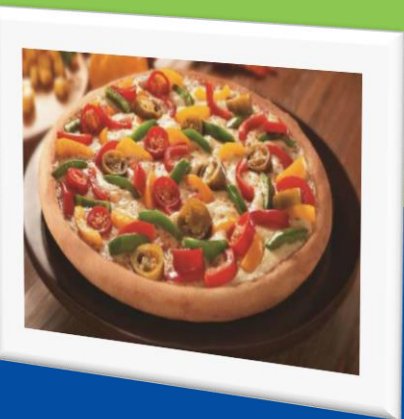




JUBILANT FOODWORKS



Corporate Presentation

May 2015



Overview of the Food Service Industry (FSI)



JFL overview and strenghts



Domino's Pizza –Journey & Positioning



Dunkin' Donuts –Journey & Positioning



JFL Financial Highlights



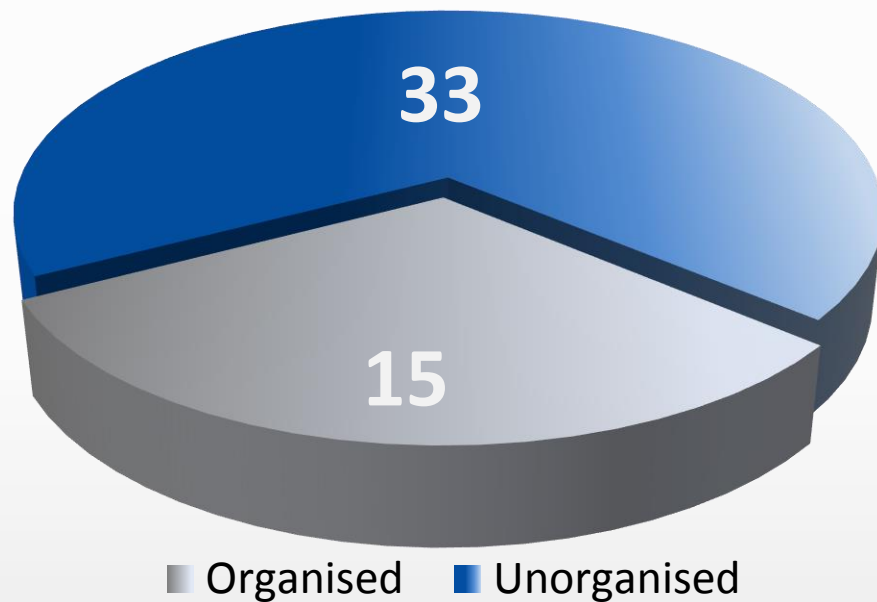
Experienced Team

The Opportunity in FSI (Food Service Industry)

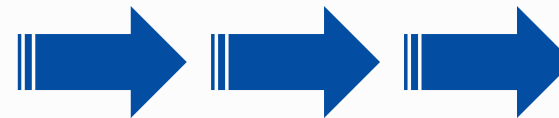


In USD Bn

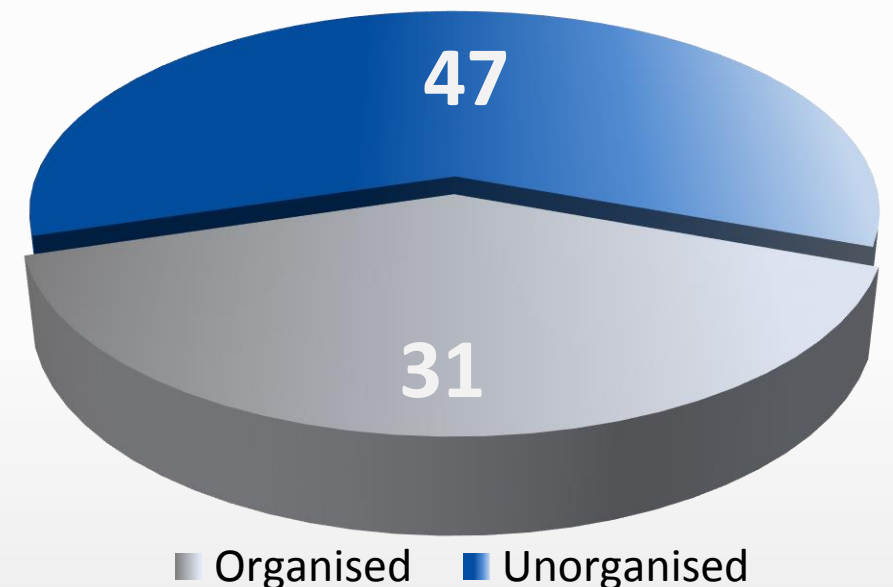
2013
USD 48 Bn



7% CAGR



2018
USD 78 Bn



16% CAGR



(Source: NRAI –India Food Services Report 2013)

