



Burger King India Limited

Q1 FY22 Earnings Presentation

13th August 2021



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Business Highlights:

- Revenue from Operations for Q1 FY22 at INR 1,497.3 Mn vs INR 384.9 Mn for Q1 FY21; and recovery of 76% compared to Q4FY21; business substantially impacted due to second COVID-19 wave leading to lockdown restrictions from early April 2021 in most parts of the country
- **Q1 FY22 ADS Recovery* at 67%** to FY20 ADS :
 - Severe second wave of COVID-19 with lockdown restrictions impacted performance of Q1
 - Delivery business continued growth momentum in Q1 FY22 with ADS recovery* at 157%
 - Gross profit margin for Q1 maintained in excess of 65%
- **July'21 ADS Recovery* at 92%** to FY20 ADS :
 - Sharp recovery with the gradual ease of restrictions; limited dine-in operations allowed in certain regions
 - West Region led ADS recovery* with 102%; South & East at 96% and North at 86%
 - Delivery ADS recovered* to 173%; however Dine-in ADS with restrictions in operations recovered to 59%
- **Restaurant EBITDA positive at INR 160.7 Mn; 10.7%** for Q1 FY22 vs negative INR 181.9 Mn in Q1 FY21
- **Company EBITDA positive at INR 15.3 Mn; 1.0%** for Q1 FY22 vs negative INR 290.5 Mn in Q1 FY21

*Average Daily Sale (ADS) recovery is calculated with current period ADS to full year FY20 ADS

Executive Summary – Q1 FY22



Store Opening & Closures:

- **270 store count** as at 30th June' 21
- Q1 FY22 Net Addition: +ve 5 (Opened: 5; Closed: 0)
- On Track to deliver 320 restaurants by FY22
 - Restaurants under construction: 13 stores; Restaurants under pipeline: 21 stores

BK APP

- Crossed 1 Million BK-APP downloads
- BK APP Delivery revenue growth >130% QoQ
- Strengthening our digital platforms; with improvement in features, improving guest connectivity

BK Café

- Building incremental occasions for BK Consumer; Planned launch in Q4 FY22; Count 75 BK Café by FY23
- Consumer Research kicked off on recipes / menu

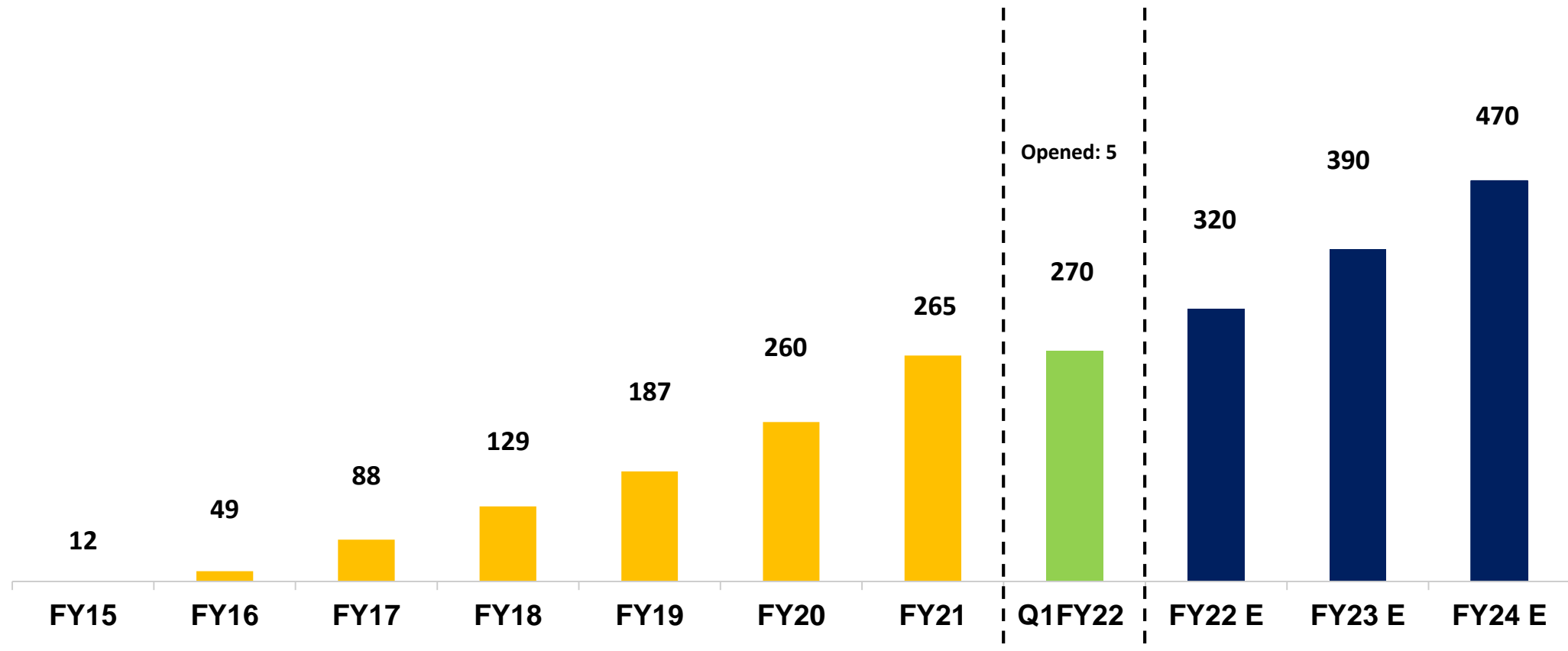
Stunner Menu (Value Strategy 2.0)

