



Q1 FY22 Earnings Presentation

21st July, 2021



HIGHLIGHTS Q1 FY22*

- Revenue from Operations at **Rs. 8,790 mn**, higher by **131.1%**
- Domino's delivered a sales growth of **131.4%**:
 - Delivery channel grew by **123.7%**



- EBITDA came in at **Rs. 2,115 mn**; EBITDA Margin was **24.1%**
- PAT came in at **Rs. 626 mn**; PAT Margin was **7.1%**

- Opened 29 new stores:
 - 20 new stores of Domino's Pizza
 - 9 new stores - 3 each for Hong's Kitchen, Ekdum! and Dunkin' Donuts

- Stepped up Company support under "Covid Care" by offering requisite healthcare, financial and operational assistance to all our employees and their families
- Launched nationwide campaign, #HaathBadhaoIndia #VaccineLagaaoIndia, which urges everyone to come together and get vaccinated for a better, brighter tomorrow

- Average OLO contribution to delivery sales at 98.9%
- App downloads continue to be high at 6.8 mn

Note: *vs. prior year

Expansive Covid Care initiatives for our Employees and Their Dependents

<p>Company sponsored vaccination camps</p> 	<p>Hospital beds availability</p> 	<p>Covid relief team/volunteers</p> 	<p>Salary advances</p> 
<p>24 x 7 Tele-consultation with doctors</p> 	<p>Medicines availability</p> 	<p>One-on-one counselling</p> 	<p>Revised leave policy</p> 
<p>Isolation centres for employees</p> 	<p>Revised Mediclaim policy</p> 	<p>Employee wellness programs</p> 	<p>Immediate Financial Assistance for medical expenses</p> 
<p>Oxygen concentrator banks</p> 		<p>Benevolence benefits</p> 	

Towards a Safer, Vaccinated Ecosystem to India – Haath Badao India, Vaccine Lagao India



Haath Badhao India. Vaccine Lagao India.

Come on India!

Let us extend a hand and get vaccinated.

Because vaccination is the only way we can look forward to a new tomorrow.

A tomorrow that is joyful, full of hope, happiness and friendship.

And for extending your hand towards this future, here is our small token of thanks.

Only on the Domino's App.

GET VACCINATED & GET
₹400 OFF*



#HaathBadhaoIndia
#VaccineLagaoIndia

*Get ₹100 off on 4 orders. This offer cannot be clubbed with any other offer/coupon. Taxes extra. T&C apply as mentioned on <https://pizzaonline.dominos.co.in/tnc>



To get **vaccinated..** isn't just to keep you safe



WE ARE 100% VACCINATED
#VacciNation

#HaathBadhaoIndia #VaccineLagaoIndia [Commercial Link](#)

Added New Excitement to our Sides Menu



Domino's

INTRODUCING *Lavaliicious*
Red Velvet
Sweet. Molten. Bliss.

