

JFL/NSE-BSE/2017-18/22

May 29, 2017

The Manager  
Listing Department  
BSE Limited  
25<sup>th</sup> Floor, P.J Towers,  
Dalal Street, Mumbai-400001

The Manager  
Listing Department  
National Stock Exchange of India Limited  
Exchange Plaza, Bandra Kurla Complex,  
Bandra (E), Mumbai- 400051

Scrip code: 533155

Symbol: JUBLFOOD

Sub: Press Release alongwith Earnings Presentation for Q4 & FY 2017

Dear Sir/Madam,

Please find enclosed herewith the copy of the Press Release dated May 29, 2017 alongwith Earnings Presentation to be issued by the Company.

The Press Release and Earnings Presentation are also being disseminated on Company's website at [www.jubilantfoodworks.com](http://www.jubilantfoodworks.com).

This is for your information and records.

Thanking you,

For Jubilant FoodWorks Limited

  
Mona Aggarwal  
Company Secretary cum Compliance Officer

Investor E-mail id: [investor@jublfood.com](mailto:investor@jublfood.com)

Encl: A/a

**A Jubilant Bhartia Company**

**Jubilant FoodWorks Limited**

Corporate Office:  
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CIN No.: L74899UP1995PLC043677  
Email: [contact@jublfood.com](mailto:contact@jublfood.com)



Noida, May 29, 2017

Immediate release

## **Financial Highlights**

### **Q4 FY17**

Operating Revenue at Rs. 6,128 million

EBITDA at Rs. 605 million

Profit after tax at Rs. 67 million

### **FY17**

Operating Revenue at Rs. 25,461 million

EBITDA at Rs. 2,466 million

Profit after tax at Rs. 673 million

The Board of Directors considered and recommended dividend of 25% for the year ended March 31, 2017 (Rs 2.50 per equity share of Rs 10 face value). This would be subject to approval by the shareholders at the forthcoming annual general meeting

- 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 Limited (JFL)**, India's largest Food Service Company, reported its financial results for the fourth quarter and year ended 31st March, 2017.

**Commenting on the performance for Q4 & FY17, Mr. Shyam S. Bhartia, Chairman and Mr. Hari S. Bhartia, Co-Chairman, Jubilant FoodWorks Limited said,**

*"FY17 was a year which tested our mettle and posed unprecedented challenges. As a result, our topline growth was adversely impacted in the quarter and the year. However, the Company took immediate steps to cut costs and improve efficiencies which enabled us to minimize the adverse impact of slowing sales on the bottom line. We believe that the short-term headwinds are now behind us and firmly believe in the long-term growth potential of our business."*

**Commenting on the performance for Q4 & FY17, Mr. Pratik Pota, CEO and Whole time Director, Jubilant FoodWorks Limited said,** *"In the backdrop of a challenging environment, we took concerted action to orient the business on a path of profitable growth. We intensified our cost optimization drive across all functions in the organization. In addition, we also sharpened our strategy to get growth back in the business. The key pillars of our strategy – which in many ways is about getting back to basics – will be delivering improved product quality, introducing powerful consumer-relevant innovations, improving our value for money offering, and upgrading our digital and technology interface. These together will lead to a significantly enhanced customer experience that will drive profitable growth for the business. As we enter the new fiscal, we believe that JFL has the right strategy and the execution capability to drive long term growth and increase shareholder value."*



## Corporate Announcements:

- **Appointment of Additional Directors:** In order to strengthen the Board, Mr. Berjis Minoo Desai, Mr. Shamit Bhartia and Ms. Aashti Bhartia have been appointed as Additional Directors to the Board
- **Dividend:** Dividend recommended to shareholders of Rs 2.5 per Equity share of Rs 10 FV

