



Earnings Presentation

Q3FY26



Jubilant FoodWorks : A Multi-Brand Food-Tech Company



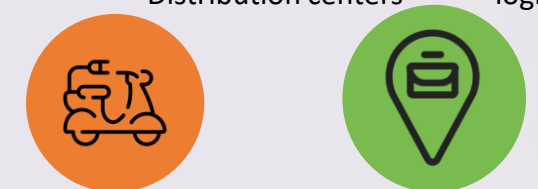
Breakthrough Technology



Loyalty Program Immersive & Friction-free App Location AI Restaurant Co-pilot



4.2/5 CSAT Score⁽¹⁾ 20+ Foodparks and Distribution centers 300+ Multi-temperature logistics fleet



~35k Bikes 600+ Cities

Operate with Excellence⁽²⁾

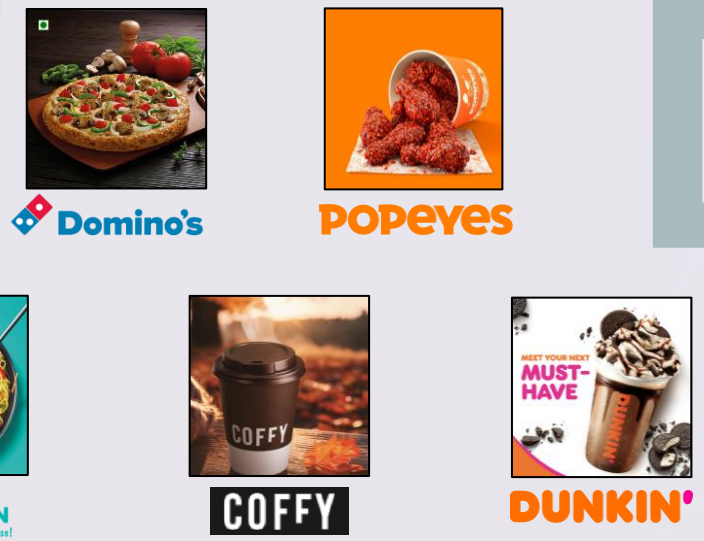
Lead with Purpose



Drive GROWTH Be CUSTOMER-FIRST Find BETTER WAYS HUSTLE Mindfully Lead with CARE

Delicious Food

Our Purpose:
We Serve Joy 😊



(1) Customer satisfaction score consolidated across all channels
(2) Consolidated across all geographies except CSAT score



Jubilant FoodWorks : Leading QSR player in Emerging High-Growth markets

We serve ~25% of the world population



Largest QSR player for 30yrs ; 1.7x the 2nd largest player



- New markets entered during last 15 years



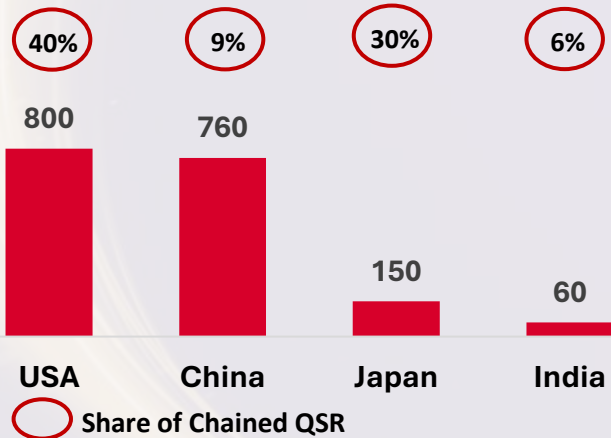
- High-growth markets contributing materially to the top and bottom-line



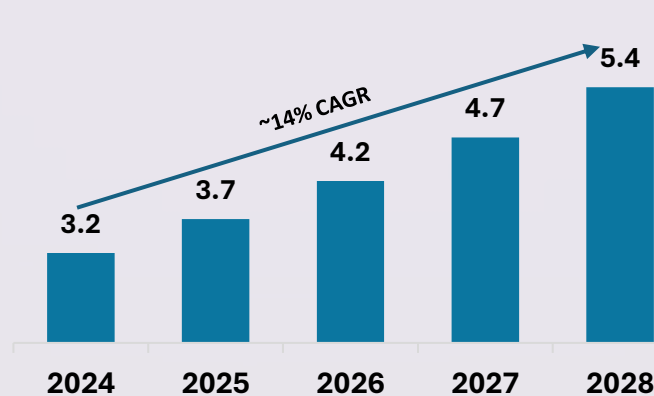
Significant headroom for growth

- Median age of population in the markets JFL operates is under 35⁽²⁾
- Strong demand for QSRs within GenZ and Gen Alpha: early adoption locks in lifelong customers
- Rising middle income class & discretionary spend-share of wallet: China discretionary share at 70% vs. India at 54%⁽¹⁾
- Rapid growth in smartphone penetration and adoption of online commerce
- Online commerce is an increasing trend in consumers: China at 67% vs India at 17% of population⁽¹⁾
- Aspirational consumption seeing significant growth within the expanding middle income class
- Consumers gravitating towards branded/organized chains for trusted quality

