



Jubilant FoodWorks Ltd (JFL)

Corporate Presentation

February 2016

1. Overview of the Food Industry

2. JFL Overview and Strengths

3. Domino's Pizza – Journey & Positioning

4. Dunkin' Donuts –Journey & Positioning

5. JFL Financial Highlights

6. Outlook

7. Experienced Team

Overview of Food Service Industry



Chained -USD 2 Bn in 2014

Fine Dining



Pubs & Lounges



Cafes



QSR



Ice cream Parlours



Chained Units: 10 or more units and international chains

Independent -USD 94 Bn in 2014

Dhabas



Standalone sweet shops



Hawkers



Roadside Eateries

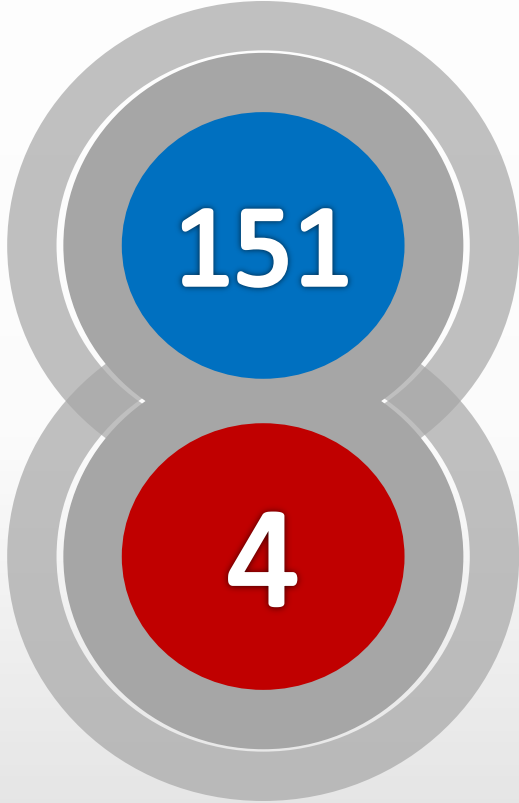
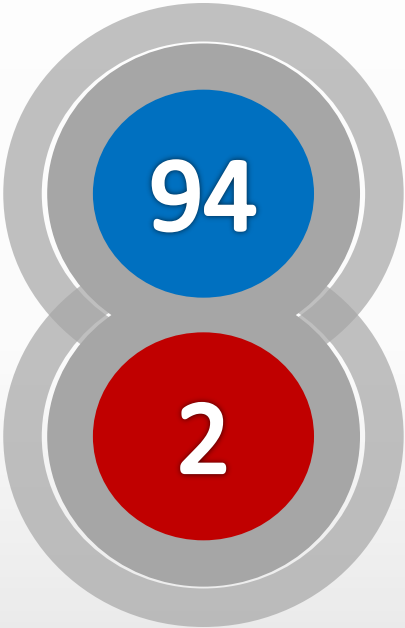
Street Stalls



Independent Units: Other than chained

2014 – USD 96 Bn

2019 – USD 155 Bn



Chained FSI expected to grow rapidly

(Source: Euromonitor Consumer Food Service Report 2015)



