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# ROSINTER REPORTS 2010 FINANCIAL RESULTS: REVENUE GROWTH OF 16.9% SUPPORTED BY 6.9% SSSG RECOVERY NET PROFIT OF RUB 258 MLN AND EBITDA MARGIN OF 10.7%

OJSC Rosinter Restaurants Holding (Rosinter), the leading casual dining restaurants chain in Russia and CIS (RTS and MICEX ticker: ROST), announced today its financial results for FY2010 prepared in accordance with IFRS. The Company's audited consolidated financial statements for the period are posted on our web page at www.rosinter.com.

#### 2010 HIGHLIGHTS

- Consolidated net revenue increased by 16.9% to RUB 9,746 mln in 2010 as compared to RUB 8,340 mln in 2009
- Gross profit increased by 12.6% and amounted to RUB 2,341 mln, for a gross margin of 24.0%
- Operating profit amounted to RUB 635 mln, for an operating margin of 6.5% as compared to 4.0% in 2009
- EBITDA<sup>[1]</sup> amounted to RUB 1,038 mln, for an EBITDA margin of 10.7% as compared to 8.9% in 2009
- Net profit amounted to RUB 258 mln, for a net profit margin of 2.6% as compared to net losses in 2009
- Gross debt decreased by 38.1% to RUB 1,361 mln and its long-term component increased to 79.7% as at December 31, 2010 from 46.9% as at December 31, 2009
- Net debt decreased by 45.1% to RUB 1,145 mln, leading to a Net debt/EBITDA of 1.1x as at December 31, 2010 in comparison with 2.97x as at December 31, 2009

#### Sergey Beshev, President and CEO, commented:

"In 2010 Rosinter has shown improvements in many areas. We demonstrated solid sales growth, improved operating efficiency, delivered positive bottom-line results, implemented several strategic organizational projects and expanded our restaurant network. This was a year of recovery when we concentrated on creating good platform for future development and providing high quality operations. This recovery was unevenly distributed between regions because we still did not act in fully post-crisis environment.

Throughout the year our sales were steadily growing driven by recovery in like-for-like revenues and the increasing contribution of restaurants opened since the second half of 2008. It is important to note that the growth of sales in comparable stores was driven predominantly by the increasing guests flow. Last year reconfirmed our leading market position and high guest loyalty and this allowed us not only to

recover part of 2009's sales decline, but also to increase our market share both in Moscow and in Russia overall. Sales in comparable stores increased in 2010 by 6.9% which still leaves substantial room for a rebound after a 15.4% drop in 2009. Overall in 2010, our consolidated revenue increased by 16.9% as compared to 2009.

Sales recovery and improvements in operating efficiency allowed us to reach positive bottom-line results. Net profit for 2010 amounted to 258 million rubles and EBITDA amounted to 1,038 million rubles for a margin of 10.7%. In 2010 our operating profit margin increased to 6.5% which was positively contributed by the dynamics of SG&A expenses. Last year we optimized internal processes and implemented new organization structure that better fits the needs of revitalized development and also is more cost-efficient. At the same time, we were running the process of realigning our legal structure. We reduced the number of legal entities and this brought positive influence on the effective tax rate and transactional costs.

2010 was a turnaround year in terms of corporate development. Starting second half of 2010, following a successful SPO, we increased the pace of new openings and built a pipeline for future rollout. Our new corporate development process delivered good results with 16 gross new restaurants opening. We widened our presence in transportation hubs by expanding our corporate network in Sheremetevo airport Terminal D and opening two new restaurants in Borispol airport, Kiev. Also last year we completed the acquisition of an independent restaurant company in Poland adding a new T.G.I. Friday's outlet to our network and opening the way for further and faster expansion in the country.

In 2010 we ran a very strict new sites section process which targeted only prime locations with high expected profitability, while simultaneously optimizing our corporate portfolio by a timely exit from noncore and low-performing locations. Although the restaurant portfolio optimization process had some negative impact in overall store-count, it made a positive impact on shareholders' value given its effects on the company's consolidated financial results.

In addition during last year we expanded our franchise chain by 18 restaurants and reconfirmed the high degree of franchise partners' confidence and satisfaction with our business model. By year end, the total number of franchise stores reached 113 which constitutes over 30% of the network.

In 2010, we successfully completed our secondary public offering of shares and attracted additional capital. Our shareholders gave yet another confirmation of the continuing confidence in our company. The funds received during the SPO were generally used to reduce and restructure our debt.

Last year brought to Rosinter and its trade marks new acknowledgements. The company was granted with the East Capital award for the highest growth of sales, assets and profits in 2009-2010, Rosinter received national "Golden Brand" award for successful development of franchising, and also we were granted with the "Best treasury and cash-management" award from the "Finance Director" magazine. Our brand "Planet Sushi" has received national "Golden Mark" award, and our T.G.I. Friday's restaurants were honored for the highest growth of guest evaluation (GEM) in Europe.

In 2010 we initiated the process of revitalizing our core brands "IL Patio" and "Planet Sushi" which we plan to complete in autumn 2011. We think that this will not only allow us to refresh the interior of our restaurants, but also will bring greater value for same money for our guests.

Going forward we see that the sales recovery trends continue and so far in 2011 we see our guest flow increasing. In 2011 we are acting in tight environment and our operating performance will be influenced by external factors, including new social tax rates, wages inflation and food inflation, but we stay cautiously optimistic about full year results. This year our efforts will be focused on providing even better guest experience and further optimization of operating processes. We will continue our strategy of selecting top-quality locations for corporate development while keeping up our high pace of franchise expansion with wide geographical coverage.

In 2011 Rosinter celebrates its 20th anniversary and I would like to thank all our team, shareholders and partners for the continuing confidence in us which has played an important role in the success of our business in the past and going forward."

