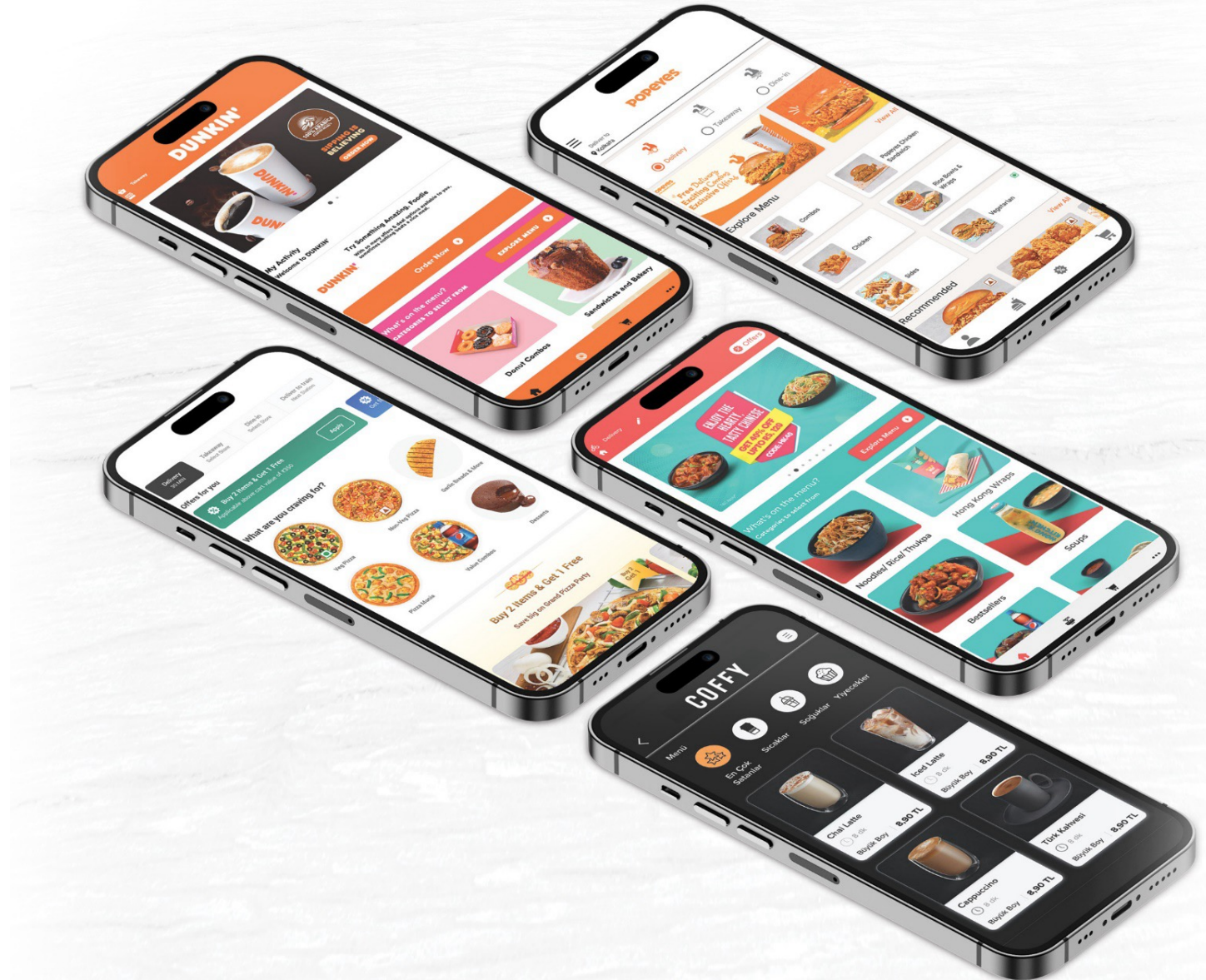




## Earnings Presentation

Q3 and 9M FY'25



1. Key Highlights
2. Financial and Network Highlights
3. Market-wise Highlights
4. Brand-wise Highlights
5. Statement of Profit and Loss
6. Supplementary Information

# 1

## Key Highlights



# Key Highlights for Q3FY'25

- ✓ Group System Sales came in at Rs. 24,084 million, higher by 6% qoq
- ✓ Group Network at 3,260 stores with quarterly net addition of 130 stores; Domino's Network is now at 2,981 stores(+87 qoq net store addition)
- ✓ Consolidated\* Revenue came in at Rs. 21,508 million(+56.1% yoy); Organic growth(excluding DP Eurasia) came in at 19.4% yoy
- ✓ Standalone Revenue came in at Rs. 16,111 million(+18.9% yoy)
  - Domino's India Revenue up by 18.3% yoy driven by strong order growth of 33.8% yoy powered by product innovation and improvement in Operational KPIs
    - LFL growth of 12.5% yoy was on account of strong Delivery LFL growth of 24.7% yoy; Mature Store ADS came in at Rs. 85,959
    - Record high MAU(Domino's India App) at 13.7 million(+30.5% yoy) and App Installs at 11.7 million(+28.6% yoy)
- ✓ Consolidated EBITDA
  - EBITDA(Reported) came in at Rs. 4,020 million(+43.5% yoy) with Margin at 18.7%(-163 bps yoy)
  - EBITDA(Pre-Ind-AS-116) came in at Rs. 2,758 million(+61.9% yoy) with Margin at 12.8%(+46 bps yoy)
- ✓ Standalone EBITDA
  - EBITDA(Reported) came in at Rs. 3,128 million(+10.6% yoy) with Margin at 19.4%(-145 bps yoy)
  - EBITDA(Pre-Ind-AS-116) came in at Rs. 1,998 million(+16.3% yoy) with Margin at 12.4%(+70 bps qoq) driven by mid-teen EBITDA growth in Domino's

\*DP Eurasia line by line consolidation is w.e.f. 1<sup>st</sup> February, 2024 and hence Consolidated yoy growth figures aren't strictly comparable

Group system sales refer to restaurant sales of corporate as well as franchisee stores across all brands and markets; TRY:INR conversion is as on December 31, 2024

LFL: Like for Like growth; ADS: Average Daily Sales per store per day for Domino's India; NCA: New Customer Acquisition; MAU: Monthly Active Users

LFL ADS/Mature Store ADS: Defined as average daily sales for non-split(mature) restaurants opened before previous financial year(computed on 1,591 stores)



# 2

## Financial and Network Highlights



Network	Revenue	EBITDA	EBITDA Margin	PAT*	PAT* Margin
3,260 stores	Rs. 21,508 mn	Rs. 4,020 mn	18.7% margin	Rs. 506 mn	2.4% margin
QoQ: +130 stores YoY: +381 stores	QoQ: +10.0% YoY: +56.1%	QoQ: +0.9% YoY: +43.5%	QoQ: -170 bps YoY: -163 bps	QoQ: -29.2% YoY: -23.0%	QoQ: -130 bps YoY: -241 bps

Note: 1. DP Eurasia line by line consolidation is w.e.f. 1st February, 2024 and hence yoy growth figures aren't strictly comparable

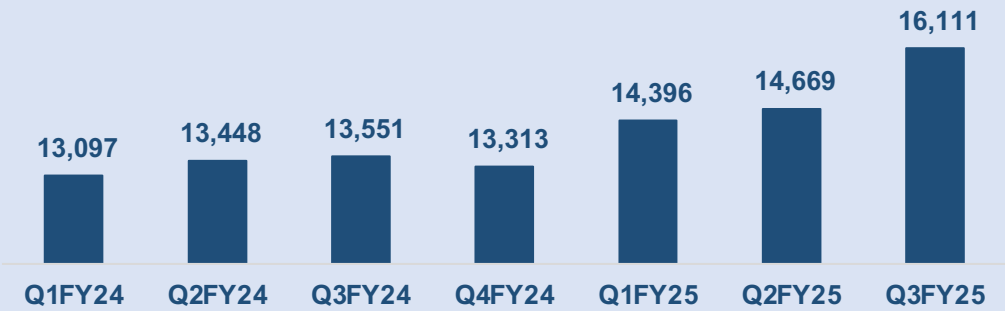
2. TRY:INR conversion is as of December 31, 2024

3. PAT is from continuing operations and before exceptional items.

4. During the quarter ended December 31, 2024, the Group has recorded an impairment charge of INR 44.97 million in consolidated financials on the investment in associate company namely, Hashtag Loyalty Private Limited, on account of discontinuance of operations.

