



# Jubilant FoodWorks Limited (JFL)

Earnings Presentation – Q3 FY13

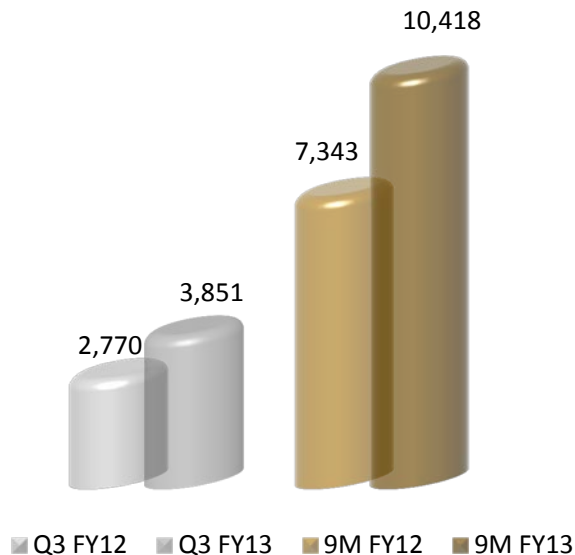
February 04, 2013



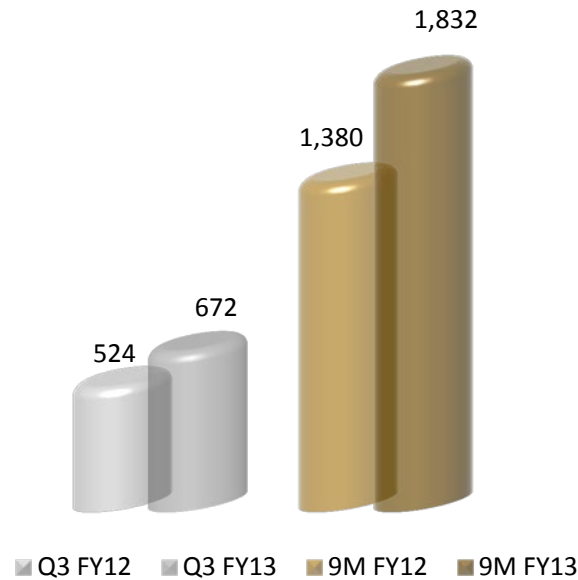
# Performance Highlights

**Jubilant FoodWorks Limited (JFL)**, India's largest and fastest growing multinational Food Service Company, reported its financial results for the quarter ended 31 December, 2012.

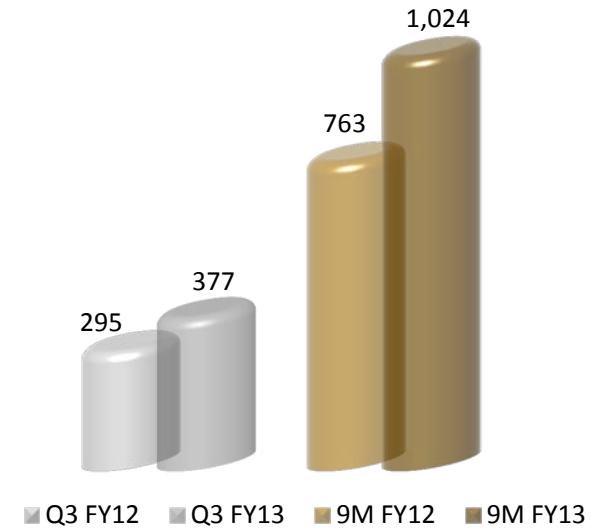
**Total Income (Rs. mn)**



**EBITDA (Rs. mn)**



**PAT (Rs. mn)**



Note: 1. Figures have been rounded off for the purpose of reporting

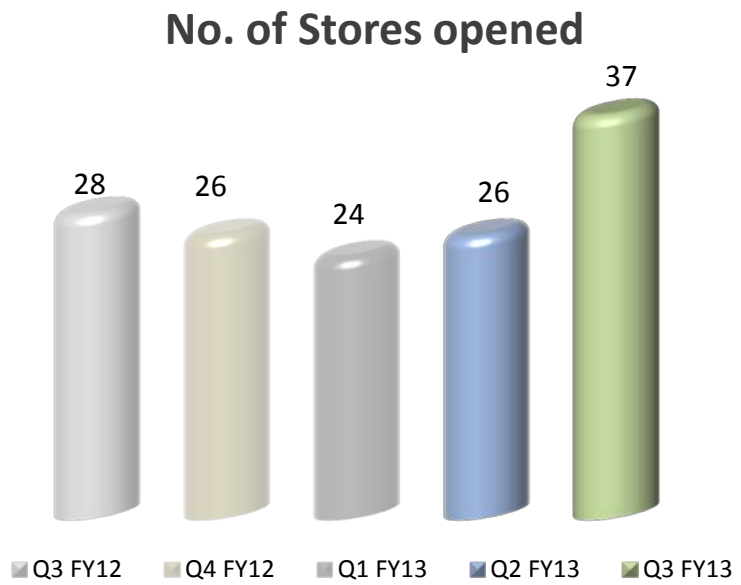
2. Financial discussion throughout this release is based on standalone reporting