UNTOUCHED BY HAND
Domino's
SAFEST EVER
ZERO CONTACT ORDERING



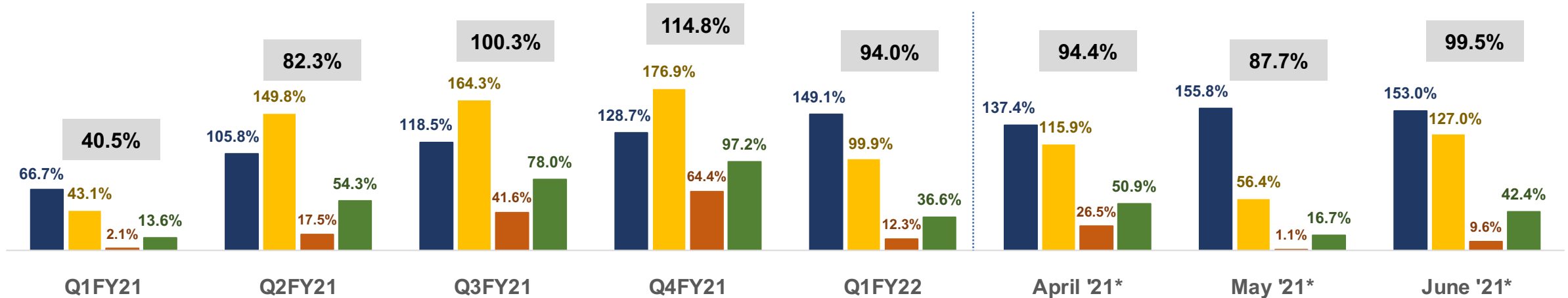
Domino's

THE ALL-NEW RANGE OF
STUFFED GARLIC BREAD

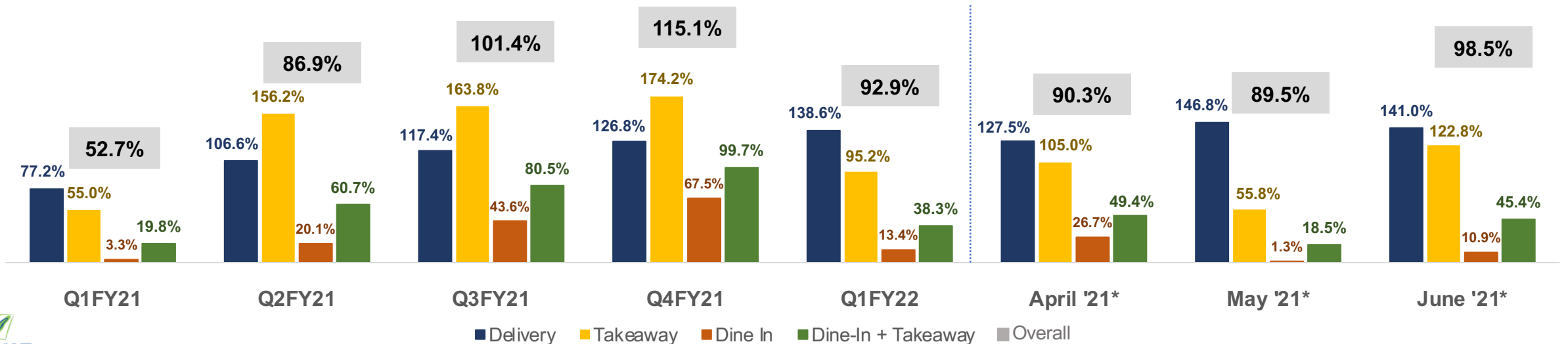
- Classic Stuffed Garlic Bread
- NEW** Paneer Tikka Stuffed Garlic Bread
- NEW** Chicken Pepperoni Stuffed Garlic Bread

Domino's Sales Recovery Trends

System Sales Recovery vs. FY 2019-20



Like-for-like(LFL) Sales Recovery vs. FY 2019-20 (Restaurants temporarily closed due to Covid-19 removed from respective months in last year)



■ Delivery ■ Takeaway ■ Dine In ■ Dine-In + Takeaway ■ Overall

Note: *The comparison is with the respective period of FY 2019-20 (being a normalized year)

Result Trends

	Q1 FY21	Q2 FY21	Q3 FY21	Q4 FY21	Q1 FY22
JFL System Revenue Growth	(59.5)%	(18.5)%	(0.2)%	14.3%	131.1%
Domino's LFL Gr (%)*	(61.5)%	(18.8)%	(0.2)%	13.7%	120.4%
Domino's SSG (%)**	(61.4)%	(20.0)%	(1.7)%	11.8%	114.2%
EBITDA Margin (%)	6.3%	26.7%	26.4%	24.3%	24.1%
PAT Margin (%)	(19.1)%	9.5%	11.8%	10.2%	7.1%

* "Like-for-like" (LFL) Sales Growth refers to the year-over-year growth in sales for non-split restaurants opened before previous financial year

** "Same store" sales growth (SSG) refers to the year-over-year growth in sales for restaurants opened before previous financial year



