



CORPORATE PRESENTATION

August 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

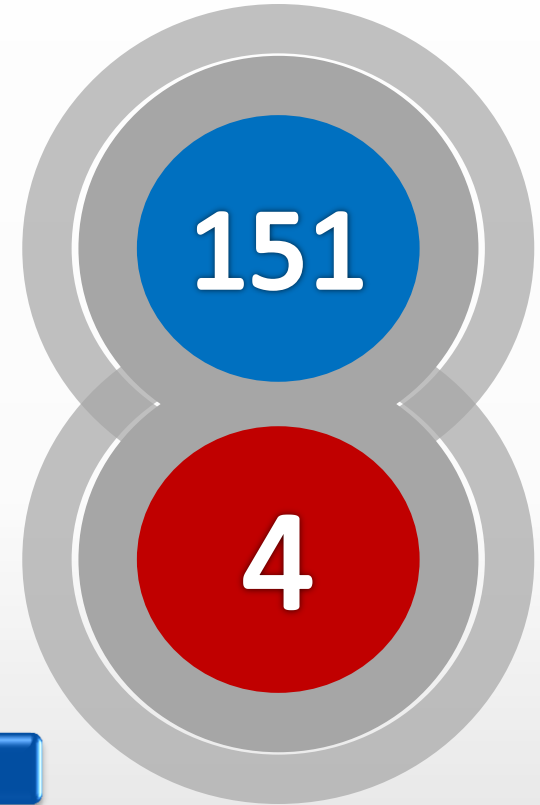
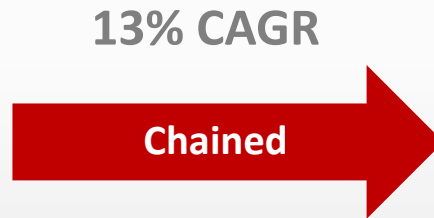
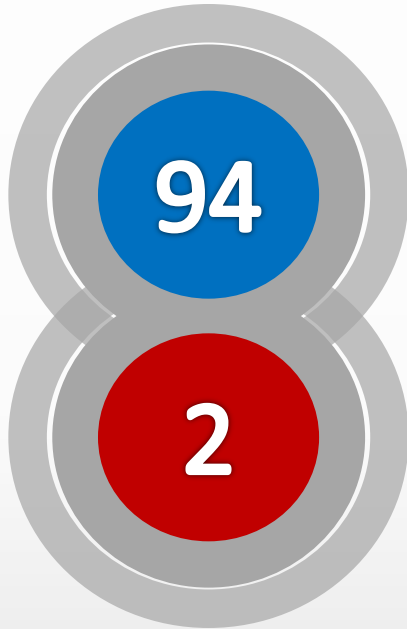
7. Experienced Team

Overview of Food Service Industry



2014 – USD 96 Bn

2019 – USD 155 Bn



Organised FSI poised to grow faster

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

(Source: Euromonitor Consumer Food Service Report 2015)