- National launch done in Q1 FY22; driving incremental volume

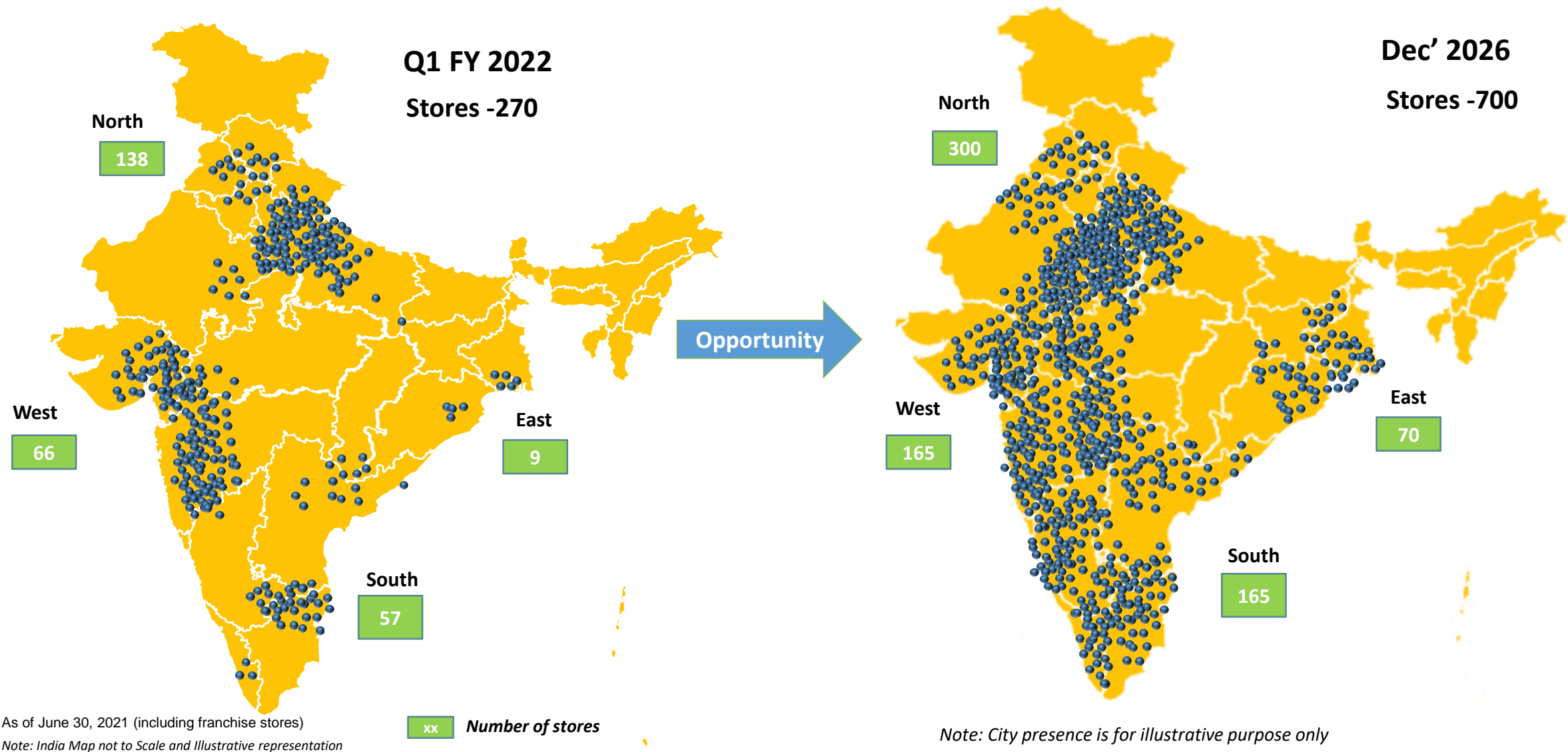
Strong Store Ramp-up and Expansion plans



