

# Building a Unique PLATFORM

KIE CHASING GROWTH '24

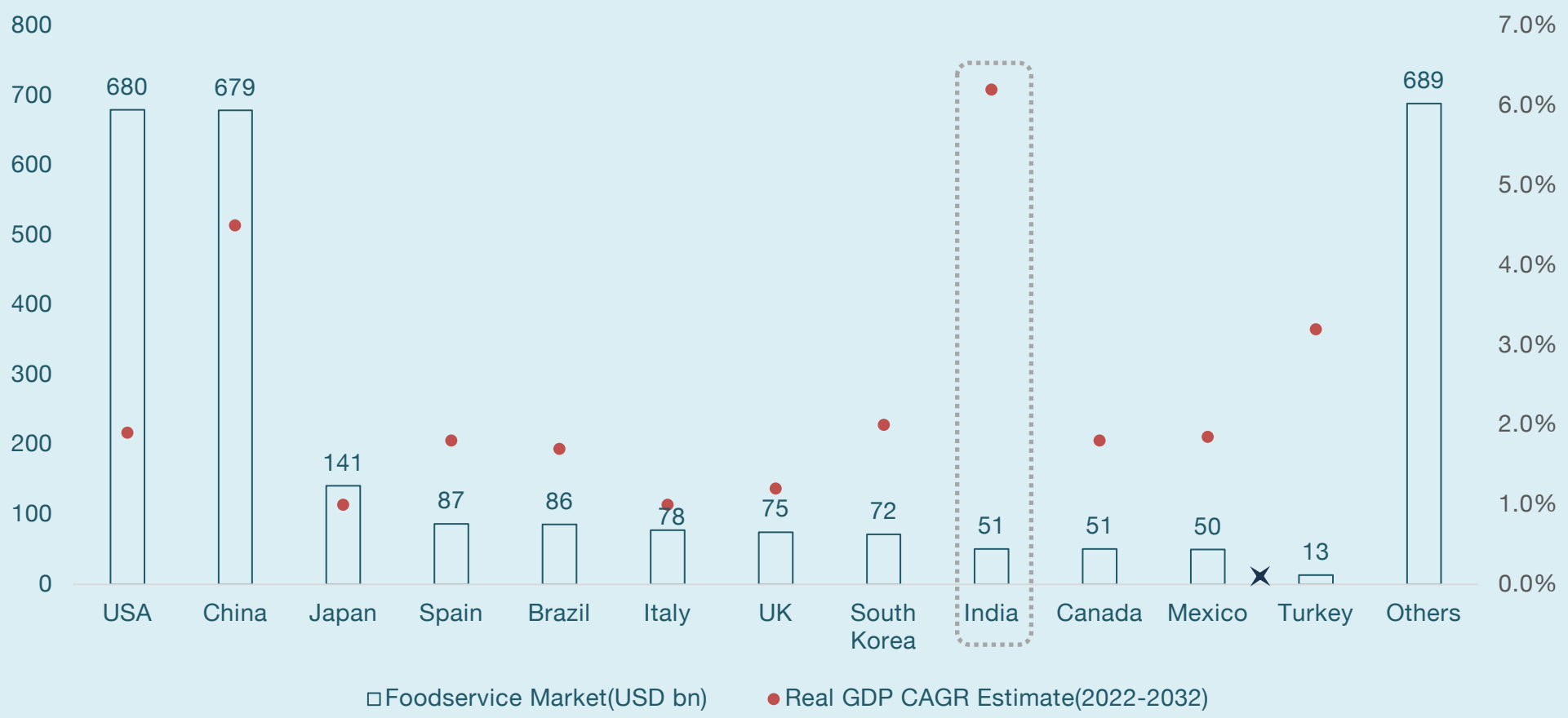
20<sup>TH</sup> FEBRUARY

**SAMEER KHETARPAL**

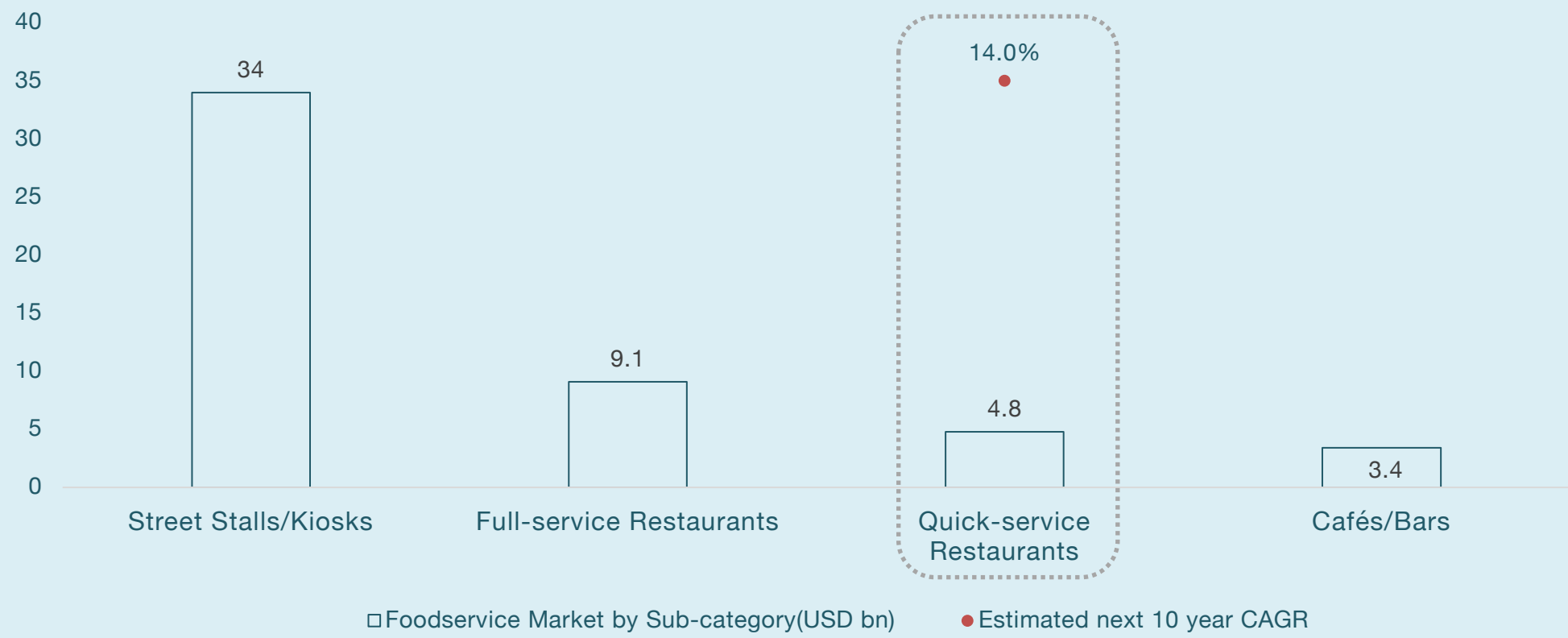
**MD&CEO**

**JUBILANT FOODWORKS LIMITED**

Global Market at \$2.6 trillion. At \$51 bn, India is currently the 9<sup>th</sup> largest market.