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

Higher disposable/discretionary income

Greater urbanization

Changing consumer preferences – widening exposure to new cultures and cuisines

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

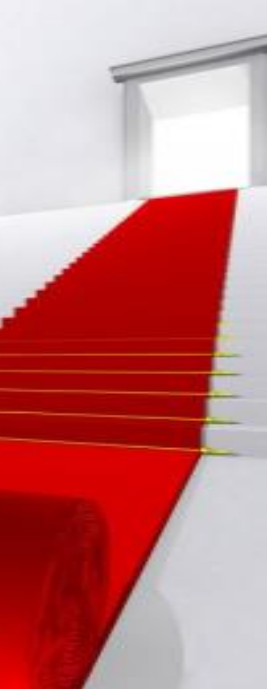
Growth in chained retail

Business potential in transit locations

Growth driven by digitization



Focused & integrated approach



Prudent roll-out



Consistent quality of product with customer preference



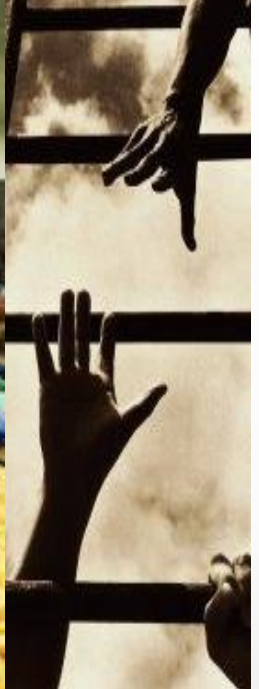
Value for money



Execution & delivery of strategy

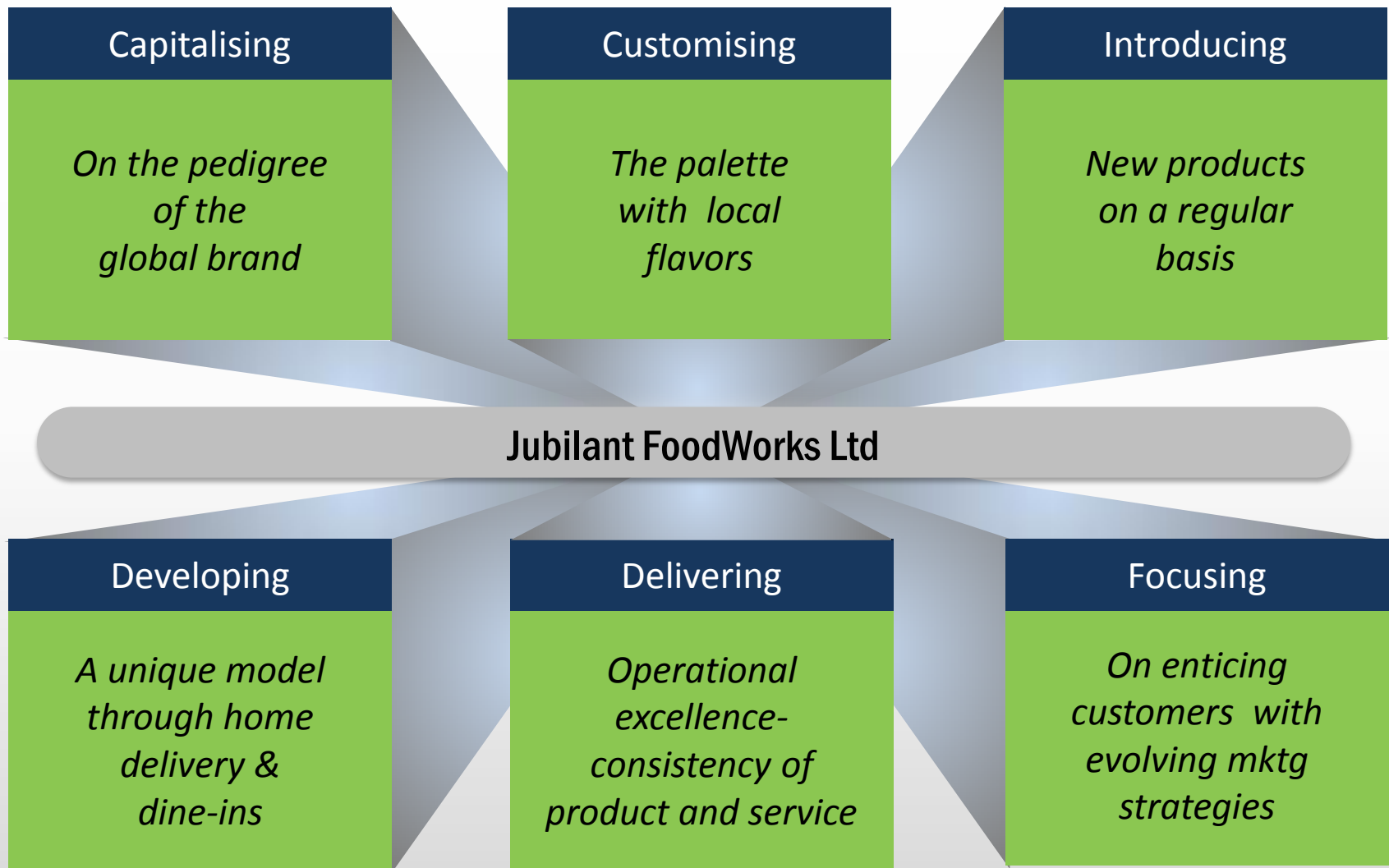


Focus on hygiene & sanitation



Rising aspiration of using branded products

Large consumption growth relative to emerging markets and developed markets



Systematic approach to deliver sustainable growth



Overview of Jubilant FoodWorks

Domino's Pizza (Founded in 1960)

- More than 12,100 franchised and Company-owned Restaurants in more than 80 international markets

- 1st Restaurant operated in India in Mar'96

- 1,004 Restaurants across 230 Indian cities*
- India is currently the biggest market for Domino's Pizza outside the United States

- 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

Jubilant FoodWorks

Presence Across Countries

Beginning of Restaurants in India

Presence in India

Contract Details

Dunkin' Donuts (Founded in 1950)

- More than 11,500 Restaurants in more than 40 countries

- 1st Restaurant operated in India in Apr'12

- 70 Restaurants across 24 Indian cities*
- Present in Delhi, NCR, Chandigarh, Punjab, Uttarakhand, Haryana, Maharashtra, Karnataka, Gujarat and Goa, Telangana, Madhya Pradesh, Tamil Nadu and Gujarat

- Alliance provides exclusivity to operate and develop Dunkin' Donuts restaurants in India. The agreement is for a period of 15 yrs (ending December 2026) with the option of renewal for 10 yrs

* As of 11 February, 2016

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



*Driven by
Operational
Excellence*



*Centralized
Procurement
& Control*



*Human Resource
management
driving growth*



*Robust
Corporate
Governance
Mechanism*



*Project
Management
Competency*



Innovation



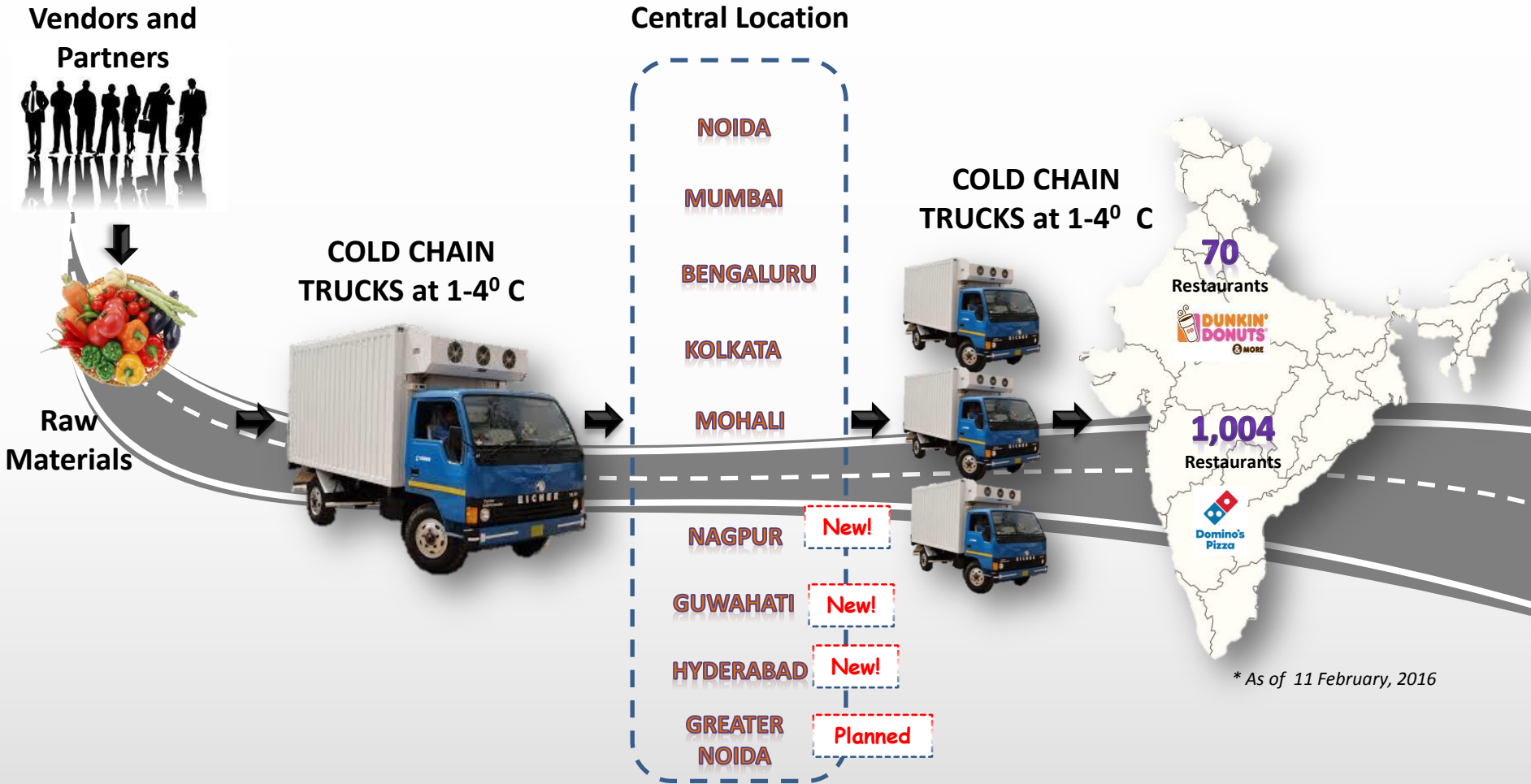
*Consumer Focus
and Innovative
Marketing*



