



# Jubilant FoodWorks Ltd (JFL)

## Corporate Presentation

November 2015

**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



Street Stalls

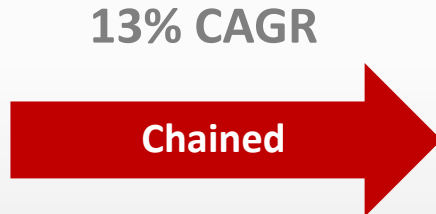
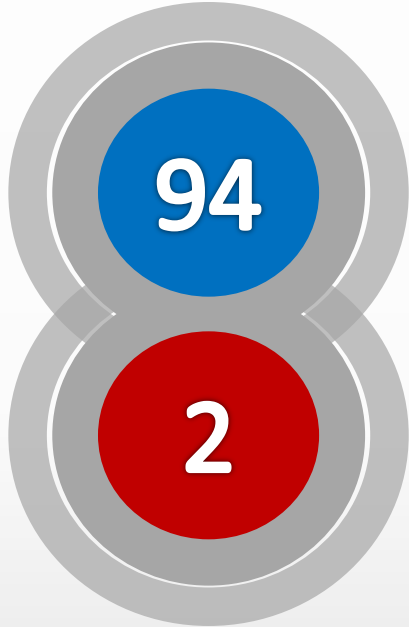


Roadside Eateries

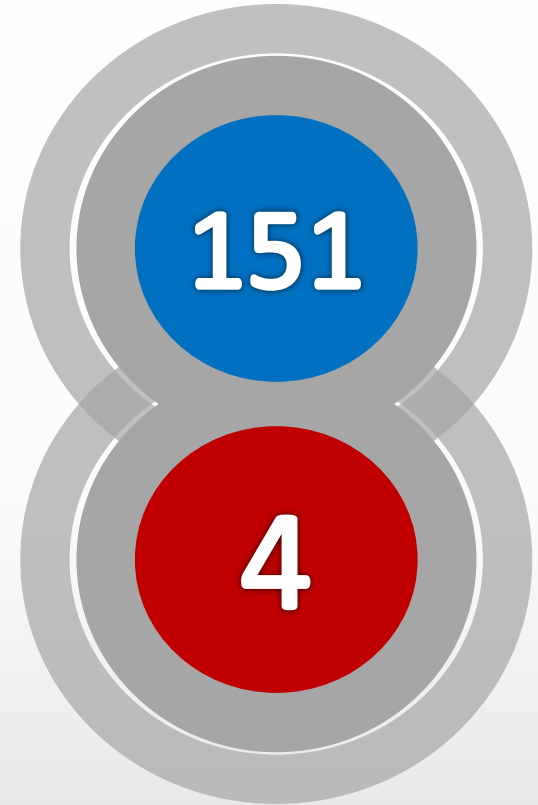
**Independent Units:**  
Other than chained



2014 – USD 96 Bn



2019 – USD 155 Bn



(Source: Euromonitor Consumer Food Service Report 2015)

## Chained FSI poised to grow faster

- Higher disposable/discretionary income
- Higher awareness of hygiene and sanitation
- Rising aspiration of using branded products

