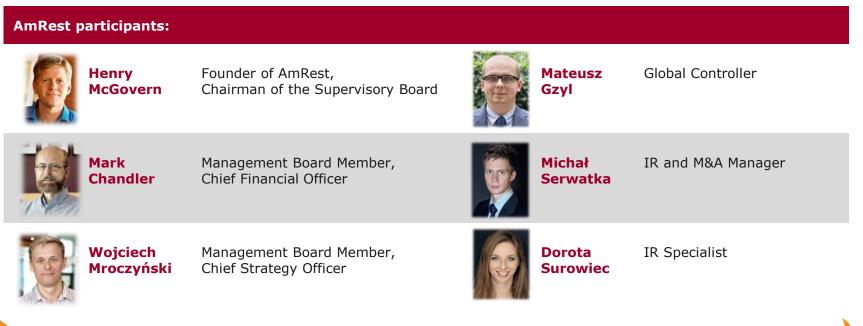
AmRest Holdings SE

Q3 2014 Presentation for Investors November 7th, 2014



Teleconference details

- AmRest Q3 2014 results are included in the Q3 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





Executive summary Q3 2014

- Third consecutive quarter of strong performance
- Solid top line growth across all divisions
- Core business driven significant improvement in profitability

Total EBITDA above PLN 100m in Q3

- Record margins in **CEE** (EBITDA at 14,4%)
- Stable situation in Russia and maintaned momentum in Spain
- 65% reduction of EBITDA loss in New Markets
- Further decrease in leverage to 2.47
- Maintained focus on core business as a great foundation for future growth



Our restaurants









New restaurants openings

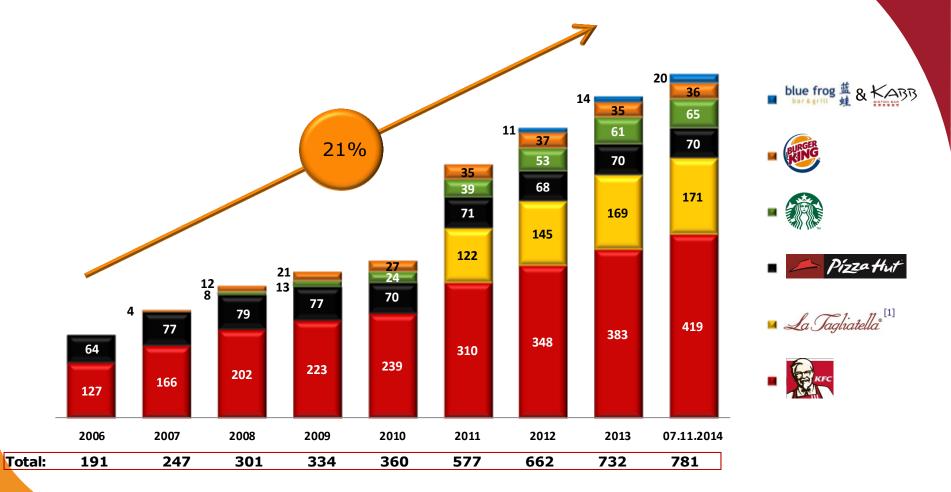
- 21 stores opened in Q3 2014: 6 CEE, 9 Russia, 2 TAG & 1 KFC in Spain and 3 blue frog in China
- 63 stores opened YTD (till November 7th, 2014): 24 CEE, 18 Russia, 12 TAG (10 Spain, 1 US & 1 France),
 2 KFC in Spain, 6 blue frog, 1 Kabb
- 26 openings since the last call (August 14th,2014): 8 CEE, 10 Russia, 3 TAG & 2 KFC in Spain and 3 blue frog
- Solid pipeline for 2014 with ca. 90 stores to be opened in total