Chained Units: 10 or more units and international chains

Independent Units: Other than chained

Independent -USD 94 Bn in 2014



Dhabas



Standalone sweet shops



Hawkers



Street Stalls

Roadside Eateries

Chained -USD 2 Bn in 2014



Fine Dining



Pubs & Lounges



Cafes



QSR



Ice cream Parlours

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 organised retail

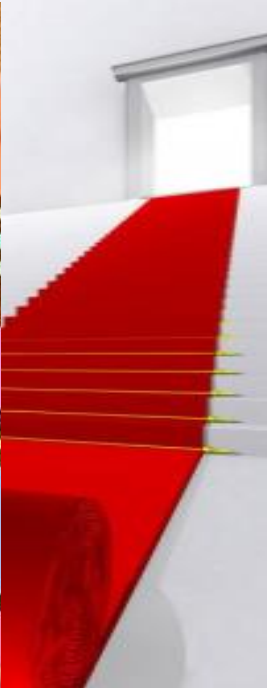
Business potential in transit locations

Growth driven by digitization

Factors helping QSR grow faster



Focused & integrated approach



Prudent roll-out



Consistent quality of product with customer preference



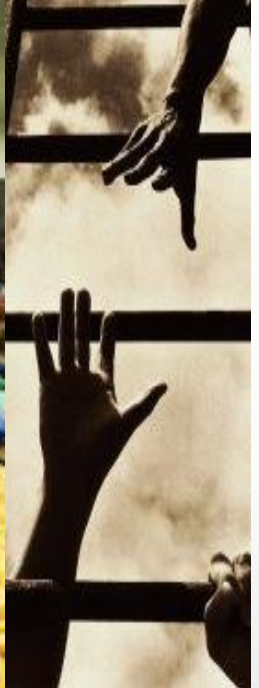
Value for money



Execution & delivery of strategy

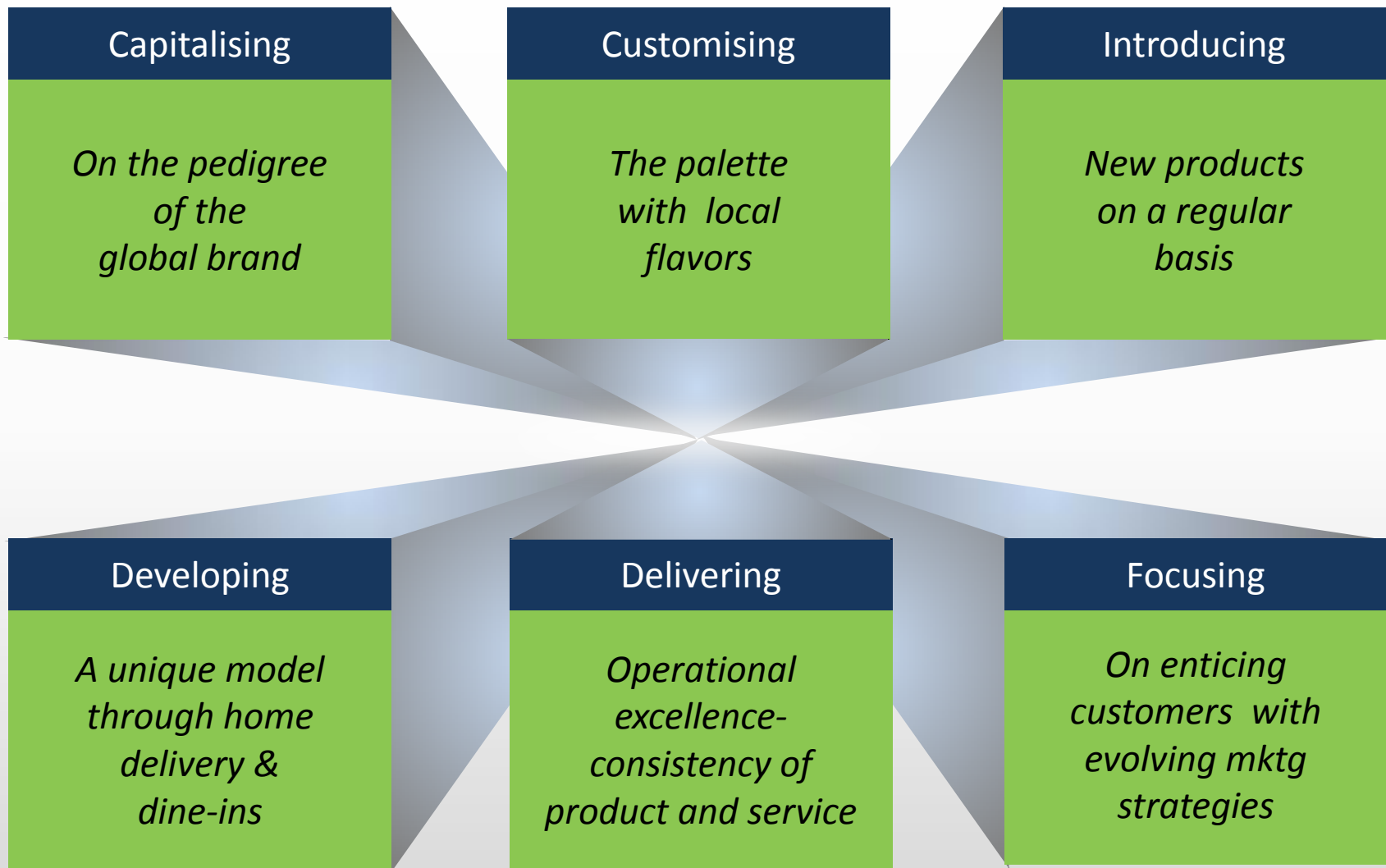


Focus on hygiene & sanitation



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 11,900 franchised and Company-owned Restaurants in more than 80 International markets

- 1st Restaurant operated in India in Mar'96

- 921 Restaurants across 209 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 11,400 Restaurants in more than 36 countries

- 1st Restaurant operated in India in Apr'12

- 61 Restaurants across 21 Indian cities*
- Present in Delhi, NCR, Chandigarh, Punjab, Uttarakhand, Haryana, Maharashtra, Karnataka, Gujarat and Goa, Telangana 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 13 August 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*