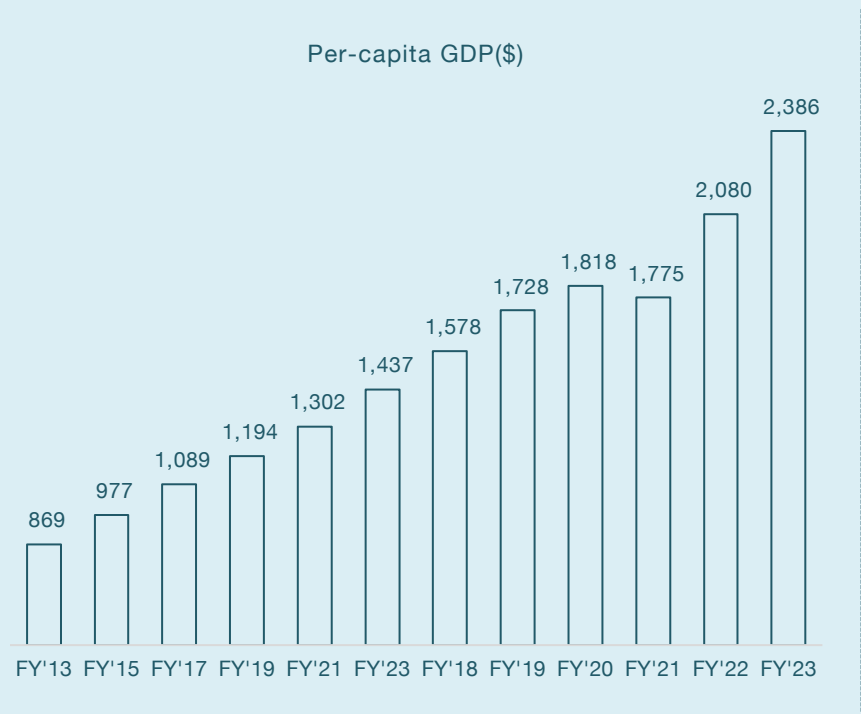


QSRs to power Indian Foodservice Market to Top 5 market in the upcoming years



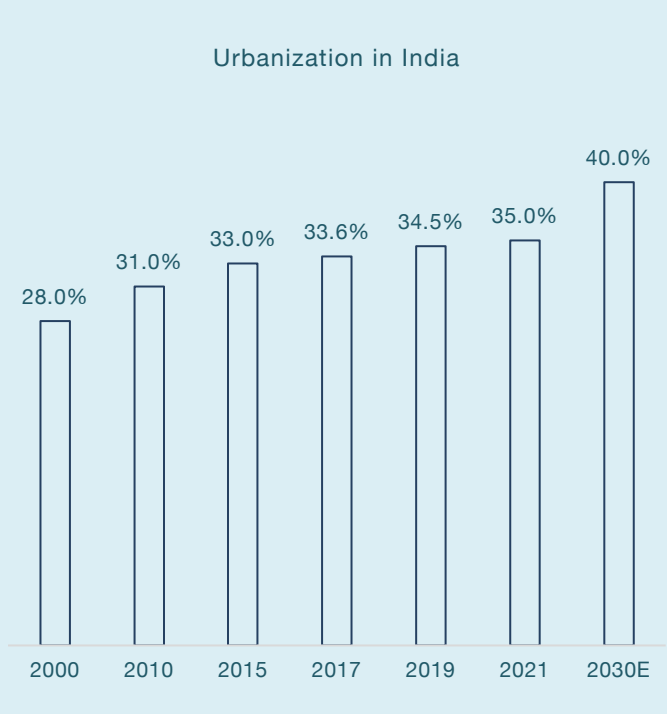
Secular trends coupled with under-penetrated categories offer massive potential for growth

Lucrative Per Capita GDP levels reached



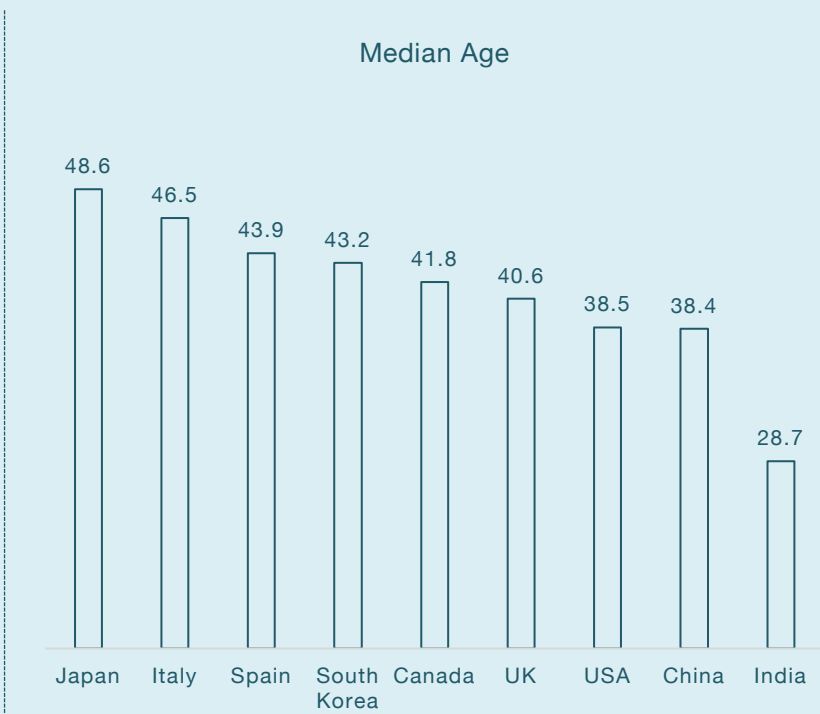
Source: NSO – MoSPI, FX as of FY'23 used for conversion

Growing Urbanization



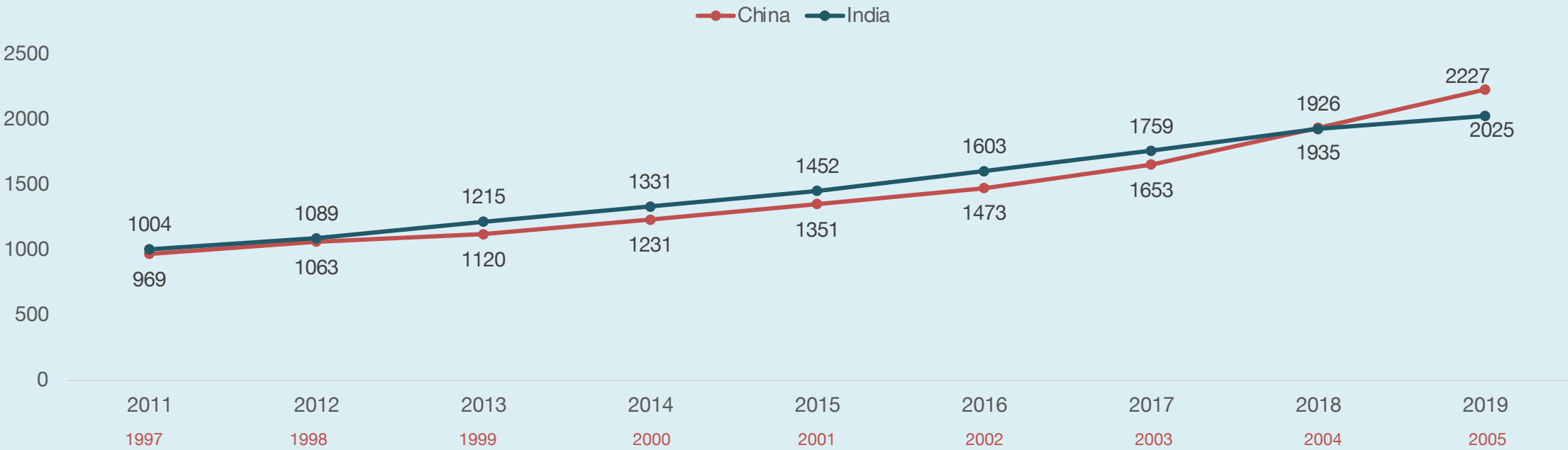
Source: World Bank, United Nations Population Division estimates

