



JUBILANT FOODWORKS LIMITED

Corporate Presentation

February 2017



Agenda



- 1** Overview of the Indian Food Service Industry
- 2** Overview of Jubilant FoodWorks Limited (JFL)
- 3** Domino's Pizza – Journey & Positioning
- 4** Dunkin' Donuts –Journey & Positioning
- 5** JFL Financial Highlights
- 6** Outlook
- 7** Annexures (Experienced Team, CSR Initiatives & Awards)



Overview of Indian Food Service Industry



Consumer Food Service: Market Outlook



| Format | 2016 | CAGR | 2021 |
|--------------------|--------------------------------|------------------------|--------------------------------|
| Chained Market | Rs 204.0 bn (7%) | -----> 20.1% | Rs 509.5 bn (10%) |
| Standalone Market | Rs 810.8 bn (26%) | -----> 13.6% | Rs 1,532.3 bn (31%) |
| Unorganized Market | Rs 2,076.4 bn (67%) | -----> 7.2% | Rs 2,939.5 bn (59%) |
| Total | Rs 3,091.1 bn (100%) | -----> 10.0% | Rs 4,981.3 bn (100%) |

Chained Market projected to grow at 20% CAGR

Chained Consumer Foodservice: By Format



| Format | 2013 | CAGR | 2016 | CAGR | 2021 |
|--------------------------|------------------------------|----------------------|------------------------------|----------------------|------------------------------|
| Cafe | Rs 15.2 bn (12%) | -----> 6% | Rs 18.1 bn (9%) | -----> 10% | Rs 29.1 bn (6%) |
| Quick Service Restaurant | Rs 55.0 bn (43%) | -----> 18% | Rs 91.3 bn (45%) | -----> 22% | Rs 246.7 bn (48%) |
| Casual Dining Restaurant | Rs 39.5 bn (31%) | -----> 19% | Rs 67.2 bn (33%) | -----> 21% | Rs 172.5 bn (34%) |
| Fine Dining Restaurant | Rs 5 bn (4%) | -----> 2% | Rs 5.3 bn (3%) | -----> 3% | Rs 6.2 Cr (1%) |
| Pubs & Bars | Rs 5.4 bn (4%) | -----> 25% | Rs 10.7 bn (5%) | -----> 22% | Rs 28.8 bn (6%) |
| Frozen Dessert | Rs 7.8 bn (6%) | -----> 14% | Rs 11.6 bn (6%) | -----> 18% | Rs 26.4 bn (5%) |
| Total | Rs 127.9 bn (100%) | -----> 17% | Rs 204.0 bn (100%) | -----> 20% | Rs 509.5 bn (100%) |

QSR segment is projected to grow at 22% would stand as 48% of total chained market

Growth drivers of Chained FSI – Macro factors



Pro-growth Demographics
(increased youth population,
nuclear family & more working
women)

**Higher disposable / discretionary
income**

**Growth driven by
digitization**

Greater urbanization

**Growth in chained
retail**

**Changing consumer
preferences –
widening exposure to
new cultures and
cuisines**

**Business potential in transit
locations**

**India an attractive proposition
for global players – more
choices for consumers**

Large consumption growth relative to emerging and developed markets



Growth drivers of Chained FSI – Micro factors



Focused & integrated approach

Prudent roll-out

Consistent quality of product with finger on customer's pulse

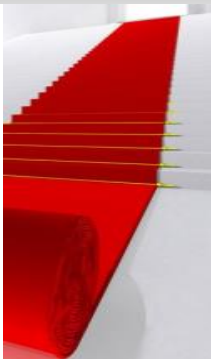
Execution & delivery of strategy

Value for money

Focus on hygiene and sanitation

Rising aspiration of using branded products

Evolving according to the needs of the consumer, leading to growth



JFL translating opportunity into growth



Capitalising

On the pedigree of the global brand

Customising

The palette with local flavors

Introducing

New products on a regular basis

Developing

A unique model through home delivery & dine-ins

Delivering

Operational excellence- consistency of product and service

Focusing

On enticing customers with evolving mktg strategies

Systematic approach to deliver sustainable growth



Overview of Jubilant FoodWorks



Overview of brands at JFL



Presence Across Countries

- Founded in 1960

- Founded in 1950

- More than 13,200 franchised and Company-owned Restaurants in more than 80 international markets

- More than 12,000 restaurants in more than 44 countries

Beginning of Restaurants in India

- 1st restaurant operated in India in Mar'96

- 1st restaurant operated in India in Apr'12

Presence in India

- 1,111 restaurants across 260 Indian cities*
- India is currently the biggest market for Domino's Pizza outside the United States

- 68 Restaurants across 19 Indian cities*

Contract Details

- Exclusive right to open Domino's Pizza restaurants in India, Sri Lanka, Bangladesh and Nepal
- Current franchising agreement till December 2024 with right of renewal for another 10 years

- Exclusive right to operate and develop Dunkin' Donuts restaurants in India. The agreement is for a period of 15 yrs, till February 2026 with the option of renewal for 10 yrs, with first right of refusal for Sri Lanka, Nepal & Bangladesh

