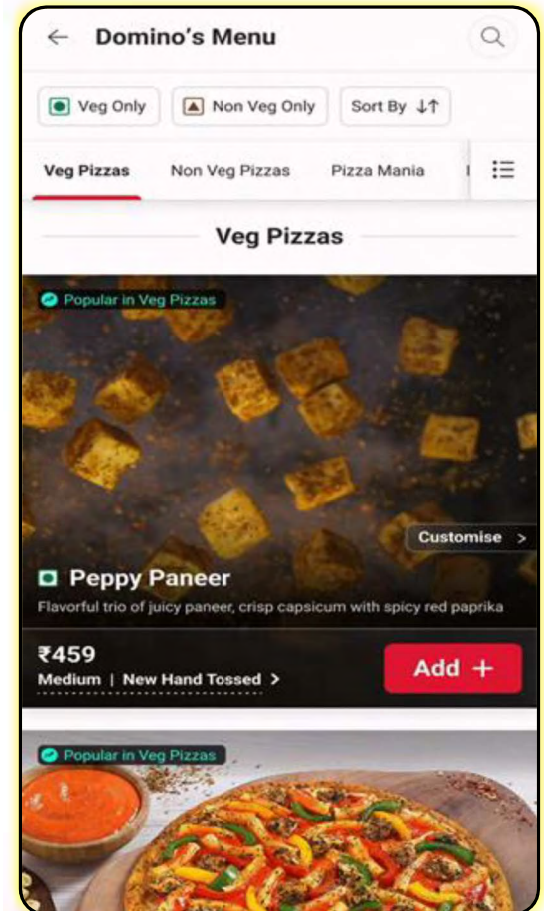
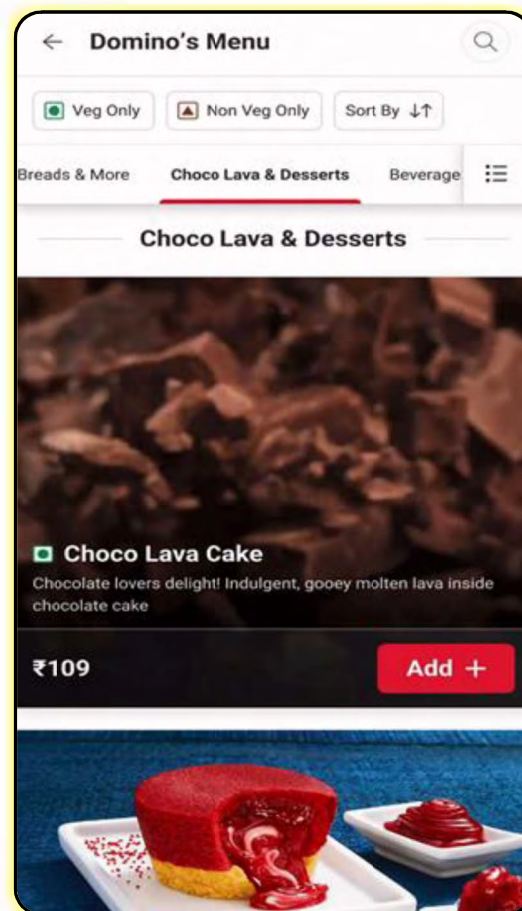




Investor Meet 2025



Wining with purpose, technology and food - Mr. Sameer Khetarpal



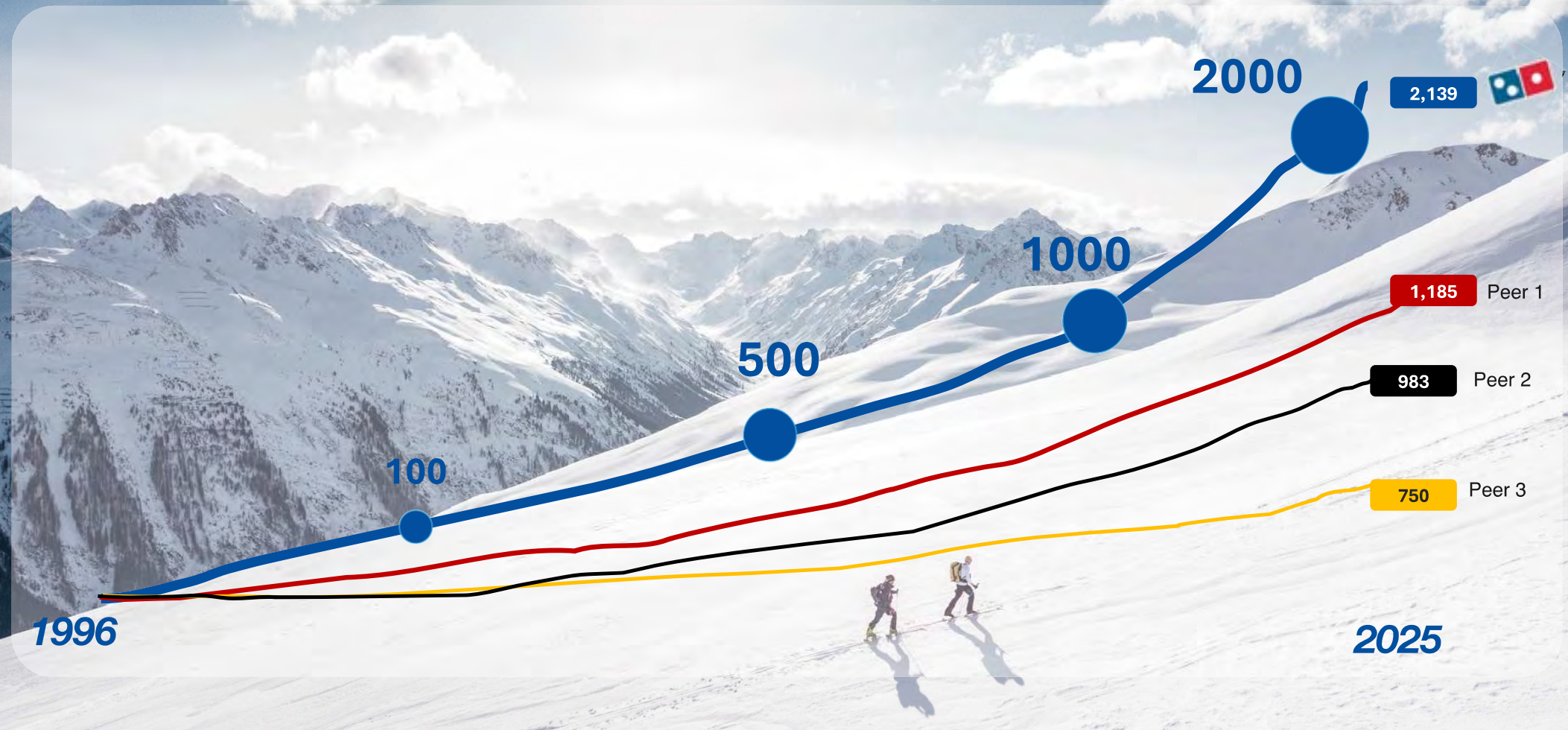
OUR START

1996



Domino's 1st store opened
in GK-1 New Delhi

Unprecedented Store Expansion pace



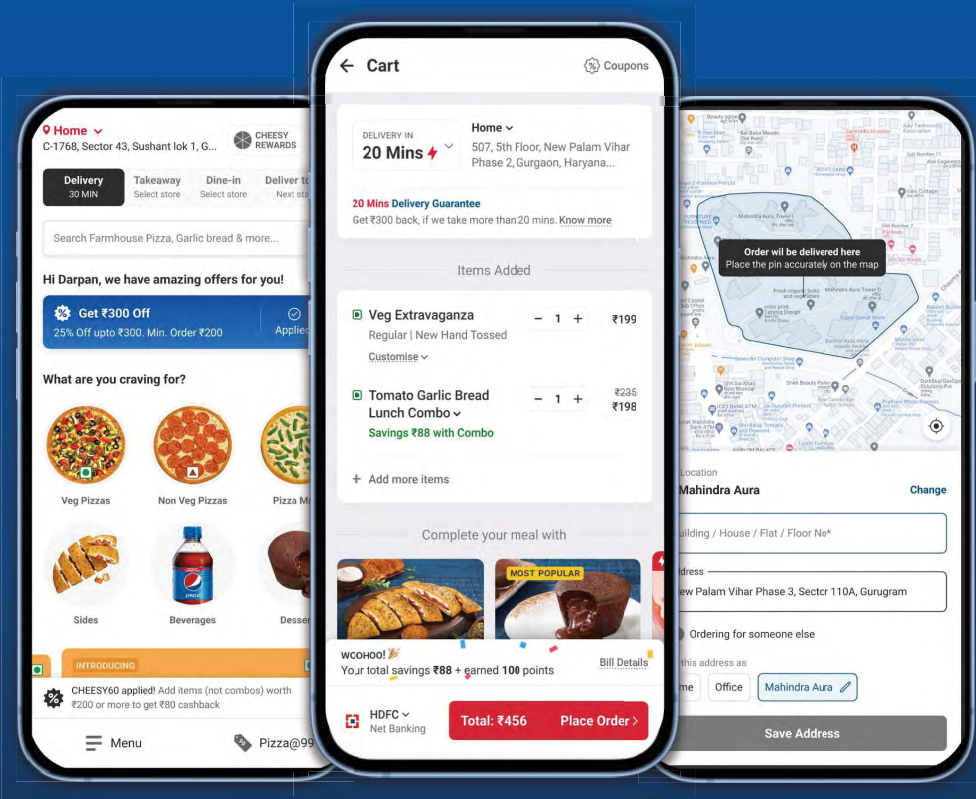
2004: Pioneered 30 min delivery OR Free



Setting our own
customer delivery
promise

[Audio Visual Link](#)

2011 : First to launch “Own Mobile App” for ordering



Key metrics for Domino's App today

Majority

Orders via own app

12M+

App Downloads
every quarter

5M+

Monthly Transacting
Users (MTUs)

30M+

Loyalty program
enrollments

Owning “farm to fork” gives us highest margins in Industry

1



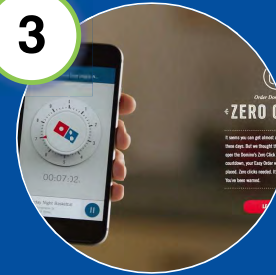
+

2



+

3



+

4



Backward integrated
farm sourcing

Inhouse
Manufacturing

8 own Apps for
customer orders

45,000+ riders
delivering in 20 mins

Industry leading margins

JFL is a Multi-brand Food-tech company

Five Brands



#1 in Pizza Globally

POPEYES

#2 in Chicken Globally

COFFY

Fast growing
Café Brand



First Indo-Chinese
QSR Brand

DUNKIN'

#1 Coffee & Donuts
Brand in USA

Serving 22% world population



INR 57B

FY'24 Revenue

3,000+

Stores

15M+

Monthly Active
Users on App

45,000+

Own Rider fleet

34,000+

People Employed

JFL's purpose: We serve Joy

Last 3 Year Review

[Audio Visual Link](#)

Be The BOLD

[Audio Visual Link](#)