Youngest Population at scale



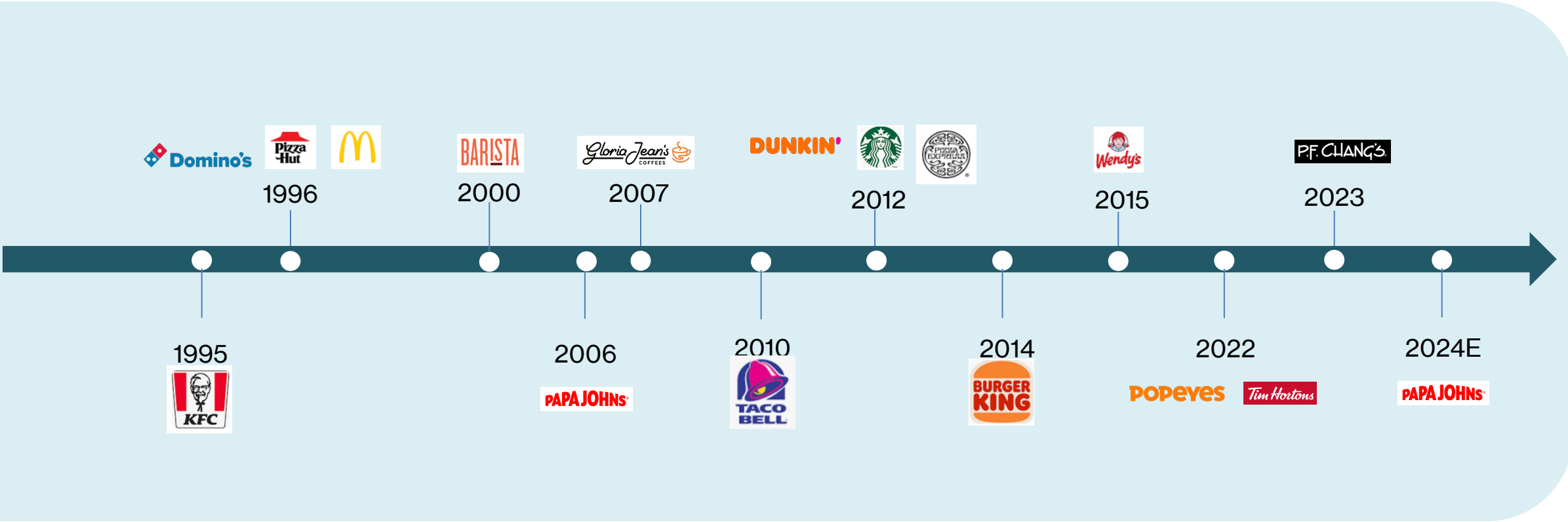
Source: World Population Review 2023

High resemblance of GDP per Capita(\$) Trajectory for India and China, albeit in a different time period



India has currently seen entry of only handful of brands with very few success stories!

India will attract a lot more brands in the times to come



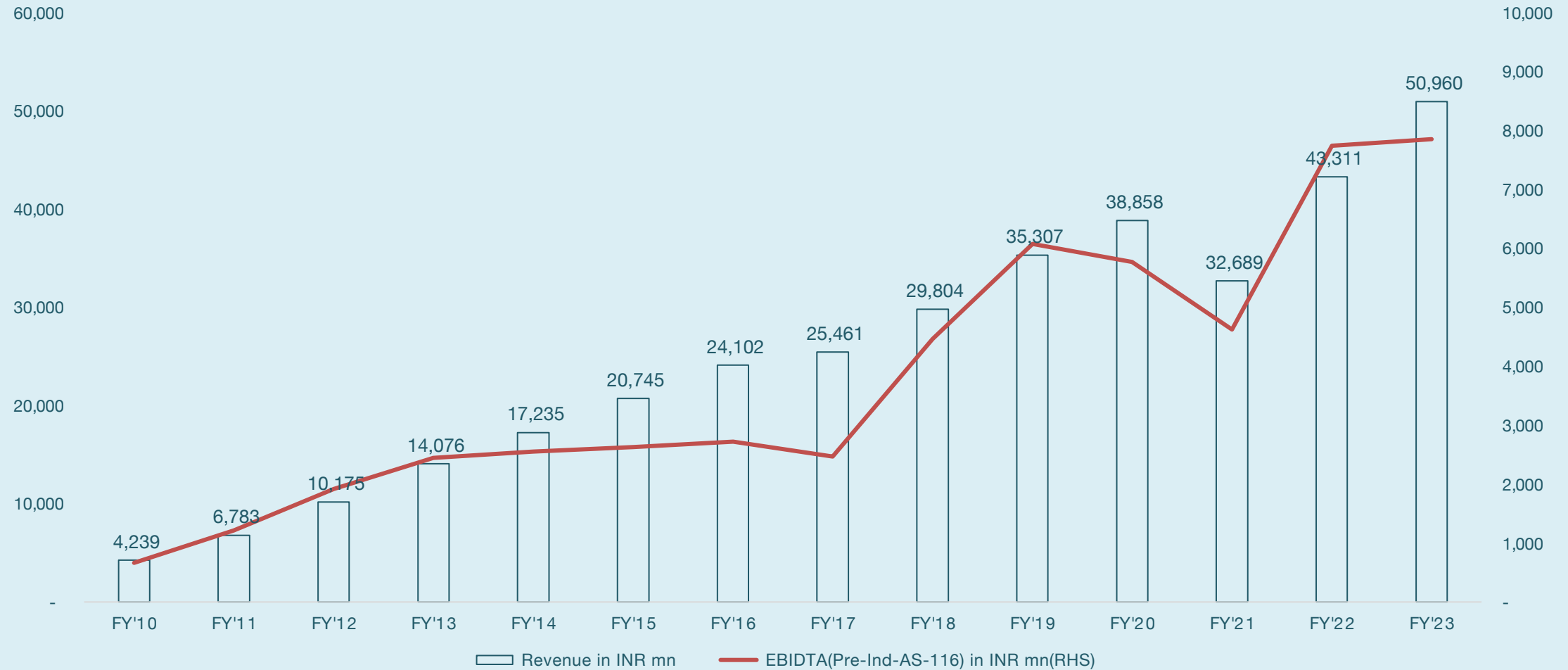
66% of the market is unorganized!



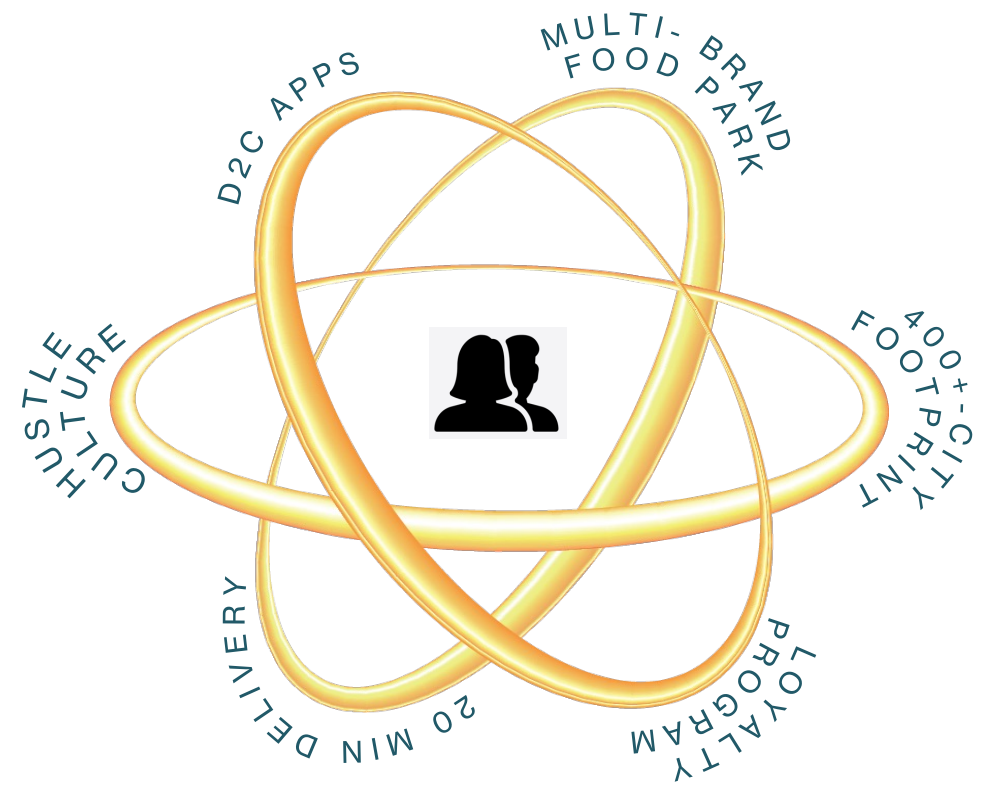
In \$	US	China	India
Average Order Value	10.3	4.2	0.7