3. The financials of Dunkin' Donuts have been included in the results & related financial discussion



# Highlights- Domino's Pizza – Store Network

**37**  
Stores  
opened  
in Q3  
FY13



## Total Number of Stores (as of)

Q3FY13	Q3FY12
<b>552</b>	<b>439</b>

## Same Store Sales Growth (SSS) %

	Q3	9M
FY 2013	<b>16.1</b>	<b>19.2</b>
FY 2012	<b>30.1</b>	<b>30.9</b>

**□ Growth in Domino's Pizza network**

- Domino's Pizza network extended to new cities such as Guntur, Navsari, Ankleshwar , Tirupur , Ambala and Tumkur coupled expansion in existing markets

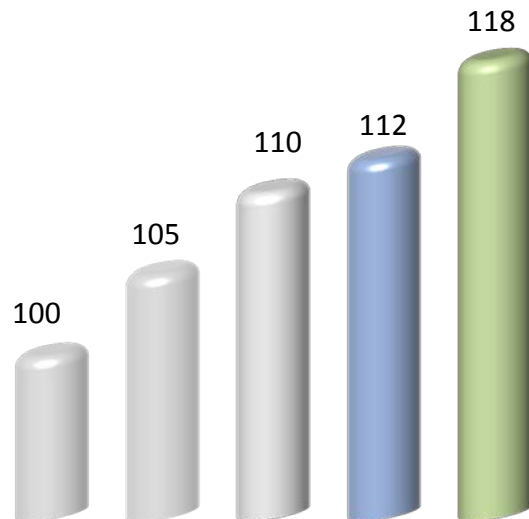


# Highlights- Domino's Pizza – Store Network

## City/Town Coverage

Q3 FY13

118



■ Q3 FY12 ■ Q4 FY12 ■ Q1 FY13 ■ Q2 FY13 ■ Q3 FY13

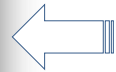
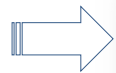
Sr No.	State/Union Territory	Cities	Stores
1	Maharashtra	13	126
2	Gujarat	12	36
3	Uttar Pradesh	12	43
4	Haryana	10	32
5	Tamil Nadu	7	35
6	West Bengal	7	25
7	Karnataka	7	74
8	Punjab	7	19
9	Madhya Pradesh	5	13
10	Uttaranchal	5	6
11	Andhra Pradesh	4	32
12	Orissa	4	4
13	Kerala	4	7
14	Chhatisgarh	3	7
15	Himachal Pradesh	3	3
16	Jharkhand	3	5
17	Rajasthan	3	7
18	Assam	1	3
19	Chandigarh	1	4
20	Jammu & Kashmir	1	1
21	New Delhi	1	57
22	Bihar	1	3
23	Meghalaya	1	1
24	Sikkim	1	1
25	Daman	1	1
26	Goa	1	7
	<b>Grand Total</b>	<b>118</b>	<b>552</b>



# Highlights- Domino's Pizza

## New Product Launches

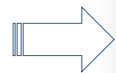
**Launch of Cheesy Boloroni Pizza** – Pizza with a unique mix of Veg Bolognese sauce and Macaroni, topped with a layer of a new Barbeque flavored liquid cheese and finished with Mozzarella cheese and toppings



**Launch of Taco Indiana** – Expanded menu offering with launch of new side called Taco Indiana which is an exciting amalgamation of the Mexican Taco and Indian flavours.

