



# Jubilant FoodWorks Limited (JFL)

Earnings Presentation – Q4 FY13

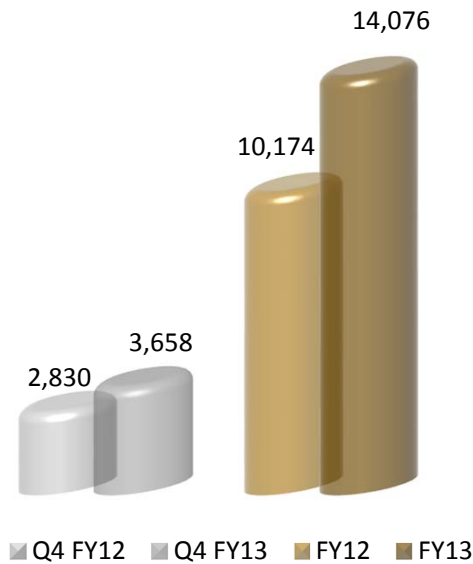
May 09,2013



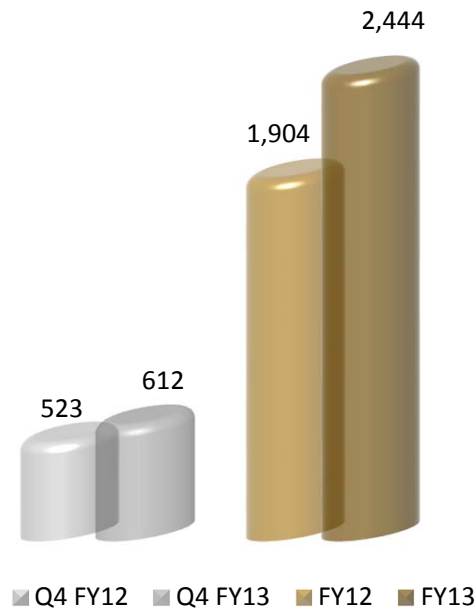
# Performance Highlights

**Jubilant FoodWorks Limited (JFL)**, India's largest and fastest growing multinational Food Service Company, reported its financial results for the quarter and year ended 31 March, 2013.