Organised FSI poised to grow faster

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

The Opportunity



Un-Organized

Organized FSI

Dhabas



Fine Dining



Roadside Eateries



Cafes



Standalone



QSR



Street Stalls



Ice cream Parlours



Hawkers



Pubs & Lounges

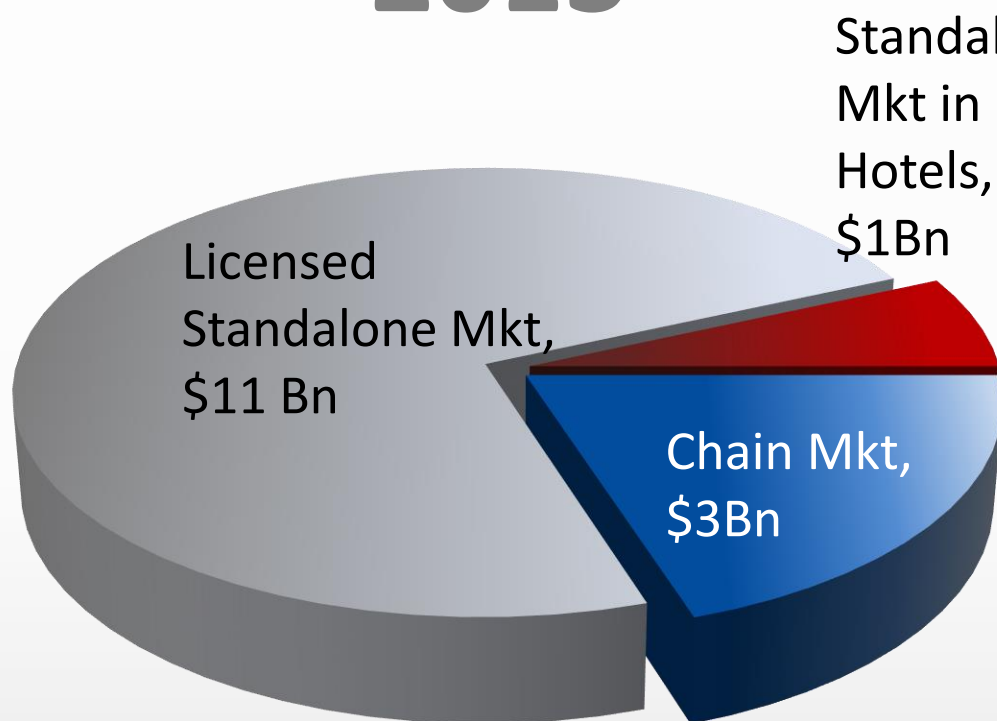


USD 33 Bn in 2013

USD 15 Bn in 2013

In USD Bn

2013

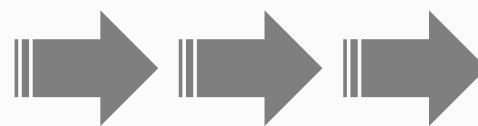


Standalone Mkt in Hotels, \$1Bn

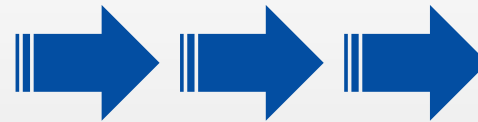
15% CAGR



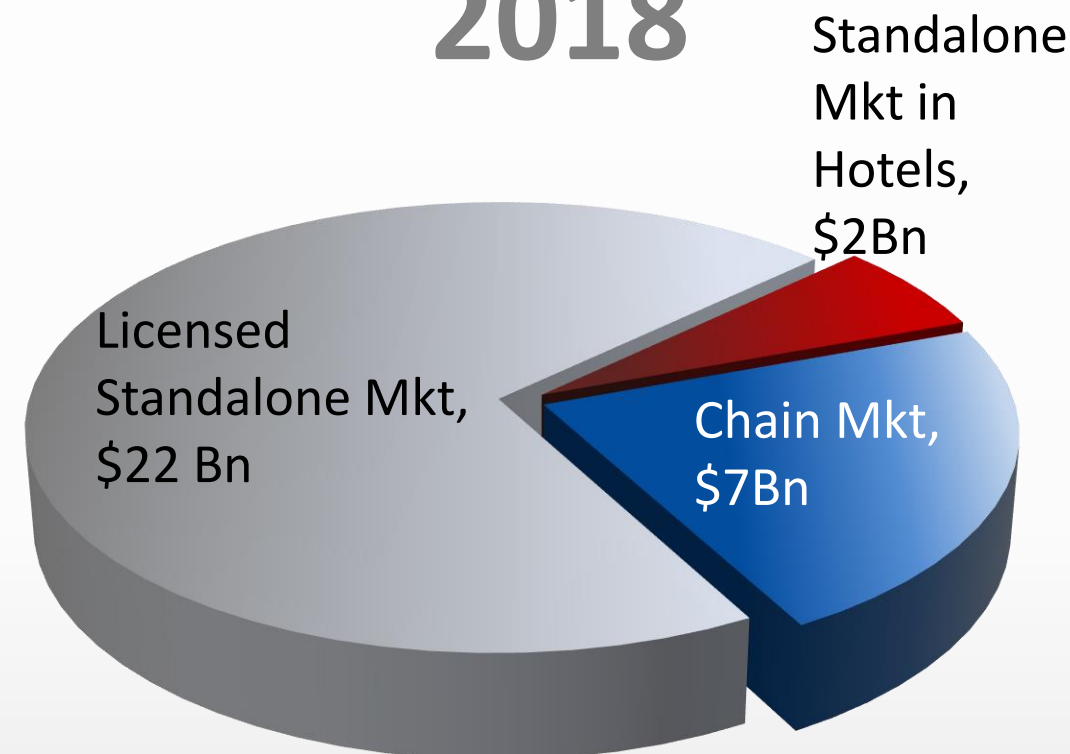
15% CAGR



19% CAGR



2018



Standalone Mkt in Hotels, \$2Bn

Licensed Standalone Mkt, \$22 Bn

Chain Mkt, \$7Bn

(Source: NRAI –India Food Services Report 2013)

Chain Mkt poised to grow faster in Organised FSI

- *Licensed Standalone Mkt: Single Licensed outlets paying taxes and have all required licenses by the government authorities*
- *Chain Mkt: More than 3 outlets considered as Chain*

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

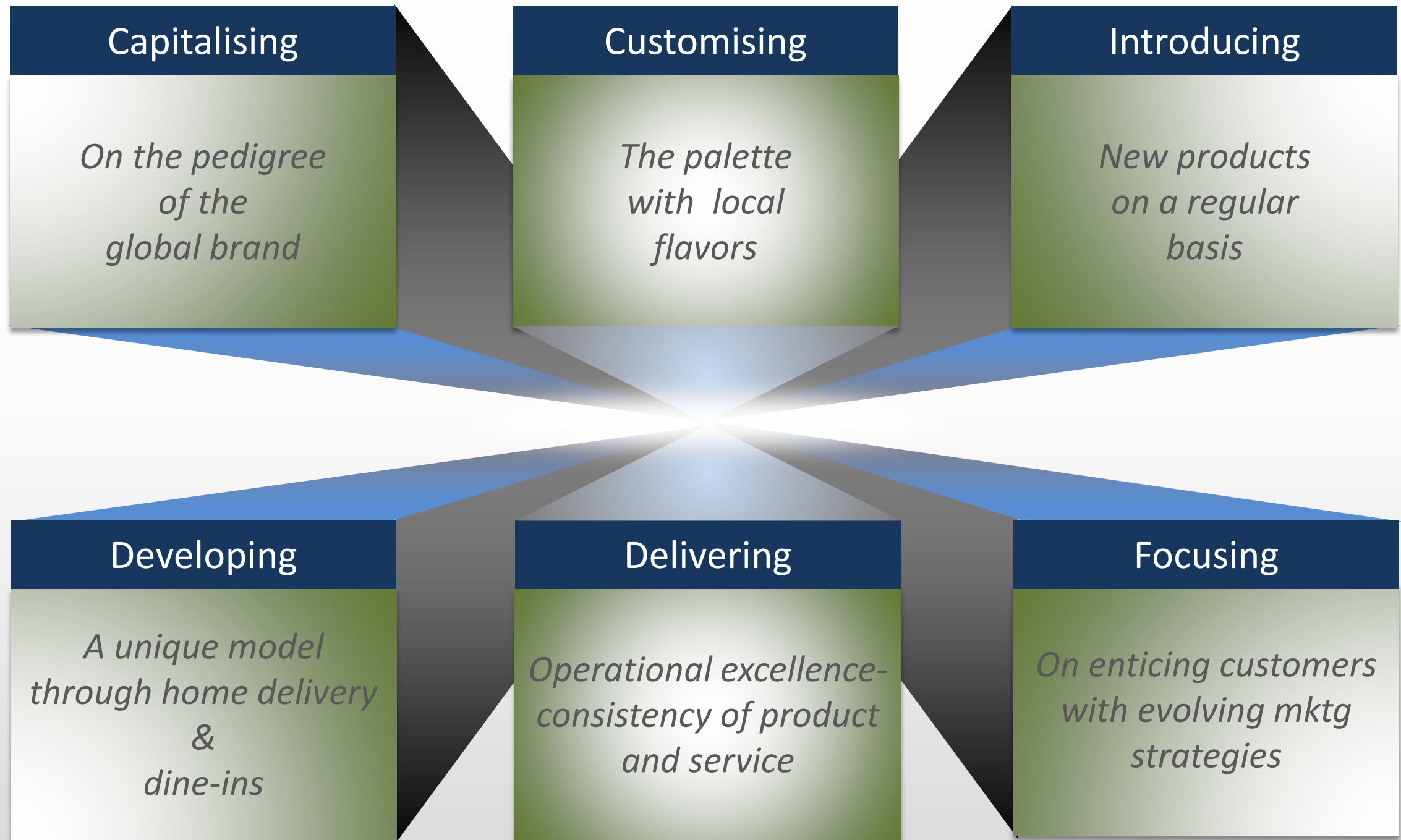
Growth driven by digitization



JFL positioned for superior growth on the basis of strong brands & robust infrastructure

Large consumption growth relative to emerging markets and developed markets

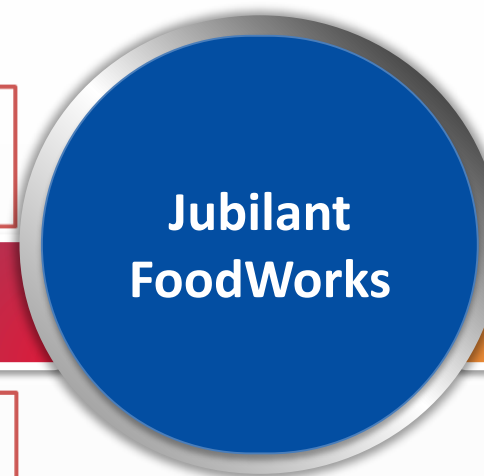
Translating opportunity into growth



Systematic approach to delivering sustainable growth



Overview of JFL



Founded in 1960

Domino's Pizza

- More than 11,700 franchised and Company-owned Restaurants in more than 75 international markets

- 1st Restaurant operated in India in Mar'96

- 887 Restaurants across 199 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

Founded in 1950

Dunkin' Donuts

- More than 11,300 Restaurants in more than 36 countries

- 1st Restaurant operated in India in Apr'12

- 56 Restaurants across 20 Indian cities*
- Present in Delhi, NCR, Chandigarh, Punjab, Uttarakhand, Haryana, Maharashtra, Karnataka, Gujarat and Goa