* As of 06 February 2017

Accumulated learning's to drive ramp-up in Domino's Pizza & Dunkin' Donuts

Our Pillars



*Driven by
Operational
Excellence*



*Robust
Integrated
Supply Chain
Systems*



*Human
Resource
Management
driving growth*



*Robust
Corporate
Governance
Mechanism*



*Investments
in
Technology*



*Project
Management
Competency*



*Continuous
Innovation*



*Consumer Focus
and Innovative
Marketing*



Delivering consistency in product and services to delight our customers

Driving Operational Excellence

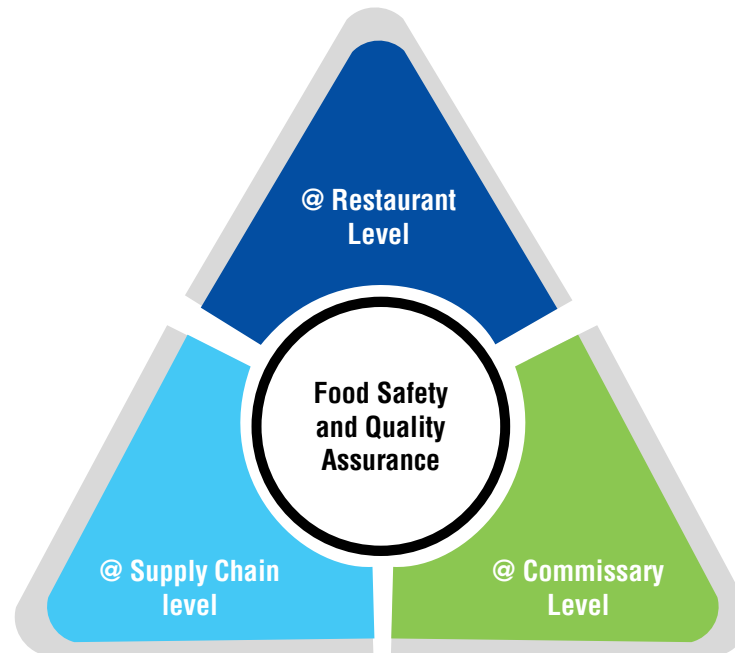


Delivering consistency in product and services to delight our customers

Food Safety and Quality Assurance

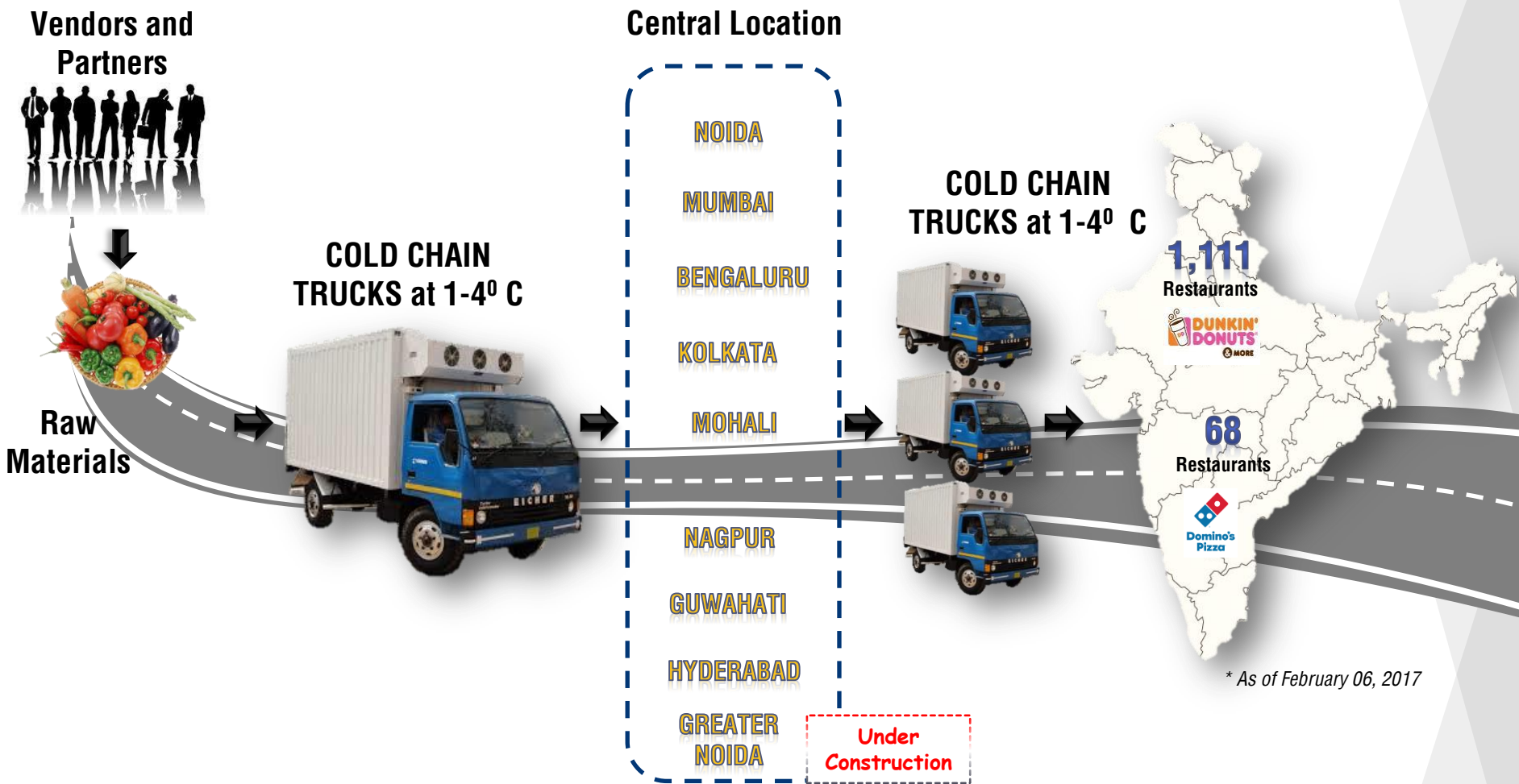
- Training on standards of Food safety and Quality
- Regular QA Assessment
- Third party assessment through NABL Accredited agency
- Regular compliance checks of food processes as per FSSAI guidelines
- Continual surveillance assessment of restaurants under ISO 22000 certification

- Stringent selection & monitoring process of new and existing suppliers based on key performance indicators for Quality and Food Safety requirements
- Food ingredient suppliers are FSMS certified
- Moving all vendors towards FSMS certification
- NABL Accredited Third Party Assessments Initiation for Core ingredient supplying Food Vendors
- Alliances with all vendors to continuously enhance Quality and Food safety norms and comply regulations



- Training of staff and managers on comprehensive standards of Food safety and Quality
- Stringent sampling of all raw materials & COA approach acceptance
- Comprehensive analysis of Food products as per FSSAI guidelines
- Regular food quality and safety QA assessments based on FSSAI Schedule 4 requirements
- Implemented FSMS (ISO 22000) certification in 5 Commissaries

Our robust supply chain management



An integrated supply chain for Domino's Pizza and Dunkin' Donuts adapted to Indian conditions; well-equipped to deal with geographic and demand expansion