Store Count as at end of year (net of closure/relocation)

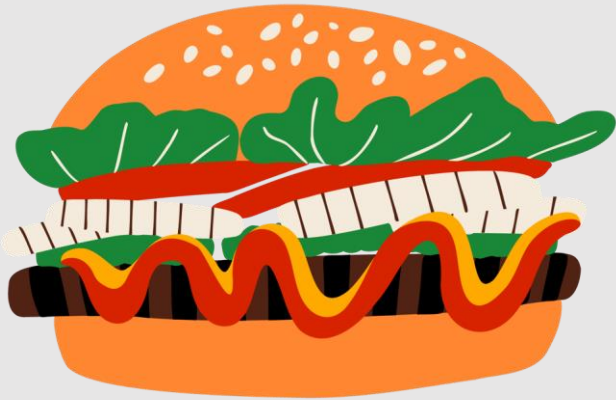


Expansion Plans





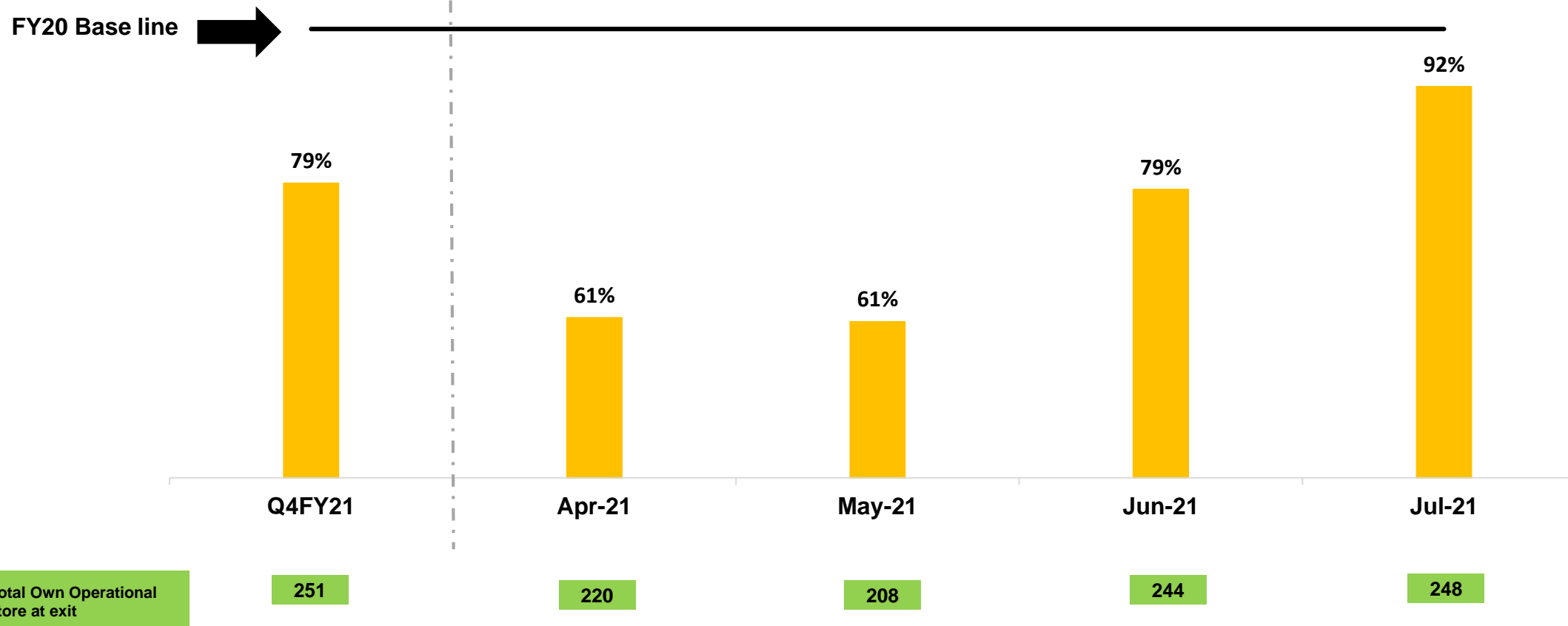
Q1 FY22 – Business Update