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

AmRes

6 ^[1] Including franchisee operated stores

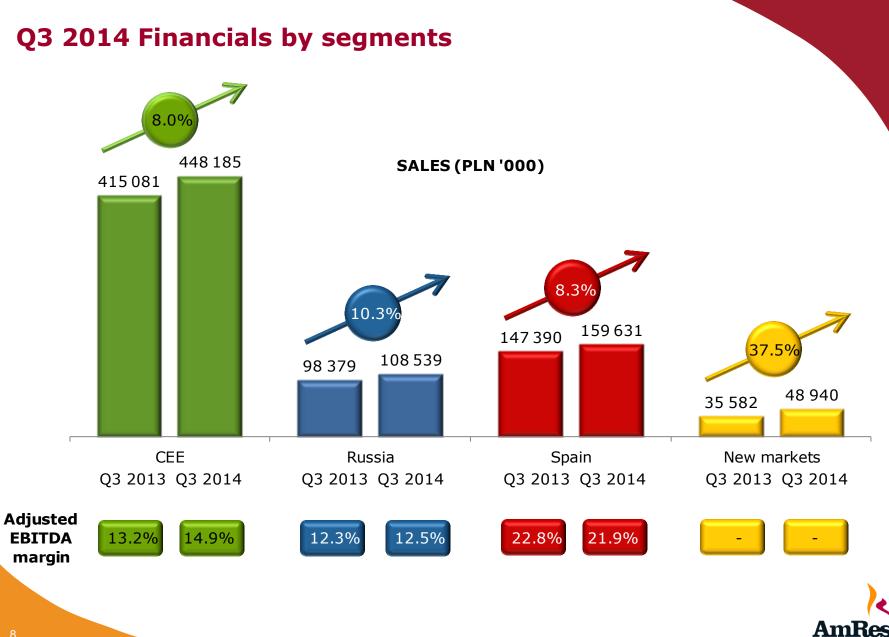
Financial highlights Q3 2014

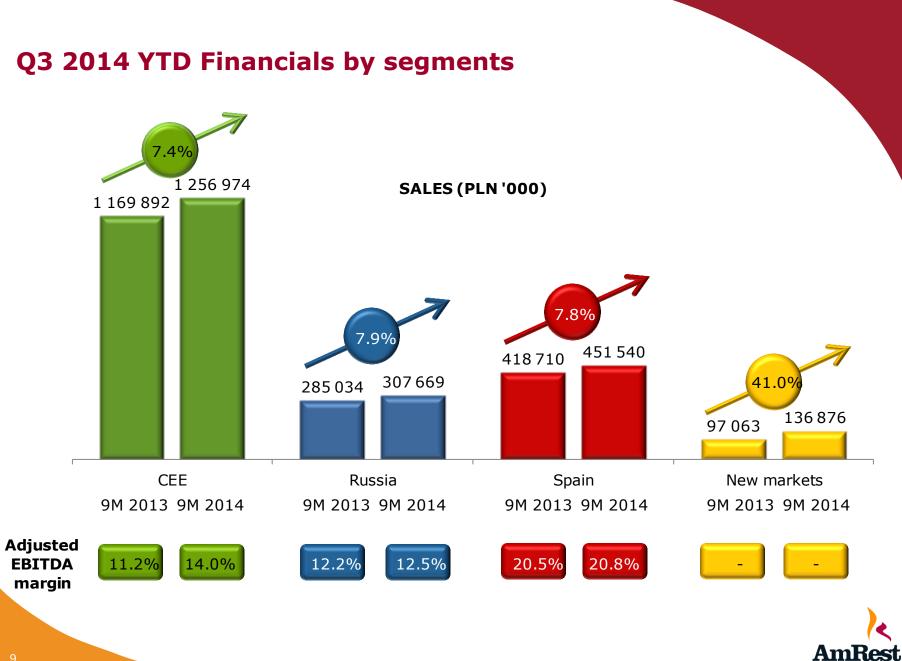
- Sales at PLN 765.3m (+9.9% vs LY)
 - CEE + 8.0% (+10.5% in local currencies)
 - Russia +10.3% (+24% in local currency)
 - Spain +8.3% (+10.1% in local currency)
 - New Markets +37.5 % (+40.7% in local currencies)
- Adjusted EBITDA at PLN 108.1m (+23.3% vs LY)
- Record adjusted EBITDA margin at 14.1%
- Net profit^[1] at PLN 31.6m (4.1%)
- Net debt at PLN 887m, leverage decreased to 2.47x