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



Delivering consistency in product and services to delight our customers



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

We are 30,000+ Brand Ambassadors

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

Assist Employees in
encouraging
excellence
educational growth

Pre defined
growth path for
every Team
Member

LP&D training

Reward &
Recognition with
Variable Incentives
bring motivation

Fun at work

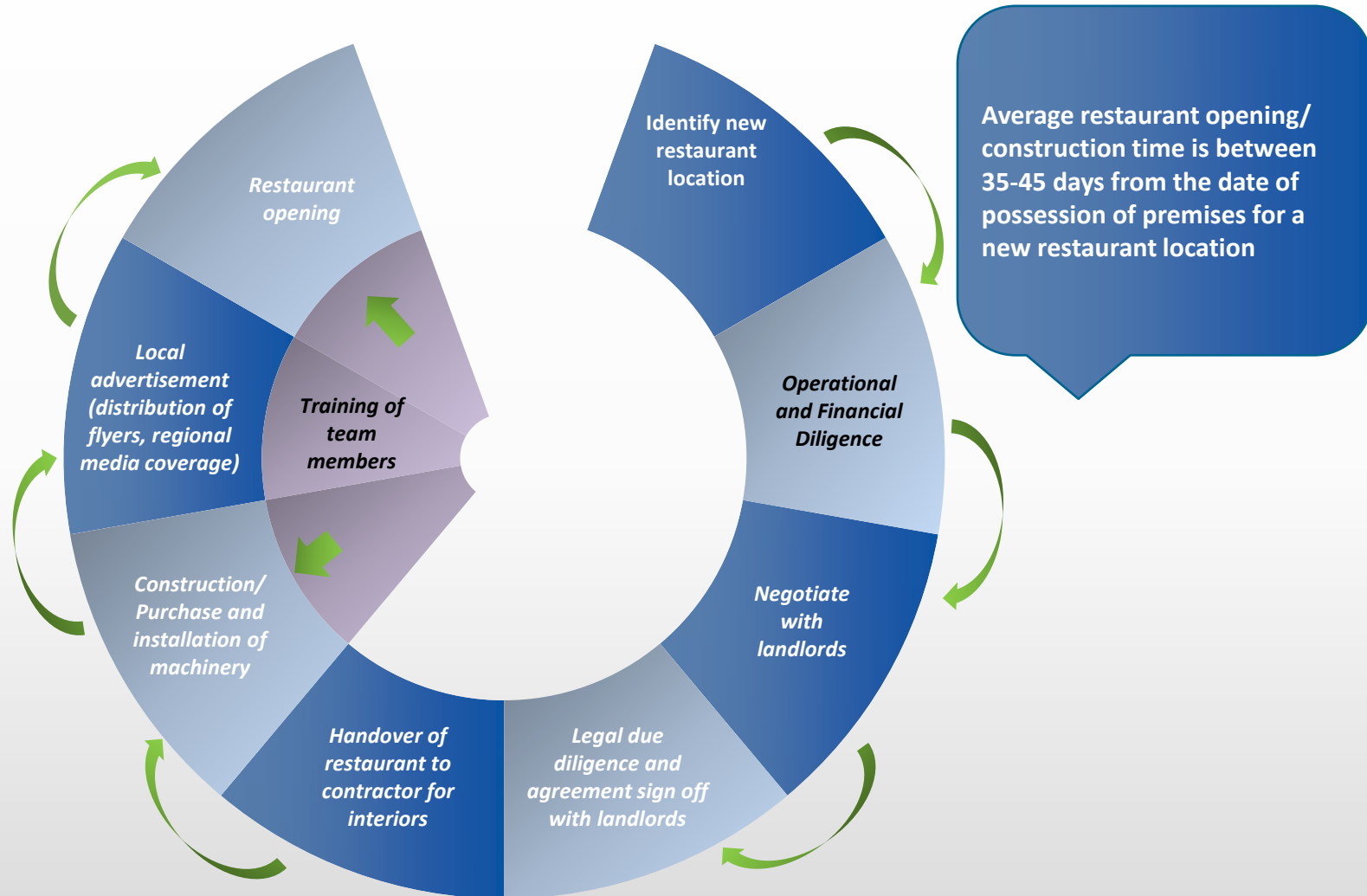
Whistle Blower
institutionised at
every
restaurant/office

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



Truly inculcated mechanism of corporate governance





ROI/Payback period analysis undertaken prior to opening a restaurant

Product Innovation



Double Cheese Crunch Pizza



Custard Bliss



Zingy Parcel



Crunchy Joe Burger



Breakup Party Éclair!



