

Jubilant FoodWorks Ltd.

Q4 & FY15 Earnings Presentation



Financial Highlights

Q4 FY15

Total Income at Rs. 5,421 million

EBITDA at Rs.701 million

Net Profit after tax at Rs. 315 million

FY15

Total Income at Rs. 20,745 million

EBITDA at Rs. 2,628 million

Net Profit after tax at Rs. 1,233 million

The Board of Directors recommended maiden dividend of 25% for the year ended March 31, 2015 (Rs 2.50 per equity share of Rs 10 face value). This would be subject to approval by the shareholders at the forthcoming annual general meeting.

Overview



Continued expansion

Enhance customer reach

- Restaurant network expansion
- Technology-based accessibility

New product development

- Keep developing & offering new/ wide range of products to build excitement and enrich culinary experience of customers



Domino's Pizza- "Yeh Hai Rishton ka time" - for focussed on relationships and bonding and aimed at strengthening the emotional connect with consumers



Exclusive franchise for Domino's Pizza and Dunkin' Donuts



Dunkin' Donuts & More- Get your Mojo back -focused on the urban youth consumer

Talented & motivated workforce

- Employee empowerment
- Training & development
- Reward and recognition
- Career progression

Robust processes & infrastructure

- Hub-and-Spoke commissary arrangement
- Uninterrupted cold-chain
- Intensive site selection process for new restaurants
- Consistency of quality
- Joint utilisation of commissaries for both brands
- Deploying Six Sigma



Sustained Profitability

- Vision to drive long term growth and profitability
- Leveraging and building infrastructure and brand equity to capitalise on future potential
- Corporate governance



Highlights - Domino's Pizza

Restaurants
in 199 cities
as of 14 May
2015

887

Total number of restaurants (as of)