Pan India – ADS Recovery* on FY20 Baseline



Strong Month on Month Recovery

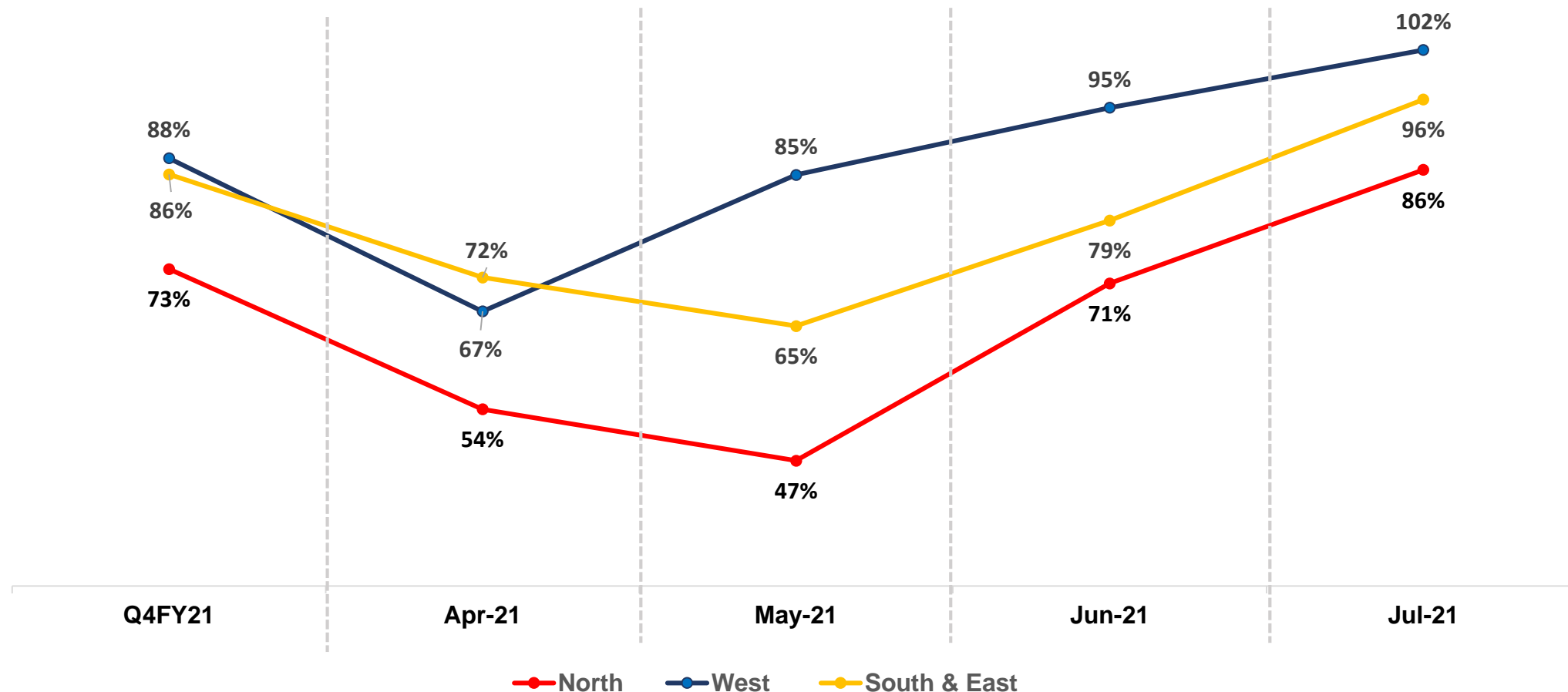


*ADS Recovery (average daily sale) is comparison of current month ADS vs full year ADS of FY 20