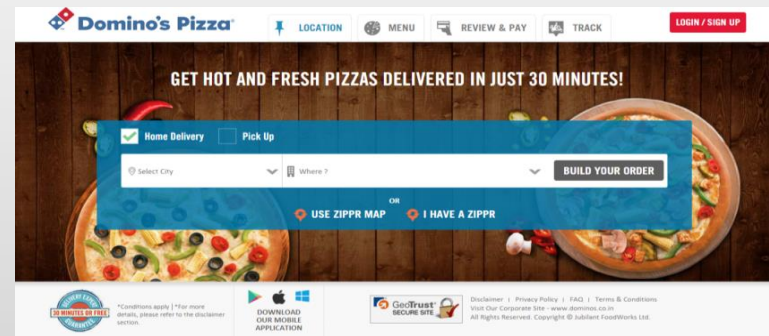
Range of coffees

Theme Innovation



- Open Kitchen
- Flexible Seating
- Heritage Wall

Technology Innovation



Innovating to keep the excitement alive

National Marketing



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

Digital Marketing



- 6.6 million Facebook fans
- 108k + followers on Twitter
- 12.3 mn views for videos of Domino's Pizza India on YouTube



Local Store Marketing (LSM)



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

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



Popularizing the pizza concept by customizing it to the Indian palette



Mastering the on-time home delivery model



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



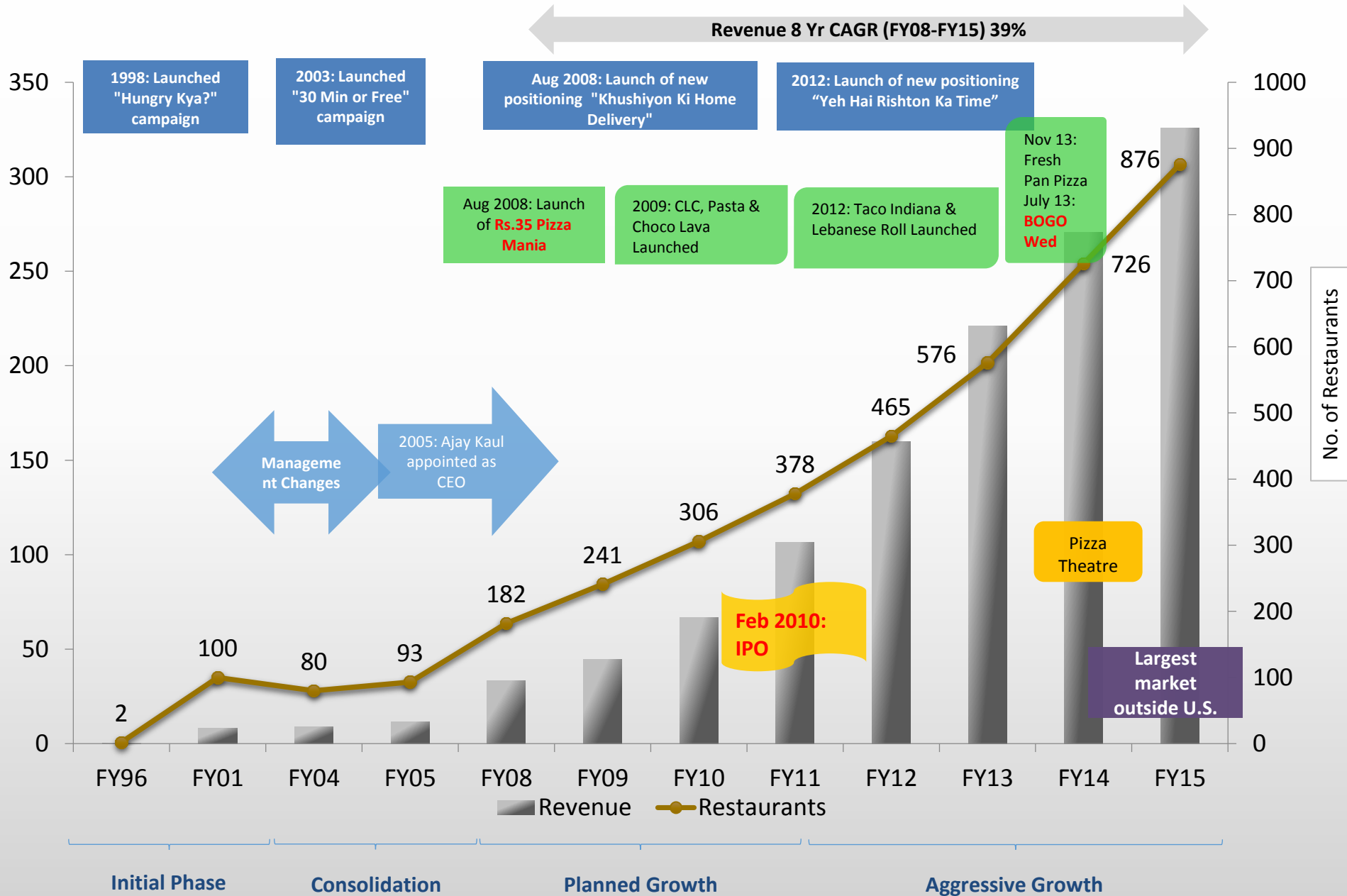
Reaching out to more people by launching unique mobile applications



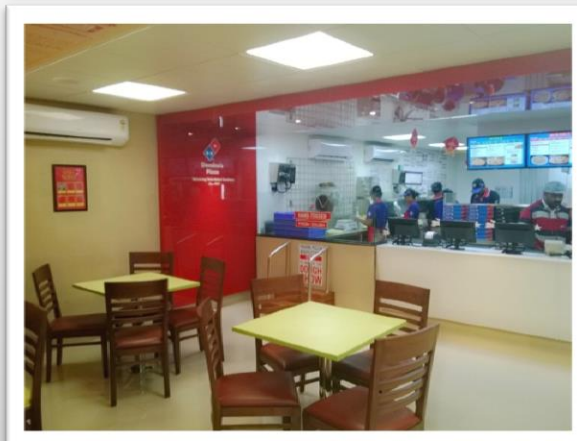
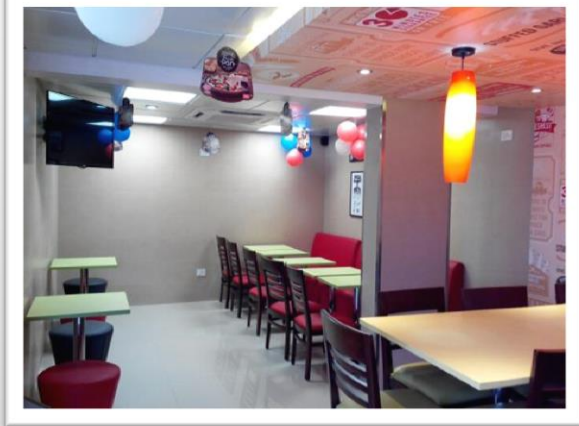
Striking an emotional chord with consumers through its campaigns included 'Hungry Kya?', 'Khushiyon ki Home Delivery' and the latest one 'Yeh Hai Rishton Ka Time'



