



AmRest Holdings SE

Q1 2015 Presentation for Investors
May 8th, 2015



Teleconference details

- **AmRest Q1 2015 results** are included in the **Q1 2015 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 Q1 2015

- **Predictable improvement of results**
 - Another quarter of solid top line growth
 - 31% increase in EBITDA and net profit more than tripled
- **Focus on CE & Spain driving results of the Group**
 - Solid LFL growth and margins improvement across the board
 - Favorable macro trends
 - Ample room for further development
- **Resilience of Russian division**
- **Recovering New Markets**
- **Operating cash flow at PLN 50m (+63m vs LY)**



Our restaurants

Total: 818



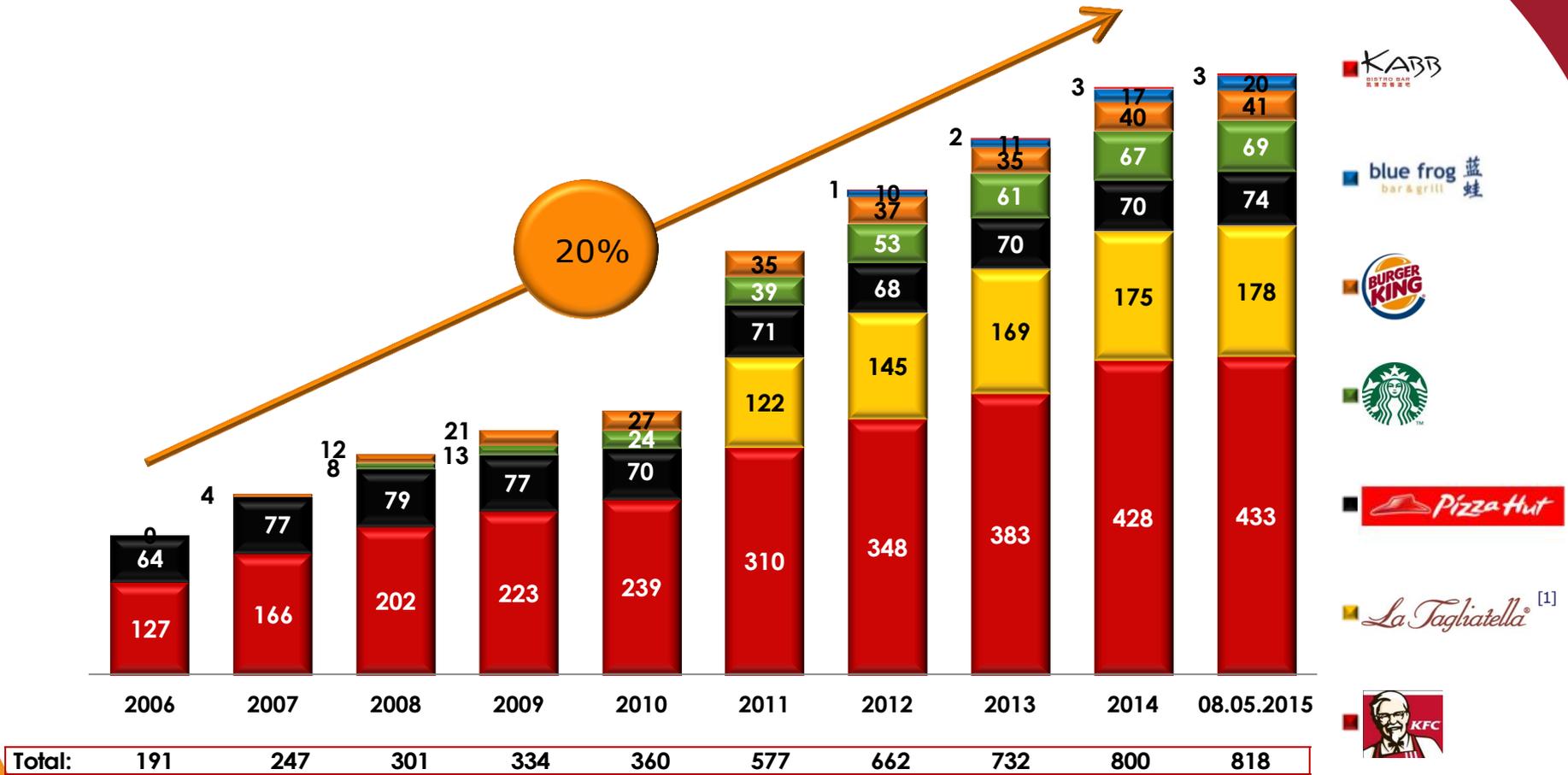
New restaurants openings*

- 15 stores opened in Q1 2015: 6 CE, 4 Russia, 4 TAG (3 Spain, 1 France), 1 Blue Frog,
- 24 stores opened in 2015 YTD: 9 CE, 4 Russia, 8 TAG (7 Spain, 1 France), 3 Blue Frog,
- 13 openings since the last call (March 18th, 2015): 6 CE, 5 TAG in Spain, 2 Blue Frog,
- Solid pipeline for 2015 assumes opening of similar number of restaurants as in previous year.