## Highlights

Domino’s Pizza				
Particulars	Q4 FY17	Q4 FY16	FY17	FY16
SSG	(7.5)%	2.9%	(2.4)%	3.2%
Network data				
	Q4 FY17	Q4 FY16	FY17	FY16
Restaurant at the beginning of the period	1,107	990	1,026	876
New Restaurants	18	36	105	150
Closed restaurants	8	-	14	-
Restaurants at the end of the period	1,117	1026	1,117	1026
Number of New Cities added	5	10	29	39
1,127 restaurants as of 29 May, 2017 across 265 cities				
New cities with 1st restaurant in Q4 FY17				
<ul style="list-style-type: none"><li>• Madikeri (Karnataka)</li><li>• Dimapur (Nagaland)</li><li>• Tinsukia (Assam)</li></ul>	<ul style="list-style-type: none"><li>• Jodhpur (Rajasthan)</li><li>• Palanpur (Gujarat)</li></ul>			
Online data				
Particulars	Q4 FY17		Q4 FY16	
OLO to Delivery Sales %	51%		41%	
Mobile Ordering sales to OLO %	68%		38%	
App Download Count (in mn)	6.4		3.9	
New Product launches during the year				
<ul style="list-style-type: none"><li>• <b>Quattro Formaggi Burst Crust</b> - Crust with four cheese flavours of Gouda, Creamy Ricotta, Mozzarella and Cheddar as liquid cheese</li><li>• <b>Choco Pizza</b> - is the first Dessert Pizza, with combination of Choco Brownie, Choco Cookie, Cheesecake &amp; Coconut Nougatine topped with Choco Fudge sauce over a crispy baked wheat thin crust pizza base.</li><li>• <b>Navratra Pizza</b> - Crust made with water Chestnut (Singhara) &amp; White Millet (Samak) flour, fresh paneer &amp; mozzarella cheese with rock salt.</li><li>• <b>Burger Pizza</b>- is a result of the Company’s focus on innovation and growth and is an attempt to create a new category and bring Pizza-ness in a consumption segment that is addressed by Burgers and Sandwiches</li><li>• <b>Pizza Mania Extremes</b> - offering is an extension of the brands’ much loved Pizza Mania range that became a runaway success. Pizza Mania Extremes aims to give value conscious pizza lovers – especially the Pizza Mania loyalists – a culinary experience by providing them a new menu packed with rich tastes, at an economical price point</li></ul>				

\* "Same store growth" (SSG) refers to the year-over-year growth in sales for restaurants in operation for 2 whole years (i.e. current & previous year)



Dunkin' Donuts				
Particulars	Q4 FY17	Q4 FY16	FY17	FY16
<b>Network data</b>				
Restaurants at beginning of period	73	70	71	54
New restaurants	3	4	12	20
Closed restaurants	13	3	20	3
<b>Restaurants at end of period</b>	<b>63</b>	<b>71</b>	<b>63</b>	<b>71</b>
City Count	16	23	16	23
<b>60</b> restaurants as of 29 May 2017 across 16 cities				
<b>New Product launches during the year</b>				
<ul style="list-style-type: none"> <li>• <b>Holi range of Donuts</b> - A special range of 5 new colourful donuts. 100 % eggless</li> <li>• <b>Valentine's Day range</b> – A special range of donuts for the Valentine's Day week. Range of 3 donuts @ 199 plus applicable taxes.</li> <li>• <b>Chef's Favourite Paneer</b> – Rich flavoured marinated thick paneer slice crumb fried and served with chipotle sauce in sourdough bun topped with wheat Bran</li> <li>• <b>Munchkins</b> – Glazed Munchkin coated with Oreo cookie crumbs. And, custard filled munchkin coated with White compound and drizzled with dark choc lining. Range of 6 munchkins @ Rs.99 plus applicable taxes</li> <li>• <b>Donut Cakes</b> – New era Dunkin' Donut cakes revel in the indulgence of chocolate in three glorious variants. Choco Strawberry for a playfully sweet strawberry twist. Choco Rum &amp; Raisins for a heady mix of flavourful fun. And Double Choco Chips for that extra, extra choco kick. Part donut, part cake, wholly sweet. 100% eggless</li> <li>• <b>DunkyDoos</b>- is the newest range of donuts that embodies fun and exuberance for the younger audience. Range of 6 donuts priced at Rs.199 plus applicable taxes</li> <li>• <b>Big Joy Burger</b> - is an outcome of delivering the differentiated and delightful Dunkin' burger experience for the value conscious customers at an economical price point.</li> </ul>				