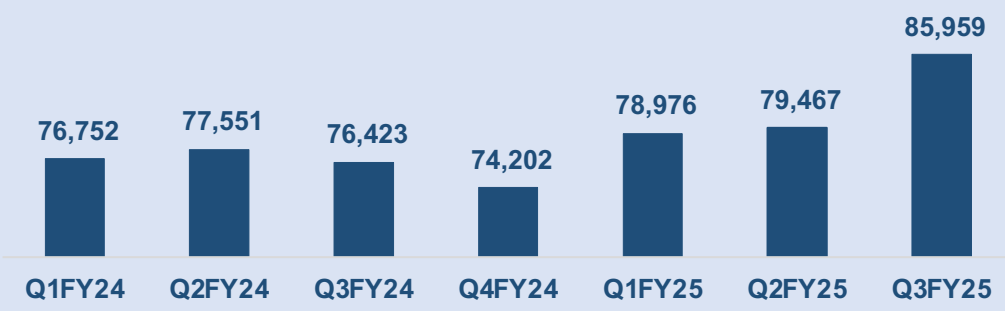
Revenue

(Rs. million)



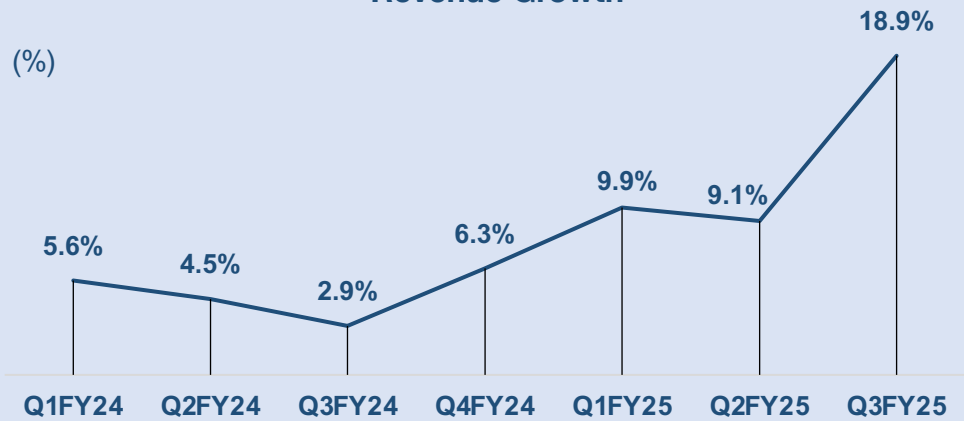
Domino's Mature Store ADS

(Rs.)



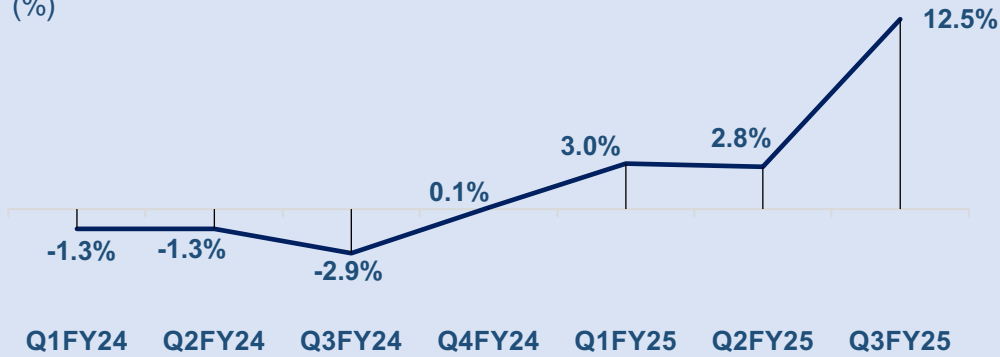
Revenue Growth

(%)



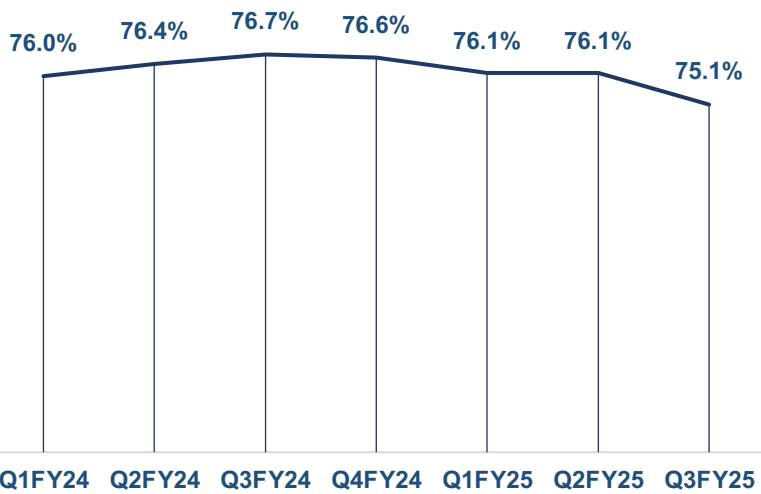
Domino's LFL Growth

(%)

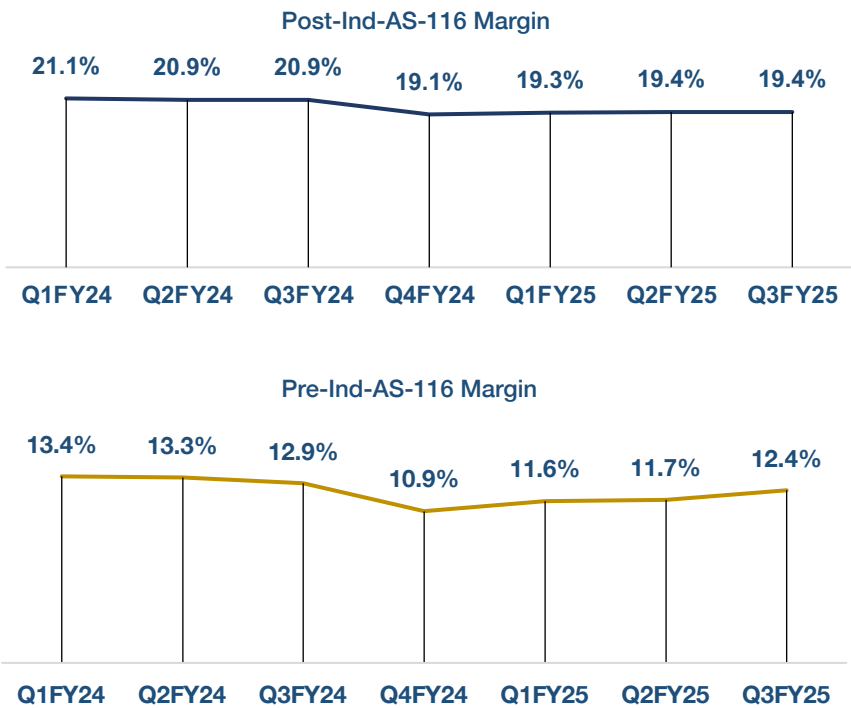




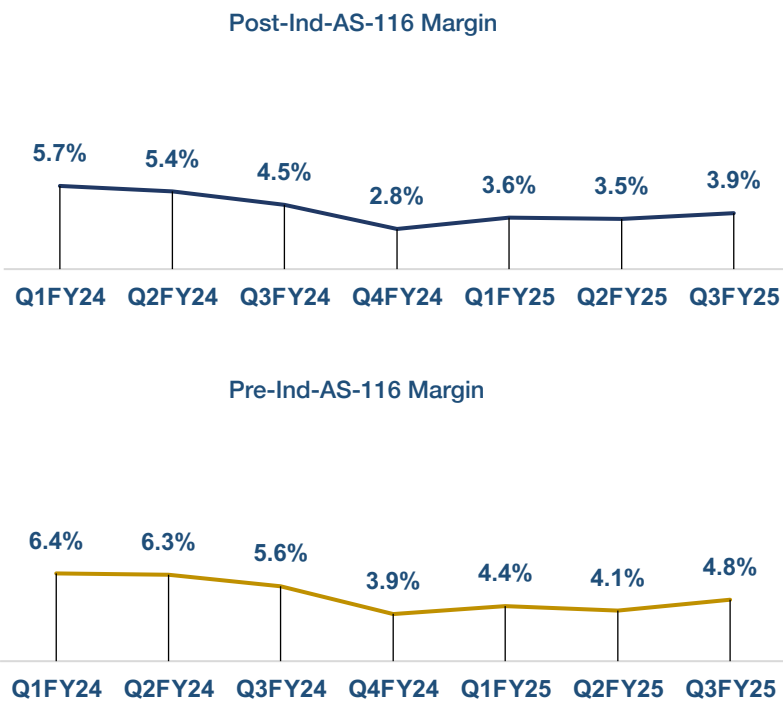
Gross Margin



EBITDA Margin









PAT\* Margin



Note: PAT\* Margin is before exceptional item(if any)