* Including franchisee operated stores

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 Q1 2015

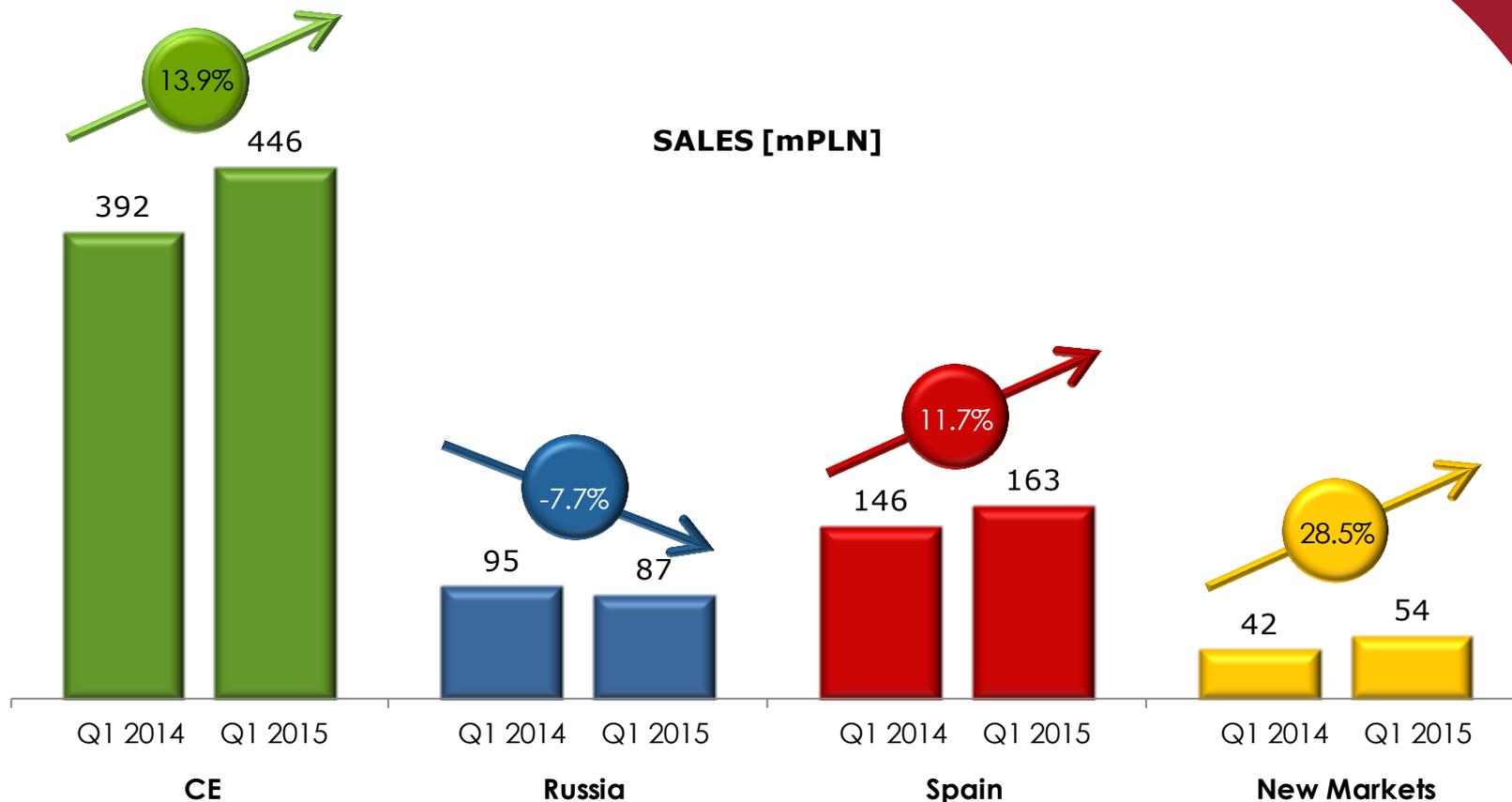
- **Sales** at PLN 750m (+11% vs LY)
 - CE PLN 446m (+13.9%)
 - Russia PLN 87m (-7.7%; +35.5% in local currency)
 - Spain PLN 163m (+11.7%)
 - New Markets PLN 54m (+28.5%)
- **EBITDA** at PLN 96m (+31.5% vs LY)
 - EBITDA margin at 12.8% (+2pp vs LY)
- **Adjusted EBITDA** at PLN 99m (+28.3% vs LY)
 - Adjusted EBITDA margin at 13.2% (+1.8pp vs LY)
- **Net profit*** at PLN 27m (+219% vs LY)
 - Net profit margin at 3.6% (+2.3pp vs LY)
- **Net debt** at PLN 828m, leverage decreased to 2.13x