Mapping the Domino's leadership story in India



Pizza Theater



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

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

Milan Veg Fantasy



Florence Chicken Exotica



Roman Veg Supreme



Naples Chicken Special



Double Cheese Crunch Pizza



Fresh Pan Pizza in Regular size



Zingy Parcel



Taco Mexicana



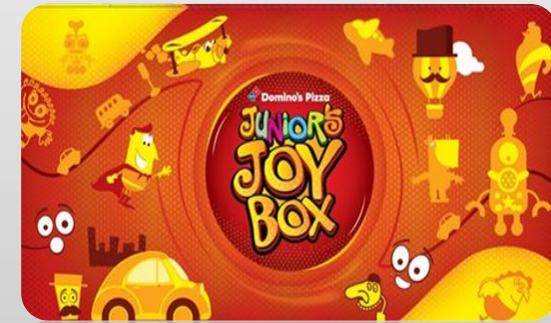
Custard Bliss



Subwich



Junior JoyBox





National Delivery Number



Restaurant



Restaurant



Pizza Theatre



Mobile App



360° mode of customer outreach

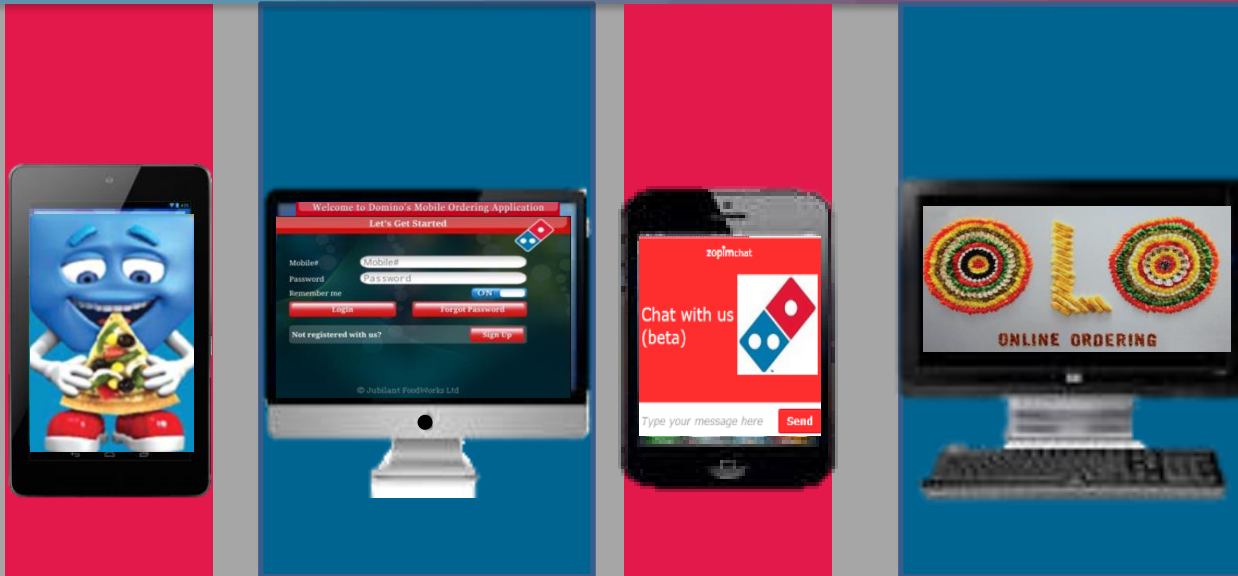


Online ordering



Delivery





CLICK TO ORDER ONLINE

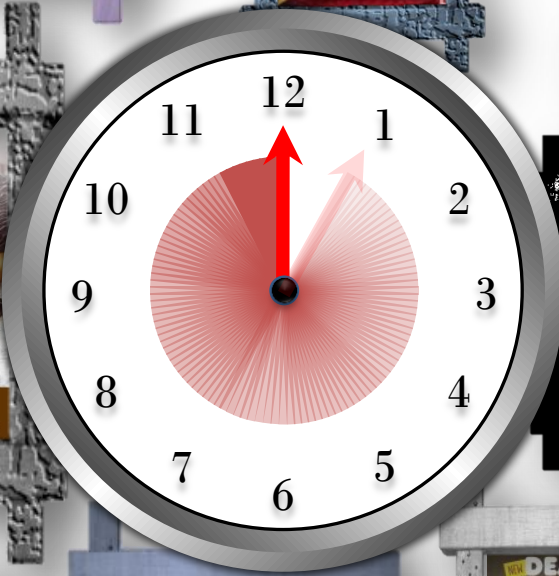
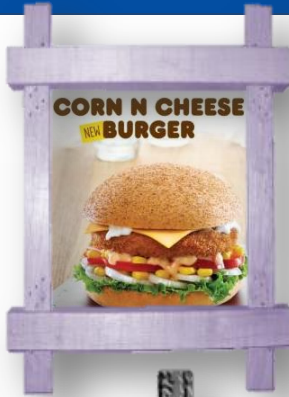
	Q3 FY15	Q4 FY15	Q1 FY16	Q2 FY16	Q3 FY16
Average OLO contribution to delivery sales	27%	29%	33%	36%	36%
Mobile Ordering sales contribution to overall OLO	21%	23%	28%	30%	38%
Downloads of mobile ordering app	2.3 mn	2.6 mn	3.1 mn	3.5 mn	3.7 mn

Accessible through all platforms

Dunkin' Donuts – Overview



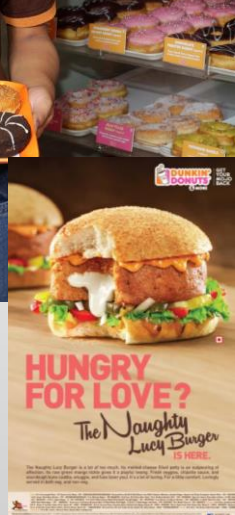
Dunkin' Donuts & more - All Day Part Menu



Dunkin' Donuts - Positioning

29

- “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
- Positioning strategy to be further extended to entire range of offerings



Donuts

Choco Fix Donuts



Food



Crunchy Joe Burger

Voodoo Wraps (Veg & Non Veg)



Too Much Burgers

Beverages



Salty Jamoona

Virgin Mojito Coolatta



Salty Classic Lemonade Coolatta

Online Ordering in Delhi -NCR

DUNKIN' DONUTS
MORE

Login/SignUp

Thank you for visiting Dunkin's India Online Ordering Website. Our restaurant are currently closed and will start operations at 11:00:00 AM

NOW ORDER DONUTS ONLINE

AVAILABLE IN DELHI NCR ONLY

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

JUBILANT FoodWorks

GO TO OUR CORPORATE SITE

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OLO / Alliance with Grofers

Tie-up with online delivery platform Grofers to deliver Dunkin' Donuts' fresh donuts to consumers' doorsteps.

