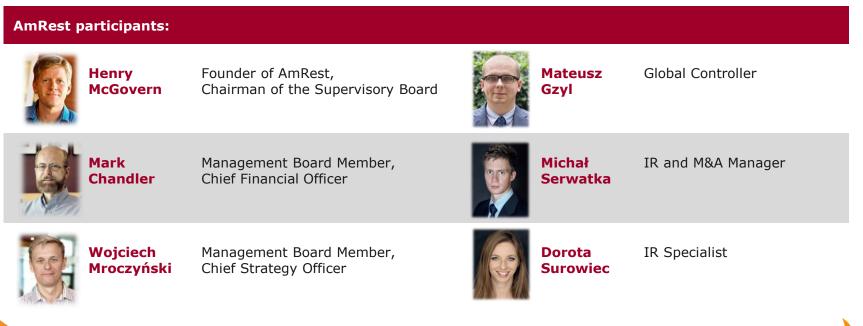
# **AmRest Holdings SE**

# 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

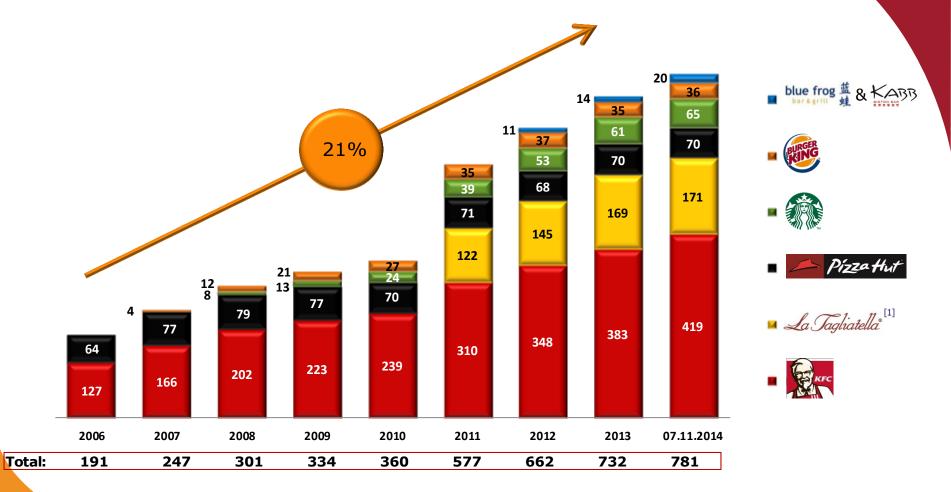
- 21 stores opened in Q3 2014: 6 CEE, 9 Russia, 2 TAG & 1 KFC in Spain and 3 blue frog in China
- 63 stores opened YTD (till November 7th, 2014): 24 CEE, 18 Russia, 12 TAG (10 Spain, 1 US & 1 France),
  2 KFC in Spain, 6 blue frog, 1 Kabb
- 26 openings since the last call (August 14th,2014): 8 CEE, 10 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 <sup>[1]</sup> Including franchisee operated stores