Channeling Human Resources for Growth



Pre defined growth path for every Team Member

Guest Delight Manager (Restaurant Manager) is treated as CEO of the Restaurant

Assist Employees in encouraging excellence educational growth

Reward & Recognition with Variable Incentives bring motivation

Learning & Professional Development and Training

We are 27,000+ Brand Ambassadors

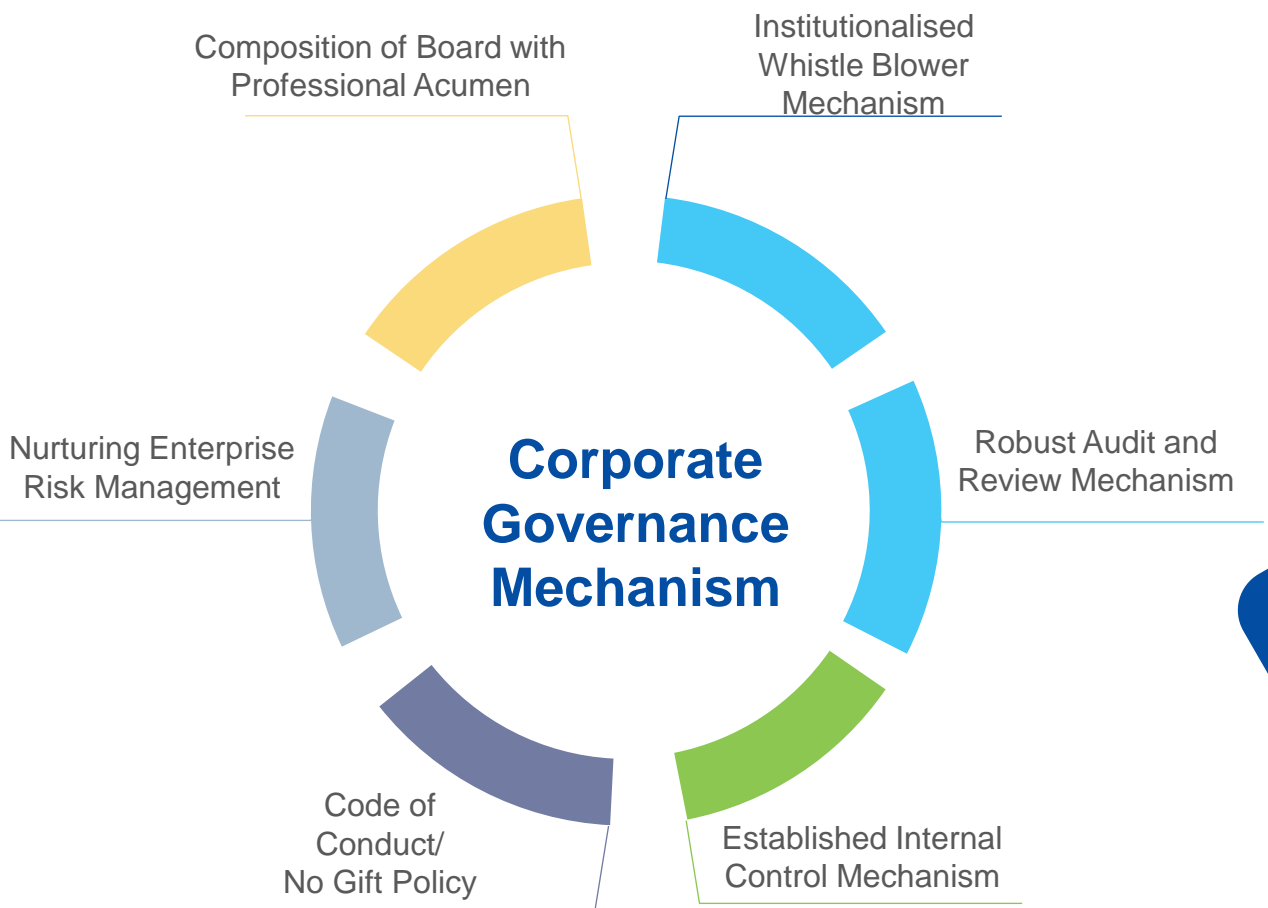
Fun at work

Whistle Blower institutionised at every restaurant/office



Team members act as brand ambassador imbibing JFL's values, ethics and culture

Robust corporate governance mechanism



Truly inculcated mechanism of corporate governance

Leveraging technology to drive growth



Customer level

Customer Relationship Management (**CRM**)
GPS enabled deliver vehicles – to track vehicle movement
OLO/mobile app /Voice ordering – for ease of ordering

Restaurant level

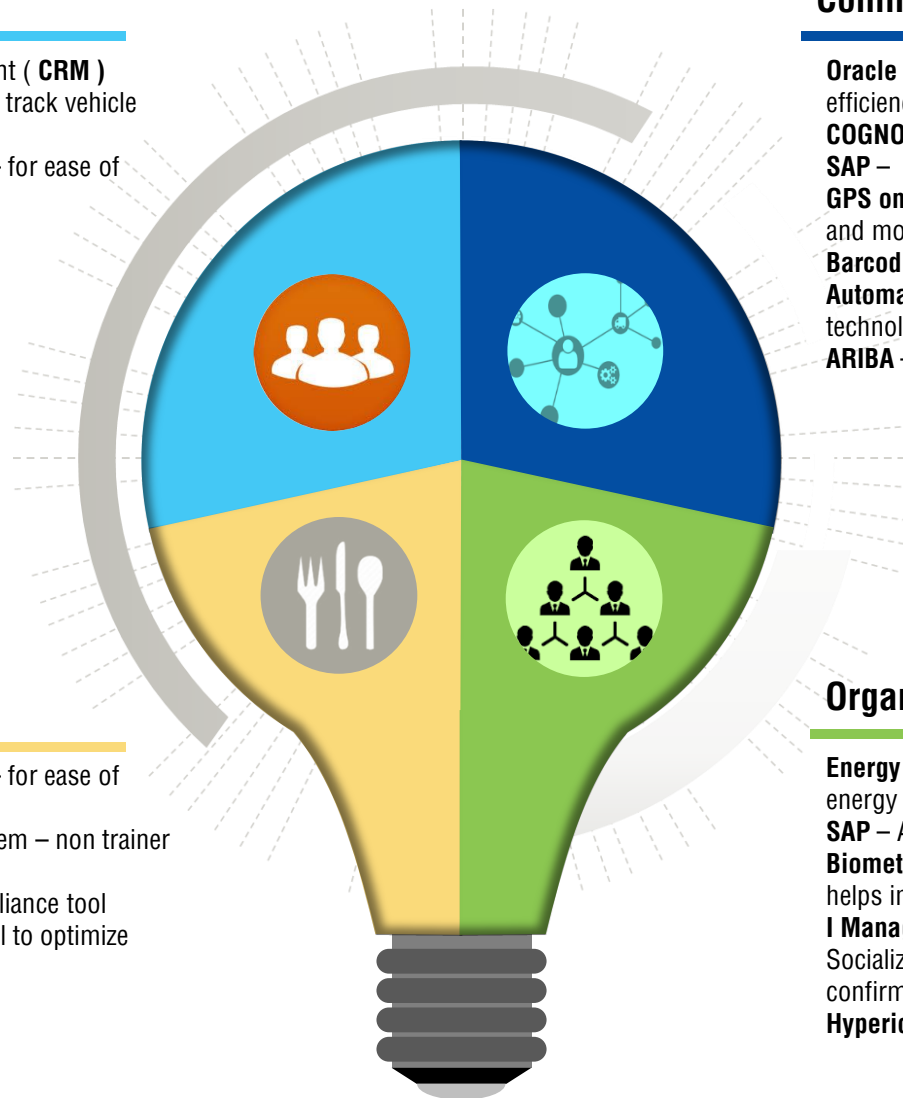
OLO/mobile app /Voice ordering – for ease of ordering
LMS – Learning management System – non trainer based learning at restaurants
GRC – Governance Risk and Compliance tool
Energy management system – tool to optimize energy usage

Commissary / Supply chain level

Oracle Transport management – Optimizes route/ load efficiencies for supplies from commissary to stores
COGNOS – system aids in procurement planning
SAP – for accounting and Supply Chain systems/ ERP
GPS on commissary truck – Enables tracking trucks and monitoring factors like temperature compliance
Barcoding – for efficient stock management
Automation – Implementation of sensor doors, use of technology for temperature compliance, picking trolley
ARIBA – tool for vendor management