^[1] Attributable to AmRest shareholders





Q3 2014 Financials – Key Figures

Thousand PLN	Q2 2013	Q3 2013	Q4 2013	Q1 2014	Q2 2014	Q3 2014	TTM [1]
Sales	665 151	696 432	730 197	674 118	713 646	765 295	2 883 256
Sales growth [2]	17.1%	15.5%	14.0%	10.7%	7.3%	9.9%	10.4%
Adjusted EBITDA [3]	61 970	87 611	93 039	77 360	86 840	108 059	365 298
Adjusted EBITDA (%)	9.3%	12.6%	12.7%	11.5%	12.2%	14.1%	12.7%
EBIT	2 433	30 752	-20 799	23 216	27 412	50 211	80 040
EBIT (%)	0.4%	4.4%	-	3.4%	3.8%	6.6%	2.8%
Profit for the period [4]	-13 215	7 608	-40 434	8 499	4 453	31 594	4 112
Profit for the period (%)	-	1.1%	-	1.3%	0.6%	4.1%	0.1%
Net debt	785 082	819 653	824 934	891 514	898 496	886 741	886 741
Net debt/EBITDA	2.9	3.0	2.9	2.9	2.7	2.5	2.5

[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

- Optimistic expectations regarding Q4 2014
- Positive LFL trends and margin improvement continue in most of the markets
- Current pace of development maintained in Russia
- Increased investments in new restaurants in Spain
- Estimation of 2014 EBITDA loss in **New Markets** kept at PLN 40-45m. Further loss reductions expected in 2015
- Ca. 90 openings in 2014, similar pace in 2015
- 80/20 capital allocation structure, focused on core business
- No significant M/A projects in pipeline



IR contact





Michał Serwatka michal.serwatka@amrest.eu tel. +48 71 3861 246 mobile: +48 519 191 246



Dorota Surowiec dorota.surowiec@amrest.eu tel. +48 71 3861 235 mobile: +48 519 191 235

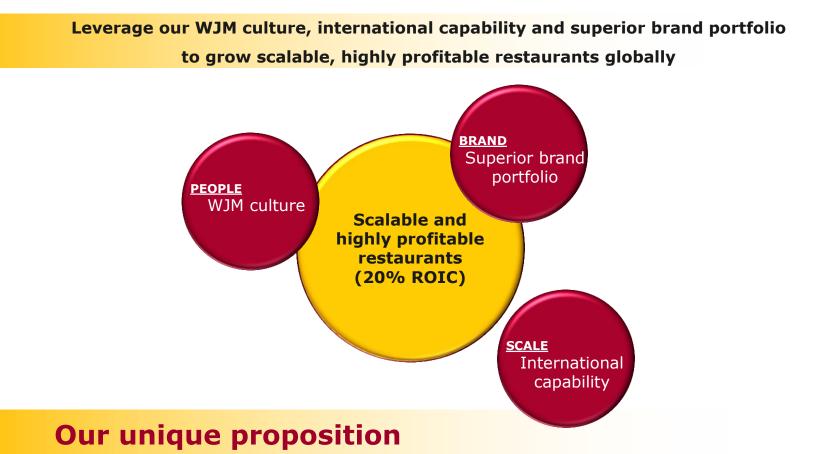




Backup slides



AmRest strategy



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



Brand portfolio



#1 in Chicken

18,500 restaurants in over 115 countries

#1 and the fastest growing QSR brand in the Emerging Markets



#1 CDR in the World

Over 14,500 restaurants in 90 countries



#1 Coffee in the World

20 000 stores in over 60 countries

#2 in #1 QSR category in the World

Over 13,500 restaurants in 90 countries





Unique proven restaurant concept

Unmatched business model, 172 restaurants in 5 countries

Established, highly profitable, western concepts

Present in major Chinese cities



3 years guidance



Sales growth

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



EBITDA

• Strong EBITDA growth driven by sales and margin improvement

18 Mar	
13 HB 13 HB	
	Ľ.,

20%+ ROIC on expansion Capex

• Improved ROIC on existing investments through margin improvement, prudent capital allocation (80/20) and lower build cost



CAPEX

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



Leverage

• Declining annually



EAT factsheet

Ticker	EAT (AmRest)		
Listing	WSE		
Free float	25.35%	Free float 25.35%	WP Holdings VII B.V. 31.71%
Analyst Coverage	Unicredit, DI Investors, Wood&Co, Trigon, Raiffeisen Centrobank AG, KBC Securities, IPOPEMA, ERSTE, DM PKO BP, DM Banku BPS	AVIVA OFE 9.95% PZU PTE	ING OFE
Number of employees	21,445	14.14%	18.86%
Number of shares	21.2m		
Number of restaurants	781 [1]		