* Attributable to AmRest shareholders

Q1 2015 financials by segments

SALES [mPLN]



Adjusted
EBITDA
margin

13.4% 14.2%

10.6% 11.1%

19.7% 20.6%

- -

Q1 2015 financials – key figures

Thousand PLN	Q4 2013	Q1 2014	Q2 2014	Q3 2014	Q4 2014	Q1 2015	TTM [1]
Sales	730 197	674 118	713 646	765 295	799 592	750 351	3 028 884
Sales growth [2]	14.0%	10.7%	7.3%	9.9%	9.5%	11.3%	9.5%
Adjusted EBITDA [3]	93 040	77 360	86 840	108 059	109 722	99 247	403 868
Adjusted EBITDA (%)	12.7%	11.5%	12.2%	14.1%	13.7%	13.2%	13.3%
EBIT	-20 799	23 216	27 412	50 211	9 056	43 656	130 335
EBIT (%)	-	3.4%	3.8%	6.6%	1.1%	5.8%	4.3%
Profit for the period [4]	-40 434	8 499	4 453	31 594	7 121	27 108	70 276
Profit for the period (%)	-	1.3%	0.6%	4.1%	0.9%	3.6%	2.3%
Net debt	824 934	891 514	898 496	886 741	867 292	827 901	827 901
Net debt/EBITDA	2.9	2.9	2.7	2.5	2.4	2.1	2.1

[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
 - **Dynamic GDP growth** in core markets
 - **Positive LFL trends** across the board
 - Expected further **improvement in margins**
 - **Strong pipeline** of new openings
- **Investment in Russia limited** to cash flow generated locally
- **AmRest 2.0 guidance** on track
 - Double-digit EBITDA growth
 - Cash flow expected to exceed Capex
 - Maintained pace of new openings in 2015
- Acquisition of **Starbucks** in **Romania** and **Bulgaria** in final closing stage



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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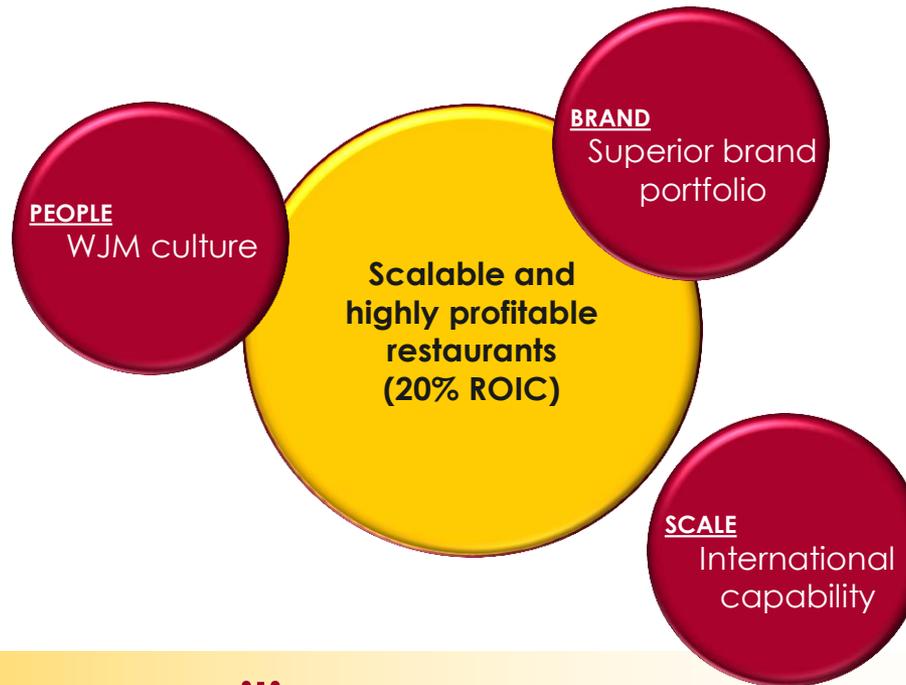