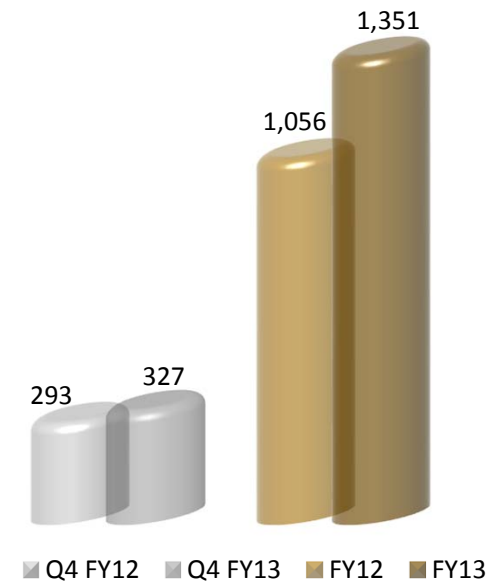
**Total Income (Rs. mn)**



**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*



# Jubilant FoodWorks Overview



**Sustained Profitability**

**Exclusive franchise for Domino's Pizza and Dunkin' Donuts**

## Customer reach expansion

- Store network expansion
- Technology-based accessibility



## Strong brand positioning

- Yeh Hai Rishton ka time for Domino's Pizza
- Dunkin Donuts' & More

## Product development



## Talented & motivated workforce

- Employee empowerment
- Training & development

## Hub-and-Spoke Commissary arrangement

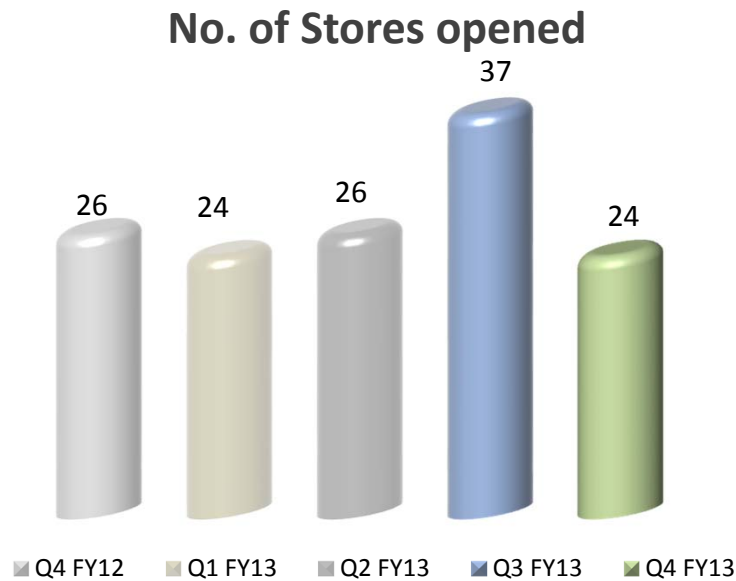


**Robust back-end infrastructure**  
**Uninterrupted cold-chain**



# Highlights- Domino's Pizza – Store Network

**24**  
Stores  
opened  
in Q4  
FY13



## Total Number of Stores (as of)

Q4FY13	Q4FY12
<b>576</b>	<b>465</b>

## Same Store Sales Growth (SSS) %

	Q4	FY
<b>FY 2013</b>	<b>7.7</b>	<b>16.2</b>
<b>FY 2012</b>	<b>26.3</b>	<b>29.7</b>

### □ Growth in Domino's Pizza network

- Domino's Pizza network extended to new cities such as Warangal (AP), Phagwara (Punjab), Yamuna Nagar(Haryana), Hubli(Karnataka), Satara(Maharashtra)
- Launch of JFL's second commissary in North India for Domino's Pizza. It will cater to the states of Punjab, Harayana, Uttarakhand, Himachal Pradesh and Jammu & Kashmir

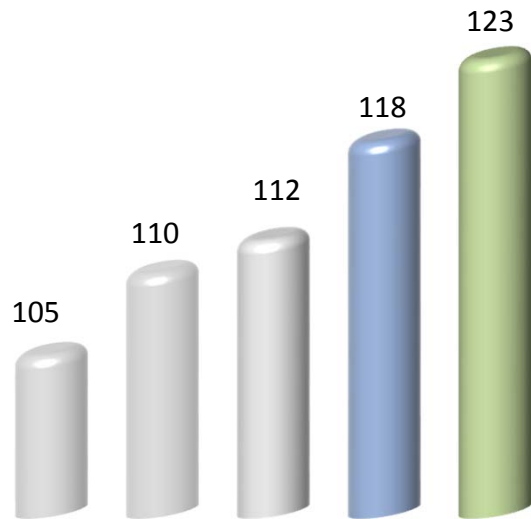


# Highlights- Domino's Pizza – Store Network

## City/Town Coverage

Q4 FY13

123



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



Sr No.	State/Union Territory	Cities	Stores
1	Maharashtra	14	131
2	Gujarat	12	37
3	Uttar Pradesh	12	43
4	Haryana	11	34
5	Karnataka	8	76
6	Punjab	8	20
7	Tamil Nadu	7	39
8	West Bengal	7	26
9	Uttanchal	5	6
10	Madhya Pradesh	5	15
11	Andhra Pradesh	5	35
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	59
22	Bihar	1	4
23	Meghalaya	1	1
24	Sikkim	1	1
25	Daman	1	1
26	Goa	1	7
<b>Grand Total</b>		<b>123</b>	<b>576</b>



# Highlights FY13- 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** – New Mexican side order with a crispy outside and Spicy Veg/ minced chicken stuffing over a cheesy layer inside.



### Launch of Spicy Twistyz

Pizza breadsticks filled with a cheese blend and exotic Mexican seasoning



### Launch of Potato Smackers

Hot potato wedges seasoned with red paprika and parsley offered in combination with Cheesy Jalapeno dip



# Riding the technology wave with Online Ordering (OLO)

## Online Ordering (OLO)

- With tremendous rise in use of tablets/smartphone and mobile internet devices, e-commerce is an expanding trend present across consumer good categories
- JFL has been at the forefront to tap the opportunities being presented as a result, with a thriving e-commerce engine and recently launched Mobile ordering apps
- At present, Domino's has over 6 lacs downloads of mobile ordering apps across various smartphone platforms.
- OLO contribution to delivery sale was at 17% during the quarter.
- Mobile Ordering sales' contribution to overall OLO is at 10% during the quarter.

Domino's has a new address. It's the new mobile ordering app on your mobile phone.



Download Now & Order anywhere, anytime.