# JFL is a market maker with industry-leading profits and profitability

Since FY'10, the JFL Revenue, EBITDA and PAT CAGR(FY'10-FY'23) has been ~21%

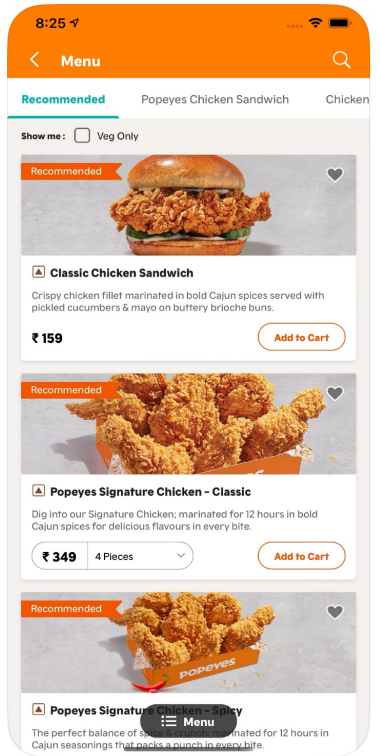
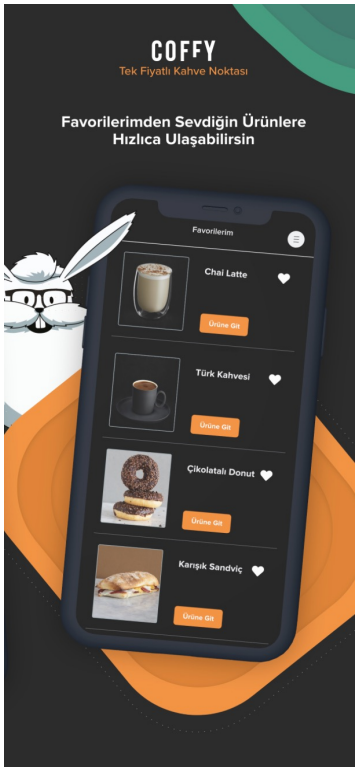
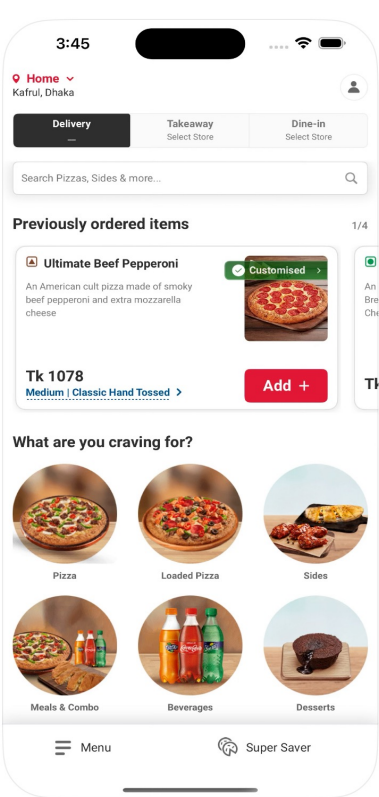
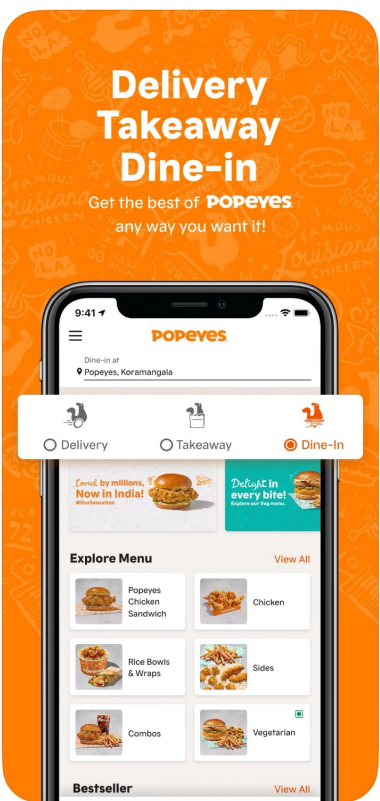
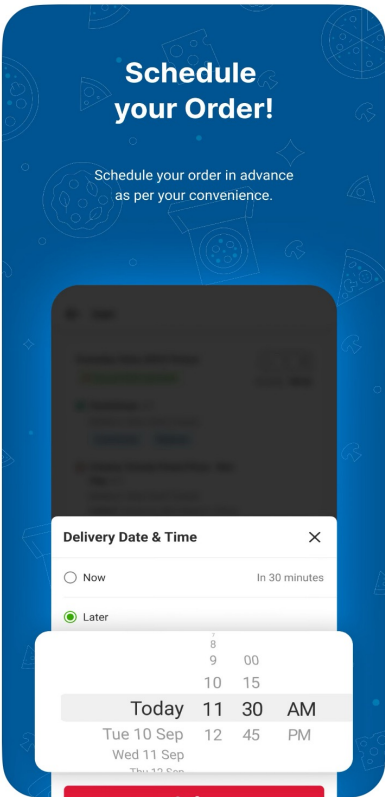
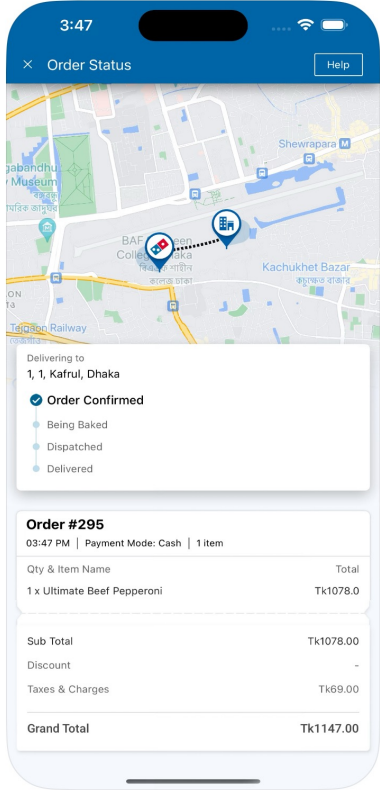


Core of the platform consists of SIX distinct elements with consumers and market at the heart of it!



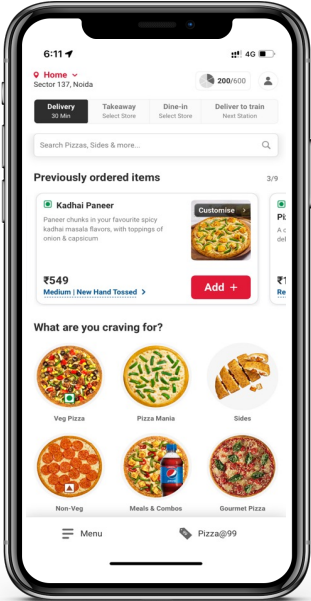
Mr. Sameer Khetarpal, CEO and MD, Jubilant FoodWorks Limited commented,

*“Winning a material share of the large foodservice industry, will require long-term thinking combined with a market-making mindset, integrated supply chain, deep penetration with right formats, technology first thinking and a culture that cannot be copied. At JFL, we are building a unique platform and are well placed to lead this exciting phase of growth.”*