BREAKTHROUGH TECHNOLOGY

OPERATE WITH EXCELLENCE

LEAD WITH PURPOSE

DELICIOUS FOOD

BREAKTHROUGH TECHNOLOGY

OLD



Breakthrough Technology embedded across touchpoints

Network
expansion



1000 high priority
locations

Revenue per
store



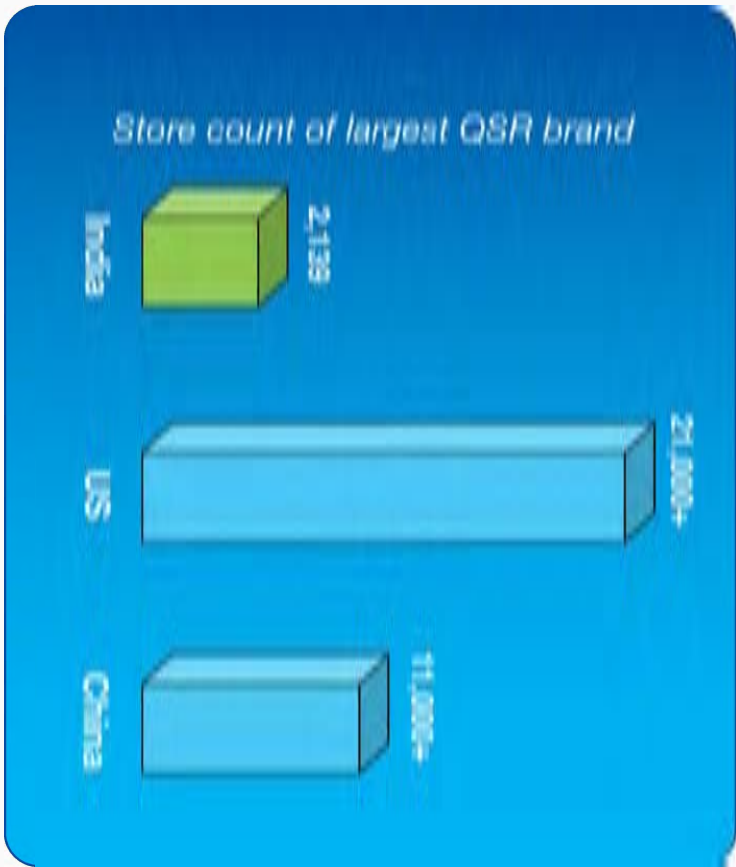
>25% improvement
in store throughput

Immersive food-
first experiences

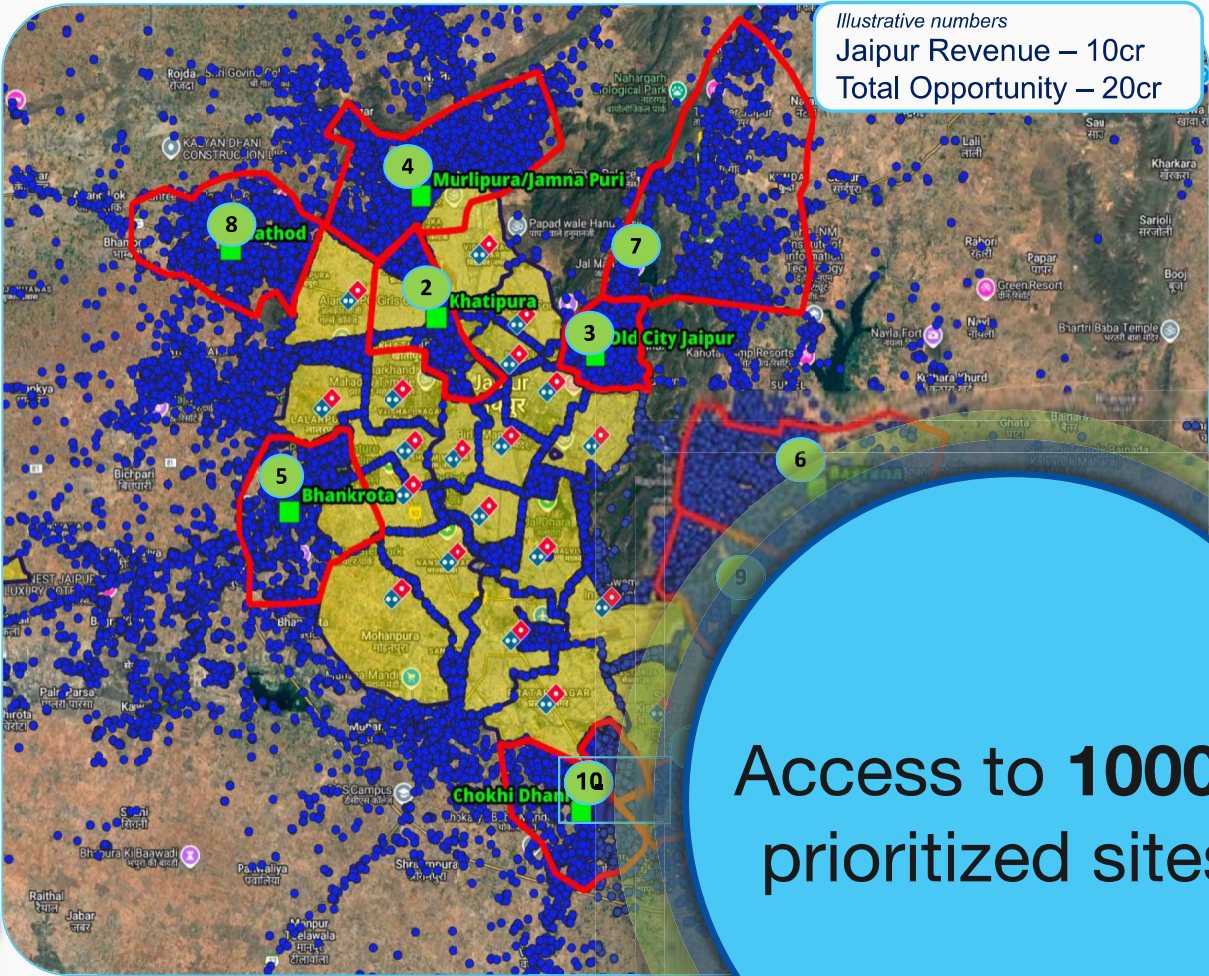


2x loyalty through
proprietary data

Utilize Propriety Location.AI for site identification



A lot remains to be done



Access to 1000+ prioritized sites

Make stores smarter with Store.AI

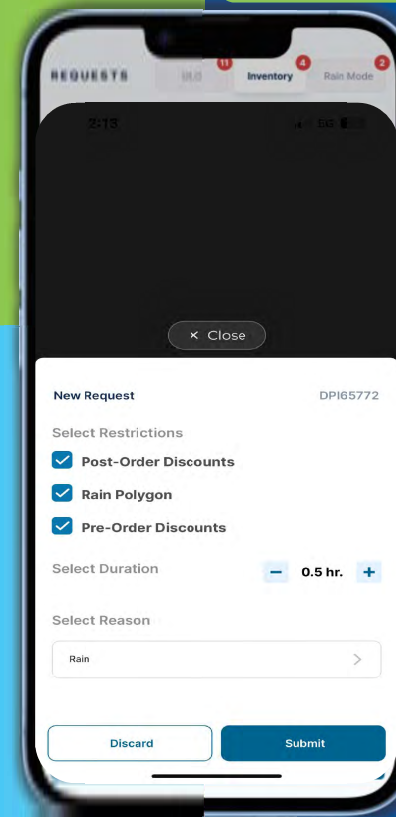
1 Next Gen inventory Management



2 Advanced Surveillance



3 Restaurant Co-pilot



Manage App Traffic

Rain-mode

Optimize Discounts

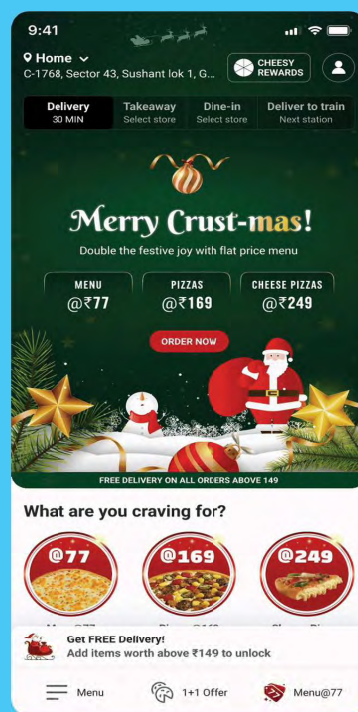
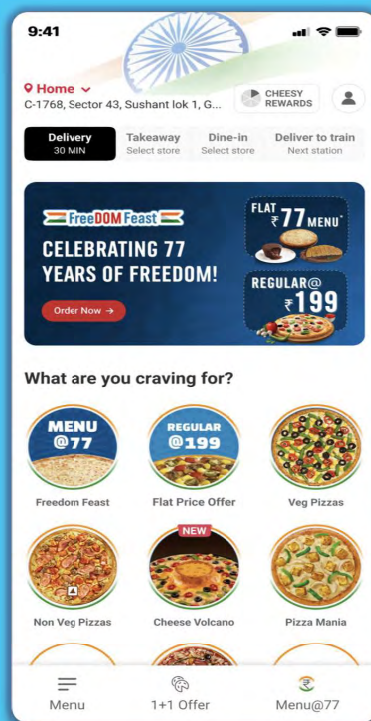
One-click KPI tracking

Rider attendance & tracking

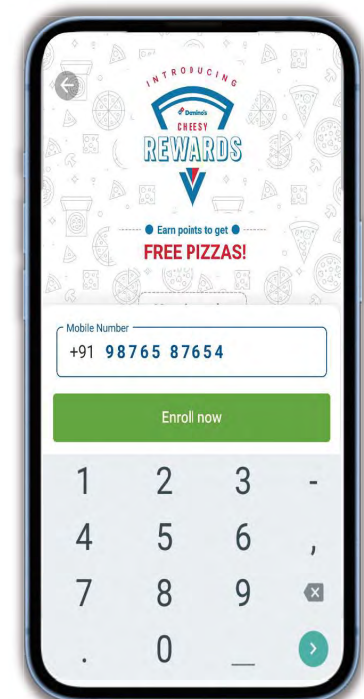
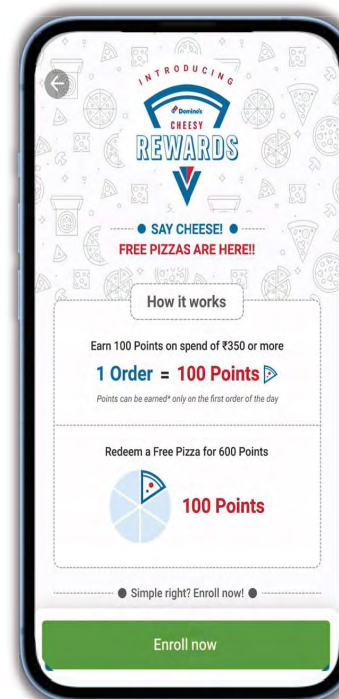
**BE THE
BOLD**

Give Immersive & delightful Customer shopping

Hyper personalized Apps



Loyalty 2.0 program



BE THE
BOLD

B
Operate with Excellence
L
D



Bengaluru Food Park

ONE-OF-ITS-KIND; Commenced operations on 9th November 2023

[Audio Visual Link](#)

Multi-category processing

Dough

Chicken

Seasoning



Multi-temperature warehouses

Frozen

Chilled

Ambient

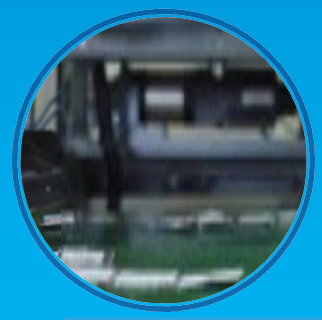
Cold chain transport

275+ multi-compartment trucks
RFID tagged reverse logistics

Marinated Chicken

Pizza Dough

Seasoning



*Lowest recipe cost & highest
fill rates to stores*

BE THE
BOLD

Investing in four more Commissaries



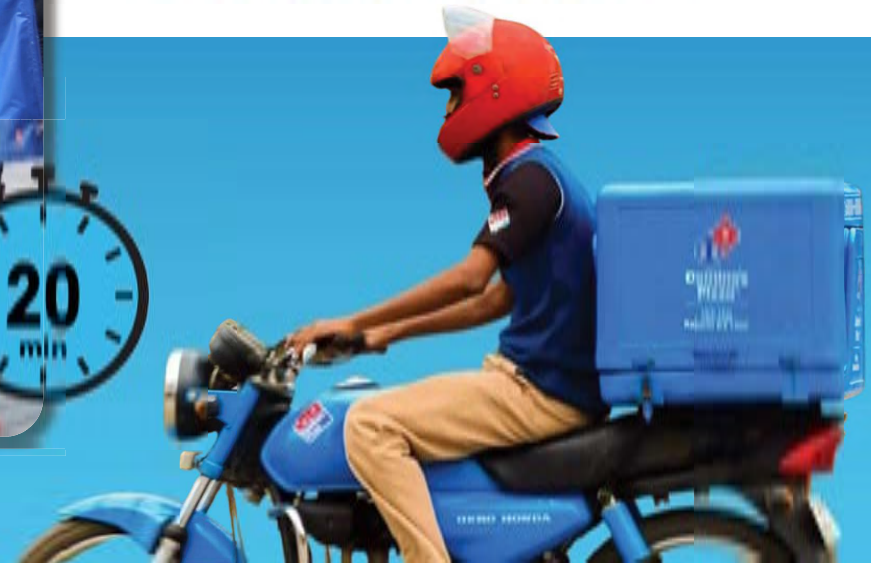
Freshest Pizza delivered Fastest



Serving 7 million+ orders within 20 mins every month



*DELIVERY GUARANTEE **



Enabled via Propriety Last Mile Platforms



Delivery Management System



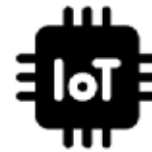
Selfie Validation

Shift rostering

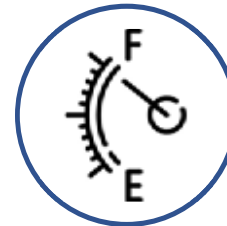
Last Mile Delivery

Society App Collaboration

Earnings & Incentives



iOT driven governance



Higher fuel efficiency

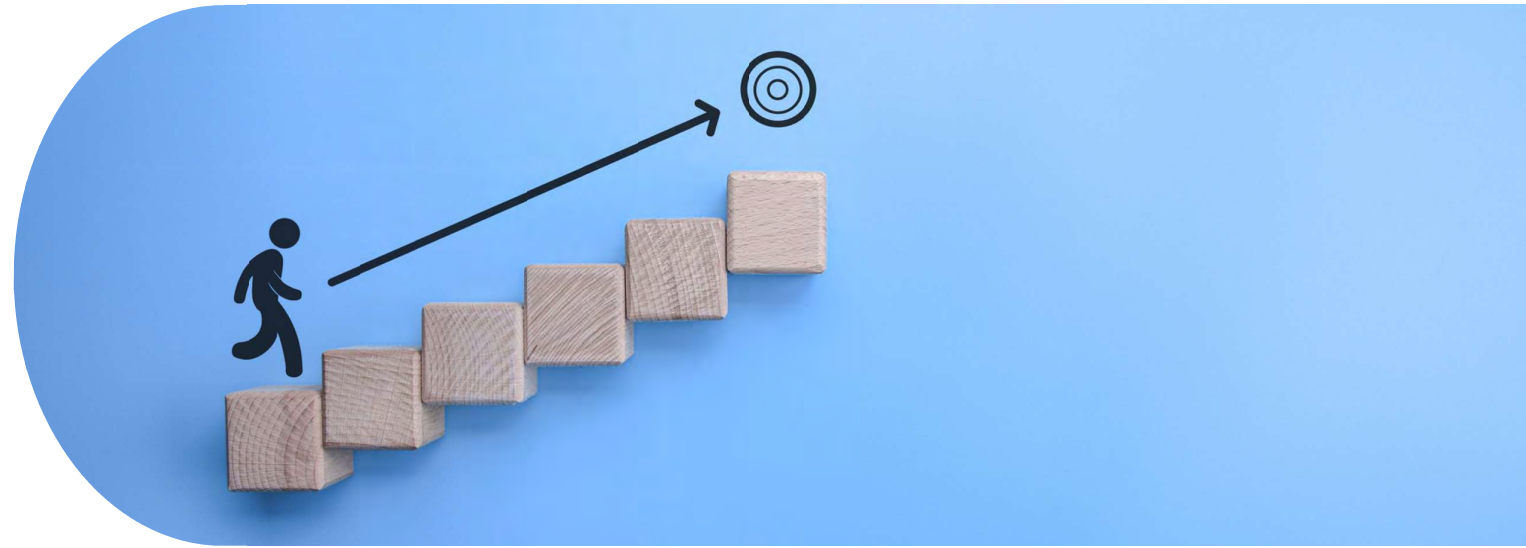


Optimal bike utilization



Behavior Compliance

B
O



Lead with Purpose

D

Our Team ensures that every store delivers



The image features a light blue line graph that trends upwards from left to right. The line is jagged, representing fluctuations in data. Three dark blue callout boxes with white text are positioned along the line, each pointing to a specific point on the graph. The first box is on the left, the second is in the middle, and the third is on the right. A horizontal dotted line is located above the graph.

Structured review mechanisms

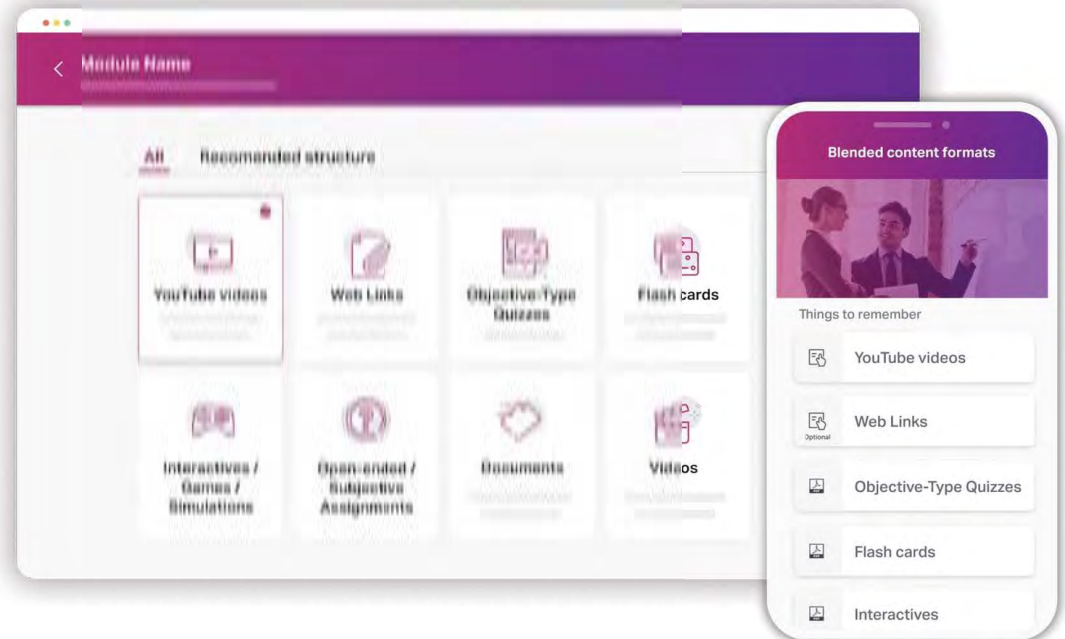
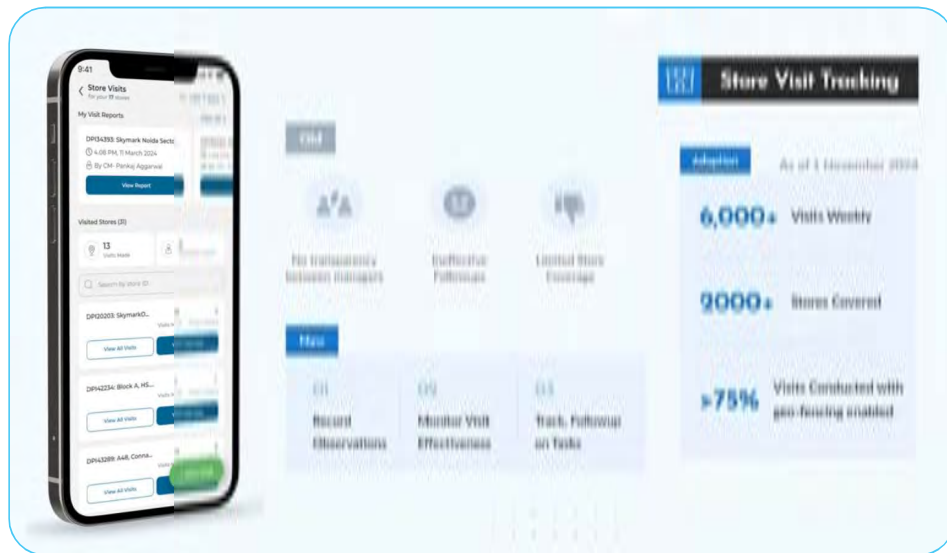
Purpose driven visits by Operations

