952 651</b>		<b>2 700 898</b>	
Company operated restaurant expenses:				
Food and material	-886 838	-30.0%	-819 199	-30.3%
Payroll and employee benefits	-609 537	-20.6%	-547 787	-20.3%
Royalties	-136 881	-4.6%	-127 978	-4.7%
Occupancy and other operating expenses	-868 230	-29.4%	-802 442	-29.7%
Franchise and other expenses	-124 951	-4.2%	-129 993	-4.8%
General and administrative (G&A) expenses	-195 359	-6.6%	-216 823	-8.0%
Impairment losses	-40 414	-1.4%	-67 526	-2.5%
Other income	19 454	0.7%	28 267	1.0%
<b>Profit/(loss) from operations</b>	<b>109 895</b>	<b>3.7%</b>	<b>17 417</b>	<b>0.6%</b>
<b>EBITDA</b>	<b>356 374</b>	<b>12.1%</b>	<b>274 771</b>	<b>10.2%</b>
Finance costs	-50 688	-1.7%	-54 479	-2.0%
Income/(Cost) from put option valuation	-	-	63 482	2.4%
Finance income	5 929	0.2%	3 257	0.1%
Income/(loss) from associates	195	0.0%	182	0.0%
Income tax expense	-19 261	-0.7%	-11 144	-0.4%
Profit for the period from continuing operations	46 070	1.6%	<b>18 715</b>	0.7%
Loss on discontinued operations	-	-	-12 884	-0.5%
<b>Profit for the period</b>	<b>46 070</b>	<b>1.6%</b>	<b>5 831</b>	<b>0.2%</b>
<b>Attributable to:</b>				
Non controlling interest	-5 597	-0.2%	-4 114	-0.2%
Equity holders of the parent	51 667	1.7%	9 945	0.4%

## Q4 2014 net profit and adjusted EBITDA reconciliation

[ PLN '000]	Q4 2014	% of sales	Q4 2013	% of sales	Q4 vs Q4	% of change
Restaurant sales	750 754	93.9%	683 988	93.7%	66 766	9.8%
Franchise and other sales	48 838	6.1%	46 211	6.3%	2 627	5.7%
<b>Total sales</b>	<b>799 592</b>		<b>730 199</b>		<b>69 393</b>	<b>9.5%</b>

<b>Net Profit for the period</b>	<b>2 800</b>	<b>0.4%</b>	<b>-43 492</b>	<b>-6.0%</b>	<b>46 292</b>	<b>-</b>
+ Income / (cost) from put option	-	-	-	-	-	-
<b>Adjusted Net Profit for the period</b>	<b>2 800</b>	<b>0.4%</b>	<b>-43 492</b>	<b>-6.0%</b>	<b>46 292</b>	<b>-</b>
+ Finance costs	12 434	1.6%	16 355	2.2%	-3 921	-
- Finance income	-2 690	-0.3%	-2 927	-0.4%	237	-
- Income/(loss) from associates	-81	0.0%	-35	0.0%	-46	131.4%
+ Income tax expense	-3 407	-0.4%	9 300	1.3%	-12 707	-
- Gain on discontinued operations	-	-	-	-	-	-
+ Depreciation and Amortisation	57 933	7.2%	49 311	6.8%	8 622	17.5%
+ Impairment losses	33 876	4.2%	61 617	8.4%	-27 741	-
<b>EBITDA</b>	<b>100 865</b>	<b>12.6%</b>	<b>90 129</b>	<b>12.3%</b>	<b>10 736</b>	<b>11.9%</b>
+ Start-up expenses*	8 857	1.1%	12 332	1.7%	-3 475	-
+ M&A related expenses**	-	-	-	-	-	-
+ / - Indirect taxes adjustments***	-	-	-9 422	-1.3%	9 422	-
<b>Adjusted EBITDA</b>	<b>109 722</b>	<b>13.7%</b>	<b>93 039</b>	<b>12.7%</b>	<b>16 683</b>	<b>17.9%</b>

\* 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.