Network	Revenue	EBITDA	EBITDA Margin	PAT*	PAT* Margin
3,260 stores	Rs. 60,385 mn	Rs. 11,837 mn	19.6% margin	Rs. 1,830 mn	3.0% margin
+269 stores in 9MFY'25	YoY: +48.0%	YoY: +42.1%	YoY: -81 bps	YoY: -4.6%	YoY: -167 bps

	India	Turkey	Sri Lanka	Bangladesh	Azerbaijan	Georgia	Overall Network	Net Addition in last 9 months	Net Addition in last 3 months
	2,139	738	50	37	10	7	2,981	188	87
	58	-	-	-	-	-	58	16	4
	34	-	-	-	-	-	34	3	2
	35	-	-	-	-	-	35	7	1
	-	152	-	-	-	-	152	55	36
All Brands	2,266	890	50	37	10	7	3,260	269	130
Net Addition in last 9 months	170	90	-	9	-	-			
Net Addition in last 3 months	67	61	-	2	-	-			



# 3

## Market-wise Highlights

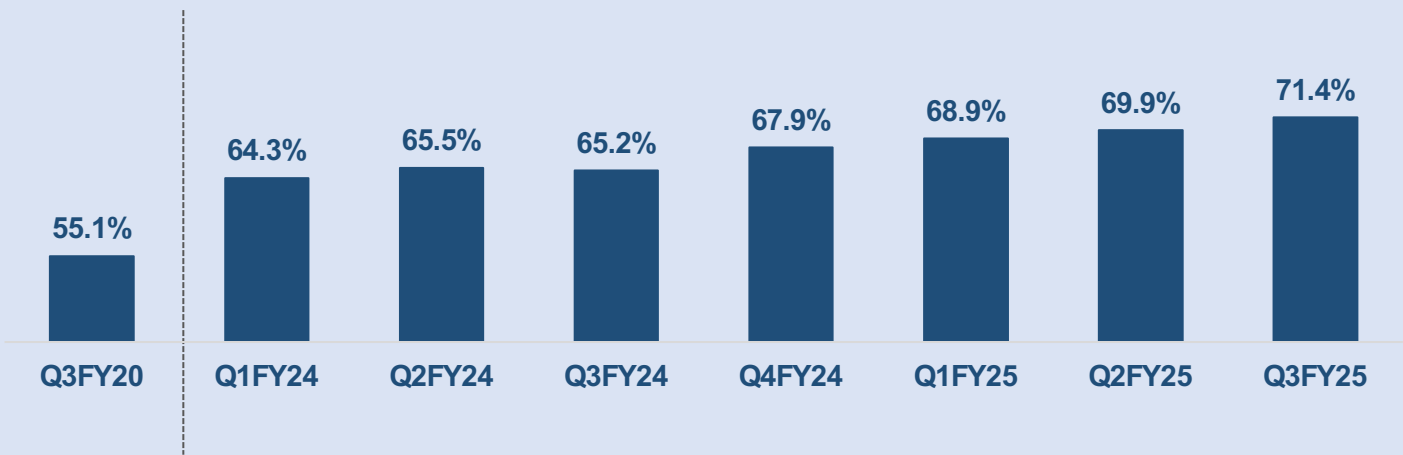




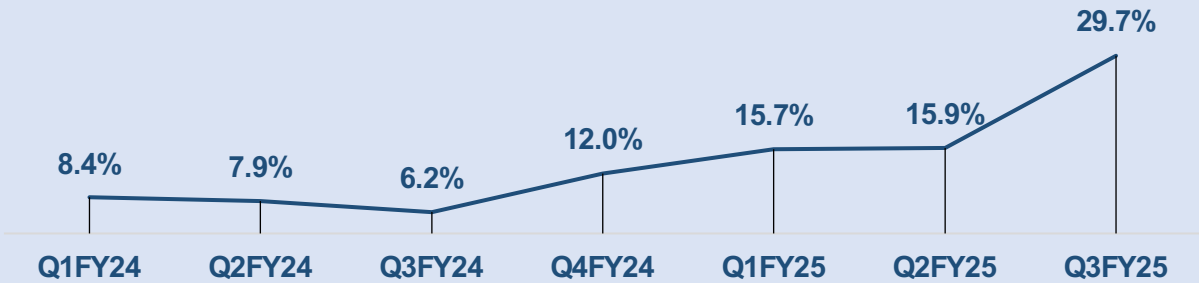
Revenue and Store Growth	Profit and Margin	Key Highlights (Domino’s)
<p>Revenue: Rs. 16,111 mn(+18.9% yoy)</p> <p>+67 net stores added qoq</p>	<p>EBITDA: 3,128 mn(+10.6% yoy); 19.4% Margin</p> <p>PAT bei*: 623 mn(+2.2% yoy); 3.9% Margin</p>	<p>Domino’s India business scaled a new peak</p> <p>Material improvement in Domino’s Operational KPIs</p>
<div><div><input type="checkbox"/> Revenue growth came in at 18.9% yoy</div><div><div><input type="radio"/> Domino’s growth was 18.3%</div><div><input type="radio"/> Order growth came in at 33.8%</div><div><input type="radio"/> Domino’s LFL was 12.5% led by Domino’s Delivery LFL at 24.7%</div></div><div><div><input type="checkbox"/> Network in India is now 2,266 stores strong</div><div><div><input type="radio"/> Network addition was led by Domino’s(+60 stores)</div><div><input type="radio"/> With entry in 19 new cities, Domino’s is now present in 466 cities</div></div></div></div>	<div><div><input type="checkbox"/> While Gross Margin came in at 75.1%(-100 bps qoq); EBITDA(Pre-Ind-AS-116) Margin at 12.4% was up by 70 bps qoq</div><div><div><input type="checkbox"/> Enhanced value offerings for consumer resulting in strong order growth and share gains</div><div><input type="checkbox"/> Growth investments in technology, supply chain capabilities and new brands to continue</div></div></div>	<div><div><input type="checkbox"/> Introduced three new flavor in the Cheese Burst range and extended Cheesiken range across all regions</div><div><div><input type="checkbox"/> Record high MAU at 13.7 mn (+30.5% yoy) and App Installs at 11.7 mn(+28.6% yoy)</div><div><input type="checkbox"/> Scaled a new peak of active riders at 46,702 in December(+50.2% yoy growth)</div><div><input type="checkbox"/> Loyalty membership base is now 30.8 mn</div></div></div>



Delivery Channel Mix Continues to Grow



Delivery Growth Trends



Delivery

- Delivery channel revenue up by 29.7%
- The strong delivery growth was order led(+36.2%)

Dine-in

- Dine-in channel revenue was lower by 2.4%



**Domino's**

# CHEESE BURST



Korean Sweet Chilli



Creamy Makhani



Hot & Fiery

Upgrade @ **₹75\***

ALSO AVAILABLE IN  
**STUFFED GARLIC BREAD**

 \*T&C Apply. Images are shown for illustration purpose only.







 **Domino's**

**CHICKEN FEAST**

**GO CHICKEN CRAZZZZYYYYYY**

**FREE DELIVERY**

**starting @ ₹99\***

 \*T&C Apply. Images are shown for illustration purpose only.