High frequency trainings

Our Team ensures that every store delivers



Our Team ensures that every store delivers



B
O
L



Delicious Food in Every Order

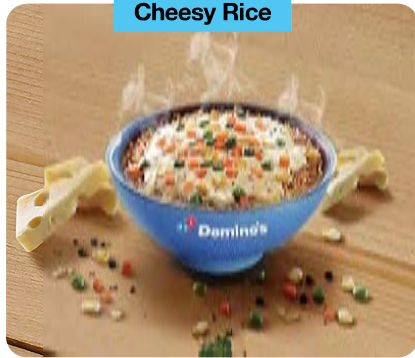
Delicious Food in Every Order

[Audio Visual Link](#)

More Platforms coming in future



Big Big Pizza



Cheesy Rice

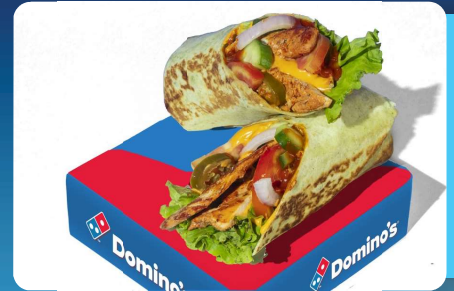


Korean bun

New Value Range



Cheese tart



Wraps



Keema egg

BEING
BOLD

Popeyes India

[Audio Visual Link](#)

Our Strategy: “BE THE BOLD”

Breakthrough technology



- Identified 1000 priority sites with Location.AI
- Immersive, engaging, vertical-apps: 2x the loyalty
- Restaurant Co-pilot : breaking the EBITDA barrier

Operate with Excellence



- Reach customers in <20 mins in seven metros
- Regional but integrated supply chain with insourcing of critical ingredients (e.g., sauces, seasoning)

Lead with Purpose



- Embed JFL values; be the top employer of choice
- Hustle mindfully to have the highest throughput per store in the world

Delicious Food







- Build food-platforms of Rs.10 billion in annual sales

Our FY28 Ambition

- Domino's to be #1 QSR brand in each country; outpace #2 player to expand the lead
- Strengthen COFFY and Popeyes as speed-boats for future growth
- Ahead of the curve investments in technology and supply-chain
- Generate cash from operations in Turkey



 **3000+ stores**
  **1000+ stores**




 **Profitable and #2
chicken brand**



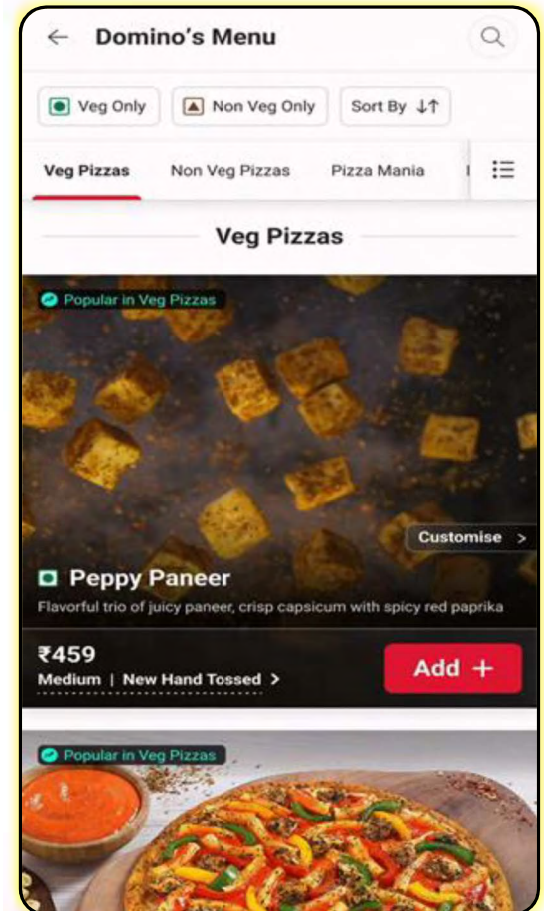
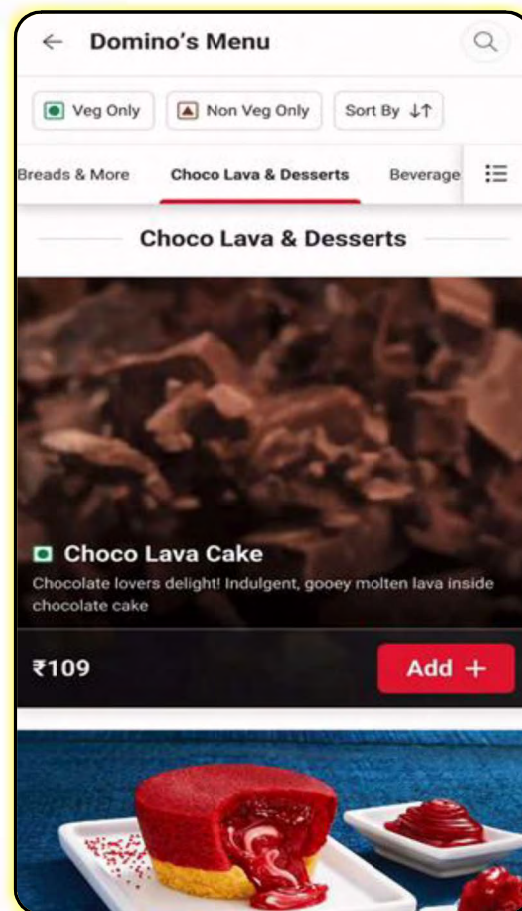
Top 3 Coffee chain
+ Go international



JFL will become # 1 Food-tech player in market



Investor Meet 2025

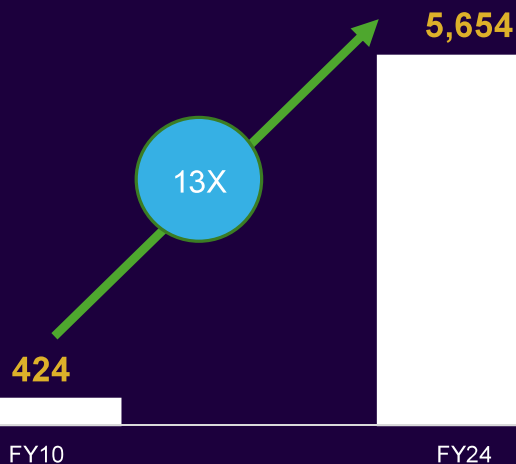


STRATEGY : ACTION : IMPACT – MS. SUMAN HEGDE

A 15 Year Retrospective

20%
CAGR

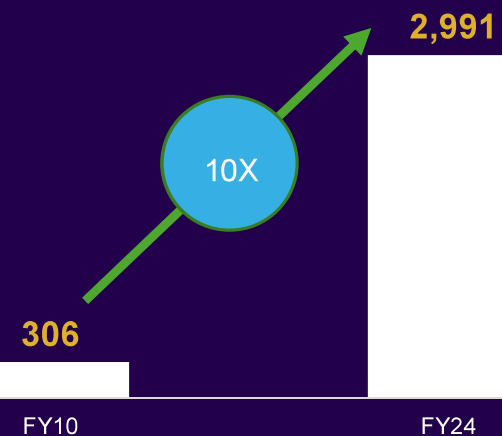
Consolidated Revenue



Outpacing Competition (YTD FY25)

Q3FY25 Domino's India LFL at 12.5%
YTD Standalone Revenue Growth at 12.7%

Stores



18%
CAGR

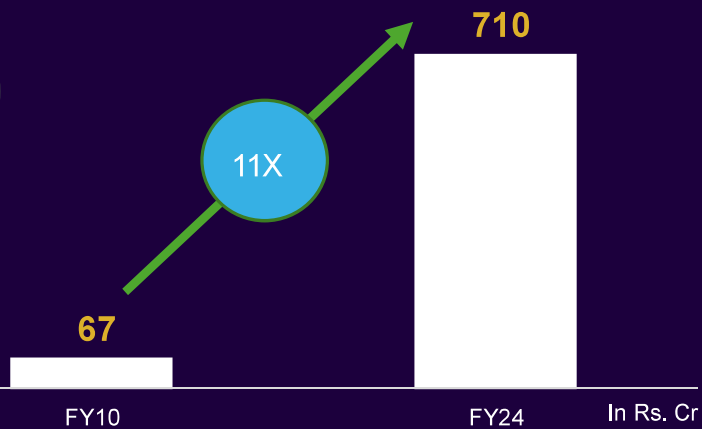
Setting the Pace

1st Market outside US to cross 2,000 stores
+45 new cities in FY25 and counting

A 15 Year Retrospective

Consolidated EBITDA (w/o Ind AS 116)

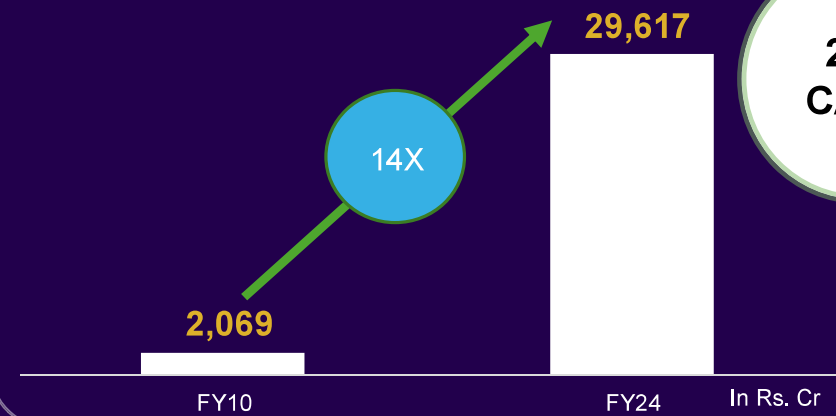
18%
CAGR



Dominos India EBITDA margin: 14.6%
Highest in the Industry

Market Capitalization

21%
CAGR



Market Cap +Rs. 15,000 Cr. YTD
> Market Returns in Yr.

JFL's BOLD Value Vectors Shaping the Future



BOLD Ambition

Market Beating Revenue Growth



**GROWTH
ACCELERATION**

Drive Absolute Profit Growth



**PROFIT
MAXIMISATION**

**Future – Fit
Tech Investments**



**SMART
CAPITAL ALLOCATION**

BOLD Revenue

BOLD

Scale New Businesses

- Accelerate through differentiated platforms and store formats
- Leverage JFL capabilities

Stores Expansion

- Whitespace expansion
- Re-imagine Stores
- New store formats

Superior Innovations

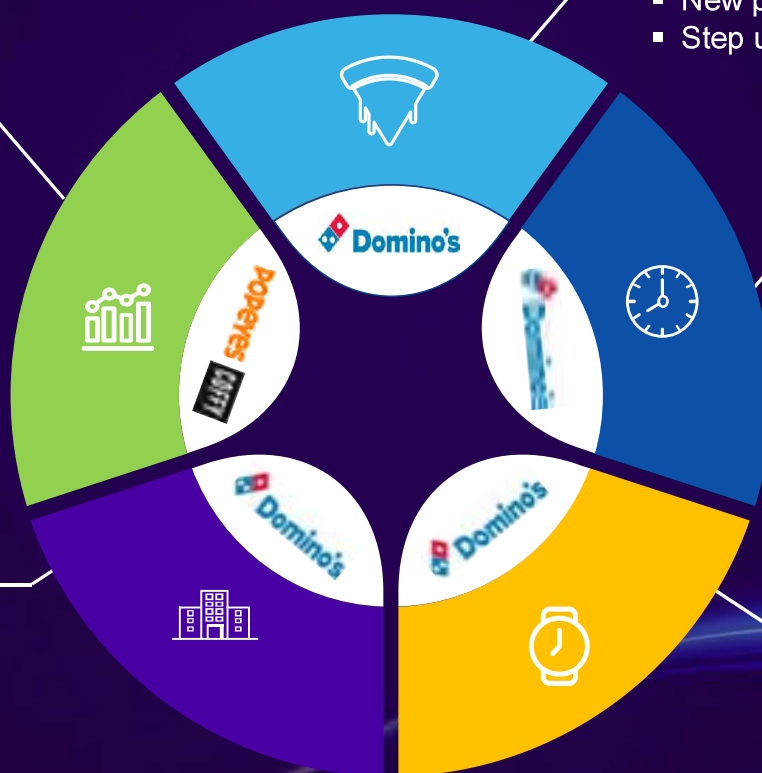
- New platforms and categories
- Step up Gen Z affiliation

Operational Excellence DOT20

- Drive Store Insider productivity
- Seamless Logistics; Rethink delivery polygons

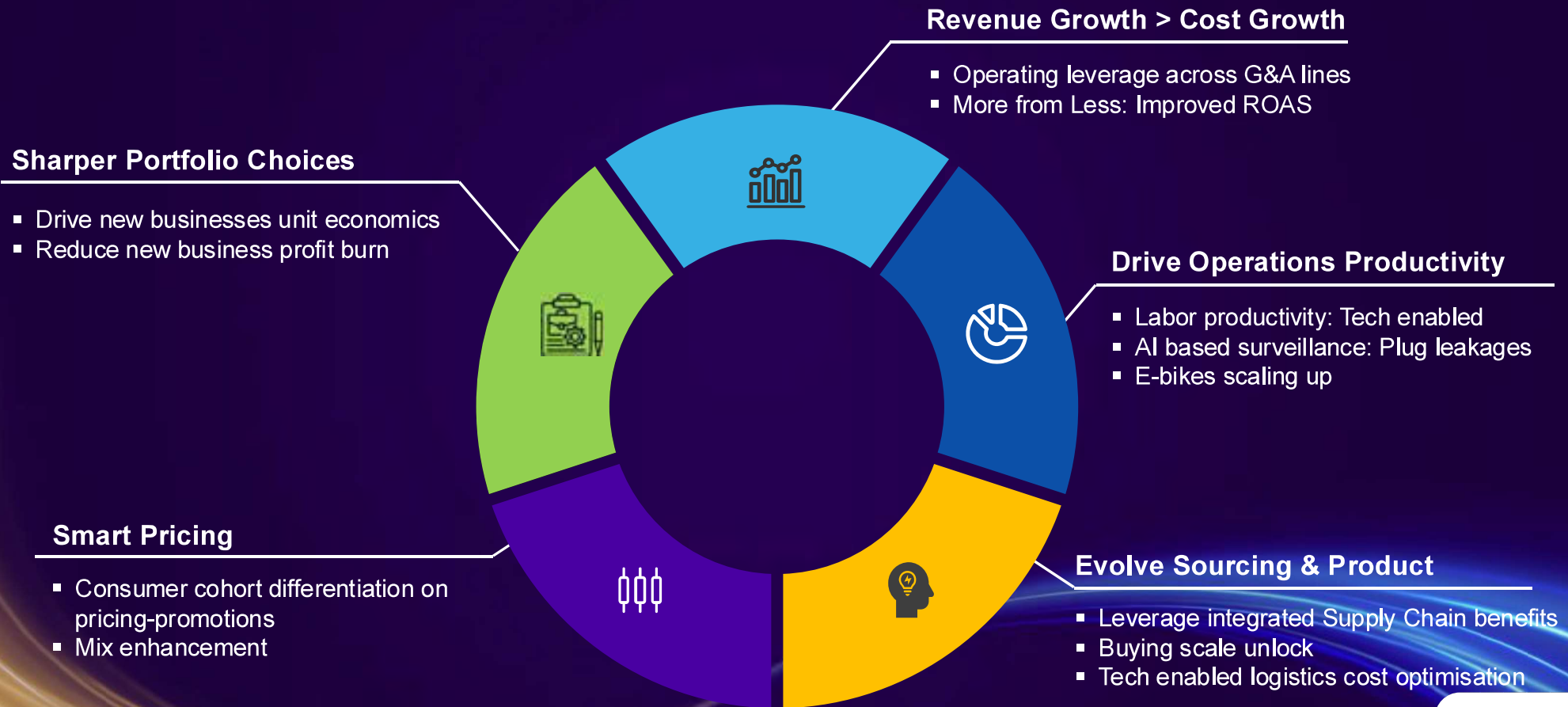
Cater to Day Parts

- Portfolio to Consumer Appetite & Taste
- Time Specific Promotions & Campaigns



BOLD Profits

BOLD



BOLD Capital Decisions

BOLD

Unlock Capital Efficiency

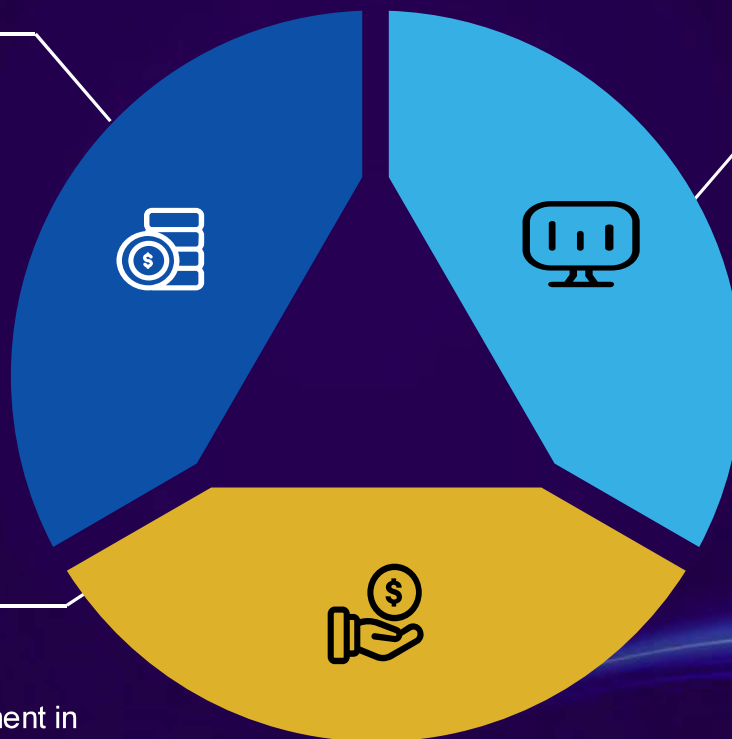
- Store ROI +10% ↑
- Capex per store -15% ↓
- Tech ROI step up – clear Revenue/Productivity KPIs

