SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549

FORM 10-Q
(Mark One)
[X] Quarterly report pursuant to Section 13 or 15(d) of the Securities Exchange Act of 1934

For the quarterly period ended March 30, 1997
OR
[ ] Transition report pursuant to Section 13 or 15(d) of the Securities Exchange Act of 1934

Commission File Number: 0-21660

PAPA JOHN'S INTERNATIONAL, INC.
(Exact name of registrant as specified in its charter)

Delaware
(State or other jurisdiction of incorporation or organization)

61-1203323
(I.R.S. Employer Identification number)

11492 Bluegrass Parkway, Suite 175
Louisville, Kentucky 40299-2334
(Address of principal executive offices)
(502) 266-5200
(Registrant's telephone number, including area code)

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or $15(d)$ of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days:


At May 5, 1997, there were outstanding $28,869,117$ shares of the registrant's common stock, par value $\$ .01$ per share.
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| (In thousands) |  |  |
| :---: | :---: | :---: |
| Assets |  |  |
| Current assets: |  |  |
| Cash and cash equivalents | \$ 16,066 | \$ 24,063 |
| Accounts receivable | 13,475 | 13,101 |
| Inventories | 8,067 | 6,839 |
| Deferred pre-opening costs | 3,287 | 2,654 |
| Prepaid expenses and other current assets | 1,642 | 1,591 |
| Total current assets | 42,537 | 48,248 |
| Investments | 63,197 | 65,067 |
| Net property and equipment | 88,891 | 80,717 |
| Notes receivable from franchises | 10,235 | 5,053 |
| Other assets | 14,068 | 12,976 |
| Total assets | \$218,928 | \$212,061 |
|  | ======== | ======= |
| Liabilities and stockholder's equity |  |  |
| Current liabilities: |  |  |
| Accounts payable | \$ 11, 236 | \$ 13,105 |
| Accrued expenses | 12,522 | 9,062 |
| Current maturities of long-term debt | 185 | 175 |
| Deferred income taxes | 703 | 672 |
| Total current liabilities | 24,646 | 23,014 |
| Unearned franchise and development fees | 3,537 | 3,378 |
| Long-term debt, less current liabilities | 1,320 | 1,505 |
| Deferred income taxes | 3,061 | 3,285 |
| Other long-term liabilities | 225 | 236 |
| Stockholders' equity: |  |  |
| Preferred stock | - | - |
| Common stock | 288 | 288 |
| Additional paid-in capital | 144,377 | 143,978 |
| Unrealized gain on investments | 363 | 977 |
| Retained earnings | 41,593 | 35,882 |
| Treasury stock | (482) | (482) |
| Total stockholders' equity | 186,139 | 180,643 |
| Total liabilities and stockholders' equity | \$218, 928 | \$212, 061 |

Note: The balance sheet at December 29, 1996 has been derived from the audited financial statements at that date but does not include all of the information and footnotes required by generally accepted accounting principles for complete financial statements.

See accompanying notes.

# Papa John's International, Inc. and Subsidiaries <br> Condensed Consolidated Statements of Income (Unaudited) 

Three Months Ended
March 30, $1997 \quad$ March 31, 1996

| Revenues: |  |  |
| :---: | :---: | :---: |
| Restaurant sales | \$ 52,882 | \$ 35,253 |
| Franchise royalties | 5,330 | 3,931 |
| Franchise and development fees | 1,241 | 818 |
| Commissary sales | 41,290 | 31,491 |
| Equipment and other sales | 8,900 | 5,233 |
| Total revenues | 109,643 | 76,726 |
| Costs and expenses: |  |  |
| Restaurant expenses: |  |  |
| Cost of sales | 14,006 | 9,800 |
| Salaries and benefits | 14,264 | 9,487 |
| Advertising and related costs | 4,733 | 3,293 |
| Occupancy costs | 2,667 | 1,787 |
| Other operating expenses | 7,471 | 4,733 |
|  | 43,141 | 29,100 |
| Commissary, equipment and other expenses: |  |  |
| Cost of sales | 38,561 | 29,360 |
| Salaries and benefits | 3,002 | 2,099 |
| Other operating expenses | 4,061 | 2,413 |
|  | 45,624 | 33,872 |
| General and administrative expenses | 8,444 | 5,833 |
| Depreciation | 2,770 | 1,902 |
| Amortization | 1,282 | 995 |
| Total costs and expenses | 101, 261 | 71,702 |
| Operating income | 8,382 | 5,024 |
| Other income (expense): |  |  |
| Investment income | 1,102 | 528 |
| Other, net | (448) | 34 |
| Income before income taxes | 9,036 | 5,586 |
| Income tax expense | 3,343 | 2,067 |
| Net income | \$ 5,693 | \$ 3,519 |
| Net income per share | \$ 0.20 | \$ 0.13 |
| Weighted average shares outstanding | 28,756 | 26,785 |