Global Foodservice Market (\$Bn)⁽¹⁾



India Chained QSR Market (\$Bn)⁽¹⁾

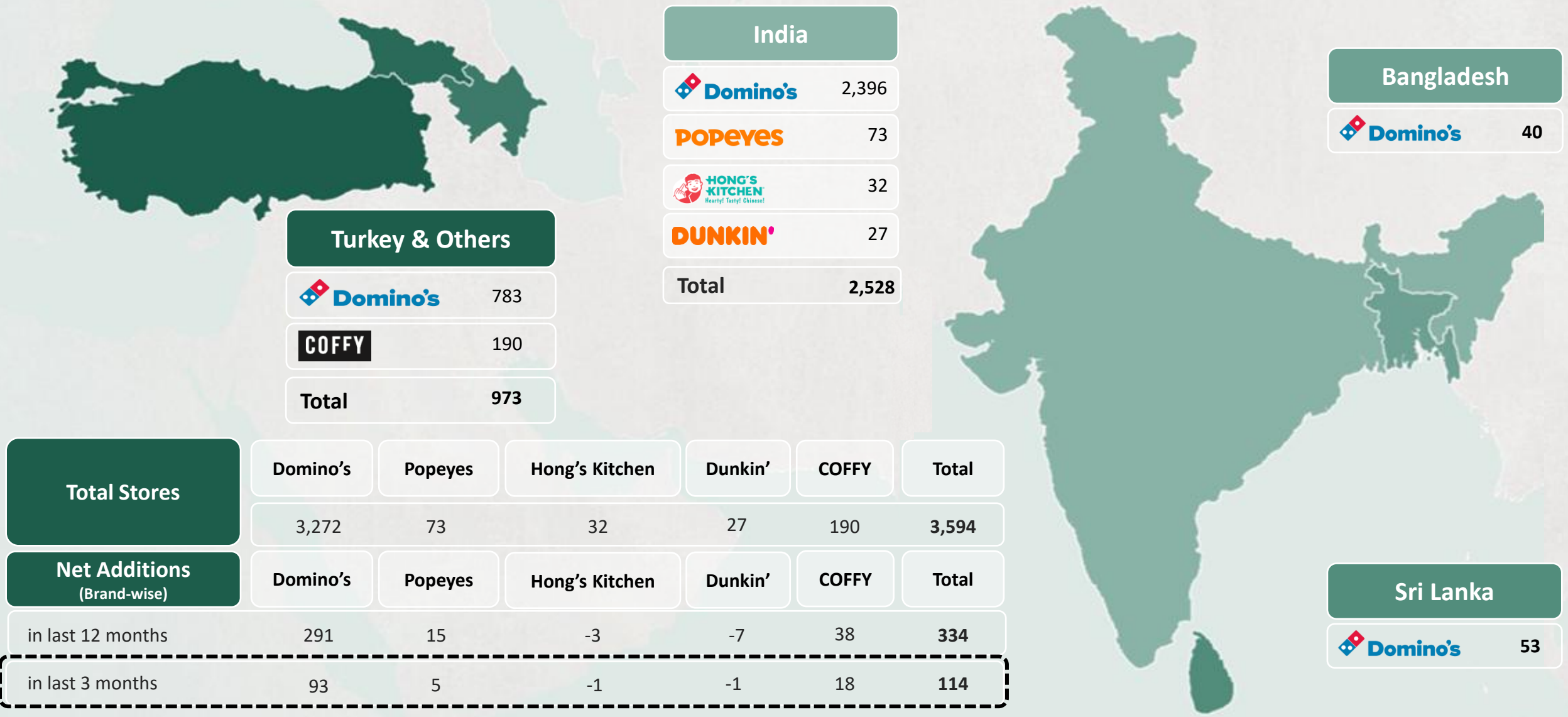


(1) Various industry reports

(2) <https://worldpopulationreview.com/country-rankings/median-age>

Jubilant FoodWorks : 3,594 stores worldwide, 114 stores added during Q3FY26

BETHE
BOLD



Agenda



**Key
Highlights**



**Financial
Trends**



**Market-wise
Highlights**



**Statement of
Profit and Loss**



Appendix



Key Highlights



Q3FY26 Consolidated Performance : Reported EBITDA grows 20 %; PAT⁽²⁾ grows > 90 %

7

		YoY Change	QoQ Change
System Sales ⁽¹⁾	Rs. 28,020 mn	16.3 %	2.0 %
Network	3,594 stores	334	114
Revenue	Rs. 24,372 mn	13.3 %	4.1 %
EBITDA (Pre-Ind AS 116)	Rs. 3,317 mn	20.3 %	2.2 %
EBITDA Margin (Pre-Ind AS 116)	13.6%	79 bps	(25) bps
Reported EBITDA	Rs. 4,824 mn	20.0 %	1.3 %
EBITDA Margin	19.8 %	110 bps	(56) bps
PAT ⁽²⁾	Rs. 981 mn	93.9 %	-10.7 %
PAT ⁽²⁾ Margin	4.0 %	167 bps	(67) bps

(1) Excluding sale of material to sub franchisee
(2) PAT from continued operations before exceptional items

Q3FY26 Standalone Performance : Reported EBITDA margin expands > 100bps

		YoY Change	QoQ Change
Network	2,528 stores	262	78
Revenue	Rs. 18,015 mn	11.8 %	6.1 %
EBITDA (Pre-Ind AS 116)	Rs. 2,395 mn	19.9 %	16.7 %
EBITDA Margin (Pre-Ind AS 116)	13.3%	89 bps	121 bps
Reported EBITDA	Rs. 3,694 mn	18.1 %	12.1 %
EBITDA Margin	20.5 %	109 bps	111 bps
PAT ⁽¹⁾	Rs. 793 mn	27.4 %	24.0 %
PAT ⁽¹⁾ Margin	4.4 %	54 bps	64 bps

