



ROSINTER
RESTAURANTS

ROSINTER RESTAURANTS HOLDING

FROM OUR HEART TO YOUR PLATE



June, 2017

Mission

We provide our guests with delicious eating, drinking and social experiences.

Vision

To be the casual dining market leader, with strong brands in prime locations flawlessly executed by the Company and its franchisee partners.

Values

RESPONSIBILITY

Run the business responsibly

OPPORTUNITY

Open the road for our employees' success and future growth

STANDARDS

Set the standards for food quality and atmosphere in casual dining

TRUST

Treat our guests with respect and passion



Strategic pillars

Colleagues

A high-performance organization and culture

Guests

Brands and concepts that consistently delight our guests

Portfolio

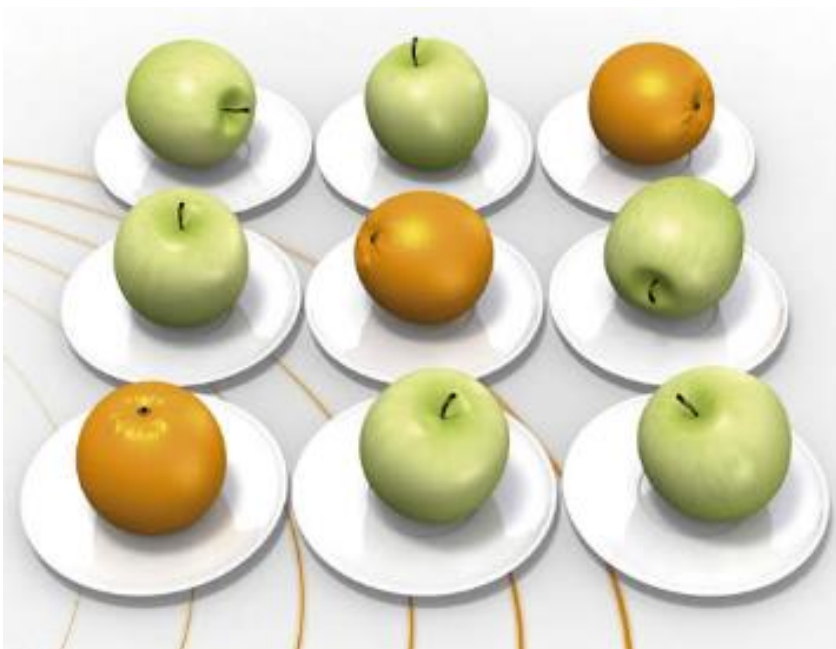
A growing set of high-quality locations and stores

Partners

Transparency,
Value,
Cooperation

Profitability

Sustainable growth in margins, earnings and cash flow



Priorities

1

- Effective and productive organization
- Best practice development
- Engagement and communication

2

- Brand revitalization:
- Home delivery

3

- Portfolio optimization
- Optimal site criteria
- Brand and geography development plans

4

- Improve franchise and investor value
- Transparency and integrity for suppliers
- Purchasing and supply chain improvements

5

- Transaction and revenue growth
- Store performance improvements
- Margin improvement and waste elimination



1990–1996

The Company opens its first restaurants: El Rincon Español (Red Square), Le Chalet, Santa Fe, American Bar & Grill and Café des Artistes

Two chains begin operations: Patio Pizza (casual dining) and Rostik's (QSR)

Develops into the CIS and Russian regions; new restaurants open in Minsk and Omsk

1997–2000

Acquires the rights to develop TGI Fridays in Russia, the CIS, the Baltics and Finland

The Planet Sushi chain is launched

The Honored Guest loyalty program is initiated

2001–2005

TGI Fridays restaurant opens in Sheremetyevo 2 Airport in Moscow, our first transport hubs operation

The Company launches a franchise program and expands its regional presence

Patio Pizza is re-branded as IL Patio

The first combo and multi-brand restaurants are opened

Strategic alliance with Yum!Brands to develop ROSTIK'S KFC

2006–2008

Planet Sushi restaurants are re-styled

MALINA™, a co-branding loyalty program, is launched

IPO (MICEX-RTS ticker: ROST)

Joint venture with Whitbread to develop the Costa Coffee chain in Russia

The Company wins a tender to manage the catering operation at Pulkovo Airport (Saint Petersburg)