Region wise- ADS Recovery* on FY20 Baseline

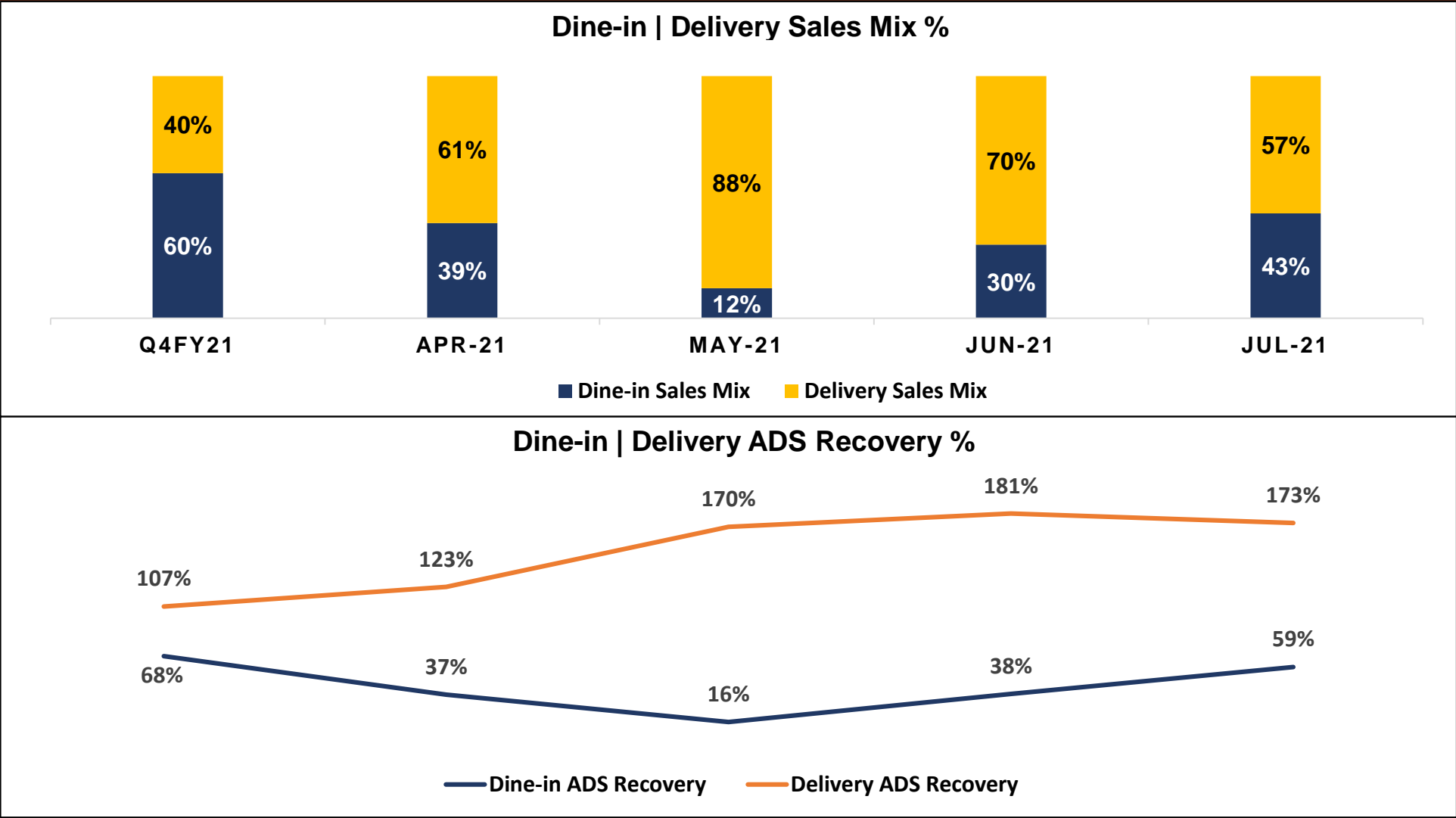


West Region Recovery >100% in July 21



*ADS Recovery (average daily sale) is comparison of current month ADS of respective region vs full year ADS of FY 20 of respective region

Dine-in | Delivery - Sales Mix and ADS Recovery*



*Dine in and Delivery ADS Recovery (average daily sale) is comparison of current month Dine in and Delivery ADS vs full year Dine in and Delivery ADS of FY 20 respectively