- 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

Presence Across Countries

Beginning of Restaurants in India

Presence in India

Contract Details

* As of 14 May 2015

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



Driven by Operational Excellence

Centralized Procurement & Control

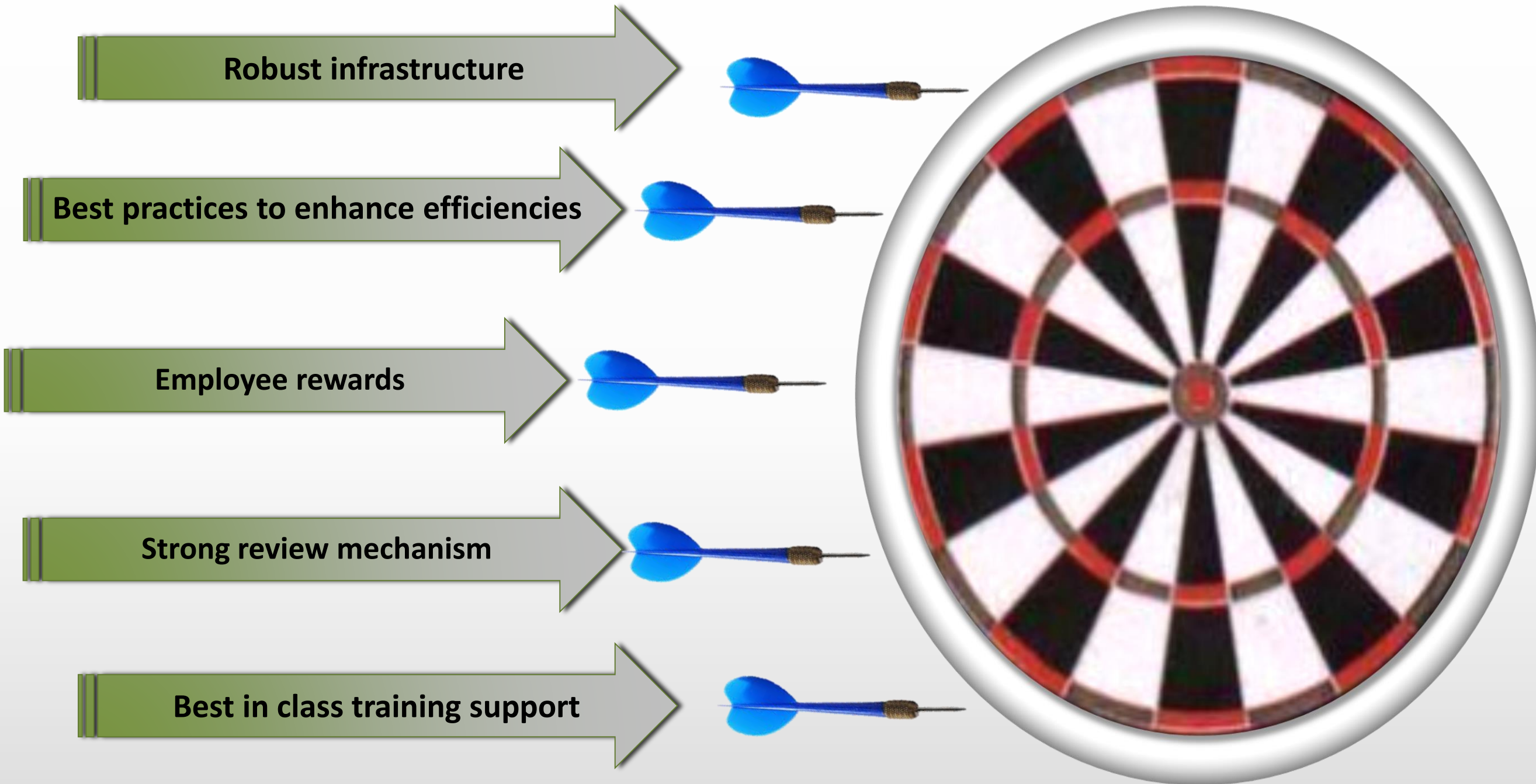
Human Resource management driving growth

Project Management Competency

Cost prudence

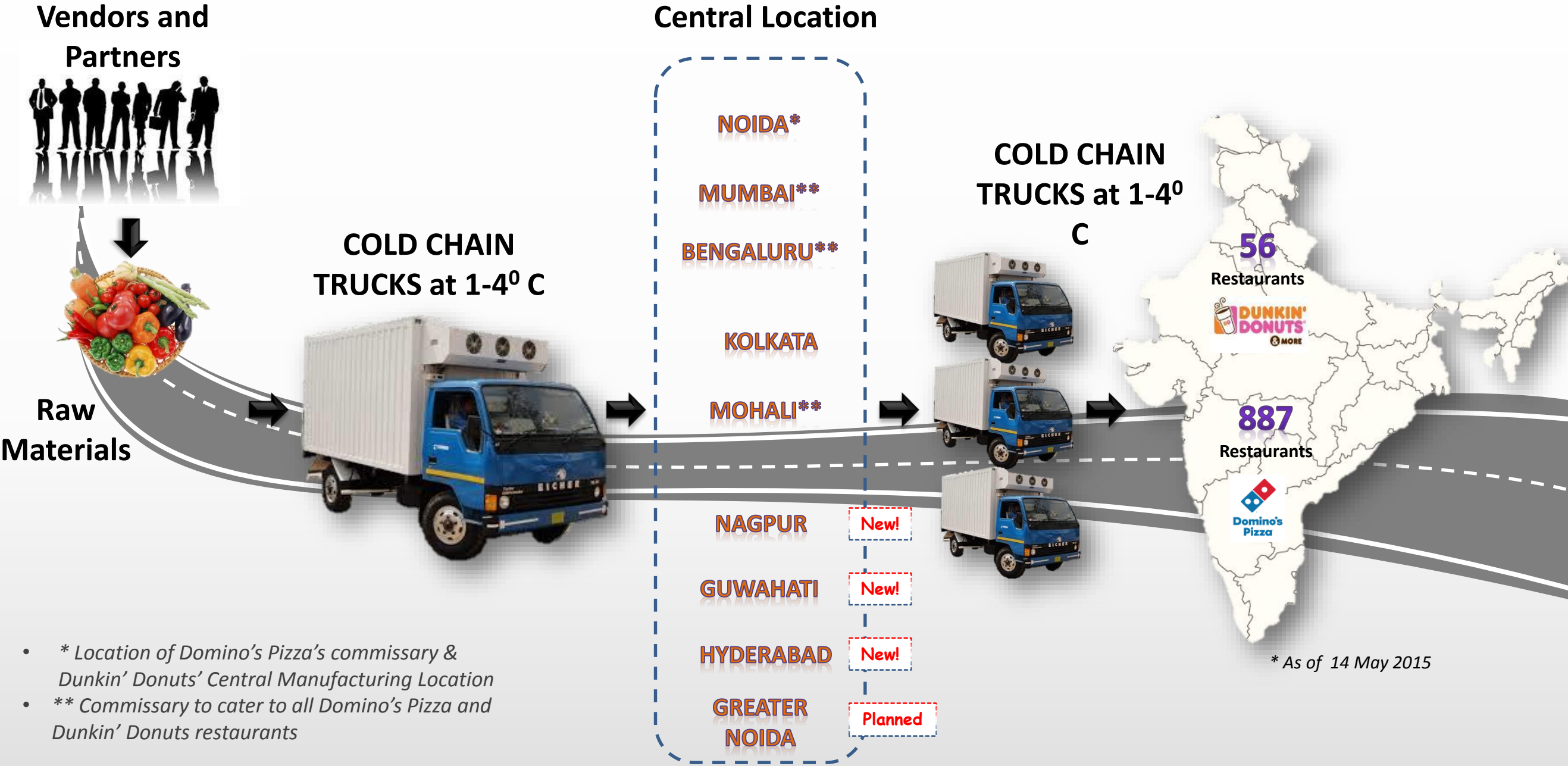
Consumer Focus and Innovative Marketing

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



Delivering consistency in product and services to delight our customers

Our robust supply chain management



- * Location of Domino's Pizza's commissary & Dunkin' Donuts' Central Manufacturing Location
- ** Commissary to cater to all Domino's Pizza and Dunkin' Donuts restaurants

A supply chain adapted to Indian conditions; well-equipped to deal with geographic and demand expansion

We are 27,000+ Ambassadors



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

Identified
growth Path
for every
Team
Member

Reward &
Recognition with
Variable Incentives
bring motivation

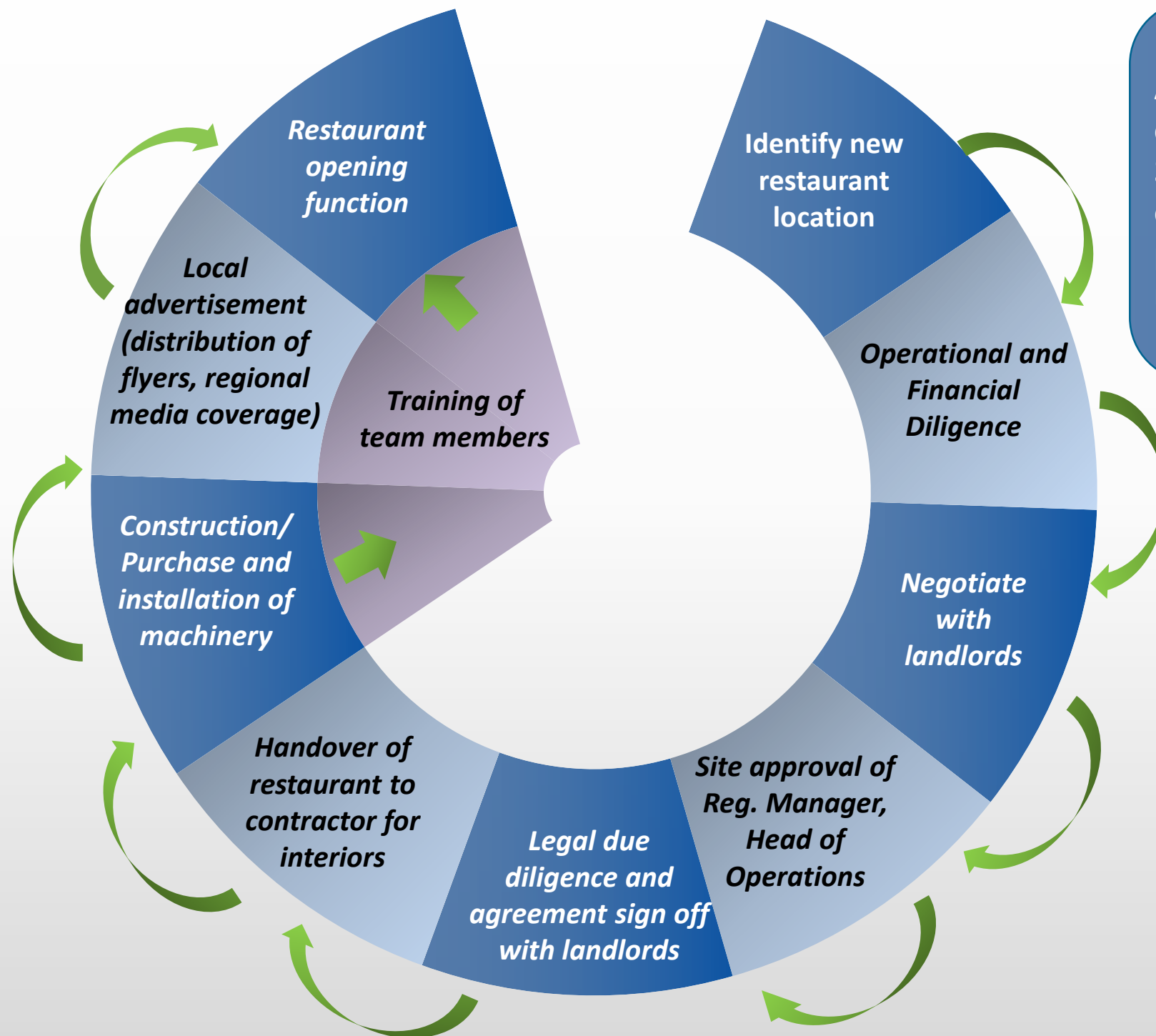
Assist
Employees in
encouraging
excellence
educational
growth