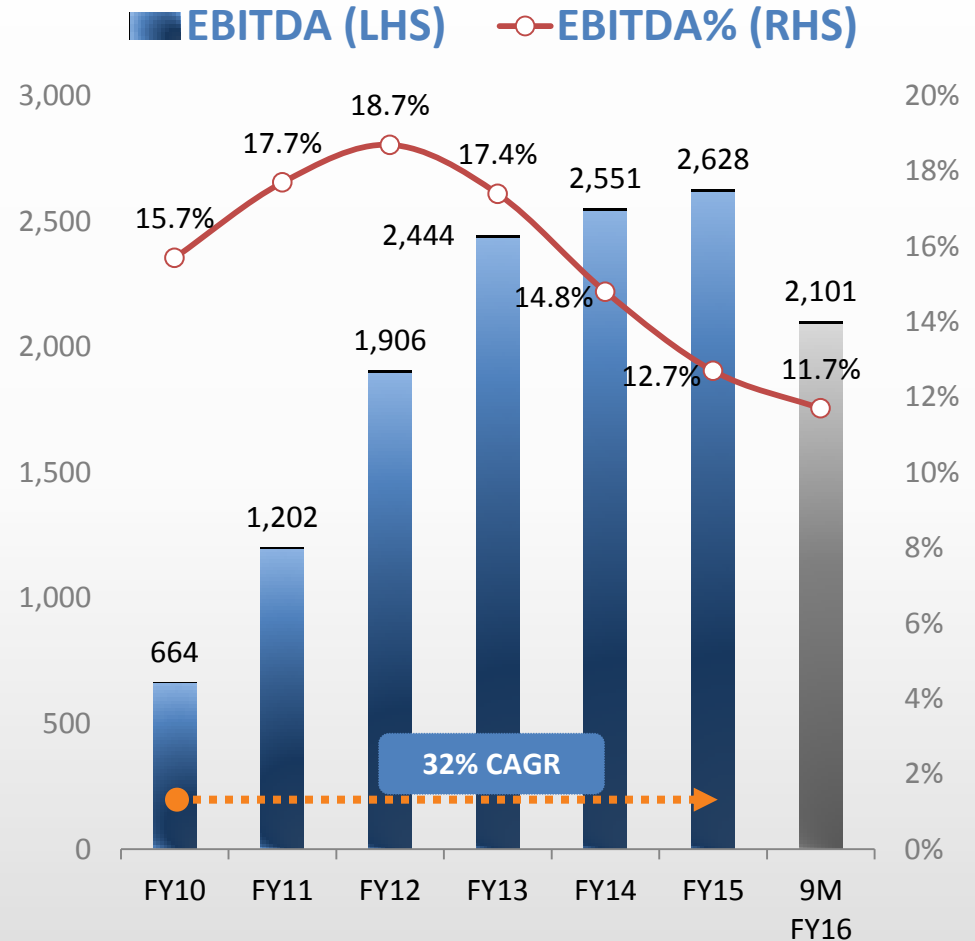
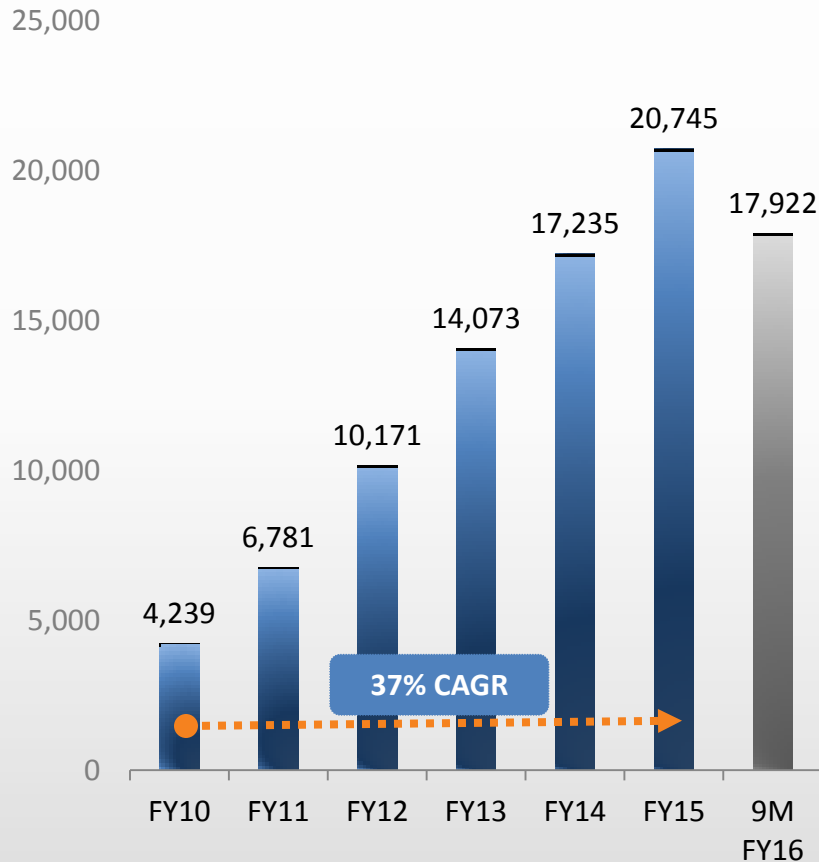
Tie-up with Zomato for online order taking