#### Income Statement Summary

(RUB thousand)	FY 201	0	FY 200	)9	% change Y-o-Y
Net revenue	9 745 948	100,0%	8 340 096	100,0%	16,9%
Incl. Revenue from restaurants and canteens	9 202 826	94,4%	7 853 748	94,2%	17,2%
Incl. Revenue from franchising	270 597	2,8%	190 691	2,3%	41,9%
Cost of Sales	7 405 429	76,0%	6 260 840	75,1%	18,3%
Incl. Food and beverages	2 310 676	23,7%	1 919 446	23,0%	20,4%
Incl. Payroll and related taxes	2 019 813	20,7%	1 707 755	20,5%	18,3%
Incl. Materials	156 555	1,6%	118 451	1,4%	32,2%
Incl. Maintenance and repair services	144 161	1,5%	103 392	1,2%	39,4%
Gross profit	2 340 519	24,0%	2 079 256	24,9%	12,6%
SG&A expenses	1 530 404	15,7%	1 475 540	17,7%	3,7%
Start-up expenses for new restaurants	51 933	0,5%	69 622	0,8%	-25,4%
Operating profit	634 977	6,5%	335 334	4,0%	89,4%
Financial expenses, net	(233 079)	-2,4%	(333 845)	-4,0%	-30,2%
Foreign exchange losses, net	(19 130)	-0,2%	(60 077)	-0,7%	-68,2%
Share of losses of JV and associates	(21 873)	-0,2%	(17 059)	-0,2%	28,2%
Profit/(Loss) before tax	360 895	3,7%	(75 647)	-0,9%	n/a
Income tax	(103 355)	-1,1%	(202 631)	-2,4%	-49,0%
Net profit/(loss)	257 540	2,6%	(278 278)	-3,3%	n/a
Operating profit	634 977	6,5%	335 334	4.0%	89.4%
Depreciation and amortization	403 476	4,1%	403 014	4,8%	0,1%
EBITDA <sup>[1]</sup>	1 038 453	10,7%	738 348	8,9%	40,6%

In 2010 consolidated net revenue of the Company increased by 16.9% to RUB 9,745.9 mln which was primarily due to a 17.2% increase of sales of restaurants and canteens positively contributed by a 6.9% SSSG and growing contribution of outlets opened since second half of 2008. Expansion of franchise network, which grew by almost 20% to 113 outlets as of end-2010, and positive sales trends of franchise restaurants resulted in increase of revenue from franchising by 41.9% to RUB 270.6 mln.

Gross profit margin decreased to 24.0% in 2010 from 24.9% in 2009 mainly as a result of increased food and beverage cost margin, payroll expenses, materials, and maintenance and repair due to our continued strategy to keep up with high quality standards.

Selling, general and administrative expenses in 2010 increased by only 3.7% to RUB 1,530 mln as a result of internal optimization initiatives implemented last year. As percentage of revenue SG&A expenses decreased to 15.7% in 2010 from 17.7% in 2009, driven mainly by relative improvement in payroll and rent expenses.

Start-up expenses for new restaurants decreased by 25.4% driven by the number of corporate openings in each period, 16 casual dining restaurants in 2010 and 21 outlets in 2009.

Operating profit margin increased to 6.5% in 2010 from 4.0% in 2009 as a result of relative decrease of selling, general and administrative expenses, and reduction of losses related to impairment of assets.

Lower debt and average interest rate reduction resulted in decrease of financial expenses by 30.2%.

Foreign exchange losses decreased by 68.2% following stabilization of the US\$/RUB rate in 2010.

Effective tax rate for the period reduced to 28.6% as a result of our ongoing legal restructuring project.

Better operating profit margin resulted in EBITDA margin increase to 10.7% in 2010 from 8.9% in 2009.

#### Cash Flow Performance

(RUB thousand)	FY 2010	FY 2009	% change Y-o-Y
Net cash flow from operating activities	295 205	822 679	-64,1%
Incl. Cash flow before changes in operating assets and liabilities	818 154	515 285	58,8%
Incl. Change in operating assets and liabilities	(522 949)	307 394	n/a
Net cash flow used in investing activities	(389 933)	(525 366)	-25,8%
Net cash flow from/(used in) financing activities	206 407	(355 624)	n/a
Effect of exchange rate changes on cash & cash equivalents	(8 412)	(2 779)	202,7%
Net increase/(decrease) in cash & cash equivalents	103 267	(61 090)	n/a
Cash & cash equivalents at beginning of the period	113 243	174 333	-35,0%
Cash & cash equivalents at end of the period	216 510	113 243	91,2%

Better operating performance resulted in increased of cash flow from operating activities before changes in operating assets and liabilities by 58.8% in 2010 as compared to 2009. Changes in operating assets and liabilities were driven by rebalancing of the working capital through repayment of accounts payable to suppliers, increase of advances related to the rent in new corporate locations and some increase of accounts receivable driven by the widening of franchise operations. Total net cash flow from operating activities amounted to RUB 295.2 mln.

Net cash used in investing activities amounted to RUB 389.9 mln. It was mainly contributed by the dynamics of investments in new corporate restaurants.

Net cash from financing activities amounted to RUB 206.4 mln in 2010 as compared to RUB 355.6 mln used in financing activities in 2009. During 2010 the Company received RUB 1,280.4 mln as proceeds from issue of shares and used RUB 125.3 mln for purchase of treasury shares as part of Share Appreciation Rights Program (SARP) for its management. Net repayment of bank loans amounted to RUB 824.9 mln in 2010 as compared to RUB 275.7 mln in 2009.

#### **Debt and Liquidity**

(RUB thousand)	31 Dec 2	2010	31 Dec 2	2009	% change
Total Gross debt	1 361 495	100,0%	2 200 143	100,0%	-38,1%
Short-term debt	275 786	20,3%	1 168 919	53,1%	
Long-term debt	1 085 709	79,7%	1 031 224	46,9%	
Net debt	1 144 985		2 086 900		-45,1%
Net debt/EBITDA	1,10 x		2,97 x		

Total gross debt of the Group decreased by 38.1% and Net debt decreased by 45.1% by December 31, 2010 as compared to December 31, 2009. The maturity profile of our debt portfolio substantially improved with the long-term component increasing to 79.7% from 46.9%. Net debt/EBITDA ratio reduced to 1.1x as of December 31, 2010 from 2.97x as of December 31, 2009.

<sup>[1]</sup> EBITDA is calculated by adding back depreciation and amortization to profit from operating activities after impairment. EBITDA measures are not measurements of our operating performance under IFRS and should not be considered as an alternative to profit for the year, operating profit or any other performance measures derived in accordance with IFRS or as an alternative to cash flow from operating activities or as a measure of our liquidity. Our approach to calculating EBITDA may differ from the approach of other companies.