Fun @ Work

Whistle Blower
institutionised at
every
restaurant/office

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

Site selection & Restaurant construction process



Average restaurant opening time of between 35-45 days from the date of possession of premises for a new restaurant location

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
- 73,200+ followers on Twitter
- 11.1 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



Domino's Pizza's Evolution in India



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



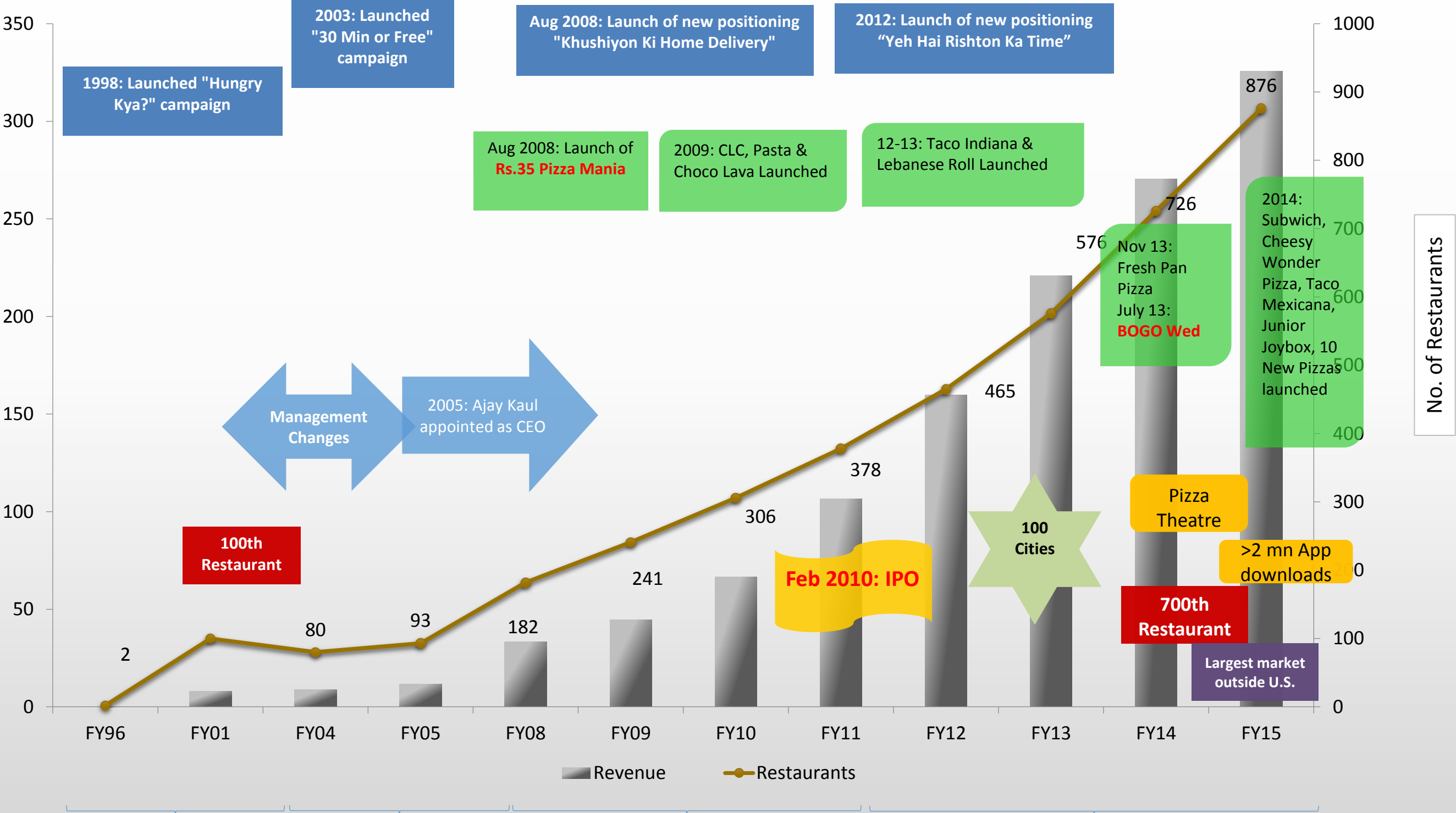
Striking an emotional chord with consumers through its campaigns included 'Hungry Kya?', 'Khushiyon ki Home Delivery' and the latest one 'Yeh Hai Rishton Ka Time'



Mapping the Domino's leadership story in India



Revenue 8 Yr CAGR (FY08-FY15) -39%



Initial Phase Consolidation Planned Growth Aggressive Growth

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



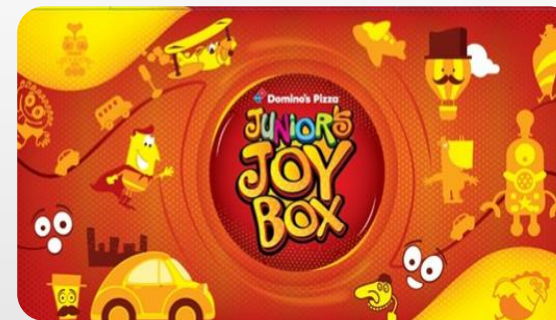
- **Crispy Chicken Strips** - Soft, juicy & crispy boneless chicken strips with oriental flavour



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



- **Cheese Burst Pizza** - Crust filled with liquid cheese inside. This was launched in the regular size bases on popular demand and feedback from customers



- **Junior JoyBox** is a complete kid's meal and consists of a cheesy pizza slice, two yummy breadsticks with oregano seasoning, a delicious rainbow sprinkled custard dessert, a fruit based beverage and a toy. This has enabled the Company to successfully introduce a new gamut of audience to its universe



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

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 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 – starting @ Rs.349

AHA Value Festival





“Pizza Theater”