Strategic Investments

- New Stores & Stores Remodeling
- Supply Chain & Infrastructure
- End-to-end Digitalization

Drive Free Cash Flow

- Dynamic capital allocation to value maximisation
- Effective Working Capital Management in inflationary markets
- Financial re-engineering to reduce cost of borrowings



BOLD Ambition FY 28

Market Beating Revenue Growth

Double Digit Revenue CAGR
3,000+ Domino's India Stores



**GROWTH
ACCELERATION**

Drive Absolute Profit Growth

Double Digit Profit CAGR
200+ bps Margin Improvement
(vs. FY'24)



**PROFIT
MAXIMISATION**

Future – Fit Tech Investments

Free Cash Flow
Maximization



**SMART
CAPITAL ALLOCATION**

Maximise Returns to our Multi-Stakeholders

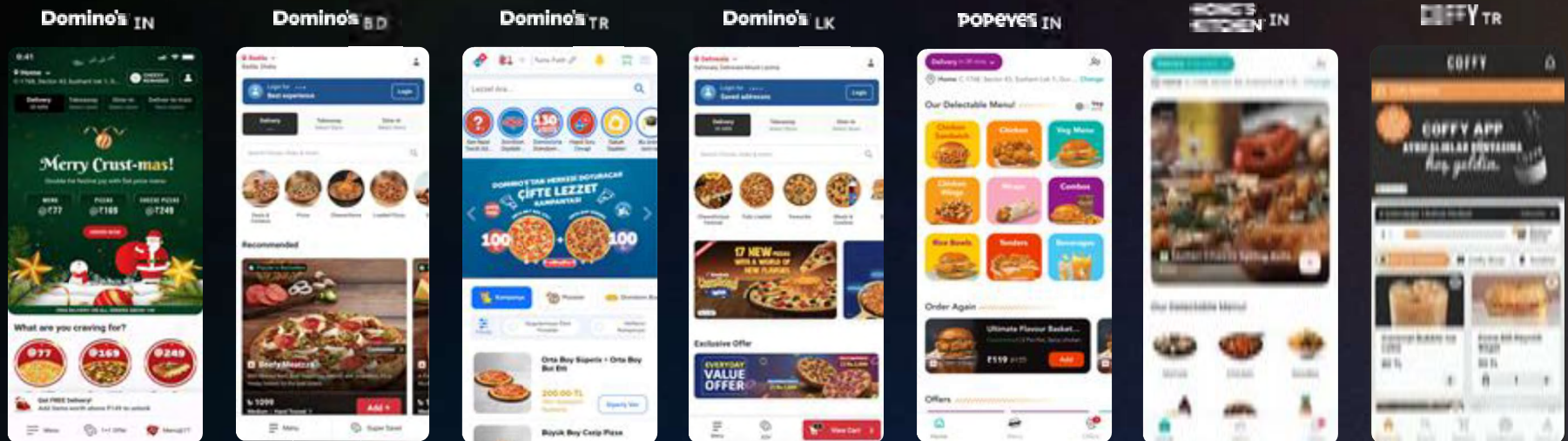
Immersive Food Shopping

Mr. Vaneet Singla and Mr. Pawan Kumar

Immersive Food Shopping @ JFL

JFL is a house of brands, and has a dedicated app for each business

Brand Apps



And we have integrated with a bunch of aggregators

Aggregators



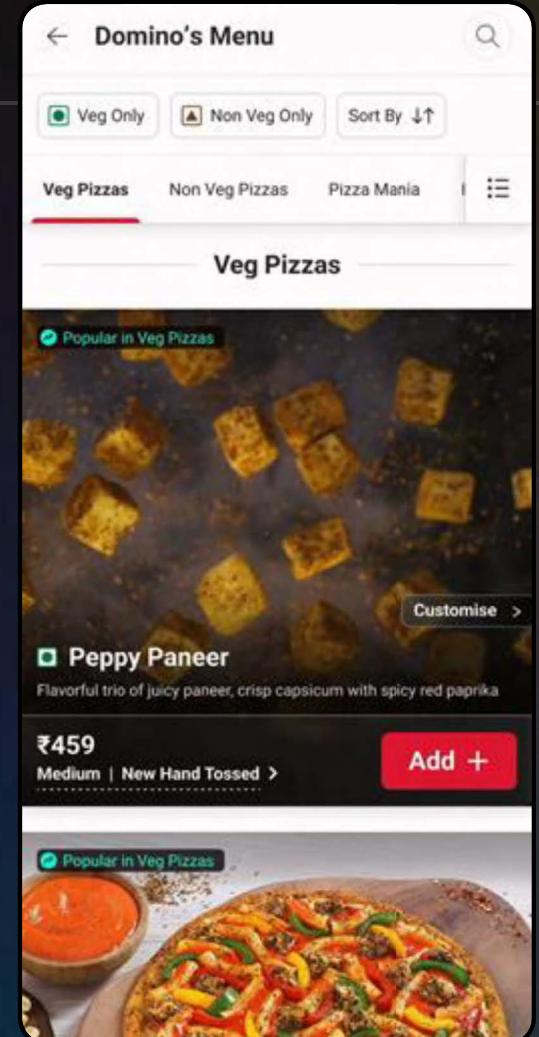
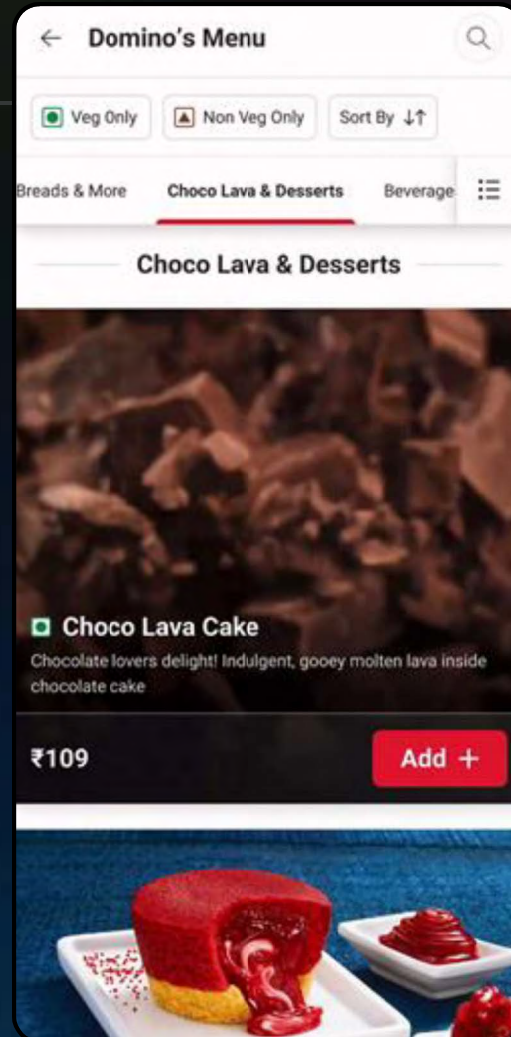
#1: Food First Approach

Heavy focus on Images and Videos

Intent is to evoke Hunger Pangs

Every session drives positive emotion

Strategic Moat



#2: Our App is Topical & Dynamic

App looks different on each Festival

Builds long term emotional associations

Christmas
2024

Independence Day
2024

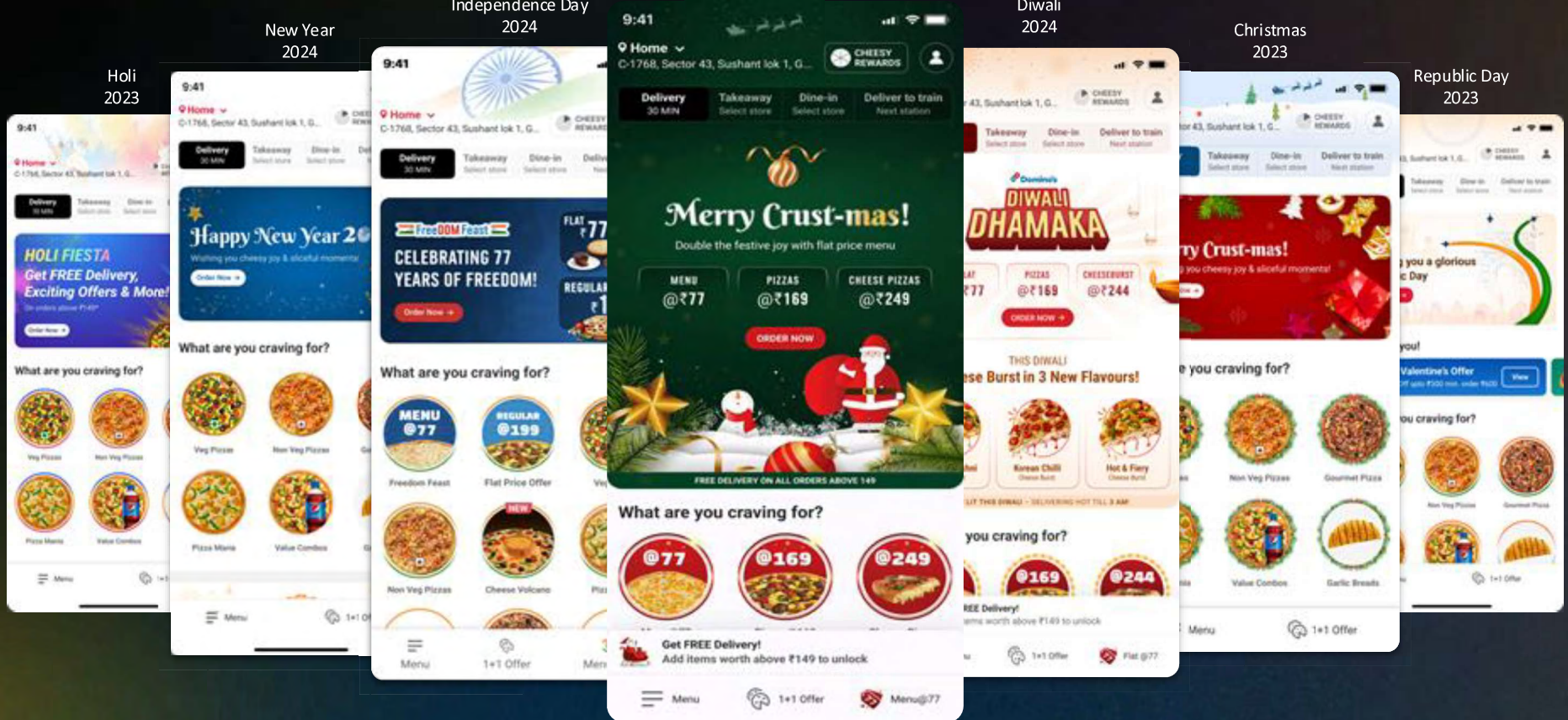
New Year
2024

Holi
2023

Diwali
2024

Christmas
2023

Republic Day
2023



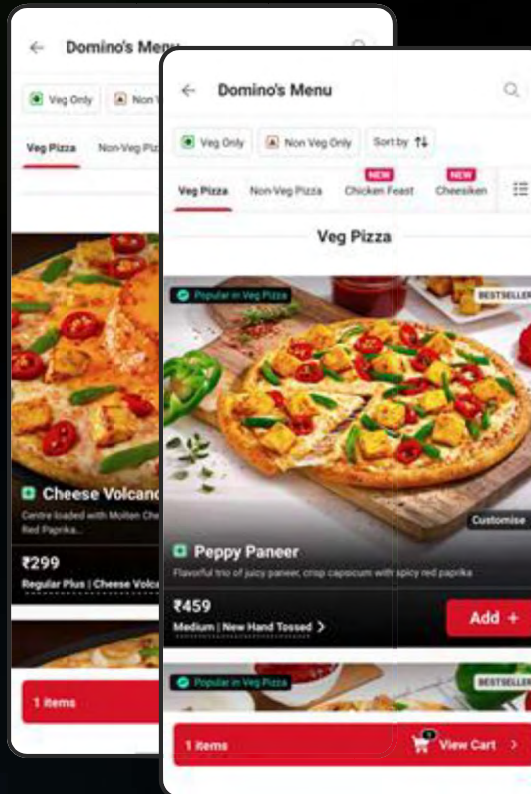
#3: Heavy Use of Personalization driven by self-learning Data Science Models

Different Home Page at City - Store Level

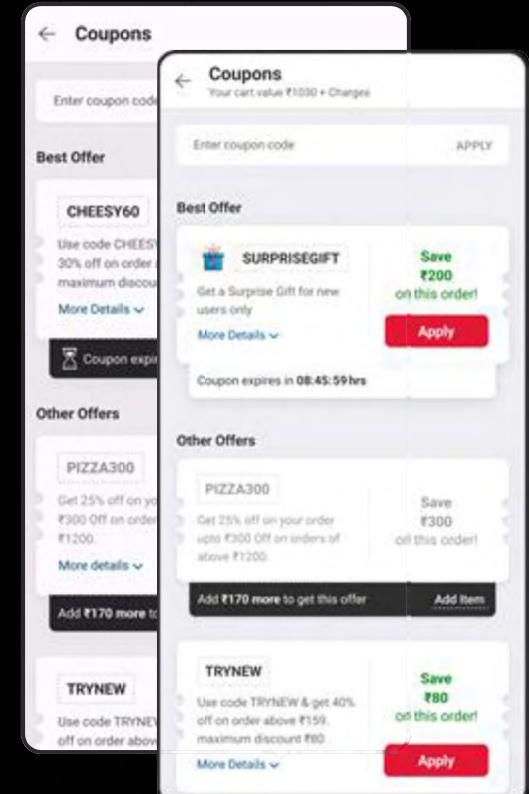
Menu Page Sequencing is personalized basis Machine Learning Models

Real time discount affinity models to optimize spends

Menu Sequence varies for each user



Offers vary basis discount affinity



#4: India's largest Loyalty Program

31 Million Loyalty Members

75% orders from Loyalty Members



Reduced
Churn



Higher Order
Frequency



Higher Lifetime Value

INTRODUCING
CHEESY REWARDS


● SAY CHEESE! ●
FREE PIZZAS ARE HERE!!