(1) PAT from continued operations before exceptional items

2

Financial Trends

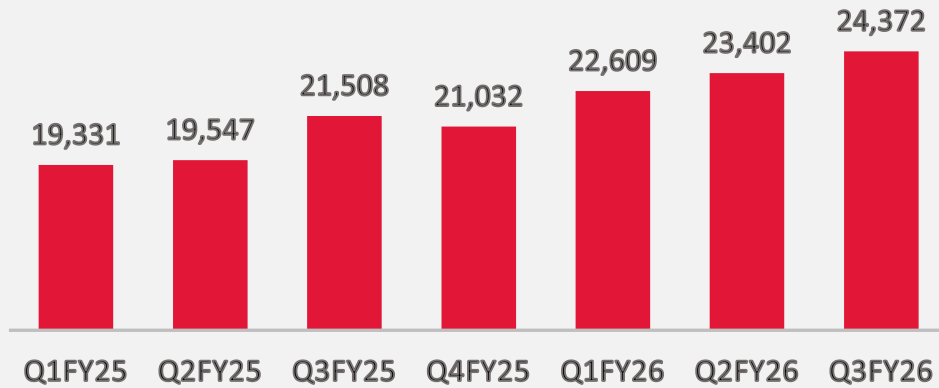


Consolidated Revenue and Profitability Trends

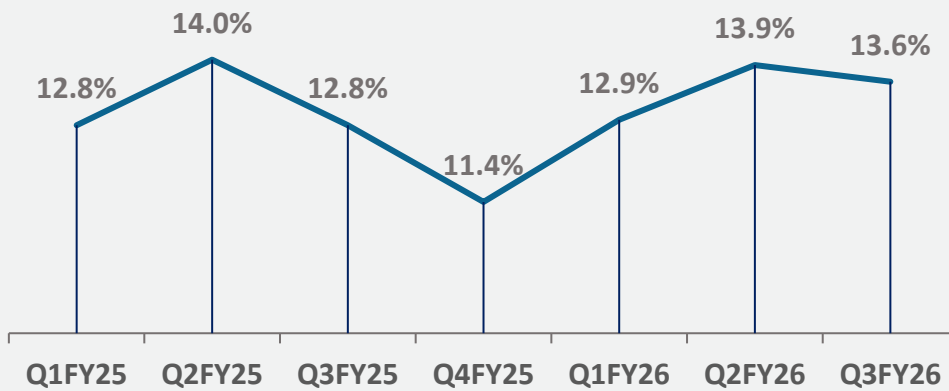


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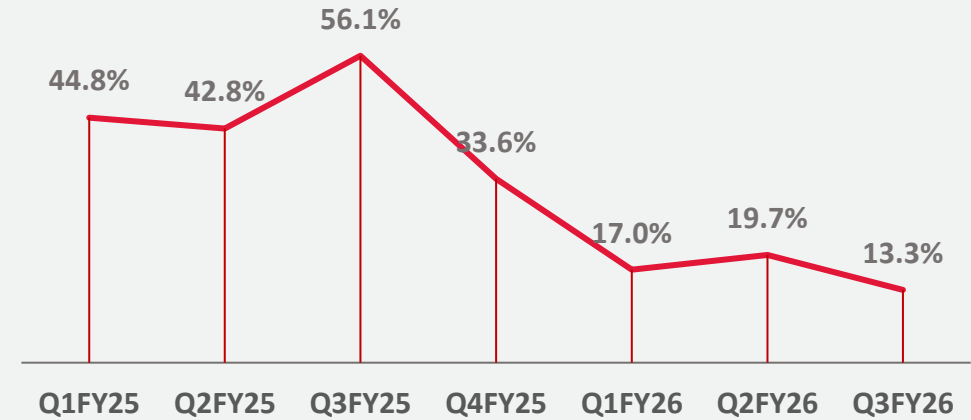
■ Revenue (Rs. mn)



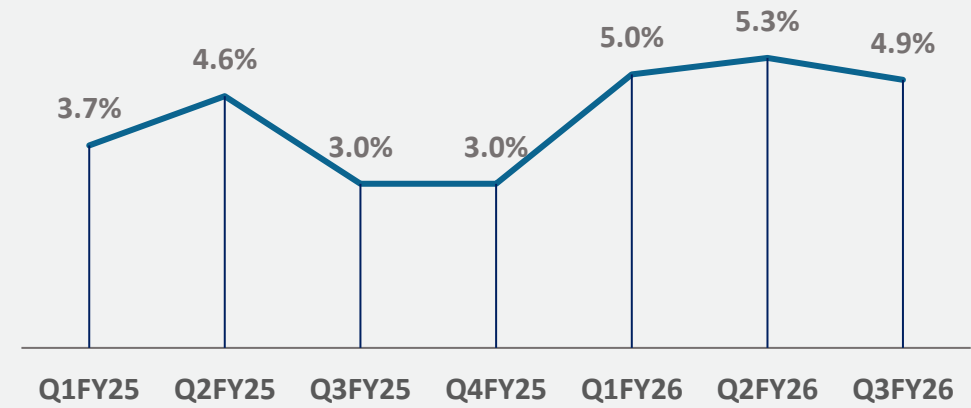
— Pre-Ind AS 116 EBITDA Margin (%)



— Revenue Growth (YoY%)⁽¹⁾



— Pre-Ind AS 116 PAT Margin (%)⁽²⁾

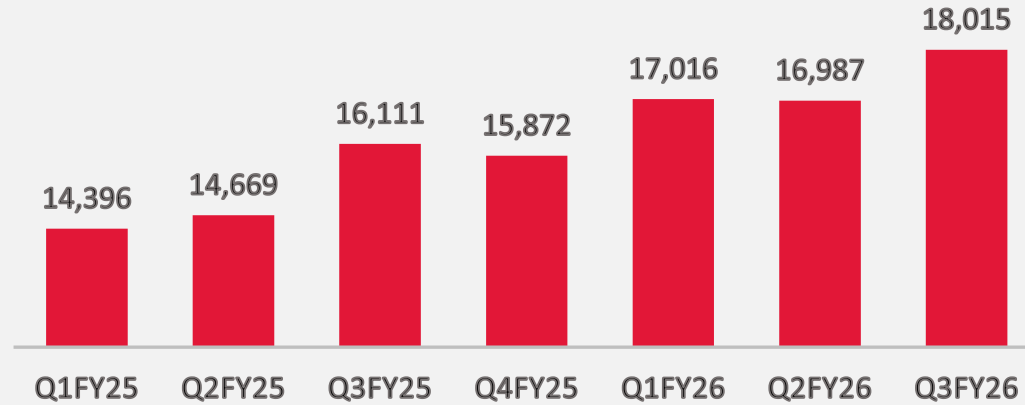


(1) FY25 revenue growth includes the inorganic growth due to acquisition of Turkey business