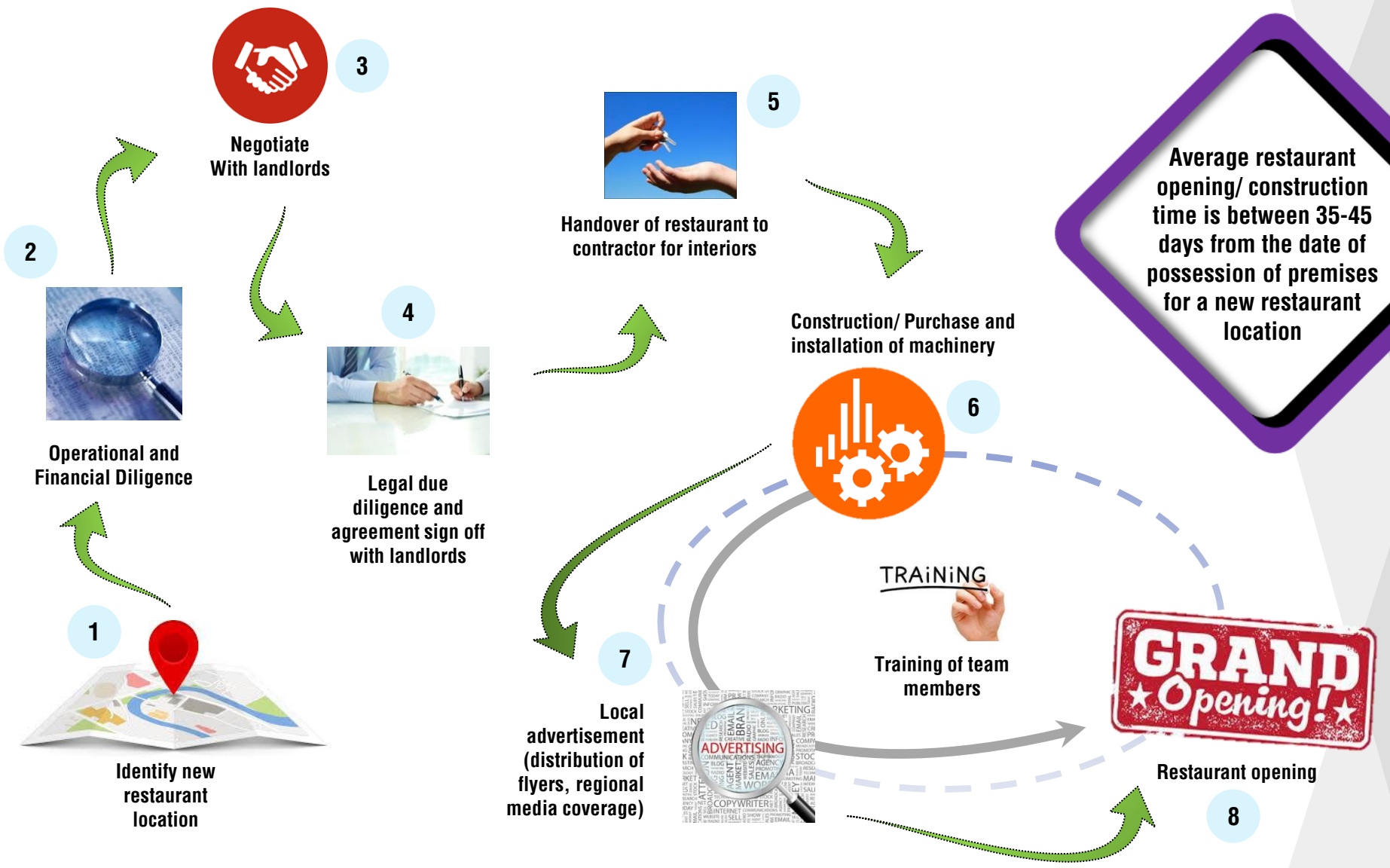
Organizational Level

Energy management system – tool to optimize energy usage
SAP – Accounting and Supply Chain related - ERP
Biometric device – tracking of employee attendance, helps improving productivity,
I Manage – Mobility, Ease of Compliance, Socialization, automation of transactions, say confirmation
Hyperion – tool for financial planning



Integration of technology across levels to drive efficiencies & enhance growth opportunities

Site selection & Restaurant construction process



ROI/Payback period analysis undertaken prior to opening a restaurant

Innovation



Product Innovation

Pizza Mania Extremes



Big Joy Burgers



Range of coffees



Burger Pizza



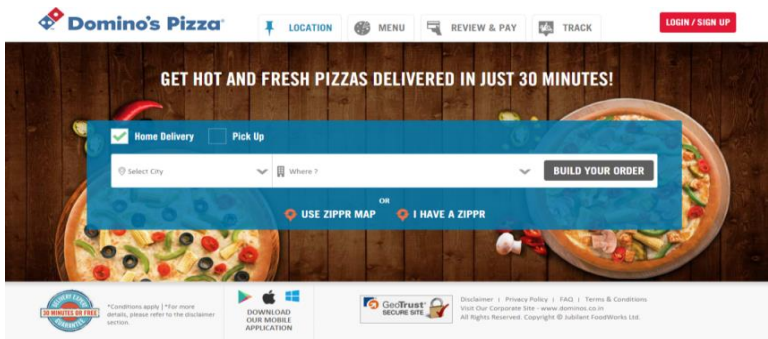
DunkyDoo's

Design Innovation



- Open Kitchen
- Flexible Seating
- Heritage Wall

Technology Innovation



Innovating to keep the excitement alive

Consumer-Focused and Innovative Marketing



National Marketing

- Television
- Print Media & Radio (including regional language)
- Emotional positioning of 'Yeh hai Rishton ka Time'
- Innovative new product development and launches



Local Store Marketing (LSM)

- Door Hangers
- Flyers
- Customer lifecycle management programme
- Innovative BTL activation (restaurant targeted)



Digital Marketing

- More than 6.8 million Facebook fans
- 137k followers on Twitter
- More than 12.7 mn views for video of Domino's Pizza India on YouTube



Customer Relationship Management

- "One to one" marketing utilizes information from point-of-sales software system to provide relevant customized communication/ offers to consumers



Domino's Pizza –Overview



Domino's Pizza's Evolution in India



www.dominos.com
6888 6888

Striking an emotional chord with consumers through its campaigns included 'Hungry Kya?', 'Khushiyon ki Home Delivery' and the latest one 'Yeh Hai Rishton Ka Time'

Reaching out to more people by launching unique mobile applications

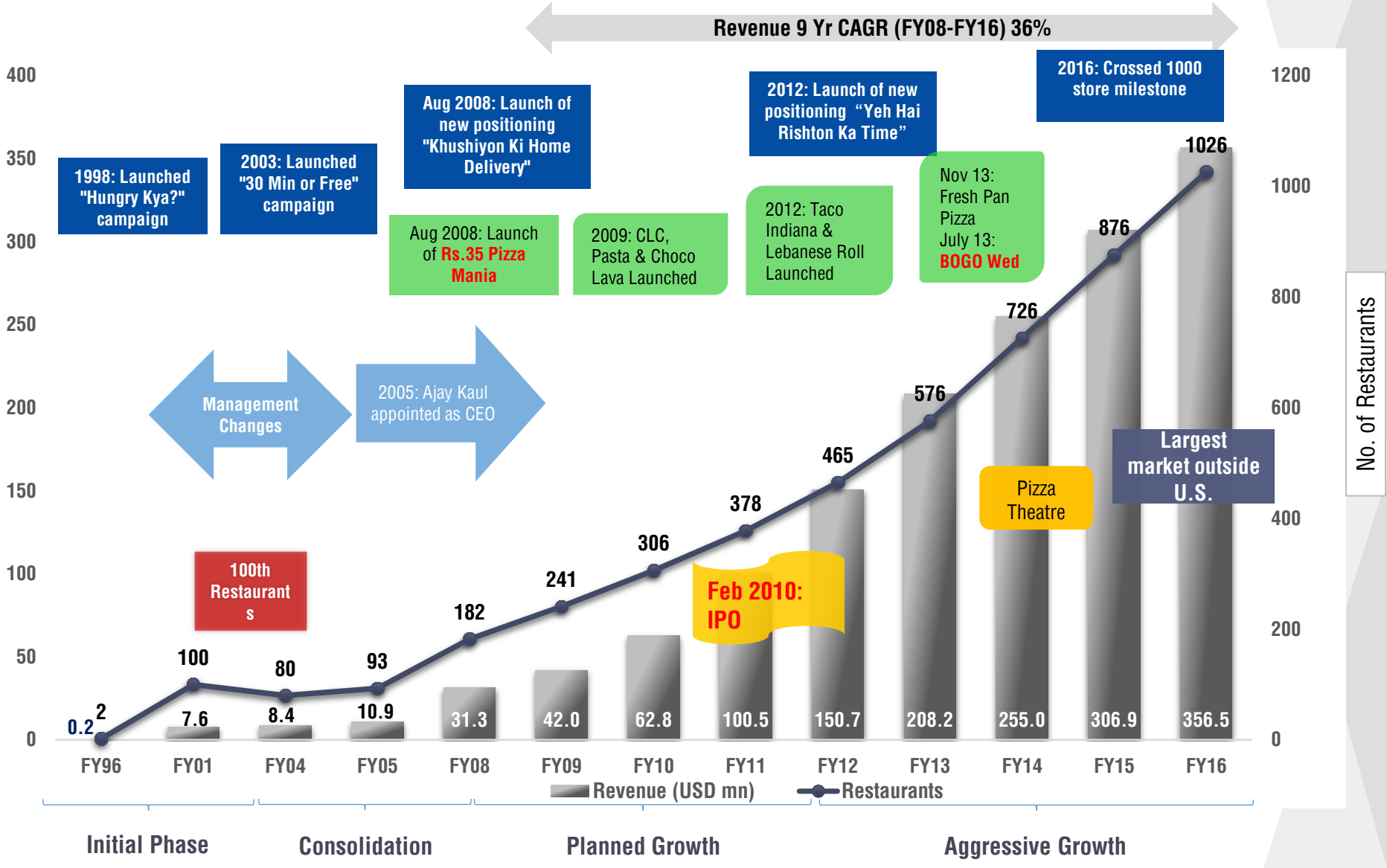
Providing value by tapping the middle classes through the affordable 'Fun Meal' and the 'Pizza Mania' range