How it works

Earn 100 Points on spend of ₹350 or more
1 Order = 100 Points

Points can be earned* only on the first order of the day

Redeem a Free Pizza for 600 Points

 **100 Points**

● Simple right? Enroll now! ●

Enroll Now

INTRODUCING
CHEESY REWARDS

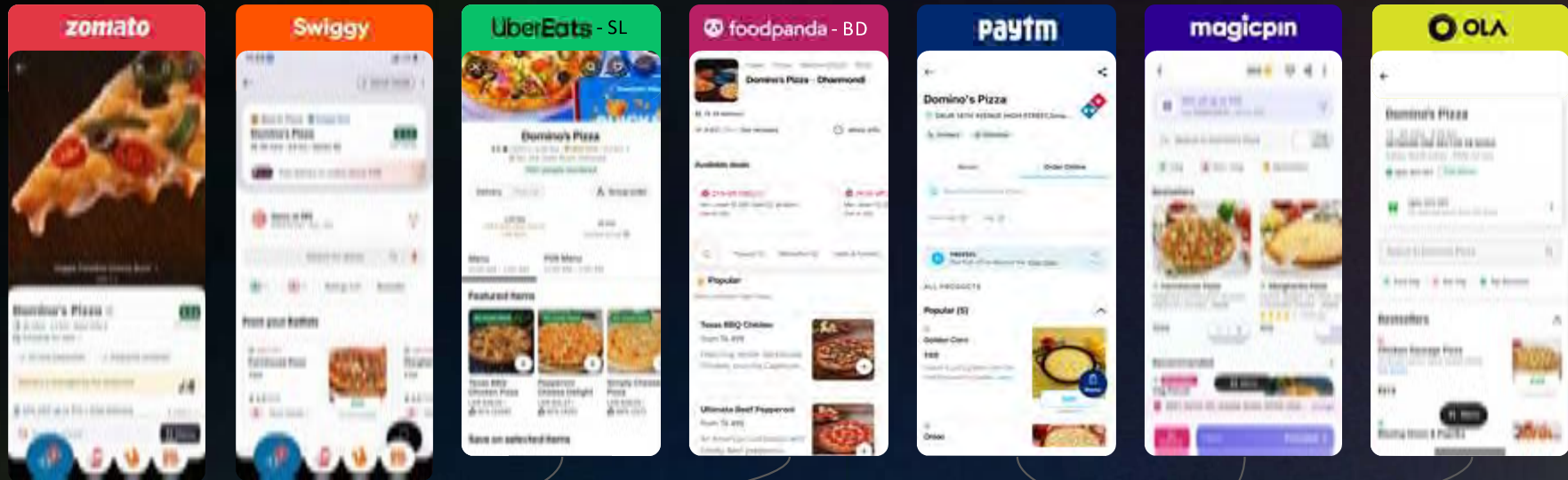
● Earn points to get ●
FREE PIZZAS!

Mobile Number
+91 98765 87654

Enroll Now

1 2 3 -
4 5 6 ,
7 8 9 ×
. 0 — >

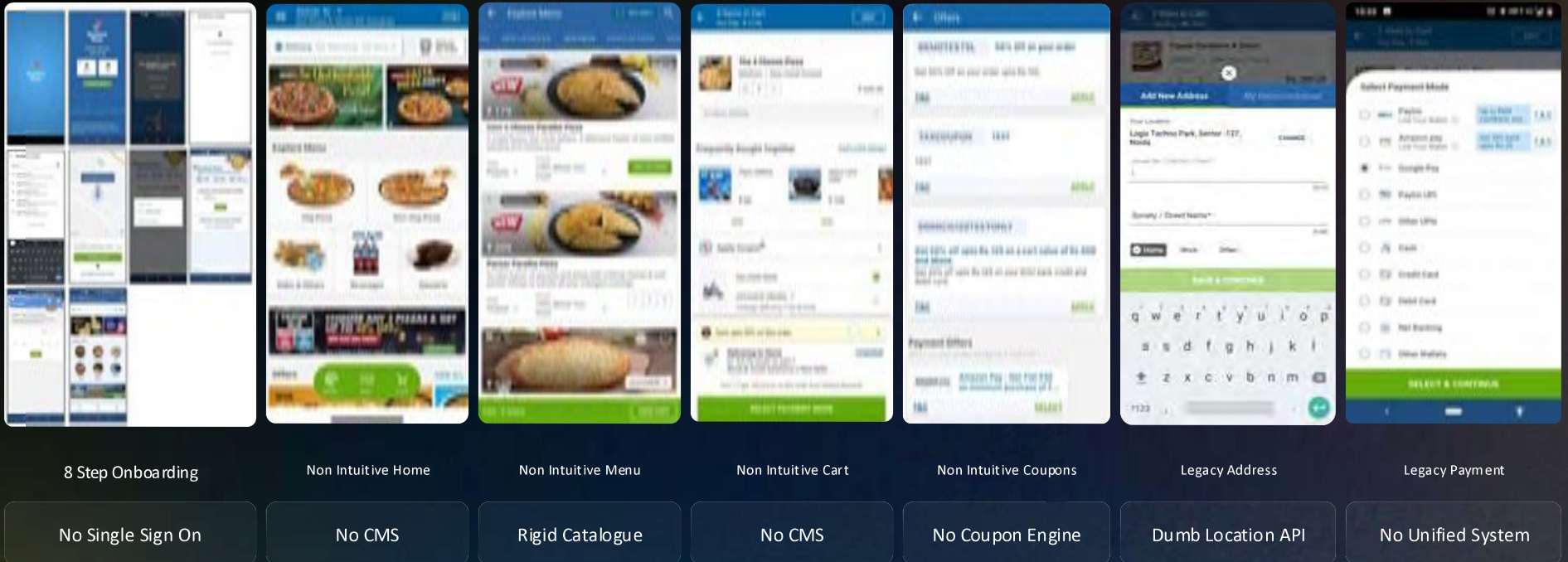
#5: We are where our customers are



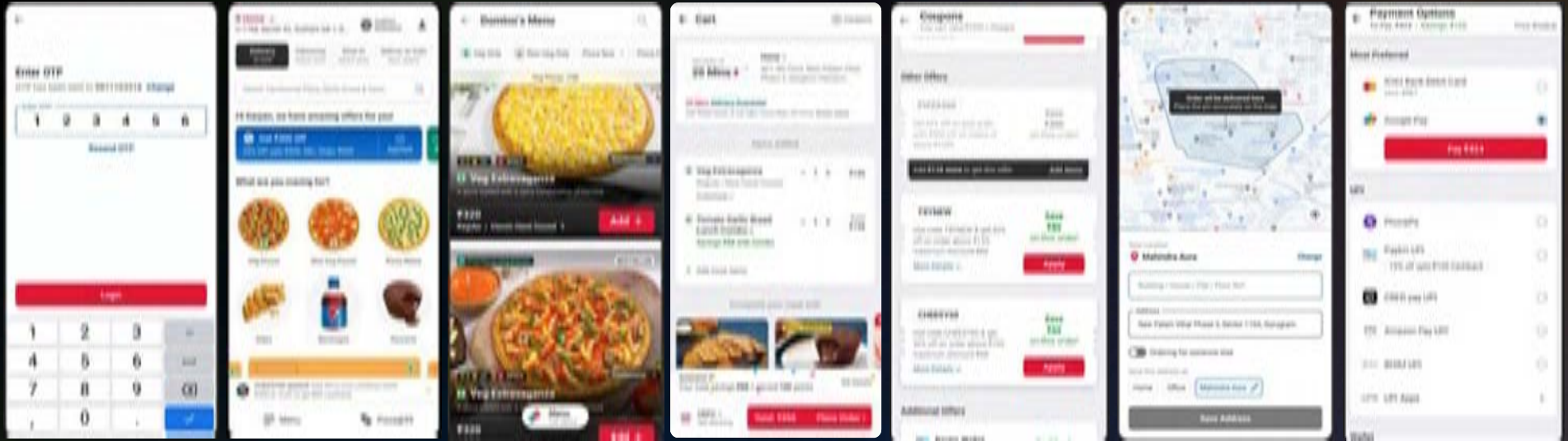
Deep integrations with all Ecosystem Players

First Food Brand to integrate directly with ONDC

#6: Where we were in 2022



#7: 36 Months to build the Next Gen Customer Platform



1 Click Onboarding

Intuitive Home

Food First Menu

Next Gen Cart

Next Gen Offers

Next Gen Address

Next Gen Payments

Single Sign On

Smart Home CMS

Next Gen Catalog

Cart CMS

Promo Engine

Smart Location API

Unified Payment

Low Friction & Food-First UX
for every single touch point

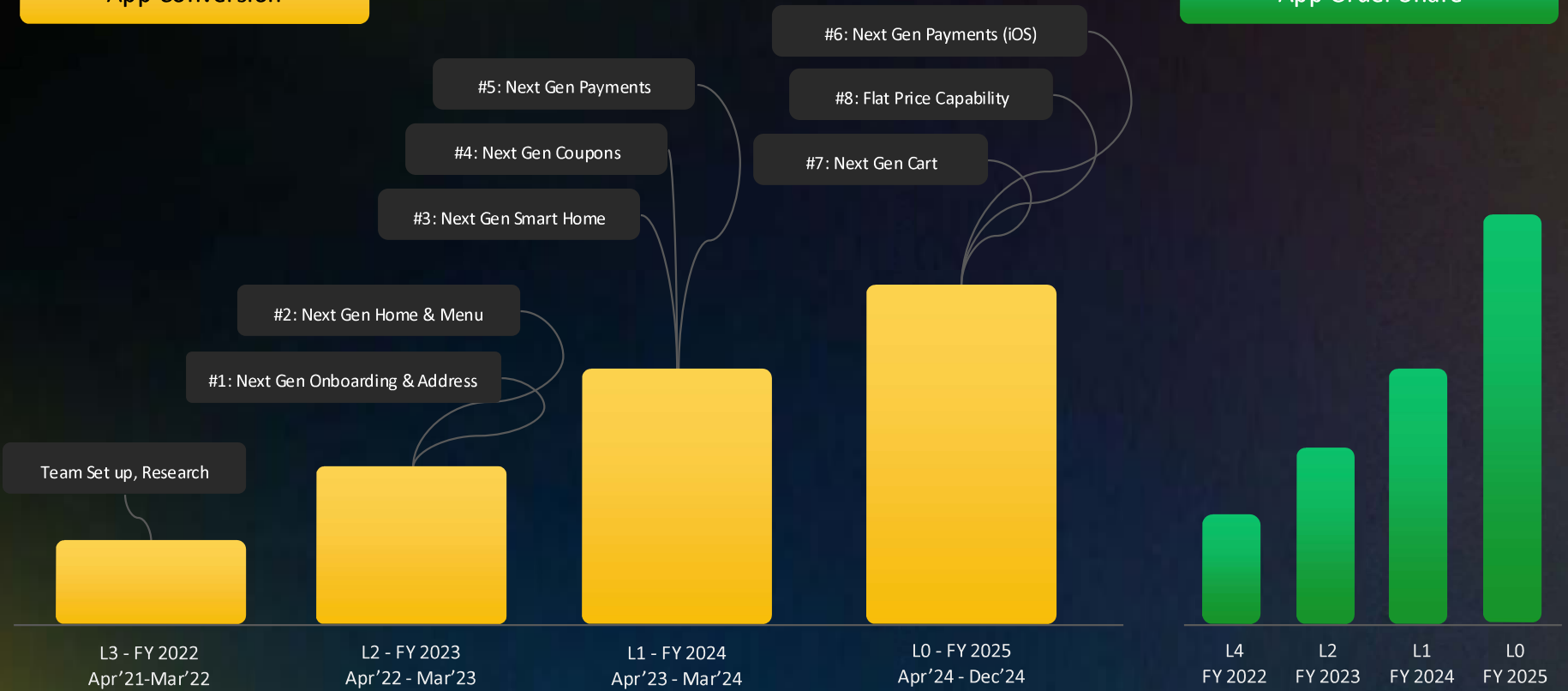
3 Weeks
to launch a new Brand App

4 Weeks
to onboard a new Aggregator


#8.1: Significant Business Benefits Accruing Already

App Conversion

App Order Share



#8.2: Our apps get a lot of Customer Love

 **4 Million+**
App Downloads per Month



Life's of Hasi Khushi

★★★★★ 26 January 2023

Every time I order I really feel good most probably some other apps come up with some consequences sometimes but ordering here always makes me comfortable and the delivery time is superb sometimes sneaking food helps me 🤫. The delivery guys are comfortable indeed. Thanks for making us comfortable... Love it Domino's Pizza 🍕🍕



Kushagra Gupta

★★★★★ 12 January 2023

"The Domino's app is a game-changer! The interface is user-friendly, and I can customize my pizzas exactly how I like them. The tracker feature is awesome – I know exactly when my order will arrive. Plus, the deals and coupons are unbeatable. 10/10!"



iOS



Domino's Pizza

Food & Drink

★ 4.7



Popeyes India

Food & Drink

★ 4.7



Zomato

Food Delivery & Dining

★ 4.7



Swiggy

Food, Grocery & Dining...

★ 4.5



Android



Domino's Pizza

Food & Drink

★ 4.7



Popeyes India

Food & Drink

★ 4.6



Zomato

Food Delivery & Dining

★ 4.5



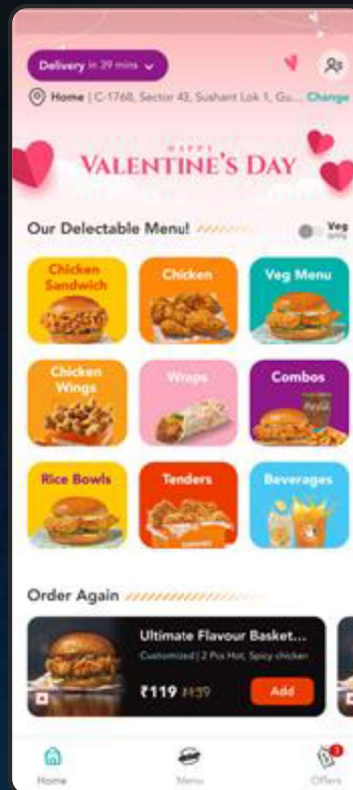
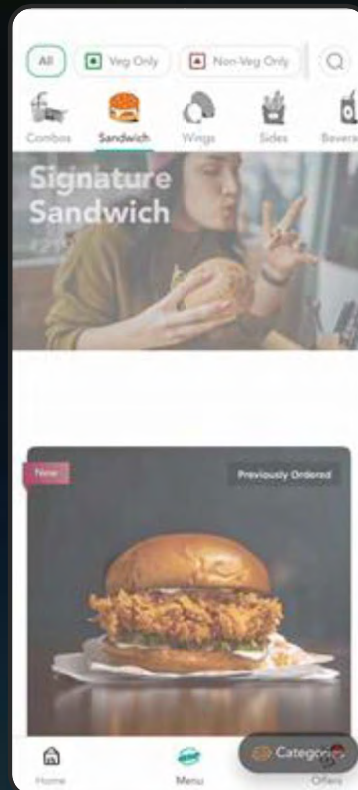
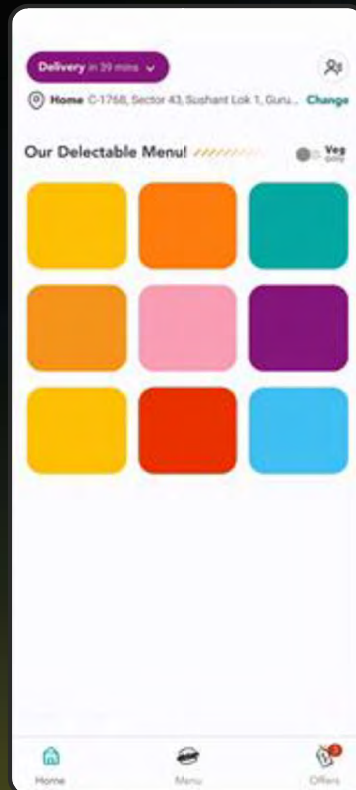
Swiggy

Food, Grocery & Dining...