Some information in this review may contain "forward-looking statements" which include all statements other than statements of historical fact. Such forward-looking statements can often be identified by words such as "plans", "believes", "anticipates", "expects", "intends", "estimates", "will", "may", "continue", "should" and similar expressions. Such forward-looking statements involve known and unknown risks, uncertainties and other important factors beyond the Company's and/or its Management control that could cause the actual results, performance or achievements of the Company to be materially different from future results, performance or achievements expressed or implied by such forward-looking statements. Such forward-looking statements are based on numerous assumptions regarding the Company's present and future business strategies and the environment in which the Company will operate in the future. By their nature, forward-looking statements involve risks and uncertainties because they relate to events and depend on circumstances that may or may not occur in the future. These forward-looking statements speak only as at the date as of which they are made, and the Company and/or its Management does not intend and has no duty or obligation to supplement, amend, update or revise any of the forward-looking statements contained herein to reflect any change in the Company's and/or its Management expectations with regard thereto or any change in events, conditions or circumstances on which any such statements are based. The information and opinions contained in this review are provided as at the date of this review and are subject to change by the Company's own discretion without notice of any kind and form.

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#### Note to Editors:

As at 31 March 2011 OJSC Rosinter Restaurants Holding is the leading casual dining restaurant company in Russia and CIS, which operates 374 outlets, including 121 franchised restaurants in 42 cities in Russia, CIS and Central Europe, including Baltic countries. The Company offers Italian, Japanese, American and Russian cuisine under its proprietary brands IL Patio, Planet Sushi and 1-2-3 Cafe and its licensed brands T.G.I. Friday's and Sibirskaya Corona. Also through a Joint Venture with Whitbread Plc the company is currently developing the Costa Coffee chain in Russia. Rosinter Restaurants Holding is listed on RTS (<a href="www.rts.ru">www.rts.ru</a>) and MICEX (<a href="www.micex.ru">www.micex.ru</a>) under the stock tickers ROST.

## APPENDIX OJSC ROSINTER RESTAURANTS HOLDING CONSOLIDATED INCOME STATEMENT

(All amounts are in thousands of Russian Roubles, except for earnings per share)

		2009,
_	2010	as revised
Revenue	9,745,948	8,340,096
Cost of sales	(7,405,429)	(6,260,840)
Gross profit	2,340,519	2,079,256
Selling, general and administrative expenses	(1,530,404)	(1,475,540)
Start-up expenses for new restaurants	(51,933)	(69,622)
Other gains	44,882	32,104
Other losses	(171,971)	(188,429)
Profit from operating activities before impairment	631,093	377,769
Gain/(loss) from impairment of operating assets	3,884	(42,435)
Profit from operating activities after impairment	634,977	335,334
Financial income	44,393	21,233
Financial expense	(277,472)	(355,078)
Foreign exchange losses, net	(19,130)	(60,077)
Share of losses of joint venture and associates	(21,873)	(17,059)
Profit/(loss) before income tax	360,895	(75,647)
Income tax expense	(103,355)	(202,631)
Net profit/(loss) for the period	257,540	(278,278)

## APPENDIX OJSC ROSINTER RESTAURANTS HOLDING CONSOLIDATED STATEMENT OF FINANCIAL POSITION

(All amounts are in thousands of Russian Roubles)