#### **Result Analysis for Q4FY17** (All figures as per Ind-AS)

Operating revenues for Q4 FY17 was Rs. 6,128 million, a decline of 0.9% over Q4FY16. Domino's Pizza India SSG was negative 7.5%. While Q4 Revenues were impacted by demonetization during Jan-Feb, its impact was partly offset by the increase in online ordering sales and incremental revenue due to addition of new restaurants.

Total Expenditure in Q4 FY17 stood at Rs. 5,523 million, up 1% over Q4 FY16. This was primarily on account of expansion in operations due to addition of new restaurants.

The total number of employees as on 31st March 2017 stood at 26,604 as against 27,719 as on 31st March 2016.

The EBITDA for Q4 FY17 was at Rs. 605 million. Negative SSG and increase in cost primarily on account of expansion resulted in reduction in EBITDA. The Profit after Tax in Q4 FY17 stood at Rs 67 million. Higher depreciation related to network expansion also impacted PAT. Earnings reflect the impact of exceptional items of Rs 121.7 million related to one time separation cost incurred as part of manpower rationalization exercise carried out by the company during the quarter.



## **JFL's Outlook**

### **Network Expansion**

- Increased reach of restaurant network to provide better accessibility to the customers. For FY18, the target would be to open around 40-50 new Domino's Pizza restaurants and 4 - 5 new Dunkin' Donuts restaurants.
- Plan to reimage around 100 restaurants for a better customer experience

### **Leverage technology to fuel growth**

- Invest and grow OLO channel to create a seamless customer experience and derive efficiencies

### **Strategic infrastructure investment**

- Necessary investments that will fortify business capabilities and help tap market opportunities
- Greater Noida Supply Chain Center shaping up as per Company's plans and is targeted to be operational soon

### **Innovation initiatives**

- Energize existing loyal customer base and attract new audiences through innovative and evolving menu items and marketing strategies

### **Key achievements and awards received during the quarter**

- Jubilant FoodWorks Limited has won the 3<sup>rd</sup> Edition of "Indian Risk Management Award – Best Risk Management Practice (Retail)" by CNBC TV-18.
- Jubilant FoodWorks Limited has been certified as Great Place to Work by the Great Place to Work Institute for building a high trust & performance culture.



**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 1127 Domino's Pizza restaurants across 265 cities (as of May 29, 2017). The Company & its subsidiary have 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 Sri Lanka. The Company also has exclusive rights for developing and operating Dunkin' Donuts restaurants for India and has launched 60 Dunkin' Donuts restaurants across 16 cities in India (as of May 29, 2017).

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For further information please contact:

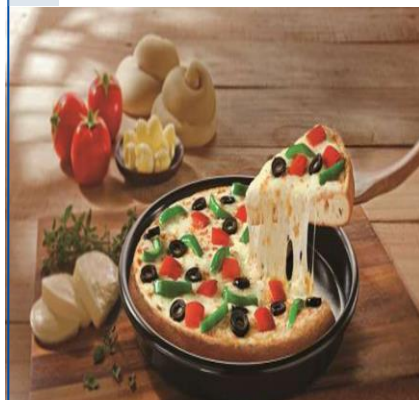
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**Disclaimer**

*Certain statements in this document may be forward-looking statements. Such forward-looking statements are subject to certain risks and uncertainties like government actions, local political or economic developments, technological risks, and many other factors that could cause our actual results to differ materially from those contemplated by the relevant forward-looking statements. JFL will not be in any way responsible for any action taken based on such statements and undertakes no obligation to publicly update these forward-looking statements to reflect subsequent events or circumstances.*