2009–2011

Agreement reached to open 13 outlets in Sheremetyevo Airport, Terminal D

Successful SPO

Sale of the QSR business (ROSTIK'S KFC®)

2012–2013

New restaurants open in two airports: Tolmachevo and Kazan

A franchise agreement is signed to develop the chain of McDonald's restaurants in transport hubs

20 years anniversary of IL Patio brand

Agreement reached to develop and operate more than 13 outlets in the railway stations in Moscow

The Company wins a tender to open 8 restaurants in the new centralized terminal of Pulkovo Airport (Saint Petersburg)

2014–2015

15 years anniversary of Planet Sushi brand








Opening of second McDonald's in Pulkovo, St.Petersburg

Launch of loyalty program Honored Guest on a new digital platform

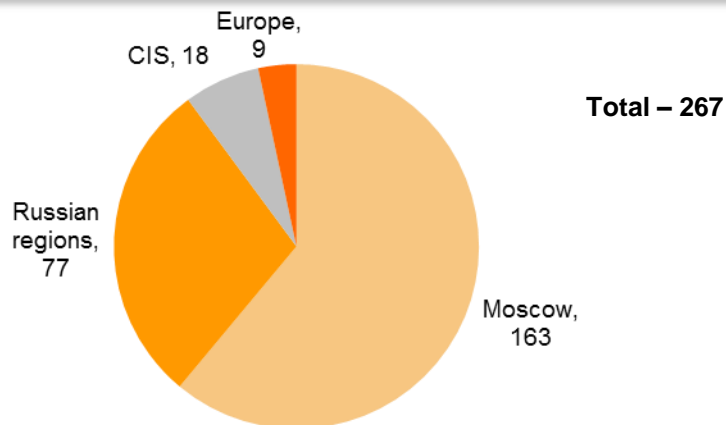
Opening of the first pan-asian restaurant Shikari in Moscow

Opening of the first sub-franchised Costa Coffee in Rostov-on-Don

- Rosinter is the leading casual dining operator.
- Brand Portfolio:
 - ✓ Proprietary brands: IL Patio, Planet Sushi, Shikary, American bar and Grill, Mama Russia
 - ✓ Franchise brands: TGI Fridays, Costa Coffee, McDonald's
- Present in 28 cities and 9 countries
- More than 16,3 million guests in 2016
- 267 outlets: 166 corporate and 101 franchised
- 2016 operating revenue: 7 001 million rubles
- IL Patio is among the most recognized brands in Russia

Brand	Corp.	Franch.	Total
	58	59	117
	29	33	62
	8	3	11
	5	0	5
	4	0	4
	20	0	20
	31	4	35
Other	11	2	13
Total	166	101	267

Share by territory



Source: Company data, 30/06/2017

Share by property





Presence in 28 cities in 9 countries:

- Russia
- Ukraine
- Belorussia
- Poland
- Latvia
- Hungary
- Czech Republic
- Moldavia
- Azerbaijan

More than 3 500 colleagues across Russia, the CIS and Europe!*

- A Board of directors that combines seasoned professionals from the restaurant industry and other relevant business sectors
- A multinational team of top managers with vast experience in multi-branded hospitality companies
- A perfect combination of international experience and local market knowledge
- Professional and consolidated teams throughout our organization – restaurants, brands and support center





**Families,
parents with children**



**Youth,
students,
schoolchildren**

**More than 16 million
guests a year visit our
casual-dining locations**

**Specialists,
managers,
employees**



Our brands appeal to an extremely wide audience.

In our restaurants, they have breakfast, hold business meetings, have lunch, get together with their friends or partners, celebrate important occasions with their dear ones, or bring their family to have a good time together!



**Entrepreneurs,
top managers**

Couples





Founded: 1993
Cuisine: Italian
www.ilpatio.ru

The IL Patio concept emerged in 2004 as a result of the re-branding of our Patio Pizza chain that had been operating since 1993.

- **Traditions and quality**

The taste of Italy is the taste of IL Patio.

We pay the main attention to traditional Italian dishes: pizza and pasta. Also our mission is to give a new gastronomic experience to our guests, creating dishes inspired by Italy.