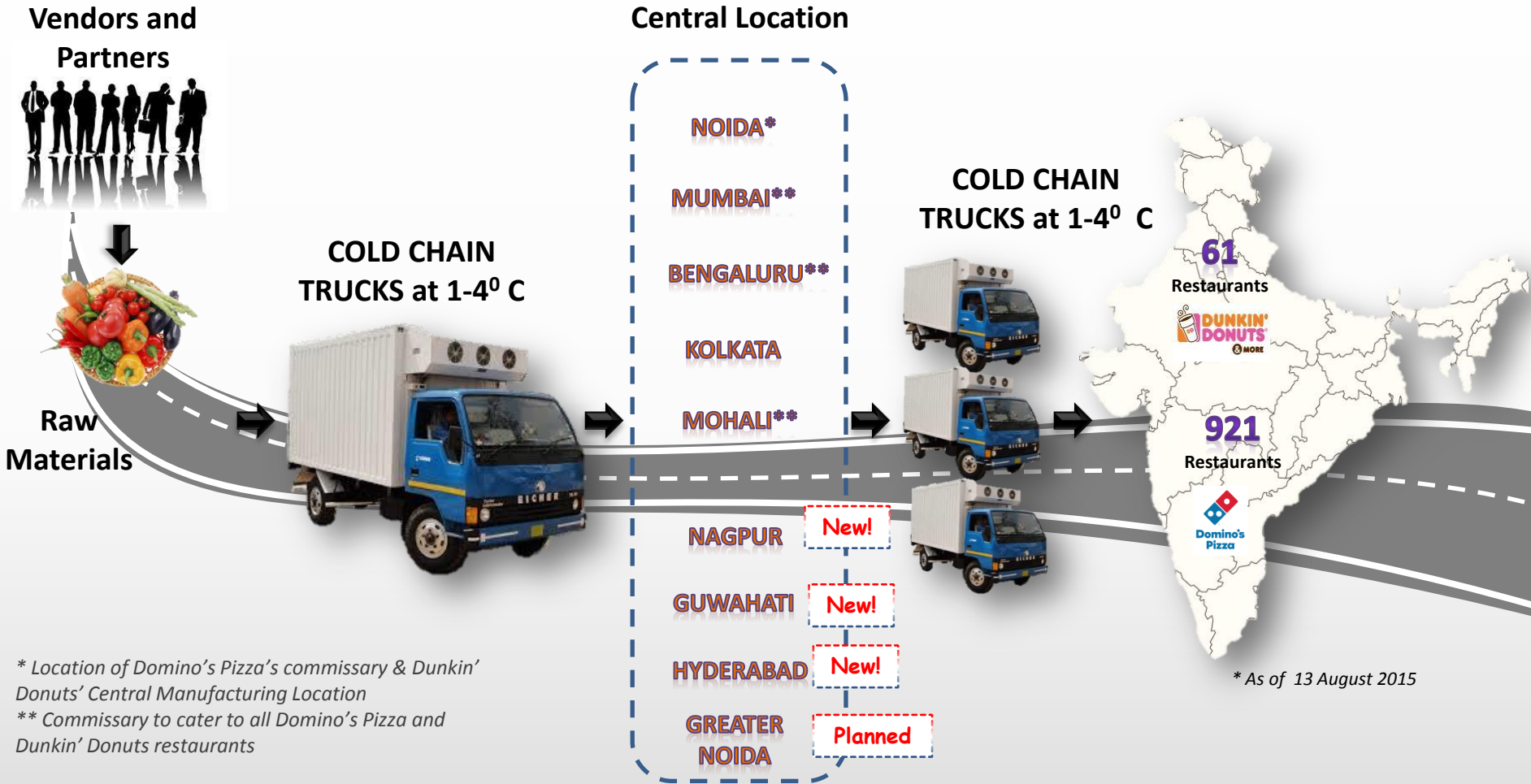
*Consumer Focus
and Innovative
Marketing*



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 28,000+ 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

Fun @ Work

Reward &
Recognition with
Variable Incentives
bring motivation

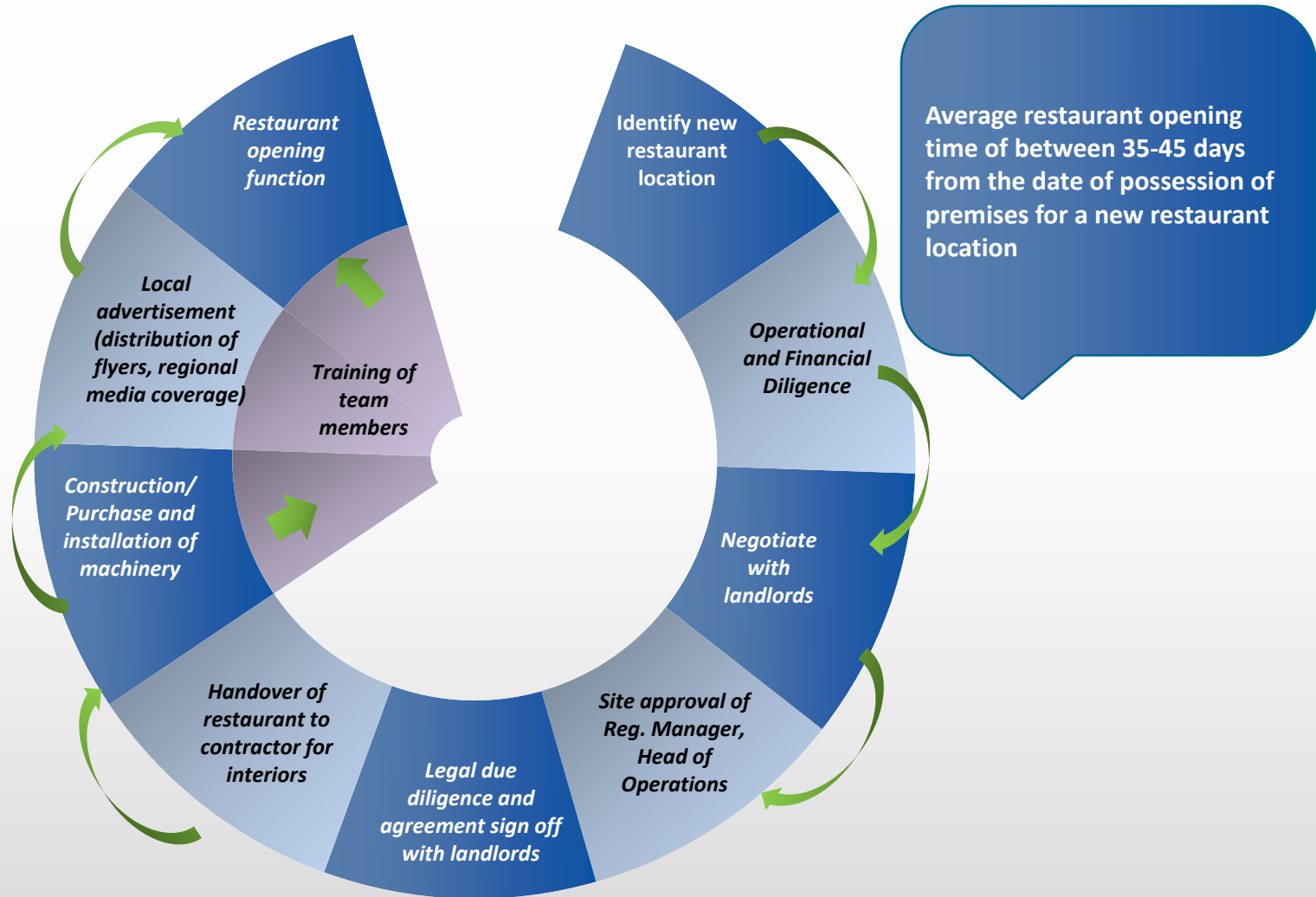
Whistle Blower
institutionised at
every
restaurant/office