# Q4 & FY17 Earnings Presentation

29 May 2017



## **Financial Highlights**

### **Q4 FY17**

Operating Revenue at Rs. 6,128 million  
EBITDA at Rs. 605 million  
Profit after tax at Rs. 67 million

### **FY17**

Operating Revenue at Rs. 25,461 million  
EBITDA at Rs. 2,466 million  
Profit after tax at Rs. 673 million

## **Corporate Announcements:**

**Appointment of Additional Directors:** In order to strengthen the Board, Mr. Berjis Minoo Desai, Mr. Shamit Bhartia and Ms. Aashti Bhartia have been appointed as Additional Directors to the Board

**Dividend:** Dividend recommended to shareholders of Rs 2.5 per Equity share of Rs 10 FV



## Continued expansion

### Enhance customer reach

- Restaurant network expansion
- Technology-based accessibility

**Capitalise potential** - in the chained FSI which is poised to grow at a healthy rate



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

**Domino's Pizza- "Yeh Hai Rishton ka time"** - for focussed on relationships and bonding and aimed at strengthening the emotional connect with consumers

**Dunkin' Donuts & More- Get your Mojo back** -focused on the urban youth consumer

## New product development

- Keep developing & offering new/ wide range of products to build excitement and enrich culinary experience of customers



## Talented & motivated workforce



- Employee empowerment
- Training & development
- Reward and recognition
- Career progression

## Robust processes & infrastructure

- Hub-and-Spoke commissary arrangement
- Uninterrupted cold-chain
- Intensive site selection process for new restaurants
- Consistency of quality
- Joint utilisation of commissaries for both brands
- Deploying Six Sigma & SAP systems



## Sustained Profitability

- Vision to drive long term growth and profitability
- Leveraging and building infrastructure and brand equity to capitalise on future potential
- Corporate governance

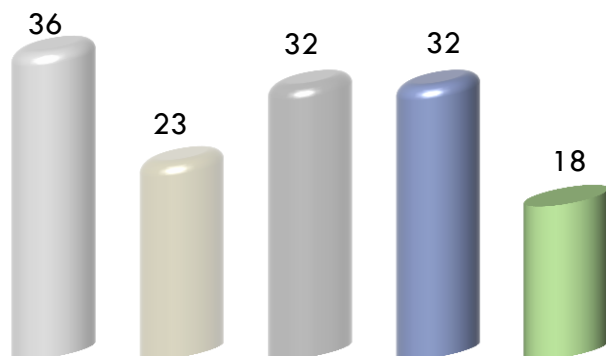




**Restaurants in 265  
cities as of May 29,  
2017**

**1,127**

## No. of restaurants opened



■ Q4 FY16 ■ Q1 FY17 ■ Q2 FY17 ■ Q3 FY17 ■ Q4 FY17

## Network data

	Q4 FY17	Q4 FY16	FY17	FY16
Restaurant at the beginning of the period	1,107	990	1,026	876
New Restaurants	18	36	105	150
Closed restaurants	8	-	14	-
Restaurants at the end of the period	1,117	1026	1,117	1026