See accompanying notes

PAPA JOHN'S INTERNATIONAL, INC. AND SUBSIDIARIES
CONDENSED CONSOLIDATED STATEMENTS OF STOCKHOLDERS' EQUITY (UNAUDITED)

|  | COMMON STOCK | $\begin{aligned} & \text { ADDITIONAL } \\ & \text { PAID-IN } \\ & \text { CAPITAL } \end{aligned}$ | UNREALIZED GAIN (LOSS) ON INVESTMENTS | RETAINED EARNINGS | $\begin{aligned} & \text { TREASURY } \\ & \text { STOCK } \end{aligned}$ | TOTAL STOCKHOLDERS' EQUITY |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| (In thousands) |  |  |  |  |  |  |
| Balance at January 1, 1996 | \$268 | \$ 88, 043 | \$(263) | \$18, 838 | \$(604) | \$106, 282 |
| Exercise of stock options | 1 | 275 | - | - | - | 276 |
| Stock compensation and other | - | 38 | - | (110) | 111 | 39 |
| Tax benefit related to exercise of non-qualified stock options | - | 482 | - | - | - | 482 |
| Change in unrealized gain (loss) on investments | - | - | (40) | - | - | (40) |
| Net income | - | - | - | 3,519 | - | 3,519 |
| Balance at March 31, 1996 | \$269 | \$ 88,838 | \$(303) | \$22,247 | \$(493) | \$110, 558 |
| Balance at December 30, 1996 | \$288 | \$143, 978 | \$ 977 | \$35, 882 | \$(482) | \$180, 643 |
| Exercise of stock options | - | 339 | - | - | - | 339 |
| Tax benefit related to exercise of non-qualified stock options | - | 59 | - | - | - | 59 |
| Change in unrealized gain (loss) on investments | - | - | (614) | - | - | (614) |
| Net income | - | - | - | 5,693 | - | 5,693 |
| Other | - | 1 | - | 18 | - | 19 |
| Balance at March 30, 1997 | \$288 | \$144, 377 | \$ 363 | \$41, 593 | \$(482) | \$186, 139 |

See accompanying notes.

## Papa John's International, Inc. and Subsidiaries

 Condensed Consolidated Statements of Cash Flows (Unaudited)| (In thousands) |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
| Operating activities |  |  |  |  |
| Net cash provided by operating activities | \$ | 8,599 | \$ | 5,409 |
| Investing activities |  |  |  |  |
| Purchase of property and equipment |  | $(11,015)$ |  | $(5,157)$ |
| Purchase of investments |  | $(8,484)$ |  | $(8,937)$ |
| Proceeds from sale or maturity of investments |  | 8,150 |  | 131 |
| Loans to franchisees |  | $(5,228)$ |  | - |
| Deferred systems development costs |  | (550) |  | - |
| Other |  | 318 |  | (459) |
| Net cash used in investing activities |  | $(16,809)$ |  | $(14,422)$ |
| Financing activities |  |  |  |  |
| Exercise of stock options |  | 339 |  | 276 |
| Payments on long-term debt |  | (175) |  | (501) |
| Tax benefit related to exercise of non-qualified stock options |  | 59 |  | 482 |
| Other |  | (10) |  | (5) |
| Net cash provided by financing activities |  | 213 |  | 252 |
| Net decreases in cash and cash equivalents |  | $(7,997)$ |  | $(8,761)$ |
| Cash and cash equivalents at beginning of period |  | 24,063 |  | 19,904 |
| Cash and cash equivalents at end of period | \$ | 16,066 | \$ | 11,143 |

See accompanying notes.

Notes to Condensed Consolidated Financial Statements (Unaudited)

March 30, 1997

Note 1 -- Basis of Presentation
The accompanying unaudited condensed consolidated financial statements have been prepared in accordance with generally accepted accounting principles for interim financial information and with the instructions to Form 10-Q and Article 10 of Regulation S - X. Accordingly, they do not include all of the information and footnotes required by generally accepted accounting principles for complete financial statements. In the opinion of management, all adjustments, consisting of normal recurring accruals, considered necessary for a fair presentation have been included. Operating results for the three months ended March 30, 1997, are not necessarily indicative of the results that may be expected for the year ended December 28, 1997. For further information, refer to the consolidated financial statements and footnotes thereto included in the Papa John's International, Inc. Annual Report on Form 10-K for the year ended December 29, 1996.

## Note 2 -- Subsequent Events

Subsequent to quarter end, the Company acquired four Papa John's restaurants in Arlington, Texas for approximately $\$ 500,000$ in cash and 16 Papa John's restaurants in North Carolina for $\$ 5$ million (consisting of $\$ 4,960,000$ in cash and a credit of $\$ 40,000$ towards future development fees), in transactions accounted for by the purchase method of accounting. A majority ownership interest in the franchisee of the North Carolina restaurants was held by certain directors and officers, including the Chief Executive Officer, of the Company.