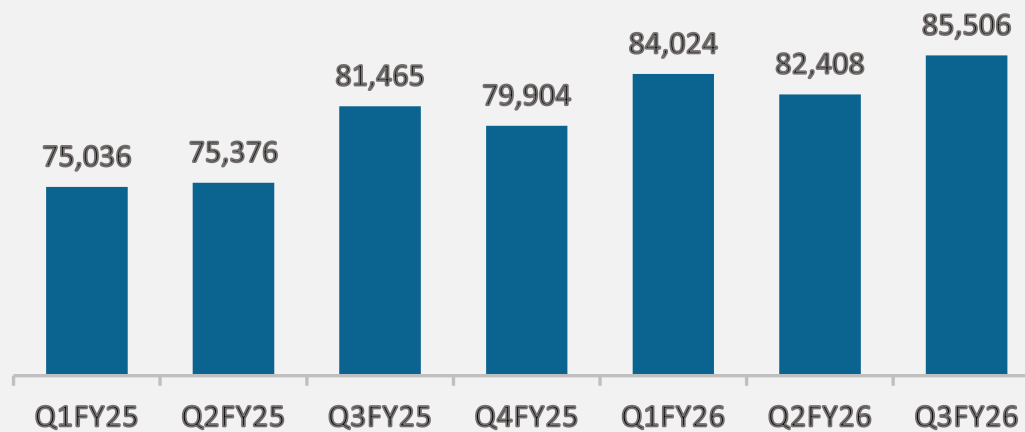
(2) PAT Margin of continued operations before exceptional items

Standalone Revenue Trends : 8 Consecutive quarters of +ve LFL in Domino's

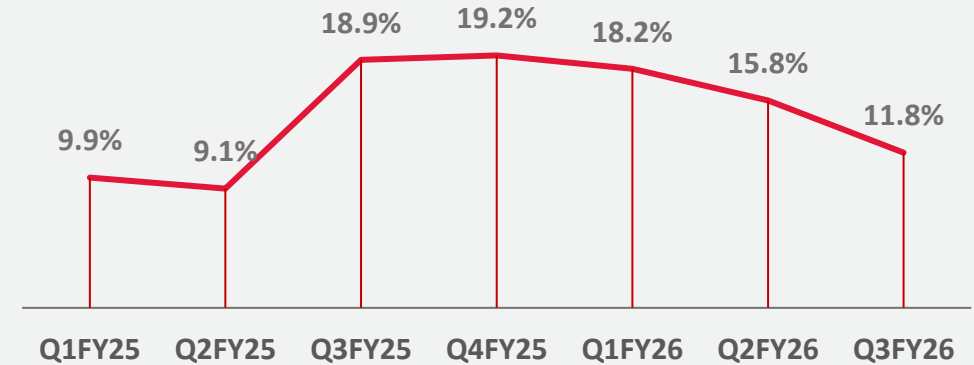
■ Revenue (Rs. mn)



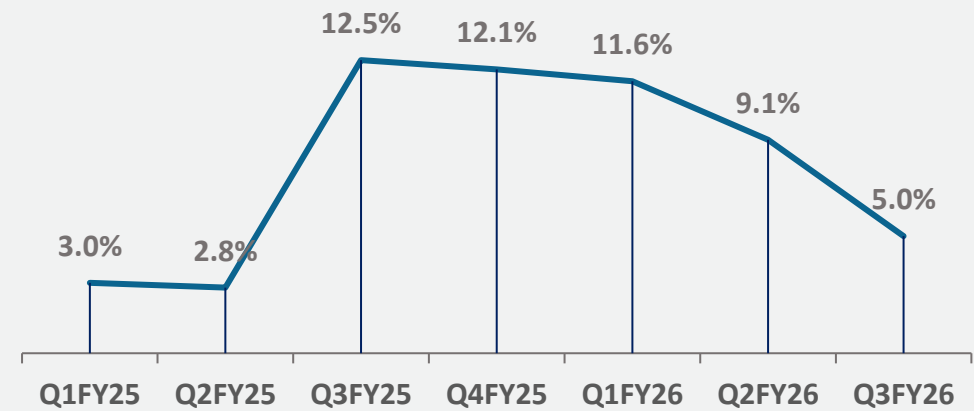
■ Domino's Mature Store ADS⁽¹⁾(Rs.)