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)
- Innovative new product development and launches
- Emotional positioning of 'Yeh hai Rishton ka Time'

Digital Marketing



- 6.6 million Facebook fans
- 84,200+ followers on Twitter
- 11.5 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

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



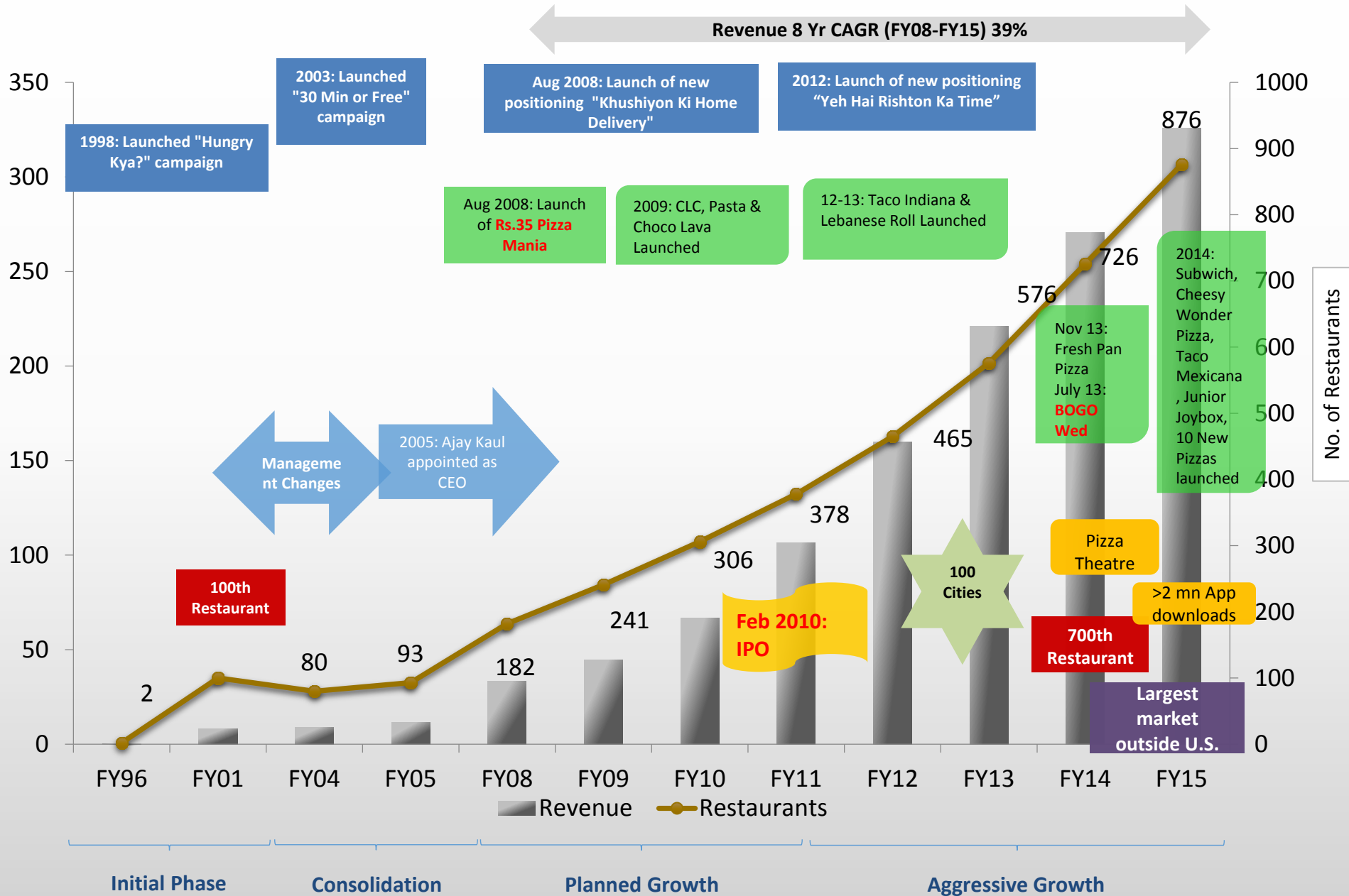
Reaching out to more people by launching unique mobile applications



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



New Product Launches

Zingy Parcel



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

Fresh Pan Pizza in Regular size



AHA Value Festival

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

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



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

New Product Launches



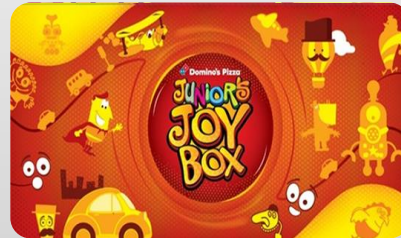
- **Subwich** - A delicious chili jalapeno, three bean Veg Patty or juicy American style herbed Chicken Patty smeared on both sides with the creamy & spicy smoked pepper relish and a layer of exotic bell peppers packed between two freshly baked buttery crusts