Item 2. Management's Discussion and Analysis of Financial Condition and Results of Operations.

Restaurant Progression

|  | Three Months Ended <br> March 30, <br> March 31, |  |
| :--- | :---: | :---: |
| Company - owned: | 1997 | 1996 |

Franchised:

| Beginning of period | 857 | 661 |
| :--- | :---: | ---: |
| Opened | 68 | 43 |
| Closed | - | $(1)$ |
| Sold to Company | - | $(1)$ |
| End of Period | --- | 702 |
|  | $=====$ | $=====$ |
| Total at end of period | 1,250 | 932 |
|  | $=====$ | $=====$ |

## Results of Operations

Revenues. Total revenues increased $42.9 \%$ to $\$ 109.6$ million for the three months ended March 30, 1997, from \$76.7 million for the comparable period in 1996.

Restaurant sales increased $50.0 \%$ to $\$ 52.9$ million for the three months ended in March 30, 1997, from $\$ 35.3$ million for the comparable period in 1996. This increase was primarily due to an increase of $41 \%$ in the number of equivalent Company-owned restaurants open during the three months ended March 30, 1997, compared to the same period in the prior year. "Equivalent restaurants" represent the number of restaurants open at the beginning of a given period, adjusted for restaurants opened or acquired during the period on a weighted average basis. Also, sales increased $11.9 \%$ for the three months ended March 30, 1997, over the comparable period in 1996, for Company-owned restaurants open throughout both periods.

Franchise royalties increased $35.6 \%$ to $\$ 5.3$ million for the three months ended March 30, 1997 from $\$ 3.9$ million for the comparable period in 1996. This increase was primarily due to an increase of $31 \%$ in the number of equivalent franchised restaurants open during the three months ended March 30, 1997, compared to the same period in the prior year. Also, sales increased 7.3\% for the three months ended March 30, 1997, over the comparable period in the 1996, for franchised restaurants open throughout both periods.

Franchise and development fees increased $51.6 \%$ to $\$ 1.2$ million for the three months ended March 30, 1997, from \$818, 000 for the comparable period in 1996. This increase was primarily due to the 68 franchised restaurants opened during the three months ended March 30, 1997, versus the 43 opened during the comparable period in 1996, an increase of 58.1\%. The average dollar amount of fees per franchised restaurant opening may vary from period to period, as restaurants opened pursuant to older development agreements and "Hometown restaurants" generally have lower required fees than restaurants opened pursuant to more recent development agreements. "Hometown restaurants" are located in smaller markets, generally markets with less than 9,000 households. Commissary sales increased $31.1 \%$ to $\$ 41.3$ million for the three months ended March 30, 1997, from $\$ 31.5$ million for the comparable period in 1996. This increase was primarily the result of the increases in equivalent franchised restaurants and comparable sales for franchised restaurants noted above.

Equipment and other sales increased $70.1 \%$ to $\$ 8.9$ million for the three months ended March 30, 1997, from $\$ 5.2$ million for the comparable period in 1996. This increase was primarily due to the increase in equivalent franchised restaurants open during the three months ended March 30, 1997, as compared to the same period in 1996, and the increase in franchised restaurants opened during the three months ended March 30, 1997, as compared to the same period in 1996.

Costs and Expenses. Restaurant cost of sales, which consists of food, beverage and paper costs, decreased as a percentage of restaurant sales to $26.5 \%$ for the three months ended March 30, 1997, from $27.8 \%$ for the same period in 1996. This decrease was primarily due to a $7.1 \%$ decrease in average cheese block market prices, and more efficient food usage at the restaurant level due to improved management information provided by point of sale technology and a maturing restaurant base.

Restaurant salaries and benefits ( $27.0 \%$ vs. $26.9 \%$ ), advertising and related costs ( $9.0 \%$ vs. $9.3 \%$ ) and occupancy costs ( $5.0 \%$ vs. $5.1 \%$ ) were all relatively consistent as a percentage of restaurant sales for the three months ended March 30, 1997, as compared to the same period in 1996.

Other restaurant operating expenses increased as a percentage of restaurant sales to $14.1 \%$ for the three months ended March 30, 1997, from $13.4 \%$ for the comparable period in 1996. Other operating expenses include all other restaurant-level operating costs, the material components of which are automobile mileage reimbursement for delivery drivers, telephone costs, training costs and workers compensation insurance. Other operating expenses also include an allocation of commissary operating expenses equal to $3 \%$ of Company-owned restaurant sales in order to assess a portion of the costs of dough production and food and equipment purchasing and storage to Company-owned restaurants. The increase in other operating expenses as a percentage of restaurant sales was primarily due to higher training costs, as a greater effort was made in 1997 than in the prior year to prepare for the anticipated higher sales volumes resulting from the 12th Anniversary promotional campaign conducted early in the second quarter.