Financial Highlights- Jubilant FoodWorks

All figures in Rs mn

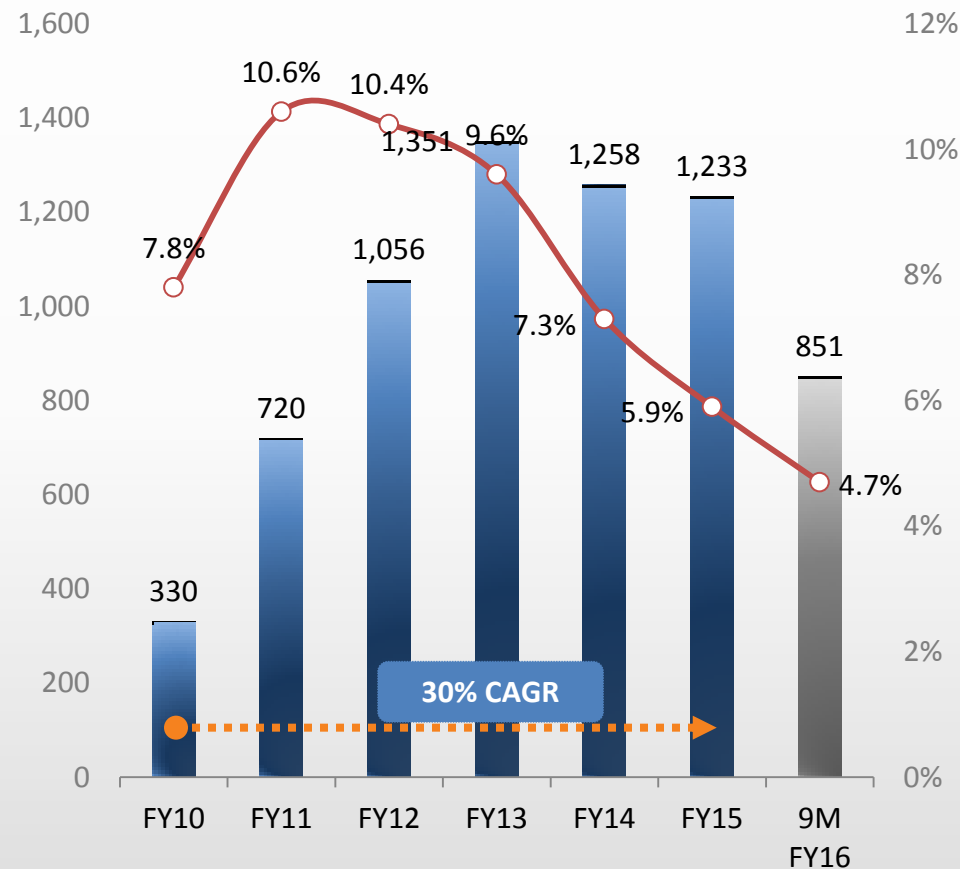
Total Income



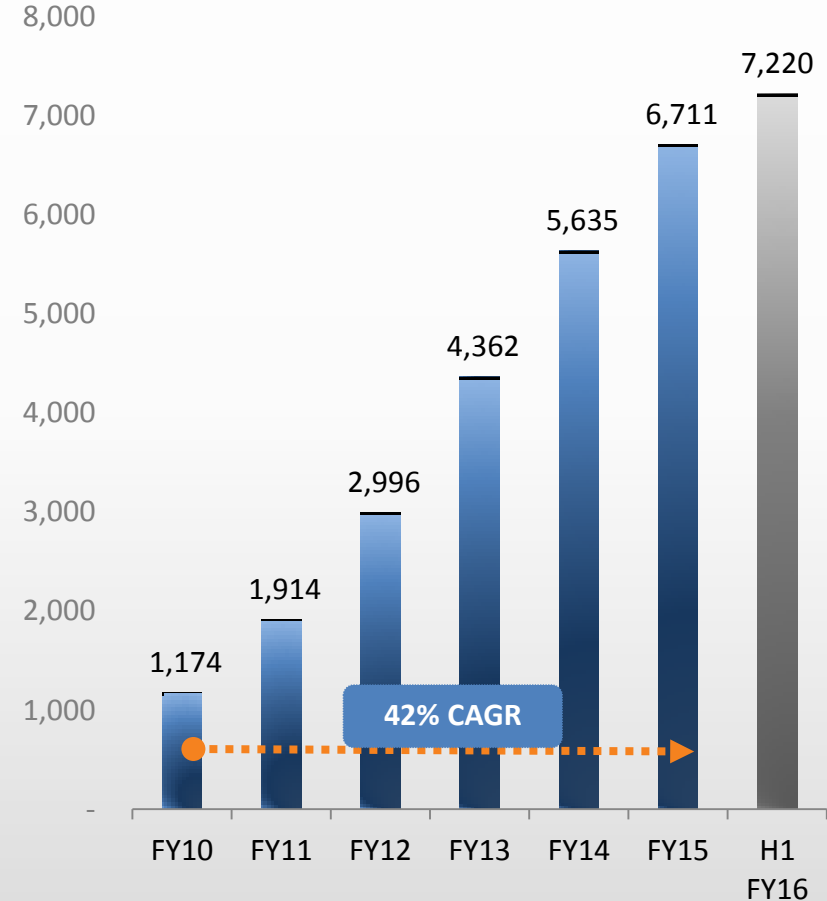
Note: 1. Financial discussion throughout this release is based on standalone reporting
 2. The financials of Dunkin' Donuts have been included in the results & related financial discussion

All figures in Rs mn

PAT (LHS) **PAT % (RHS)**

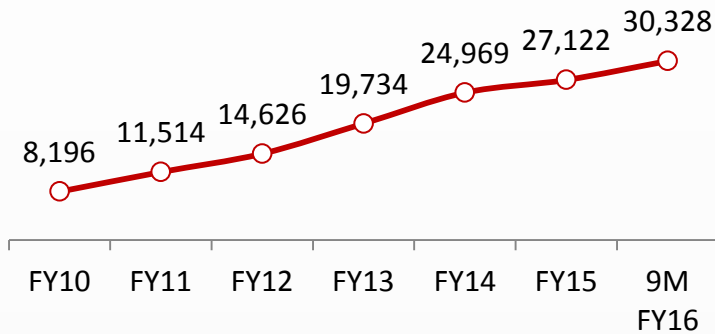


Network

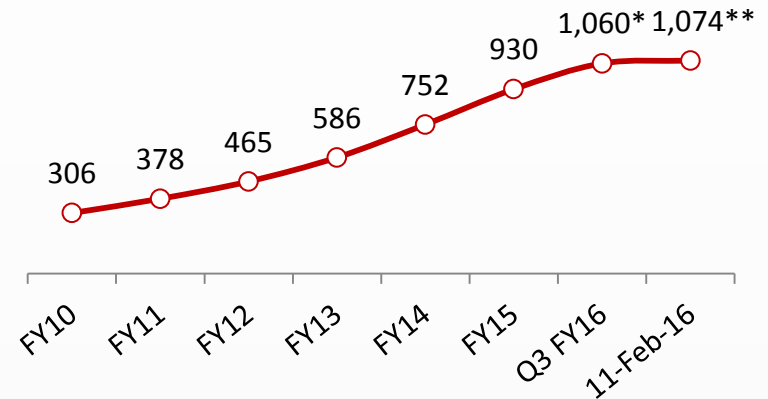


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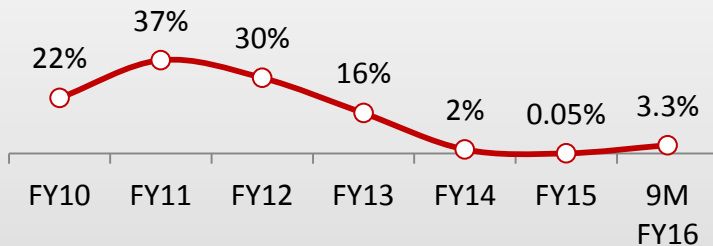
No. of Employees