## Macro Growth Factors for FSI



**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**

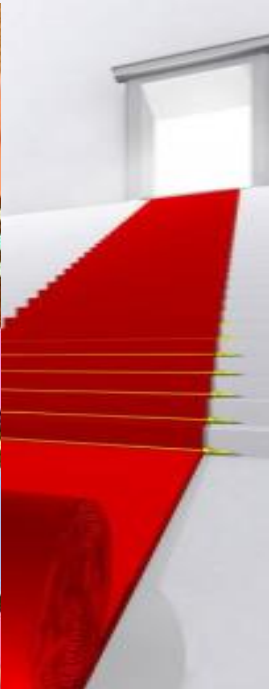
**Growth driven by digitization**



## Micro growth factors for FSI



*Focused & integrated approach*



*Prudent roll-out*



*Consistent quality of product with customer preference*



*Value for money*



*Execution & delivery of strategy*

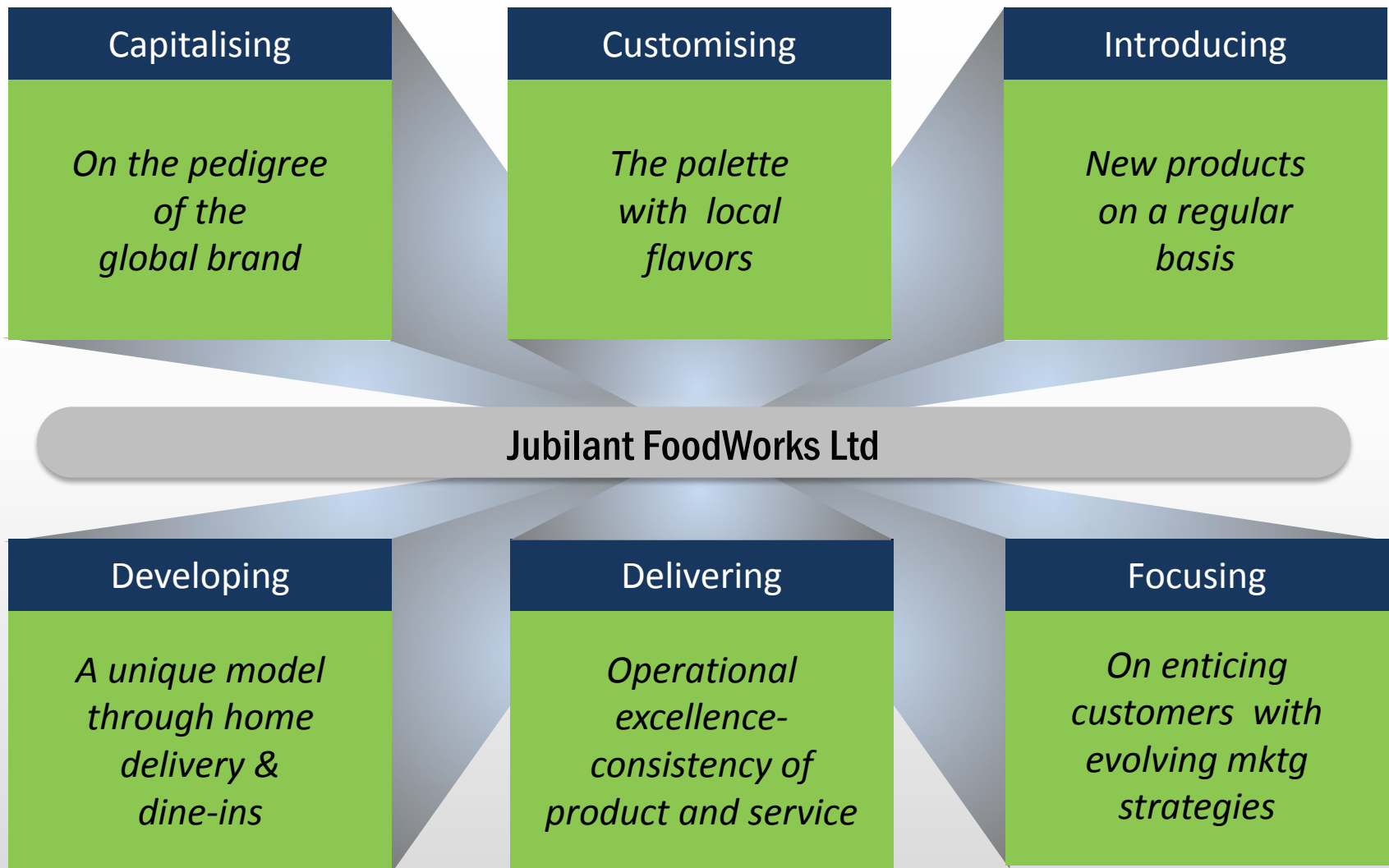


*Focus on hygiene & sanitation*



*Rising aspiration of using branded products*

**Large consumption growth relative to emerging markets and developed markets**



**Systematic approach to delivering sustainable growth**





# Overview of JFL

## Founded in 1960

### Domino's Pizza

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

- 1<sup>st</sup> Restaurant operated in India in Mar'96

- 959 Restaurants across 218 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

## Founded in 1950

### Dunkin' Donuts

- More than 11,500 Restaurants in more than 39 countries

- 1<sup>st</sup> Restaurant operated in India in Apr'12

- 67 Restaurants across 23 Indian cities\*
- Present in Delhi, NCR, Chandigarh, Punjab, Uttarakhand, Haryana, Maharashtra, Karnataka, Gujarat and Goa, Telangana, Madhya Pradesh and Tamil Nadu

- 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 05 November, 2015

*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*



*Cost  
prudence*



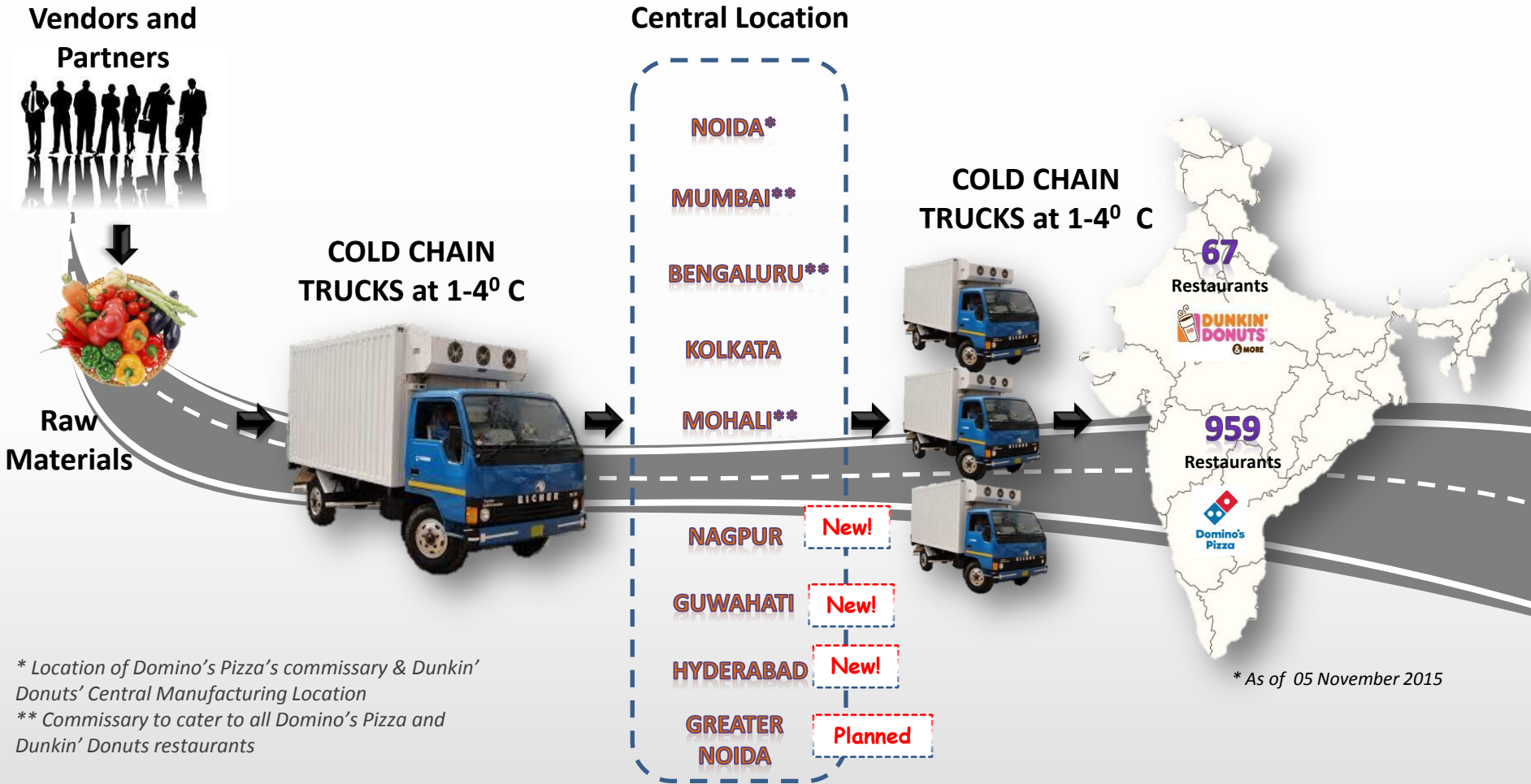
*Consumer Focus  
and Innovative  
Marketing*