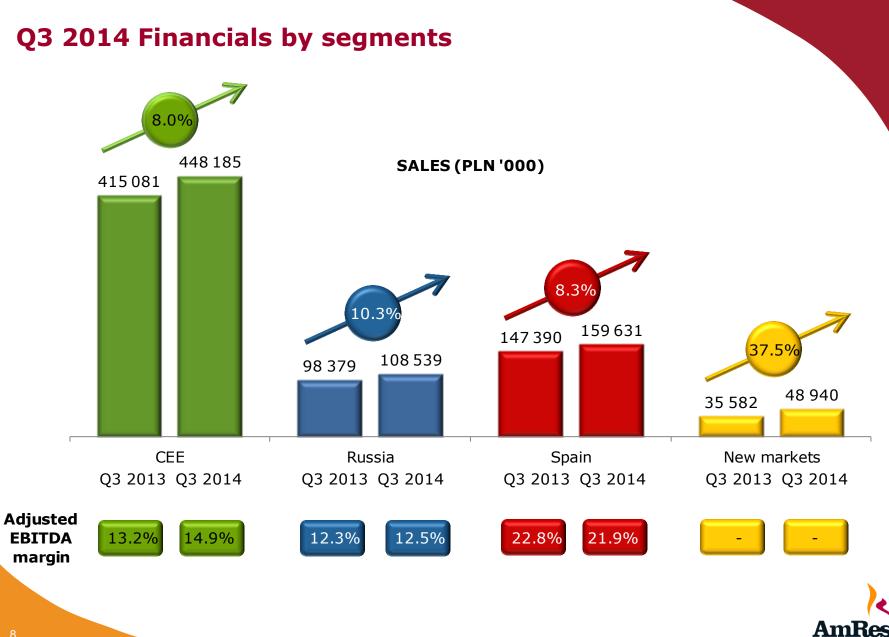
# Financial highlights Q3 2014

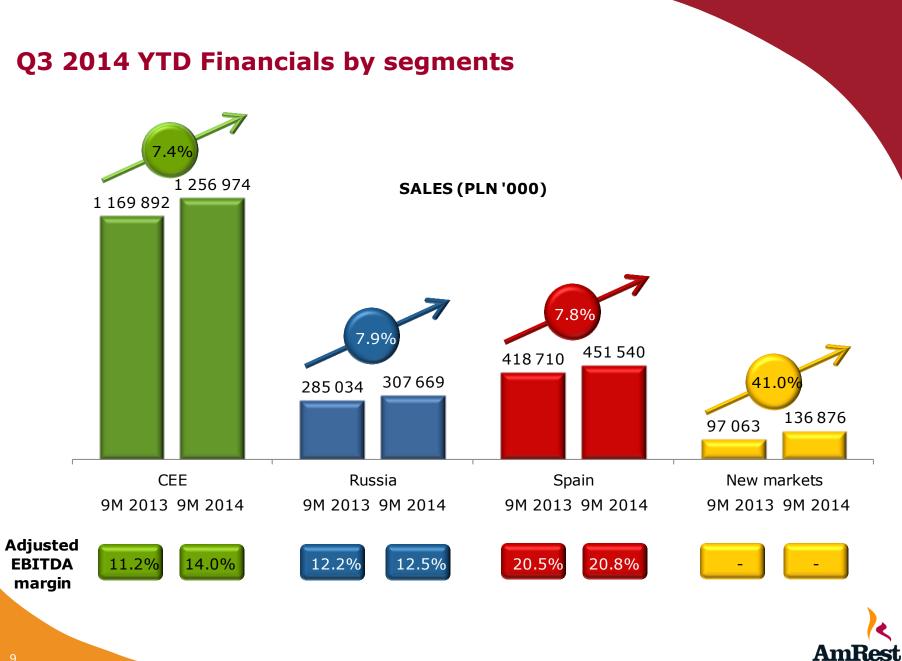
- Sales at PLN 765.3m (+9.9% vs LY)
  - CEE + 8.0% (+10.5% in local currencies)
  - Russia +10.3% (+24% in local currency)
  - Spain +8.3% (+10.1% in local currency)
  - New Markets +37.5 % (+40.7% in local currencies)
- Adjusted EBITDA at PLN 108.1m (+23.3% vs LY)
- Record adjusted EBITDA margin at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





<sup>[1]</sup> 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**





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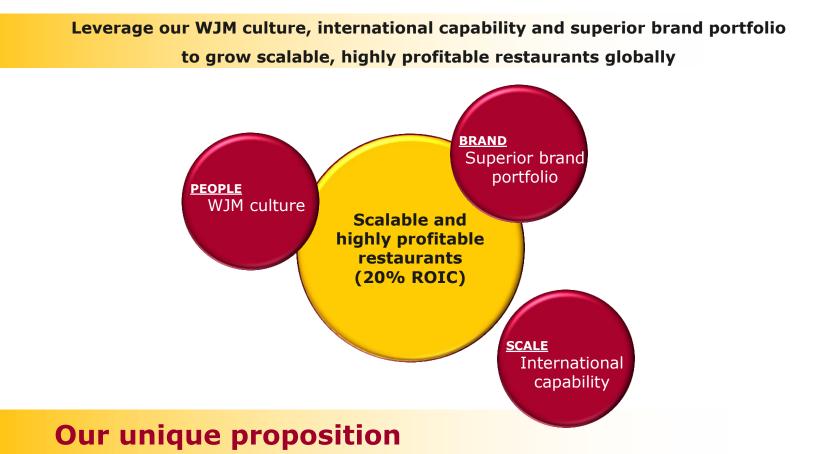




# **Backup slides**



# **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      |     |
|-------------|-----|
|             |     |
|             |     |
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|             | 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<br>25.35%          | WP Holdings<br>VII B.V.<br>31.71% |
| Analyst<br>Coverage   | Unicredit, DI Investors,<br>Wood&Co, Trigon, Raiffeisen<br>Centrobank AG, KBC<br>Securities, IPOPEMA, ERSTE,<br>DM PKO BP, DM Banku BPS | AVIVA OFE<br>9.95%<br>PZU PTE | ING OFE                           |
| Number of employees   | 21,445  | 14.14%                        | 18.86%                            |
| Number of shares      | 21.2m   |                               |                                   |
| Number of restaurants | 781 [1]   |                               |                                   |

<sup>[1]</sup> 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  |         | -      |

<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.



# **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   |         | -      |

<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.



# 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<br>YTD | % of sales | Q3.2013<br>YTD | % of sales | Q3 vs Q3<br>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              |            |
| <b>a</b>      | PH     | 52              | 50         | 55         |            | 57         | 58         |            |                  | 58               | 58              |            |
| Czech         | KFC    | <b>43</b><br>43 | 44         | <b>62</b>  | 67         | 75         | 73         |            |                  |                  | <b>92</b><br>67 |            |
|               | BK     | 43              | 44         | 53         | 55<br>2    | 58<br>F    | 56<br>5    | 62         | 65<br>7          | 66<br>7          | 67<br>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<br>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         |            | <b>178</b><br>53 | <b>181</b><br>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        |