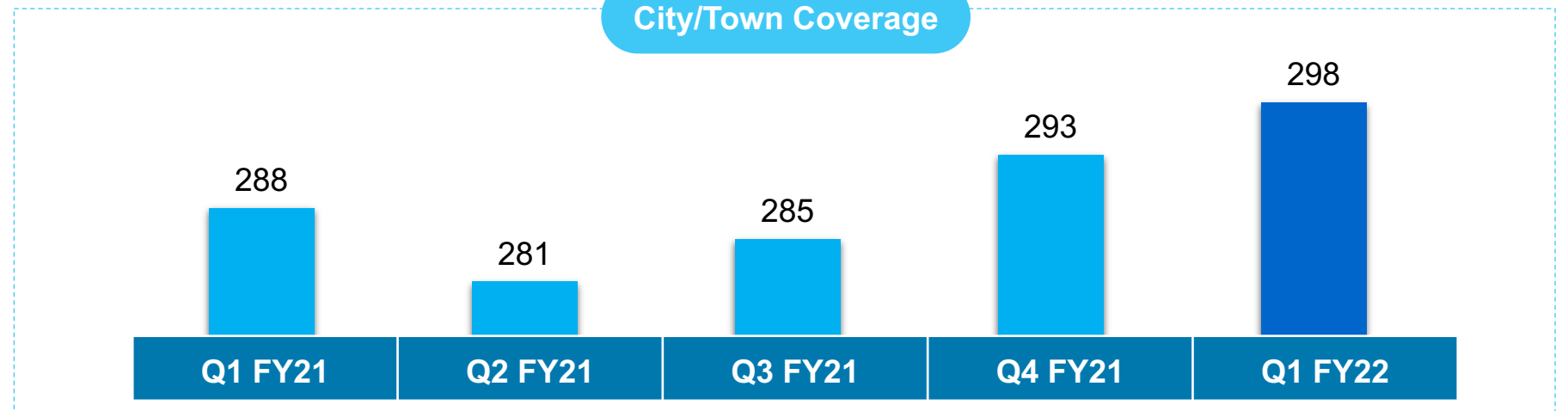
**RESULTS
TREND
STANDALONE**



Domino's Pizza Network

	Q1 FY21	Q2 FY21	Q3 FY21	Q4 FY21	Q1 FY22
Restaurant at the beginning of the period	1,335	1,354	1,264	1,314	1,360
New Restaurants	24	10	50	50	20
Closed restaurants	5	100	0	4	0
Restaurants at the end of the period	1,354	1,264	1,314	1,360	1,380

City/Town Coverage



HIGHLIGHTS

DOMINO'S PIZZA

RESTAURANT NETWORK

Online Ordering (OLO)

	Q1 FY21	Q2 FY21	Q3 FY21	Q4 FY21	Q1 FY22
Average OLO contribution to delivery sales	99.1%	98.5%	98.2%	98.2%	98.9%
Mobile Ordering sales contribution to overall OLO	97.9%	97.6%	97.5%	97.4%	97.7%
Downloads of mobile ordering App (cum.)	37.5 mn	43.8 mn	51.2 mn	57.3 mn	64.1 mn

International Highlights

Domino's Sri Lanka (28 stores)



- Opened 2 new stores
- Overall system sales growth in Q1: 55.4%
 - Delivery sales growth: 45.6%
 - Takeaway sales growth: 86.8%
 - Dine-in sales growth: 124.2%
- Average OLO contribution to delivery sales(%):

Q1 FY21	Q1 FY22
28.0%	50.6%



INTERNATIONAL OPERATIONS Q1FY22*

Domino's Bangladesh (7 stores)



- Opened 2 new stores
- Overall system sales growth in Q1: 111.2%
 - Delivery sales growth: 79.5%
 - Takeaway sales growth: 74.6%
- Average OLO contribution to delivery sales(%):

Q1 FY21	Q1 FY22
69.5%	67.9%

Dunkin' Donuts Network

	Q1 FY21	Q2 FY21	Q3 FY21	Q4 FY21	Q1 FY22
Restaurant at the beginning of the period	34	30	26	27	24
New Restaurants	0	1	2	1	3
Closed restaurants	4	5	1	4	0
Restaurants at the end of the period	30	26	27	24	27

New Brands – Hong's Kitchen and Ekdum! Network

	Q1 FY21	Q2 FY21	Q3 FY21	Q4 FY21	Q1 FY22
Restaurant at the beginning of the period	4	4	5	10	12
New Restaurants	0	1	5	2	6
Closed restaurants	0	0	0	0	0
Restaurants at the end of the period	4	5	10	12	18



HIGHLIGHTS

DUNKIN' DONUTS,
HONG'S KITCHEN
AND EKDUM!

RESTAURANT
NETWORK



MANAGEMENT VIEWS



Commenting on the performance for Q1 FY22, **Mr. Shyam S. Bhartia, Chairman and Mr. Hari S. Bhartia, Co-Chairman, Jubilant Foodworks Limited said,**

“Q1 FY22 was one of the most challenging quarters with the sudden onslaught of the second wave of the pandemic. Given the severity of the situation, our most important priority during the quarter was to support our employees and their families. We are extremely proud of the manner in which the team came together to deliver a strong and resilient performance. With vaccinations well under way, we believe that the worst is behind us and we are confident of delivering strong, sustained growth in the periods ahead.”



Commenting on the performance for Q1 FY22, **Mr. Pratik Pota, CEO and Wholetime Director, Jubilant Foodworks Limited said,**

“Q1 FY22 was a true test of character and I am pleased with our gritty performance. Led by growth in our own digital assets and the Delivery channel, our overall revenues grew by a strong 131.1%. A disciplined control on costs led to healthy EBITDA margins. Our business model has emerged stronger from the pandemic and we are looking ahead with optimism, confident of delivering hyper growth and transforming into a food-tech powerhouse.”