Open Kitchen-Benefits

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



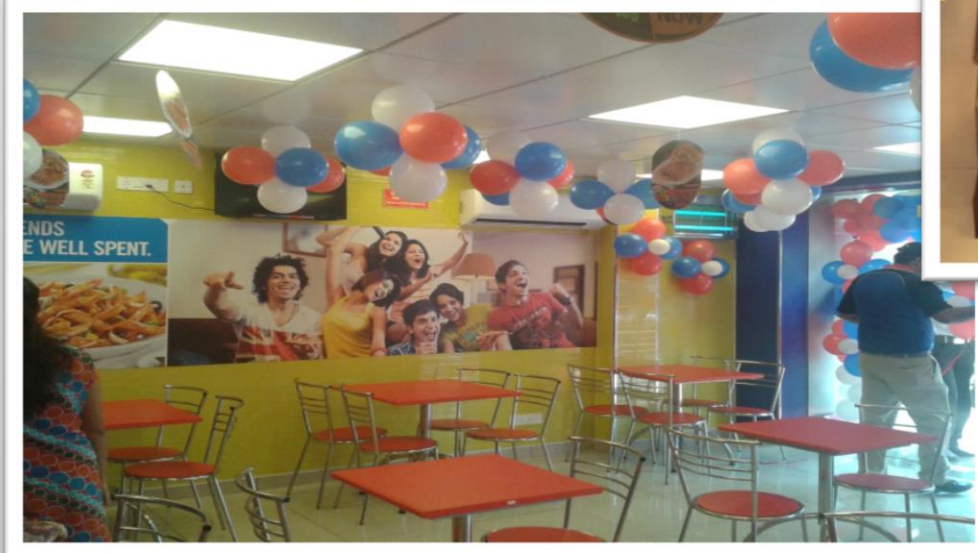
Flexible Seating

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



Heritage Wall

- Indicating more than 60 years Old Brand

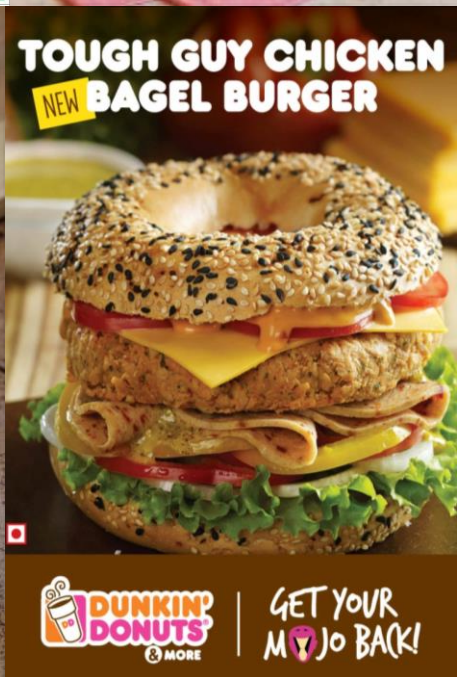
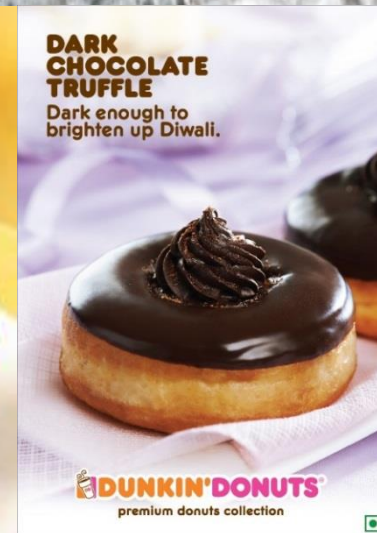




CLICK TO ORDER ONLINE

	Q4 FY14	Q1 FY15	Q2 FY15	Q3 FY15	Q4 FY15
Average OLO contribution to delivery sales	18%	22%	27%	27%	29%
Mobile Ordering sales contribution to overall OLO	16%	22%	21%	21%	23%
Downloads of mobile ordering app	1.6 mn	1.8 mn	2.0 mn	2.3 mn	2.6 mn

Dunkin' Donuts – Journey & Positioning



All Day Part Menu



Dunkin' Donuts-New Positioning



- Launched the “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

NEW TOUGH GUY BURGER. DON'T GO EASY ON IT!

Life won't go easy on you, so why should you? Go all out with the **New Tough Guy Burger**. IT'S HUGE! IT'S RUGGED! IT'S SPICY! And it's got a strong mustardy kick that not everyone can handle. So roll up your sleeves and take Life head on!

Rugged bagel bun
Fiery mustard sauce with a traditional secret recipe
Chunky and spicy Mexican chorizo chicken patty
Layers of juicy paprika chicken

Product shown is Tough Guy Chicken Burger. Also available: Tough Guy Veg Burger.

DUNKIN' DONUTS & MORE GET YOUR MOJO BACK!

N-6, Connaught Place | 011-41228568 | T-4, GK-1, 4-Block Market | 011-29323232 | Ground Floor, H-28, Kalkaji, New Delhi | 011-46020447 | FC-16, Lower Ground Floor, Epataria, Metro Phase Metro Station | 011-26912070 | DLF Phase III, Sector 18-D6, Green Park Main Market | 011-43048248 | C-6, Malviya Nagar | 011-25666779 | Ground Floor, J-30-A, Lajpat Nagar - II, New Delhi | 011-40278029 | 4-A, Block A-2, Rajouri Garden | 011-48472166 | Food court, 2nd Floor, Moments Mall, 67 Park Road, Kirti Nagar | 011-26111826 | Ground Floor, East Patel Nagar | 011-41845410 | H-2, North West Avenue Road (Old Road), Preeti Vihar | 011-45077020 | 3rd Floor, Ambience Mall, HSI-6, Gurgaon | 0124-44444919 | 223, 2nd Floor, The Great India Place Mall, NOIDA | 0120-4228883

*Terms & Conditions: Packing Charge of ₹. 15 will be charged on every order for Home Delivery. Minimum order for Home Delivery is ₹. 150. Limited delivery area. Delivery area may change without prior notice. Delivery time from 11 am to 11 pm. No guarantee of on-time delivery and delivery may vary from one order to another. Delivery price are exclusive of taxes. Contact your Dunkin' Donuts store for best results. Actual product may vary from images shown in print. Weight of product may vary from time to time. All products are for immediate consumption. Feedback: customer.care@dunkinindia.com



SHE SAID YES. MOM DIDN'T.

ALIVE BY CHOCOLATE
 Sometimes life punishes you no end. You feel like celebrating every moment of it. Alive, cheerful, grinning ear to ear. This one is tailor-made for these special moments. The sugar rush injected by life is evened out with a rich coating of bitter chocolate, and the crunchy chocolate cookie crumbs make your mood meter hit an all-time high. Go ahead, feel alive and tickle!

DEATH BY CHOCOLATE
 When life goes to the extreme and puts a cruel end to your plans, return the favour. Check into the chocolate rehab – the extreme variety. Take a rain check from life's constant schemin' and plottin', and give in to the heavenly delights of this sweet, dark and white chocolate overdose. Go ahead, sometimes you have to disconnect to connect with your mojo.

DUNKIN' DONUTS & MORE GET YOUR MOJO BACK!

N-6, Connaught Place | 011-41228568 | T-4, GK-1, 4-Block Market | 011-29323232 | Ground Floor, H-28, Kalkaji, New Delhi | 011-46020447 | FC-16, Lower Ground Floor, Epataria, Metro Phase Metro Station | 011-26912070 | DLF Phase III, Sector 18-D6, Green Park Main Market | 011-43048248 | C-6, Malviya Nagar | 011-25666779 | Ground Floor, J-30-A, Lajpat Nagar - II, New Delhi | 011-40278029 | 4-A, Block A-2, Rajouri Garden | 011-48472166 | Food court, 2nd Floor, Moments Mall, 67 Park Road, Kirti Nagar | 011-26111826 | Ground Floor, East Patel Nagar | 011-41845410 | H-2, North West Avenue Road (Old Road), Preeti Vihar | 011-45077020 | 3rd Floor, Ambience Mall, HSI-6, Gurgaon | 0124-44444919 | 223, 2nd Floor, The Great India Place Mall, NOIDA | 0120-4228883

*Terms & Conditions: Packing Charge of ₹. 15 will be charged on every order for Home Delivery. Minimum order for Home Delivery is ₹. 150. Limited delivery area. Delivery area may change without prior notice. Delivery time from 11 am to 11 pm. No guarantee of on-time delivery and delivery may vary from one order to another. Delivery price are exclusive of taxes. Contact your Dunkin' Donuts store for best results. Actual product may vary from images shown in print. Weight of product may vary from time to time. All products are for immediate consumption. Feedback: customer.care@dunkinindia.com

Dunkin' Donuts- New launches

INTRODUCIN' A NEW RANGE OF MOJO GIVERS.

GET YOUR MOJO BACK!

Dunkin' Donuts logo and 'MORE' tagline.

NEW TOUGH GUY BURGERS. DON'T GO EASY ON THEM!

GET YOUR MOJO BACK!

Dunkin' Donuts logo and 'MORE' tagline.

NEW RANGE OF DUNKIN' ICED TEAS

GET YOUR MOJO BACK!

Dunkin' Donuts logo and 'MORE' tagline.

Introducin' NEW STIRR'ACCINO

MORE THAN JUST A CAPPUCCINO

Espresso shot of dark roast Arabica beans for a strong, full-bodied coffee experience.

Original secret blend of light roast Arabica beans for a mellow, fruity, flavourful coffee experience.

GET YOUR MOJO BACK!

Dunkin' Donuts logo and 'MORE' tagline.

NEW

Dunkaccino

Jamaican Rum & Almonds

Mocha Chip

Dunkin' Donuts logo and 'MORE' tagline.

LOVE DESTROYING IT.

THE TOUGH GUY BRUTE BURGER IS HERE.

Dunkin' Donuts logo and 'MORE' tagline.

INTRODUCING WICKED WRAPS

As warped as it can get!

GET YOUR MOJO BACK!

Dunkin' Donuts logo and 'MORE' tagline.

Dunkin' Donuts- New launches



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.

It's A Mistake!



Breakup Party Éclair!



Hug Me!



GoBa. GoNu.