Click to enter your mobile number

We will send you the link to download the application along with your login password.



Scan the QR code

Download the application and click on 'Signup' to receive the login password for the first time.



first time order?	ordered before?
<p>I would like to order for</p> <p><input type="radio"/> Pick Up <input checked="" type="radio"/> Home Delivery</p> <p>Type or Select City <input type="text"/></p>	<p>Enter Your Mobile Number <input type="text"/></p> <p>Forgot password?</p> <p><input type="button" value="ENTER"/></p>



# Highlights FY13- Dunkin' Donuts

- As targeted, JFL has launched 10 Dunkin' Donuts restaurants in India
  - First restaurant outside Delhi /NCR opened at Chandigarh to a very positive response
- Increasing presence of stores along with positive feedback for the “all the day part” menu, which offers a broad assortment
- Dunkin' Donuts forays into Home delivery to make the experience for Dunkin' Donuts available at just a phone call



- Valentines Day Celebrations with Dunkin' Donuts



- Festive gift pack launched during the Diwali period: unique combination of flavors amalgamating donuts and Indian sweets to capture the festive mood of Diwali

- Unique customer engagement with the Winter Blast which not only received positive appreciation from customers but also enhanced awareness and footfalls





## Management Views

***Commenting on the performance for Q4 & FY13, Mr. Shyam S. Bhartia, Chairman and Mr. Hari S. Bhartia, Co-Chairman, Jubilant FoodWorks Limited said,***

*“We are pleased to share with you JFL’s FY13 annual results. Our business strategy, which is designed to drive JFL’s competitive advantage, profitability and returns on invested capital through a unique combination of operational efficiency and expansion, bodes well for us as we grow our business base. We ended the fiscal on a positive note, in a scenario which was impacted by contracting economic activity at a macro level and restrained consumer spending. We witnessed a healthy increase in our topline and overall profitability led by benefits of our targeted growth initiatives and product innovation. Network expansion continued on a sustained basis for Domino’s Pizza as well as Dunkin’ Donuts.*

*We continued to invest in our business to support the future growth with infrastructure like our 5th commissary (in Mohali-Chandigarh). We believe in our future and think this is the most opportune time to drive investment. We are assured of the long term prospects and hence kept our focus on delivering for customers.*

*The strength of our results in this past year gives us added confidence that we will continue to execute our business plan well going forward. Thus, as far as we have come, we believe there is so much more that we will do to make a difference for our shareholders, customers, and business associates. In FY2014, we will continue to pursue targeted growth strategies and support our brands with increased strategic marketing and distribution platforms.”*



## Management Views

**Commenting on the performance for Q4 & FY13, Mr. Ajay Kaul, CEO, Jubilant FoodWorks Limited said,** *FY13, we continued to execute the strategies and sound business philosophies that form the cornerstone of JFL's success and have enabled us drive growth and maintain financial and operational strength in an environment weighed down by dipping consumer discretionary spend. Nonetheless, our business objectives are clear and amongst the many plans, we have made significant progress in improving our capabilities in key areas: driving innovation, expanding our brands and strengthening our relationship with customers.*

*We opened 24 new stores in Q4FY13, taking our total store count to 576 as on 31st March, 2013. As a result Domino's Pizza which spreads across 123 cities remains the company's primary growth engine. The brand is gaining traction as we increase its presence not only in existing cities but also in new regions. This fiscal saw new innovations such as the Stuffed Garlic Bread, Taco Indiana, Cheesy Boloroni Pizza along with new exciting tastes for Pizza Mania, all of which are highly popular amongst the customers. We have successfully launched 10 Dunkin' Donuts restaurants and we believe that we now have some important learnings to build on this initial success and plan to scale the brand in a steady manner.*

*We are working across our various levels of our business and markets in general to leverage JFL's scale and advantages. We continue to strengthen our efforts, investing in people, technology, innovation and infrastructure. It is rooted in our culture to lead the change in our category and we wish to capture all opportunities to take our brands forward. On the whole we are gaining share and are well-positioned to serve the expanding needs of the business to cater to a wide audience and also deliver sustainable growth today and for many years to come."*



# Result Highlights

Particulars (Rs. mn)	Q4 FY13	Q4 FY12	Growth %	FY13	FY12	Growth %
Income from Sales	3,657.5	2,829.6	29.3	14,073.2	10,171.2	38.4
Other Operating Income	0.7	0.7	0.2	2.5	2.4	4.6
Total Income	3,658.2	2,830.2	29.3	14,075.7	10,173.6	38.4