Mastering the on-time home delivery model, without penalizing the delivery boy for late/free delivery

Popularizing the pizza concept by customizing it to the Indian palette



Mapping the Domino's leadership story in India



Largest market for Domino's Pizza outside of U.S.A

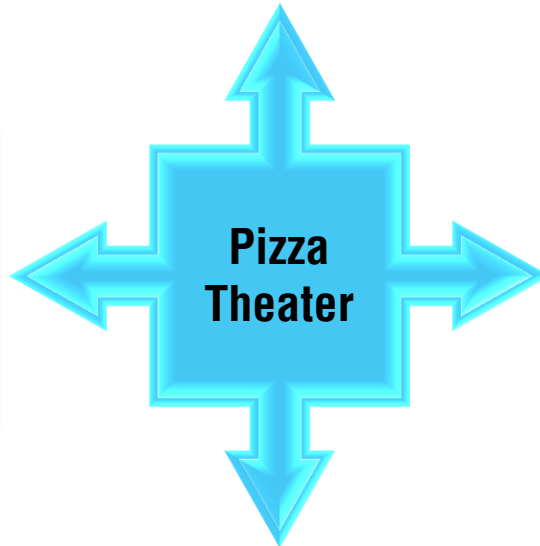
No. of Restaurants

Innovation in service-New Restaurant Design



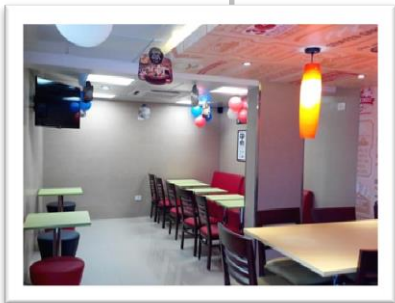
Open Kitchen-Benefits

- Its Theatric-Consumer can see the making of Pizza's
- Confidence in Hygiene and Sanitations.



Flexible Seating

- High stools for Youngsters
- Soft sitting for Seniors
- Long Table for Families



Heritage Wall

- Indicating more than 60 years Old Brand

Innovation in offerings



Choco Pizza



Quattro Formaggi Burst Crust



Pizza Mania Extremes



Burger Pizza



Fresh Pan Pizza in Regular size



Taco Mexicana



Zingy Parcel



Domino's Pizza Customer touchpoints



National Delivery Number



Restaurant



Takeaway



360° mode of customer outreach



Indian Railways



Mobile App



Online ordering



Delivery



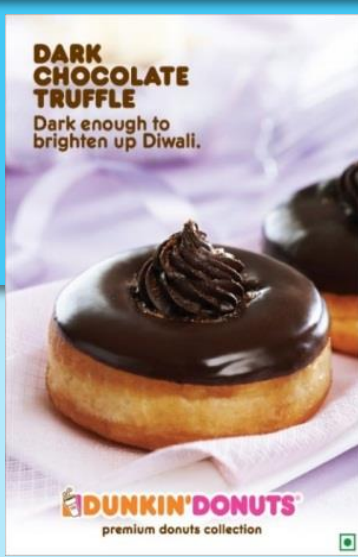
The OLO Connect



GET HOT AND FRESH PIZZAS DELIVERED IN JUST 30 MINUTES!

| | Q3 FY16 | Q4 FY16 | Q1 FY17 | Q2 FY17 | Q3 FY17 |
|---|---------|---------|---------|---------|---------|
| Average OLO contribution to delivery sales | 36% | 41% | 44% | 47% | 49% |
| Mobile Ordering sales contribution to overall OLO | 38% | 38% | 41% | 54% | 56% |
| Downloads of mobile ordering app | 3.7 mn | 3.9 mn | 4.4 mn | 5.0 mn | 5.3 mn |

Accessible through all platforms



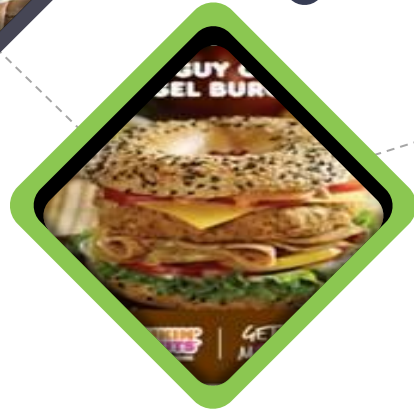
Dunkin' Donuts – Overview



Dunkin' Donuts & more - All Day Part Menu



ALL DAY PART MENU



Dunkin' Donuts - Positioning



- “Get your Mojo Back” positioning, focused on the urban youth consumer and aimed to get Dunkin’ Donuts better placed in the sweet spot between the QSR and the Café markets
- New, evolved products with higher degree of complexity and gourmet qualities
- All day part menu offering of food (burger, wraps, sandwiches, etc), apart from donuts & beverages (coffee)



Dunkin' Donuts- New launches



Donuts

Munchkins



DunkyDooS



Donut Cakes



Food

Big Joy Burgers



Chef's Favourite Paneer



Beverages



Virgin Mojito Coolatta

Salty Classic Lemonade Coolatta

Dunkin' Donuts- New initiatives



NEW
DunkyDooos

FREE PACK OF DUNKYDOOS ON ORDERS OF ₹400

USE CODE: **DD200**

100% EGGLESS

DUNKIN' DONUTS & MORE

*T&C Apply.