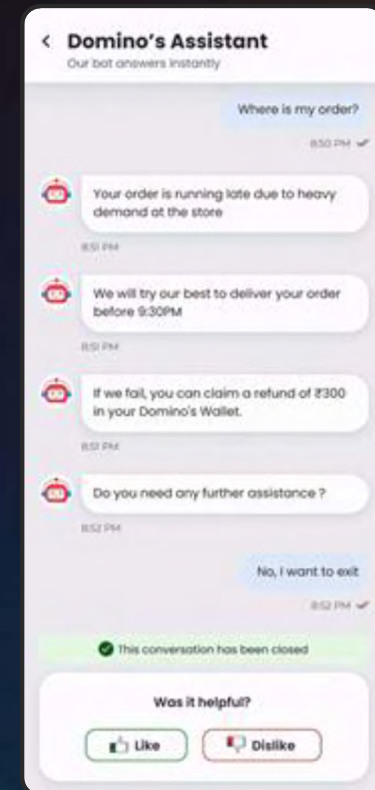
★ 4.5

#9: Coming Soon: Next Gen Popeyes & AI Chatbot

Popeyes Next Gen App 2.0



AI Chat Bot



#10: Team that made it Possible

Dedicated Product, Design, Data Science & Engineering Teams

250+ People

Only QSR in india to have a dedicated Product, Design, Engineering, Analytics & Data Science team

Tech Native talent, best in class processes that enable tech DNA

Companies that we exchange talent with

practo

yatra

amazon

make my trip

olx

snapdeal

airtel

INTUIT

naukri



ART OF FRANCHISING

ASLAN SARANGA

OUR JOURNEY BEGAN IN 1996

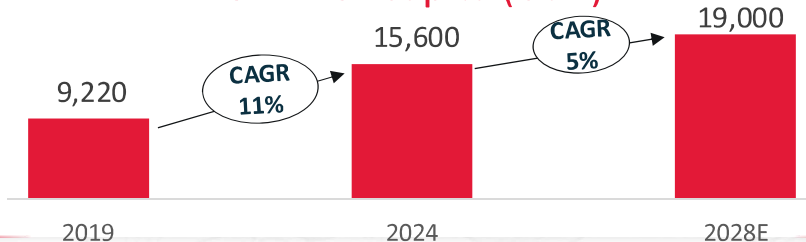


COFFY

THE FAST GROWING QSR MARKET

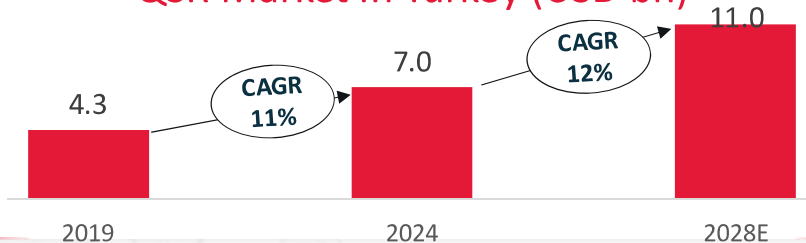
High Growth Market

GDP Per Capita (USD)



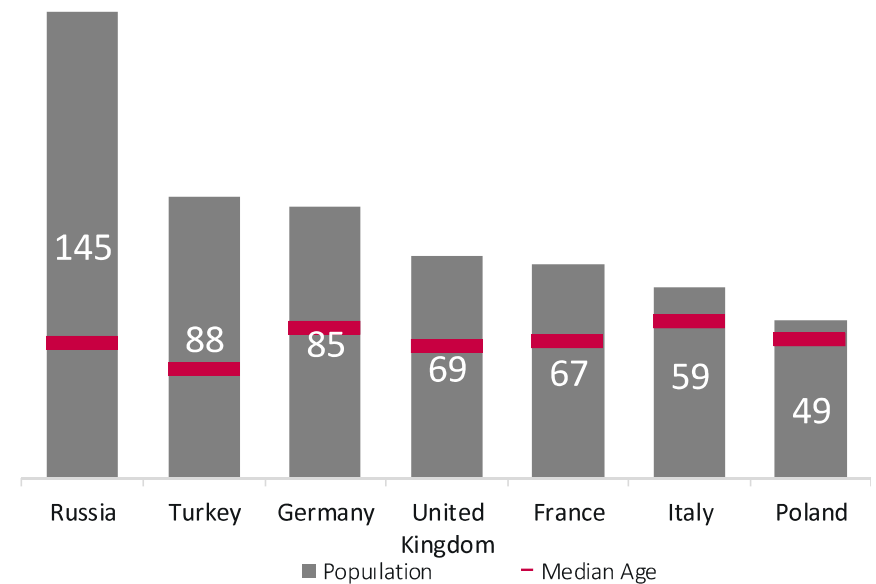
Fast Growing QSR Market

QSR Market in Turkey (USD bn)

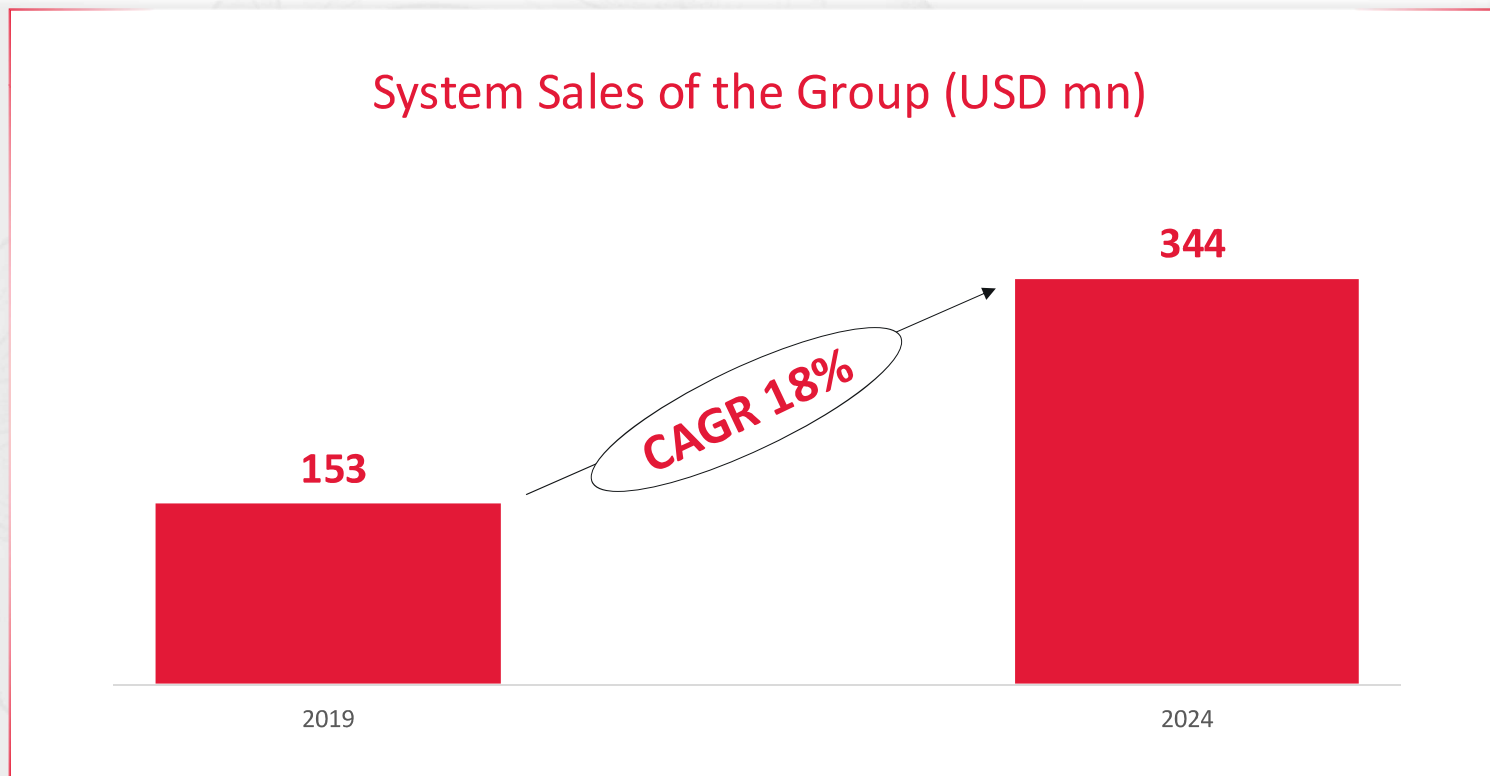


Largest and Youngest Population

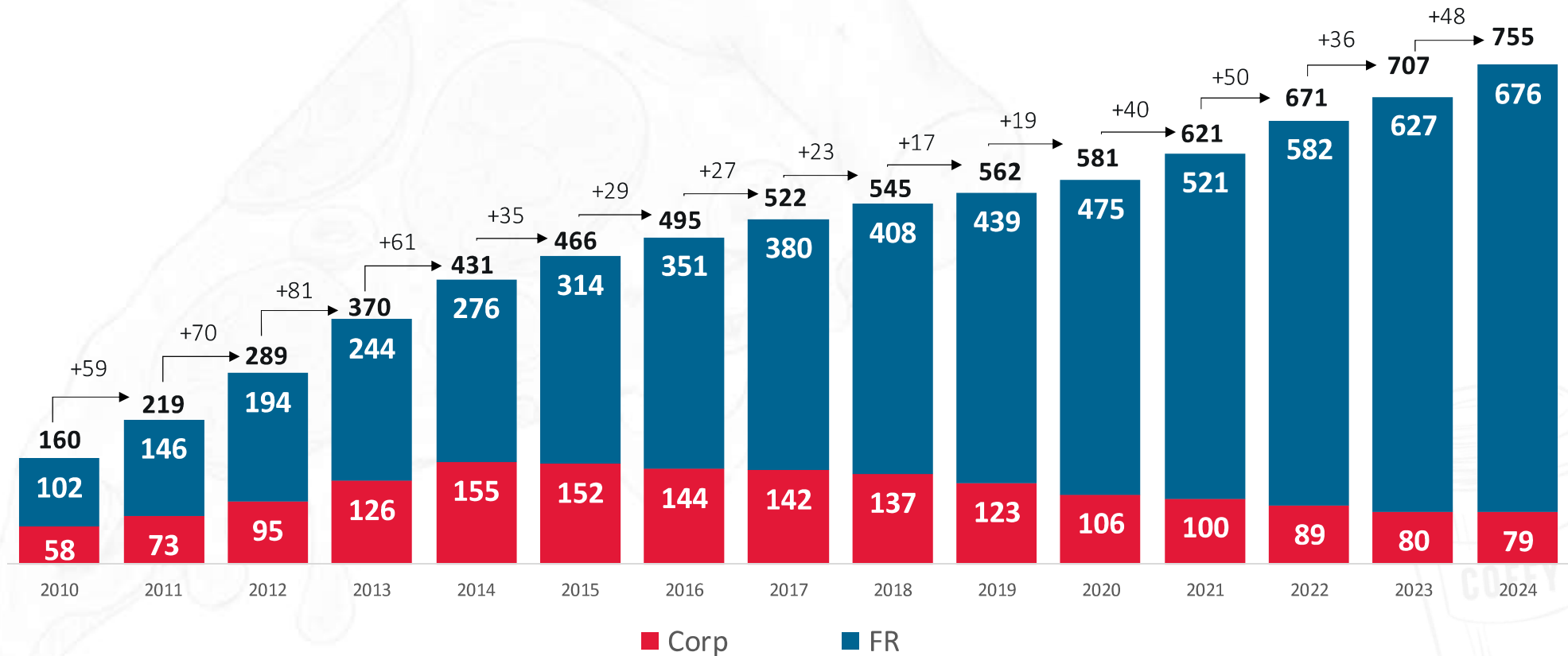
Demographics in Turkey



GROWING FASTER THAN THE MARKET



FRANCHISE-LED SUSTAINABLE GROWTH



*The franchise store figures incorporate the counts from Turkey, with an additional 10 branches in Azerbaijan and 7 branches in Georgia

COFFY

KEY ENABLERS OF INFLATION-BEATING STRONG LFL GROWTH...

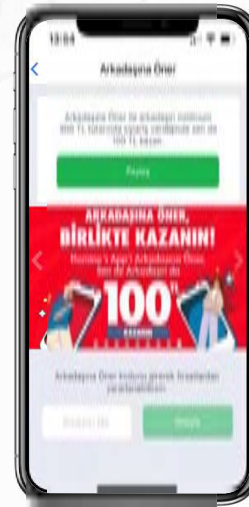
GOOD VALUE AND DYNAMIC PRICING



PRODUCT INNOVATION



DIGITAL INNOVATION



EXCELLENCE IN DELIVERY

EDT 20min.



NUMBER 1 IN PIZZA MARKET

#1 in pizza market,

Chained pizza in Turkey, number of stores, FY 2024

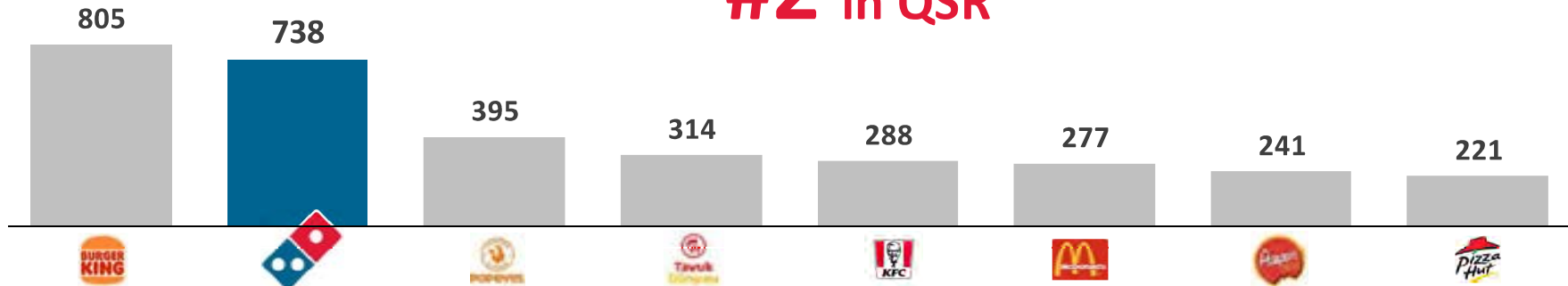
3X larger than #2
player



... is #2 player in the fast food market...