- **Taco Mexicana** - A crispy flaky wrap filled with Mexican Arancini Bean Patty/ Hot & Smoky Chicken Patty rolled over exotic creamy Harissa sauce



- **Cheesy Wonder Pizza** - Cheesy combination of creamy chilli cheese spread and liquid cheese filled inside a buttery crust



- **Junior JoyBox** is a complete kid's meal, consisting a cheesy pizza slice, two yummy breadsticks with oregano seasoning, a delicious rainbow sprinkled custard dessert, a fruit based beverage and a toy

New Product Launches

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

Milan Veg Fantasy



Florence Chicken Exotica



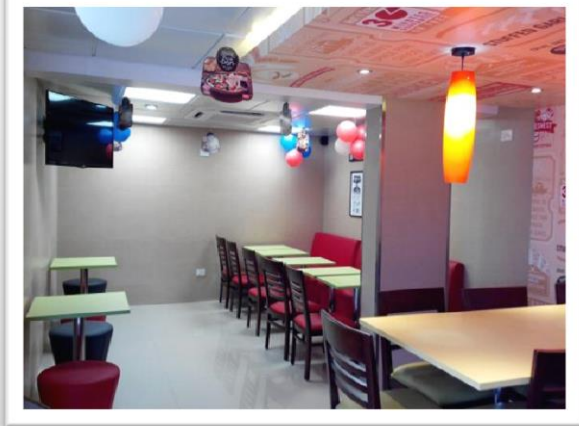
Roman Veg Supreme



Naples Chicken Special



“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

Domino's Pizza Customer touchpoints



Restaurant



Mobile App



Restaurant



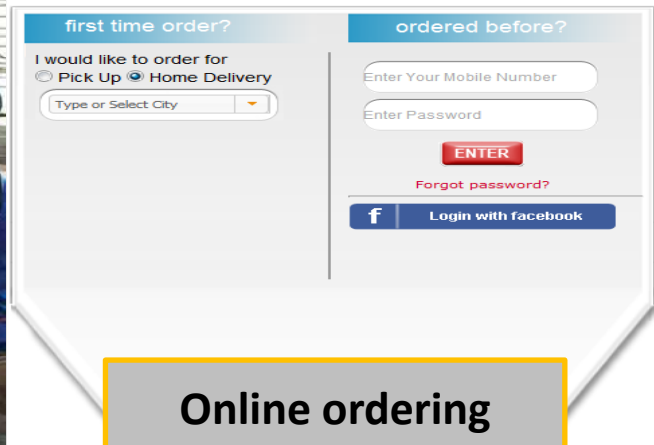
National Delivery Number

With more covers to enhance dine-in experience

@highways, @IRCTC, @MetroOnTheGo



Pizza Theatre

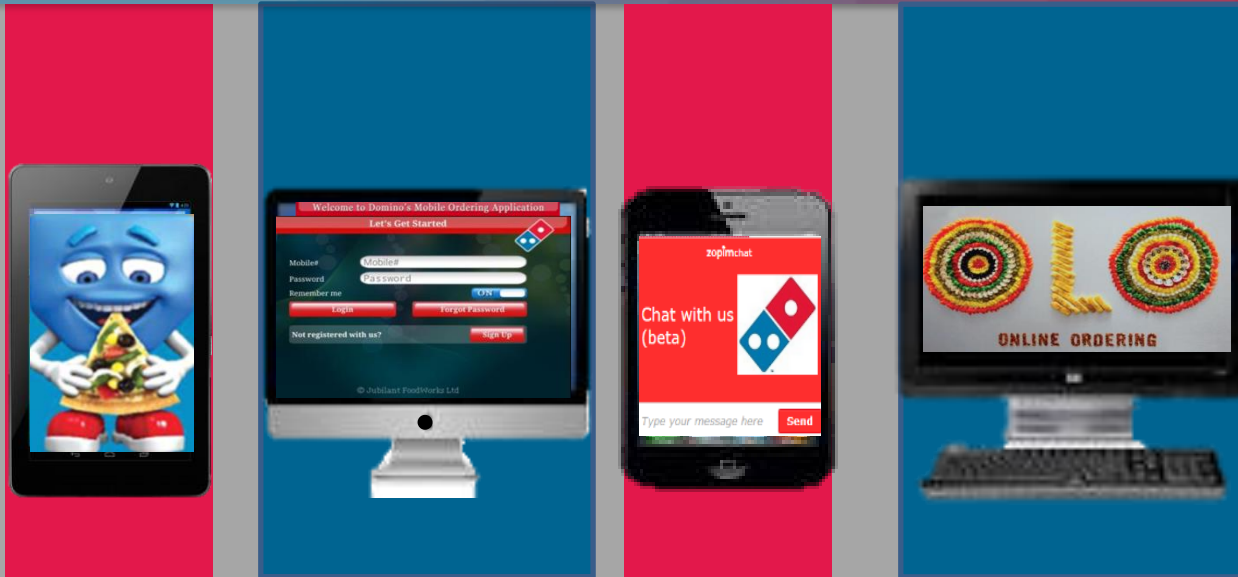


Online ordering



Delivery

360° mode of customer outreach



CLICK TO ORDER ONLINE

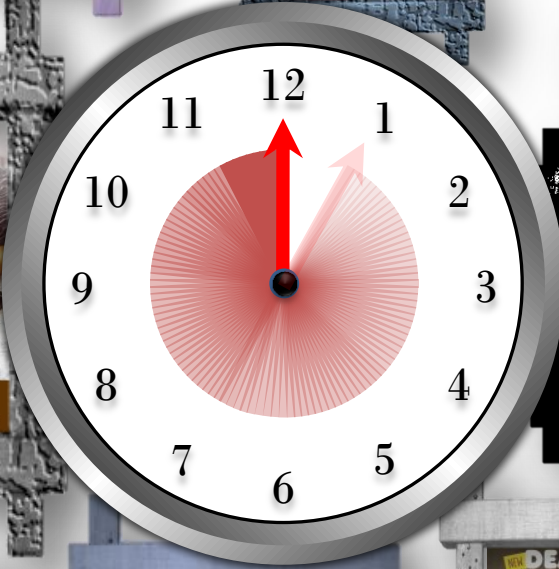
	Q1 FY15	Q2 FY15	Q3 FY15	Q4 FY15	Q1 FY16
Average OLO contribution to delivery sales	22%	27%	27%	29%	33%
Mobile Ordering sales contribution to overall OLO	22%	21%	21%	23%	28%
Downloads of mobile ordering app	1.8 mn	2.0 mn	2.3 mn	2.6 mn	3.1 mn

Accessible through all platforms

Dunkin' Donuts – Journey & Positioning



Dunkin' Donuts & more - All Day Part Menu



- “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



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

Naughty Lucy Burger



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

Voodoo Wraps (Veg & Non Veg)