- **Turkey, Azerbaijan and Georgia**

- **Q3FY'25 Highlights**

- ❖ DPEU System Sales came in at Rs. 7,544 million
    - Domino's Turkey System Sales was Rs. 6,743 million with LFL growth of -3.2%(Q3 FY'24: 18.9%)
    - COFFY's System Sales was Rs. 801 million with LFL growth of -2.6%(Q3 FY'24: 27.7%)
    - ❖ Revenue for DPEU came in at Rs. 5,044 million(higher by 9.5% qoq) with EBITDA Margin of 18.3% and PAT margin of 2.4%

- **9MFY'25 Highlights**

- ❖ Revenue came in at Rs. 14,262 million with EBITDA Margin of 23.0% and PAT margin of 7.2%

- **Domino's Sri Lanka**

- Q3FY'25: Revenue came in at Rs. 213 million, higher by 65.4%
  - 9MFY'25: Revenue came in at Rs. 568 million, higher by 37.3%

- **Domino's Bangladesh**

- Q3FY'25: Revenue came in at Rs. 173 million, higher by 38.6%
  - 9MFY'25: Revenue came in at Rs. 456 million, higher by 24.2%



Note: DPEU numbers are Post-IAS-29 and for continuing operations; TRY:INR currency conversion is as on December 31, 2024  
All growth comparators are yoy unless otherwise specified