## Same Store Growth (SSG) %

	Q4	FY
FY 17	(7.5)%	(2.4)%
FY 16	2.9%	3.2%

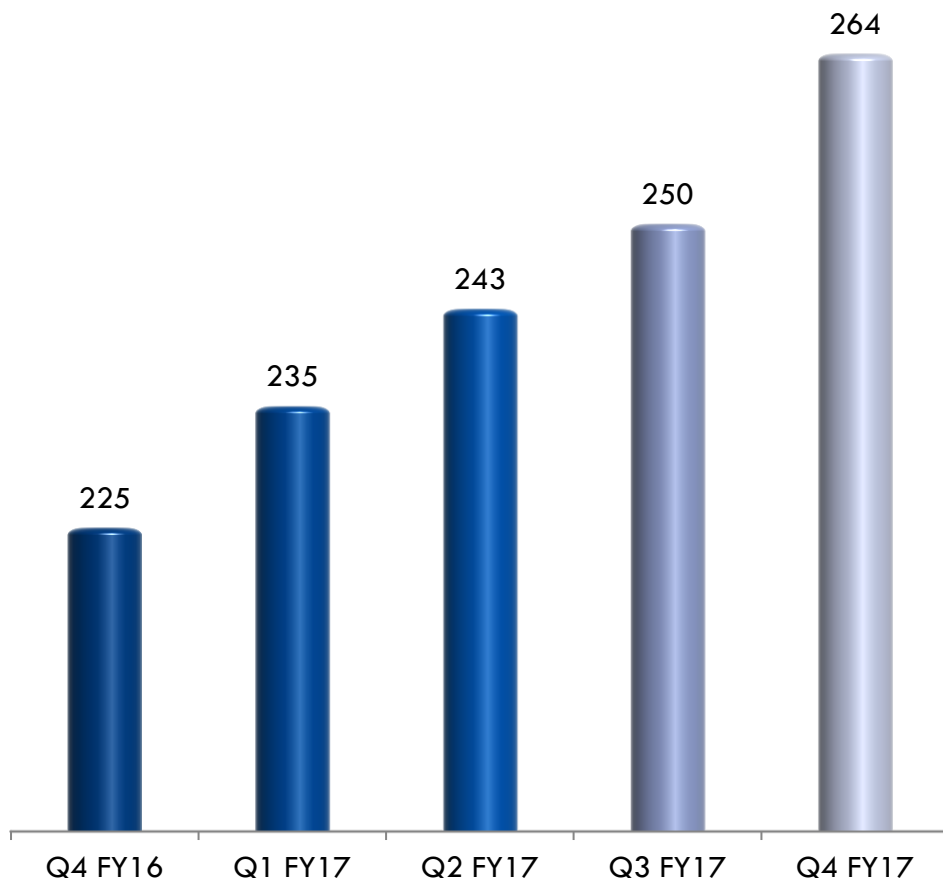
\* "Same store growth" (SSG) refers to the year-over-year growth for restaurants in operation for 2 whole years (i.e. current & previous year)

New Cities entered in Q4 FY17: Madikeri (Karnataka), Dimapur, (Nagaland), Tinsukia (Assam), Jodhpur (Rajasthan), Palanpur (Gujarat)



# Highlights - Domino's Pizza – Restaurant Network

## City/Town Coverage



States/Union Territory	Cities	Restaurants
Maharashtra	28	219
Uttar Pradesh	23	80
Gujarat	21	76
Haryana	20	53
Punjab	20	48
Karnataka	17	127
Madhya Pradesh	15	39
Rajasthan	12	25
Tamil Nadu	12	78
Bihar	10	19
Seemandhra	10	20
West Bengal	10	61
Himachal Pradesh	9	9
Uttanchal	9	14
Assam	7	16
Chhatisgarh	7	15
Kerala	7	19
Odisha	6	10
Jharkhand	5	10
Telangana	3	57
Jammu & Kashmir	2	4
Sikkim	2	2
Arunachal Pradesh	1	1
Chandigarh	1	7
Dadra And Nagar Haveli	1	1
Daman	1	1
Goa	1	12
Meghalaya	1	2
Nagaland	1	1
New Delhi	1	89
Puducherry	1	2
<b>Grand Total</b>	<b>264</b>	<b>1,117</b>