Ugly Strawberry



No More Blues

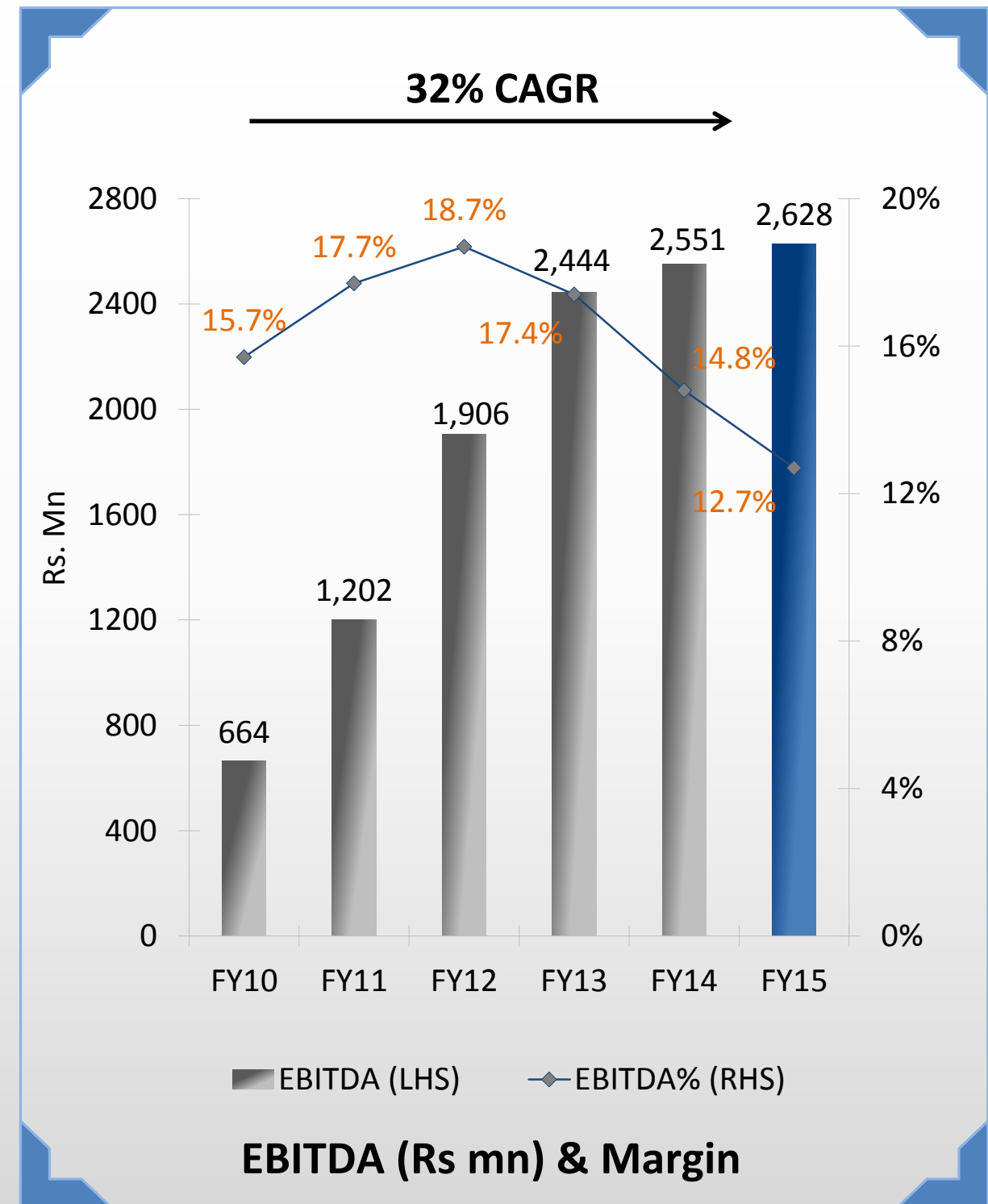
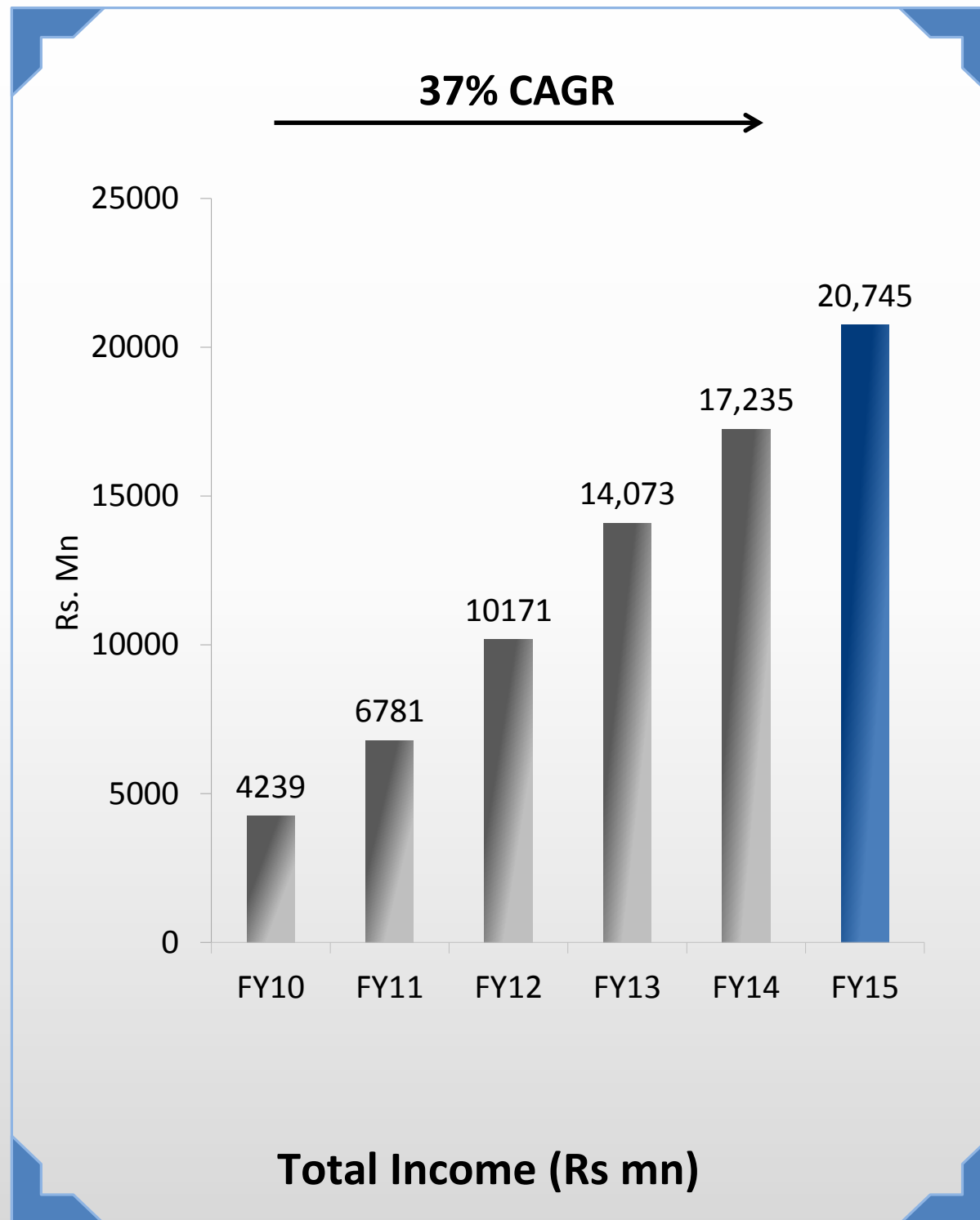