## Online Ordering (OLO)

- Since its launch, over 4 lacs downloads via Domino's Mobile Ordering Application OLO contribution to delivery sale was 14.6% during the quarter
- Mobile Ordering sale contribution to OLO continues to gain healthy traction and averaged 10.2%



# Highlights- Dunkin' Donuts

- 8 – Restaurants opened \*
- Excellent response to Dunkin' Donuts gifting initiatives through the Festive gift pack launched during the Diwali period. This special gifting pack contained several unique and new to market products inspired by the festive mood and the spirit of celebration.
- The initiative was packed with unique concept of donuts and Indian sweets creating treats such as 'Nuts n Stars' with cardamom flavoured icing, roasted almonds and apricots, 'Kesar Pista' with saffron icing topped with pistachios, and other innovative donuts such as 'Petal Jamun', 'Motichoor Surprise', and 'Coconut Burst'
- Dunkin' Winter Blast launched in December 2012 with new varieties of winter donuts and hot chocolate along with impactful engagement driving initiatives at the store. The launch was highly appreciated and received positive response from consumers, enhancing Dunkin' Donuts' awareness and increasing footfall at the stores.
- Dunkin' Donuts appoints Preeti Arora as Head of Marketing



\* As of January 10, 2013



***Commenting on the performance for Q3 FY13, Mr. Shyam S. Bhartia, Chairman and Mr. Hari S. Bhartia, Co-Chairman, Jubilant FoodWorks Limited said,***

*“This quarter represents a step forward towards enhancing our foothold in the dynamic food service industry in India. We believe our emotional connection with our consumers and JFL’s continuous innovation and new product offerings has shaped industry trends, enabled us to enhance our presence and grow our business sustainably.*

*Both our brands have maintained a healthy pace of growth. At Domino’s Pizza, our aim is to innovate and create new offers and products, while simultaneously taking our presence to wider audiences across the country. We are progressing well on these fronts. Dunkin’ Donuts is in an exciting discovery and learning phase. We are moving forward in a systematic manner with regards to opening of new restaurants. The consumer response to Dunkin’ Donuts is very encouraging and we are excited about the future prospects of the growth and the expansion of the brand.*

*We remain confident about JFL’s growth momentum maintaining and our success thus far only encourages us to take more ambitious steps.”*



# Management Views

***Commenting on the performance for Q3 FY13, Mr. Ajay Kaul, CEO, Jubilant FoodWorks Limited said, “I am pleased to announce that Q3 has been a promising quarter where we delivered sustained progress. It continues to be a period of action, relentless focus and strong execution. The business objectives pursued were to diversify the product range and above all to win new markets for both our brands.***

***On the strength of Domino Pizza’s presence across the nation, JFL continued its momentum of growth and development. To that end, we witnessed healthy traction on our network increase along with some unique product innovations during the quarter. True to our consumer proposition for Domino’s Pizza ‘Yeh Hai Rishton ka time’, we also continued to strengthen our relationship with our consumers through new and creative product launches.***

***Our aim to grow Dunkin’ Donuts is progressing well. We have expanded Dunkin’ Donuts restaurants in Delhi-NCR region and we have gained very positive initial consumer recognition and a high level of brand awareness. We have a strongly differentiated offering at Dunkin’ Donuts and we are very positive about the future development potential of the business.***

***As we go forward, we will focus on enhancing JFL’s core and are confident that we have a clear road map to pursue our best growth opportunities.”***





# Result Highlights

Particulars (Rs. mn)	Q3 FY13	Q3 FY12	Growth %	9M FY13	9M FY12	Growth %
Income from Sales	3,850.8	2,769.8	39.0	10,415.7	7,341.6	41.9
Other Operating Income	0.7	0.6	7.6	1.8	1.7	6.2
Total Income	3,851.5	2,770.4	39.0	10,417.5	7,343.3	41.9

- The robust revenue growth was driven by continued momentum in sales from existing stores, addition to business from new stores, a broader array of menu options, toppings and bases for pizza, attractive side-orders and the climbing share from Dunkin' Donuts.

Particulars (Rs. mn)	Q3 FY13	Q3 FY12	Growth %	9M FY13	9M FY12	Growth %
Raw Material and Provisions Consumed	988.1	704.3	40.3	2,715.4	1,891.7	43.5
Personnel Expenses	702.2	522.2	34.5	1,983.6	1,414.0	40.3
Manufacturing and Other Expenses	1,489.4	1,020.1	46.0	3,887.0	2,657.2	46.3
Total Expenditure	3,179.7	2,246.6	41.5	8,585.9	5,963.0	44.0

- The increment in raw material expenses broadly tracks business growth.
- Total number of employees as on 31 December 2012 stood at 20,659 from 15,049 on 31 December 2011. Personnel Expenses have enhanced normatively as per the expanded scale of operations of both Domino's Pizza and Dunkin' Donuts brands.



