



JUBILANT FOODWORKS LIMITED

Corporate Presentation

September - 2016



Agenda



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Overview of the Indian Food Service Industry

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Overview of Indian Food Service Industry

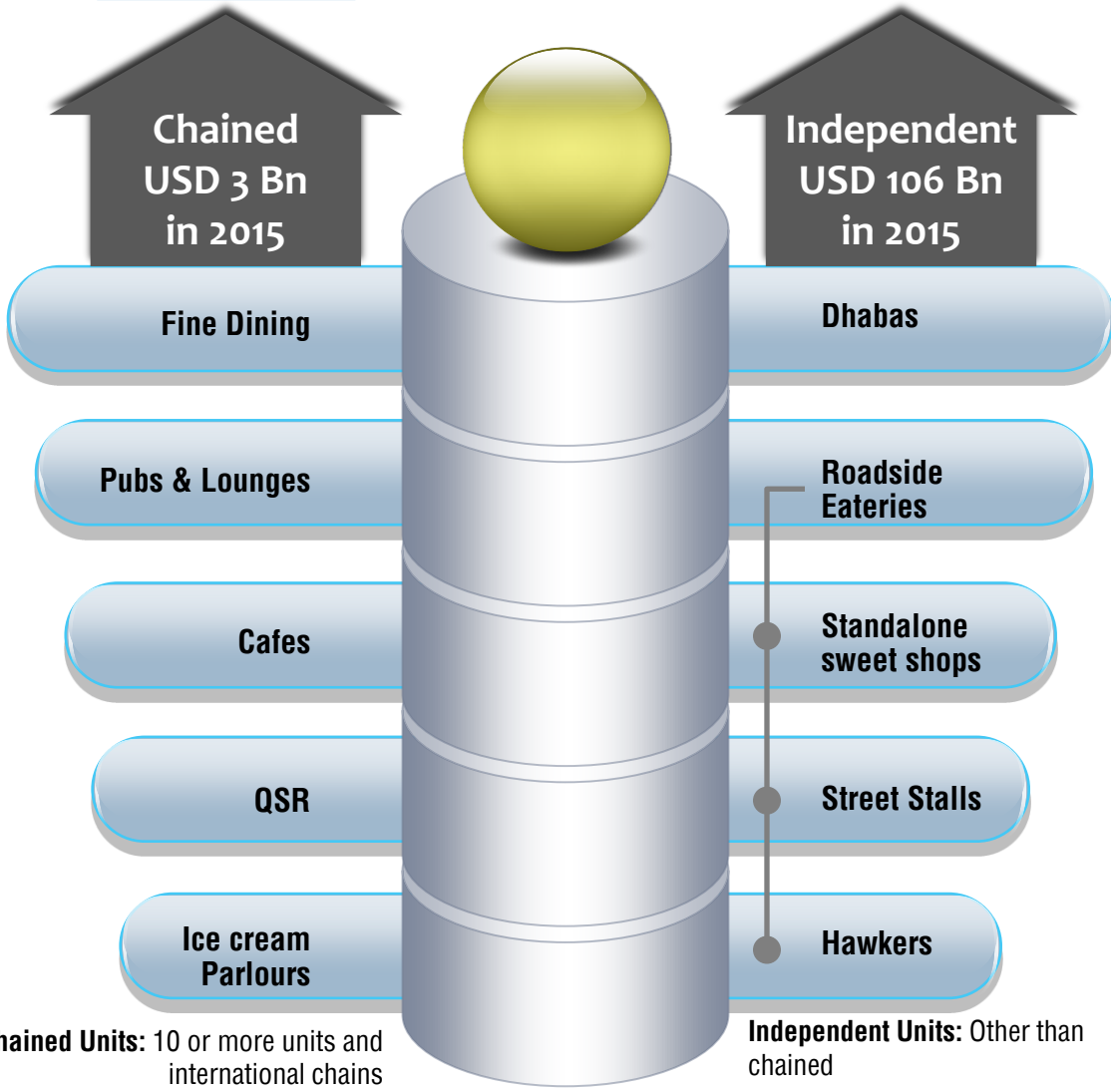


Opportunities in FSI



INR – 20,067 crs

INR – 6,79,463 crs

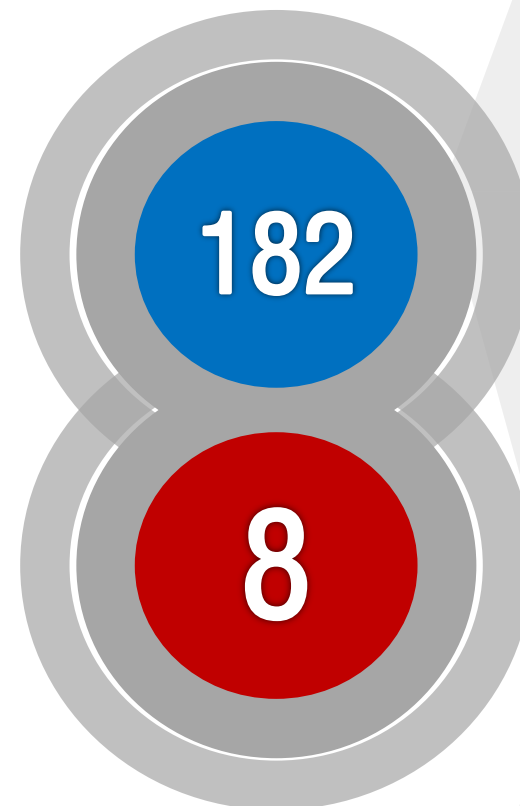
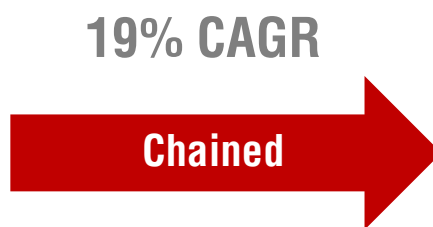
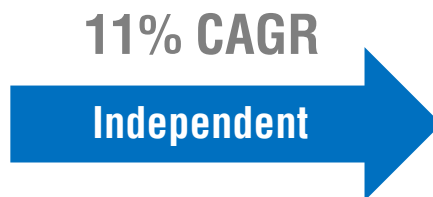
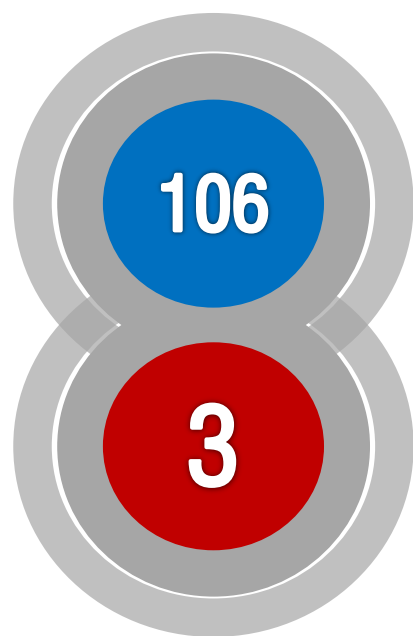
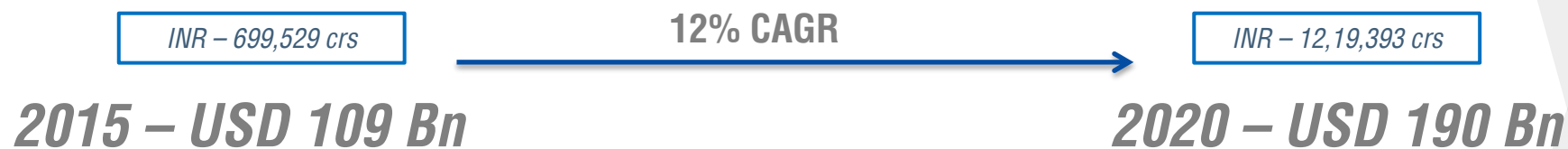