*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 29,000+ Brand Ambassadors

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

Pre defined  
growth path for  
every Team  
Member

Reward &  
Recognition with  
Variable Incentives  
bring motivation

Assist Employees in  
encouraging  
excellence  
educational growth

Fun @ Work

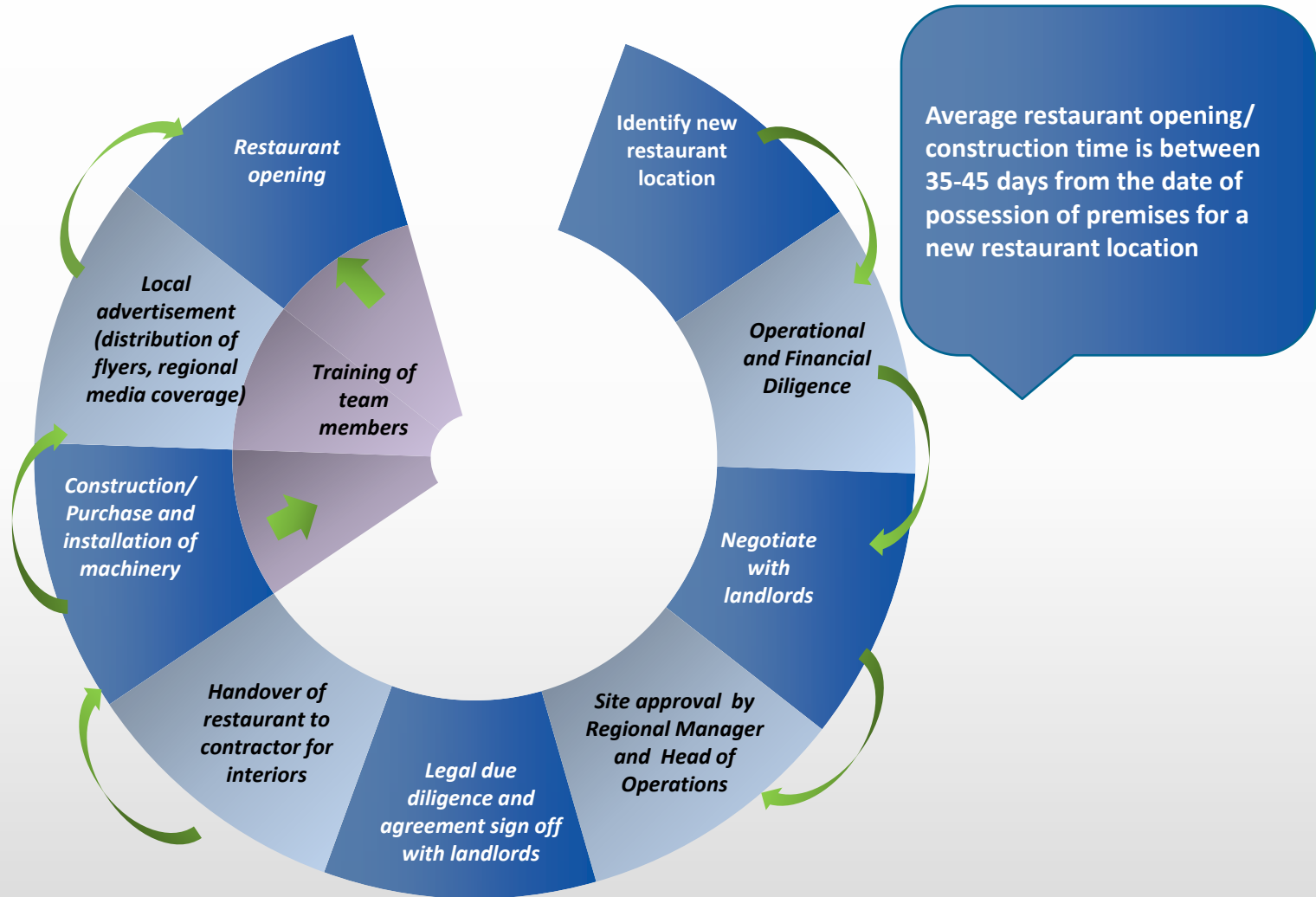
Whistle Blower  
institutionised at  
every  
restaurant/office

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**



## 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
- 96.3k + followers on Twitter
- 12.2 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 – Journey & Positioning