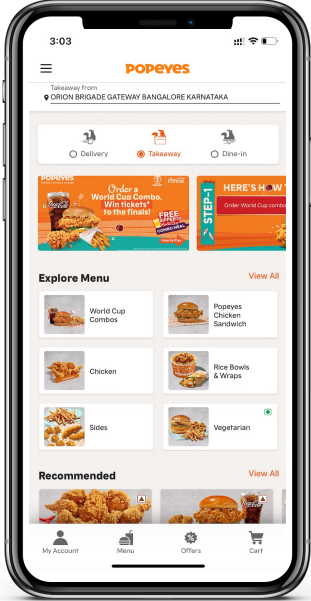


Our 'Data and Technology Forward' Pillars

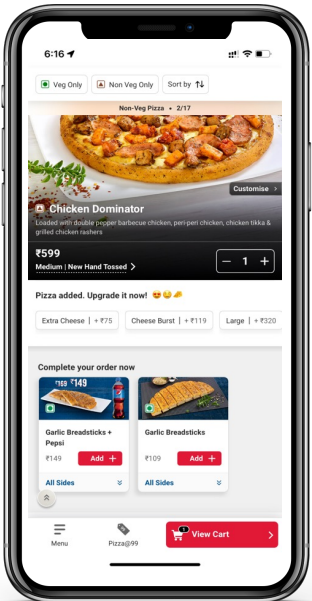
Immersive Customer Experience



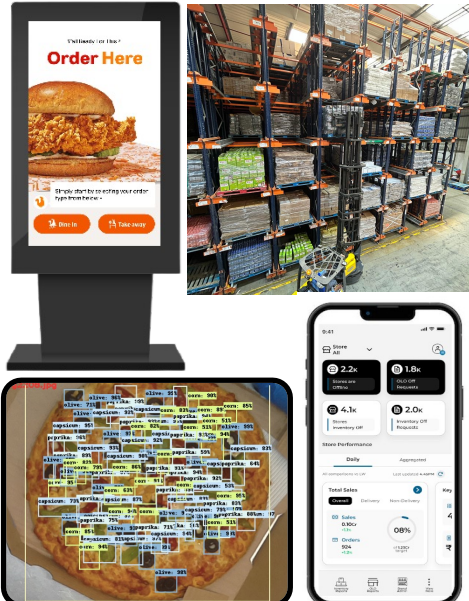
Next Level Platform Capabilities



Advanced Analytics and Data Science



Digitizing Value Chain



- Single Step Onboarding
- Live Rider Tracking
- Auto Refunds

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

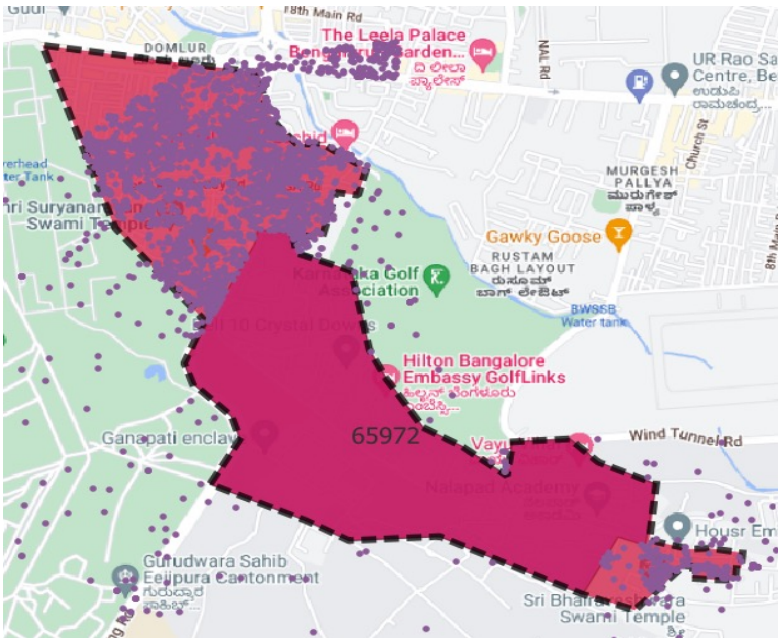
- Loyalty Program - Domino's Cheesy Rewards

- Personalized Menu and Offers
- Cohort based CRM Campaigns

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

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

Utilizing strength of data for site selection and coverage expansion



What are we doing?

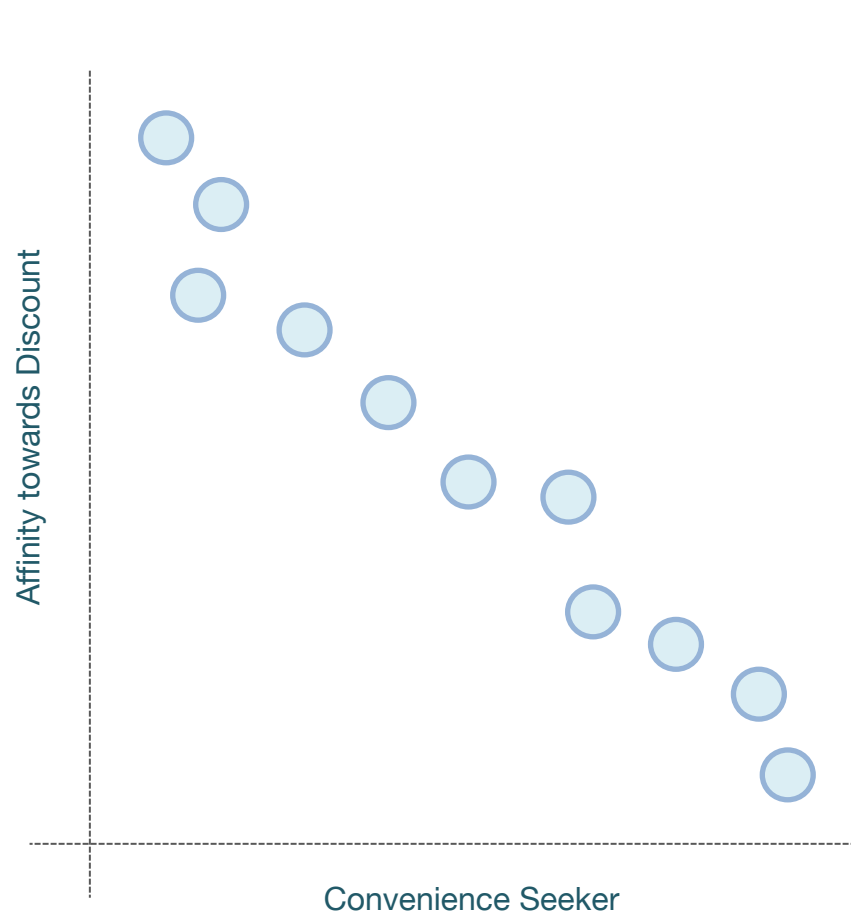
- Utilizing demand signals from existing app customers to expand delivery service coverage and also find new sites

Rationale

- Utilize the wealth of internal data for all important business decisions

Existing Delivery Coverage Expanded Delivery Coverage and a future new store location

Bucketed consumers on the basis of their affinity for discount and convenience through inhouse data mining studies



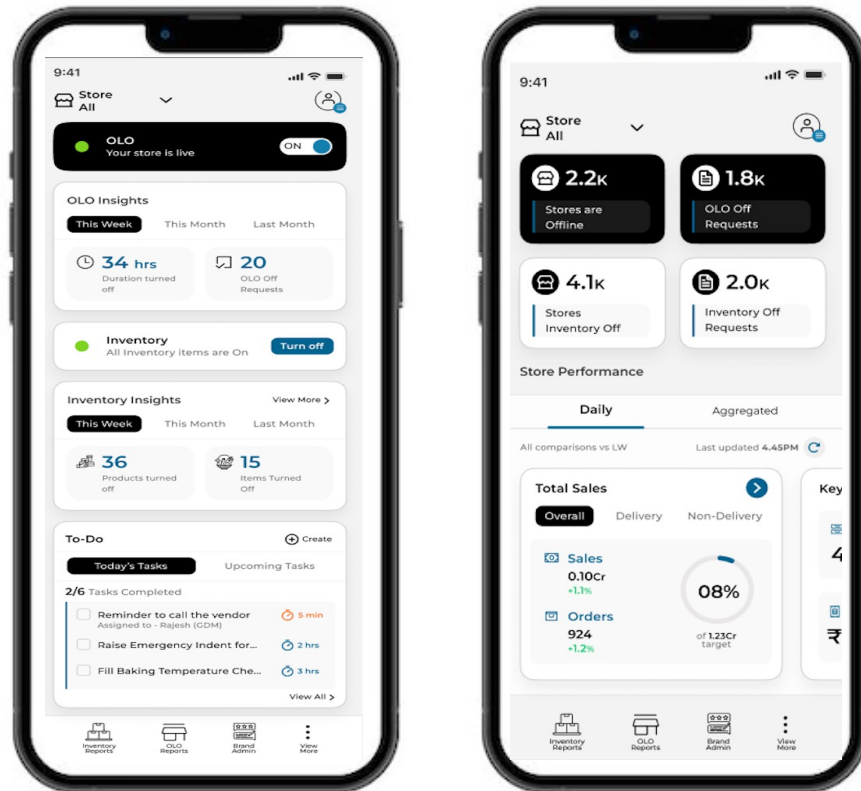
### What are we doing?