Chained Units: 10 or more units and international chains

Independent Units: Other than chained

Chained FSI is just 16% of total Industry

Promising Opportunities in the Chained FSI



Chained FSI expected to grow rapidly

INR/USD – 64.14

(Source: Euromonitor Consumer Food Service Report 2016)

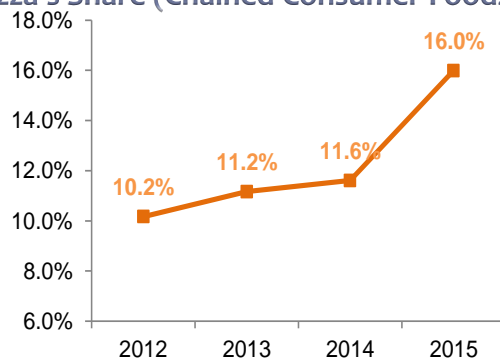
Chained Consumer Food Service in India: Top Brands



figures in INR crs

Brand Name	2012		2013		2014		2015		Gr%	CAGR
	Sale	% Mix	Sale	% Mix	Sale	% Mix	Sale	% Mix	15/14	3 Yr
Domino's Pizza	1,296	10.2%	1,628	11.2%	1,938	11.6%	3,209	16.0%	65.6%	35.3%
McDonald's	1,383	10.9%	1,426	9.8%	1,457	8.7%	1,490	7.4%	2.2%	2.5%
KFC	896	7.0%	1,251	8.6%	1,375	8.2%	1,352	6.7%	-1.7%	14.7%
Café Coffee Day (incl Xpress)	942	7.4%	1,075	7.4%	1,186	7.1%	1,125	5.6%	-5.1%	6.1%
Pizza Hut	405	3.2%	421	2.9%	455	2.7%	883	4.4%	94.1%	29.7%
Subway	277	2.2%	353	2.4%	436	2.6%	561	2.8%	28.7%	26.6%
Barbeque Nation	191	1.5%	276	1.9%	361	2.2%	442	2.2%	22.3%	32.2%
Starbucks	9	0.1%	46	0.3%	70	0.4%	251	1.3%	260.4%	206.2%
Baskin-Robbins	154	1.2%	172	1.2%	172	1.0%	167	0.8%	-3.0%	2.8%
Swirl's	119	0.9%	124	0.8%	124	0.7%	142	0.7%	14.0%	6.1%
Papa John's	97	0.8%	87	0.6%	87	0.5%	138	0.7%	58.2%	12.5%
Little Italy	90	0.7%	100	0.7%	109	0.7%	130	0.6%	19.2%	12.9%
Dunkin' Donuts	3	0.0%	8	0.1%	17	0.1%	35	0.2%	108.5%	136.9%
Other	6,879	54.0%	7,614	52.2%	8,903	53.3%	10,141	50.5%	13.9%	13.8%
Total	12,740	100.0%	14,580	100.0%	16,691	100.0%	20,067	100.0%	20.2%	16.3%

Domino's Pizza's Share (Chained Consumer Foodservice)



Domino's Pizza has been consistently increasing its market share in Chained FSI

All figures are as per Euromonitor Consumer Food Service Report 2016. Values mentioned here are as per Euromonitor's assumptions and may vary from actual figures.

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

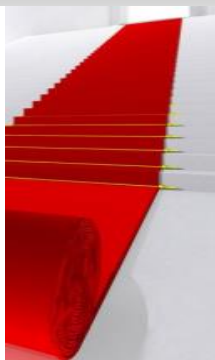
Execution & delivery of strategy

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 12,900 franchised and Company-owned Restaurants in more than 80 international markets

- More than 11,900 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

- 1,062 Restaurants across 248 Indian cities*
- India is currently the biggest market for Domino's Pizza outside the United States

- 73 Restaurants across 23 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 September 03, 2016