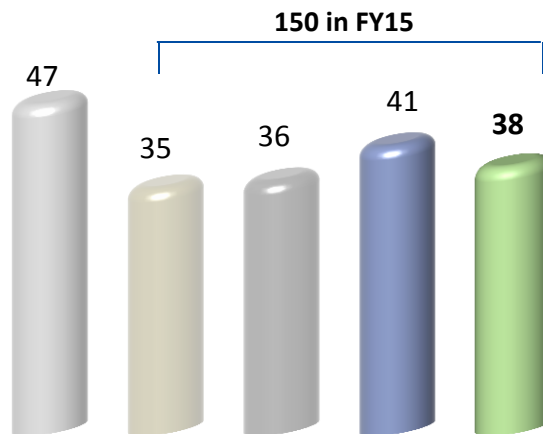
Q4 FY15

Q4 FY14

876

726

No. of restaurants opened



■ Q4 FY14 ■ Q1 FY15 ■ Q2 FY15 ■ Q3 FY15 ■ Q4 FY15

Same Store Growth(SSG) %

Q4

FY

FY 15

6.6%

0.05%

FY 14

(3.4)%

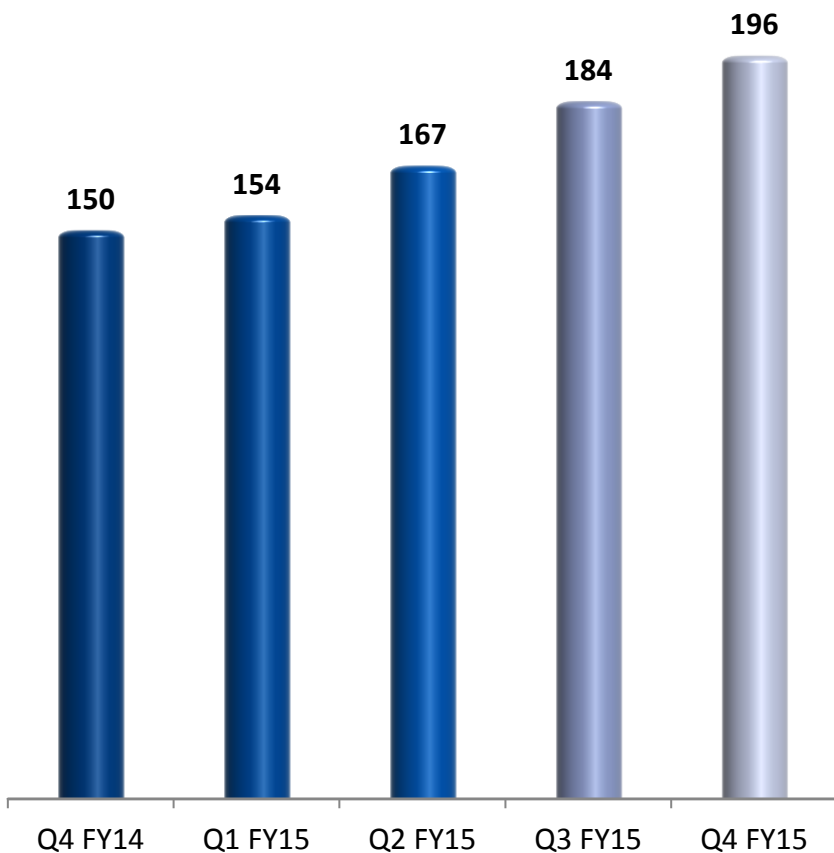
1.6%

Growth in Domino's Pizza network in Q4 FY15: Entered new cities such as Neemuch (Madhya Pradesh), Nawanshahr, Rajpura(Punjab), Kharagpur (West Bengal), Sihar (Assam), Dharwad, Ramnagar (Karnataka), Kollam (Kerala), Kullu (Himachal Pradesh), Rishikesh, & Kashipur (Uttarakhand)

Commissaries - New commissaries at Guwahati and Hyderabad commenced operations in Q4 FY15

Highlights - Domino's Pizza – Restaurant Network

City/Town Coverage



States/Union Territory	Cities	Restaurant
Maharashtra	19	179
Karnataka	12	104
New Delhi	1	76
Tamil Nadu	11	61
Gujarat	16	60
Uttar Pradesh	19	59
Telangana	2	47
West Bengal	9	46
Haryana	15	45
Punjab	17	35
Madhya Pradesh	10	30
Rajasthan	8	16
Chhatisgarh	6	14
Uttranchal	9	14
Kerala	5	12
Seemandhra	7	11
Goa	1	10
Odisha	6	10
Bihar	3	9
Assam	2	8
Chandigarh	1	7
Jharkhand	3	7
Himachal Pradesh	6	6
Jammu & Kashmir	2	4
Sikkim	2	2
Dadra And Nagar Haveli	1	1
Daman	1	1
Puducherry	1	1
Meghalaya	1	1
Grand Total	196	876

Highlights - Domino's Pizza

Zingy Parcel



An anytime anywhere snack with delicious Paneer/BBQ Chicken topping rolled over a layer of exotic Harissa Sauce inside a yummy Buttery Crust. Topped with Basil n Parsley Seasoning.

Fresh Pan Pizza in Regular size



AHA Value Festival

Aha Value Festival launched for the following products/offering meant for different occasions ;

- Zingy Parcel for Snacking time – Rs.29
- Pizza Mania for Get Together – Rs.49
- Kids Meal for Kids Delight – Rs.109
- A Value Meal Combo@349/- for Family – starting @ Rs.349



*Limited period pricing for reg. **The toy may vary depending upon availability. T&C.

The OLO Connect

Welcome to Online Order

first time order? | ordered before?

I would like to order for
 Pick Up Home Delivery

Type or select City

Enter your Mobile Number

Enter Password

ENTER

Forgot password?

Login with Facebook

NEW ARRIVALS

TACO
 A Mexican feast in every bite

ANY SIZE! EXTRA 30 MINUTES OR FREE

Domino's Pizza

© Jubliant FoodWorks Ltd



CLICK TO ORDER ONLINE

	Q4 FY14	Q1 FY15	Q2 FY15	Q3 FY15	Q4 FY15
Average OLO contribution to delivery sales	18%	22%	27%	27%	29%
Mobile Ordering sales contribution to overall OLO	16%	22%	21%	21%	23%
Downloads of mobile ordering app	1.6 mn	1.8 mn	2.0 mn	2.3 mn	2.6 mn

Highlights - Dunkin' Donuts

All Day Part Menu

**MINI MEAL.
MAX TASTE.**



INTRODUCING
WICKED WRAPS
As warped as it can get!

3 DONUTS

GET YOUR
MEAT BACK!



**ONE
IS NEVER
ENOUGH**



NEW
**TOUGH GUY
BURGERS.**
DON'T
GO EASY
ON THEM!

3 DONUTS

GET YOUR
MEAT BACK!



**LOVE
DESTROYING
IT.**

**THE TOUGH GUY
BRUTE BURGER
IS HERE.**



Highlights - Dunkin' Donuts

56

Restaurants opened as on 14 May, 2015

- 54 restaurants as of 31 March 2015; was 26 as on 31 March 2014
- 8 new restaurants opened in Q4 FY15 (28 new restaurants opened in FY15)
- Present in 20 cities across Delhi, NCR, Chandigarh, Punjab, Uttarakhand, Haryana, Maharashtra, Karnataka, Gujarat and Goa



Crunchy Joe Burger

Crackling crunchy buns with chunky, juicy sloppy joe filling topped with tex, mex sauce.