# Result Highlights

Particulars (Rs. mn)	Q3 FY13	Q3 FY12	Growth %	9M FY13	9M FY12	Growth %
EBITDA	671.8	523.7	28.3	1,831.6	1,380.4	32.7
<i>Margins %</i>	<i>17.4</i>	<i>18.9</i>	<i>(150) bps</i>	<i>17.6</i>	<i>18.8</i>	<i>(120) bps</i>

- EBITDA showed growth that was backed by stronger rise in sales and focused cost management. The rapid increase in store count is supporting enhanced earnings potential.
- Developmental expenditure towards creating a sustainable platform for driving growth at Dunkin' Donuts has impacted operating earnings.

Particulars (Rs. mn)	Q3 FY13	Q3 FY12	Growth %	9M FY13	9M FY12	Growth %
PBT	550.8	433.9	27.0	1,494.1	1,121.2	33.3
<i>Margins %</i>	<i>14.3</i>	<i>15.7</i>	<i>(140) bps</i>	<i>14.3</i>	<i>15.3</i>	<i>(100) Bps</i>
PAT	377.0	294.7	27.9	1,024.0	763.1	34.2
<i>Margins %</i>	<i>9.8</i>	<i>10.6</i>	<i>(80) bps</i>	<i>9.8</i>	<i>10.4</i>	<i>(60) Bps</i>

- Profit growth during Q3, remained consonant with the Company's robust operating performance for Domino's Pizza, contribution from initial sales of Dunkin' Donuts together with strong cost efficiencies.



## ❑ Targeted and focused strategy...investing, growing and leading

- JFL to continue its efforts to drive profitable growth for all its stakeholders

## ❑ Diversification...expanding our customer base and product portfolio

- Focus on product development

- JFL to continue its efforts to map consumer preferences and cater to their needs via innovative product launches both for Domino's Pizza and Dunkin' Donuts

- Committed to expand presence

- The Company has a target of launching 110 Domino's Pizza stores in FY13. YTD, JFL has successfully inaugurated 87 Domino's Pizza stores across the country
- 8 Dunkin' Donuts restaurants have been launched , enhancing the brand's presence in the Delhi NCR region . For FY13, the Company maintains a target of launching around 10 restaurants. Whereas over a longer, 5 year time horizon, JFL plans to roll-out 80-100 Dunkin' Donuts restaurants in India



# Key achievements and awards received during the quarter

- ❑ JFL has been featured in the renowned Forbes Asia magazines' list of companies in Asia's 200 Best Under A Billion list
  - JFL sweeps 3 awards at the 6th Coca Cola Golden Spoon awards
  - Domino's Pizza:-“ IMAGES Most Admired Foodservice Retailer of the Year : QSR Foreign origin”
  - Jubilant FoodWorks:- “IMAGES Most Admired Food Service Organisation of the Year”
- ❑ Dunkin' Donuts:- “Images Most Admired Food Service Retail Launch of the Year”
- ❑ JFL has been recognized with 2 Effies, India's most prestigious Marketing effectiveness awards.
  - The Gold Award in the Direct Marketing category
  - The Silver Award in the Digital Marketing category
- ❑ JFL(Domino's Pizza India) has achieved the recognition of Commendation for Strong Commitment to Excel in the Category of 'Food Service Restaurants and Eateries' in CII's National Food Safety & Quality Award 2012 – One and only prestigious award for Food Safety & Quality in India
- ❑ JFL has been recognized as “Most Admired Retailer of the Year: Food Services for Domino's Pizza” by Images Retail in Images Excellence awards
- ❑ JFL has been awarded as the winner in India Business Leader Awards (IBLA) conducted by CNBC TV18 for Most Promising Company of The Year
- ❑ JFL has been recognized as 'Emerging Company of the year by Economic Times Awards for Corporate Excellence 2012



# About Jubilant FoodWorks Ltd

Jubilant FoodWorks Limited (JFL) is part of Jubilant Bhartia group and India's largest food service company, with a network of 552 Domino's Pizza Stores (as of 31 December, 2012) across 118 cities. JFL & its subsidiary operate Domino's Pizza brand with the exclusive rights for India, Sri Lanka, Bangladesh and Nepal. The Company is the market leader in the organized pizza market with a 62% market share and 70%+ share in the Pizza home delivery segment in India (as per Euro monitor report 2012). The Company also has exclusive rights for developing and operating Dunkin' Donuts restaurants for India and has launched 8 Dunkin' Donuts restaurants in India (as of 10 January, 2013).

For more updates and information on the Company, please log on to [www.jubilantfoodworks.com](http://www.jubilantfoodworks.com)

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## Disclaimer

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