Best sellers:
Margherita Pizza
Caesar Salad
Carbonara Spaghettis



- **Hospitality and affordability**

Friendly service and Italian attentiveness and hospitality.
High quality at affordable price (quality is higher than price).

- **Coziness and comfort**

It is a place with a really home-like atmosphere to enjoy time-out with family, friends or colleagues.

- 2011 Best Pizzerias – 2011
- 2010 and 2009 The Golden Brand
- 2008 Sales Business Awards
- 2007 The Golden Nets
- 2006 and 2004 Brand of the Year EFFIE
- 2005 The Best Public Caterer
- 2004 Superbrand



Founded: 1999
Cuisine: Japanese
www.planetsushi.ru

Planet Sushi is a casual concept committed to the fundamental values of Japanese cuisine, such as laconic presentation, impeccable cooking, traditional and specialty recipes, and premier quality products in their pure initial state. However, along with preserving tradition, Planet Sushi is looking to the future by adding new tastes from pan-Asian food.



Best sellers:
Philadelphia Maki
Chukka Salad
Miso Soup



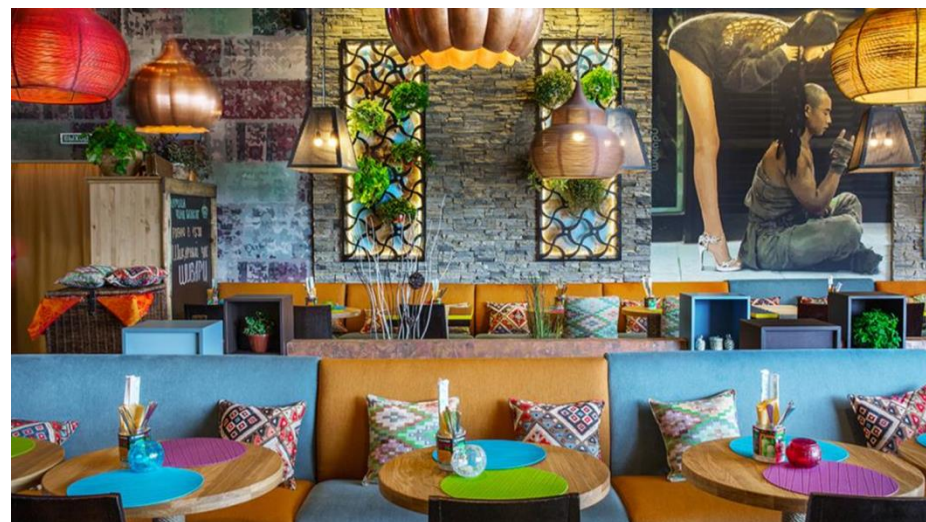
The interior design is minimalistic and inspired by Japanese philosophy combining Japanese traditions with today's reality, so here bamboo chopsticks meet Wi-Fi. A warm colour palette together with dimmed lights and quiet Japanese music creates a warm and relaxed atmosphere – a perfect environment for a friendly get-together, or a romantic dinner or a lunch with business partners.

- **2013 Healthy Nutrition**
- **2013 Consumers rights and quality of service**
- **2010 and 2008 Brand of the Year/EFFIE**
- **2010 and 2006 The Golden Nets**
- **2010 Popular Trademark**
- **2008 The Golden Brand**
- **2004 Superbrand**



Founded: 2015
Cuisine: pan-asian
www.shikary.ru

The five-pointed star of Shikary is an ancient symbol of harmony and order which also represents the top five Asian gastronomic directions: Chinese, Indian, Vietnamese, Thai, and Japanese. The original sauces are based on key Asian flavors mixed with a secret blend of house-special herbs and spices to create a must-try, unique menu.



Best sellers:
Soup Pho,
Butter Chicken,
Beef Houguan
Style

The light spacious halls and fine décor come together to create a feeling of home and comfort; it is as though you are visiting a well-traveled friend and collector who has decided to share his love and knowledge of continental Asian traditions with you. The bright colors of Shikary's interior are amplified by the juicy prints on the textiles and decorations, creating a holiday atmosphere that invariably accompanies every journey. At Shikary, life is as easy, accessible, and unique as time spent with the best of friends.