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

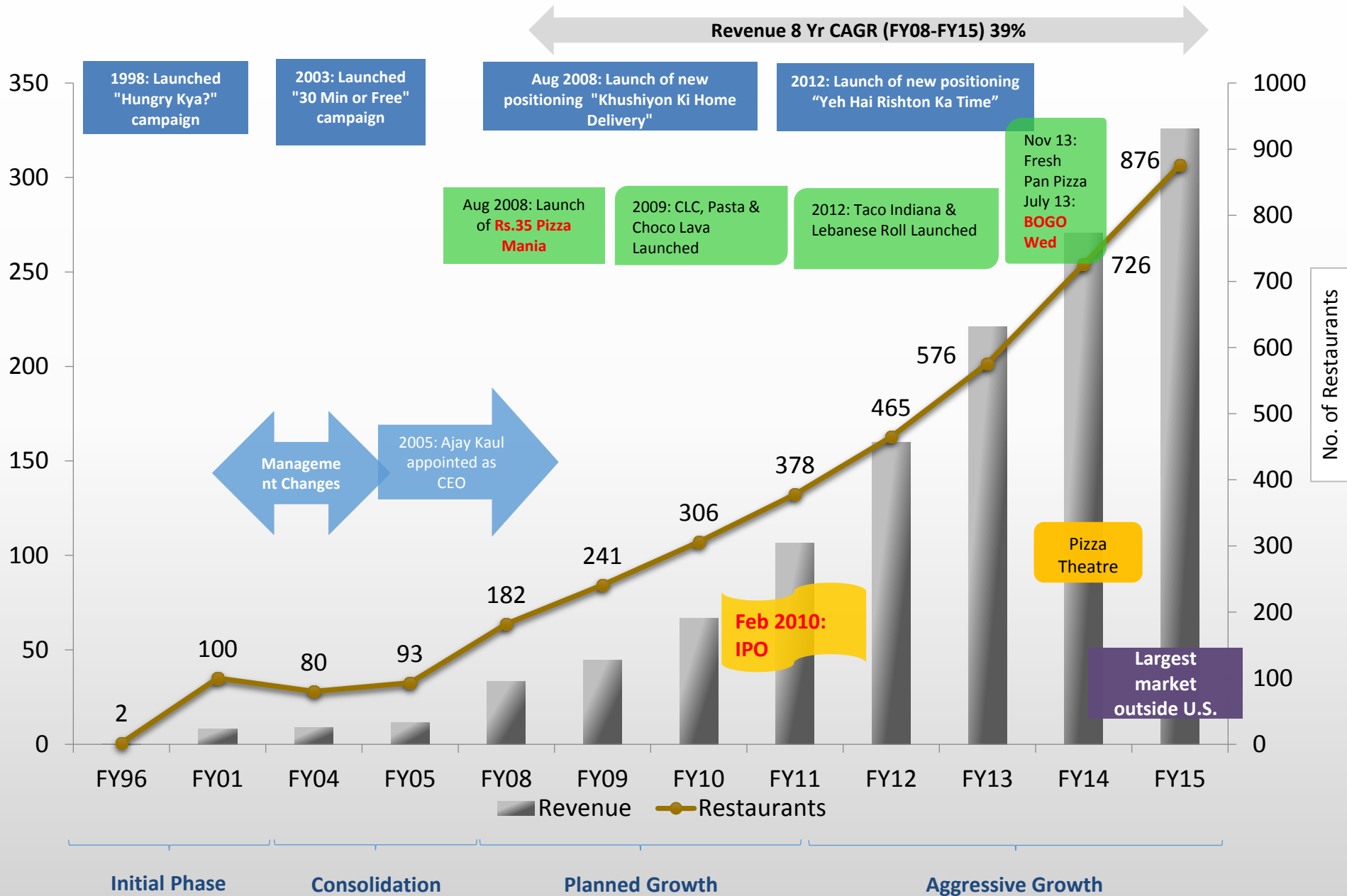


Striking an emotional chord with consumers through its campaigns included 'Hungry Kya?', 'Khushiyon ki Home Delivery' and the latest one 'Yeh Hai Rishton Ka Time'