Salty Jamoona

Virgin Mojito Coolatta

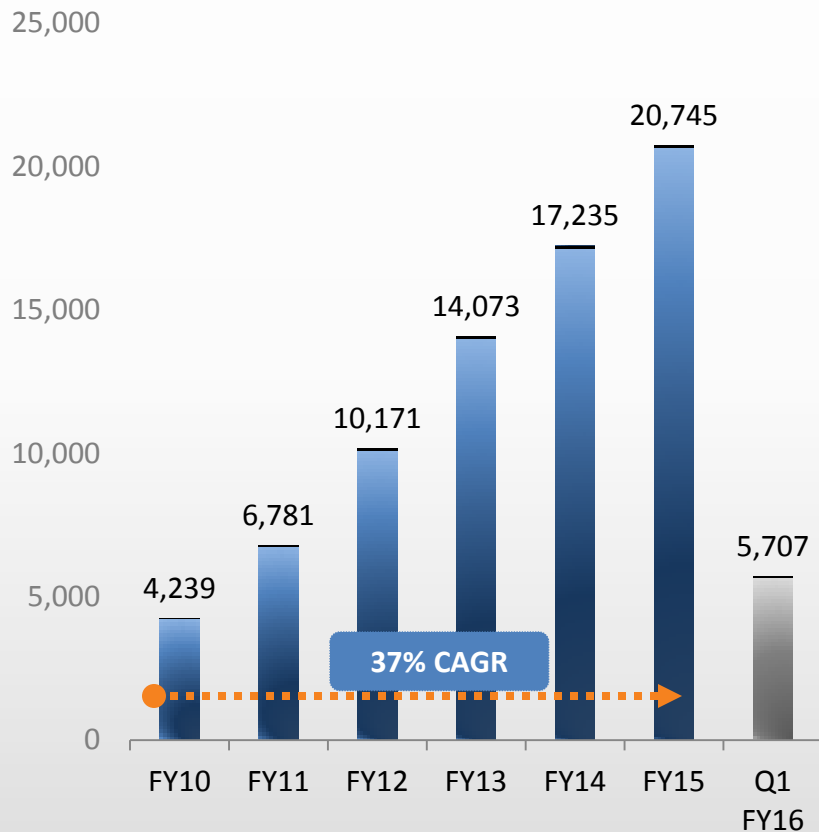


Salty Classic Lemonade Coolatta

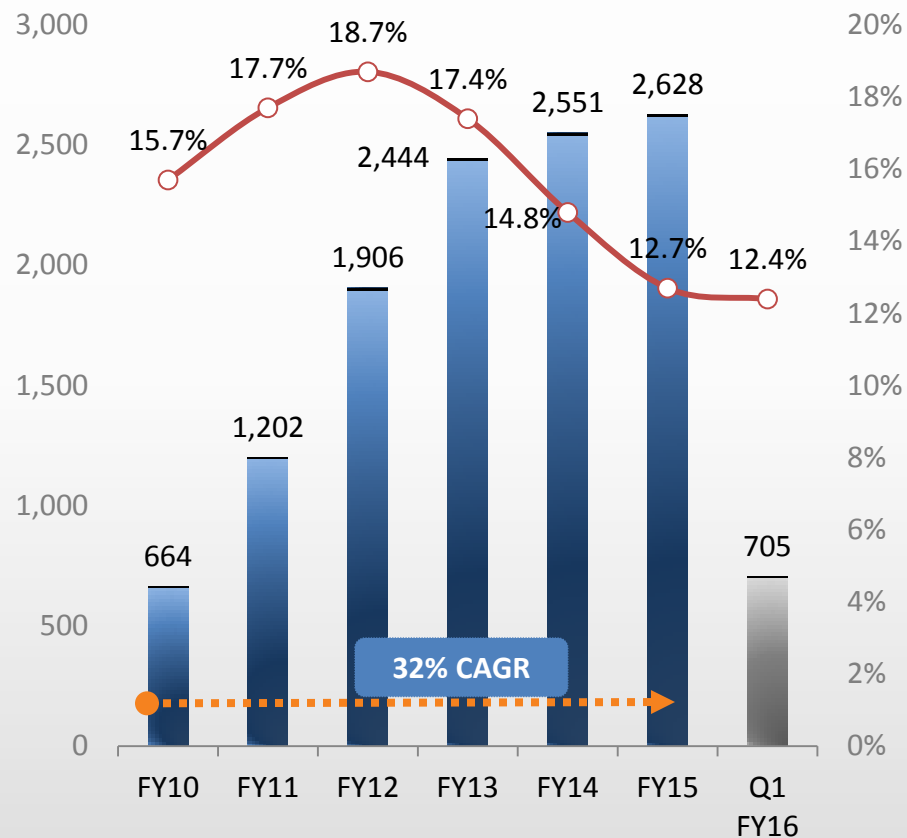