Founded : 1994
Cuisine: American
<http://ambar.rosinter.com>

American Bar & Grill restaurants are currently expected to expand mainly in transport hubs.

Authentic American cuisine is the food of the Cajuns – the descendants of French colonists – with an abundance of hot tomato and chilli pepper sauces.



Best sellers:
T-bone Steaks
King Ribeye Steak
Fajitas with Prawn
Quesadilla with Chicken



Besides offering good meals with generous portions, American Bar & Grill is a place for business meetings, family dinners, get-togethers with friends, or celebrations.

The atmosphere is that of the Wild West. The interiors are decorated in a cowboy style with wooden furniture, open-beam ceilings, cowboy hats, stirrups, carriage wheels and America-related posters on the walls.



Founded: 2009
Cuisine: Russian

Mama Russia restaurants have been designed especially for transport hubs and operate on a free-flow system. The menu, the setting and the atmosphere offer a beautiful combination of traditional and modern trends.

Best sellers:
Borsch
Russian Salad
Pirozhki



The restaurants offer familiar Russian dishes, including Russian salad (*olivier*), beet salad (*vinegret*), various snacks and soups, main courses, hot dishes, pies (*pirozhki*), desserts, and such drinks as *kvas*, *lemonade* and *kisel*.

Cozy sofas, soft lighting, bookshelves, paintings and linen create a natural home-like atmosphere. Friendly staff and large tables for groups make it a perfect place to have a good chat with friends.



Opened in Russia: 1997
Cuisine: American
<http://tgifridays.ru/eng>

Rosinter Restaurants Holding operates TGI Fridays restaurants according to the standards of the world famous American brand under a franchise agreement with Carlson Restaurants Worldwide, Inc.

The name of the chain which stands for 'Thank God, it's Friday' which perfectly reflects the end-of-the-week enthusiasm, we all feel when work is over and we can finally relax and enjoy our friends' company.

The menu features rich starters, steaks, and a wide choice of original cocktails – all in the generous portions that TGI Fridays is well known for.

Best sellers:
Jack Daniel's®
Burger and Glazed Ribs
Triple Chicken Sampler



Dark wood panelled walls are decorated with rare and curious memorabilia associated with well-known athletes, pop and rock stars.

The 70's-styled bar and special lighting create a pleasant environment, inviting one to relax and enjoy a good time with friends.

- **2012 The Best Atmosphere Restaurant**
- **2011 The Best Burger Restaurant**
- **6 awards from Carlson Restaurants Worldwide, Inc., the owner of TGI Fridays brand**
- **2004 The Golden Nets**



Opened in Russia: 2008
Format: coffee shop
www.costacoffee.ru

Rosinter develops the Costa Coffee chain across Russia under a franchise agreement with Whitbread PLC.

Costa Coffee is a good place to take a break and enjoy some time-out.

The beans in all our coffee shops are roasted in London under the strict supervision of Italian experts, and the chain's baristas are trained at our local Barista Academy.



Each coffee shop undergoes regular inspection to ensure strict adherence to recipes and processes in the preparation of our drinks.

Costa Coffee offers sandwiches, snacks and a wide range of cakes and pastries, usually with some options that reflect local tastes.

Experts, as well as consumers, consider Costa Coffee one of the Britain's strongest brands.

- **2015 Outstanding Store Environment**



- Russia's first loyalty program for restaurant-goers, since 1997
- Over 1.5 million members
- Russia's best loyalty program – awarded the Silver Mercury prize in 2005



Our motto is: 'We are one team!'

Rosinter is a major franchisor of casual-dining chains. We offer potential partners the right (license) to expand a well-established business model under the Company's own brands of IL Patio and Planet Sushi.

Under license agreements, the Company also expands several international brands including TGI Fridays, Costa Coffee in different territories, McDonald's in transport hubs, and applies best international franchising practice.