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



*Driven by
Operational
Excellence*



*Robust
Integrated
Supply Chain
Systems*



*Human Resource
Management
driving growth*



*Robust
Corporate
Governance
Mechanism*



*Project
Management
Competency*



*Continuous
Innovation*



*Consumer Focus
and Innovative
Marketing*



Delivering consistency in product and services to delight our customers

Driving Operational Excellence

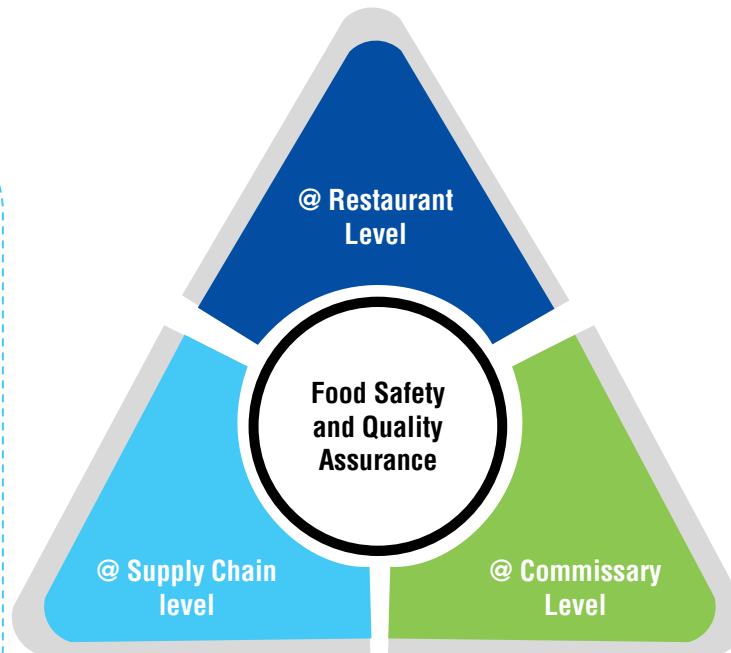


Delivering consistency in product and services to delight our customers

Food Safety and Quality Assurance

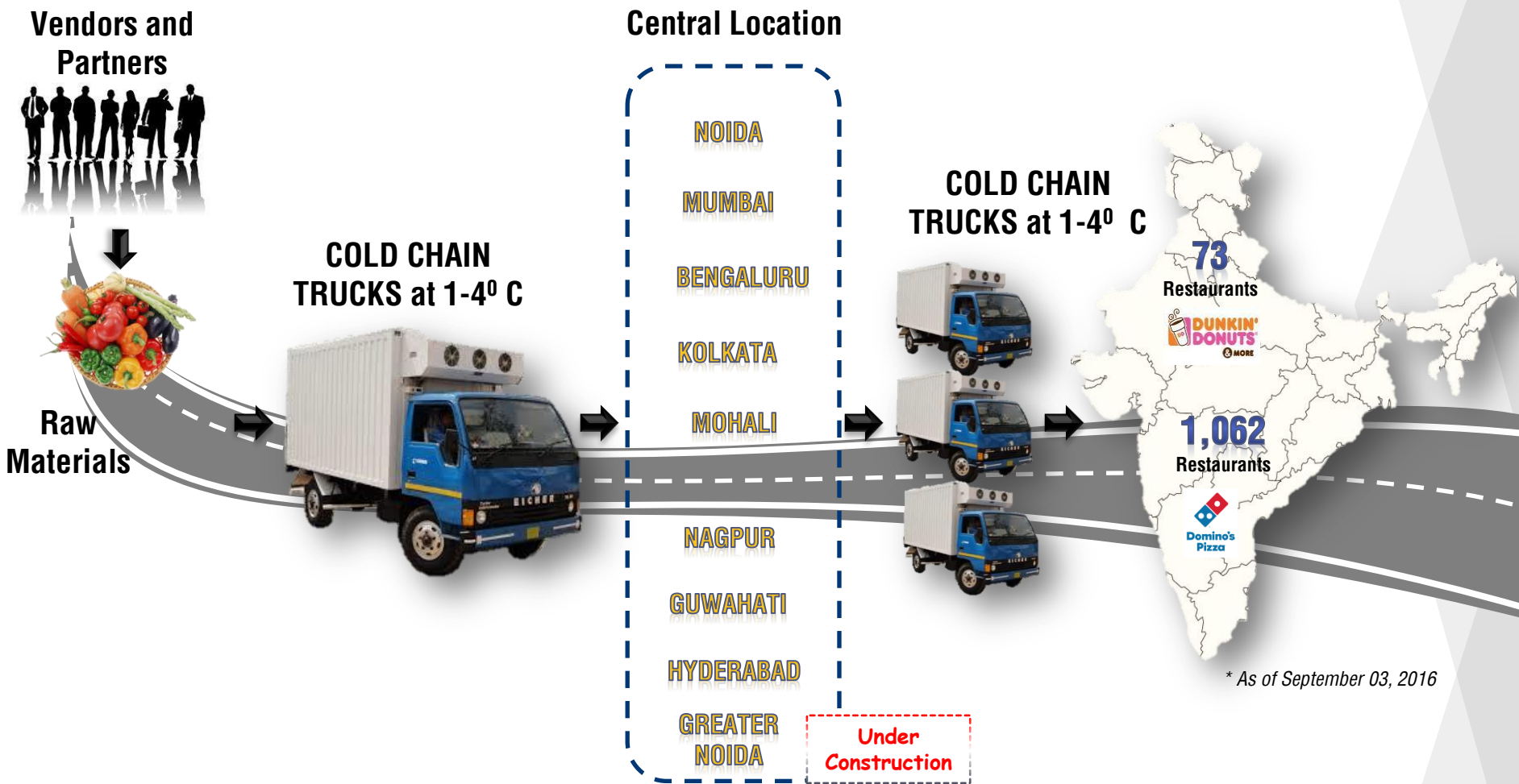
- Training on standards of Food safety and Quality
- Regular QA Assessment
- Third party assessment through NABL Accredited agency
- Regular compliance checks of food processes as per FSSAI guidelines
- Continual surveillance assessment of restaurants under ISO 22000 certification