- Various user cohorts demonstrate contrasting behaviours
- Sharpening the target of promotional spends to a cohort who value it more than user cohorts who want 1-click repeat order of their pizza with customized toppings

### Rationale

- Reduce blanket discounting by shifting to CRM based discount strategy to enhance margins

A big thrust towards digitizing operations by providing a custom made App for store teams



## Benefits

- A single App for store teams to streamline their daily tasks
- Digital helpdesk for assistance and quick query resolution
- Enhanced operational KPI visibility across all levels
- Store level inventory insights
- Functionality to better manage peak load for online orders
- Reduced lead-time for onboarding of new team members

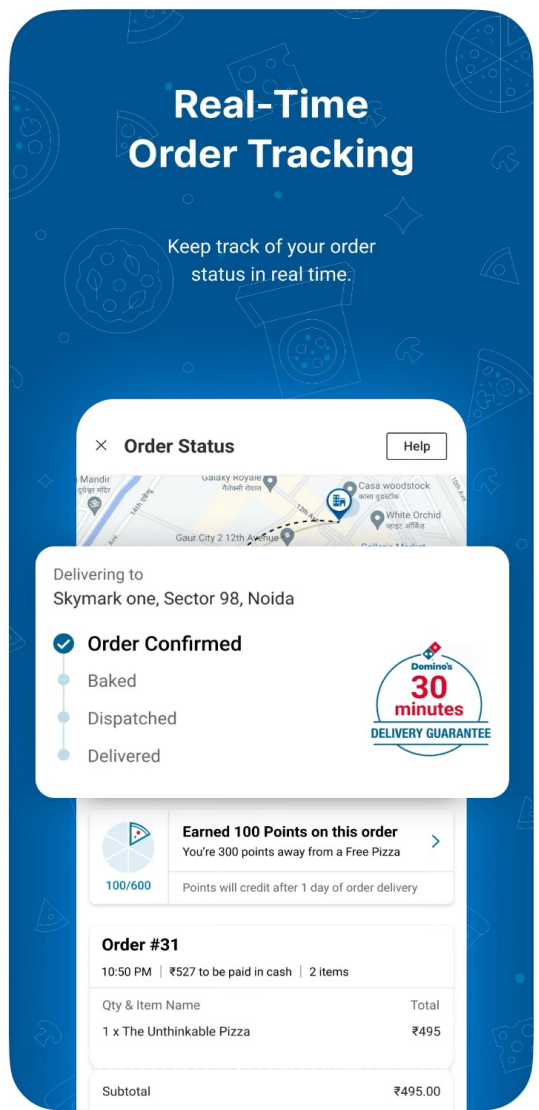
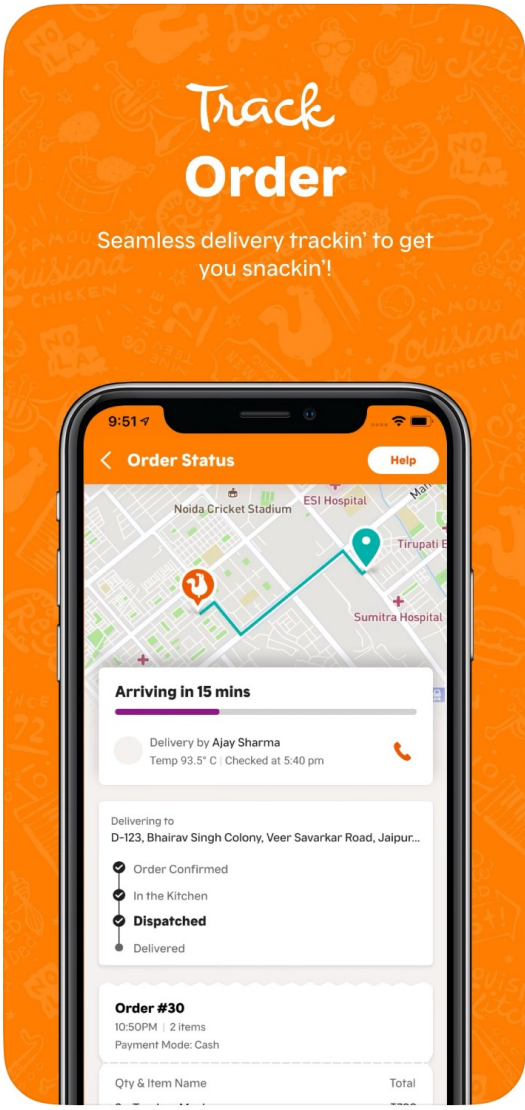
*Khushiyo ki home delivery by Domino's - Regardless of Order Source, we control the last mile delivery*

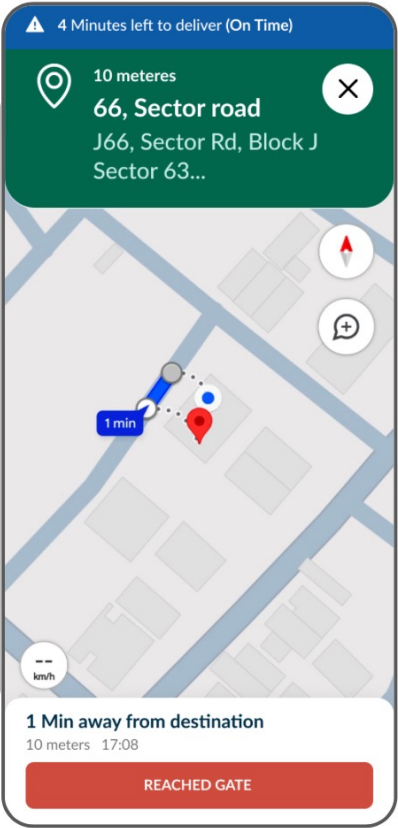
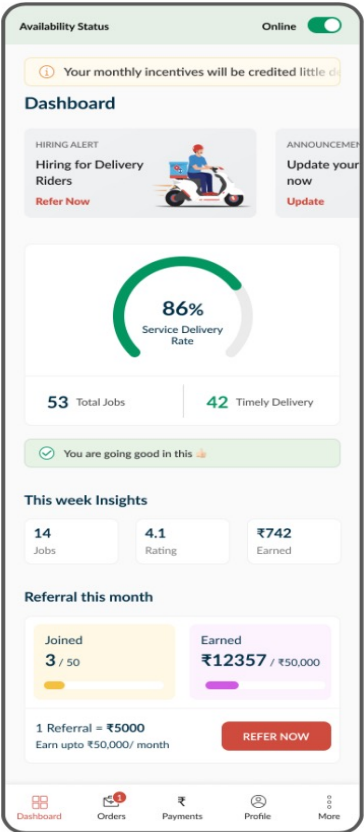
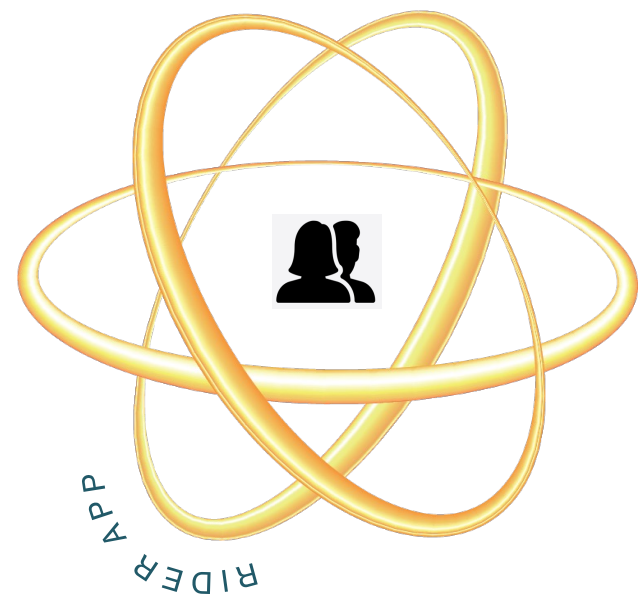


### Own-Delivery

- We pioneered 30-minute delivery since 2004
- Bengaluru becomes first city for Domino's globally to offer 20 minute delivery service guarantee
- We ensure that a rider trained under our *Atithi Devo Bhava* program rides safely and deliver the customer order under 20 minutes as applicable