Rosinter Restaurants

- original concept
- vast experience
- professional team
- efficient processes
- constantly updated menu
- optimal value for money ratio
- large number of loyal guests



Access to the corporate system:

- Popular trademarks
- Successful business model
- Unique design and interior décor
- Branded menus (main and seasonal menus)
- Food safety
- Best purchase prices from reliable providers of goods and services
- State-of-the-art marketing instruments
- International service standards
- Products and equipment specifications
- Restaurant management guidance

Full support of a business:

- Expert advisory in evaluating of premises or plot designated for restaurant construction
- Selection of sites, the application of selection criteria and advice on adequate location, convenient access and suitability of sites for development
- Consultation on construction and permits; coordination of layout and provision of equipment specifications
- Approval of design project
- Approval of the list of suppliers
- Consultations on sales, average check and turnover
- Consultation on personnel recruitment, staff and management training



The IL Patio and Planet Sushi brands won the Golden Franchise 2010 award (BUYBRAND) for best franchising offer.

This award is usually given to the most reliable and efficient brands expanded through franchising.



The Prices for Franchise Packages

Fee	Royalty *	Federal Marketing Fund fee
35 000 Euro	6%	From 0.5%

(All sums are without VAT)

* A monthly percentage of the revenue

Floor area and investment

Trademarks	Total floor area, m ²	Investment, eur/m ²
IL Patio	320-350	from 1 200 Euro
Shikary	250-300	from 1 200 Euro
Costa Coffee	70-120	from 1 100 Euro

Our potential partner:

- Has access to a suitable location
- Is able to invest in several new restaurants
- Is an experienced manager of a successful business and possess adequate resources (people, connections, knowledge)
- Has a good business reputation
- Is ready to accept and meet our brand standards
- Has an advantage if he/she has got experience in the foodservice industry and/or experience in franchising

The right franchise location should be in high traffic areas:

- close to a metro station, within sight-distance
- located on high traffic streets, close to large dwelling districts and shopping areas
- in front-line buildings inside densely populated districts; with an independent entrance
- in the immediate proximity of large hypermarkets, shopping-and-entertainment centers, and business centers
- at shopping-and-entertainment centers or business on the ground floor, with an independent entrance



We go where our guests go!

Rosinter has vast experience in the expansion and management of restaurants at transport hubs, including airports and railway stations. We offer state-of-the-art solutions to the public food-serving industry, including independent production facilities, at any transport infrastructure. Our business portfolio features a wide range of restaurant formats, reliable concepts and popular brands.

Own brands



Licensed brands



- Full-service restaurants
- Free-flow restaurants
- Coffee shops and coffee kiosks
- Bars
- Quick-service restaurants
- Corporate canteens for airport personnel and flight crews
- Catering facilities for official delegations and VIPs
- Meal for passengers on delayed flights

55 restaurants and coffee shops in 12 transport hubs*

Rosinter has proven itself as a valued and reliable partner of transport hubs operators. We comply with the highest construction standards, adhere to all technological and legal requirements, and provide quality services. We sincerely care about our guests' safety. These aspects of our business approach have been appreciated by the management and experts of many of the largest transport hubs in Russia and the CIS.

№	ТУ	Название	Город, страна
1		Sheremetyevo	Moscow, Russia
2		Pulkovo	St. Petersburg, Russia
3		Borispol	Kiev, Ukraine
4		Tolmachevo	Novosibirsk, Russia
5		Kazan	Kazan, Tatarstan, Russia
6		Strigino	Nizhniy Novgorod, Russia
7		Kursky	Moscow, Russia
8		Paveletsky	Moscow, Russia
9		Kazansky	Moscow, Russia
10		Belorussky	Moscow, Russia
11		Leningradsky	Moscow, Russia
12		Yaroslavsky	Moscow, Russia

Food Safety Program

- Strict adherence to all applicable hygienic and sanitary standards across our operations.
- Insurance of the highest food and cooking safety and monitoring every stage of the food chain – from the producer and the supplier to each guest's plate.
- Transparent tender processes to select the best suppliers. We also require food quality certificates.
- Control of suppliers through the detection of GMOs (Genetically Modified Organisms).
- Self-inspection sanitary program to ensure the implementation of food safety measures in restaurants.
- Compulsory food safety training for all restaurant employees.
- Proper labeling of food items and kitchen utensils.