- 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

We are 27,000+ Brand Ambassadors

Learning & Professional Development and Training

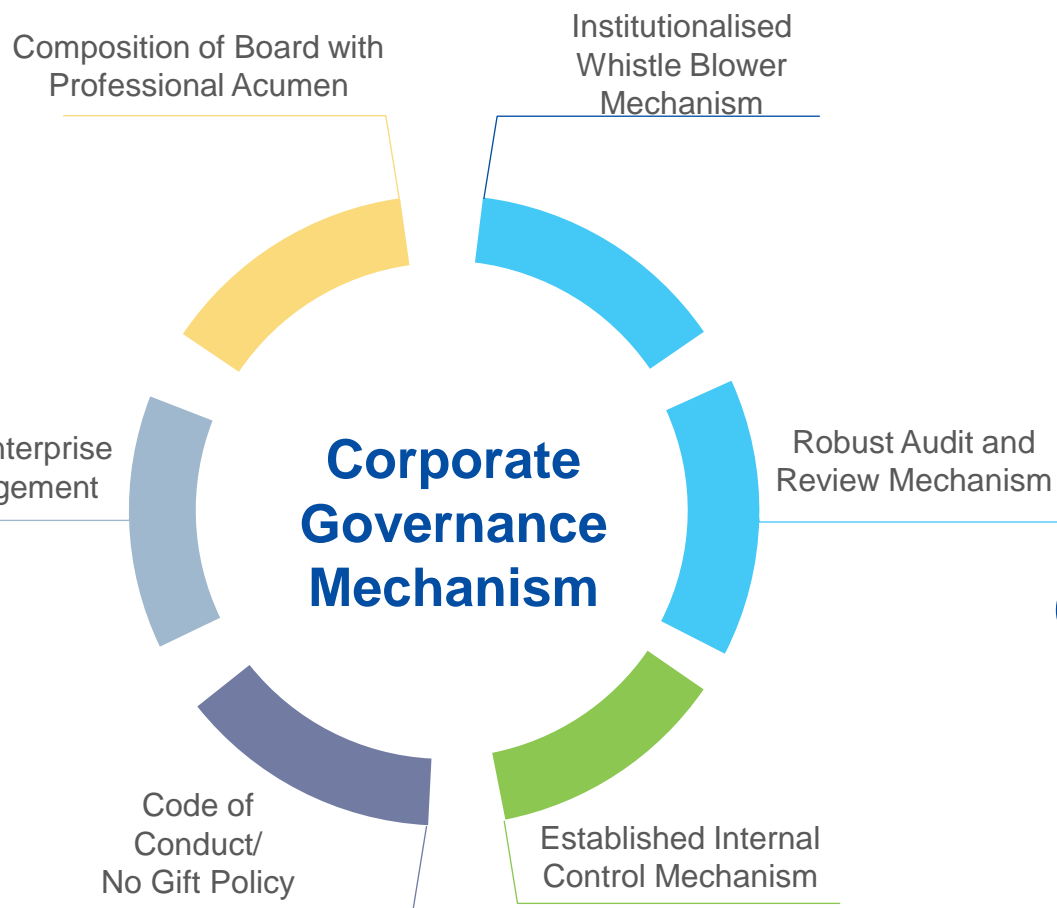
Fun at work



Whistle Blower institutionised at every restaurant/office

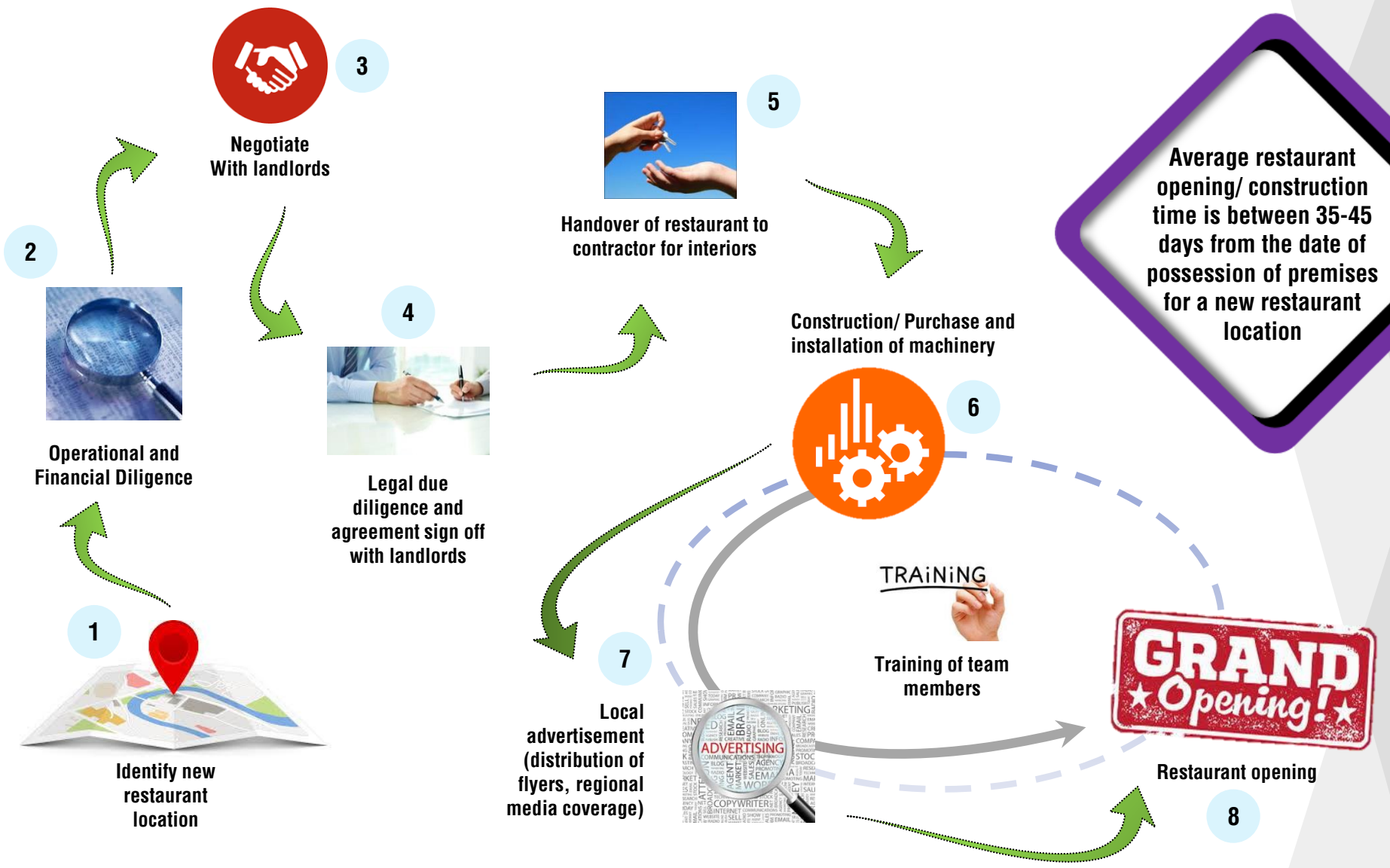
Team members act as brand ambassador imbibing JFL's values, ethics and culture

Robust corporate governance mechanism



Truly inculcated mechanism of corporate governance

Site selection & Restaurant construction process



ROI/Payback period analysis undertaken prior to opening a restaurant

Innovation



Product Innovation

Double Cheese Crunch Pizza



Pizza Mania Extremes



Big Joy Burgers



Range of coffees



Burger Pizza



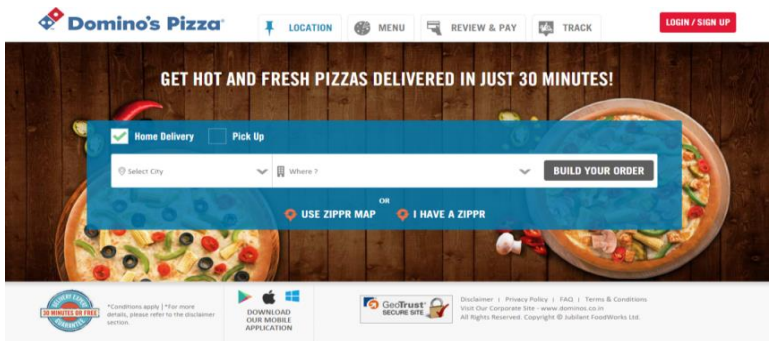
DunkyDoo's

Theme 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 6.7 million Facebook fans
- 122k followers on Twitter
- More than 12.5 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