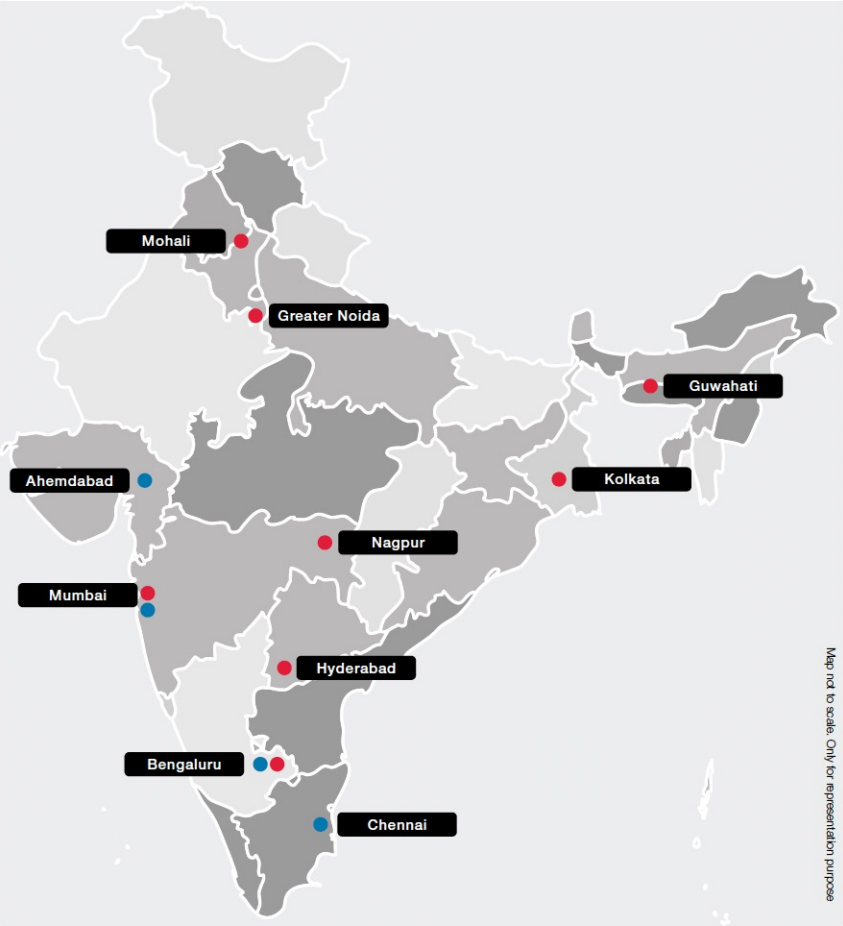






The Integrated Supply chain model helps JFL enjoys one of highest fill rates - 99.6% - globally

8 Commissaries and 4 Distribution Centers



New Bengaluru Commissary has commenced Operations



Work on New Mumbai Commissary has started



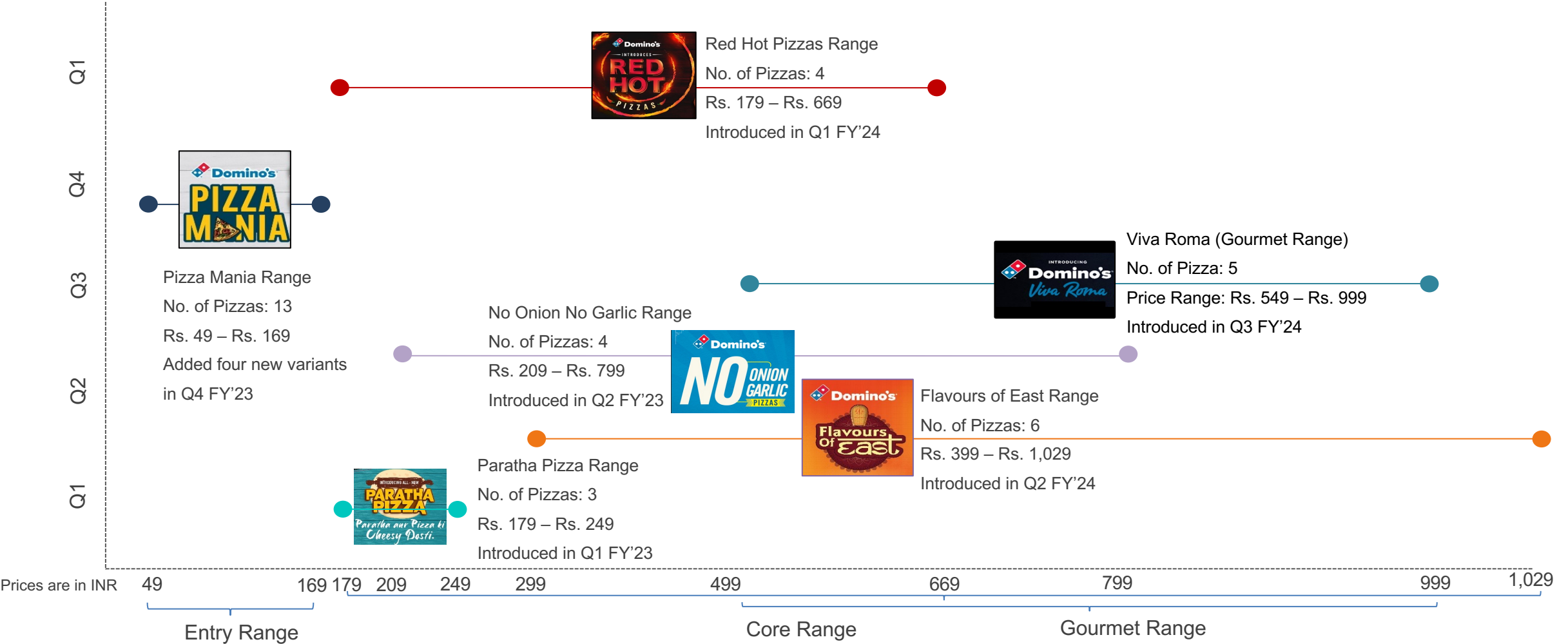
A multi-category, multi-brand food processing facility - one of the largest in the country and across the world



### Key Highlights

- Can serve 750+ Domino's stores and 300+ stores of Popeyes, Hong's Kitchen and Dunkin'
- Investment of Rs. 250 crore with a payback of ~4 years
- Three floor facility –
  - Large dough and bakery manufacturing setup
  - One of the largest chicken processing units
  - An advanced seasoning manufacturing unit
  - Amongst the largest multi-temperature warehouses

Commissary helps us position menu offerings profitably(Rs. 49 – Rs. 1,029) and help us serve all kinds of customers



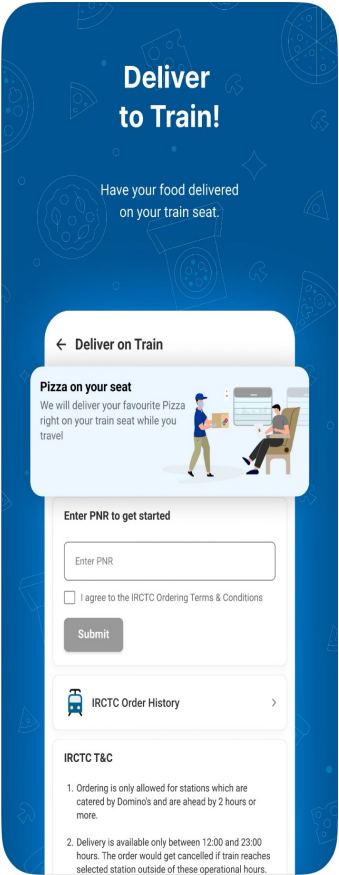
Domino’s India is present in 407 cities – the widest foodservice network in India

City Network



We are an Omni-channel play and want to serve customers wherever they are!