## FY 2014 net profit and adjusted EBITDA reconciliation

[ PLN '000]	2014	% of sales	2013	% of sales	2014 vs 2013	% of change
Restaurant sales	2 770 529	93.8%	2 522 119	93.4%	248 410	9.8%
Franchise and other sales	182 122	6.2%	178 779	6.6%	3 343	1.9%
<b>Total sales</b>	<b>2 952 651</b>		<b>2 700 898</b>		<b>251 753</b>	<b>9.3%</b>

<b>Net Profit for the period</b>	<b>46 070</b>	<b>1.6%</b>	<b>5 831</b>	<b>0.2%</b>	<b>40 239</b>	<b>690.1%</b>
+ Income / (cost) from put option	-	-	-63 482	-2.4%	63 482	-
<b>Adjusted Net Profit for the period</b>	<b>46 070</b>	<b>1.6%</b>	<b>-57 651</b>	<b>-2.1%</b>	<b>103 721</b>	<b>-</b>
+ Finance costs	50 688	1.7%	54 479	2.0%	-3 791	-
- Finance income	-5 929	-0.2%	-3 257	-0.1%	-2 672	82.0%
- Income/(loss) from associates	-195	0.0%	-182	0.0%	-13	7.1%
+ Income tax expense	19 261	0.7%	11 144	0.4%	8 117	72.8%
- Gain on discontinued operations	-	-	12 884	0.5%	-12 884	-
+ Depreciation and Amortisation	206 065	7.0%	189 827	7.0%	16 238	8.6%
+ Impairment losses	40 414	1.4%	67 526	2.5%	-27 112	-
<b>EBITDA</b>	<b>356 374</b>	<b>12.1%</b>	<b>274 771</b>	<b>10.2%</b>	<b>81 603</b>	<b>29.7%</b>
+ Start-up expenses*	25 607	0.9%	35 074	1.3%	-9 467	-
+ M&A related expenses**	-	-	1006	0.0%	-1006	-
+ / - Indirect taxes adjustments***	-	-	-9 422	-0.3%	9 422	-
<b>Adjusted EBITDA</b>	<b>381 981</b>	<b>12.9%</b>	<b>301 429</b>	<b>11.2%</b>	<b>80 552</b>	<b>26.7%</b>

\* 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.

# AmRest portfolio

Countries	Brands	2006-12-31	2007-12-31	2008-12-31	2009-12-31	2010-12-31	2011-12-31	2012-12-31	2013-12-31	2014-12-31	2015-03-18
Poland		131	139	158	188	206	256	279	299	320	323
	KFC	79	85	94	110	121	150	163	179	191	191
	BK		4	9	17	19	27	28	27	32	32
	SBX				3	9	21	32	35	38	38
	PH	52	50	55	58	57	58	56	58	59	62
Czech		43	44	62	67	75	73	83	89	94	94
	KFC	43	44	53	55	58	56	62	65	68	68
	BK			1	2	5	5	7	7	7	7
	SBX			8	10	12	12	14	17	19	19
Hungary		17	22	22	22	21	29	34	38	42	42
	KFC	5	13	15	17	16	21	25	27	30	30
	SBX					3	6	7	9	10	10
	PH	12	9	7	5	2	2	2	2	2	2
Russia			40	54	51	50	55	66	77	101	105
	KFC		22	37	37	39	44	56	67	92	96
	PH		18	17	14	11	11	10	10	9	9
Bulgaria			1	4	4	5	5	6	5	6	6
	KFC		1	2	2	2	2	4	4	5	5
	BK			2	2	3	3	2	1	1	1
Serbia			1	1	2	3	4	4	5	5	5
	KFC		1	1	2	3	4	4	5	5	5
Croatia							1	2	5	5	5
	KFC						1	2	5	5	5
US				104	103	103	103	1	6	4	1
	TAGE							1	5	3	0
	TAGF								1	1	1
	AB			104	103	103	103	0	0	0	0
Spain							152	168	178	190	192
	TAGE						35	47	53	57	58
	TAGF						85	89	94	101	102
	KFC						32	32	31	32	32
France							2	5	8	8	9
	TAGE							1	4	4	4
	TAGF						2	4	4	4	5
Germany								2	3	3	3
	TAGE							2	3	3	3
China								12	18	22	23
	BF							10	11	17	18
	KABB							1	2	3	3
	ST								1	0	0
	TAGE							1	4	2	2
India									2	0	0
	TAGE								2	0	0
Total Amrest		191	247	405	437	463	680	662	733	800	808