# 4

## Brand-wise Highlights



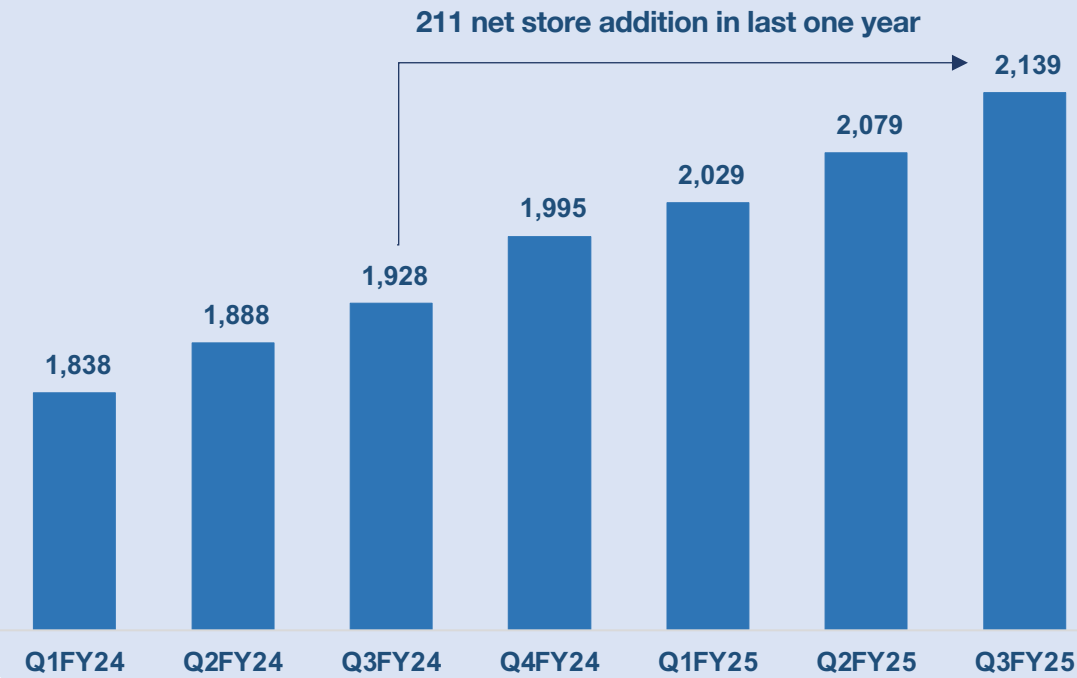
a

Domino's

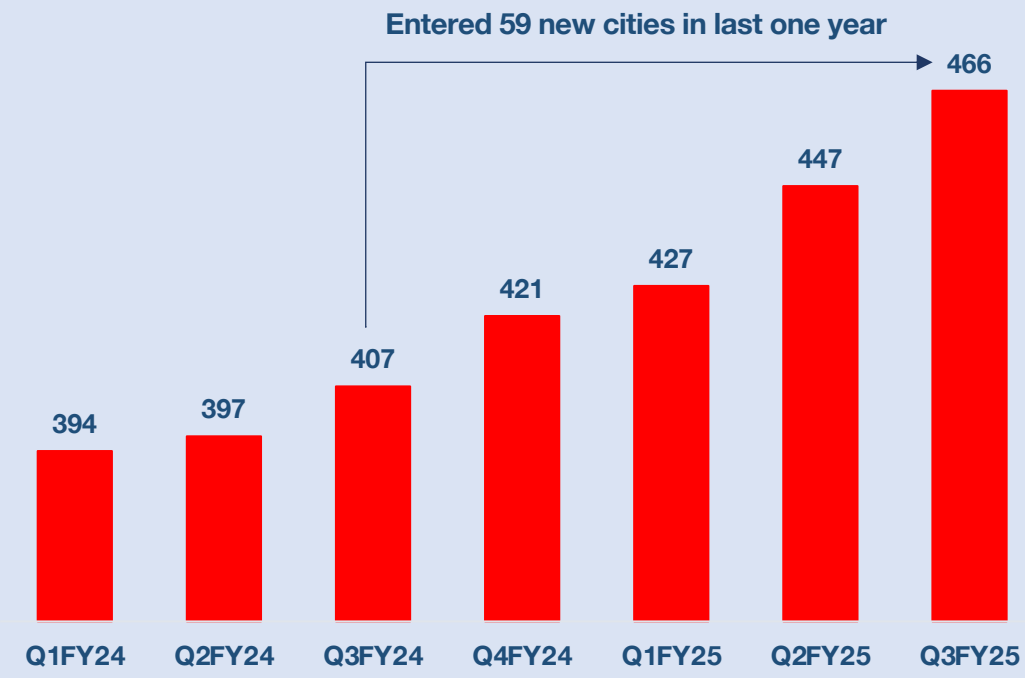




Store Count

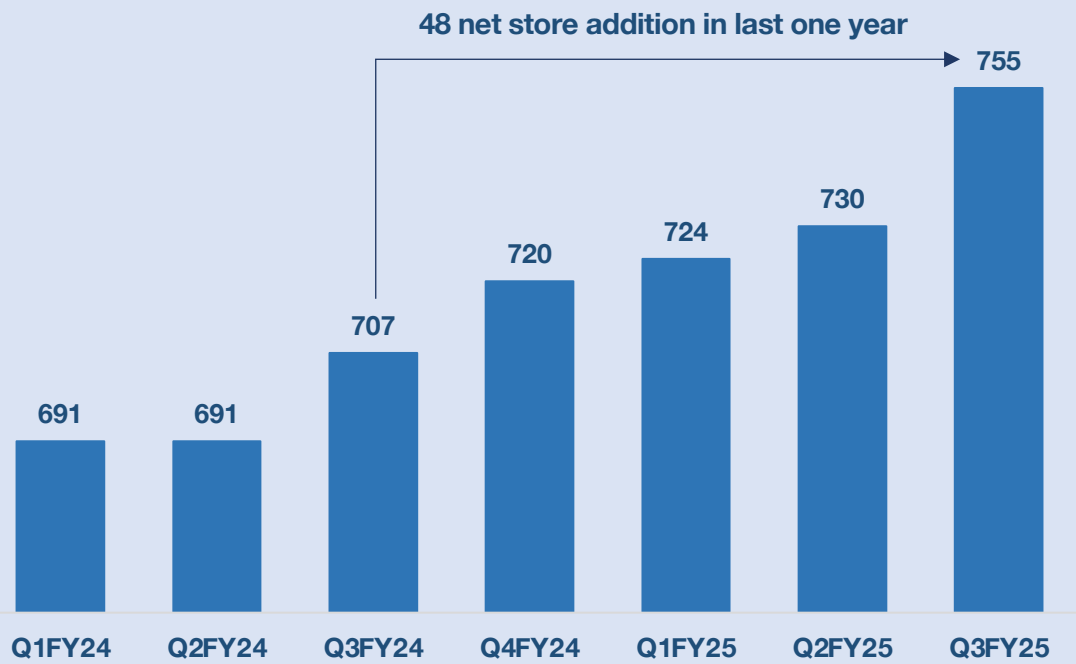


City Coverage

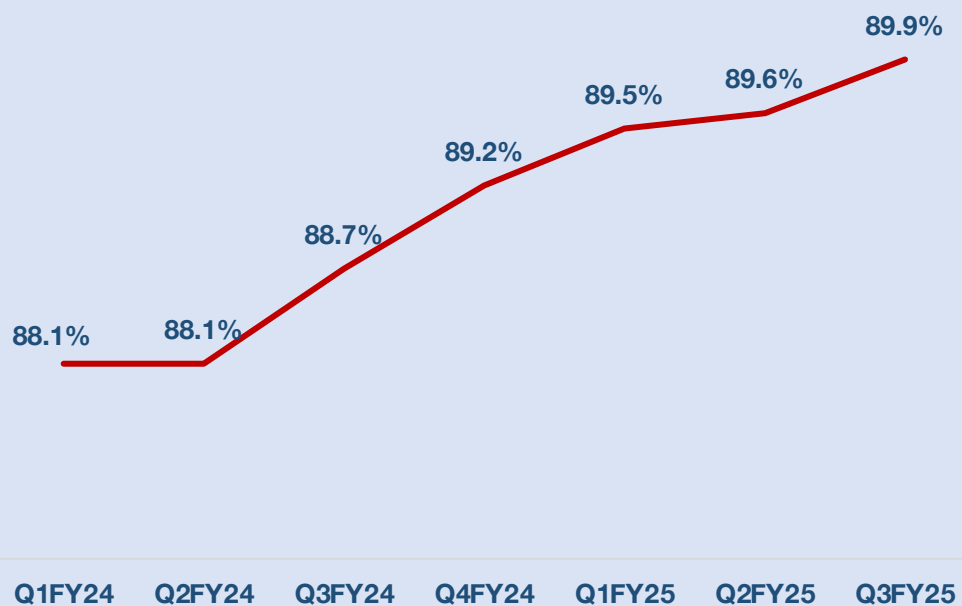




Store Count



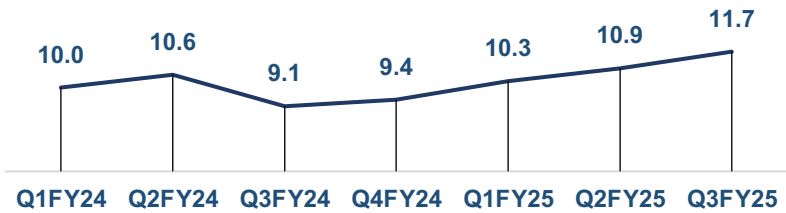
Franchise %



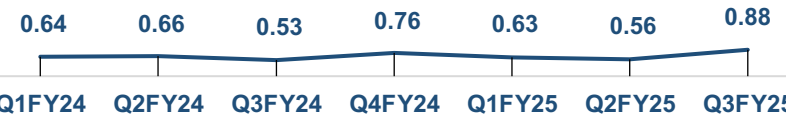


App Installs

(million)

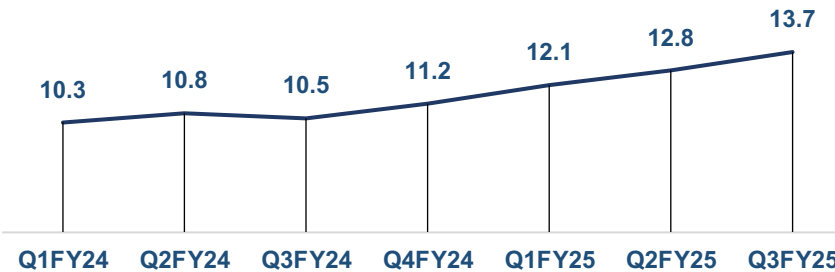


(million)

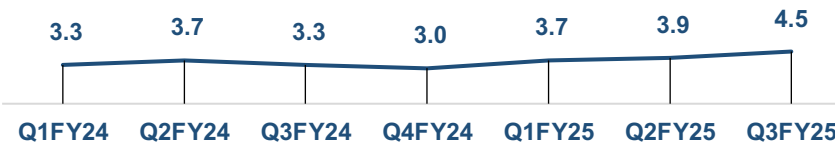


Monthly Active Users

(million)

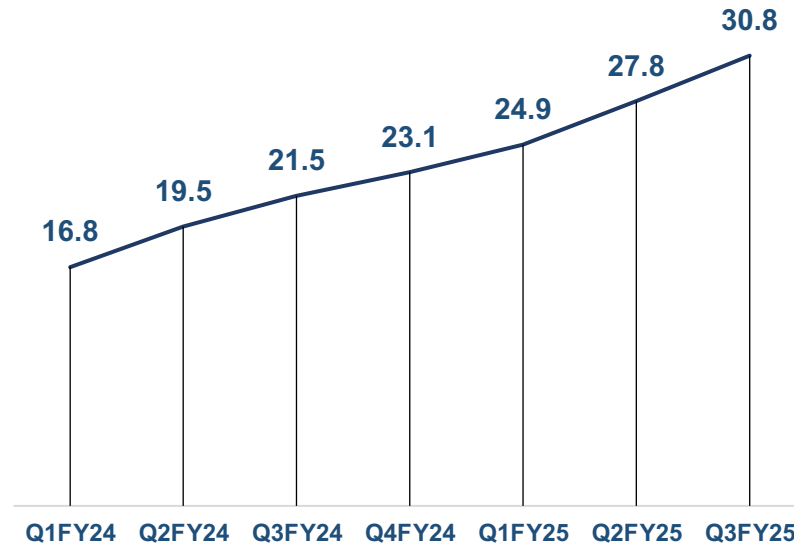


(million)



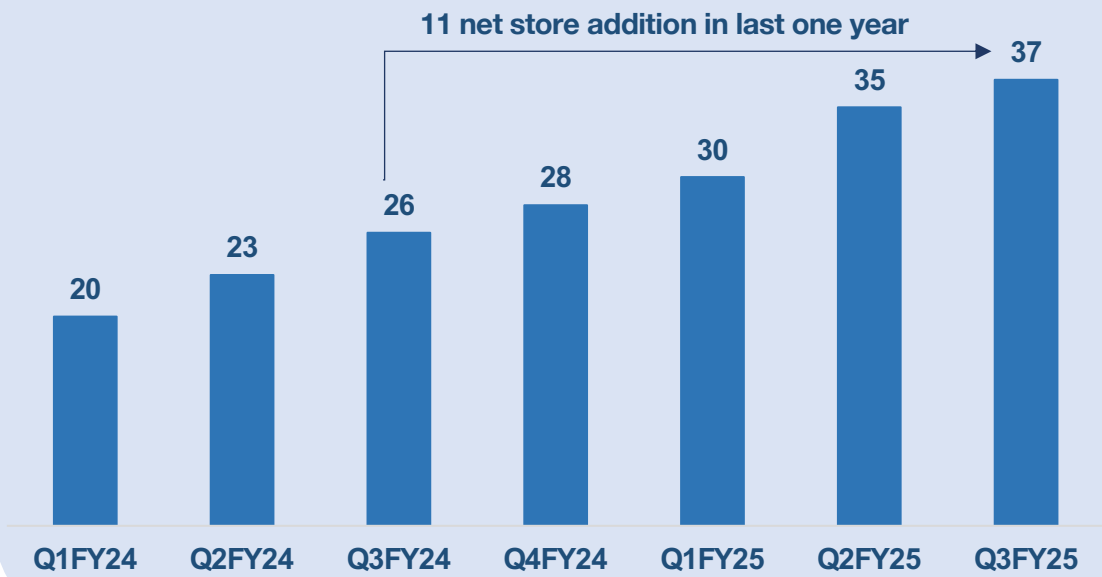
Domino's India Loyalty Membership  
(cumulative)

(million)