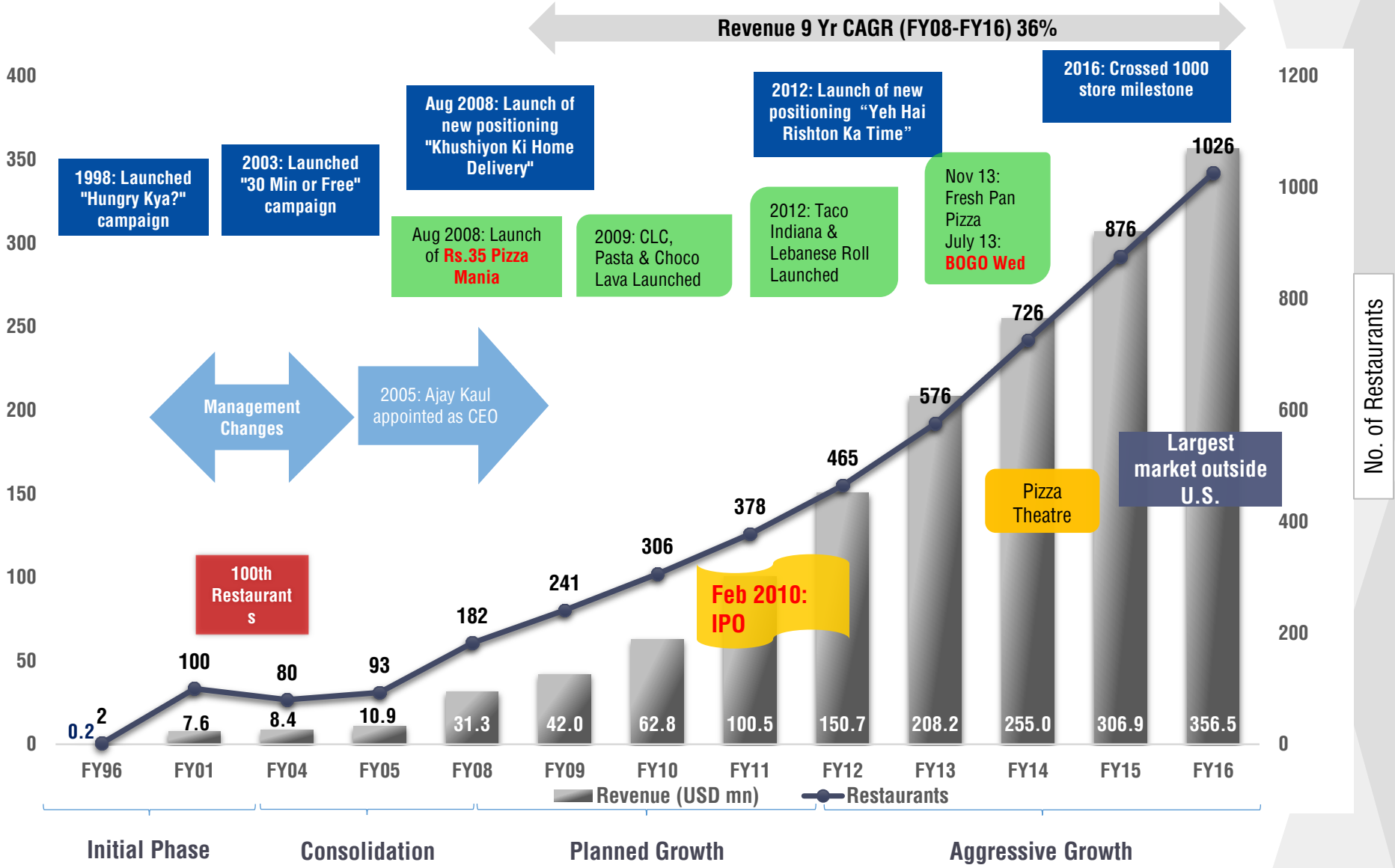
Providing value by tapping the middle classes through the affordable 'Fun Meal' and the 'Pizza Mania' range

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

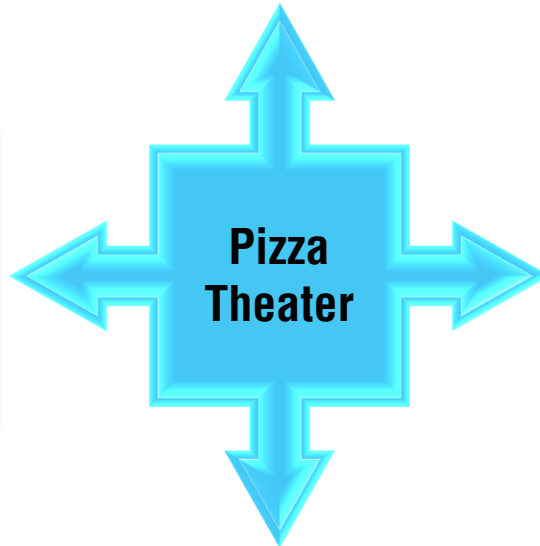
No. of Restaurants

Innovation in service-New Restaurant Design



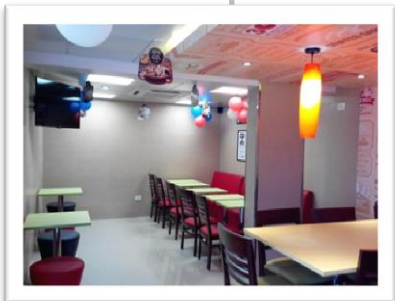
Open Kitchen-Benefits

- 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



Pizza Mania Extremes



Burger Pizza



Innovation in offerings



Fresh Pan Pizza in Regular size

Double Cheese Crunch Pizza



Zingy Parcel



Taco Mexicana

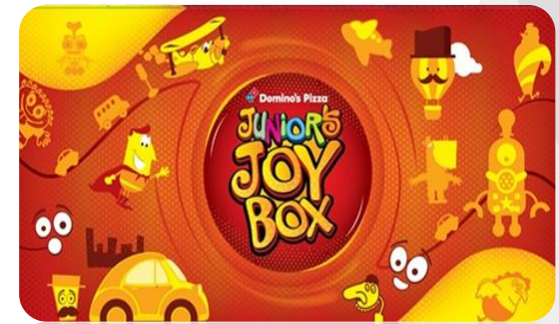
Custard Bliss



Subwich



Junior JoyBox



Chef's Inspiration

Exotic Italian Pizza -Co-created by Chef Vikas Khanna and Domino's chefs

Roman Veg Supreme



Florence Chicken Exotica

Domino's Pizza Customer touchpoints



National Delivery Number



Restaurant



Takeaway



Indian Railways



Mobile App



360° mode of customer outreach



Online ordering



Delivery



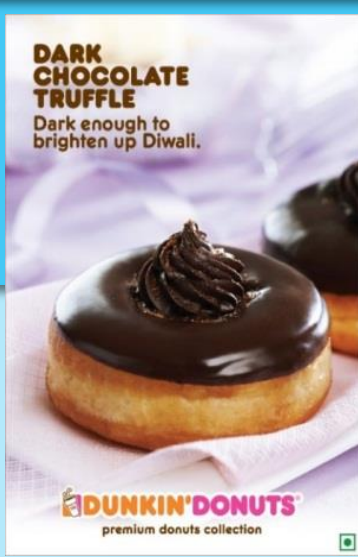
The OLO Connect



GET HOT AND FRESH PIZZAS DELIVERED IN JUST 30 MINUTES!