Financial Highlights- JFL

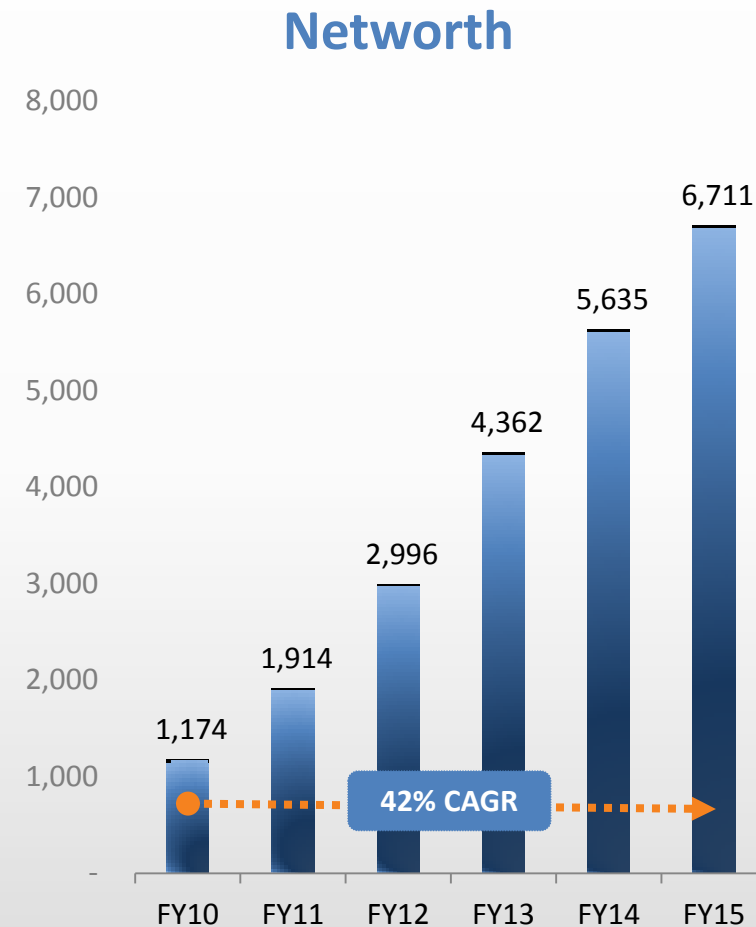
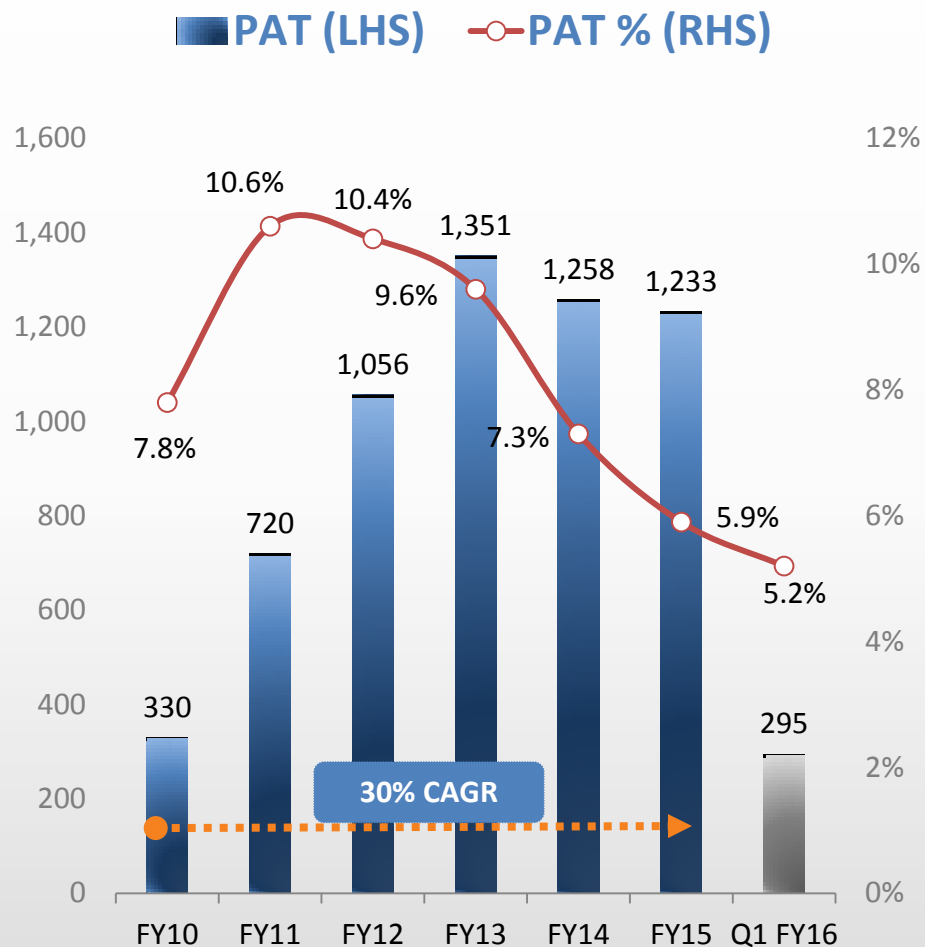
Total Income (Rs mn)