Store Count



City Coverage





k

Popeyes

# 6 Bold International Flavours of Wings

12Pc Flavour Bucket

Classic ₹ 499 597

Boneless ₹ 399 537

4 Pcs

Classic ₹ 199

Boneless ₹ 179

Classic Ranch

Woodsmoke

Sweet Chilli

Korean Twist

Pepper Barbeque

Hot and Sweet

TM & © 2024 Popeyes Louisiana Kitchen Inc. All rights reserved. Used under license. Food image is for representational purpose only. Limited time offer. Offer valid on Dine in only. T&C apply. Contains: Milk & Nuts & Prawns & Soyab & Wheat & Oats & Eggs & Sulphites &

## Super Saver Buckets

Ultimate flavor

Add 1 Drink, Get 1 Drink FREE\*

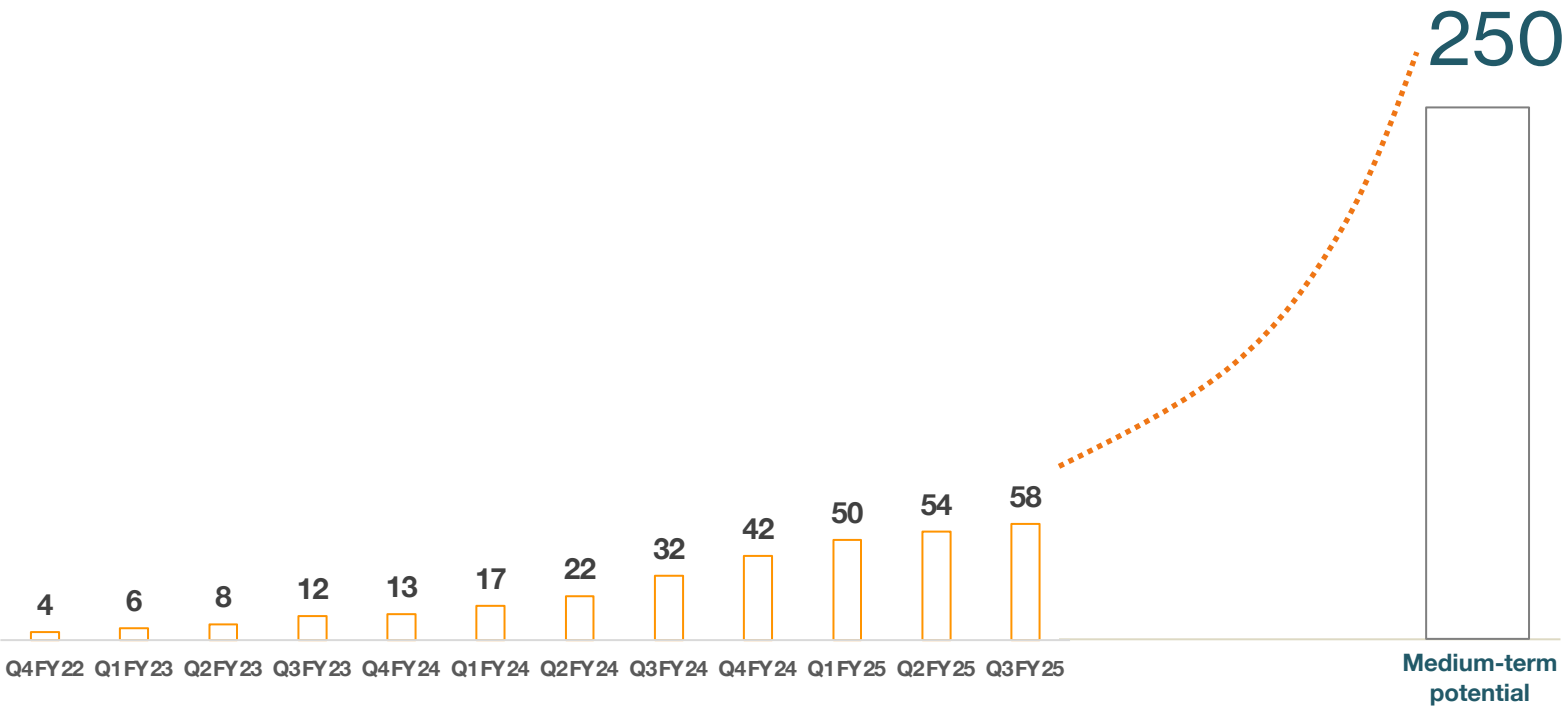
Super Saver flavor

Add 1 Drink, Get 1 Drink FREE\*

Super Saver

Add 1 Drink, Get 1 Drink FREE\*





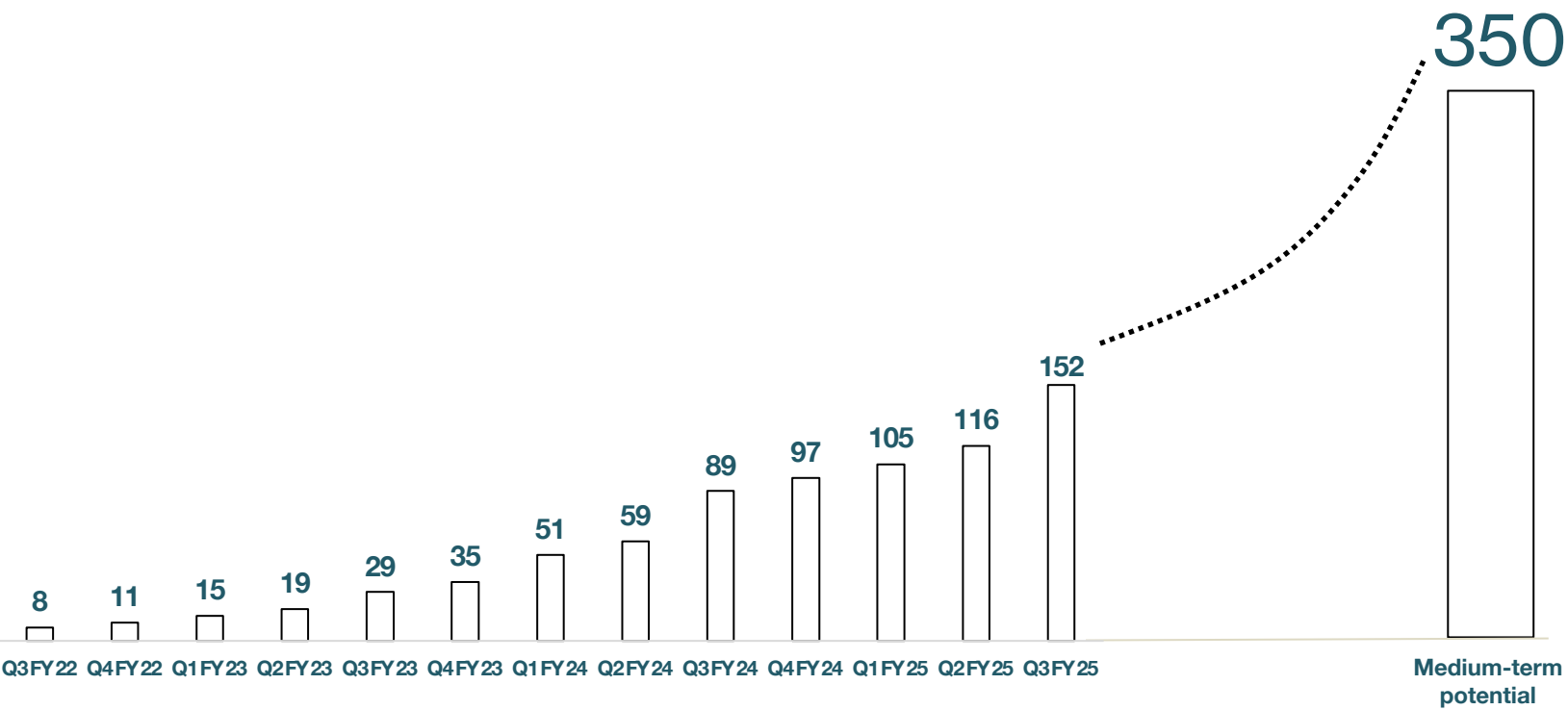


COFFY



**COFFY APP'İN YENİ  
CÜZDAN ÖZELLİĞİ İLE  
KOLAYCA ÖDE!**





# d

Other Emerging Brands







DUNKIN'

- 34 café now serving consumers across 14 cities
- Launched Dunkin' Brownies in six new flavors



- 35 restaurants now serving guests across 7 cities
- Introduced a new No-Onion and No-Garlic range