	Q1 FY16	Q2 FY16	Q3 FY16	Q4 FY16	Q1 FY17
Average OLO contribution to delivery sales	33%	36%	36%	41%	44%
Mobile Ordering sales contribution to overall OLO	28%	30%	38%	38%	41%
Downloads of mobile ordering app	3.1 mn	3.5 mn	3.7 mn	3.9 mn	4.4 mn

Accessible through all platforms



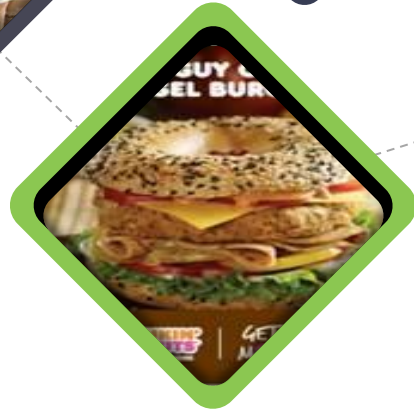
Dunkin' Donuts – Overview



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



DunkyDooos

Food



Big Joy Burgers

Beverages



Salty Jamoonade



Virgin Mojito Coolatta

Salty Classic Lemonade Coolatta



DDonline

Register & Get 



Thank you for visiting Dunkin's India Online Ordering Website.

WICKED WRAP



IT HURT SO GOOD

COMPLEX. CRAZY. AWESOMELY WICKED.

 **GET YOUR MOJO BACK**
BURGERS, COFFEES, WRAPS & DONUTS




SET YOUR LOCATION

Type or Select City

Type or Select Locality

START ORDERING

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



[Click here for the store locations](#)



[GO TO OUR CORPORATE SITE](#) →

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Financial Highlights-Jubilant FoodWorks

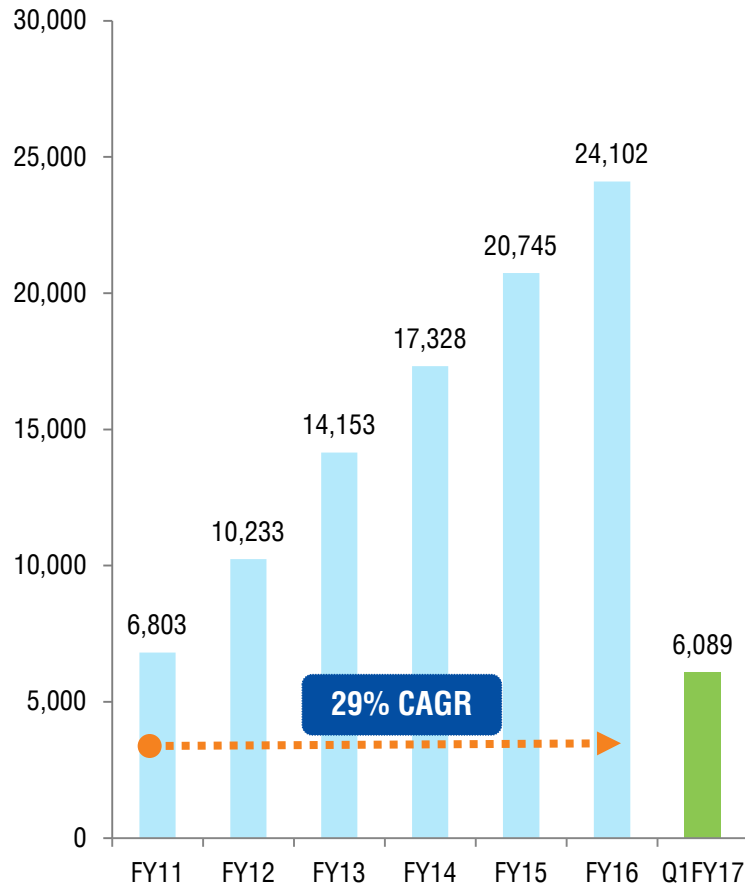


Growth & Key Trends

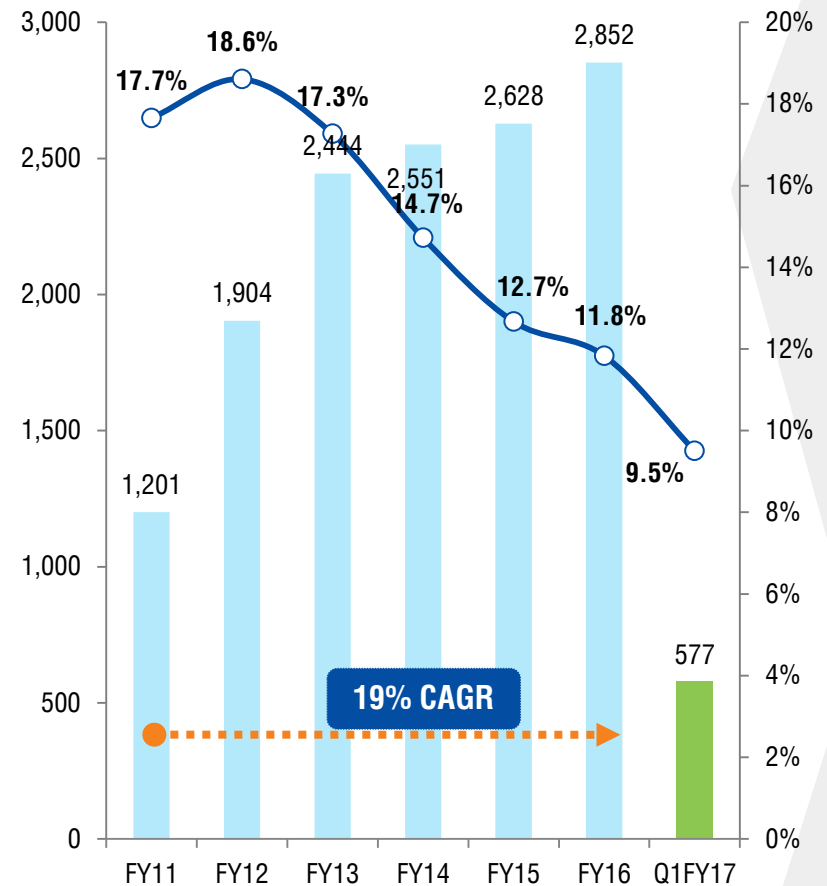
All figures in Rs mn



Total Income



EBITDA (LHS) EBITDA% (RHS)