SET YOUR LOCATION

START ORDERING

Unable to find your location?
[Contact us](#)



[Click here for the store locations](#)



Financial Highlights-Jubilant FoodWorks

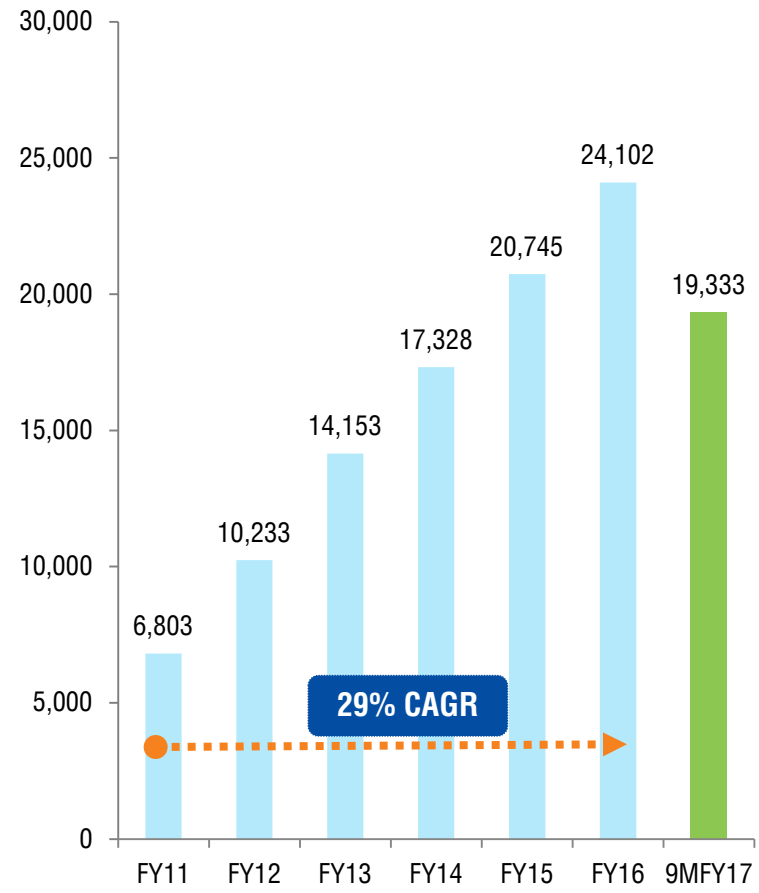


Growth & Key Trends

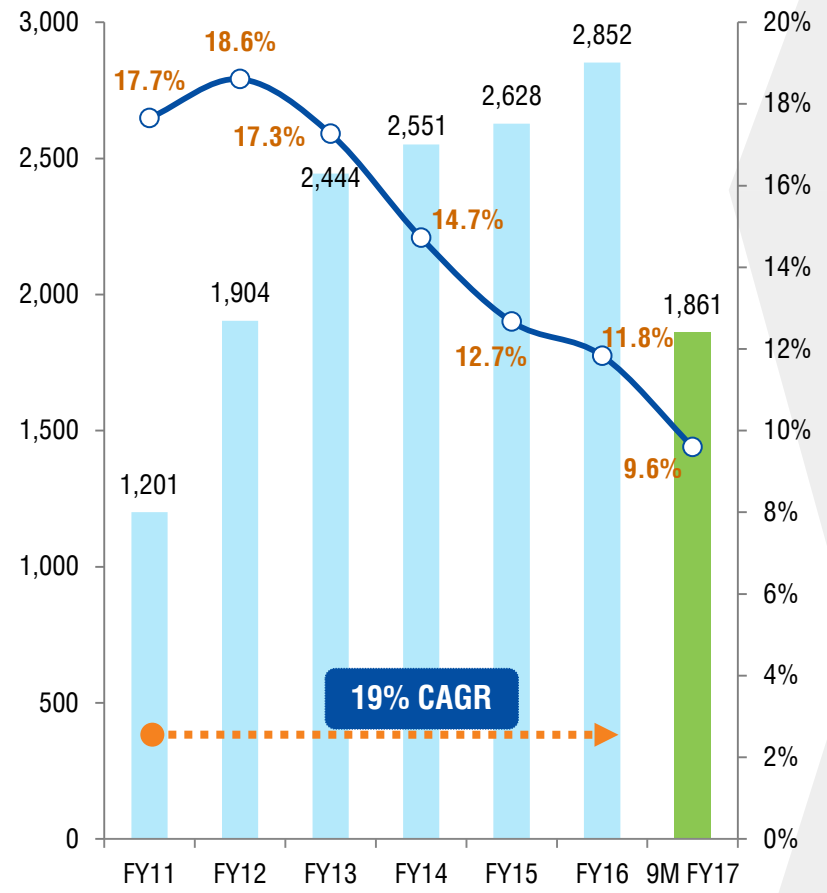


All figures in Rs mn

Total Income



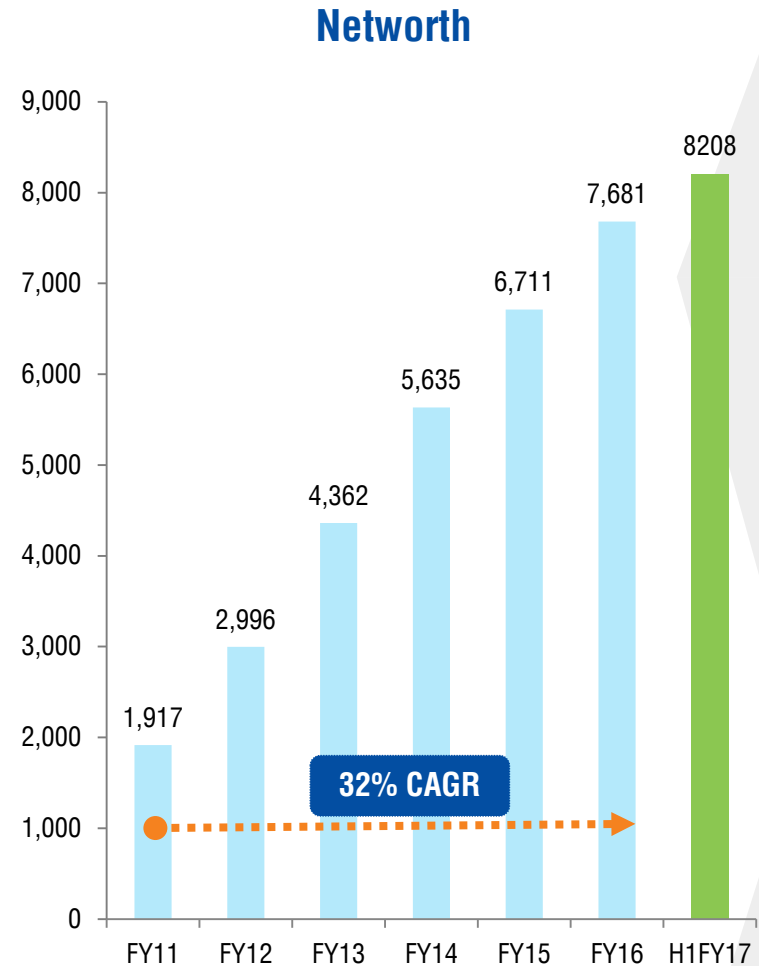
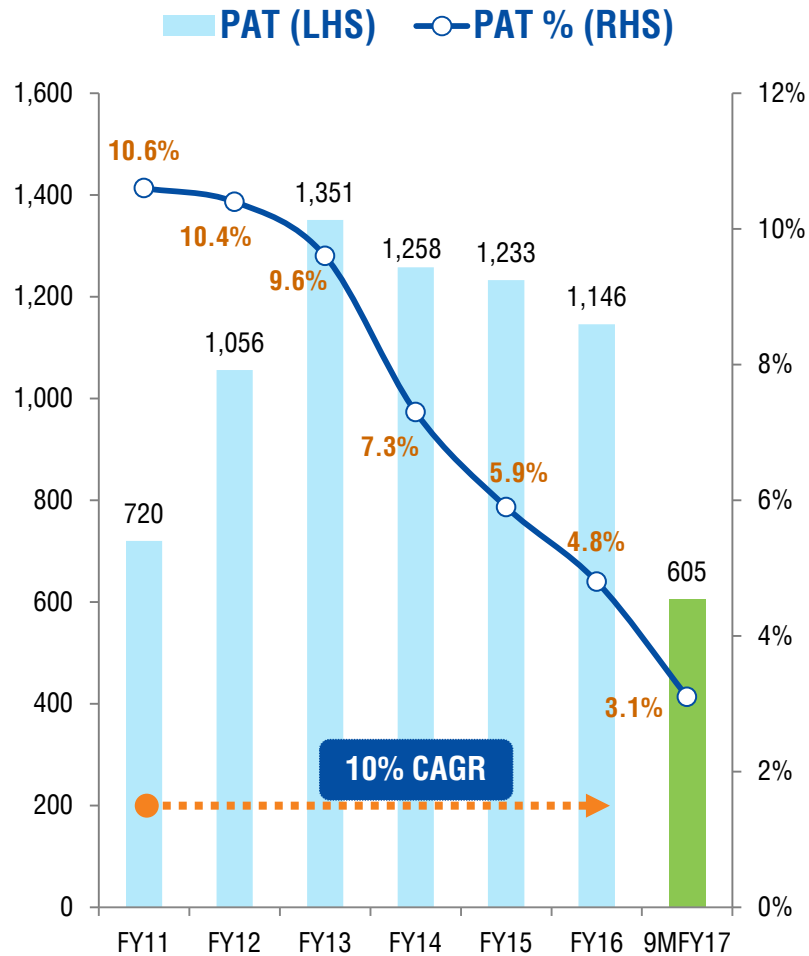
EBITDA (LHS) EBITDA% (RHS)