- Steady increase in revenue attributable to concerted efforts to increase Domino's Pizza's store networks and drive higher penetration in existing and new territories in combination with new menu attractions.
- While overall revenues witnessed healthy growth, sales during the quarter reflect the impact of economic factors, constraining consumer spend and lower than anticipated rate of customer additions, which in turn impacts SSS growth
- Overall income growth is also reflective of increasing contribution from Dunkin' Donuts

Particulars (Rs. mn)	Q4 FY13	Q4 FY12	Growth %	FY13	FY12	Growth %
Raw Material and Provisions Consumed	955.0	719.5	32.8	3,670.4	2,611.2	40.6
Personnel Expenses	708.0	548.2	29.1	2,691.6	1,962.2	37.2
Manufacturing and Other Expenses	1,382.8	1,039.3	33.1	5,269.8	3,696.5	42.6
Total Expenditure	3,045.8	2,306.9	32.0	11,631.8	8,269.9	40.7

- Rise in raw material and total expenditure reflects the increased operations in both Domino's Pizza and Dunkin' Donuts
- Total number of employees as on 31 March 2013 stood at 19,734 from 14,626 on 31 March 2012.



# Result Highlights

Particulars (Rs. mn)	Q4 FY13	Q4 FY12	Growth %	FY13	FY12	Growth %
EBITDA	612.4	523.3	17.0	2,443.9	1,903.7	28.4
<i>Margins %</i>	<i>16.7</i>	<i>18.5</i>	<i>(180) bps</i>	<i>17.4</i>	<i>18.7</i>	<i>(130) bps</i>

- Strong underlying cost discipline, operational efficiency and overall increase in revenues contribute towards the reported EBITDA growth
- Increase in operations of Dunkin's and associated development expenses continue to influence overall EBITDA

Particulars (Rs. mn)	Q4 FY13	Q4 FY12	Growth %	FY13	FY12	Growth %
PBT	480.2	425.5	12.9	1,974.3	1,546.6	27.7
<i>Margins %</i>	<i>13.1</i>	<i>15.0</i>	<i>(190) Bps</i>	<i>14.0</i>	<i>15.2</i>	<i>(120) bps</i>
PAT	327.1	293.3	11.5	1,351.1	1,056.4	27.9
<i>Margins %</i>	<i>8.9</i>	<i>10.4</i>	<i>(150) bps</i>	<i>9.6</i>	<i>10.4</i>	<i>(80) bps</i>

- Profitability improved during the quarter and fiscal , aligned to the topline performance coupled with focus on leveraging scale and efficiencies.



# Outlook

## ❑ Further improvements targeted in FY 14

### ❖ Grow the business

- Expansion of stores and geographic presence to remain prime focus for JFL
- Efforts to fortify foothold in existing markets and tapping new geographies remain strong
- For FY14, the company plans to expand its Domino's Pizza network by launching 125 new stores
- After successfully opening 10 Dunkin' Donuts restaurants, JFL remains committed to systematically take Dunkin' across the country and plans to open 18 new restaurants

### ❖ Enhance strength of operations

- Investment in business infrastructure to remain another key focus area. JFL plans to establish additional commissaries in FY14 to support and drive growth.
- Leverage existing assets for scale

### ❖ Widen menu with consistent introduction of new offerings

- A key objective for the Company is to deepen customer connect with new tastes and offerings for both the brands



# Key achievements and awards

- ❑ JFL has been recognized at the Indian E Retail Congress Awards 2013 with the following accolades
  - Quick Service food delivery e-retailer of the year
  - Best use of Social Media
  - Best Site Optimisation and Design
  - Marketing/Advertising campaign of the year
  
- ❑ JFL has been awarded the winner in the category of Retail Online Platform of the Year at the Retailer Technology Awards 2013
  
- ❑ JFL awarded 2 Awards by Domino's International
  - Rookie Manager of Year (Asia Pacific) and Supervisor of Year (both International and Asia Pacific)



## About Jubilant FoodWorks Ltd

Jubilant FoodWorks Limited (JFL/Company) is part of Jubilant Bhartia group and India's largest food service company, with a network of 576 Domino's Pizza stores (as of 31 March, 2013) across 123 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 10 Dunkin' Donuts restaurants in India (as of 31 March, 2013).

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

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