# New Launches - Domino's Pizza

Choco Pizza



Quattro Formaggi  
Burst Crust



Pizza Mania Extremes



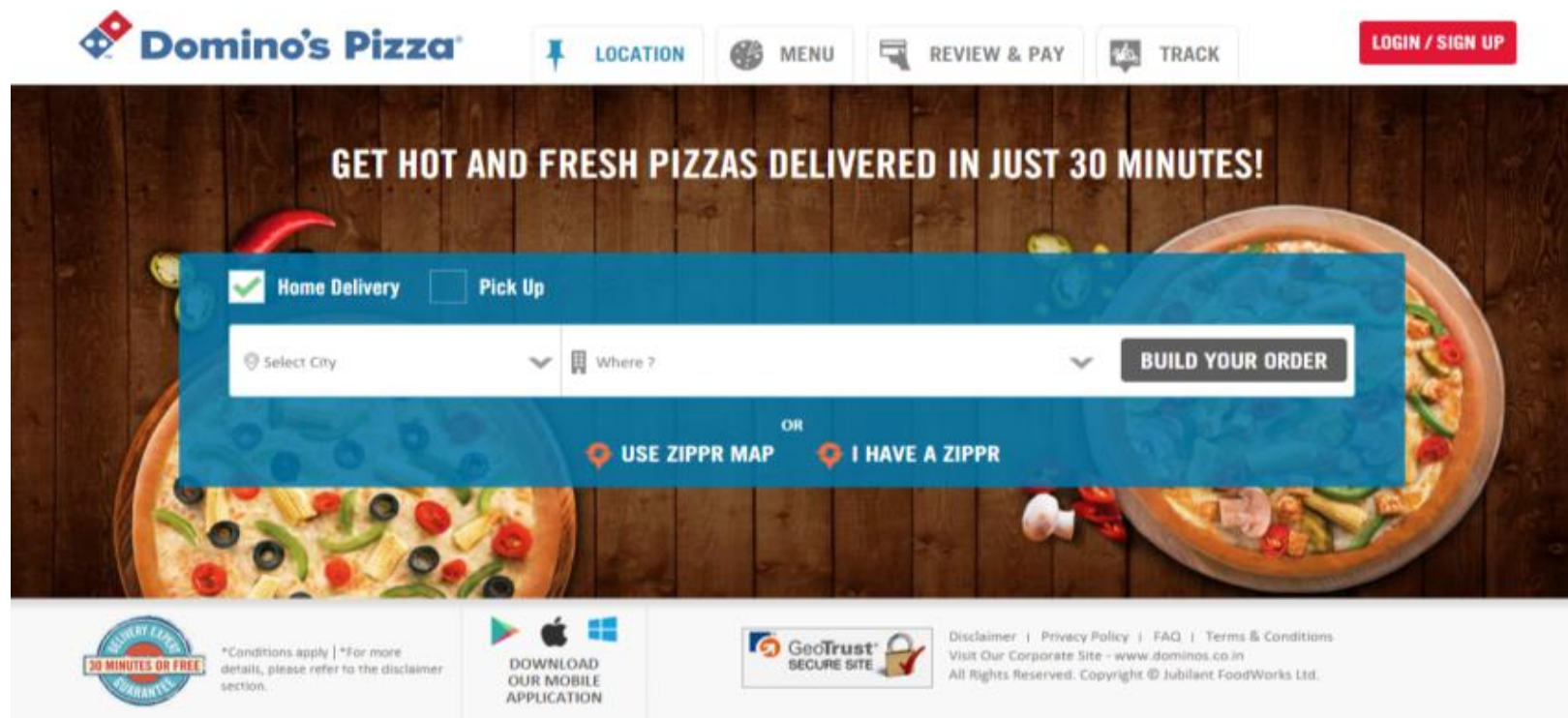
Burger Pizza



Navratra Menu



# The OLO Connect



**CLICK TO ORDER ONLINE**

	Q4 FY16	Q1 FY17	Q2 FY17	Q3 FY17	Q4 FY17
Average OLO contribution to delivery sales	41%	44%	47%	49%	51%
Mobile Ordering sales contribution to overall OLO	38%	41%	54%	56%	68%
Downloads of mobile ordering app	3.9 mn	4.4 mn	5.0 mn	5.3 mn	6.4 mn