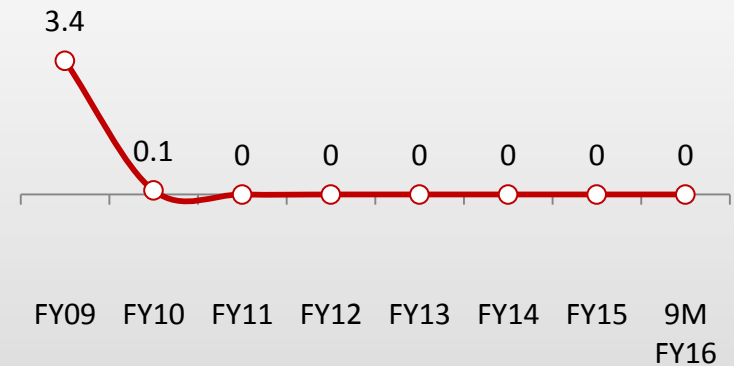
No. of Restaurants



Same Store Sales Growth (SSG)



Debt-Equity ratio



- *Total No of stores includes 990 Domino's Pizza stores + 70 Dunkin' Donuts Restaurants (as of 31 December 2015)
- **Total No of stores includes 1,004 Domino's Pizza stores + 70 Dunkin' Donuts Restaurants (as of 11 February, 2016)



Outlook



Committed towards network expansion

For FY16, target of around 150 new Domino's Pizza and 20-22 new Dunkin' Donuts. Successfully launched 128 Domino's Pizza and 16 Dunkin' Donuts restaurants YTD

Strengthen supply chain & mfg capabilities

Necessary investments towards fortification of business foundation to enable JFL to take advantage of demand potential

Brand building and product innovation

Sustained efforts to conduct brand building initiatives and drive consumer awareness through multipronged marketing strategy

Committed to long term growth

Leverage business strengths and expertise to create a profitable and sustainable future for the company

Portfolio Expansion

Continue to evaluate international renowned brands around QSR/ Casual Dining for bringing them to India. Alternatively explore starting own brand or acquiring/ investing in some promising domestic brand



Annexures:
-Experienced Team
-Awards



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*



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*



Ravi S. Gupta (President & CFO)

- ❖ Spearheading finance & accounts, legal, secretarial, strategy, M&A, IT, and investor relations
- ❖ Ravi Gupta has over 24 years of experience in Corporate Finance, strategy and accounting and Information Technology, of which 13 years have been with JFL
- ❖ He holds bachelor's degree in commerce from Shri Ram College of Commerce, Delhi University, Diploma in Business (Finance) and is also a fellow member of ICAI and Associate member of ICMA and ICSI.



Mr. Tarun Bhasin (President & COO –Domino's Pizza)

- ❖ Responsible for operations and business development, project and maintenance, training and customer service, quality & Six Sigma for India
- ❖ Has over 22 years overall experience out of which 19 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 & COO -Dunkin' Donuts)

- ❖ Responsible for Operations & business development, training & customer service, quality and Six Sigma, marketing, new product development and HR
- ❖ Has over 16 years overall experience out of which over 9 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 21 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.



Biplob Banerjee (Executive Vice President, HR & CSR)

- ❖ *Currently responsible for HR & CSR*
- ❖ *Has over 21 years of overall experience and have recently joined JFL in May'15*
- ❖ *He holds a Masters in Business Administration degree from XLRI, Jamshedpur and is a graduate (Mechanical Engineering)*



Murugan Narayanaswamy (Sr Vice President, Marketing - Domino's Pizza)

He is responsible for brand management, new product development and national marketing

- ❖ *Has over 18 years overall experience (including 16 Years of Experience in Food Industry) and have recently joined JFL in Oct'15*
- ❖ *He has done BE from BITS Pilani and PGDM from XIM Bhubaneswar.*



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

- ❖ *Responsible for management assurance, corporate governance, FP&A, Investor relations, administration and corporate affairs*
- ❖ *Has over 21 years overall experience out of which 10 years have been with the Company*
- ❖ *He is a CA, ICWA, MBA (Finance) from IGNOU and PGDBM from IMT*

Winner of the prestigious 'Images Most Admired Food Service Group of the Year' at the Coca Cola Golden Spoon Awards 2015 for the second consecutive year.

Three finalists at Effie's 2014, India's most Prestigious Marketing Effectiveness Award, placing JFL in the list of top 30 Marketers in India.

Awarded the 'Genius HR Excellence Awards 2014' for Best HR Practices hosted in collaboration with The Times of India.

Won 4 prestigious categories at World HRD Congress 2015:

- "Dream Companies to Work for" in Retail Category
- Organisation with Innovative HR Practices
- Diversity Impact Award
- Fun at Work Award

Ranked 7th in the "Great Place to Work" India survey in retail sector

In the Asia Pacific Region, Domino's Pizza Inc. recognised DPI with the following awards:
Trainer of the year
Rookie Manager of the year.

IDC insights Award 2015 for Excellence in Innovation

Awarded the CSR Initiative of the year award at the Annual Indian Retail Awards organised by Franchisee India

Domino's Pizza India has won the Best Customer Service by Restaurant / Cafe Award, at The Indian Restaurant Awards 2015 which was organized by Franchisee India

first edition of "Golden Peacock Award for Risk Management 2015" by the Institute of Directors(IOD)- India at the "National Convention on Risk Management" and the "Golden Peacock Awards Nite

Dunkin' Donuts has won the prestigious award for featuring amongst Delhi NCR's Hot 50 Brands at the Delhi NCR Brand summit presented by One India on 28th August, 2015

Domino's Pizza India has won the Customer Service Excellence Award at The Annual Indian Retail Awards

Dunkin' Donuts awarded at the Images Retail Awards for 'Best Marketing and Promotions', hosted by India Retail Forum

MTM Corporate Star Award 2015 in the Best Incentive Programme for Employees/Associates category, organized by OptiMICE Events Pvt Ltd



Thank You