Concern for colleagues

- **Corporate Training Center since 1991:**
 - ✓ Professional restaurant courses
 - ✓ Refresher courses
 - ✓ Development of required skills
- **Compensational motivation:**
 - ✓ Appropriate payment levels and fair bonuses
 - ✓ Free meals, medical insurance, finance assistance
 - ✓ Special incentives for employees with a service record over five years (Rostik Club)
- **Non-financial motivation:**
 - ✓ The Recognition Program
 - ✓ Corporate contests: The Best of the Best, The Best Pizza Maker, The Best Sushi Maker, Bartenders Championship, and Barista Championship
 - ✓ Corporate sport activities, communication event tours for employees' children
 - ✓ Intranet, Extranet



- Rosinter Restaurants Holding, PJSC is one of the most important tax-payers of the restaurant industry
- Over 25% of our team (2,000 colleagues) have already been working with the Company over 5 years

We care!

Our restaurants are family-oriented. We consider the family to be the basis upon which society helps each individual to realize their potential.

We understand that our future depends on how well we care for our children and our families today, which is why Rosinter's charity programs focus on this issue.

Charity instead of promotion articles

On behalf of our partners, we donate our budget for New Year's gifts to the Gift of Life Foundation in the hope that it will help save a young but important life.

Let the mothers of big families take a break

A number of our restaurants provide large underprivileged families with full-course dinners to ensure that the children eat well and that also the mothers can take a break from cooking and get some time for themselves. It's a welcome break and one which they deserve!

Maria's Children

The Company has been collaborating with the Maria's Children Arts & Rehabilitation Center for some years. This center focuses on social adaptation and on the major challenges faced by children who are not only deprived of a real home since early childhood but also suffer from particular diseases. This prepares them to better enter the adult world.



Погоди ННЗН!

Дети Марии

Awards

2013 HEALTHY NUTRITION

Rosinter Restaurants Holding

Nomination "For organization of healthy nutrition in foodservice industry" – Category "Restaurants"

2013 CONSUMERS RIGHTS AND QUALITY OF SERVICE

Rosinter Restaurants Holding

Nomination "Retail services" – Category "Foodservice"

2010 EAST CAPITAL AWARD

Rosinter Restaurants Holding

The Best Growth award. For achieving the largest increase in sales, assets and profit in 2009–2010

2006/2007 MASTER OF BRANDBUILDING

Rosinter Restaurants Holding

For creating and expanding successful restaurant trademarks (Super Brands, Russian Brands)

2005 RUSSIAN TRADE OLYMPUS

Rosinter Restaurants

Main public award in trade sphere

2005 SILVER MERCURY

Rosinter Restaurants

The Honored Guest Program is awarded as the Best Loyalty Program

2004 YOUTH RECOGNITION

Rosinter Restaurants

For the use of society oriented techniques and support to young people

2001 GOLDEN CRANE

Rosinter Restaurants

For an outstanding contribution to the development of the restaurant industry in Russia

1997/2001/2004/2008 COMPANY OF THE YEAR (AmCham, RBC)

Rosinter Restaurants

For vigorous growth and outstanding success on Russia's market



Associations

American Chamber of Commerce in Russia (AmCham)

Founded in 1994, AmCham promotes an investment and entrepreneurship friendly environment by maintaining a constant dialogue between western companies and their Russian partners.

Russo-British Chamber of Commerce (RBCC)

Founded in 1916, RBCC has been striving to enhance commercial and economic relations between Russia and Great Britain.

Federation of Restaurateurs & Hoteliers of Russia (FRIO)

It was founded in 1997 to promote the foodservice and hospitality industry, to develop new standards for entrepreneurship and professional activity and to consolidate the hospitality businesses.

Russian Franchising Association

It was founded in 1997 to protect and support the members' rights and to promote the development of a franchising-friendly legal and economic environment in Russia.

BUYBRAND Club

Founded in 2006, it has been promoting the expansion of Russian franchising, improving the efficiency of Russia's best specialists' contribution to franchising business events and programs in Russia.

RusBrand

Russia's major association of FMCG manufacturers was founded in 2002. RusBrand's activities are aimed at establishing a constructive dialogue with all market stakeholders as well as key state authorities.

111024, Russia, Moscow,
Dushinskaya st., 7, bld. 1
Tel. +7 (495) 788 44 88
Fax +7 (495) 956 47 04/05
pr@rosinter.ru
<http://www.rosinter.ru>