Backup



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



433 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**



41 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**



69 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



74 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

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

178 restaurants

4 countries

Within AmRest since 2011

blue frog 蓝蛙
bar & grill

20 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**

KABB
BISTRO BAR
凯博西餐酒吧

3 restaurants

China

Within AmRest since 2013

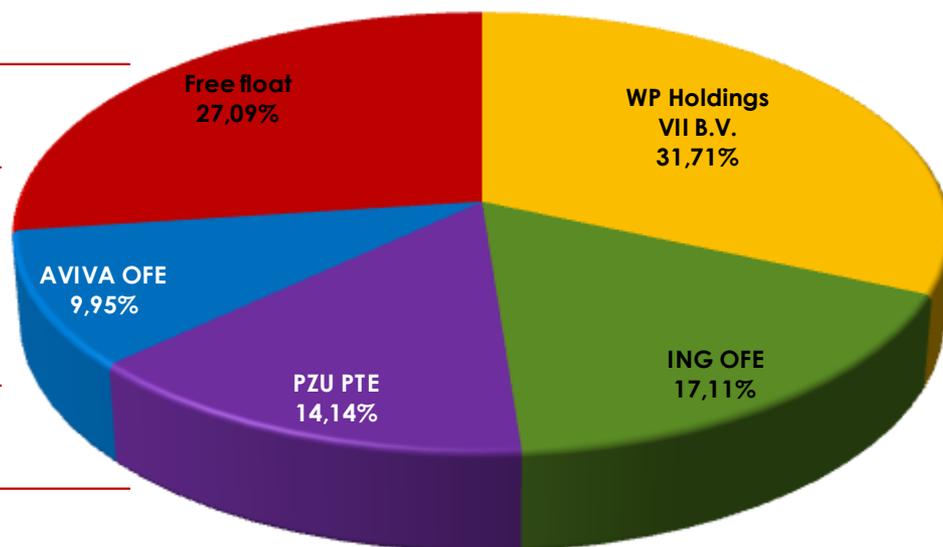
High-end Casual Dining concept

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	27.09%
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	818 ^[1]



^[1] Including 113 stores operated by La Tagliatella franchisees

Q1 2015 segment reporting

PLN '000	Q1 2015		Q1 2014	
	Share	Margin	Share	Margin
Sales	750 351		674 118	
Poland	311 353	41.5%	273 042	40.5%
Czech Republic	89 949	12.0%	81 474	12.1%
Other CE	44 875	6.0%	37 209	5.5%
Total CE	446 177	59.5%	391 725	58.1%
Russia	87 480	11.7%	94 741	14.1%
Spain	162 929	21.7%	145 821	21.6%
New Markets	53 765	7.2%	41 831	6.2%
EBITDA	95 737	12.8%	72 810	10.8%
Poland	42 266	13.6%	37 604	13.8%
Czech Republic	13 905	15.5%	10 213	12.5%
Other CE	5 508	12.3%	2 287	6.1%
Total CE	61 679	13.8%	50 104	12.8%
Russia	9 036	10.3%	9 735	10.3%
Spain	33 282	20.4%	28 282	19.4%
New Markets	-3 445	-	-11 676	-
Unallocated	-4 815	-	-3 635	-
Adjusted EBITDA*	99 247	13.2%	77 360	11.5%
Poland	43 233	13.9%	39 454	14.4%
Czech Republic	14 198	15.8%	10 658	13.1%
Other CE	5 762	12.8%	2 364	6.4%
Total CE	63 193	14.2%	52 476	13.4%
Russia	9 667	11.1%	9 999	10.6%
Spain	33 544	20.6%	28 757	19.7%
New Markets	-2 342	-	-10 237	-
Unallocated	-4 815	-	-3 635	-
EBIT	43 656	5.8%	23 216	3.4%
Poland	20 832	6.7%	17 527	6.4%
Czech Republic	7 441	8.3%	4 101	5.0%
Other CE	2 435	5.4%	-637	-
Total CE	30 708	6.9%	20 991	5.4%
Russia	3 087	3.5%	3 611	3.8%
Spain	22 068	13.5%	17 741	12.2%
New Markets	-7 331	-	-15 493	-
Unallocated	-4 876	-	-3 634	-

* 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.