Property and equipment	(All amounts are in thousands of Russian Roubles)	December 31, 2010	December 31, 2009
Property and equipment         2,335,502         2,338,255           Intangible assets         238,225         327,408           Goodwill         176,153         143,131           Investments in joint ventures and associates         6,545         27,722           Long-term loans due from related parties         16,436         27,725           Long-term advances to related parties         -         165,430           Long-term cereivables due from related parties         97,904         81,679           Cherrent dincome tax asset         97,904         81,679           Other non-current assets         174,203         139,212           Turent asset         210,752         200,301           VAT and other taxes recoverable         119,568         100,548           Income tax recoverable         119,568         100,548           Receivables from related parties         119,568         100,548           Receivables from related parties         119,369         2,404           Receivables from related parties         109,139         7,431           Short-term loans         12,576         1,333           Cash and cash equivalents         212,551         113,439           Bont-term loans         2,767,015         2,041,569	ASSETS		_
Intensible assers         328,225         327,408           Good-will         176,153         143,137           Investments in joint ventures and associates         6,545         27,722           Long-term advances to related parties         -         165,430           Long-term advances to related parties         -         37,950           Long-term davances to related parties         -         37,950           Deferred income tax assets         97,90         18,679           Other non-current assets         174,203         139,212           Other non-current assets         210,752         200,301           Income tax recoverable         119,568         100,548           Income tax recoverable         35,561         7,391           Income tax recoverable         19,139         74,316           Income tax recoverable         19,139         74,315           Receivables from related parties         19,139         74,315           Rotter tax late of particle parties         12,576         71,333           Rotter tax late of particle			
Goodwill Investments in joint ventures and associates         176,153         143,137           Investments in joint ventures and associates         6,545         7,722           Long-term advances to related parties         -         163,435           Long-term receivables due from related parties         77,904         81,679           Deferred income tax asset         97,904         81,679           Other non-current assets         3169,642         3,449,847           Current assets         210,752         200,301           VAT and other taxes recoverable         119,568         100,488           Income tax recoverable         35,561         7,391           Income tax recoverable         19,139         74,316         96,000           Advances paid         121,573         134,599         42,445         142,136         96,000           Receivables from related parties         199,139         74,316         140,199         74,316         140,509         143,459         143,459         143,459         143,159         143,459         143,459         143,459         143,459         143,459         143,459         143,459         143,459         143,459         143,459         143,459         143,459         143,459         143,459         143,459         143,45			
Investments in joint ventures and associates         6,545         27,722           Long-term advances to related parties         -         165,430           Long-term receivables due from related parties         -         37,950           Deferred income tex asset         97,904         18,167           Other non-current assets         3169,642         349,827           Current assets         117,203         139,212           Inventions         210,752         200,301           VAT and other taxes recoverable         31,566         7,393           Income tax recoverable         35,561         7,393           Trade and other receivables         191,558         100,548           Receivables from related parties         191,339         74,316           Short-term loans         13,396         2,406           Short-term loans due from related parties         11,075,075         80,333           Short-term loans due from related parties         215,547         11,334           Sch and cash equivalents         21,557         7,333           Stard and cash equivalents         21,557         80,343           TOTAL ASSETS         2,767,015         2,941,569           Equity attributable to equity holders of the parent entity         2,767,015			,
Long-term loans due from related parties         141,110         143,784           Long-term advances to related parties         -         156,430           Defered income tax asset         97,904         81,692           Other non-current assets         174,203         31,212           Other non-current assets         316,642         3,449,847           Eventual Sets         210,752         200,301           VAT and other taxes recoverable         119,568         100,548           Income tax recoverable         35,561         7,391           Income tax recoverable         169,139         74,316           Receivables from related parties         109,139         74,316           Short-term loans         13,396         2,406           Short-term loans due from related parties         10,75,075         80,333           Cash and cash equivalents         216,510         113,249           Short-term loans due from related parties         216,510         113,249           Equity         244,717         4,250,109           Equity         21,565         13,336         2,40,60           Equity         21,565         2,01,50         2,01,50         2,01,50         2,01,50         2,01,50         2,01,50         2,01,50		· · · · · · · · · · · · · · · · · · ·	
Long-term advances to related parties         —         165,379           Deferred income tax asset         97,904         81,679           Other on-current assets         174,203         139,216           Turent assets         3169,642         3,449,847           Unrent assets         210,752         200,301           Inventories         210,752         200,301           Inventories         210,752         200,301           Income tax recoverable         119,568         100,548           Income tax recoverable         35,561         7,331           Trade and other receivables         121,473         134,599           Advances paid         215,437         134,599           Receivables from related parties         13,396         2,406           Short-term loans         13,396         2,406           Short-term loans due from related parties         12,576         7,133           Cash and cash equivalents         216,510         113,243           Total ASSETS         4244,71         425,014           Equity         424,71         425,014,59           Equity attributable to equity holders of the parent entity         5,000,000         120,45,59           Additional paid-in capital         2,04,50			
Long-term receivables due from related parties         -         37,950           Deferred income tax asset         97,904         81,679           Other non-current assets         174,203         31,921           Current assets         31,606,42         3,489,878           Income tax         200,301         30,003           VAT and other taxes recoverable         11,956,8         7,381           Income tax recoverable         35,561         7,381           Income tax receivables         141,136         96,006           Advances paid         121,547         134,596           Receivables from related parties         109,139         74,316           Short-term loans due from related parties         12,576         71,333           Cash and cash equivalents         12,576         71,333           Cash and cash equivalents         21,075,075         80,343           TOTAL ASSETS         4,244,717         42,501,000           EQUITY         AND LIABILITIES         2         1,075,075         80,343           Equity attributable to equity holders of the parent entity         2,767,015         2,041,569           Share capital         2,204,816         1,652,831           Tassury shares         35,561         1,632,831		141,110	
Deferred income tax asset         97,904         81,679           Other non-current assets         174,203         13,9212         3,489,287           Current assets         316,062         3,489,287           Inventories         210,752         200,301           WAT and other taxes recoverable         119,568         100,548           Income tax recoverable         35,561         7,31           Trade and other receivables         142,136         96,206           Advances paid         119,139         74,316           Receivables from related parties         109,139         74,316           Short-term loans         13,396         2,406           Short-term loans due from related parties         12,550         13,339           Cash and cash equivalents         12,550         180,338           Cash and cash equivalents         1,075,075         800,333           TOTAL ASSETS         4,244,171         4,250,100           Equity         2,767,015         2,041,569           Equity attributable to equity holders of the parent entity         2,767,015         2,041,569           Share capital         2,767,015         2,041,569           Additional paid-in capital         2,767,015         2,041,569		_	
Other non-current assets         71,203         31,92,12           Current assets         3,169,62         3,449,847           Inventories         210,752         200,301           VAT and other taxes recoverable         119,556         100,548           Income tax recoverable         35,561         7,391           Trade and other receivables         121,437         34,590           Advances paid         215,437         314,590           Receivables from related parties         109,139         74,316           Short-term loans due from related parties         12,576         71,333           Cash and cash equivalents         216,510         113,243           TOTAL ASSETS         4,244,77         4,250,190           TOTAL ASSETS         4,247,77         4,250,190           Equity attributable to equity holders of the parent entity         2,767,015         80,335           Total Asserts         2,767,015         2,041,569           Additional paid-in capital         2,056,003         (21,268)           Additional paid-in capital         2,056,003         (21,268)           Treasury shares         (35,500)         (21,268)           Ober capital reserves         (38,80)         (30,88)		- 07.004	