Naughty Lucy Burger

A highly innovative burger with a herb spiced whole wheat and potato/ tender chicken patty center-filled with creamy molten cheese at the centre of the patty, drizzled with green mango relish and chipotle sauce, and layered with yellow bell pepper, red bell pepper, white onion, jalapeno and crisp iceberg lettuce.



New Launches

New Donuts Range

It's A Mistake!



Hug Me!



Breakup Party Éclair!



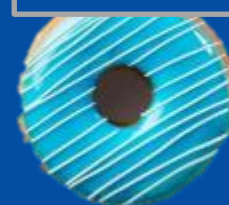
GoBa. GoNu.



Ugly Strawberry



No More Blues



Stuck On You



Management Views

Commenting on the performance for Q4 & FY15, Mr. Shyam S. Bhartia, Chairman and Mr. Hari S. Bhartia, Co-Chairman, Jubilant FoodWorks Limited said, “In FY2015 we took successful strides to make our brands Domino’s Pizza and Dunkin’ Donuts more capable, efficient and highly relevant to our customers. As we focus on enhancing operations, tightening efficiencies and on creating more synergies, our path for sustainable & profitable growth is getting cemented. And we are pleased to say that JFL was completely equipped to address sectoral and consumption dynamics that all of us witnessed in the past few months.

Q4FY15, we built on the trend of expanding our presence and being more accessible to our customers. We have embraced the omni channel philosophy with the motive of giving our customer a positive experience through dine-in or takeaways from the restaurants, online ordering or home delivery. Thus we saw continued momentum in expansion of our brands to new and existing geographies driven by our compelling product offering and an exciting culinary experience.

As we exit FY15, we are yet to see defining improvements in discretionary spends and overall consumer sentiment. However, we remain on track to deliver our goal of driving profitable growth while investing in initiatives that can fuel our momentum over the long term. Our priorities are to invest in our physical infrastructure as well as our digital capabilities, fortify our operating model, and continue to leverage our competitive edge in the food service industry. We are confident and we have the commitment, expertise and financial strength to make the strategic investments to expand our capabilities and business in line with market demand.”

Management Views

Commenting on the performance for Q4 & FY15, Mr. Ajay Kaul, CEO, Jubilant FoodWorks Limited said, "In Q4 FY15 we witnessed further stabilization in our same store sale growth which was reported at 6.6%. We are pleased with 25% growth in revenues and 26% in bottom line, but believe there is high potential for us to deliver more. Our sustained efforts to extend brand presence through network expansion, marketing and menu innovation will surely help us ride the opportunity tide more effectively.

Domino's Pizza, I'm pleased to report, today has a network of over 887 restaurants across 199 cities in the country, while Dunkin' Donuts has growing at a healthy pace and has 56 restaurants in 20 cities. Steady and sustainable expansion is our mantra and we are pleased with the progress each brand has made given their respective growth profiles.

To address the dynamics of the food service industry and at the same time deliver high customer satisfaction, we constantly sharpen our customer focus and innovate within our brands and approach. We witnessed positive response towards recent new launches such as the Zingy parcel and Fresh Pan Pizza in Regular size.

We also advanced well in Domino's Online ordering system which we believe enables us to better respond to the growing demand via e-commerce and also enhances our competitive position.

Our consistent growth reflects our ability to meet changing customer demands, incorporate their preferences and trends in our creative and innovative menu. We begin FY2016 intensely focused on taking advantage of the many opportunities with an aim to generate higher profitability and better returns for our stakeholders."

Result Highlights

Particulars (Rs. mn)	Q4 FY15	Q4 FY14	Growth %	FY15	FY14	Growth %
Income from Sales	5,420.1	4,336.5	25.0%	20,740.9	17,232.0	20.4%
Other Operating Income	1.0	0.8	25.7%	3.7	3.0	23.1%
Total Income	5,421.1	4,337.3	25.0%	20,744.7	17,235.0	20.4%

■ *Q4 FY15 performance corresponds to;*

- *Momentum from new Domino's restaurants opened 11 cities welcomed their 1st Domino's restaurant. A corresponding strengthening in Dunkin' Donuts' network with 8 new openings also added to growth*
- *Ongoing marketing initiatives aimed at providing value, excitement and variety of offering to the customers.*
- *Stress in consumption patterns in the sector appears to have bottomed out setting the stage for gradual recovery*