— Revenue Growth (YoY%)



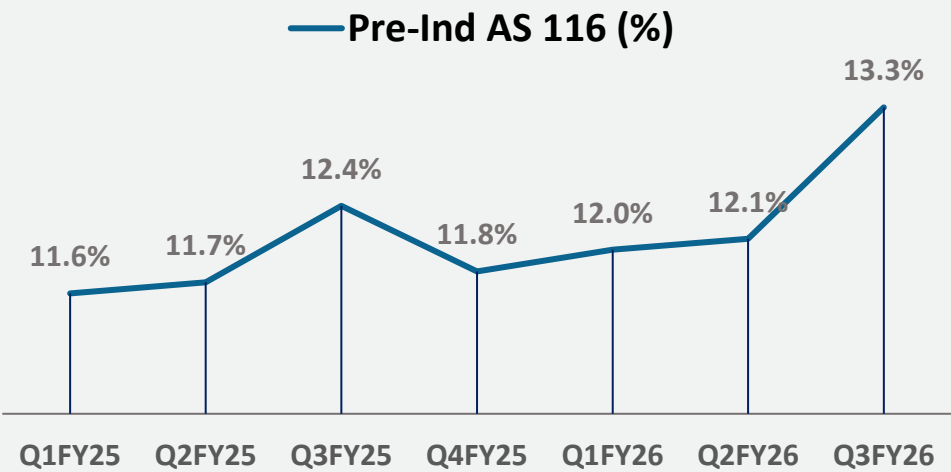
— Domino's LFL Growth⁽²⁾(YoY%)



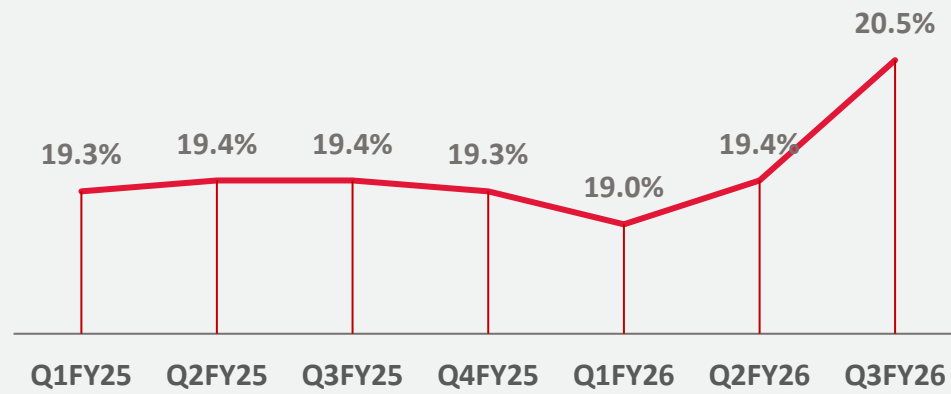
Standalone Profitability Trends : Margin expansion on guided trajectory



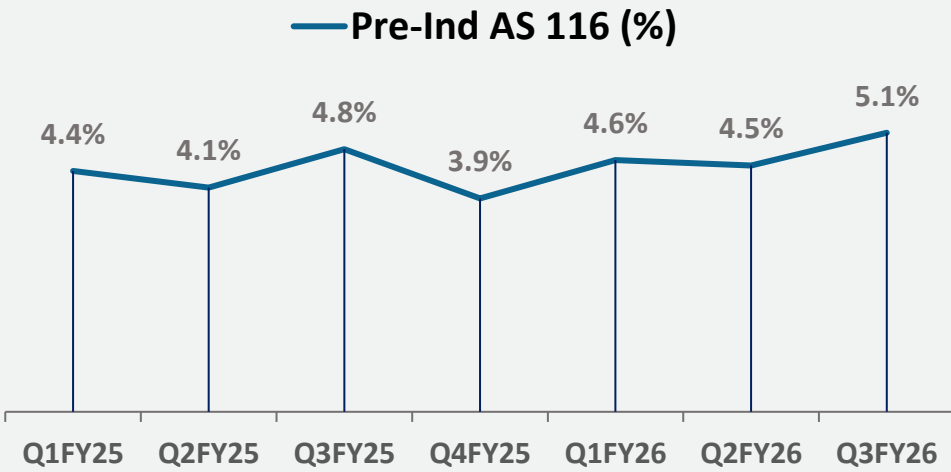
EBITDA Margin



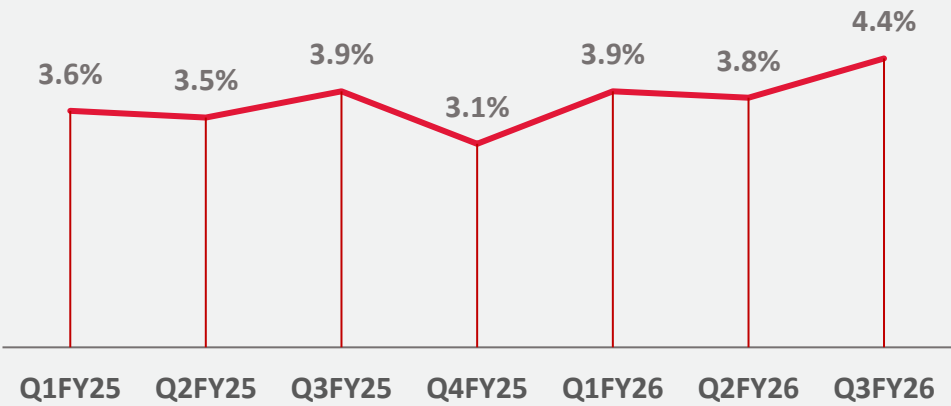
— Post-Ind AS 116 (%)



PAT Margin⁽¹⁾



— Post-Ind AS 116 (%)



(1) PAT margin of continued operations before exceptional items

3

Market-wise Highlights



Revenue & Store Growth

Revenue: Rs. 18,015 mn (+11.8% YoY)

Stores: Net addition of 78 stores QoQ

Domino's revenue grew **10.7% YoY**

- LFL growth of **5% YoY**
- Strong order growth of **9.6% YoY**
- Delivery channel revenue grew **16.0% YoY**, channel share now at **74.9%** in the mix
- **Added 75 stores**; expanded to **11 new cities**, now present across **511 cities**

Popeyes recorded **high double-digit LFL growth**

- Strong growth in orders and Bill-Per-Order
- **Added 5 stores**; store count increased to 73

Profitability

EBITDA 20.5%: Rs. 3,694 mn (+18.1% YoY)