Number of stores, FY 2024

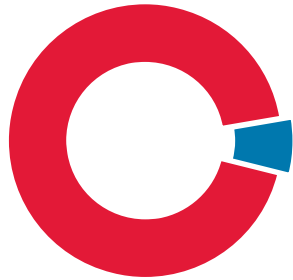
#2 in QSR



NUMBER 1 IN PIZZA MARKET

Total F&B Market

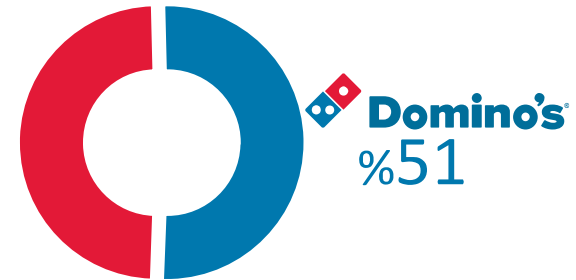
2024
16.3b
USD



2024
1.2b
USD
Pizza Market

Pizza Market

Others
%49



DOMINO'S MARKET SHARE



CROSS-BORDER OPERATIONS



AZERBAIJAN

- Market Entry: 2015
- 10 STORES
- Population: Azerbaijan: 10,2m
- GDP per capita: 6.830 USD (IMF 2022)

GEORGIA

- Market Entry: 2015
- 7 STORES
- Population: Georgia: 3,71m
- GDP per capita: 6.670 USD (IMF 2022)



STRONG BRAND EQUITY

STRONG

POPULAR

RESPECTED

EXPERT

DISTINGUISHED

COFFY



BRAND
AWARENESS

99%



FOUNDER – LED, EXPERIENCED MANAGEMENT TEAM



Aslan Saranga

Founder Group CEO of DPEU



Neval Korucu Alpogut

Group CFO
18 years at DPEU



Kerem Ciritçi

Dominos CEO
18 years at DPEU



Muhsin Emre Cevlik

Coffy COO
13 years at DPEU



Ege Hanoğlu

Group CTO
2 years at DPEU

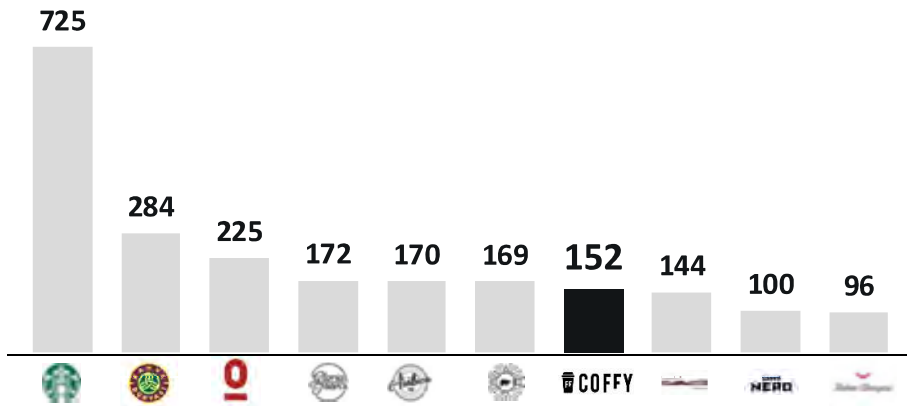
COFFY 1ST STORE OPENING



COFFY'S RAPID RISE in the TURKISH COFFEE MARKET

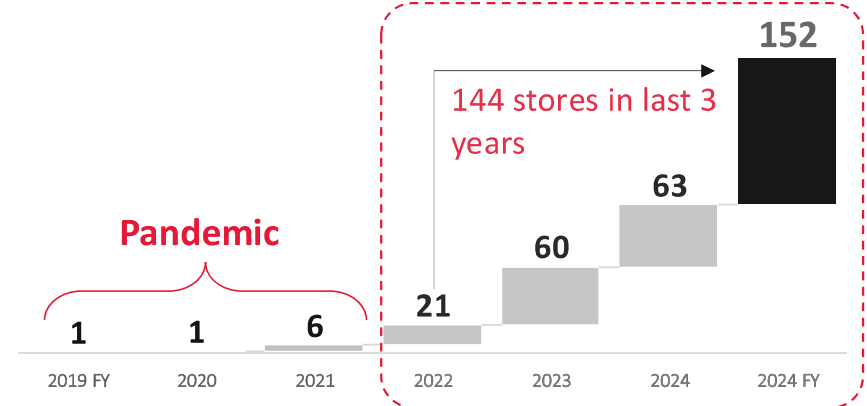
Chained coffee market

Chained coffee in Turkey, number of stores, FY 2024



Store growth...

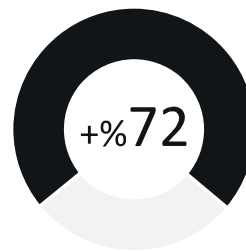
Net store addition, 2019 to FY 2024



Specialist Coffee & Tea Shops Market Value

Disrupting the
Coffee Market with
36 months ROI

2023
755m USD



2028
1,3b USD



COFFY

OUR VALUE PROMISE

1. Simplicity

Single Price for all drinks



2. Value for Money

Attractive Pricing



3. Digital Coffee Chain

App Ordering



BE THE
BOLD

Breakthrough Technology

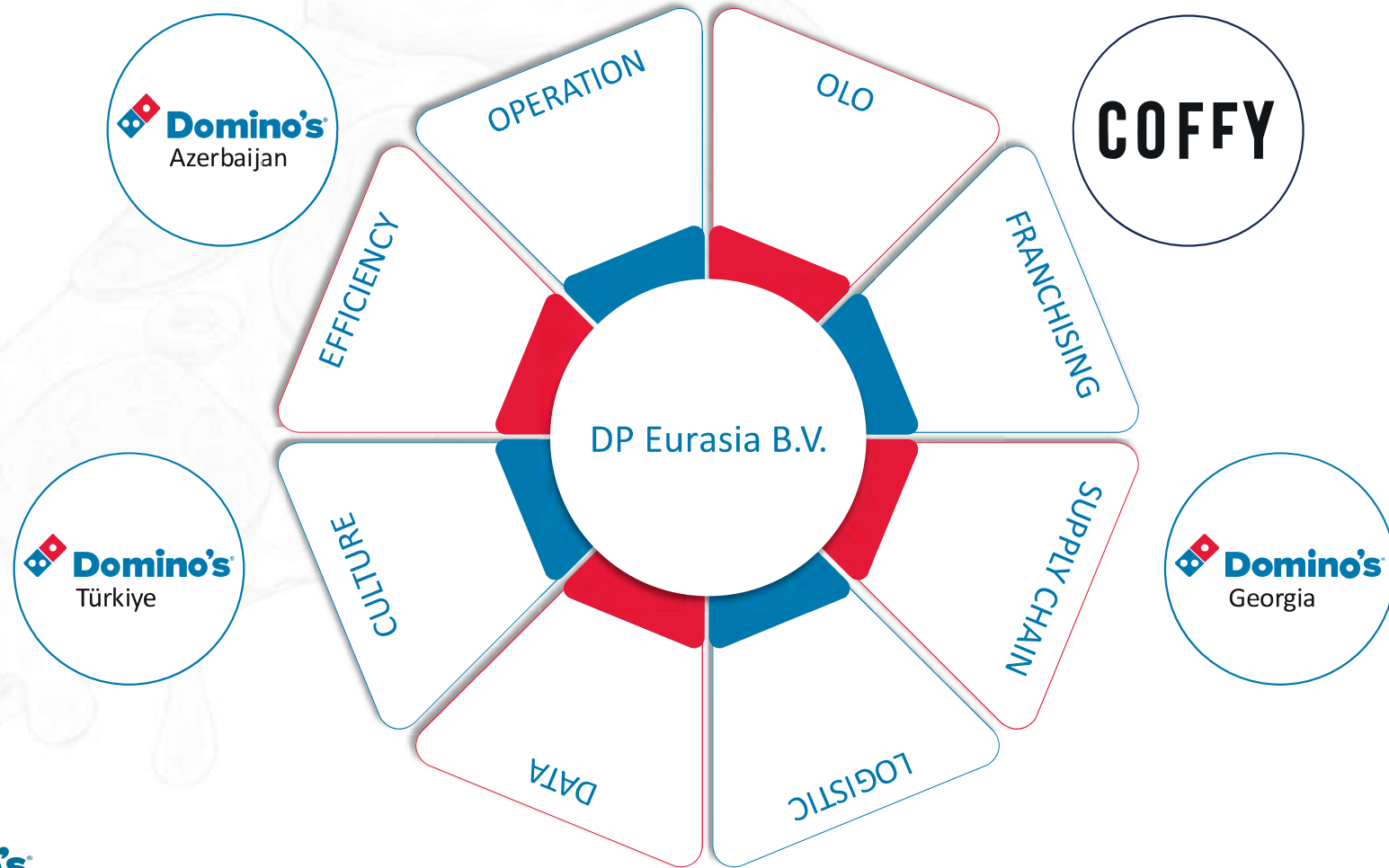
O

L

D



FOODTECH VISION / ROAD TO NUMBER 1 IN QSR



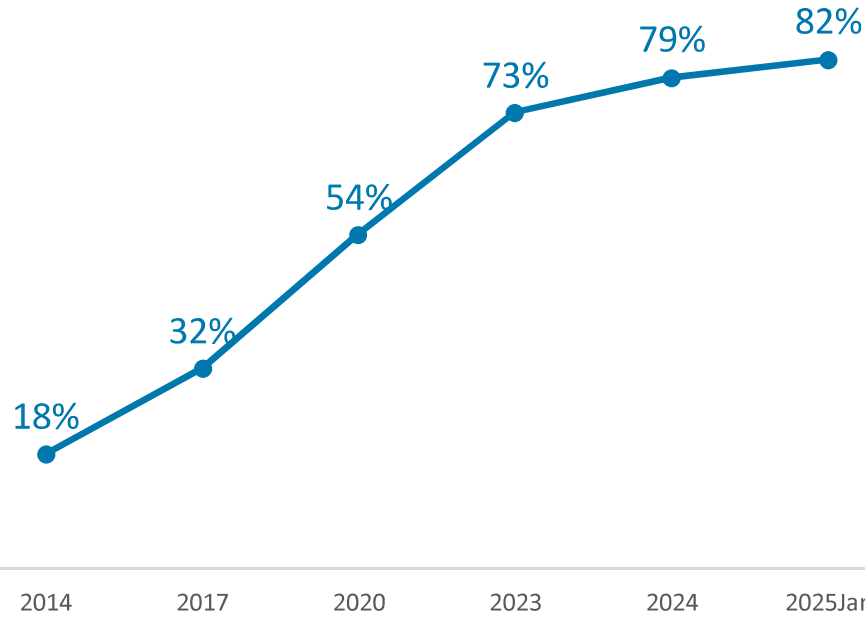
COFFY

UNLOCKING GROWTH WITH DIGITAL TRANSFORMATION

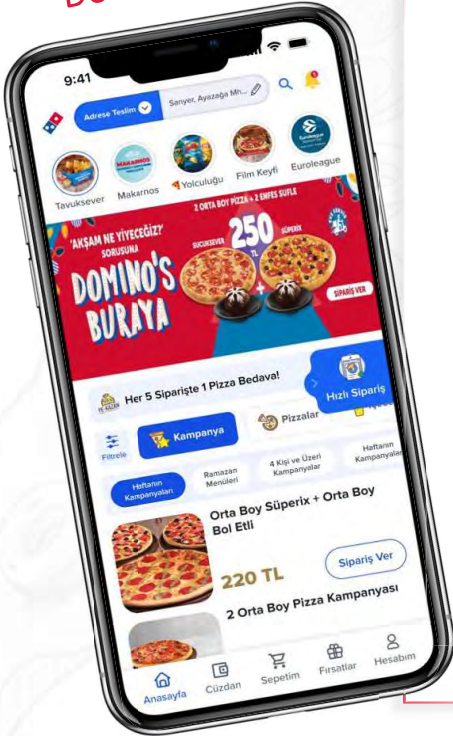


SCALE UP WITH DIGITAL

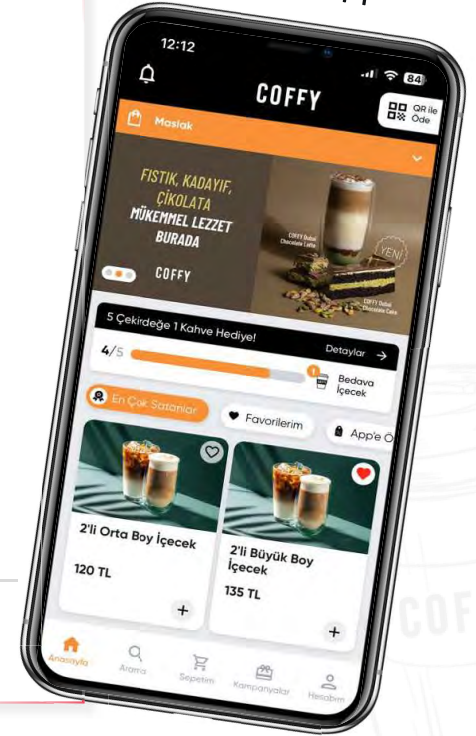
Total in Digital Share %



Dominos App



SuperApp



SCALE UP WITH DIGITAL

SALES

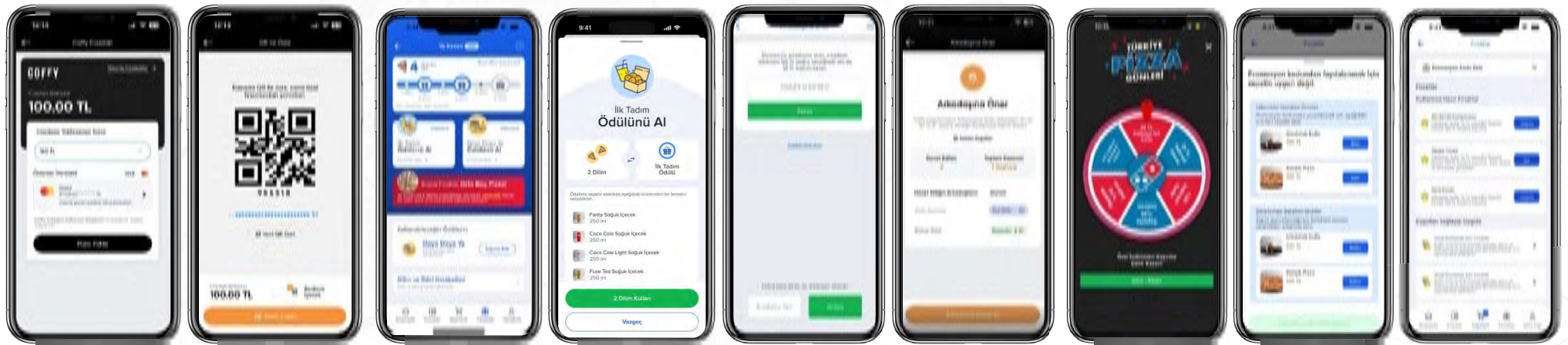
FREQUENCY

Wallet

New Loyalty

Refer a Friend

Personalization



SEAMLESS & DELIGHTFUL

CUSTOMER PURCHASE JOURNEY

TOOLKIT for FRANCHISEE MANAGEMENT

SALES & GROWTH

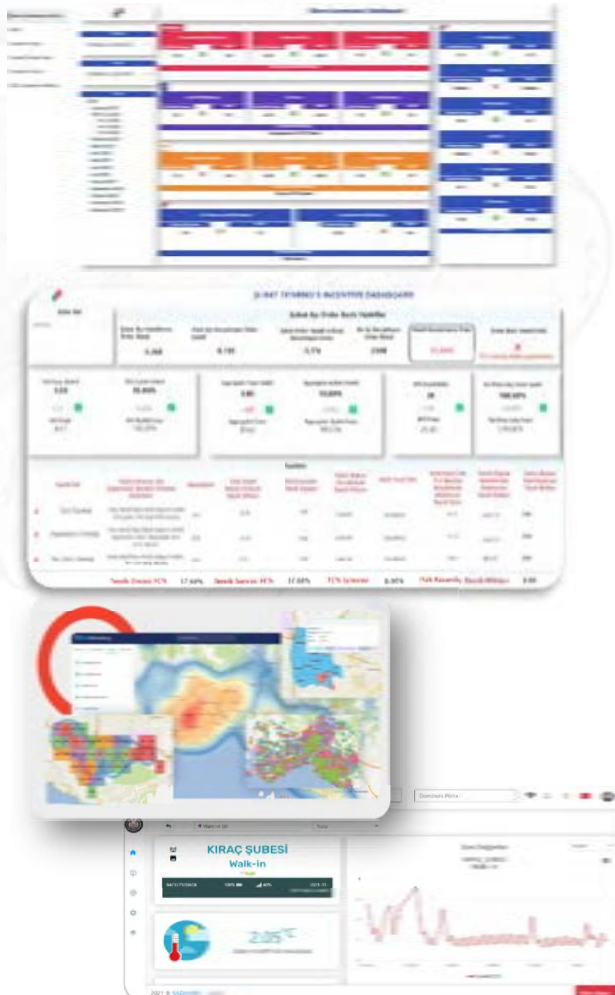
Store Accelerator Tool

Franchise Incentive Model

Site Selection Model

Power BI

Franchise P&L Monitoring and Benchmarking



OPERATIONAL EXCELLENCE

Franchise Survey

Temperature Monitoring System

Automatic Ordering System

iUGO

Domino's Support Portal

My Domino's



COFFY

BE THE
BOLD

B
Operational Excellence
L
D



The POWER of FRANCHISEE-LED GROWTH

"a low-risk, high reward strategy"