^[1] Including 103 stores operared by La Tagliatella franchisees



Q3 2014 – Segment reporting

PLN '000		Q3 2014			Q3 2013	
FEN 000		Share	Margin		Share	Margin
Sales	765 295			696 432		
Poland	312 701	40.9%		285 160	40.9%	
Czech Republic	91 174	11.9%		90 823	13.0%	
Other CEE	44 310	5.8%		39 098	5.6%	
Total CEE	448 185	58.6%		415 081	59.6%	
Russia	108 539	14.2%		98 379	14.1%	
Spain	159 631	20.9%		147 390	21.2%	
New Markets	48 940	6.4%		35 582	5.1%	
EBITDA	100 408		13.1%	77 786		11.2%
Poland	46 000		14.7%	36 508		12.8%
Czech Republic	14 249		15.6%	13 393		14.7%
Other CEE	4 139		9.3%	939		2.4%
Total CEE	64 388		14.4%	50 840		12.2%
Russia	10 267		9.5%	11 307		11.5%
Spain	34 345		21.5%	32 622		22.1%
New Markets	-4 448		-	-13 325		-
Unallocated	-4 144		-	-3 658		-
Adjusted EBITDA*	108 059		14.1%	87 611		12.6%
Poland	47 650		15.2%	39 381		13.8%
Czech Republic	14 827		16.3%	14 427		15.9%
Other CEE	4 337		9.8%	1 146		2.9%
Total CEE	66 814		14.9%	54 954		13.2%
Russia	13 560		12.5%	12 131		12.3%
Spain	34 949		21.9%	33 589		22.8%
New Markets	-3 121		-	-8 445		-
Unallocated	-4 143		-	-4 618		-
EBIT	50 211		6.6%	30 752		4.4%
Poland	24 954		8.0%	18 824		6.6%
Czech Republic	7 955		8.7%	6 598		7.3%
Other CEE	1 094		2.5%	-976		-
Total CEE	34 003		7.6%	24 446		5.9%
Russia	3 571		3.3%	5 712		5.8%
Spain	23 622		14.8%	20 934		14.2%
New Markets	-6 843		-	-16 682		-
Unallocated	-4 142		-	-3 658		-

^[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.



Q3 2014 YTD – Segment reporting

PLN '000		9M 2014			9M 2013	
PEN 000		Share	Margin		Share	Margin
Sales	2 153 059			1 970 699		
Poland	875 024	40.6%		805 605	40.9%	
Czech Republic	258 930	12.0%		255 377	13.0%	
Other CEE	123 020	5.7%		108 910	5.5%	
Total CEE	1 256 974	58.4%		1 169 892	59.4%	
Russia	307 669	14.3%		285 034	14.5%	
Spain	451 540	21.0%		418 710	21.2%	
New Markets	136 876	6.4%		97 063	4.9%	
EBITDA	255 509		11.9%	184 641		9.4%
Poland	123 444		14.1%	87 889		10.9%
Czech Republic	36 621		14.1%	30 362		11.9%
Other CEE	9 445		7.7%	3 017		2.8%
Total CEE	169 510		13.5%	121 268		10.4%
Russia	33 856		11.0%	32 061		11.2%
Spain	92 520		20.5%	84 437		20.2%
New Markets	-29 661		-	-41 316		-
Unallocated	-10 716		-	-11 809		-
Adjusted EBITDA*	272 259		12.6%	208 389		10.6%
Poland	128 235		14.7%	94 607		11.7%
Czech Republic	38 001		14.7%	32 824		12.9%
Other CEE	9 808		8.0%	3 835		3.5%
Total CEE	176 044		14.0%	131 266		11.2%
Russia	38 592		12.5%	34 839		12.2%
Spain	93 787		20.8%	85 913		20.5%
New Markets	-25 448		-	-31 820		-
Unallocated	-10 716		-	-11 809		-
EBIT	100 839		4.7%	38 216		1.9%
Poland	60 415		6.9%	27 873		3.5%
Czech Republic	15 962		6.2%	9 851		3.9%
Other CEE	-1 239		-	-4 755		-
Total CEE	75 138		6.0%	32 969		2.8%
Russia	14 857		4.8%	15 195		5.3%
Spain	60 693		13.4%	52 448		12.5%
New Markets	-39 135		-	-50 587		-
Unallocated	-10 714		-	-11 809		-

^[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.