# 5


## Statement of Profit and Loss




**OUT OF THE WORLD EXPERIENCES  
HAPPEN ONLY WITH PIZZA**


Consolidated			Profit and Loss Metrics Particulars in INR mn	Standalone		
Q3 FY25	Q3 FY24	Growth %		Q3 FY25	Q3 FY24	Growth %
21,508	13,781	56.1%	Revenue from operations	16,111	13,551	18.9%
173	42	316.9%	Other Income	83	40	109.3%
21,681	13,823	56.8%	Total Income	16,194	13,590	19.2%
6,027	3,244	85.8%	Raw Material and Beverage Cost	4,018	3,164	27.0%
15,481	10,537	46.9%	Gross Profit	12,092	10,387	16.4%
72.0%	76.5%		Margin	75.1%	76.7%	
3,711	2,598	42.8%	Personnel Expenses	2,802	2,535	10.5%
7,749	5,137	50.8%	Manufacturing and Other Expenses	6,163	5,025	22.7%
4,020	2,801	43.5%	Op. EBITDA	3,128	2,827	10.6%
18.7%	20.3%		Margin	19.4%	20.9%	
1,334	624	113.7%	Interest Cost	682	583	16.9%
2,078	1,515	37.2%	Depreciation	1,741	1,465	18.8%
-3	155	n.a	Share of Profit/(Loss) in Associate	0	0	n.a
778	858	-9.4%	PBT before exceptional item	788	819	-3.8%
3.6%	6.2%		Margin	4.9%	6.0%	
45	0	n.a	Exceptional Item*	248	0	n.a
733	858	-14.6%	PBT	540	819	-34.0%
3.4%	6.2%		Margin	3.4%	6.0%	
237	201	17.6%	Tax	130	209	-38.0%
506	657	-23.0%	PAT before exceptional item	623	610	2.2%
2.4%	4.8%		Margin	3.9%	4.5%	
496	657	-24.5%	PAT	410	610	-32.7%
2.3%	4.8%		Margin	2.5%	4.5%	


Note: 1. DP Eurasia line by line consolidation is w.e.f. 1<sup>st</sup> February, 2024 and hence figures aren't strictly comparable for consolidated financials


JUBILANT  
FOODWORKS


\*During the quarter ended December 31, 2024, the Group has recorded an impairment charge of INR 44.97 million in consolidated financials and INR 248 million in standalone financials on the investment in associate company namely, Hashtag Loyalty Private Limited, on account of discontinuance of operations. This investment was recorded as per equity method and accordingly, the Group's share of post-acquisition loss of INR 202.54 million was recorded in earlier periods in consolidated financials.

Domino's

POPEYES

DUNKIN'

HONG'S  
KITCHEN  
hearty tasty clean

COFFY

# Statement of Profit and Loss

Consolidated			Profit and Loss Metrics Particulars in INR mn	Standalone		
9M FY25	9M FY24	Growth %		9M FY25	9M FY24	Growth %
60,385	40,813	48.0%	Revenue from operations	45,175	40,096	12.7%
647	206	214.6%	Other Income	306	199	53.4%
61,032	41,018	48.8%	Total Income	45,481	40,295	12.9%
16,703	9,737	71.5%	Raw Material and Beverage Cost	10,971	9,478	15.8%
43,683	31,075	40.6%	Gross Profit	34,204	30,618	11.7%
72.3%	76.1%		Margin	75.7%	76.4%	
10,366	7,719	34.3%	Personnel Expenses	8,052	7,543	6.7%
21,480	15,025	43.0%	Manufacturing and Other Expenses	17,401	14,676	18.6%
11,837	8,331	42.1%	Op. EBITDA	8,751	8,398	4.2%
19.6%	20.4%		Margin	19.4%	20.9%	
4,059	1,736	133.8%	Interest Cost	1,942	1,630	19.1%
5,928	4,291	38.1%	Depreciation	4,946	4,172	18.5%
-52	97	n.a	Share of Profit/(Loss) in Associate	0	0	n.a
2,444	2,607	-6.2%	PBT before exceptional item	2,169	2,795	-22.4%
4.0%	6.4%		Margin	4.8%	7.0%	
45	0	n.a	Exceptional Item*	248	0	n.a
2,399	2,607	-8.0%	PBT	1,921	2,795	-31.3%
4.0%	6.4%		Margin	4.3%	7.0%	
580	689	-15.8%	Tax	475	712	-33.3%
1,830	1,918	-4.6%	PAT before exceptional item	1,659	2,083	-20.4%
3.0%	4.7%		Margin	3.7%	5.2%	
1,820	1,918	-5.1%	PAT	1,446	2,083	-30.6%
3.0%	4.7%		Margin	3.2%	5.2%	

Note: 1. DP Eurasia line by line consolidation is w.e.f. 1<sup>st</sup> February, 2024 and hence figures aren't strictly comparable for consolidated financials

\*During the nine month period ended December 31, 2024, the Group has recorded an impairment charge of INR 44.97 million in consolidated financials and INR 248 million in standalone financials on the investment in associate company namely, Hashtag Loyalty Private Limited, on account of discontinuance of operations. This investment was recorded as per equity method and accordingly, the Group's share of post-acquisition loss of INR 202.54 million was recorded in earlier periods in consolidated financials.



# 6

## Supplementary Information

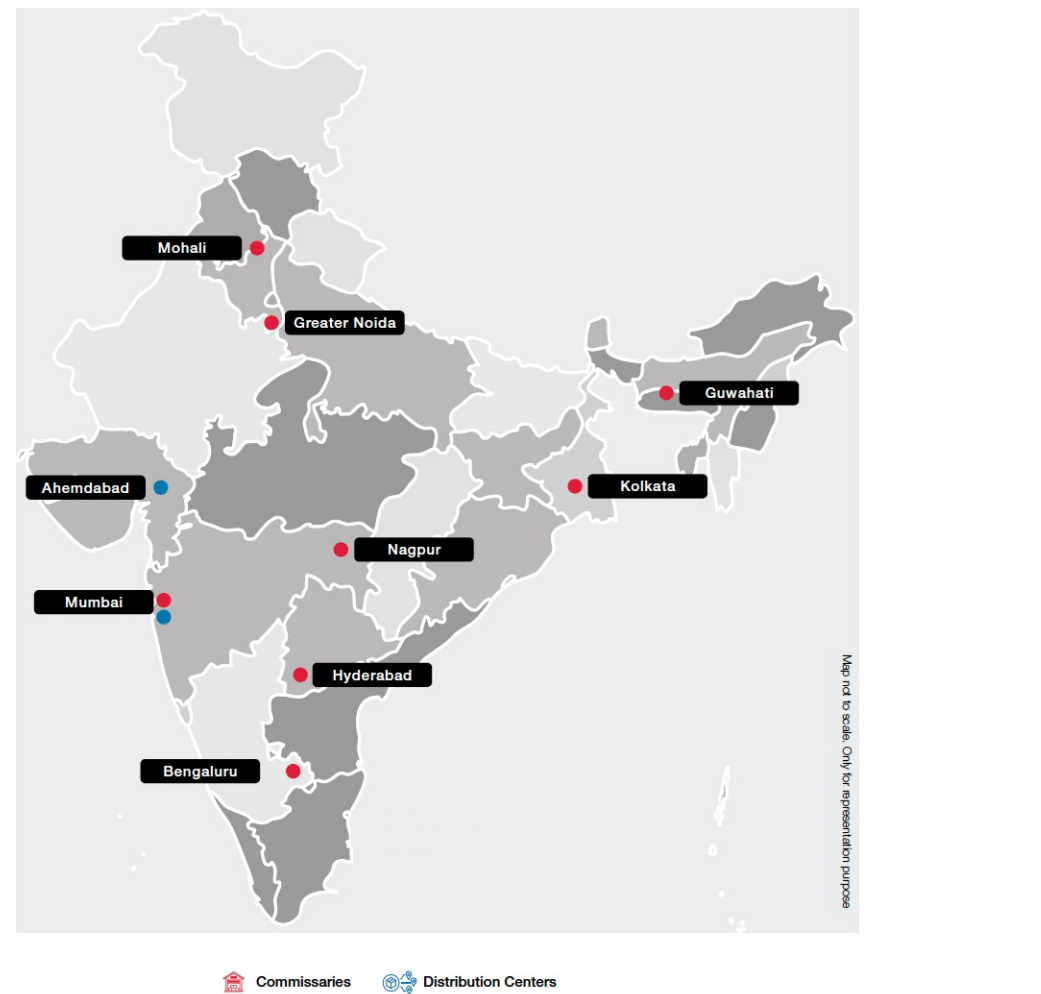


Customers, technology, operations and organization’s culture to drive sustained profitable growth