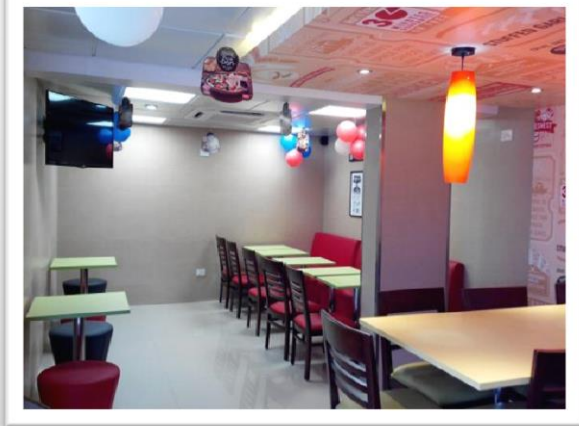




# Mapping the Domino's leadership story in India



## “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





### Zingy Parcel



### Subwich



### Fresh Pan Pizza in Regular size



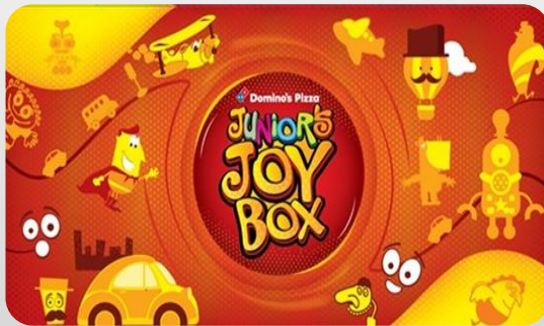
### AHA Value Festival



### Taco Mexicana



### Junior JoyBox



### Cheesy Wonder Pizza





# Domino's Pizza Customer touchpoints



**Restaurant**



**Mobile App**



**Restaurant**



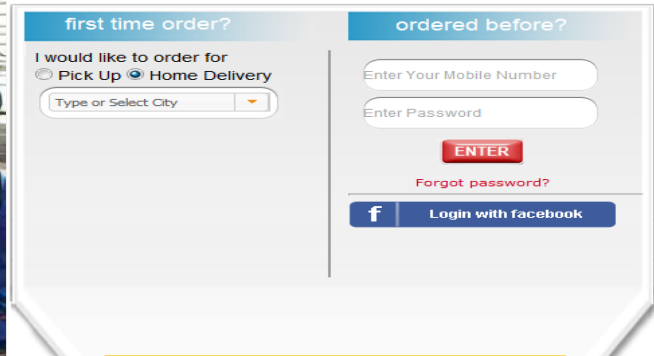
**National Delivery Number**

With more covers to enhance dine-in experience

@highways, @IRCTC, @MetroOnTheGo



**Pizza Theatre**

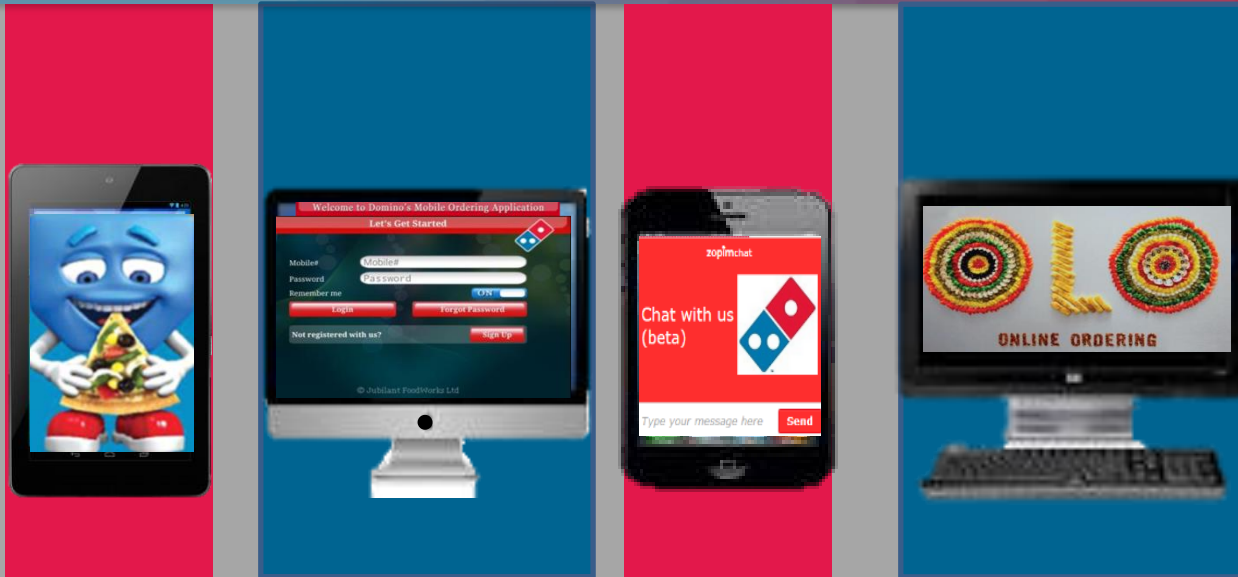


**Online ordering**



**Delivery**

**360° mode of customer outreach**



## CLICK TO ORDER ONLINE

	Q2 FY15	Q3 FY15	Q4 FY15	Q1 FY16	Q2 FY16
Average OLO contribution to delivery sales	27%	27%	29%	33%	36%
Mobile Ordering sales contribution to overall OLO	21%	21%	23%	28%	30%
Downloads of mobile ordering app	2.0 mn	2.3 mn	2.6 mn	3.1 mn	3.5 mn