Note: 1. Financial discussion throughout this release is based on standalone reporting
 2. The financials of Dunkin' Donuts have been included in the results & related financial discussion

Growth & Key Trends

All figures in Rs mn

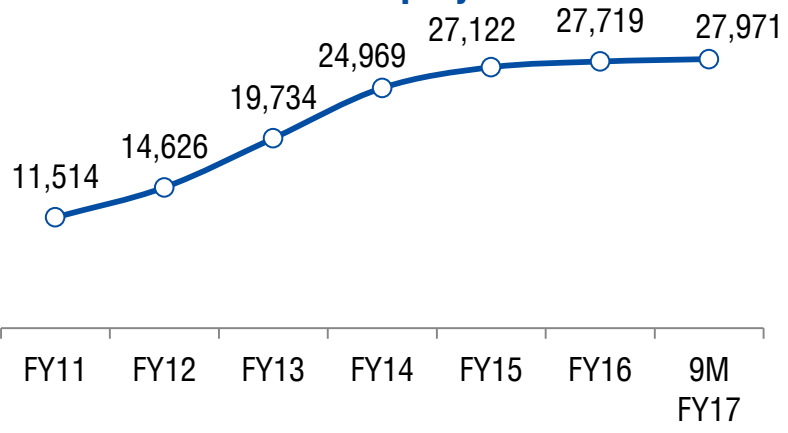


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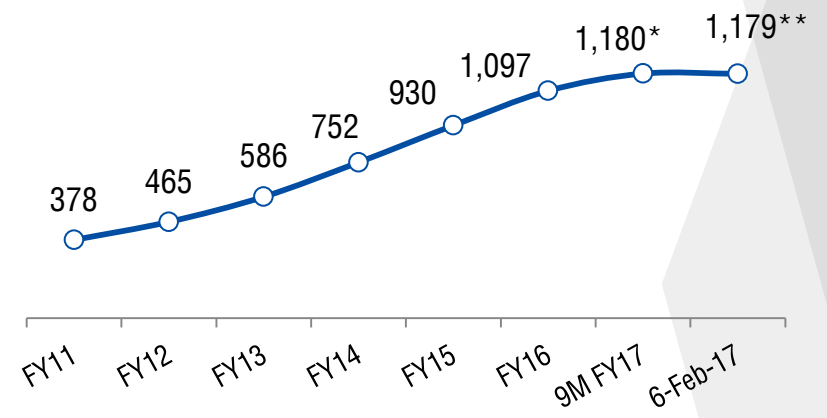
Growth & Key Trends



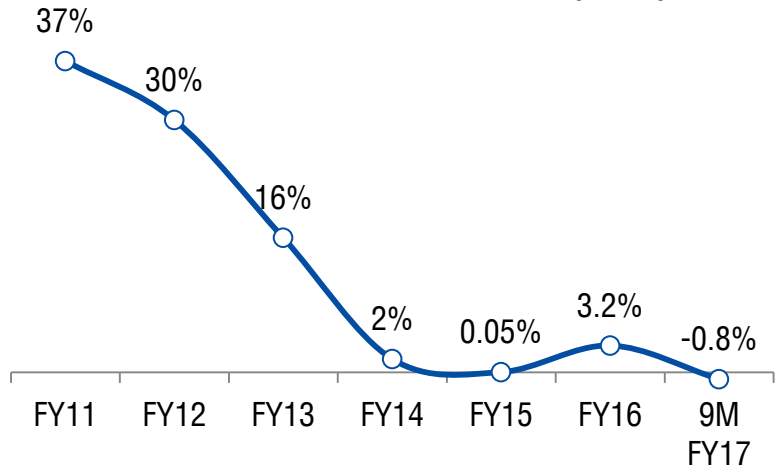
No. of Employees



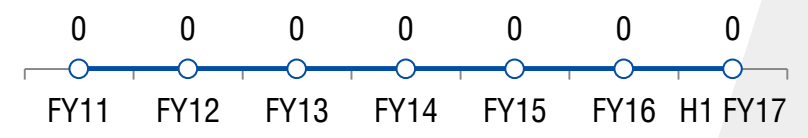
No. of Restaurants



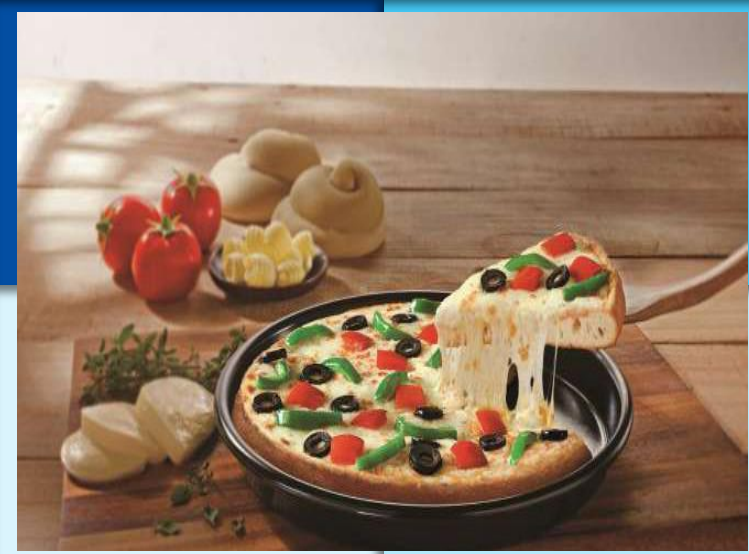
Same Store Sales Growth (SSG)



Debt-Equity ratio



- *Total No of stores includes 1107 Domino's Pizza stores + 73 Dunkin' Donuts Restaurants (as of 31 December, 2016)
- **Total No of stores includes 1111 Domino's Pizza stores + 68 Dunkin' Donuts Restaurants (as of 31 December, 2016)



Outlook



The Way Forward



Target to become a stronger Company with improving profitability

ROI focused expansion

Continuous evaluation of expansion program to ensure adherence to profitability parameters

Aligned to this process, for FY17, the target would be to open 110- 115 new Domino's Pizza restaurants and around 15 new Dunkin' Donuts

Successfully opened 95 Domino's Pizza and 11 Dunkin' Donuts' restaurants thus far

Increase and optimize use of technology

Continued investments to strengthen OLO and mobile ordering platforms in order to drive sales and enhance efficiencies

Strategic infrastructure investment

Make requisite investments in business to leverage market opportunities
Progress on construction of Greater Noida mega commissary as per plan

Brand development

Continuous investments and up gradations towards band developments to capture the dynamics of the sector and customer preferences

Driving Innovation

Aim to consistently keep innovating across business functions
Product innovation to remain a dominant part of the agenda in order to deliver high quotients of customer satisfaction

Portfolio Expansion

Evaluate international renowned brands around QSR/ Casual Dining.