The Integrated Supply chain model helps JFL enjoys one of highest fill rates - 99.6% - globally

8 Commissaries and 2 Distribution Centers in India



Jubilant Food Park Bangalore



Work on new Mumbai commissary has started



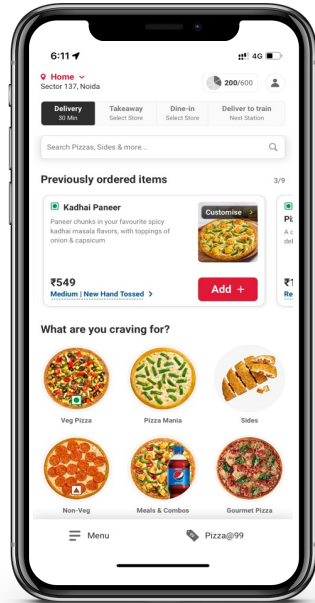


# Key Competitive Advantage: Continued investments for building data and technology strengths

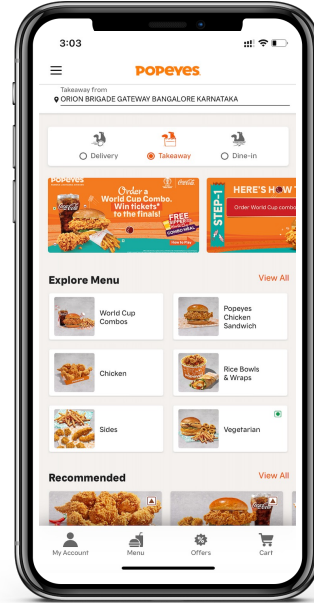


## Our 'Data and Technology Forward' Pillars

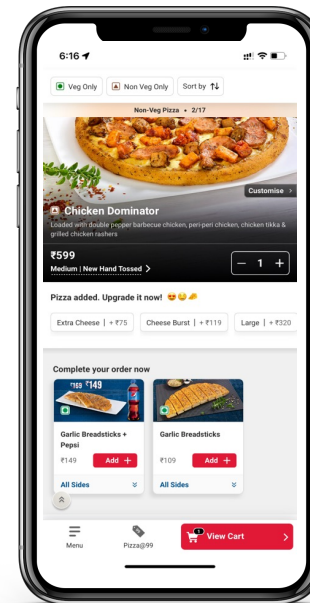
### Immersive Customer Experience



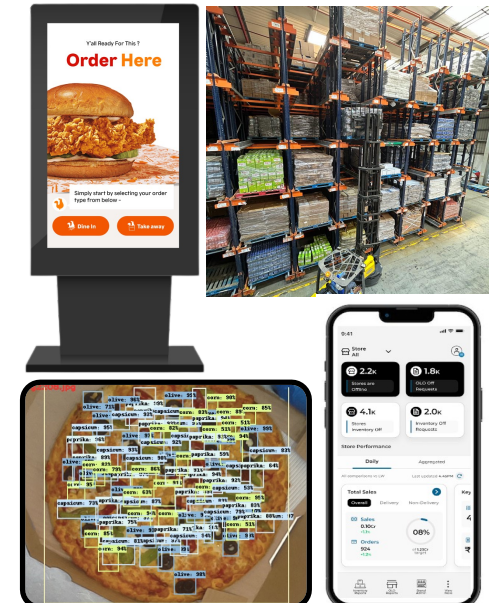
### Next Level Platform Capabilities



### Advanced Analytics and Data Science



### Digitizing Value Chain



- Single Step Onboarding
- Live Rider Tracking
- Order Scheduling
- Order Customization

- Multi-Country, Multi-Brand in-house Tech Platform
- Automated Nearest Store Discovery

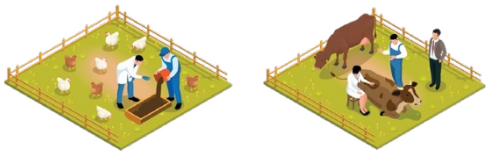
- Micro-services based architecture for the consumer app
- Loyalty program

- Personalized Menu and Offers
- Cohort based CRM Campaigns

- In-context Upsells
- In-context Cross-sells

- Rider App
- Custom-built App for Store teams
- AI based Pizza Quality Analyzer
- Transport and Warehouse Management System

Sustainability is deeply embedded in our multi-stakeholder business model, as a key tenet of generating long-term value



Responsible  
Sourcing

- The Company empower dairy farmers with cutting-edge technologies and expert guidance, enabling them to enhance the productivity and quality of their dairy products
- Achieved “No Antibiotics Ever” milestone
- 100% farm traceability for chicken, oregano, chili and tomato paste
- Achieved corn localization to enhance localization and incentivize local farmers
- Member of I-SPOC(Sustainable Palm Oil Coalition of India)
- In our pursuit of agricultural harmony, the Company uses Integrated Pest Management (IPM) techniques for sourcing chilies from Andhra Pradesh



Baking Goodness

- All ingredients are 100% free from artificial preservatives, colors and flavors for Domino’s
- 100% recyclable pizza boxes and lidless dine-in boxes
- 100% dairy based mozzarella cheese
- Domino’s India launched Ragi Super Crust Pizza which features superior quality millet ingredients combined with a multi-seed mix of flax seed, watermelon seed, pumpkin seed, and sunflower seeds
- 96% of food ingredients for Domino’s manufacturers are certified under Global Food Safety Initiative



Emissions, Energy and  
Waste Management

- With ~17,500 EVs, the share of EVs in fleet is now ~60%
- 100% e-bikes for Popeyes
- ~25% share of electricity demand at our commissaries is met by renewable power
- EMS installed at stores and commissaries for real-time monitoring to reduce energy consumption
- Eliminated single-use plastic
- Co-processing ‘Used Cooking Oil’ for Bio-Diesel manufacturing, wherever feasible



Benefit  
People and Communities

- Trained over 10,500 cumulative students under J-FARM (Jubilant FoodWorks Academy for Restaurant Operations and Management)
- Continue to build more diverse, inclusive and representative JFL – ~36% of workforce are women
- Company is GPTW Certified and conducts engagement survey for all employees on a yearly basis
- Training and veterinary support to over 7,800+ dairy farmers in H1FY’25 to enhance cattle productivity
- Providing access to medical health care to 469,000 people



# About Us

Jubilant FoodWorks Limited (JFL Group/Group), incorporated in 1995, ranks among the leading emerging markets' food-tech companies. Its Group network comprises 3,260 stores across six markets – India, Turkey, Bangladesh, Sri Lanka, Azerbaijan and Georgia. The Group has a strong Portfolio of Brands in emerging markets with franchise rights for three global brands - Domino's, Popeyes and Dunkin' – and two own-brands, Hong's Kitchen, an Indo-Chinese QSR brand in India, and a CAFÉ brand - COFFY in Turkey.

Note: The store count for the Group is as on December 31, 2024

## Website:

[www.jubilantfoodworks.com](http://www.jubilantfoodworks.com)

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Note: 1. All financial data in this presentation is derived from reviewed consolidated and standalone IND-AS financial statements for continuing operations until specified otherwise

2. Due to rounding-off, the financial figures may not recalculate exactly
3. All growth comparison is vs. prior year and all network addition pertains to net stores added during the specified period unless specified otherwise
4. Consolidation of accounts of DP Eurasia with JFL is effective February 1, 2024. Prior period numbers are not comparable
5. TRY:INR is as per currency conversion on December 31, 2024. Turkey financials are reported as per IAS 29 – Hyperinflation accounting adjusted.
6. The growth % for Bangladesh and Sri Lanka is computed on constant currency basis as per the average FX rate for Oct-Dec 2024.

## Disclaimer

*Certain statements in this presentation 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*