Current assets         3,169,642         3,449,847           Inventories         210,752         200,301           VAT and other taxes recoverable         119,568         10,548           Income tax recoverable         35,561         7,391           Irade and other receivables         142,136         96,206           Advances paid         190,133         74,316           Receivables from related parties         109,139         74,316           Short-term loans         13,396         2,406           Short-term loans due from related parties         12,576         71,333           Cash and cash equivalents         216,510         113,243           Short-term loans due from related parties         2,165,10         113,243           Schaut garden and the parties         2,267,015         2,041,569           Schaut garden and cash equivalents         2,267,015         2,041,569           Equity attributable to equity holders of the parent entity         2,2767,015         2,041,569           Additional paid-in capital         2,264,816         1,652,831           Treasury shares         3,59,433         (21,262)           Additional paid-in capital         2,204,816         1,632,831           Treasury shares         3,29,433         (30,769)		,	
Page	Other non-current assets		
VAT and other taxes recoverable         119,568         100,548           Income tax recoverable         35,561         7,391           Trade and other receivables         121,436         96,206           Advances paid         215,437         134,599           Receivables from related parties         109,139         74,316           Short-term loans         13,396         2,406           Short-term loans due from related parties         215,510         113,243           Cash and cash equivalents         215,510         113,243           TOTAL ASSETS         4,244,717         4,250,109           EQUITY AND LIABILITIES           Equity attributable to equity holders of the parent entity           Share capital         2,767,015         2,041,569           Additional paid-in capital         2,204,816         1,632,831           Treasury shares         (35,003)         (212,628)           Other capital reserves         (3,29,433)         (3,368,687)           Accumulated losses         (3,29,433)         (3,368,687)           Translation difference         18,402         1,283,682           Non-controlling interests         24,419         33,498           Non-current liabilities         1,085,709         1,31,	Current assets		<u> </u>
Income tax recoverable         35,561         7,391           Trade and other receivables         142,136         96,206           Advances paid         1215,437         134,599           Receivables from related parties         109,139         74,316           Short-term loans         13,396         2,406           Short-term loans due from related parties         12,576         7,333           Cash and cash equivalents         216,510         113,243           TOTAL ASSETS         4244,717         4,250,190           EQUITY AND LIABILITIES           Equity stuributable to equity holders of the parent entity           Share capital         2,767,015         2,041,569           Additional paid-in capital         2,767,015         2,041,569           Additional paid-in capital         (355,003)         (21,268)           Treasury shares         (355,003)         (30,80,87)           Other capital reserves         (32,99,433)         (33,68,687)           Accumulated losses         (3,299,433)         (33,68,687)           Translation difference         (52,43)         (30,769)           Ton-cutrent liabilities         1,80,777         95,814           Non-cutrent liabilities         1,80,777         95,814<	Inventories	210,752	200,301
Trade and other receivables         142,136         96,206           Advances paid         215,437         134,599           Receivables from related parties         109,139         74,316           Short-term loans         13,396         2,406           Short-term loans due from related parties         216,510         113,243           Cash and cash equivalents         1075,075         800,343           TOTAL ASSETS         4,244,717         4,250,109           Equity         8         2,767,015         2,041,569           Equity attributable to equity holders of the parent entity         2,767,015         2,041,569           Additional paid-in capital         2,204,816         1,632,831           Treasury shares         (355,003)         (212,628)           Other capital reserves         18,402         -           Accumulated losses         (32,99,433)         (3,368,87)           Translation difference         (52,439)         (30,769)           Translation difference         (52,439)         (30,769)           Non-current liabilities         2,404,10         33,498           Long-term debt         1,085,709         1,031,224           Long-term debt due to related parties         -         24,624	VAT and other taxes recoverable		
Advances paid         215,437         134,599           Receivables from related parties         109,139         74,316           Short-term loans         13,396         2,406           Short-term loans due from related parties         12,576         71,333           Cash and cash equivalents         216,510         13,243           TOTAL ASSETS         4,244,717         4,250,190           Equity attributable to equity holders of the parent entity           Equity attributable to equity holders of the parent entity         2,767,015         2,041,559           Additional paid-in capital         2,767,015         2,041,559           Additional paid-in expital         2,204,816         1,632,831           Treasury shares         355,003         (212,628)           Other capital reserves         18,402         -           Accumulated losses         3,299,433         (3,368,687)           Translation difference         (52,439)         (30,769)           Non-controlling interests         1,283,588         62,316           Non-current liabilities         1,085,709         1,031,224           Long-term debt due to related parties         -         2,462           Long-term debt due to related parties         -         2,462			
Receivables from related parties         109,139         74,316           Short-term loans         13,396         2,406           Short-term loans due from related parties         12,576         71,333           Cash and cash equivalents         216,510         113,243           TOTAL ASSETS         4,244,717         4,250,190           EQUITY AND LIABILITIES           Equity attributable to equity holders of the parent entity           Share capital         2,767,015         2,041,569           Additional paid-in capital         2,204,816         1,632,831           Teasury shares         (355,003)         (212,628)           Other capital reserves         (35,904)         (30,68,687)           Translation difference         (32,439)         (30,769)           Translation difference         (32,439)         (30,769)           Non-controlling interests         2,4419         33,498           Non-current liabilities         1,085,709         1,031,224           Long-term debt         1,085,709         1,031,224           Long-term debt due to related parties         6,34         1,031,224           Long-term liabilities to partners         67,341         125,490           Pefered income         27,437         <			
Short-term loans         13,396         2,406           Short-term loans due from related parties         12,576         71,333           Cash and cash equivalents         216,510         113,243           TOTAL ASSETS         4,244,717         4,250,109           Equity         8         2,767,015         2,041,569           Equity attributable to equity holders of the parent entity         2,767,015         2,041,569           Additional paid-in capital         2,204,816         1,632,831           Treasury shares         (355,003)         (212,628)           Other capital reserves         18,402         -           Accumulated losses         (3,299,433)         (3,368,687)           Translation difference         (32,33)         (3,076,901)           Non-controlling interests         24,419         33,498           Mon-courrent liabilities         1,087,077         95,814           Non-current liabilities         -         2,462           Long-term debt due to related parties         -         2,462           Long-term debt due to related parties         -         2,462           Long-term idabilities         1,756         362           Deferred income tax liabilities         1,158,131         1,418,759 <tr< td=""><td></td><td></td><td></td></tr<>			
Short-term loans due from related parties         12,576         71,333           Cash and cash equivalents         210,510         113,243           TOTAL ASSETS         4,244,717         4,250,190           EQUITY AND LIABILITIES           Equity         5         2,767,015         2,041,569           Additional paid-in capital         2,767,015         2,041,569           Additional paid-in capital         2,204,816         1,532,831           Treasury shares         (355,003)         (212,628)           Other capital reserves         18,402         -           Accumulated losses         (3,299,433)         (3,368,87)           Translation difference         1,283,358         62,316           Non-controlling interests         24,419         33,498           Non-courrent liabilities         1,307,777         95,814           Long-term debt         1,085,709         1,031,224           Long-term debt due to related parties         -         2,462           Long-term debt due to related parties         1,756         362           Long-term diebt due to related parties         1,756         362           Deferred income         27,437         46,610           Deferred income         27,437	*	· · · · · · · · · · · · · · · · · · ·	
Cash and cash equivalents         216,510         113,243           TOTAL ASSETS         800,343           EQUITY AND LIABILITIES           Equity attributable to equity holders of the parent entity           Share capital         2,767,015         2,041,569           Additional paid-in capital         2,204,816         1,632,831           Treasury shares         (355,003)         (212,628)           Other capital reserves         18,402         -           Accumulated losses         (3,299,433)         (3,086,87)           Translation difference         (52,439)         (30,769)           Non-controlling interests         24,419         33,498           Non-controlling interests         24,419         33,498           Non-current liabilities         24,419         33,498           Long-term debt due to related parties         -         24,624           Long-term debt due to related parties         -         24,624           Long-term liabilities to partners         67,341         125,490           Finance lease liabilities         1,756         362           Deferred income         21,7437         46,610           Deferred income tax liabilities         1,158,131         1,413,759           <			
TOTAL ASSETS         4,244,717         4,250,100           EQUITY AND LIABILITIES           Equity         Equity attributable to equity holders of the parent entity           Share capital         2,767,015         2,041,569           Additional paid-in capital         2,204,816         1,632,831           Treasury shares         (355,003)         (21,628)           Other capital reserves         18,402         -           Accumulated losses         (3,299,433)         (3,086,87)           Translation difference         (52,34)         (30,799)           Non-controlling interests         1,283,358         62,316           Non-current liabilities         24,419         33,498           Mon-current liabilities         -         24,624           Long-term debt         1,085,709         1,031,224           Long-term debt due to related parties         -         24,624           Long-term liabilities to partners         67,341         125,490           Finance lease liabilities         1,756         362           Deferred income         27,437         46,610           Deferred income tax liabilities         1,158,131         1,413,759           Payables to related parties         1,158,131         1,4			