Stuck On You

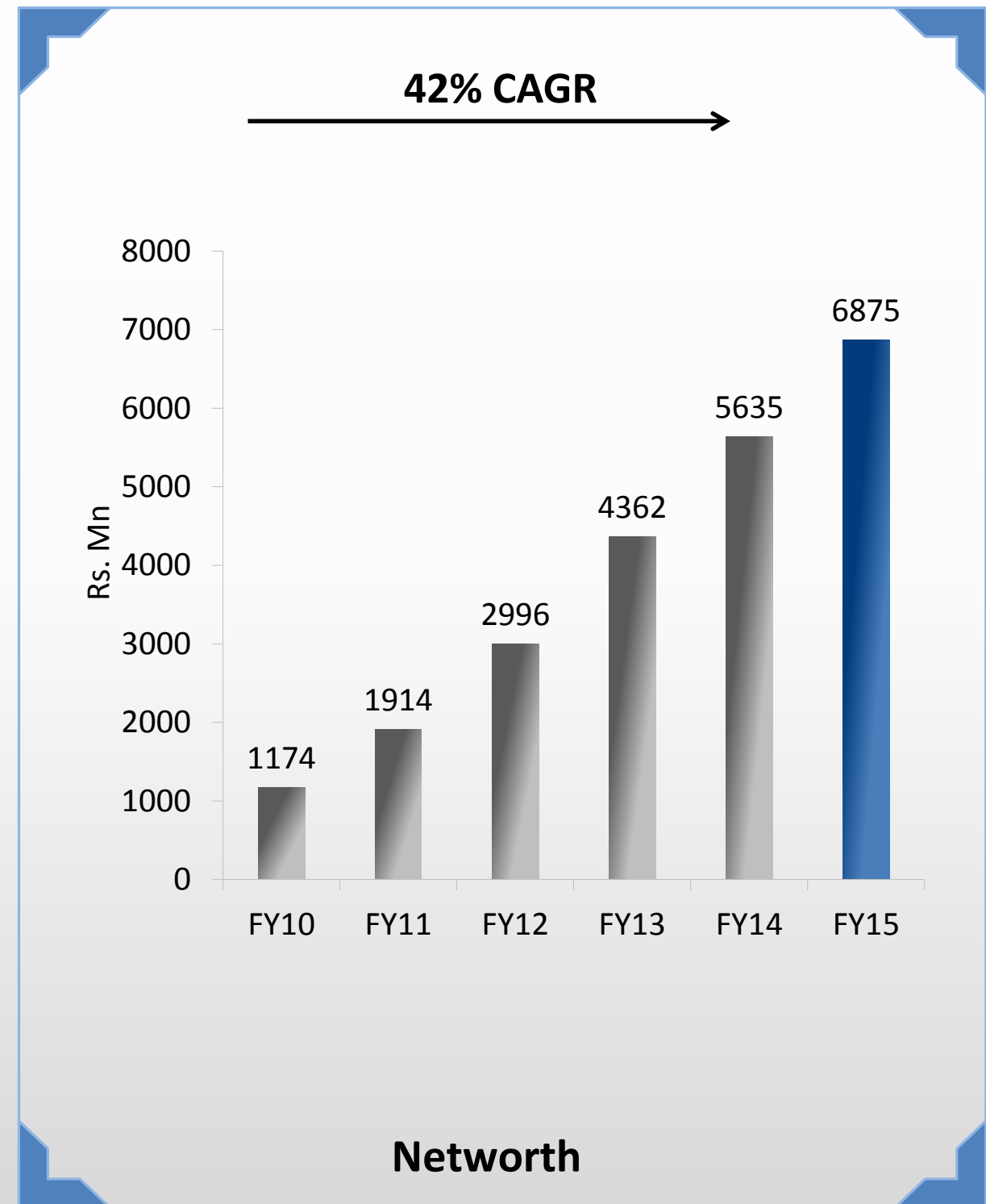
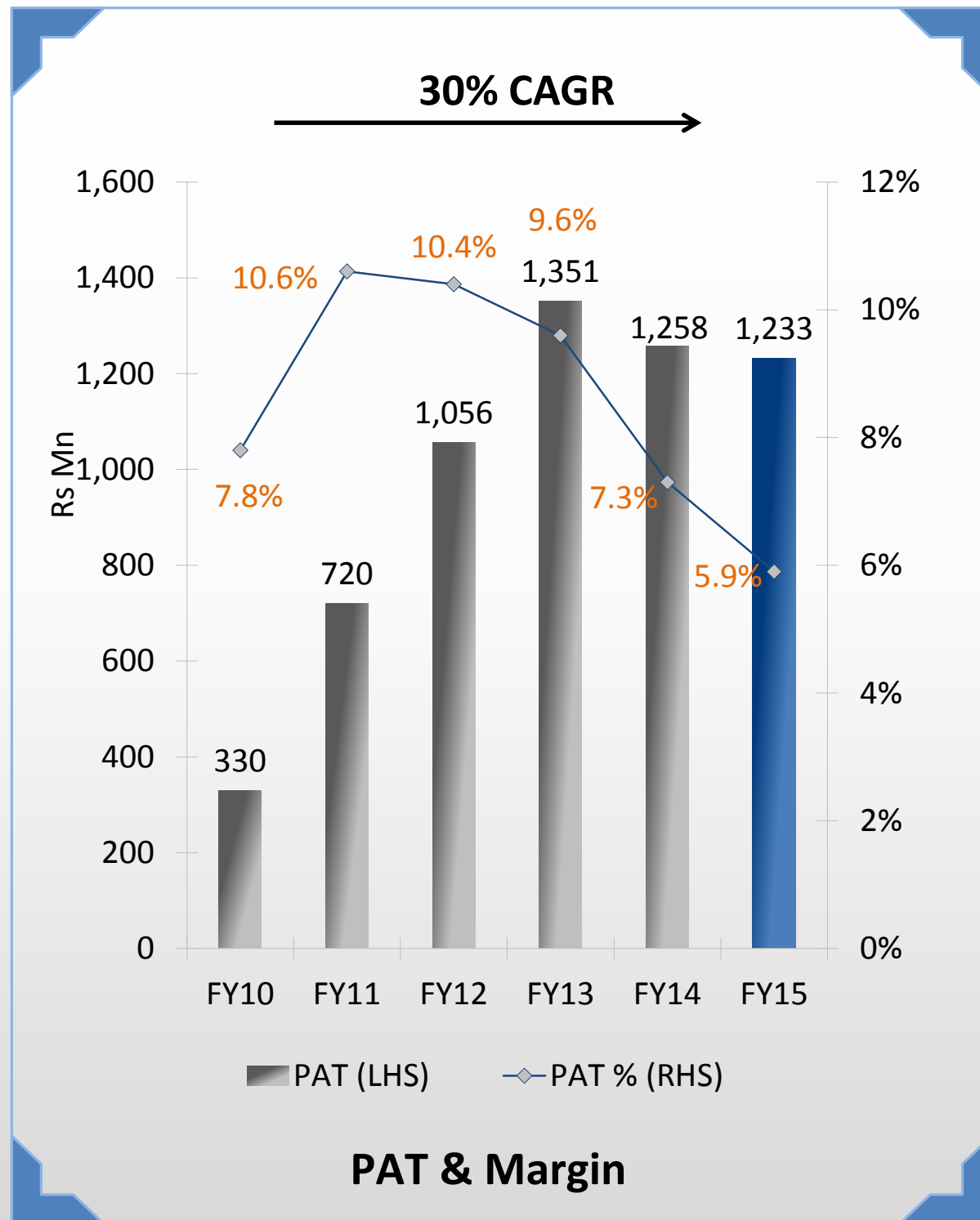