**Accessible through all platforms**

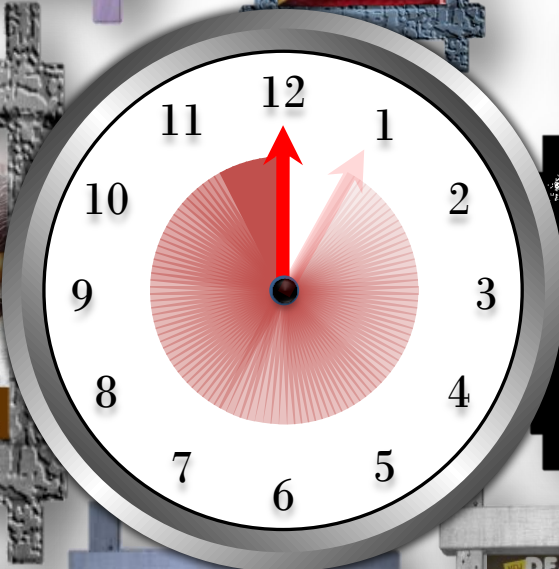


# Dunkin' Donuts – Journey & Positioning





# Dunkin' Donuts & more - All Day Part Menu

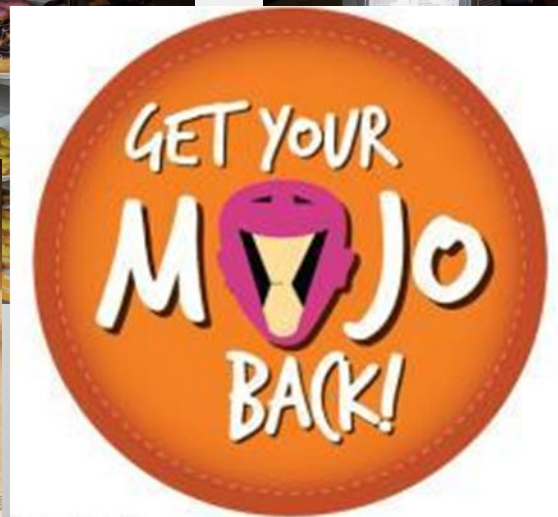




# Dunkin' Donuts - Positioning

28

- “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





## Crunchy Joe Burger

## Naughty Lucy Burger



Zingy Choco Orange



Dark Choco Therapy



Fruity Choco Berry



Nutty Choco Cuddle



Coco Choco Surprise



## Voodoo Wraps (Veg & Non Veg)

## Salty Jamoonade

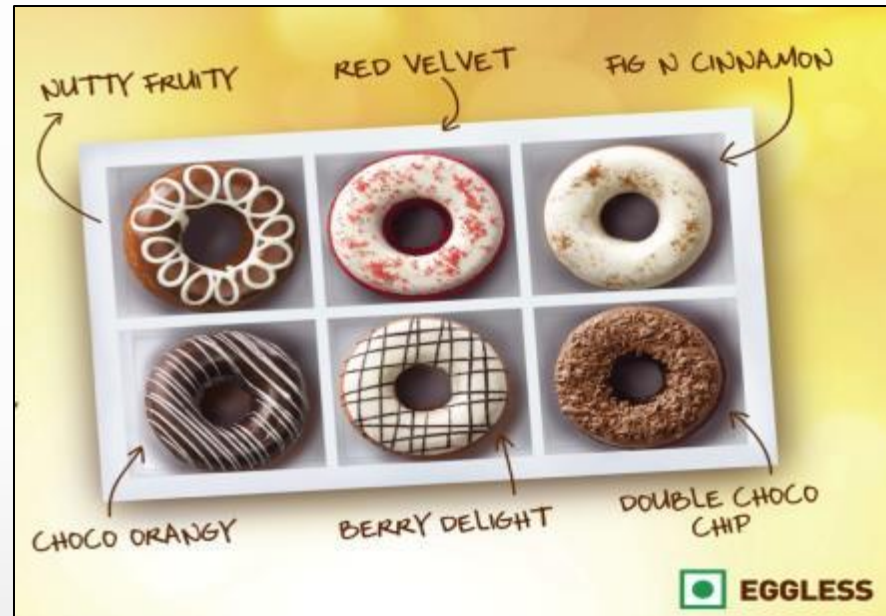
## Virgin Mojito Coolatta



## Salty Classic Lemonade Coolatta



## Donut Cakes



- This launches Dunkin' Donuts foray into packaged food segment
- Donut Cakes are the unique combination of cakes and Donuts all in one
- USPs - 6 different donut cakes, 2 months shelf life

## OLO / Alliance with Grofers

Tied up with online grocery delivery platform Grofers to deliver Dunkin' Donuts' fresh donuts and packaged products such as donut cakes to consumers' doorsteps