TOTAL ASSETS         4,244,717         4,250,190           EQUITY AND LIABILITIES           Equity attributable to equity holders of the parent entity           Share capital         2,767,015         2,041,569           Additional paid-in capital         2,204,816         1,632,831           Treasury shares         (355,003)         (212,628)           Other capital reserves         18,402         -           Accumulated losses         (3,299,433)         (30,568,687)           Translation difference         (52,439)         (30,769)           Non-controlling interests         24,419         33,498           Non-current liabilities         24,419         33,498           Long-term debt         1,085,709         1,031,224           Long-term debt due to related parties         -         24,624           Long-term liabilities to partners         67,341         125,490           Finance lease liabilities         1,756         362           Deferred income tax liabilities         27,437         46,610           Deferred income tax liabilities         1,158,131         1,413,759           Payables to related parties         21,752         44,644           Short-term debt due to related parties	Cash and cash equivalents		
EQUITY AND LIABILITIES           Equity         Equity attributable to equity holders of the parent entity           Share capital         2,767,015         2,041,569           Additional paid-in capital         2,204,816         1,632,831           Treasury shares         (355,003)         (212,628)           Other capital reserves         18,402         -           Accumulated losses         (3,299,433)         (3,368,687)           Translation difference         (52,439)         (30,769)           Non-controlling interests         24,419         33,498           Non-controlling interests         24,419         33,498           Non-current liabilities         24,419         33,498           Long-term debt         1,085,709         1,031,224           Long-term debt due to related parties         -         24,624           Long-term liabilities to partners         67,341         125,490           Pinance lease liabilities         1,756         362           Deferred income         27,437         46,610           Deferred income tax liabilities         1,158,131         1,413,759           Payables to related parties         1,158,131         1,413,759           Payables to related parties         275,786<	TOTAL ASSETS		
Equity           Equity attributable to equity holders of the parent entity           Share capital         2,767,015         2,041,569           Additional paid-in capital         2,204,816         1,632,831           Treasury shares         (355,003)         (212,628)           Other capital reserves         18,402         -           Accumulated losses         (3299,433)         (3368,687)           Translation difference         (52,439)         (30,769)           Non-controlling interests         24,419         33,498           Non-current liabilities         1,307,777         95,814           Non-current liabilities         -         24,624           Long-term debt         1,085,709         1,031,224           Long-term debt due to related parties         -         24,624           Long-term liabilities to partners         67,341         125,490           Pinance lease liabilities         1,756         362           Deferred income         27,437         46,610           Deferred income tax liabilities         11,149         78,231           Trade and other payables         1,158,131         1,413,759           Payables to related parties         21,752         44,694           Short-te			1,200,250
Page   Page			
Additional paid-in capital         2,204,816         1,632,831           Treasury shares         (355,003)         (212,628)           Other capital reserves         18,402         -           Accumulated losses         (3,299,433)         (3,686,87)           Translation difference         (52,439)         (30,769)           Non-controlling interests         24,419         33,498           Non-current liabilities         1,085,709         1,031,224           Long-term debt         1,085,709         1,031,224           Long-term liabilities to partners         67,341         125,490           Finance lease liabilities to partners         67,341         125,490           Enered income         27,437         46,610           Deferred income tax liabilities         101,419         78,231           Current liabilities         101,419         78,231           Trade and other payables         1,158,131         1,413,759           Payables to related parties         21,752         44,694           Short-term debt         275,786         1,168,919           Short-term debt due to related parties         7,253         -           Short-term liabilities to partners         53,075         112,100           Current portion			
Treasury shares         (355,003)         (212,628)           Other capital reserves         18,402         -           Accumulated losses         (3,294,333)         (3,368,687)           Translation difference         (52,439)         (30,769)           Non-controlling interests         24,419         33,498           Non-current liabilities         1,085,709         1,031,224           Long-term debt         1,085,709         1,031,224           Long-term debt due to related parties         -         24,624           Long-term liabilities to partners         67,341         125,490           Finance lease liabilities         1,756         362           Deferred income         27,437         46,610           Deferred income tax liabilities         101,419         78,231           Trade and other payables         1,158,131         1,413,759           Payables to related parties         21,752         44,694           Short-term debt         275,786         1,168,919           Short-term debt due to related parties         7,253         -           Short-term debt due to related parties         7,253         -           Short-term debt due to related parties         3,369,75         11,100           Current porti	Share capital	2,767,015	2,041,569
Other capital reserves         18,402         -           Accumulated losses         (3,299,433)         (3,368,687)           Translation difference         (52,439)         (30,769)           Non-controlling interests         1,283,358         62,316           Non-controlling interests         24,419         33,498           Non-current liabilities         1,307,777         95,814           Non-current debt         1,085,709         1,031,224           Long-term debt due to related parties         -         24,624           Long-term liabilities to partners         67,341         125,490           Finance lease liabilities         1,756         362           Deferred income         27,437         46,610           Deferred income tax liabilities         101,419         78,231           Trade and other payables         1,158,131         1,413,759           Payables to related parties         21,752         44,694           Short-term debt         275,786         1,168,919           Short-term debt due to related parties         7,253         -           Short-term biabilities to partners         53,075         112,100           Current portion of finance lease liabilities         1,148         4,363           De	Additional paid-in capital	2,204,816	1,632,831
Accumulated losses         (3,299,433)         (3,368,687)           Translation difference         (52,439)         (30,769)           Non-controlling interests         1,283,358         62,316           Non-current liabilities         1,307,777         95,814           Non-current debt         1,085,709         1,031,224           Long-term debt due to related parties         -         24,624           Long-term liabilities to partners         67,341         125,490           Finance lease liabilities         1,756         362           Deferred income         27,437         46,610           Deferred income tax liabilities         101,419         78,231           Current liabilities         1,158,131         1,413,759           Payables to related parties         1,158,131         1,413,759           Payables to related parties         21,752         44,694           Short-term debt due to related parties         7,253         -           Short-term liabilities to partners         53,075         112,100           Current portion of finance lease liabilities         1,148         4,363           Deferred income         47,381         21,409           Income tax payable         88,752         82,591		(355,003)	(212,628)
Translation difference         (52,439)         (30,769)           Non-controlling interests         62,316           Non-current liabilities         1,307,777         95,814           Non-current liabilities         1,085,709         1,031,224           Long-term debt         1,085,709         1,031,224           Long-term liabilities to partners         67,341         125,490           Finance lease liabilities         1,756         362           Deferred income         27,437         46,610           Deferred income tax liabilities         101,419         78,231           Current liabilities         1,158,131         1,413,759           Payables to related parties         1,158,131         1,413,759           Payables to related parties         2,75,786         1,168,919           Short-term debt due to related parties         7,253         -           Short-term debt due to related parties         53,075         112,100           Current portion of finance lease liabilities         3,148         4,363           Deferred income         47,381         21,409           Income tax payable         88,752         82,591           Income tax payable         1,653,278         2,847,835		The state of the s	_
Non-controlling interests         1,283,358 (2,316)         62,316           Non-current liabilities         1,307,777         95,814           Non-current liabilities         1,085,709         1,031,224           Long-term debt due to related parties         -         24,624           Long-term liabilities to partners         67,341         125,490           Finance lease liabilities         1,756         362           Deferred income         27,437         46,610           Deferred income tax liabilities         101,419         78,231           Current liabilities         1,158,131         1,413,759           Payables to related parties         21,752         44,694           Short-term debt         275,786         1,168,919           Short-term debt due to related parties         7,253         -           Short-term liabilities to partners         53,075         112,100           Current portion of finance lease liabilities         1,148         4,363           Deferred income         47,381         21,409           Income tax payable         88,752         82,591           Income tax payable         1,653,278         2,847,835			