Q3 2014 – Consolidated P&L

[PLN '000]	Q3 2014	% of sales	Q3 2013	% of sales
Restaurant sales	719 403		650 513	
Franchise and other sales	45 892		45 919	
Total sales	765 295		696 432	
Company operated restaurant expenses:				
Food and material	-231 043	-30.2%	-212 664	-30.5%
Payroll and employee benefits	-155 392	-20.3%	-138 153	-19.8%
Royalties	-35 734	-4.7%	-32 942	-4.7%
Occupancy and other operating expenses	-217 142	-28.4%	-203 733	-29.3%
Franchise and other expenses	-31 299	-4.1%	-32 365	-4.6%
General and administrative (G&A) expenses	-47 272	-6.2%	-49 609	-7.1%
Impairment losses	-106	0.0%	469	0.1%
Other income	2 904	0.4%	3 317	0.5%
Profit/(loss) from operations	50 211	6.6%	30 752	4.4%
EBITDA	100 408	13.1%	77 786	11.2%
Finance costs	-11 353	-1.5%	-15 332	-2.2%
Income/(Cost) from put option valuation	-	-	-	-
Finance income	1 025	0.1%	-5 215	-0.7%
Income/(loss) from associates	47	0.0%	46	0.0%
Income tax expense	-8 558	-1.1%	-2 727	-0.4%
Profit for the period from continuing operations	31 372	4.1%	7 524	1.1%
Loss on discontinued operations	-	-	-	-
Profit for the period	31 372	4.1%	7 524	1.1%
Attributable to:				
Non controlling interest	-222	0.0%	-84	0.0%
Equity holders of the parent	31 594	4.1%	7 608	1.1%



Q3 2014 YTD – Consolidated P&L

[PLN '000]	Q3 2014 YTD	% of sales	Q3 2013 YTD	% of sales
Restaurant sales	2 019 775		1 838 131	
Franchise and other sales	133 284		132 568	
Total sales	2 153 059		1 970 699	
Company operated restaurant expenses:				
Food and material	-650 774	-30.2%	-599 949	-30.4%
Payroll and employee benefits	-447 079	-20.8%	-402 784	-20.4%
Royalties	-100 117	-4.6%	-93 665	-4.8%
Occupancy and other operating expenses	-628 637	-29.2%	-585 129	-29.7%
Franchise and other expenses	-90 841	-4.2%	-95 727	-4.9%
General and administrative (G&A) expenses	-141 181	-6.6%	-157 587	-8.0%
Impairment losses	-6 538	-0.3%	-5 909	-0.3%
Other income	12 947	0.6%	8 267	0.4%
Profit/(loss) from operations	100 839	4.7%	38 216	1.9%
EBITDA	255 509	11.9%	184 641	9.4%
Finance costs	-38 254	-1.8%	-38 124	-1.9%
Income/(Cost) from put option valuation	-	-	63 482	3.2%
Finance income	3 239	0.2%	330	0.0%
Income/(loss) from associates	114	0.0%	147	0.0%
Income tax expense	-22 668	-1.1%	-1 844	-0.1%
Profit for the period from continuing operations	43 270	2.0%	62 207	3.2%
Loss on discontinued operations	-	-	-12 884	-0.7%
Profit for the period	43 270	2.0%	49 323	2.5%
Attributable to:				
Non controlling interest	-1 276	-0.1%	-1 056	-0.1%
Equity holders of the parent	44 546	2.1%	50 379	2.6%



Q3 2014 – Net profit and adjusted EBITDA reconciliation

[PLN	I '000]	Q3 2014	% of sales	Q3 2013	% of sales	Q3 vs Q3	% of change
Restaurant sales		719 403	94.0%	650 513	93.4%	68 890	10.6%
Franchise and other sales		45 892	6.0%	45 919	6.6%	-27	-0.1%
Total	sales	765 295		696 432		68 863	9.9%
	profit for the period	31 372	4.1%	7 524	1.1%	23 848	317.0%
	•			/ 524	1.1%	23 848	
+	Income / (cost) from put option	-	-	-	-	-	n/a
Adjus	sted Net Profit for the period	31 372	4.1%	7 524	1.1%	23 848	317.0%
+	Finance costs	11 353	1.5%	15 332	2.2%	-3 979	-26.0%
-	Finance income	-1 025	-0.1%	5 215	0.7%	-6 240	-119.7%
-	Income/(loss) from associates	-47	0.0%	-46	0.0%	-1	2.2%
+	Income tax expense	8 558	1.1%	2 727	0.4%	5 831	213.8%
-	Gain on discontinued operations	-	-	-	-	-	n/a
+	Depreciation and Amortisation	50 091	6.5%	47 503	6.8%	2 588	5.4%
+	Impairment losses	106	0.0%	-469	-0.1%	575	-122.6%
EBITDA		100 408	13.1%	77 786	11.2%	22 622	29.1%
+	Start-up expenses*	7 652	1.0%	9 779	1.4%	-2 127	-21.8%
+	M&A related expenses**	-	-	46	0.0%	-46	-100.0%
Adjus	sted EBITDA	108 060	14.1%	87 611	12.6%	20 449	23.3%

* 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.