PAT⁽¹⁾ 4.4%: Rs. 793 mn (+27.4% YoY)

- ❖ **Robust expansion in Gross Margin sequentially** : up by **52bps** vs Q2FY26
- ❖ **Drag on EBITDA from EBU's declining sequentially**
- ❖ **Pre-Ind AS 116 EBITDA margin expanded 89bps YoY and 121bps QoQ** on account of portfolio-wide improvement in gross margin, gains in store productivity and operating leverage
- ❖ PAT⁽¹⁾ margin expanded **54bps YoY**

Other Key Highlights

Focused Capital Allocation

- ❖ Finance cost as % of revenue reduced **~37bps YoY** as borrowing cost decreased
- ❖ Mumbai commissary to be **operational by end of Q4FY26**
- ❖ **Supply Chain capex peaked**; capacity built to support medium-term growth

Note: The above figures are derived from standalone financial statement for the quarter ended December 31, 2025

(1) PAT Margin of continued operations before exceptional items

Introduced Cheese Lava Pull Apart

PULL. DIP. MMMMMM...



Cheese Lava Pull Apart
TVC



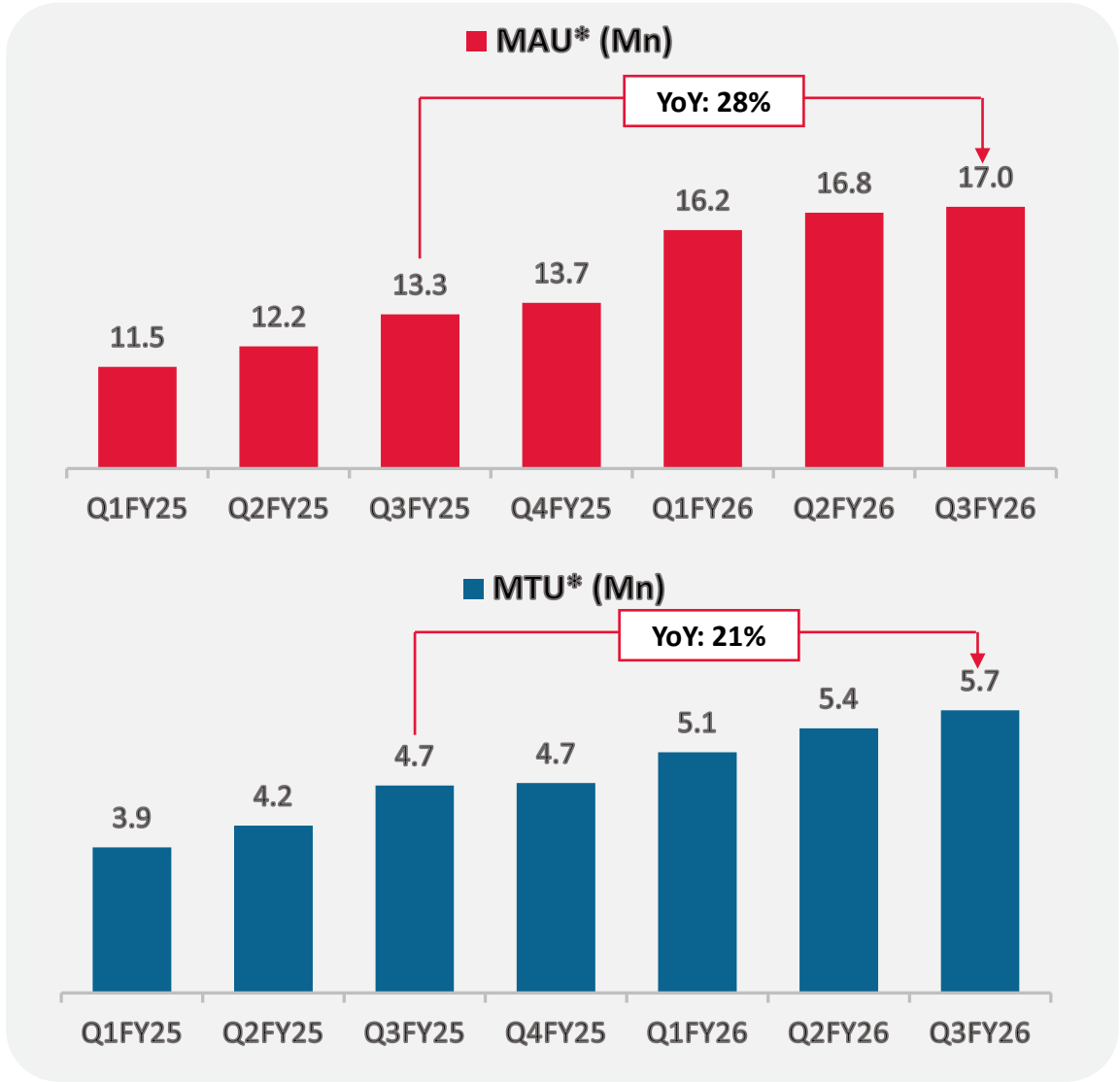
Pan India roll out of 7 Flavor Burst Burgers



TVC for 15pcs Chicken budget on Kannada channels



India Segment : Tech innovation driving own apps' user growth



Introduced Combos on app

Build your own Combo & get up to ₹180 off

☒ Veg ☐ Non Veg

Meal for Two
Pair up for pizza bliss!

CLASSIC-DUO PIZZA FEAST
SERVES 2-3
2 Regular Pizzas
1 Beverage/Dessert
starting at ~~₹265~~ **₹219**
Build your Combo >

Meal for Four
Delicious meals for the whole crew!

PIZZA MANIA MEAL
SERVES 1-2
1 Pizza Mania
1 Side, 1 Dip
1 Beverage/Dessert
starting at ~~₹231~~ **₹199**

Your combo includes 4 items

Recommending our cheesilicious bestsellers for you!