Explore starting own brand or acquiring/ investing in some promising domestic brand

Committed to strengthen and utilize business capabilities to generate sustainable profitability



Annexures: Experienced Team, CSR initiatives Awards



Board of Directors



Mr. Shyam S. Bhartia (Chairman & Director)



- Has experience in the pharmaceuticals and specialty chemicals, food, oil and gas, aerospace and IT sectors
- Bachelor's degree in commerce St. Xaviers College, Calcutta University; Fellow member of the ICWAI

Mr. Hari S. Bhartia (Co-Chairman & Director)



- Has experience in pharma, life sciences & healthcare, oil & gas (exploration & production), agri & performance polymers, food & retail and consulting services in aerospace and oilfield services
- Bachelor's degree in chemical engineering from IIT, Delhi

Mr. Ajay Kaul (CEO and Wholetime Director)



- Has experience in India and abroad in industries such as financial services, airlines, express distribution, logistics and food retail
- Bachelor's Degree in Technology from IIT Delhi and MBA from XLRI, Jamshedpur

Mr. Vishal Marwaha (Independent Director)



- He has expertise in private equity and investment banking.
- Bachelor's degree in commerce from the University of Delhi and is a qualified chartered accountant

Board of Directors



Ms. Ramni Nirula (Independent Director)



- Has experience in the banking and finance industry including Project Financing, Strategy, Planning & Resources and Corporate Banking
- Bachelor's degree in economics and MBA from University of Delhi

Mr. Phiroz Vandrevala (Independent Director)



- He has been part of numerous expert committees constituted by the Reserve Bank of India to guide the Central Bank in its policy-making efforts, as well as IT advisory bodies in India and on the Board of several prominent educational institutions
- He is a graduate from Kolkata and a qualified Chartered Accountant

Mr. Arun Seth (Independent Director)



- He has commercial and technical expertise in the IT and telecommunications industry in India.
- Holds a bachelor's degree in engineering from IIT, Kanpur and MBA from IIM, Calcutta

Heads of Departments



Sachin Sharma (President & CFO)



- Spearheading finance & accounts, legal, secretarial and Investor relations
- Has over 21 years of work experience in Media and entertainment, Digital, IT/ITES and Infrastructure.
- Mr. Sharma is a qualified Chartered Accountant and holds a Bachelor of Commerce (Hons) Degree from Delhi University

Mr. Tarun Bhasin (President & Chief Business Officer, Dunkin' Donuts India)



- Responsible for Operations & business development, training & customer service, quality and Six Sigma, marketing, new product development and HR
- Has over 23 years overall experience out of which 20 years have been with the Company
- He holds a bachelor's degree in Arts from University of Delhi and diplomas in public relations and hotel management from Bhartiya Vidya Bhavan, New Delhi and National Council for Hotel Management and Catering Technology, New Delhi, respectively

Dev Amritesh (President & Chief Business Officer, Domino's Pizza India)



- Responsible for operations and business development, marketing, project and maintenance, training and customer service, quality & Six Sigma for India
- Has over 17 years overall experience out of which over 10 years have been with the Company
- He holds a BE degree from Bangalore University and also holds a PGDBM (Marketing and Operations) diploma from IMT, Ghaziabad.

Arvind Vats (Chief Investor Relations Officer & Deputy CFO)



- Responsible for management assurance, corporate governance, FP&A, Investor relations and corporate affairs
- Has over 22 years overall experience out of which 11 years have been with the Company
- He is a CA, ICWA and MBA (Finance)

CSR Initiatives



Swachh Bharat Abhiyan

Proactive efforts towards the mission of a Clean India.

Road Safety

Working concertedly across cities to spread awareness on road safety.

Inclusive Development of People with Disabilities (PwD)

Empowering PwDs to integrate them seamlessly in the work environment.

Empowering Youth

Enhancing skills of socially disadvantaged youth to facilitate their gainful employment.

Farmers Development Program

To enhance the cattle productivity & farmer's income



Committed to be a Good Neighbour

Awards



JFL won the National Award for Excellence in Corporate Communication in the category of Best Annual Report for FY2016

Domino's won Star Retailer of the year Award at Franchisee India Award

JFL won CSR Initiative of the year Award in FY16 at Annual Indian Retail Awards organized by Franchisee India

Domino's Pizza won the National Award – Best Deployment of Learning Management System at Best in Class Learning & Development Awards, organised by World HRD Congress

Domino's Pizza won the National Award – Excellence in Customer Service, organised by World HRD Congress

JFL was awarded as Best Risk Management Framework & System – Retail award by by ICICI Lombard and CNBC TV18

Coca Cola Golden Spoon Award under following categories:

- IMAGES Most Admired Food Service Chain Of The Year – QSR Foreign Origin
- IMAGES Most Admired Food Service Retailer Of The Year – Retail Expansion

JFL won Golden Peacock award in FY16 for

- National Quality Award for concentrated efforts in building a culture of continuous improvement
- National Training Award
- Risk Management

Domino's Pizza has won the “Best Customer Service Award” at the Indian Restaurant Awards 2016, organized by Franchise India.

JFL won the 4th Edition of “India's Most Ethical Companies Award 2016” by the World CSR Day

JFL won 7 CII Awards for Food Safety - 2016 under following categories:

Dunkin' Donuts has won

- “National Award - Excellence In Customer Service & Loyalty – in the Category of Café Restaurant” at Global Awards for Excellence in Quality Management & Leadership organized by World Quality Congress.
- “Asian Award for Best in Quality Service” at 7th Asian Best Employer Brand Award 2016 organized jointly by World HRD Congress.
- “National Award - Best Customer Service by a Café Restaurant” at Indian Restaurants Awards 2016 organized by Franchise India.
- Food Safety Excellence Award” at the Dunkin' International Middle East Rally Awards 2016 organized by Dunkin' International.

- Outstanding Performance in Food Safety in the category of 'Small & Medium manufacturing business: ready to cook' and 'Small & Medium Food Service QSR'.
- Significant Achievement in Food Safety in the category of 'Small & Medium Manufacturing Business: Rising Star: Ready To Cook' and 'Small & Medium Food Service: Rising Star: QSR'
- Strong Commitment to Food Safety in the Category of 'Small & Medium Food Service: Rising Star: QSR'
- Letter of Appreciation in Food Safety in the Category of 'Small & Medium Food Service: QSR' and 'Small & Medium Food Service: Rising Star: QSR'

Domino's Pizza India has 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

Dunkin' won

- Delhi NCR Hot 50 Brands Award in FY16 presented by One India
- Best marketing and promotions Award at Images Retail Award by India Retail Forum



Thank You