# Dunkin' Donuts & more - All Day Part Menu





60

Restaurants as on 29 May 2017 across 16 cities

Network data				
Particulars	Q4 FY17	Q4 FY16	FY17	FY16
Restaurants at beginning of period	73	70	71	54
New restaurants	3	4	12	20
Closed restaurants	13	3	20	3
Restaurants at end of period	63	71	63	71
City Count	16	23	16	23



# New Launches— Dunkin' Donuts

## Valentine's Day Donuts



## Holi Range of Donuts



For the month of March, on the occasion of Holi, we introduced a range of 5 new colourful donuts

### Mango Craze



### Cutie Fruity



### Sweet Confusion



### Rainbow Pop



### No More Blues





# New Launches— Dunkin' Donuts

## Chef's Favourite Paneer



## DunkyDooos



## Donut Cakes



## Big Joy Burgers



## Munchkins





***Commenting on the performance for Q4 & FY17, Mr. Shyam S. Bhartia, Chairman and Mr. Hari S. Bhartia, Co-Chairman, Jubilant FoodWorks Limited said,***

*“FY17 was a year which tested our mettle and posed unprecedented challenges. As a result, our topline growth was adversely impacted in the quarter and the year. However, the Company took immediate steps to cut costs and improve efficiencies which enabled us to minimize the adverse impact of slowing sales on the bottom line.*

*We believe that the short-term headwinds are now behind us and firmly believe in the long-term growth potential of our business.”*

***Commenting on the performance for Q4 & FY17, Mr. Pratik Pota, CEO and Whole time Director, Jubilant FoodWorks Limited said,***

*“In the backdrop of a challenging environment, we took concerted action to orient the business on a path of profitable growth. We intensified our cost optimization drive across all functions in the organization. In addition, we also sharpened our strategy to get growth back in the business. The key pillars of our strategy – which in many ways is about getting back to basics – will be delivering improved product quality, introducing powerful consumer-relevant innovations, improving our value for money offering, and upgrading our digital and technology interface.*

*These together will lead to a significantly enhanced customer experience that will drive profitable growth for the business. As we enter the new fiscal, we believe that JFL has the right strategy and the execution capability to drive long term growth and increase shareholder value.”*



# Result Highlights

Particulars (Rs. mn)	Q4 FY17	Q4 FY16	Growth %	FY17	FY16	Growth %
Operating Revenue	6,127.7	6,180.5	(0.9)%	25,460.7	24,102.1	5.6%
Other Income	35.8	29.2	22.5%	144.8	113.3	27.9%
Total Income	6,163.5	6,209.7	(0.7)%	25,605.6	24,215.4	5.7%

- Operating Revenue for Q4 FY17 was Rs. 6,127.8 million, a decline of 0.9% over Q4FY16
- Domino's Pizza India SSG was negative 7.5%
- Q4 Revenues were impacted by demonetization during Jan-Feb, its impact was partly offset by;
  - Increase in online ordering sales
  - Incremental revenue due to addition of new restaurants



# Result Highlights

Particulars (Rs. mn)	Q4 FY17	Q4 FY16	Growth %	FY17	FY16	Growth %
Raw Material & Provisions Consumed	1,418.2	1,452.2	(2.3)%	6,159.8	5,700.5	8.1%
Personnel Expenses	1,423.2	1,459.9	(2.5)%	5,845.4	5,684.4	2.8%
Other Expenses	2,681.2	2,555.2	4.9%	10,989.7	9,999.5	9.9%
Total Expenditure	5,522.6	5,467.3	1.0%	22,994.8	21,384.4	7.5%

- Total Expenditure in Q4 FY17 stood at Rs. 5,523 million, up 1.0% over Q4 FY16
  - This was primarily on account of expansion in operations due to addition of new restaurants
- The total number of employees as on 31st March 2017 stood at 26,604 as against 27,719 as on 31st March 2016