Stores



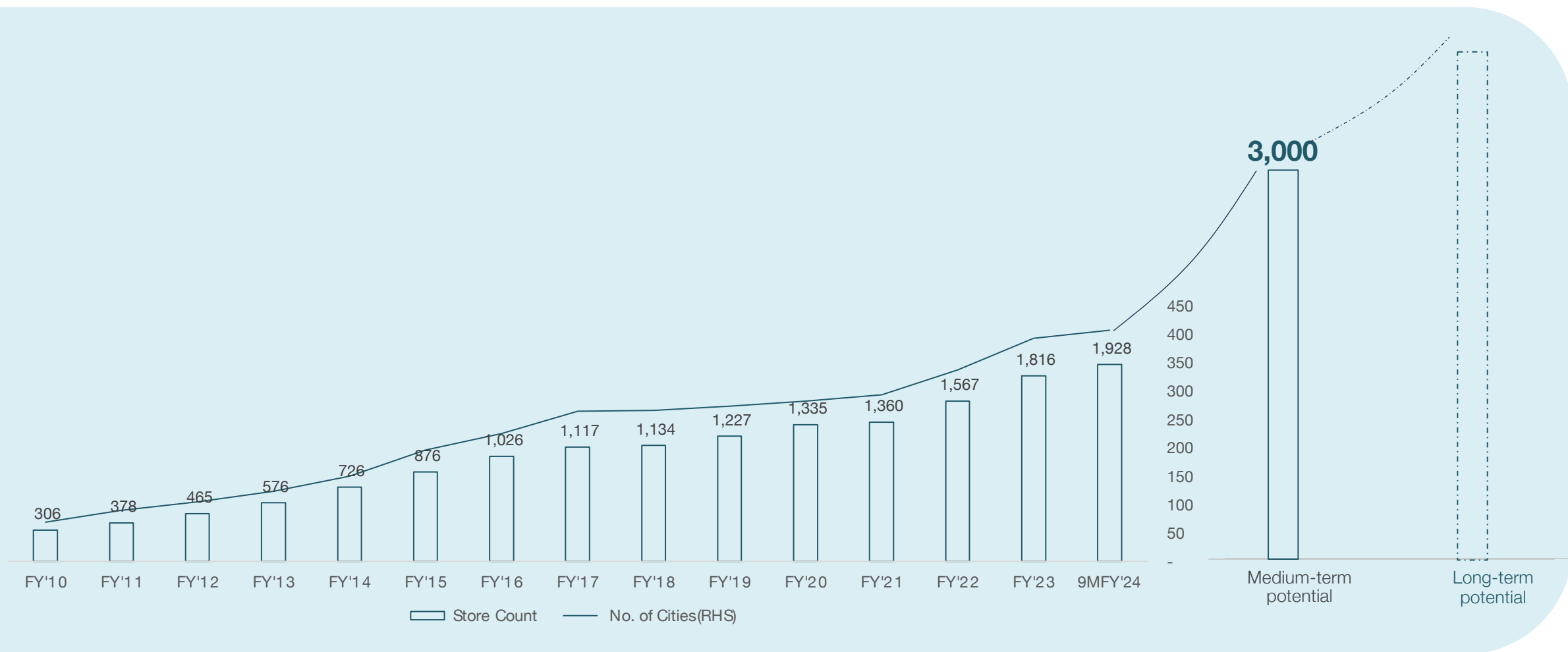
DELCO Format – Our version of Cloud Kitchen

DELCO Format



# Sustained Profitable Network Expansion for Domino's India; Significant runway for future growth

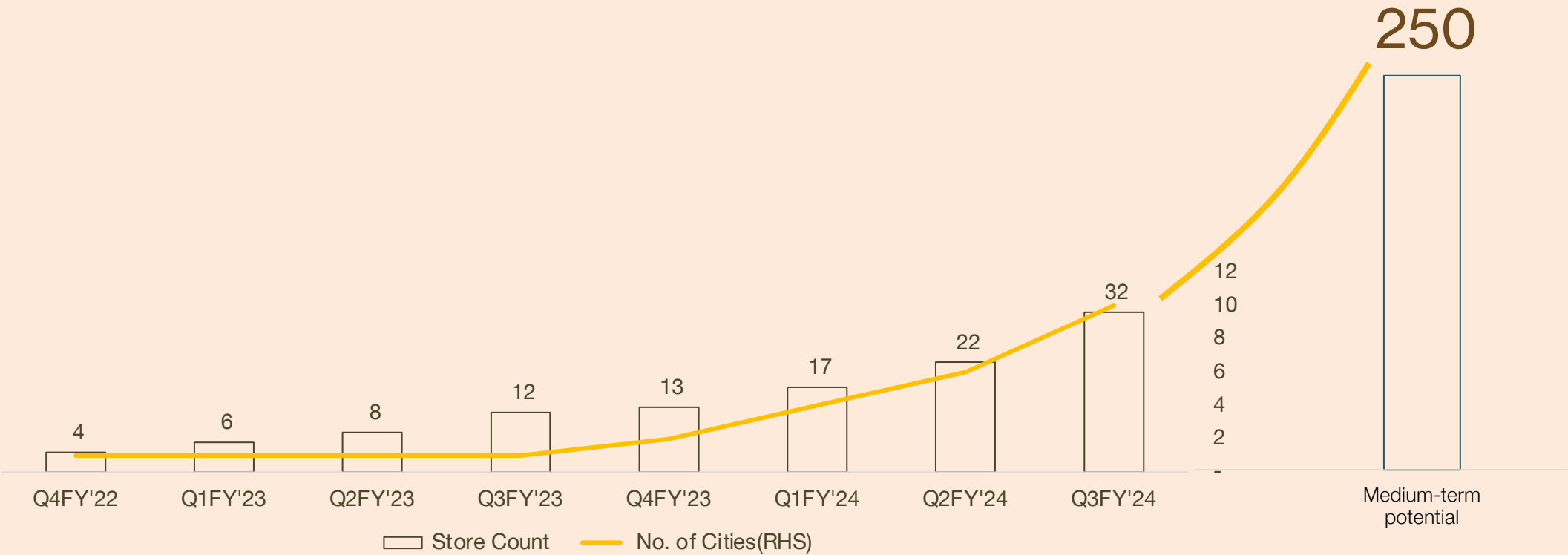
Global Pizza Industry is \$133 bn; Global QSR Pizza Industry is \$89 bn; India is only \$0.9 bn  
 Despite being the largest Foodservice Brand in India with 1,928 stores, there exists a multi-decadal growth opportunity



Popeyes is a leading Chicken QSR Brand with Untapped Potential

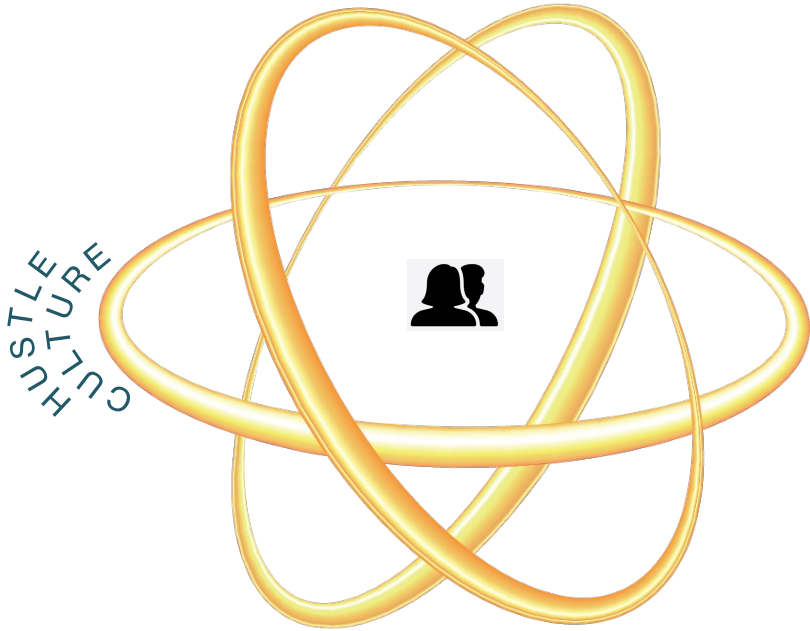
Popeyes is now #2\* Chicken QSR brand in USA

We are now accelerating the pace of Network Expansion in Popeyes



\*Source: System Sales as reported on public sources.

Real Magic Happens because of the strength of our People and Unique JFL Culture



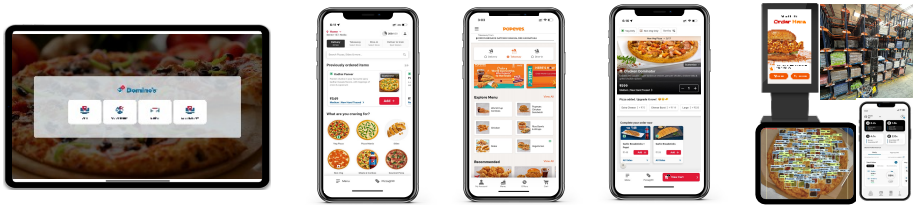
Hustle Culture



Our Platform has three systems that act as virtuous flywheel:

- 1. Food-tech: Developed and owned by us
- 2. Multi-country: Ability to export this platform to replicate the India playbook into other emerging markets
- 3. Multi-brand: Brand-agnostic

Food-tech



Multi-country



Multi-brand



Thankyou!

Disclaimer

Certain statements in this document 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.