Non-controlling interests         24,419         33,498           Non-current liabilities         1,307,777         95,814           Long-term debt         1,085,709         1,031,224           Long-term debt due to related parties         -         24,624           Long-term liabilities to partners         67,341         125,490           Finance lease liabilities         1,756         362           Deferred income         27,437         46,610           Deferred income tax liabilities         101,419         78,231           Current liabilities         1,158,131         1,413,759           Payables to related parties         21,752         44,694           Short-term debt         275,786         1,168,919           Short-term debt due to related parties         7,253         -           Short-term liabilities to partners         53,075         112,100           Current portion of finance lease liabilities         1,148         4,363           Deferred income         47,381         21,409           Income tax payable         88,752         82,591           1,653,278         2,847,835	Translation difference		1
Non-current liabilities         1,307,777         95,814           Long-term debt         1,085,709         1,031,224           Long-term debt due to related parties         -         24,624           Long-term liabilities to partners         67,341         125,490           Finance lease liabilities         1,756         362           Deferred income         27,437         46,610           Deferred income tax liabilities         101,419         78,231           Current liabilities           Trade and other payables         1,158,131         1,413,759           Payables to related parties         21,752         44,694           Short-term debt         275,786         1,168,919           Short-term debt due to related parties         7,253         -           Short-term liabilities to partners         53,075         112,100           Current portion of finance lease liabilities         1,148         4,363           Deferred income         47,381         21,409           Income tax payable         88,752         82,591			
Non-current liabilities         1,085,709         1,031,224           Long-term debt         1,085,709         1,031,224           Long-term debt due to related parties         -         24,624           Long-term liabilities to partners         67,341         125,490           Finance lease liabilities         1,756         362           Deferred income         27,437         46,610           Deferred income tax liabilities         101,419         78,231           Current liabilities           Trade and other payables         1,158,131         1,413,759           Payables to related parties         21,752         44,694           Short-term debt         275,786         1,168,919           Short-term debt due to related parties         7,253         -           Short-term liabilities to partners         53,075         112,100           Current portion of finance lease liabilities         1,148         4,363           Deferred income         47,381         21,409           Income tax payable         88,752         82,591           1,653,278         2,847,835	Non-controlling interests		
Long-term debt       1,085,709       1,031,224         Long-term debt due to related parties       -       24,624         Long-term liabilities to partners       67,341       125,490         Finance lease liabilities       1,756       362         Deferred income       27,437       46,610         Deferred income tax liabilities       101,419       78,231         Current liabilities         Trade and other payables       1,158,131       1,413,759         Payables to related parties       21,752       44,694         Short-term debt       275,786       1,168,919         Short-term debt due to related parties       7,253       -         Short-term liabilities to partners       53,075       112,100         Current portion of finance lease liabilities       1,148       4,363         Deferred income       47,381       21,409         Income tax payable       88,752       82,591         1,653,278       2,847,835	Non assurant liabilities	1,307,777	95,814
Long-term debt due to related parties         -         24,624           Long-term liabilities to partners         67,341         125,490           Finance lease liabilities         1,756         362           Deferred income         27,437         46,610           Deferred income tax liabilities         101,419         78,231           Current liabilities           Trade and other payables         1,158,131         1,413,759           Payables to related parties         21,752         44,694           Short-term debt         275,786         1,168,919           Short-term debt due to related parties         7,253         -           Short-term liabilities to partners         53,075         112,100           Current portion of finance lease liabilities         1,148         4,363           Deferred income         47,381         21,409           Income tax payable         88,752         82,591           1,653,278         2,847,835		1 085 700	1 031 224
Long-term liabilities to partners       67,341       125,490         Finance lease liabilities       1,756       362         Deferred income       27,437       46,610         Deferred income tax liabilities       101,419       78,231         Current liabilities         Trade and other payables       1,158,131       1,413,759         Payables to related parties       21,752       44,694         Short-term debt       275,786       1,168,919         Short-term debt due to related parties       7,253       -         Short-term liabilities to partners       53,075       112,100         Current portion of finance lease liabilities       1,148       4,363         Deferred income       47,381       21,409         Income tax payable       88,752       82,591         1,653,278       2,847,835		1,065,707	
Finance lease liabilities         1,756         362           Deferred income         27,437         46,610           Deferred income tax liabilities         101,419         78,231           Current liabilities           Trade and other payables         1,158,131         1,413,759           Payables to related parties         21,752         44,694           Short-term debt         275,786         1,168,919           Short-term debt due to related parties         7,253         -           Short-term liabilities to partners         53,075         112,100           Current portion of finance lease liabilities         1,148         4,363           Deferred income         47,381         21,409           Income tax payable         88,752         82,591           1,653,278         2,847,835		67 341	· · · · · · · · · · · · · · · · · · ·
Deferred income         27,437         46,610           Deferred income tax liabilities         101,419         78,231           1,283,662         1,306,541           Current liabilities           Trade and other payables         1,158,131         1,413,759           Payables to related parties         21,752         44,694           Short-term debt         275,786         1,168,919           Short-term debt due to related parties         7,253         -           Short-term liabilities to partners         53,075         112,100           Current portion of finance lease liabilities         1,148         4,363           Deferred income         47,381         21,409           Income tax payable         88,752         82,591           1,653,278         2,847,835	•		
Deferred income tax liabilities         101,419         78,231           Current liabilities         Trade and other payables           Payables to related parties         1,158,131         1,413,759           Payables to related parties         21,752         44,694           Short-term debt         275,786         1,168,919           Short-term debt due to related parties         7,253         -           Short-term liabilities to partners         53,075         112,100           Current portion of finance lease liabilities         1,148         4,363           Deferred income         47,381         21,409           Income tax payable         88,752         82,591           1,653,278         2,847,835			
Current liabilities         1,283,662         1,306,541           Trade and other payables         1,158,131         1,413,759           Payables to related parties         21,752         44,694           Short-term debt         275,786         1,168,919           Short-term liabilities to partners         7,253         -           Short-term liabilities to partners         53,075         112,100           Current portion of finance lease liabilities         1,148         4,363           Deferred income         47,381         21,409           Income tax payable         88,752         82,591           1,653,278         2,847,835			,
Trade and other payables       1,158,131       1,413,759         Payables to related parties       21,752       44,694         Short-term debt       275,786       1,168,919         Short-term debt due to related parties       7,253       -         Short-term liabilities to partners       53,075       112,100         Current portion of finance lease liabilities       1,148       4,363         Deferred income       47,381       21,409         Income tax payable       88,752       82,591         1,653,278       2,847,835			
Payables to related parties       21,752       44,694         Short-term debt       275,786       1,168,919         Short-term debt due to related parties       7,253       -         Short-term liabilities to partners       53,075       112,100         Current portion of finance lease liabilities       1,148       4,363         Deferred income       47,381       21,409         Income tax payable       88,752       82,591         1,653,278       2,847,835		4.450.404	1 110 770
Short-term debt       275,786       1,168,919         Short-term debt due to related parties       7,253       -         Short-term liabilities to partners       53,075       112,100         Current portion of finance lease liabilities       1,148       4,363         Deferred income       47,381       21,409         Income tax payable       88,752       82,591         1,653,278       2,847,835	÷ *		
Short-term debt due to related parties       7,253       -         Short-term liabilities to partners       53,075       112,100         Current portion of finance lease liabilities       1,148       4,363         Deferred income       47,381       21,409         Income tax payable       88,752       82,591         1,653,278       2,847,835	•	the state of the s	,
Short-term liabilities to partners       53,075       112,100         Current portion of finance lease liabilities       1,148       4,363         Deferred income       47,381       21,409         Income tax payable       88,752       82,591         1,653,278       2,847,835			1,168,919
Current portion of finance lease liabilities       1,148       4,363         Deferred income       47,381       21,409         Income tax payable       88,752       82,591         1,653,278       2,847,835		· · · · · · · · · · · · · · · · · · ·	112 100
Deferred income       47,381       21,409         Income tax payable       88,752       82,591         1,653,278       2,847,835			,
Income tax payable       88,752       82,591         1,653,278       2,847,835			
1,653,278 2,847,835			
	Pujuvi		
	TOTAL EQUITY AND LIABILITIES		