Q3 2014 YTD – Net profit and adjusted EBITDA reconciliation

[PLN '000]	Q3.2014 YTD	% of sales	Q3.2013 YTD	% of sales	Q3 vs Q3 YTD	% of change
Restaurant sales	2 019 775	93.8%	1 838 131	93.3%	181 644	9.9%
Franchise and other sales	133 284	6.2%	132 568	6.7%	716	0.5%
Total sales	2 153 059		1 970 699		182 360	9.3%
Net Profit for the period	43 270	2.0%	49 323	2.5%	-6 053	-12.3%
+ Income / (cost) from put option	-	-	-63 482	-3.2%	63 482	-100.0%
Adjusted Net Profit for the period	43 270	2.0%	-14 159	-0.7%	57 429	-405.6%
+ Finance costs	38 254	1.8%	38 124	1.9%	130	0.3%
- Finance income	-3 239	-0.2%	-330	0.0%	-2 909	881.5%
- Income/(loss) from associates	-114	0.0%	-147	0.0%	33	-22.4%
+ Income tax expense	22 668	1.1%	1 844	0.1%	20 824	1129.3%
- Gain on discontinued operations	-	-	12 884	0.7%	-12 884	-100.0%
+ Depreciation and Amortisation	148 132	6.9%	140 516	7.1%	7 616	5.4%
+ Impairment losses	6 538	0.3%	5 909	0.3%	629	10.6%
EBITDA	255 509	11.9%	184 641	9.4%	70 868	38.4%
+ Start-up expenses*	16 751	0.8%	22 742	1.2%	-5 991	-26.3%
+ M&A related expenses**	-	-	1006	0.1%	-1006	-100.0%
Adjusted EBITDA	272 260	12.6%	208 389	10.6%	63 871	30.6%

* 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	2014-06-30	2014-09-30	2014-11-07
Poland		131	139	158	188	206	256		299	308	312	
	KFC	79	85	94	110	121	150	163			188	
	BK		4	9	17	19	27	28		28	28	
	SBX	50	50		3	9	21	32	35		38	
a	PH	52	50	55		57	58			58	58	
Czech	KFC	43 43	44	62	67	75	73				92 67	
	BK	43	44	53	55 2	58 F	56 5	62	65 7	66 7	67 7	
	SBX			8	10	12	12	14		17	18	
Hungary	JDA	17	22	22	22	21	29		38	39	39	
nangar y	KFC	5	13	15	17	16				28	28	
	SBX	_				3	21 6	7	9	9	9	9
	PH	12	9	7	5	2	2	2		2	2	2
Russia			40	54	51	50	55	66	77	80	89	95
	KFC		22	37	37	39	44	56		70	79	
	PH		18	17	14	11	11	10		10	10	
Bulgaria			1	4	4	5	5	6	5	5	5	6
	KFC		1	2	2	2	2	4	4	4	4	5
	BK			2	2	3	3		1	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	
	KFC						1	2		5	5	5
US				104	103	103	103		6	6	5	5
	TAGE							1	5	5	4	4
Cupin	TAGF						152	168	179	101	183	105
Spain	TAGE						35		178 53	181 55	56	
	TAGE						85		94	96	96	
	KFC						32			30	31	
France	NI C						2			8	8	
Trance	TAGE						-	1	4	4	4	4
	TAGE						2	-	4	4	4	4
Germany	-							2	3	3	3	3
	TAGE							2	3	3	3	3
China								12	18	19	22	
	BF							10	11	14	17	
	KABB							1	2	3	3	-
	ST								1	0	0	0
	TAGE							1	4	2	2	2
India									2			-
	TAGE								2	0	0	0
Total America	-	101	247	405	407	460	680	662	700	749	760	704
Total Amres	St	191	247	405	437	463	680	662	733	/49	768	781