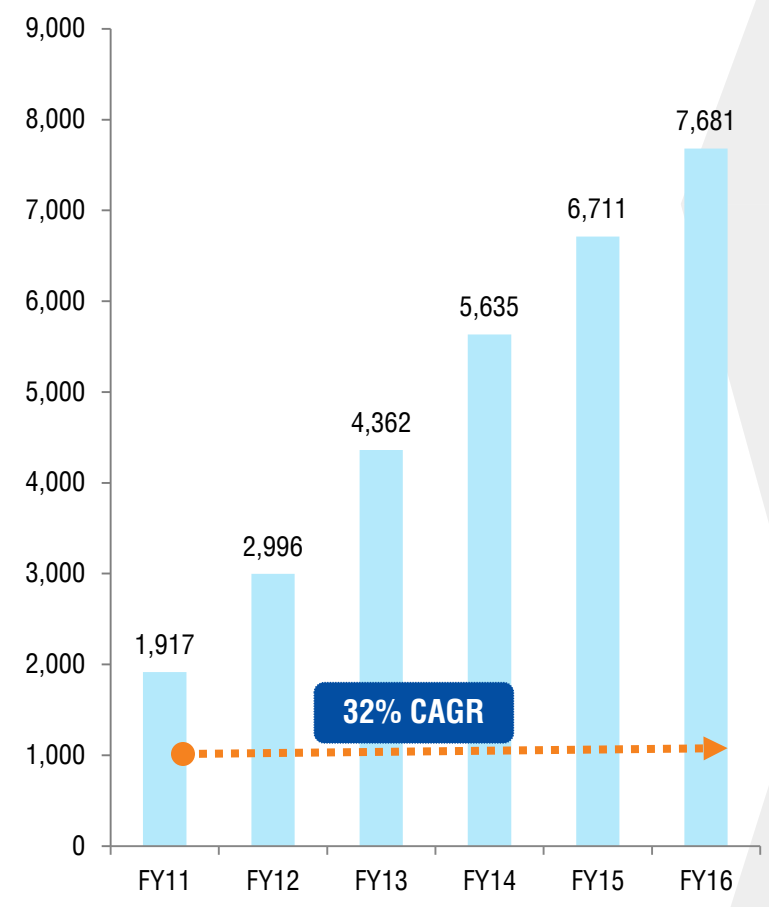
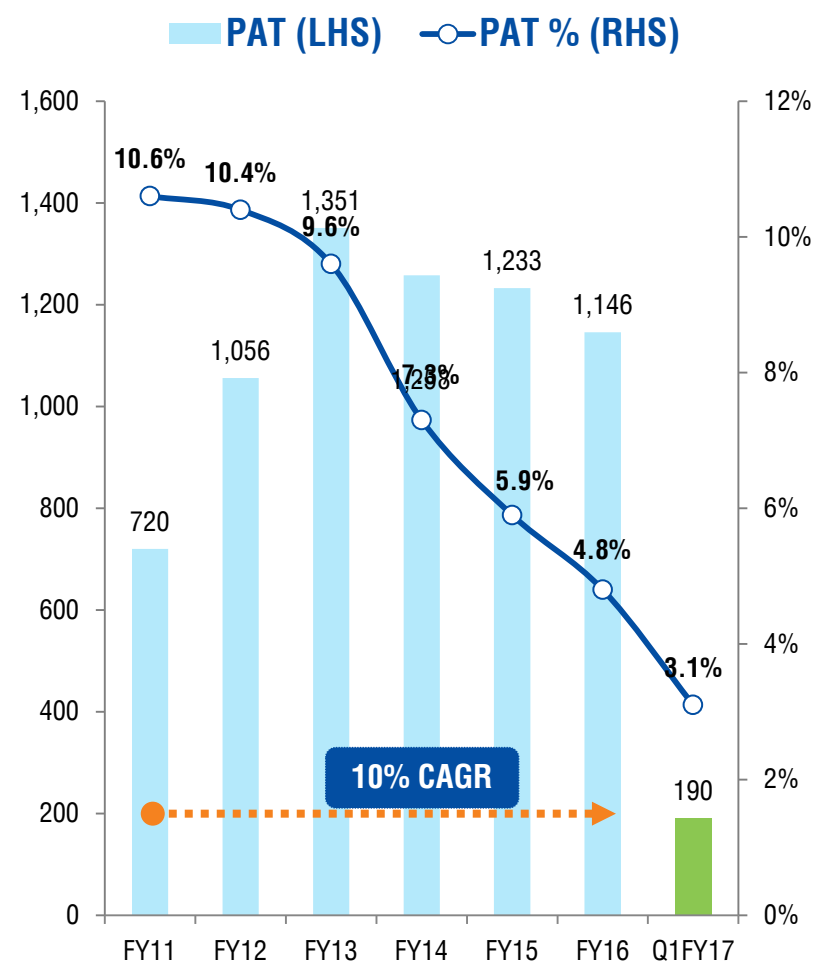
Note: 1. Financial discussion throughout this release is based on standalone reporting
2. The financials of Dunkin' Donuts have been included in the results & related financial discussion

Growth & Key Trends



All figures in Rs mn

Network

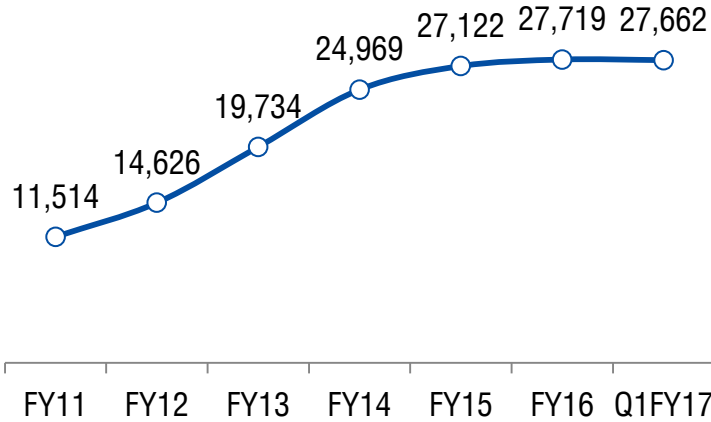


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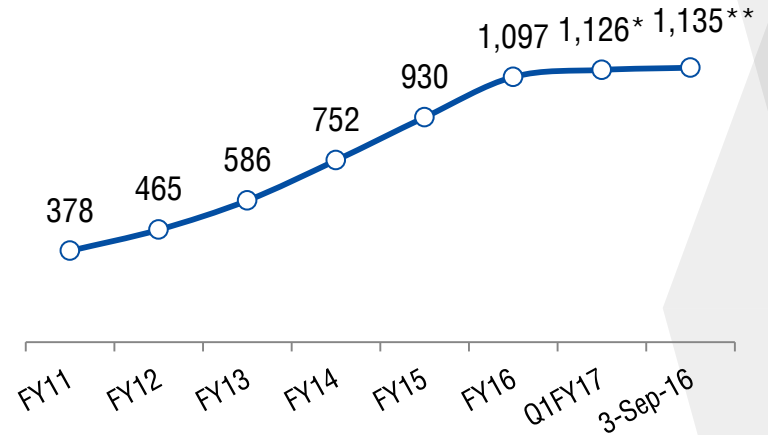
Growth & Key Trends