## APPENDIX OJSC ROSINTER RESTAURANTS HOLDING CONSOLIDATED CASH FLOW STATEMENT

(All amounts are in thousands of Russian Roubles)

	2010	2009
Operating activities		
Profit/(loss) before tax	360,895	(75,647)
Adjustments to reconcile profit/(loss) before tax to net cash		
provided by operating activities:		
Depreciation and amortisation	403,476	403,014
Foreign exchange losses, net	19,130	60,077
Financial income	(44,393)	(21,233)
Financial expense	277,472	355,078
Allowance for impairment of advances paid, taxes recoverable and		
receivables	16,115	21,388
Allowance for impairment of inventories	(10,355)	6,671
Loss on disposal of non-current assets	99,440	96,184
Impairment of assets	(3,884)	42,435
Share of joint venture's and associates' results	21,873	17,059
Write off and impairment of loans receivable from related parties	9,006	33,363
Share based payment expenses	18,402	_
1 7 1	1,167,177	938,389
Changes in operating assets and liabilities:	, , ,	,
Decrease/(increase) in inventories	1,694	(19,435)
(Increase) /decrease in advances, taxes recoverable, receivables	,	, , ,
and other non-current assets	(222,852)	46,210
Increase in receivables from/payables to related parties, net	(51,921)	(28,040)
(Decrease)/increase in trade and other payables	(249,870)	308,659
Net cash generated from operations	644,228	1,245,783
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Interest paid	(237,906)	(321,899)
Interest received	12,248	3,817
Income tax paid	(123,365)	(105,022)
Net cash flows from operating activities	295,205	822,679
• 0		
Investing activities		
Purchases of property and equipment	(334,960)	(306,850)
Loans issued to related parties	(187,615)	(144,293)
Proceeds from repayment of loans issued to related parties	219,885	2,629
Prepayments to acquire non-controlling interest in subsidiaries	(30,949)	(62,430)
Purchase of intangible assets	(17,897)	(23,914)
Proceeds from disposal of property and equipment	8,918	9,291
Proceeds from repayment of loans issued to third parties	5	_
Proceeds from sale of shares in subsidiaries	- -	201
Loans issued	(50)	_
Acquisition of subsidiaries net of cash acquired	(47,270)	_
Net cash flows used in investing activities	(389,933)	(525,366)
	(30),500)	(===,===)

## APPENDIX OJSC ROSINTER RESTAURANTS HOLDING CONSOLIDATED CASH FLOW STATEMENT (CONTINUED)

(All amounts are in thousands of Russian Roubles)

	2010	2009
FINANCING ACTIVITIES		
Acquisition of treasury shares	(125,314)	_
Proceeds from issue of equity instrument	770,957	_
Redemption of equity instrument	(832,514)	_
Proceeds from issue of shares	1,341,927	_
Proceeds from bank loans *	3,224,549	3,416,631
Repayment of bank loans *	(4,049,480)	(3,692,287)
Repayment of related party loans	(17,550)	_
Payments to partners	(99,475)	(66,415)
Proceeds from partners	_	3,607
Repayment of lease obligations	(6,058)	(16,887)
Dividends paid to shareholders	(635)	(273)
Net cash flows from/(used in) financing activities	206,407	(355,624)
Effect of exchange rate on cash and cash equivalents	(8,412)	(2,779)
Net increase/(decrease) in cash and cash equivalents	103,267	(61,090)
Cash and cash equivalents at beginning of the year	113,243	174,333
Cash and cash equivalents at end of the year	216,510	113,243

<sup>\*</sup> The Group uses financing which, due to the short term nature of this debt (3 to 11 months), requires repayment and reissuance several times throughout the year.