Q1 FY22 – Operating Performance

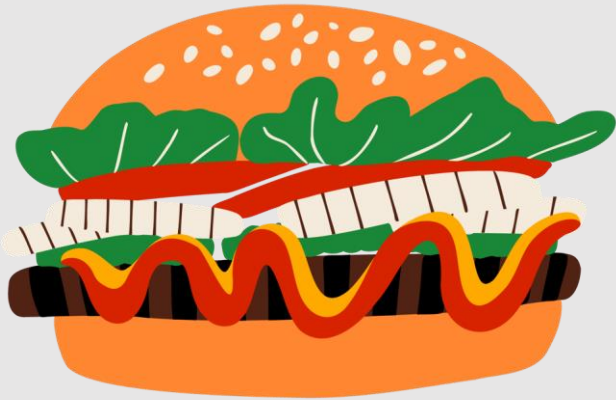


Particulars (INR Million)	Q1 FY22	Q4 FY21	QoQ Gr%	Q1 FY21	YOY Gr%
Revenue from operations	1,497.3	1,960.5	-23.6%	384.9	289.0%
Cost of materials consumed	521.5	675.1	-22.7%	145.2	259.1%
Gross Profit	975.8	1,285.4	-24.1%	239.7	307.1%
<i>Gross Profit %</i>	65.2%	65.6%		62.3%	
Employee Related Expenses	183.3	222.8	-17.7%	171.5	6.9%
Occupancy and Other Expenses^	631.8	680.2	-7.1%	250.1	152.6%
Restaurant EBITDA	160.7	382.4	-58.0%	(181.9)	188.4%
<i>Restaurant EBITDA %</i>	10.7%	19.5%		-47.3%	
General & Administration expense	145.4	136.5	6.6%	108.8	33.7%
Company EBITDA	15.3	245.9	-93.8%	(290.5)	105.3%
<i>Company EBITDA %</i>	1.0%	12.5%		-75.5%	

^includes lease concession in Q1 FY22 : Rs 51.6 Mn; in Q4 FY21: Rs. 46.7 Mn



Q1 FY22 – Marketing Update



Stunner Menu : Launched Nationally in Q1 FY22



- Stunner Menu Launch with renewed focus on Value and Variety with different taste profiles and food formats (Value Strategy 2.0)
- Largest Variety in Value Menu covering 11 products including Burgers, Wraps, Volcano, Rice
- Stunner Menu driving good trials; driving incremental volume
- 360 TV + Digital campaign in July'21

Growing the WHOPPER Franchise with Indian consumers



- Trials and Volumes continue to grow QoQ
- 1 in every 3 orders today have a Whopper
- Healthy pipeline of Limited Time Whopper focusing on new and emerging Taste profiles to drive frequency



#DATETHEWHOPPER



Gold in Influencer
Marketing Category



Silver in Best Topical
Campaign

Continues focus on Building BK APP Delivery in the long term



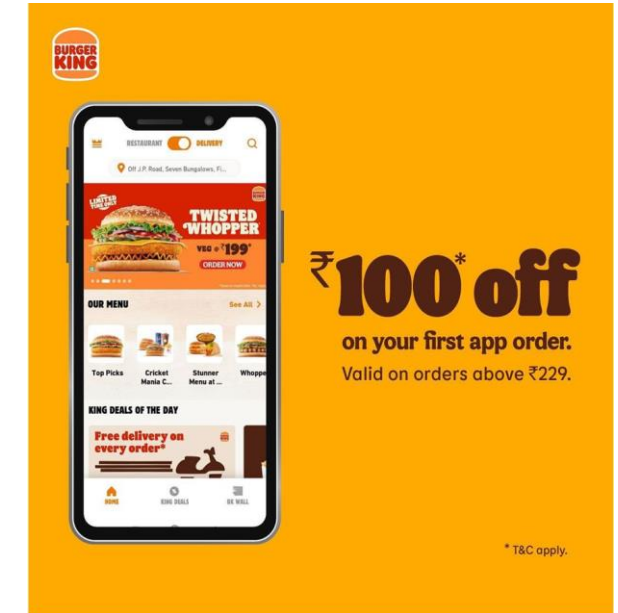
- Consistent rise of BK App sales : **QoQ Growth >130%**
- BK App Sales Contribution to Total Delivery Sales **continue to grow**
- Crossed **1 million** Downloads for BK APP

Improved App Experience

- 4 new features added in Q1 for better user journey has improved conversion rates by 50%

Strengthening Delivery experience

- Scaling up Internal Delivery fleet for best in class guest experience
- E-bike Launch Pilot in Hyderabad & Delhi NCR