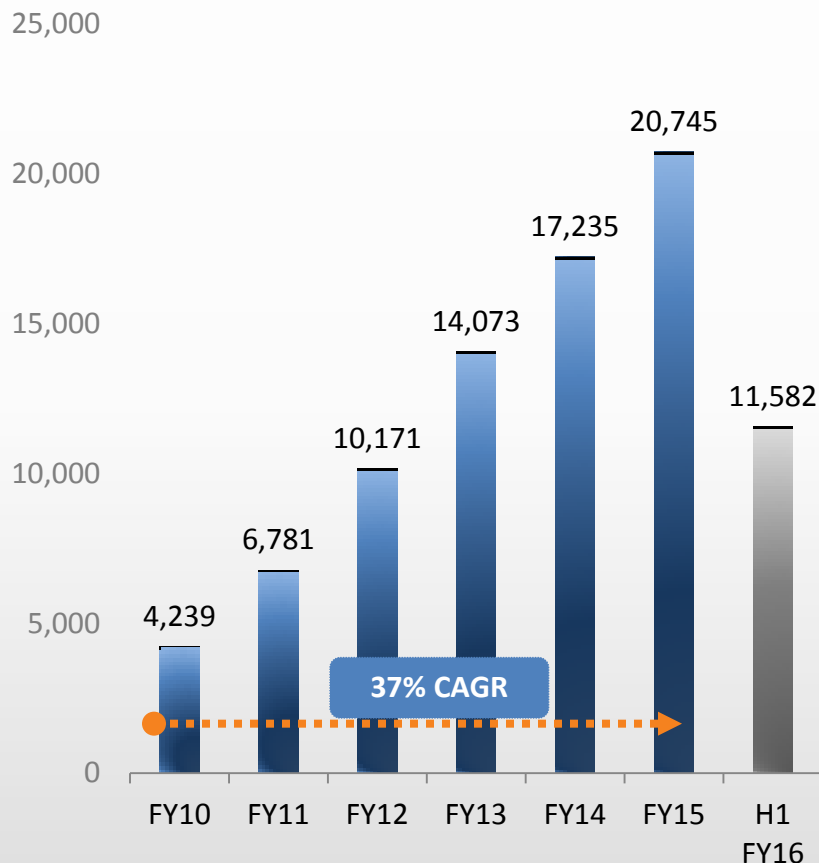


# Financial Highlights- JFL

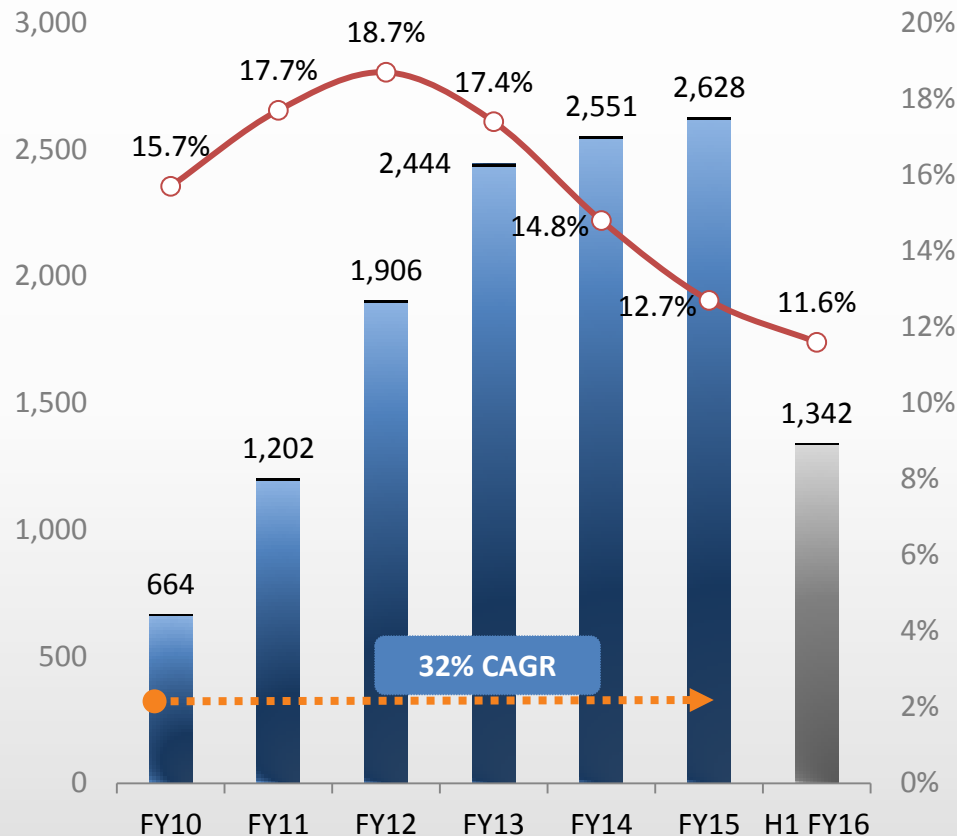


All figures in Rs mn

## Total Income

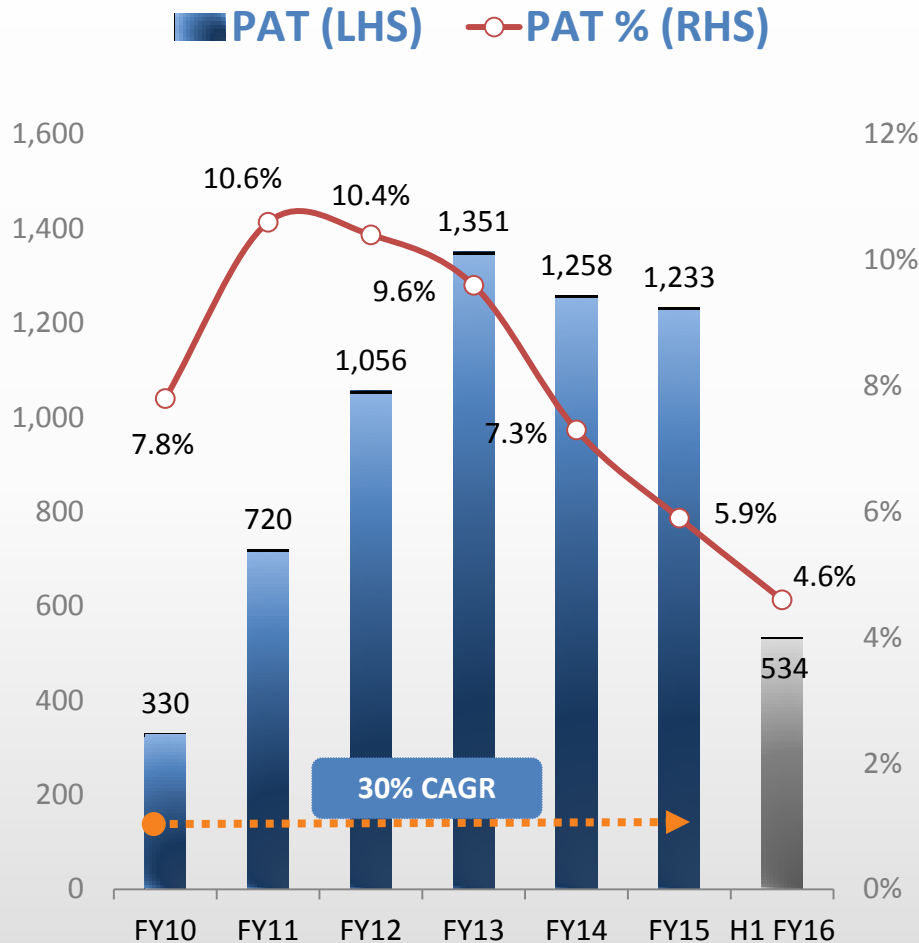


## EBITDA (LHS) EBITDA% (RHS)

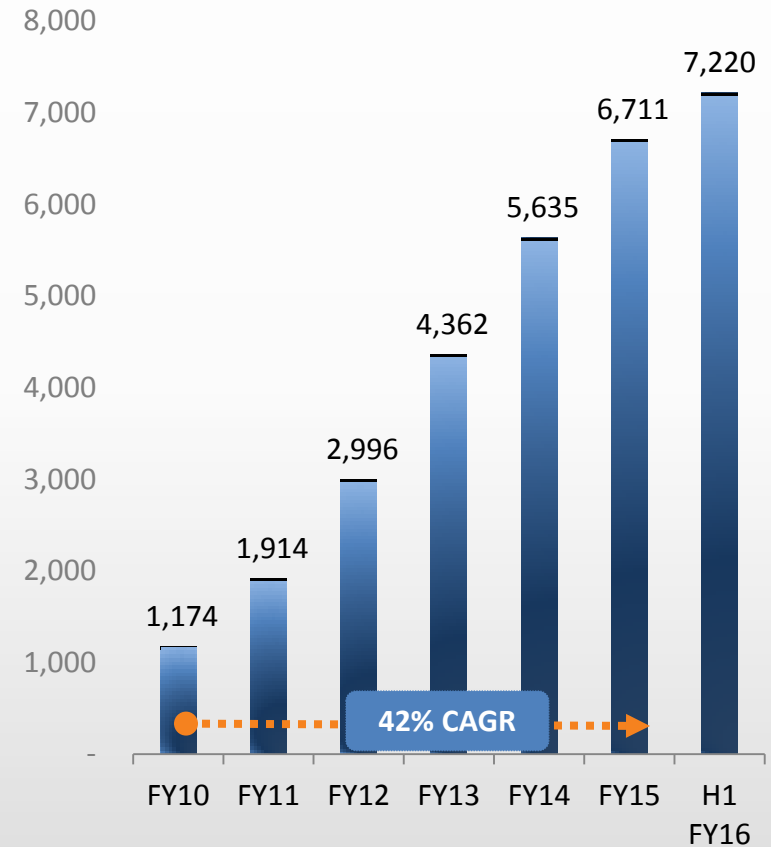


Note: 1. Financial discussion throughout this release is based on standalone reporting  
 2. The financials of Dunkin' Donuts have been included in the results & related financial discussion

All figures in Rs mn

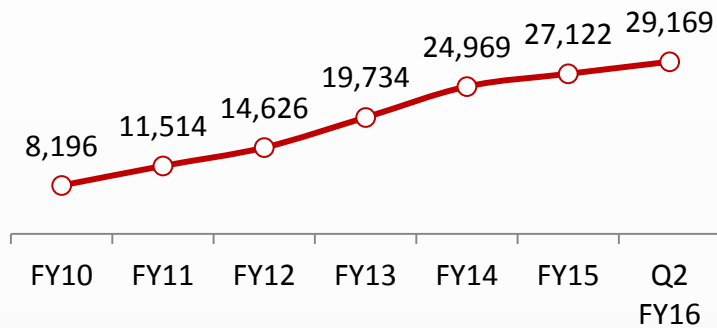


## Networth

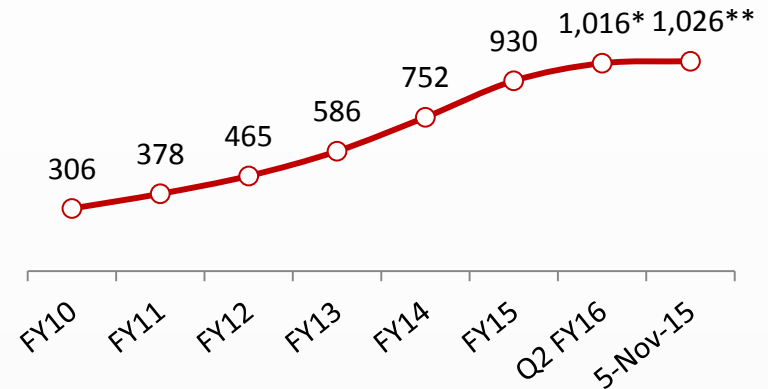


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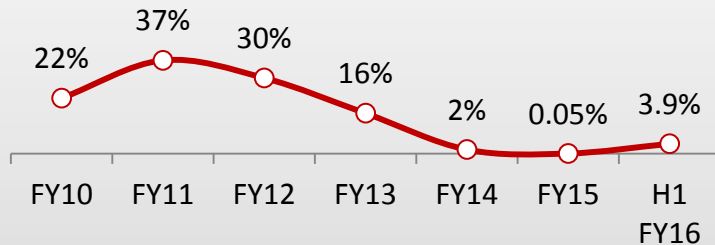
## No. of Employees



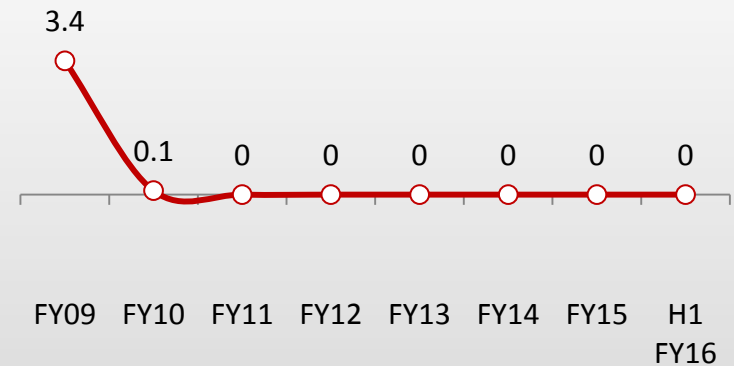
## No. of Restaurants



## Same Store Sales Growth (SSG)



## Debt-Equity ratio



- \*Total No of stores includes 950 Domino's Pizza stores + 66 Dunkin' Donuts Restaurants (as of 30 September 2015)
- \*\*Total No of stores includes 959 Domino's Pizza stores + 67 Dunkin' Donuts Restaurants (as of 5 November, 2015)





Outlook



## **Committed towards network expansion.**

For FY16, target of 150 new Domino's Pizza and 30 new Dunkin' Donuts.  
Successfully launched 74 Domino's Pizza and 12 Dunkin' Donuts restaurants ytd

## **Strengthen business infrastructure**

Invest toward enhancing foundation in order to drive capabilities to grow and tap opportunities

## **Innovation to remain a key growth driver**

Innovation across business activities and offerings to remain a central theme for the organization

## **Vision for growth intact**

Agility of business strategies to align short to medium term growth with long term vision of sustainable profitable growth

## **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





# Experienced Team





**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 and 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 & a fellow member of ICWA and also holds MBA (Finance) degree from IGNOU and PGDBM from IMT*



*Thank You*