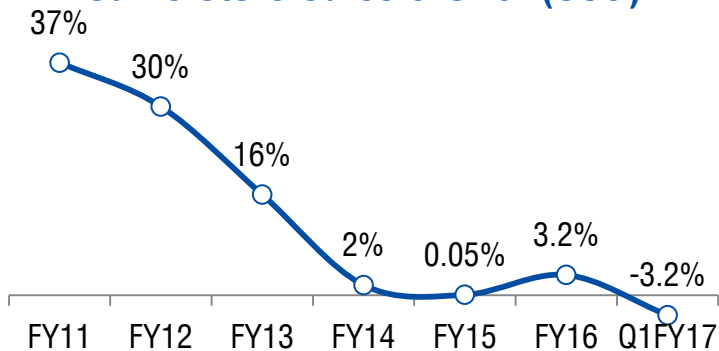
No. of Employees



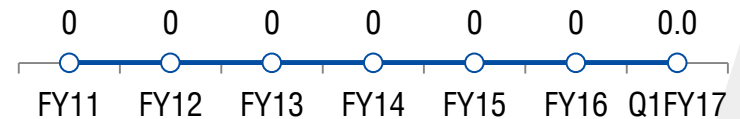
No. of Restaurants



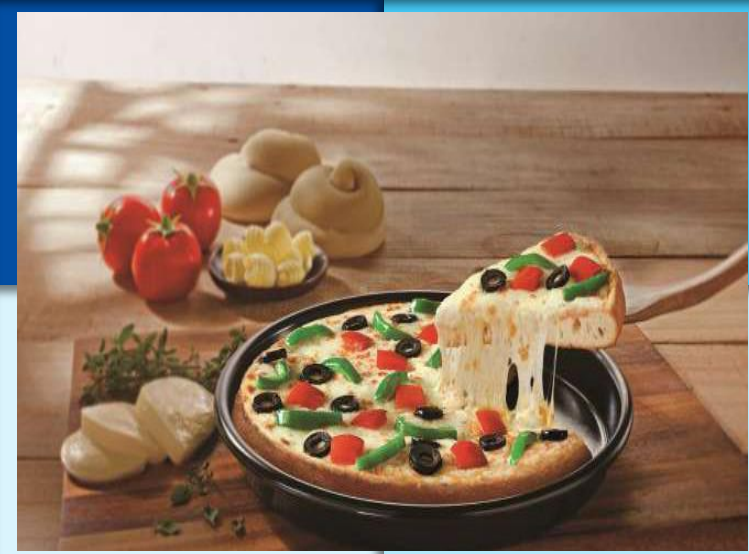
Same Store Sales Growth (SSG)



Debt-Equity ratio



- *Total No of stores includes 1,049 Domino's Pizza stores + 77 Dunkin' Donuts Restaurants (as of 30 June 2016)
- **Total No of stores includes 1,062 Domino's Pizza stores + 73 Dunkin' Donuts Restaurants (as of 03 September, 2016)



Outlook



The Way Forward



Vision on long term sustainable growth intact

The Company remains driven to leverage its infrastructure and network to drive growth which is profitable and sustainable

Portfolio Expansion

Evaluate international renowned brands around QSR/ Casual Dining. Explore starting own brand or acquiring/ investing in some promising domestic brand

Innovation and Business excellence

Innovate on all aspects of business right from the way operations are conducted to finding unique way to connect with consumers

Innovation continues to be a key differentiator

Brand development

Being part of a dynamic industry, commands constant efforts to profitably grow the brands and make them more relevant to customer needs & preferences

Sustained and well executed investments in supply chain & manufacturing capabilities

Efforts to fortify business infrastructure in order to align capabilities with business potential

Greater Noida mega commissary (currently underway) to create world class facilities to cater to future growth

Focus on Expansion

A prime objective for both the brands

For FY17, target of around 130 - 140 new Domino's Pizza and around 15 new Dunkin' Donuts

Successfully opened 36 Domino's Pizza and 8 Dunkin' Donuts' restaurants thus far

Utilize digital platform to enhance reach and accessibility



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.

Mr. Avinash Kant Kumar (Executive Vice President, Supply Chain)



- Responsible for supply chain, commissary management and procurement
- Has over 22 years overall experience in Supply Chain, Logistics, Procurement & Sales. He has experience in setting up two start-up companies. He has joined JFL in 2014
- He has done B.Tech. (Hons.) from IIT Kharagpur & PGDIE from NITIE, Mumbai.

Heads of Departments



Biplob Banerjee (Executive Vice President, HR, Admin & CSR)



- Currently responsible for HR, Admin & CSR
- Has over 22 years of overall experience and has joined JFL in May'15
- He holds a Masters in Business Administration degree from XLRI, Jamshedpur and is a graduate (Mechanical Engineering)

Arvind Vats (Sr Vice President, Management Assurance, FP&A and IR)



- 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)

Ramandeep Singh Virdi (Sr. Vice President –IT)



- Currently responsible for IT
- A global IT leader professional with 21 years + of experience in airline, travel, R&D & BPO. He has been involved in building , developing & establishing an exhaustive & integrated IT framework for all his group companies. He has joined JFL in 2016
- He holds a Master's degree in Business administration from University of Surrey (UK)

Subroto Gupta (Sr.Vice President - Business Excellence & Innovation)



- Currently responsible for Business Excellence & Innovation
- 19 years of global leadership experience across roles in sales, marketing, operations & enterprise innovation programs in various companies. He has joined JFL in 2016
- He holds a master's in Business Administration (Finance) degree form Indian institute of social welfare & business management, he has managed leadership roles focusing on enterprise wide though leadership, research and innovation programs

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.

Education

Remedial education program for rag-picking children.

Empowering Youth

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

Awareness Campaigns

Promoting health by organising blood donation drives, anti-drug campaigns etc.

Nutrition

Supporting the Akshaypatra Foundation.



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 IICI 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

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

JFL has been ranked 9th in the Great Places to Work India Survey 2016 in retail sector

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

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



Thank You