- Pizza Mania Classic Regular | Classic Hand Tossed [Change >](#)
- Garlic Bread [Change >](#)
- Cheesy Jalapeno Dip [Change >](#)
- Mini Pepsi [Change >](#)

You are saving ₹32 with this combo! [Show how >](#)

Combo Price ~~₹231~~ **₹199** **Add Combo +**

Slots for live ads on the post-order screen through:

- **Dynamic carousels**
- **Static, video and strip banners**

Clients active:



Order #58
Help

ARRIVING IN

20 Mins ON-TIME

20 Mins >

Delivery Guarantee

Preparing your order!

**Only the finest Flour
for soft, airy texture**

Delivering at Home

B-1104, Salarpuria sanctity, Bengaluru, Karnataka 560035...

Delivering to Shourya

+91 9585412224

Order Summary View >

₹407.40 | 2 item : 1x Tandoori Loaded Chicken Taco , 1x ...

Delivering from Doddakannelli Sarjapur Road Ba...

Ground Floor Property no 22 Sy No 58/1 58/2... 0.6km Away

You've unlocked a reward with this order !

Tap to reveal

Promotional

UNLIMITED TOPPINGS

Clients active:



Turkey⁽¹⁾



Particulars

Q3FY26

YoY growth

Stores

973

66

Revenue

Rs. 5,801 mn

15.0 %

PAT

Rs. 358 mn

202.0 %

PAT Margin

6.2 %

382 bps

LFL⁽²⁾

Pre Inflation-
Adjusted

Inflation
Adjusted[^]

Domino's

39.9%

6.3%

COFFY

23.2%

-6.4%

Highlights

Stores: Net addition of 33 stores QoQ
15 Domino's and 18 Coffy

❖ Finance cost reduced by 59% YoY on account of refinancing of DPEU debt from Turkish Lira to Euro

❖ Steady generation of free cash flow; dividend up-streamed to service acquisition-debt obligations

(1) Includes Turkey, Azerbaijan and Georgia

(2) LFL computation in TRY; ^ Inflation adjusted as per IAS 29

Note: DPEU numbers are for continued operations; TRY:INR currency conversion is as on December 31, 2025 for reported INR and are inflation adjusted numbers

İkonix Pizza



Burger Pizza



Cinnamon Roll



Kokina Muffin



Vanilla Matcha



Toffee Nut and
Gingerbread Latte



Campaigns during the Quarter

Domino's More



BOL Favorites



Türkiye Pizza Days



Take Away



App Rewards



International Segment : SL and BAN delivering consistent topline growth



21

Sri Lanka



Particulars	Q3FY26	YoY growth
Revenue (INR mn)	353	65.9%
Stores	53	3

New products launched



Bangladesh



Particulars	Q3FY26	YoY growth
Revenue(INR mn)	219	26.6%
Stores	40	3

New products launched



4

Q3FY26 & 9MFY26 Statement of Profit and Loss

WHY INDIA LOVES DOMINO'S



-  **FREE DELIVERY***
-  **NO HIDDEN CHARGES**
-  **NO PLATFORM FEES**
-  **FASTEST DELIVERY**
-  **HOT & FRESH ALWAYS**

Terms & Conditions apply*

Quarterly Statement of Profit and Loss – YoY comparison

Consolidated			Profit and Loss Metrics Particulars in INR mn	Standalone		
Q3 FY26	Q3 FY25	Growth %		Q3 FY26	Q3 FY25	Growth %
24,372	21,508	13.3%	Revenue from operations	18,015	16,111	11.8%
179	173	3.0%	Other Income	89	83	7.4%
24,551	21,681	13.2%	Total Income	18,104	16,194	11.8%
6,931	6,027	15.0%	Raw Material Cost	4,523	4,018	12.6%
17,441	15,481	12.7%	Gross Profit	13,492	12,092	11.6%
71.6%	72.0%		Margins	74.9%	75.1%	
3,998	3,711	7.7%	Personnel Expenses	2,994	2,802	6.9%
8,620	7,749	11.2%	Manufacturing and Other Expenses	6,804	6,163	10.4%
19,549	17,487	11.8%	Total Expenditure	14,321	12,983	10.3%
4,823	4,020	20.0%	Op. EBITDA	3,694	3,128	18.1%
19.8%	18.7%		Margin	20.5%	19.4%	
1,035	1,334	-22.4%	Interest Cost	696	682	2.1%
2,484	2,078	19.5%	Depreciation	2,004	1,741	15.1%
7	-3	n.a	Share of Profit/(Loss) in Associate	-	-	n.a
1,490	778	91.5%	PBT from continued operations before exceptional items	1,083	788	37.4%
6.1%	3.6%		Margin	6.0%	4.9%	
981	506	93.9%	PAT from continued operations before exceptional items	793	623	27.4%
4.0%	2.4%		Margin	4.4%	3.9%	
337	45	n.a	Exceptional Items	337	248	n.a
729	496	46.8%	PAT from continued operations	541	410	31.8%
3.0%	2.3%		Margin	3.0%	2.5%	
-	-63.9	n.a.	Profit/(Loss) from discontinued operations	-		n.a.
729	432	68.6%	PAT	541	410	31.8%
3.0%	2.0%		Margin	3.0%	2.5%	