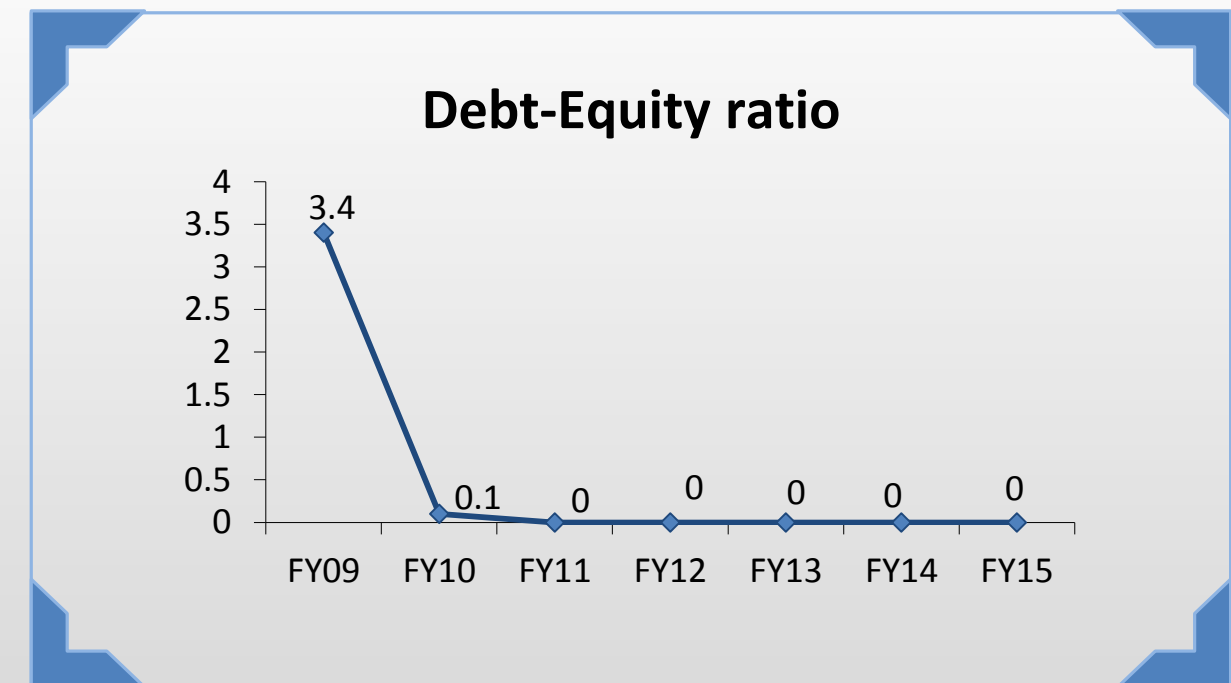
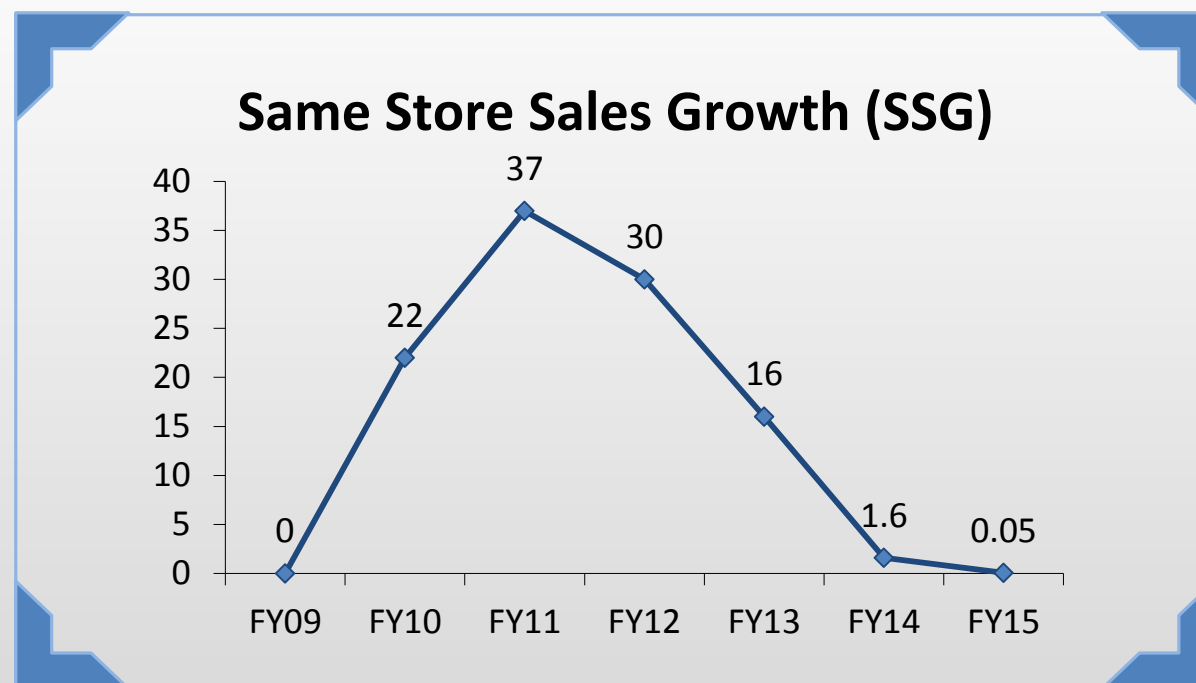
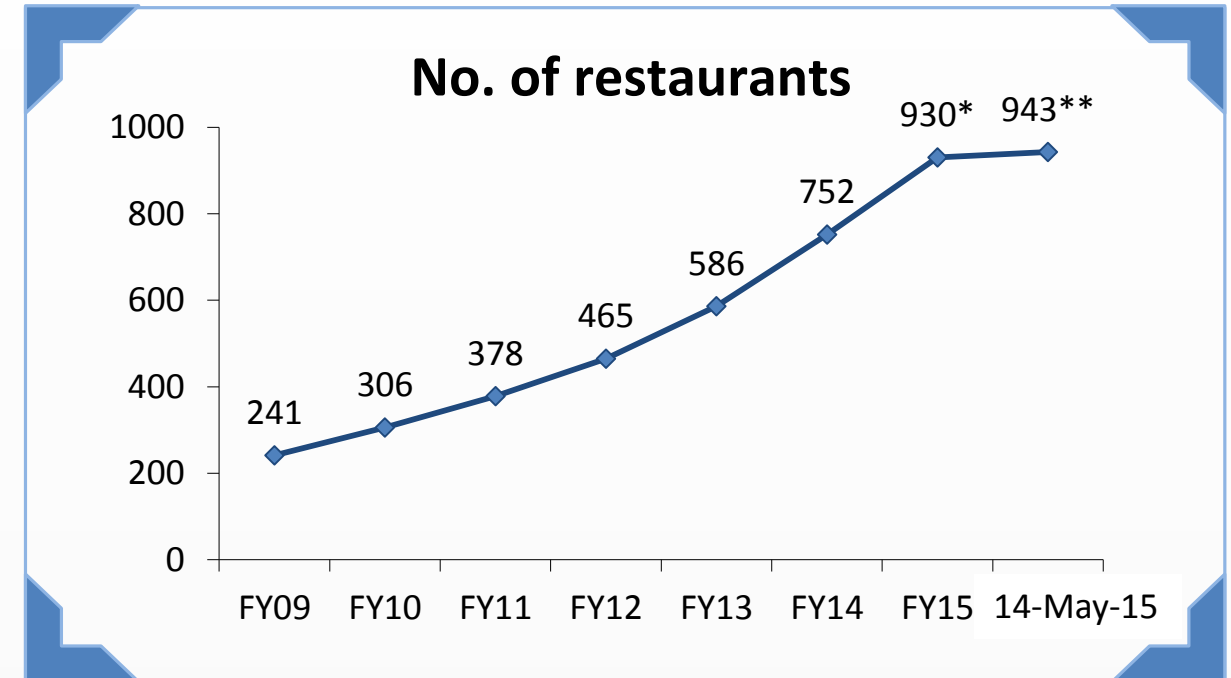
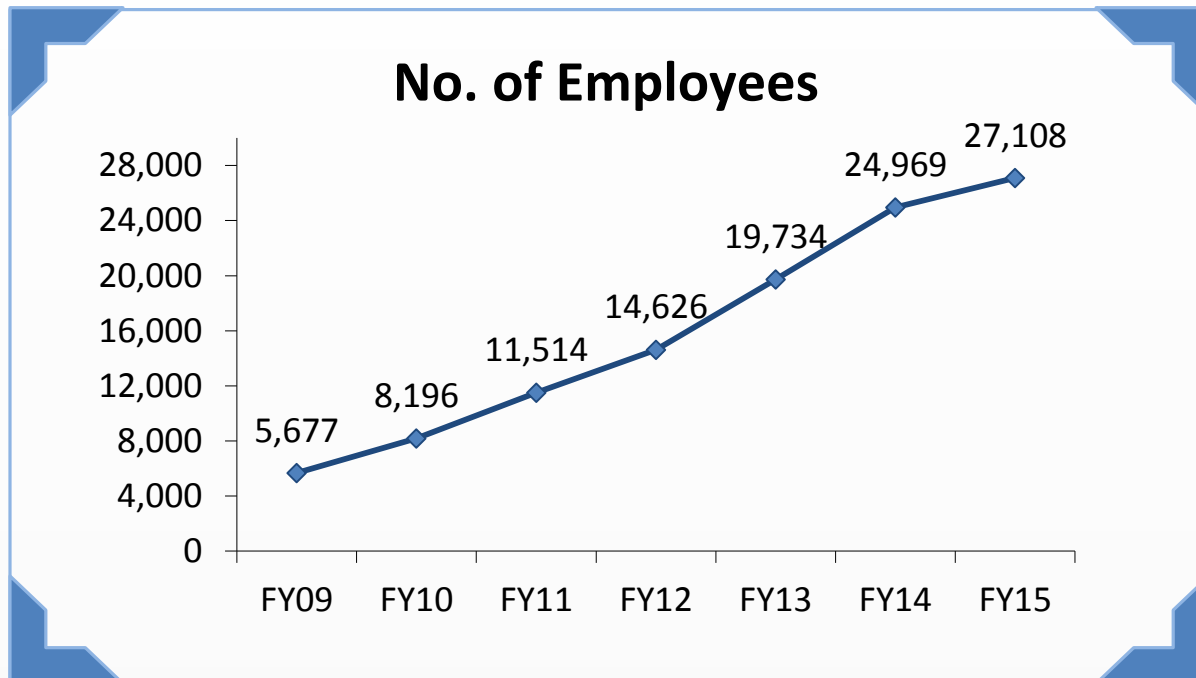
Financial Highlights – Jubilant FoodWorks



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



- *Total No of stores includes 876 Domino's Pizza stores + 54 Dunkin' Donuts Restaurants (as of 31 March 2015)
- **Total No of stores includes 887 Domino's Pizza stores + 56 Dunkin' Donuts Restaurants (as of 14 May 2015)



Continuous efforts to increase accessibility through strengthening restaurant count & enhancing online & mobile platforms

Targeted brand development to drive higher customer satisfaction

Continue to bring in excitement in the sector with innovative new products

Enhance infrastructure scale to support future growth

Focused on creating stronger competitive edge for both brands to poise business for new growth



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 Vandrevalla (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.



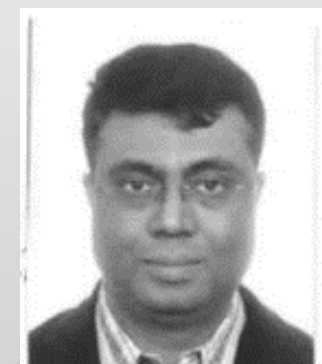
Mr. Tarun Bhasin (President & COO -Dominos Operations)

- ❖ 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