BK Café making strong progress for launch in Q4 FY'22



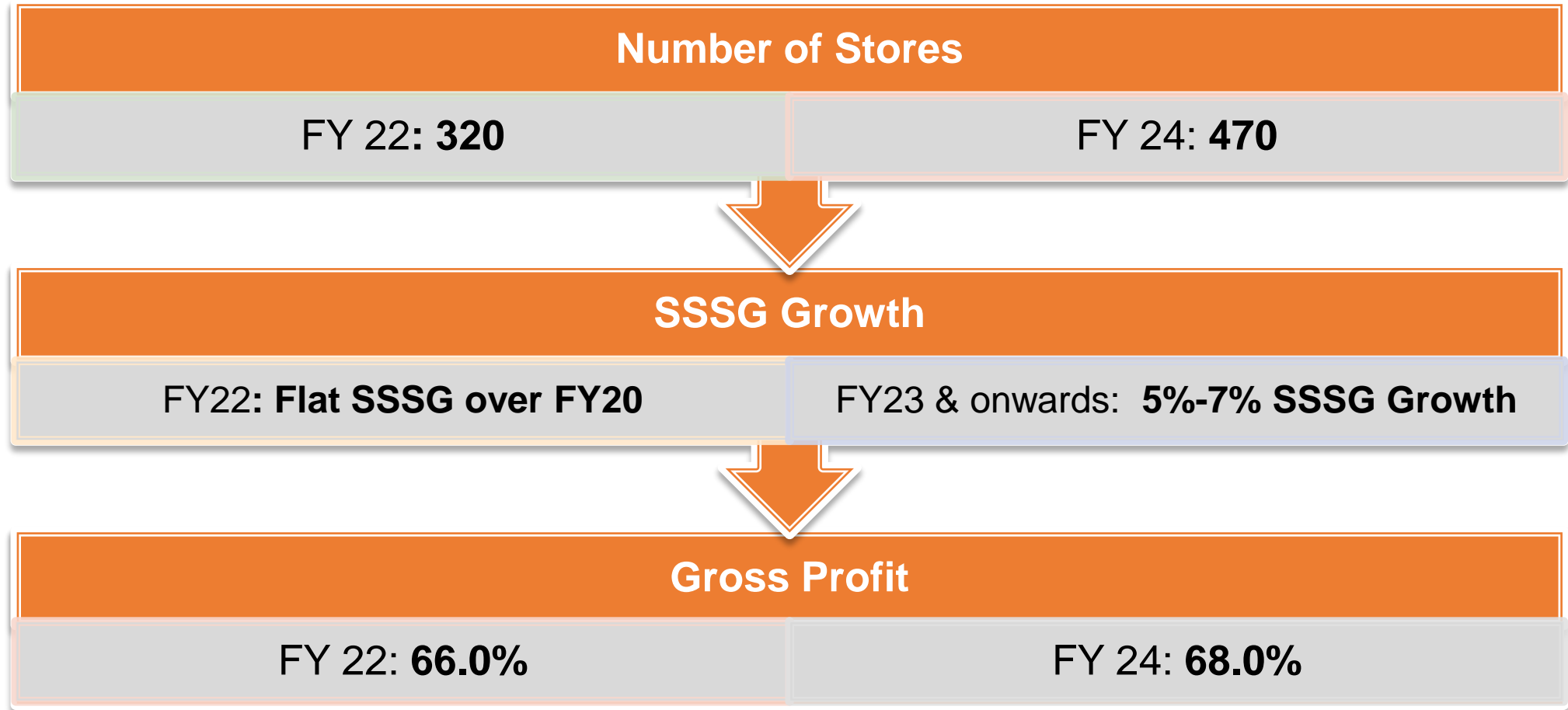
- Developing Best in Class café expertise
- Consumer Research kicked off on recipes / menu
- **Planned Launch in Q4 FY22**
- **75 Nos BK Café by March 2023**

Employee Vaccination Awareness Program



- Employee vaccination awareness program led to ~100% first dose completion for restaurant staff
- Region-wise Vaccination Status of Restaurant Employees (First Dose)

West:	100%
North:	99%
South & East:	97%
- Restaurant employees eligible for second dose are ~100% vaccinated in West and North Region with ~91% vaccinated in South & East Region



Burger King India, We Are Just Getting Started!

For additional Information:

**Mr. Prashant Desai,
Head of Strategy and Investor Relations
Email: pdesai@burgerking.in**