Quarterly Statement of Profit and Loss – QoQ comparison

24

Consolidated			Profit and Loss Metrics Particulars in INR mn	Standalone		
Q3 FY26	Q2 FY26	Growth %		Q3 FY26	Q2 FY26	Growth %
24,372	23,402	4.1%	Revenue from operations	18,015	16,987	6.1%
179	152	17.2%	Other Income	89	73	21.9%
24,551	23,554	4.2%	Total Income	18,104	17,060	6.1%
6,931	6,651	4.2%	Raw Material Cost	4,523	4,353	3.9%
17,441	16,750	4.1%	Gross Profit	13,492	12,634	6.8%
71.6%	71.6%		<i>Margins</i>	74.9%	74.4%	
3,998	4,062	-1.6%	Personnel Expenses	2,994	3,057	-2.1%
8,620	7,927	8.7%	Manufacturing and Other Expenses	6,804	6,282	8.3%
19,549	18,640	4.9%	Total Expenditure	14,321	13,692	4.6%
4,823	4,762	1.3%	Op. EBITDA	3,694	3,294	12.1%
19.8%	20.3%		<i>Margin</i>	20.5%	19.4%	
1,035	1,057	-2.1%	Interest Cost	696	672	3.7%
2,484	2,303	7.9%	Depreciation	2,004	1,840	8.9%
7	24	n.a	Share of Profit/(Loss) in Associate	-		n.a
1,490	1,578	-5.6%	PBT from continued operations before exceptional items	1,083	856	26.5%
6.1%	6.7%		<i>Margin</i>	6.0%	5.0%	
981	1,099	-10.7%	PAT from continued operations before exceptional items	793	639	24.0%
4.0%	4.7%		<i>Margin</i>	4.4%	3.8%	
337	-	n.a	Exceptional Items	337	-	n.a
729	1,099	-33.7%	PAT from continued operations	541	639	-15.4%
3.0%	4.7%		<i>Margin</i>	3.0%	3.8%	
-	847	n.a.	Profit/(Loss) from discontinued operations	-	-	n.a.
729	1,946	-62.5%	PAT	541	639	-15.4%
3.0%	8.3%		<i>Margin</i>	3.0%	3.8%	

9M Statement of Profit and Loss

Consolidated			Profit and Loss Metrics Particulars in INR mn	Standalone		
9M FY26	9M FY25	Growth %		9M FY26	9M FY25	Growth %
70,382	60,385	16.6%	Revenue from operations	52,018	45,175	15.1%
516	647	-20.2%	Other Income	287	306	-6.1%
70,898	61,032	16.2%	Total Income	52,305	45,481	15.0%
20,046	16,703	20.0%	Raw Material Cost	13,282	10,971	21.1%
50,336	43,683	15.2%	Gross Profit	38,736	34,204	13.2%
71.5%	72.3%		<i>Margins</i>	74.5%	75.7%	
11,821	10,366	14.0%	Personnel Expenses	8,901	8,052	10.5%
24,551	21,480	14.3%	Manufacturing and Other Expenses	19,614	17,401	12.7%
56,417	48,549	16.2%	Total Expenditure	41,797	36,424	14.8%
13,965	11,837	18.0%	Op. EBITDA	10,221	8,751	16.8%
19.8%	19.6%		<i>Margin</i>	19.6%	19.4%	
3,199	4,059	-21.2%	Interest Cost	2,025	1,942	4.3%
6,989	5,928	17.9%	Depreciation	5,662	4,946	14.5%
63	-52	n.a	Share of Profit/(Loss) in Associate	0	-	n.a
4,356	2,444	78.2%	PBT from continued operations before exceptional items	2,821	2,169	30.1%
6.2%	4.0%		<i>Margin</i>	5.4%	4.8%	
3,052	1,829	66.9%	PAT from continued operations before exceptional items	2,099	1,658	26.6%
4.3%	3.0%		<i>Margin</i>	4.0%	3.7%	
337	45	n.a	Exceptional Items	337	248	36.2%
2,800	1,820	53.9%	PAT from continued operations	1,847	1,446	27.7%
4.0%	3.0%		<i>Margin</i>	3.6%	3.2%	
818	-142	n.a.	Profit/(Loss) from discontinued operations	-	-	n.a.
3,618	1,678	115.6%	PAT	1,847	1,446	27.7%
5.1%	2.8%		<i>Margin</i>	3.6%	3.2%	

5

Appendix



Update on our Sustainability Agenda 'Jubilant for All'

27

Responsible Sourcing



Empowering dairy farmers with expert guidance



Localized Corn sourcing



No Antibiotics Ever milestone



100% farm traceability for chicken, oregano, chili and tomato paste

Baking Goodness



All ingredients are 100% free from artificial preservatives, colors and flavors for Domino's



100% dairy-based mozzarella cheese



99% food ingredients certified under GFSI for Dominos



100% recyclable pizza boxes and lid-less dine-in boxes

Benefit People and Communities



~**35%** of workforce are women



Medical health care access to **1,200,000+** people



Trained ~**13,000+** cumulative students under J-FARM



Training and veterinary support to **14,000+** farmers

Emissions, Energy and Waste Management



~**57% of fleet is EV** and is on an increasing trend



Eliminated **single-use** plastic



Commissary electricity needs being **partially fulfilled** by **renewable** energy



Co-processing "Used Cooking Oil" to Bio-fuel

Jubilant FoodWorks Limited (JFL Group/Group), incorporated in 1995, ranks among the leading emerging markets’ food-tech companies. Its Group network comprises 3,594 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, 2025

For further information please contact:
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Email: investor@jublfood.com
Website: www.jubilantfoodworks.com

Note: 1. All financial data in this presentation are derived from audited 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 comparisons are vs. prior year and all network addition pertains to net stores added during the specified period unless specified otherwise
- 4. TRY:INR is as per currency conversion on December 31, 2025. Turkey financials are reported as per IAS 29 – Hyperinflation adjusted accounting
- 5. The growth % for Bangladesh and Sri Lanka is computed on reported financials in INR
- 6. PBT and PAT margins are on revenue from operations

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