# Result Highlights

Particulars (Rs. mn)	Q4 FY17	Q4 FY16	Growth %	FY17	FY16	Growth %
EBITDA	605.2	713.2	(15.1)%	2,465.9	2,717.7	(9.3)%
Margins	9.9%	11.5%	(160) bps	9.7%	11.3%	(160) bps

- The EBITDA for Q4 FY17 was at Rs. 605.2 million. Negative SSG and increase in cost primarily on account of expansion resulted in reduction in EBITDA

Particulars (Rs. mn)	Q4 FY17	Q4 FY16	Growth %	FY17	FY16	Growth %
PBT	81.1	414.6	(80.4)%	977.5	1,588.3	(38.5)%
Margins	1.3%	6.7%	(540) bps	3.8%	6.6%	(270) bps
PAT	67.2	278.3	(75.9)%	672.5	1,066.2	(36.9)%
Margins	1.1%	4.5%	(340) bps	2.6%	4.4%	(180) bps

- The Profit after Tax in Q4 FY17 stood at Rs 67.2 million. Higher depreciation related to network expansion also impacted PAT
- Earnings reflect the impact of exceptional items of Rs 121.7 million related to one time separation cost incurred as part of manpower rationalisation exercise carried out by the company during the quarter



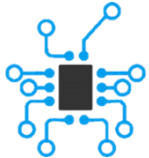
Particulars (Rs. mn)	Profit Reconciliation	
	Quarter ended 31st March 2016	Year ended 31st March 2016
<b>Net Profit as reported under Previous GAAP</b>	294.7	1146.0
<b>Effects of transition to Ind AS</b>		
Actuarial Gain/(Loss) on employee defined benefit plan	(5.0)	(19.4)
Impact of discounting of Security deposit		
- Rent Expense (net of Straight lining)	(13.3)	(38.6)
- Other Income	12.9	52.4
Employee stock option Scheme measured at Fair Value	(18.9)	(75.8)
Income Tax (including deferred tax)	8.0	1.9
<b>Net Profit/(loss) for the Quarter/year ended under Ind AS and Reserves</b>	<b>278.3</b>	<b>1066.2</b>
Other Comprehensive Income/(expense) (net of taxes)	3.3	12.7
<b>Total Comprehensive Income under Ind AS as reported</b>	<b>281.6</b>	<b>1078.9</b>





## Network expansion

- Increased reach of restaurant network to provide better accessibility to the customers. For FY18, the target would be to open around 40-50 new Domino's Pizza restaurants and 4 - 5 new Dunkin' Donuts restaurants.
- Plan to reimage around 100 restaurants for a better customer experience



## Leverage technology to fuel growth

- Invest and grow OLO channel to create a seamless customer experience and derive efficiencies



## Strategic infrastructure investment

- Necessary investments that will fortify business capabilities and help tap market opportunities
- Greater Noida Supply Chain Center shaping up as per Company's plans and is targeted to be operational soon



## Innovation initiatives

- Energize existing loyal customer base and attract new audiences through innovative and evolving menu items and marketing strategies



# Key achievements and awards during the quarter



Jubilant Foodworks Limited has won the 3<sup>rd</sup> Edition of “Indian Risk Management Award – Best Risk Management Practice (Retail)” by CNBC TV-18.



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**Website:** [www.jubilantfoodworks.com](http://www.jubilantfoodworks.com), [www.dominos.co.in](http://www.dominos.co.in), [www.dunkinindia.com](http://www.dunkinindia.com)

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*Disclaimer*

*Certain statements in this document may be forward-looking statements. Such forward-looking statements are subject to certain risks and uncertainties like government actions, local political or economic developments, technological risks, and many other factors that could cause our actual results to differ materially from those contemplated by the relevant forward-looking statements. JFL will not be in any way responsible for any action taken based on such statements and undertakes no obligation to publicly update these forward-looking statements to reflect subsequent events or circumstances*