Quarterly Standalone Financials

Particulars (Rs. mn)	Q1 FY22	Q1 FY21	Growth%
Revenue from operations	8,790	3,803	131.1%
Other Income	80	127	-36.7%
Total Income	8,870	3,930	125.7%
Raw Material and Beverage Cost	2,002	836	139.5%
Gross Profit	6,788	2,967	128.8%
<i>Margins¹</i>	<i>77.2%</i>	<i>78.0%</i>	
Personnel Expenses	1,650	1,499	10.1%
Manufacturing and Other Expenses	3,023	1,228	146.2%
Total Expenditure	6,675	3,562	87.4%
EBITDA	2,115	241	778.7%
<i>Margins¹</i>	<i>24.1%</i>	<i>6.3%</i>	
Interest Cost	418	419	-0.2%
Depreciation	890	908	-2.0%
Exceptional Items ²	56	0	n.a
PBT	831	-959	n.a
<i>Margins¹</i>	<i>9.5%</i>	<i>-25.2%</i>	
Tax	206	-233	n.a
PAT	626	-726	n.a
<i>Margins¹</i>	<i>7.1%</i>	<i>-19.1%</i>	

Note:

- Margins are computed using revenue from operations
- Exceptional items during the quarter includes costs of Rs. 55.8 million incurred by the Company to support its employees and their dependents during Covid 19 pandemic. These includes assistance to families of deceased employees, vaccination of employees and their dependents, quarantine facilities for Covid impacted employees, etc.



RESULTS HIGHLIGHTS



Quarterly Consolidated Financials

Particulars (Rs. mn)	Q1 FY22	Q1 FY21	Growth%
Revenue from operations	8,932	3,884	130.0%
Other Income	82	129	-36.8%
Total Income	9,014	4,013	124.6%
Raw Material and Beverage Cost	2,043	855	138.8%
Gross Profit	6,889	3,029	127.5%
<i>Margins¹</i>	<i>77.1%</i>	<i>78.0%</i>	
Personnel Expenses	1,688	1,526	10.6%
Manufacturing and Other Expenses	3,079	1,257	144.8%
Total Expenditure	6,809	3,638	87.1%
EBITDA	2,123	246	764.2%
<i>Margins¹</i>	<i>23.8%</i>	<i>6.3%</i>	
Interest Cost	424	424	-0.1%
Depreciation	913	928	-1.6%
Share of Profit in Associate	86	0	n.a
Exceptional Items ²	56	0	n.a
PBT	898	-977	n.a
<i>Margins¹</i>	<i>10.1%</i>	<i>-25.2%</i>	
Tax	208	-232	n.a
PAT	691	-745	n.a
<i>Margins¹</i>	<i>7.7%</i>	<i>-19.2%</i>	

Note:

- Margins are computed using revenue from operations
- Exceptional items during the quarter includes costs of Rs. 55.8 million incurred by the Group to support its employees and their dependents during Covid 19 pandemic. These includes assistance to families of deceased employees, vaccination of employees and their dependents, quarantine facilities for Covid impacted employees, etc.



RESULTS HIGHLIGHTS





KEY FOCUS AREAS

Journey To A Food Tech Powerhouse

From Recovery To Hyper-Growth



Dominant Domino's

Process



Innovation and Value Focus



Grow International

Productivity



Digital and Data Strengths

Partnerships



Build New Brand Portfolio

Capability and Culture





ABOUT JUBILANT FOODWORKS LIMITED*

Jubilant Foodworks Limited (JFL/Company) is part of Jubilant Bhartia group and is India's largest foodservice Company. Its Domino's Pizza franchise extends across a network of 1,380 restaurants in 298 cities. The Company has the exclusive rights to develop and operate Domino's Pizza brand in India, Sri Lanka, Bangladesh and Nepal. At present, it operates in India, and through its subsidiary companies in Sri Lanka and Bangladesh. The Company also enjoys exclusive rights to develop and operate Dunkin' Donuts restaurants in India, has in operation 27 restaurants across 8 cities in India. JFL has ventured into Chinese cuisine segment with its first owned restaurant brand, 'Hong's Kitchen', which now has 11 restaurants across 3 cities. Recently, the Company has added Indian cuisine of biryani, kebabs, breads and more to the portfolio by launching Ek dum! which now has 7 restaurants across 3 cities. The Company has exclusive rights to develop and operate Popeyes® restaurants in India, Bangladesh, Nepal and Bhutan. In accordance with shifting consumption habits, the Company has forayed into the ready-to-cook segment with 'ChefBoss'.

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Note: 1. All financial data in this presentation is derived from reviewed standalone IND-AS financial statements

2. Due to rounding-off, the financial figures may not recalculate exactly

Disclaimer

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