Commissary, equipment and other expenses include cost of sales and operating expenses associated with sales of food, paper, equipment, information systems, and printing and promotional items to franchisees and other customers. These costs decreased as a percentage of combined commissary sales and equipment and other sales to $90.9 \%$ for the three months ended March 30, 1997, as compared to $92.2 \%$ for the same period in 1996. Cost of sales as a percentage of combined commissary sales and equipment and other sales decreased to $76.8 \%$ for the three months ended March 30, 1997, from 79.9\% from the comparable period in 1996, due to the timing of certain favorable commodity price changes. The decrease was offset by an increase in other operating expenses to $8.1 \%$, for the three months ended March 30, 1997, from 6.6\% for the comparable period in 1996, due primarily to increased delivery costs resulting from larger commissary service areas and costs related to the opening of two commissary facilities in 1997.

General and administrative expenses (7.7\% vs. 7.6\%) and depreciation and amortization ( $3.7 \%$ vs. $3.8 \%$ ) were relatively consistent as a percentage of total revenues for the three months ended March 30, 1997, as compared to the same period in 1996.

Investment Income. Investment income increased to $\$ 1.1$ million for the three months ended March 30, 1997, from \$528,000 for the comparable period in 1996. This increase was primarily the result of higher average investment balances during the first quarter of 1997 compared to the same period in 1996 due to the investment of proceeds from the Company's public offering of common stock in May 1996.

Income Tax Expense. Income tax expense reflects a combined federal, state and local effective tax rate of $37 \%$ for the three months ended March 30, 1997 and March 31, 1996, representing statutory rates reduced by the impact of tax-exempt income generated by the investment portfolio.

## Liquidity and Capital Resources

The Company requires capital primarily for the development and acquisition of restaurants, the addition of new commissary and support services facilities and equipment and the enhancement of corporate systems and facilities. Capital expenditures of $\$ 11$ million for the three months ended March 30, 1997, were primarily funded by cash flow from operations supplemented by existing cash balances.

Cash flow from operations increased to $\$ 8.6$ million for the three months ended March 30, 1997, from $\$ 5.4$ million for the comparable period in 1996, due primarily to the higher level of net income for the first quarter of 1997.

In addition to restaurant development and potential acquisitions, significant capital projects for the next twelve months are expected to include the construction of new commissary facilities in Des Moines, Iowa and the Pacific Northwest area. The Company also expects to begin construction during mid-1997 of a 250,000 square foot facility in Louisville, Kentucky, scheduled for completion in mid-1998, approximately one-half of which will accommodate relocation and expansion of the Louisville commissary operations and Novel Approach promotional division and the remainder of which will accommodate relocation and consolidation of corporate offices. In addition, the Company expects to provide approximately $\$ 8$ to $\$ 12$ million in loans under the franchisee loan program. The amounts actually funded may vary as the Company continues to gain experience with the loan program.

Capital resources available at March 30, 1997, include $\$ 16.1$ million of cash and cash equivalents, $\$ 63.2$ million of investment and a $\$ 10$ million line of credit expiring in June 1997. The Company expects to fund planned capital expenditures for the next twelve months from these resources and operating cash flows.

## PART II. OTHER INFORMATION

Item 1. Legal Proceedings
The Company is subject to claims and legal actions in the ordinary course of its business. The Company believes that all such claims and actions currently pending against it are either adequately covered by insurance or would not have a material adverse effect on the Company if decided in a manner unfavorable to the Company.

Item 6. Exhibits and Reports on Form 8-K.
a. Exhibits

Exhibit

| Number | Description |
| :---: | :---: |
| 27 | Financial Data Schedule which is submitted electronically to the Securities and Exchange Commission for information only and not deemed to be filed with the Commission. |
| 99.1 | Cautionary Statements. Exhibit 99.1 to the Company's Annual Report on Form $10-\mathrm{K}$ for the fiscal year ended December 29, 1996 (Commission File No. 0-21660) is incorporated herein by reference. |

b. Current Reports on Form 8-K.

There were no reports filed on Form 8-K during the quarterly period ended March 30, 1997.

## SIGNATURES

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned thereunto duly authorized.

> PAPA JOHN'S INTERNATIONAL, INC.
> (Registrant)

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Date: May 9, 1997
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/s/ E. Drucilla Milby
E. Drucilla Milby, Chief Financial
    Officer and Treasurer
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3-MOS
        DEC-28-1997
        DEC-30-1996
            MAR-30-1997
            16,066
            63,197
                13,475
                    0
                    8,067
            42,537
                112,165
            23,274
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    24,646
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218,928
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        MAR-31-1996
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                                    1,505
                            16,676
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                                    110,379
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