EBITDA (LHS) EBITDA% (RHS)

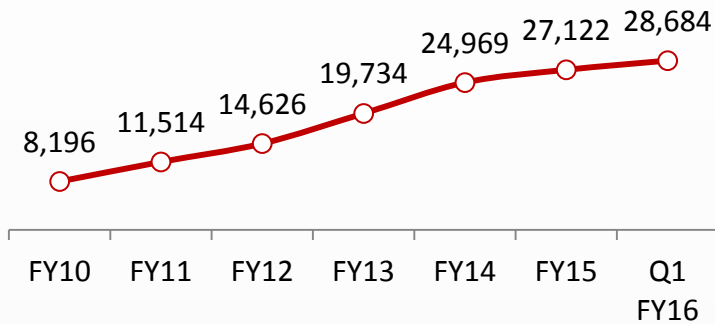


Note: 1. Financial discussion throughout this release is based on standalone reporting
 2. The financials of Dunkin' Donuts have been included in the results & related financial discussion

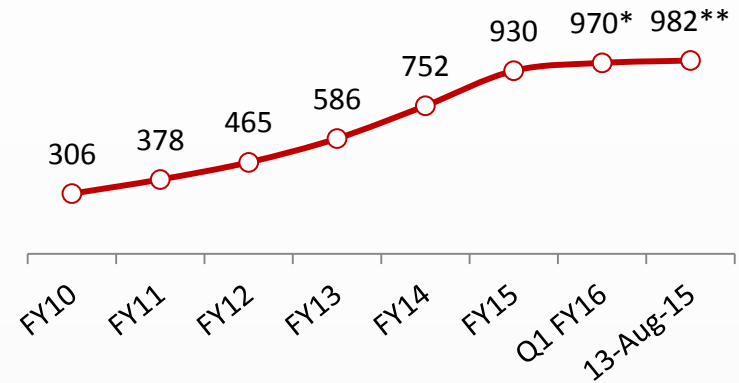


Note: 1. Financial discussion throughout this release is based on standalone reporting
 2. The financials of Dunkin' Donuts have been included in the results & related financial discussion

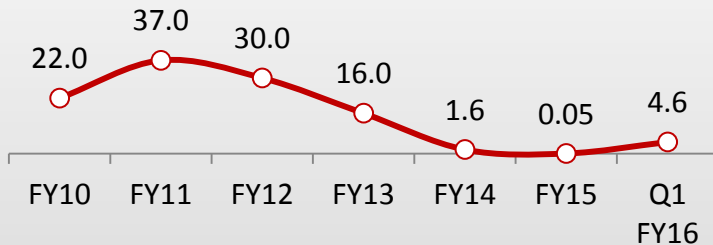
No. of Employees



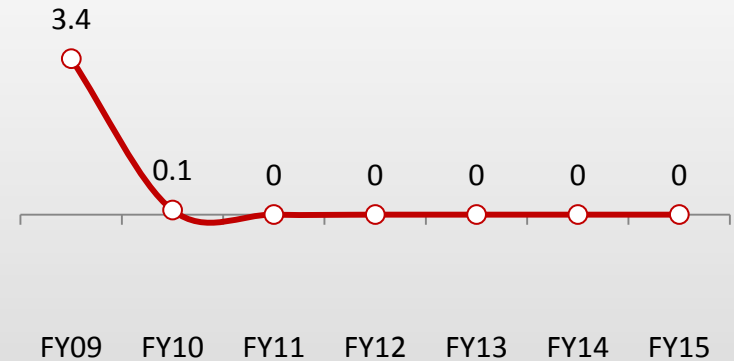
No. of Restaurants



Same Store Sales Growth (SSG)



Debt-Equity ratio



- *Total No of stores includes 911 Domino's Pizza stores + 59 Dunkin' Donuts Restaurants (as of 30 June 2015)
- **Total No of stores includes 921 Domino's Pizza stores + 61 Dunkin' Donuts Restaurants (as of 13 August 2015)



Drive restaurant expansion program by focusing on introducing both brands in new and existing markets. For FY16, target of 150 new Domino's Pizza and 30 new Dunkin' Donuts.

Create platform for future growth. Drive measured investments in infrastructure so that back-end system is well aligned to capitalize opportunities

Innovate to create more excitement. Innovation to remain the central theme for both brands and efforts to create a steady pipeline of innovative products is thoroughly ingrained in the DNA

Immediate to medium term plans continue to resonate with long term goals to drive profitability with operational excellence

To continue to evaluate opportunities to expand brand brand portfolio



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 and logistics and food retail*
- ❖ *Holds a 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.*
- ❖ *Holds a 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*
- ❖ *Holds a bachelor's degree in economics and a master's degree in business administration 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.
- ❖ 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 -Dominos Operations)

- ❖ 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 recently joined JFL.
- ❖ 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)*



Harneet Singh (Senior Vice President, Marketing)

- ❖ *Currently responsible for brand management, new product development and national marketing*
- ❖ *Has over 18 years overall experience out of which 17 years have been with the Company*
- ❖ *Master in Management Studies along with a BE (Mechanical) degree from Bhopal University*



Arvind Vats (Senior Vice President, Mgt. Assurance 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