LOW CAPEX

RAPID & SUSTAINABLE
EXPANSION

STRONG PAYBACK and
PROFITABILITY

SHARED RISK & LOWER
CORPORATE LIABILITY

PERFORMANCE -DRIVEN
GROWTH

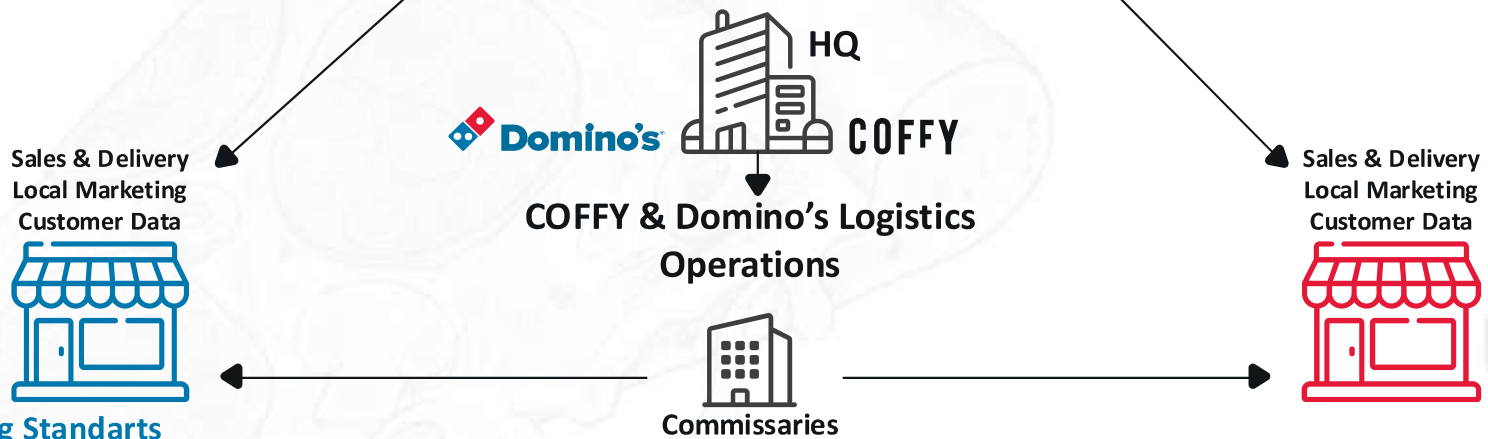
BRAND GROWTH & MARKET
PENETRATION

LOCAL KNOWLEDGE & OPERATIONAL
EFFICIENCY



FRANCHISE BUSINESS MODEL

Centralized Strategy, Marketing & IT



SCALABLE



WINNING CULTURE



TECHNOLOGY



SCALING THROUGH STRATEGIC FRANCHISE MODELS

Expanding across 80 cities in Turkey with diverse franchise models, driving nationwide growth

OPERATOR



Murathan YILMAZ
1 Store

HOMEGROWN

96 Homegrown FR
193 Stores



İlhan UZUN

FROM BEING a DRIVER to
BEING the BIGGEST
FRANCHISEE in the SYSTEM

19 Stores

INVESTOR OPERATOR



Erhan YORGUN
18 Stores



WOMEN

75 Women Franchisees



Serpil ÖZDEN

11 stores

JOINT VENTURE



David MADEN &
Region Mng.
Erkin AYDIN

9 Stores

2nd GENERATION



Adnan DEMİR &
Efe DEMİR

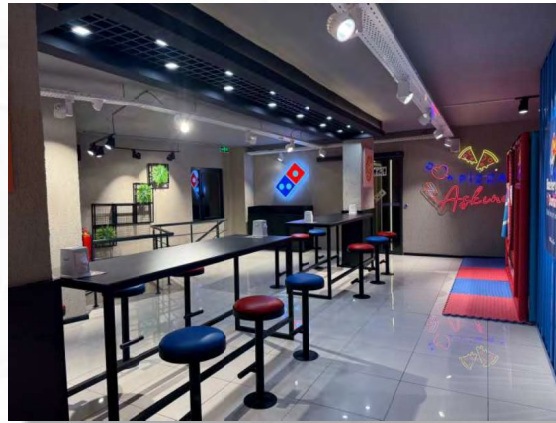
9 Stores

Art of Franchising

[Audio Visual Link](#)



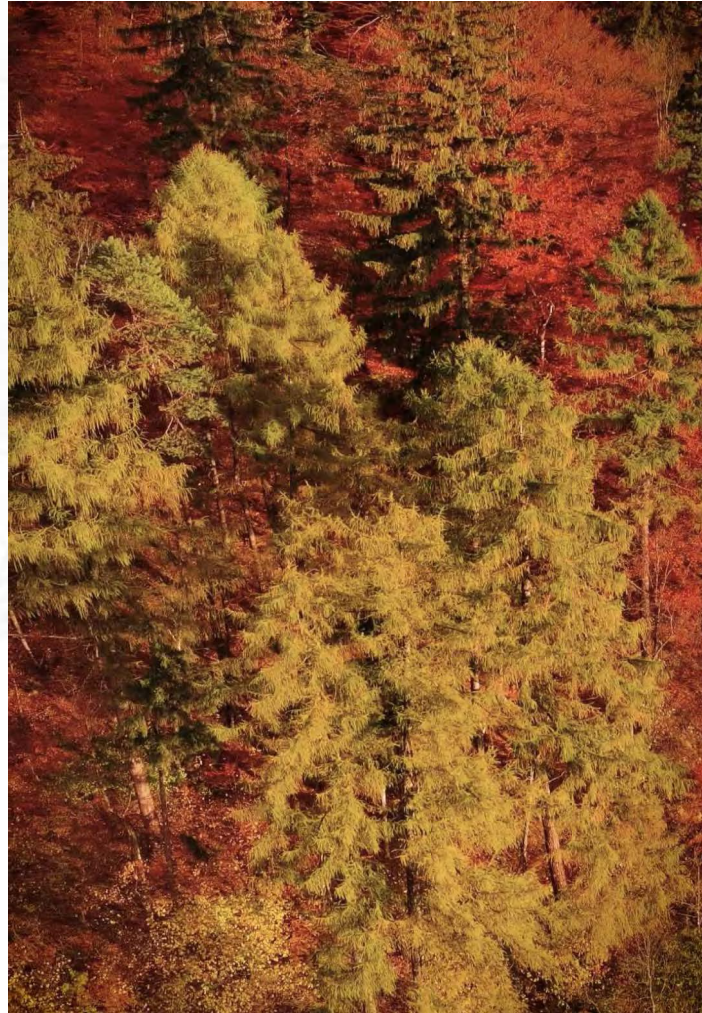
DOMINO'S KAIZEN+ STORE CONCEPT



COFFY STORE CONCEPT



COFFY STORE CONCEPT



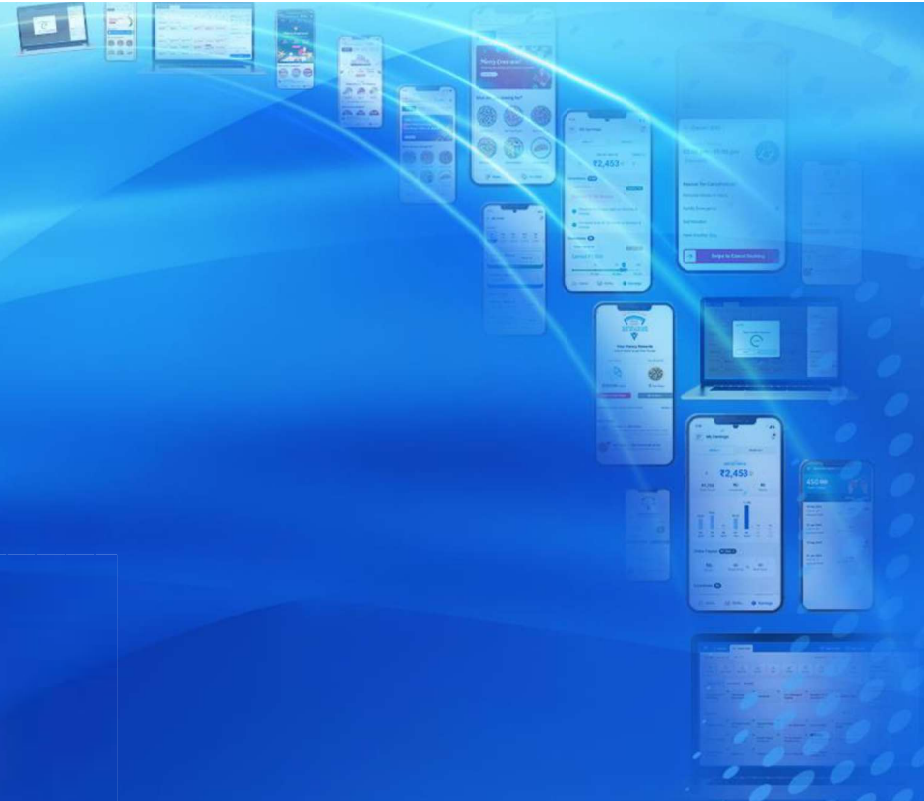
BE THE
BOLD

B

O

L Lead With Purpose

D

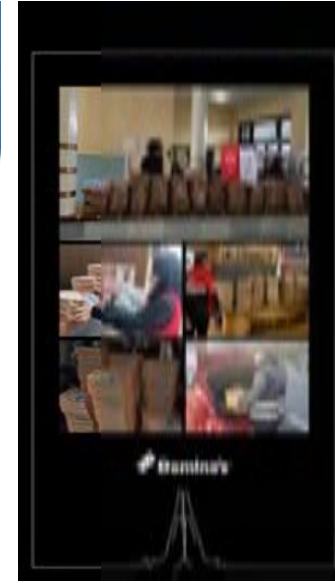




PURPOSE: GIVING BACK TO THE SOCIETY



DP Eurasia places “value” creation at the heart of all its operations and upholds its responsibility to give back to society what it receives.



COFFY

YOUR NEIGHBORHOOD PIZZERIA IS ALWAYS WITH YOU

During crises (earthquake)



As a child transforms, so does the world!



DP Eurasia Group's value proposition is built on fostering shared experiences, standing in solidarity, and creating lasting moments of happiness.

Domino's invests not only in today's society but also in the society of the future.



COFFY

**Great
Place
To
Work®**

Certified

DEC 2024-DEC 2025

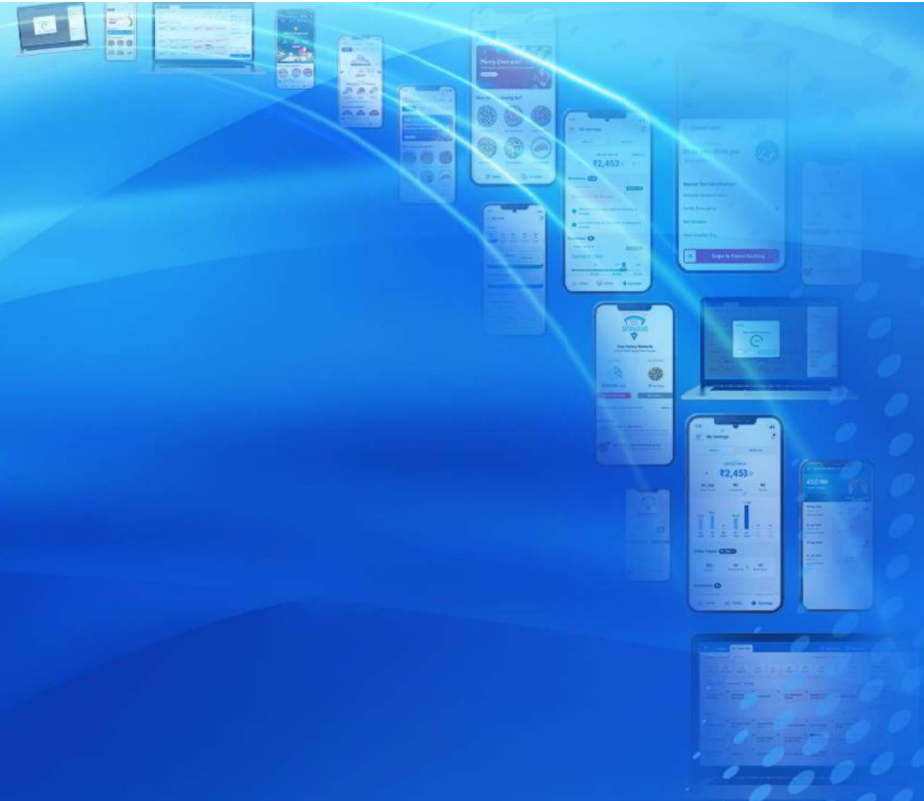
TÜRKİYE

Congratulations
DP EURASIA

BE THE
BOLD

**B
O
L**

Delicious Food





COFFY

COFFY



TASTE DELICIOUS FOOD FROM TURKEY



PRODUCT INNOVATION STRATEGY

Maximize Domino's Potential

Hero Products



Bol Malzemos



Extra Cheese Bread

Lots of Topping Series



Dopdolu Extra

Number of toppings: 16



Extravaganzza

Number of toppings: 9



Karışık

Number of toppings: 5

Differentiate from Competition



Dom Dom



Volkano



Pan Pizza

Local Flavors



Souffle



Ocakbaşı



Alaturko

PRODUCT INNOVATION STRATEGY

Introduce “Good Value” and Market Share Generator Products in QSR

Good Value



Pizzetta



Pizza XL

Variety Products



Sandwich & Wrap

QSR Market Share Generator



Chicken



Sauce



COFFY

WIDE VARIETY WITH SIMPLE PRICING



Küçük Boy İçecekler	Orta Boy İçecekler	Büyük Boy İçecekler	Orta Boy Soğuk İçecekler	Büyük Boy Soğuk İçecekler
70 ₺	80 ₺	90 ₺	80 ₺	90 ₺

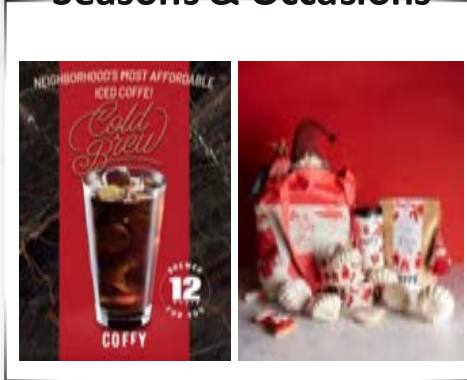


COFFY Menu Strategy

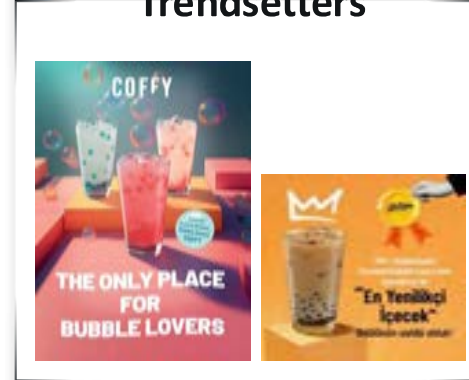
Must-haves



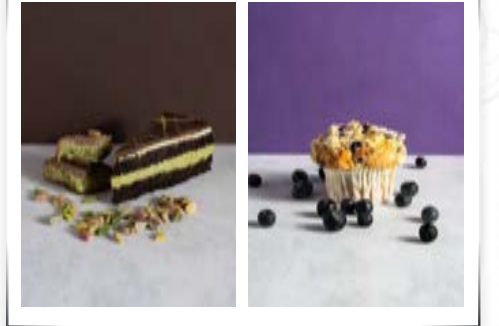
Seasons & Occasions



Trendsetters



Delicious Food & Snacks



Our Strategy: “BE THE BOLD”

Breakthrough technology



- Show Like for like growth via digital innovations
- Strengthen toolkit for franchise management

Operate with Excellence



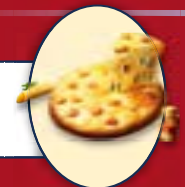
- Strong Franchise Relations to further grow in whitespaces
- Leverage scale advantage to further improve profitability
- Build on new store concepts as growth pillar

Lead with Purpose



- Grow by giving back to society & be an employer of choice

Delicious Food



- Strong Product innovations building future platforms
- Wide variety with Simple pricing

1,000+ Domino's Store

Top 3
Coffee chains in Turkey

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

For further information please contact:

Suman Hegde / Lakshya Sharma

E-mail: suman.hegde@jublfood.com; lakshya.sharma@jublfood.com

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