Particulars (Rs. mn)	Q4FY15	Q4 FY14	Growth %	FY15	FY14	Growth %
Raw Material and Provisions Consumed	1,336.4	1,070.2	24.9%	5,212.1	4,487.3	16.2%
Personnel Expenses	1,177.0	917.7	28.3%	4,387.7	3,369.0	30.2%
Rent	548.2	428.0	28.1%	2,050.3	1,548.9	32.4%
Other Expenses	1,658.8	1,364.7	21.6%	6,466.5	5,279.3	22.5%
Total Expenditure	4,720.3	3,780.5	24.9%	18,116.6	14,684.4	23.4%

- *Total expenditure showed increase on the back of business growth. Raw material inflation was muted in keeping with trends in general economy*
 - *Expenditure on rentals was higher due to addition in restaurant count and escalation clauses in existing restaurants*
 - *Higher personnel expenses due to increase in minimum wages and performance-linked increments/ incentives over an expanded base of employees*
- *Total number of employees as on 31 March 2015 stood at 27,108 up from 24,969 as on 31 March 2014*

Result Highlights

Particulars (Rs. mn)	Q4FY15	Q4 FY14	Growth %	FY15	FY14	Growth %
EBITDA	700.8	556.8	25.9%	2,628.0	2,550.6	3.0%
Margins %	12.9%	12.8%	10 bps	12.7%	14.8%	(210) bps

- Robust trend in revenue growth together with systemic focus on cost effectiveness resulted in enhancement in operating profit.

Particulars (Rs. mn)	Q4FY15	Q4 FY14	Growth %	FY15	FY14	Growth %
PBT	453.0	367.7	23.2%	1,720.6	1,877.2	(8.3)%
Margins %	8.4%	8.5%	(10) bps	8.3%	10.9%	(260) bps
PAT	315.3	249.5	26.4%	1,232.8	1,258.0	(2.0)%
Margins %	5.8%	5.8%	-	5.9%	7.3%	(140) bps

- JFL's sustained efforts to enhance restaurant network, marketing and product development have helped drive business resulting in positive growth in Q4 FY15.

Outlook

Continuous efforts to increase accessibility

- Geographic expansion and penetration in existing cities continues to be a priority
- Target of 150 new Domino's Pizza restaurants in FY16.
- 30 new Dunkin' Donuts targeted in FY16
- Strengthening online/mobile ordering systems to offer better convenience to e-commerce savvy consumers

Driving innovation

- Continue to bring in excitement in the sector with innovative new products
- Innovation in menu items as well as expansion of menu in Domino's Pizza
- Dunkin' Donuts continues to offer high potential to innovate within the all-day part categories

Enhance infrastructure scale to support future growth

- Grow supporting infrastructure in line with potential and demand in the sector
- State of the art facilities commissary at Greater Noida is underway and progressing as per plan

Drive momentum

- Focused on creating stronger competitive edge for both brands to poise business for new growth

Key achievements and awards during the quarter



- JFL awarded at the Coca Cola Golden Spoon awards under following categories
 - Images Most Admired Food Service Group of the year to Jubilant FoodWorks
 - Images Most Admired Food Service Chain of the year to Domino's Pizza
 - Images Most Admired Café and Juice Bar of the year to Dunkin' Donuts
- Accorded in 4 categories at the "23rd Global HR Excellence Awards" - World HRD Congress-2015
 - Dream Companies to work for in Retail Sector
 - Organization with innovative HR practices
 - Diversity Impact award
 - Fun at Work Awards
- JFL ranked 7th in the "Great Places to Work" India survey in retail sector
- Domino's India awarded as one among Top 4 winners of coveted BML Munjal Awards(2015) for Business Excellence through Learning & Development, under Private-Service Category
- Domino's Pizza India won the "Golden Peacock National Training Award" by the "Institute of Directors(IOD) - India at the"25th World Congress on Leadership for Business Excellence & Innovation' and the Golden Peacock Awards Presentation Ceremony
- At the Annual Indian Retail Awards which was organized by Franchise India
 - Domino's Pizza India awarded the Customer Service Excellence Award
 - JFL awarded the CSR Initiative of the year award

About Jubilant FoodWorks Ltd.

Jubilant FoodWorks Limited (JFL/Company) is part of Jubilant Bhartia group and India's largest food service company, with a network of 887 Domino's Pizza restaurants across 199 cities (as of 14 May, 2015). The Company & its subsidiary have the exclusive rights to develop and operate Domino's Pizza brand in India, Sri Lanka, Bangladesh and Nepal. At present it operates in India and Sri Lanka. The Company is the market leader in the chained pizza market with ~70% market share in India (as per Euromonitor data published in 2014). The Company also has exclusive rights for developing and operating Dunkin' Donuts restaurants for India and has launched 56 Dunkin' Donuts restaurants across 20 cities in India (as of 14 May, 2015).

Corporate Identification No: L74899UP1995PLC043677

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