Q1 2015 consolidated P&L

[PLN '000]	Q1 2015	% of sales	Q1 2014	% of sales
Restaurant sales	704 079		629 645	
Franchise and other sales	46 272		44 473	
Total sales	750 351		674 118	
Company operated restaurant expenses:				
Food and material	-221 010	-29.5%	-205 844	-30.5%
Payroll and employee benefits	-159 688	-21.3%	-143 647	-21.3%
Royalties	-34 479	-4.6%	-31 023	-4.6%
Occupancy and other operating expenses	-215 537	-28.7%	-199 117	-29.5%
Franchise and other expenses	-30 250	-4.0%	-30 892	-4.6%
General and administrative (G&A) expenses	-50 140	-6.7%	-46 344	-6.9%
Impairment losses	-214	0.0%	-675	-0.1%
Other income	4 623	0.6%	6 640	1.0%
Profit/(loss) from operations	43 656	5.8%	23 216	3.4%
EBITDA	95 737	12.8%	72 811	10.8%
Finance costs	-10 737	-1.4%	-12 483	-1.9%
Finance income	1 492	0.2%	1 063	0.2%
Income/(loss) from associates	3	0.0%	4	0.0%
Income tax expense	-7 925	-1.1%	-3 981	-0.6%
Profit for the period	26 489	3.5%	7 819	1.2%
Attributable to:				
Non controlling interest	-619	-0.1%	-680	-0.1%
Equity holders of the parent	27 108	3.6%	8 499	1.3%

Q1 2015 net profit and adjusted EBITDA reconciliation

[PLN '000]	Q1 2015	% of sales	Q1 2014	% of sales	Q1 vs Q1	% of change
Restaurant sales	704 079	93.8%	629 645	93.4%	74 434	11.8%
Franchise and other sales	46 272	6.2%	44 473	6.6%	1 799	4.0%
Total sales	750 351	-	674 118	-	76 233	11.3%
Net Profit for the period	26 489	3.5%	7 819	1.2%	18 670	238.8%
+ Finance costs	10 737	1.4%	12 483	1.9%	-1 746	-14.0%
- Finance income	-1 492	-0.2%	-1 063	-0.2%	-429	40.4%
- Income/(loss) from associates	-3	0.0%	-4	0.0%	1	-25.0%
+ Income tax expense	7 925	1.1%	3 981	0.6%	3 944	99.1%
+ Depreciation and Amortisation	51 867	6.9%	48 919	7.3%	2 948	6.0%
+ Impairment losses	214	0.0%	675	0.1%	-461	-68.3%
EBITDA	95 737	12.8%	72 810	10.8%	22 927	31.5%
+ Start-up expenses*	3 510	0.5%	4 550	0.7%	-1 040	-22.9%
Adjusted EBITDA	99 247	13.2%	77 360	11.5%	21 887	28.3%

* 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.

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	2015-03-31	2015-05-08
Poland		131	139	158	188	206	256	279	299	320	323	324
	KFC	79	85	94	110	121	150	163	179	191	190	190
	BK		4	9	17	19	27	28	27	32	32	33
	SBX PH	52	50	55	58	57	58	56	58	59	63	63
Czech		43	44	62	67	75	73	83	89	94	96	97
	KFC	43	44	53	55	58	56	62	65	68	69	69
	BK SBX		1	2	2	5	5	7	7	7	7	7
Hungary		17	22	22	22	21	29	34	38	42	42	43
	KFC	5	13	15	17	16	21	25	27	30	30	31
	SBX PH	12	9	7	5	2	2	2	2	2	2	2
Russia			40	54	51	50	55	66	77	101	105	105
	KFC		22	37	37	39	44	56	67	92	96	96
	PH		18	17	14	11	11	10	10	9	9	9
Bulgaria			1	4	4	5	5	6	5	6	6	6
	KFC BK		1	2	2	2	2	4	4	5	5	5
Serbia			1	1	2	3	4	4	5	5	5	5
	KFC		1	1	2	3	4	4	5	5	5	5
Croatia							1	2	5	5	5	5
	KFC						1	2	5	5	5	5
US				104	103	103	103	1	6	4	1	1
	TAGE TAGF AB							1	5	3	0	0
				104	103	103	103	0	0	0	0	0
Spain							152	168	178	190	193	197
	TAGE TAGF KFC						35	47	53	57	58	58
							85	89	94	101	103	107
							32	32	31	32	32	32
France							2	5	8	8	9	9
	TAGE TAGF							1	4	4	4	4
Germany							2	4	4	4	5	5
	TAGE							2	3	3	3	3
China								12	18	22	22	23
	BF KABB ST TAGE							10	11	17	18	20
								1	2	3	3	3
								1	1	0	0	0
India									2	0	0	0
	TAGE								2	0	0	0
Total Amrest		191	247	405	437	463	680	662	733	800	810	818