

JFL/NSE-BSE/2016-17/154

February 07, 2017

**The Manager**  
Department of Corporate Services  
BSE Ltd.  
25<sup>th</sup> Floor, P.J. Towers,  
Dalal Street, Mumbai - 400001

**The Manager**  
Listing Department  
National Stock Exchange of India Limited  
Exchange Plaza, Bandra Kurla Complex,  
Bandra (E), Mumbai - 400051

**Scrip Code: 533155**

**Symbol: JUBLFOOD**

*Sub: Corporate Presentation*

Dear Sir/Madam,

In compliance with Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed herewith the Corporate Presentation of the Company.

The aforesaid Presentation is being disseminated on Company's website at [www.jubilantfoodworks.com](http://www.jubilantfoodworks.com).

This is for your kind information and records.

Thanking you,

**For Jubilant FoodWorks Limited**

  
Company Secretary/Authorised Signatory

Investor E-mail Id: [investor@jublfood.com](mailto:investor@jublfood.com)

Encl: a/a

**A Jubilant Bhartia Company**

**Jubilant FoodWorks Limited**

Corporate Office:  
5th Floor, Tower-D, Plot No. 5,  
Logix Techno Park, Sector-127,  
Noida - 201 304, U.P., India  
Tel : +91 120 4090500  
Fax: +91 120 4090599

Registered Office:  
Plot No. 1A, Sector 16-A,  
Noida - 201 301, U.P., India  
Tel : +91 120 4090500  
Fax: +91 120 4090599  
CIN No.: L74899UP1995PLC043677  
Email: [contact@jublfood.com](mailto:contact@jublfood.com)



# JUBILANT FOODWORKS LIMITED

## Corporate Presentation

February 2017



# Agenda



1

**Overview of the Indian Food Service Industry**

2

**Overview of Jubilant FoodWorks Limited (JFL)**

3

**Domino's Pizza – Journey & Positioning**

4

**Dunkin' Donuts –Journey & Positioning**

5

**JFL Financial Highlights**

6

**Outlook**

7

**Annexures (Experienced Team, CSR Initiatives & Awards)**



# Overview of Indian Food Service Industry



# Consumer Food Service: Market Outlook



Format	2016	CAGR	2021
Chained Market	Rs 204.0 bn (7%)	-----> <b>20.1%</b>	Rs 509.5 bn (10%)
Standalone Market	Rs 810.8 bn (26%)	-----> <b>13.6%</b>	Rs 1,532.3 bn (31%)
Unorganized Market	Rs 2,076.4 bn (67%)	-----> <b>7.2%</b>	Rs 2,939.5 bn (59%)
<b>Total</b>	<b>Rs 3,091.1 bn</b> (100%)	-----> <b>10.0%</b>	<b>Rs 4,981.3 bn</b> (100%)

**Chained Market projected to grow at 20% CAGR**

# Chained Consumer Foodservice: By Format



Format	2013	CAGR	2016	CAGR	2021
Cafe	Rs 15.2 bn (12%)	----> <b>6%</b>	Rs 18.1 bn (9%)	----> <b>10%</b>	Rs 29.1 bn (6%)
Quick Service Restaurant	Rs 55.0 bn (43%)	----> <b>18%</b>	Rs 91.3 bn (45%)	----> <b>22%</b>	Rs 246.7 bn (48%)
Casual Dining Restaurant	Rs 39.5 bn (31%)	----> <b>19%</b>	Rs 67.2 bn (33%)	----> <b>21%</b>	Rs 172.5 bn (34%)
Fine Dining Restaurant	Rs 5 bn (4%)	----> <b>2%</b>	Rs 5.3 bn (3%)	----> <b>3%</b>	Rs 6.2 Cr (1%)
Pubs & Bars	Rs 5.4 bn (4%)	----> <b>25%</b>	Rs 10.7 bn (5%)	----> <b>22%</b>	Rs 28.8 bn (6%)
Frozen Dessert	Rs 7.8 bn (6%)	----> <b>14%</b>	Rs 11.6 bn (6%)	----> <b>18%</b>	Rs 26.4 bn (5%)
<b>Total</b>	<b>Rs 127.9 bn</b> (100%)	----> <b>17%</b>	<b>Rs 204.0 bn</b> (100%)	----> <b>20%</b>	<b>Rs 509.5 bn</b> (100%)

**QSR segment is projected to grow at 22% would stand as 48% of total chained market**

# 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**

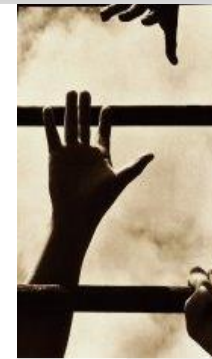
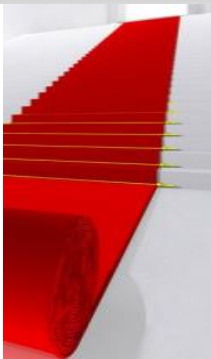
**Execution & delivery of strategy**

**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*

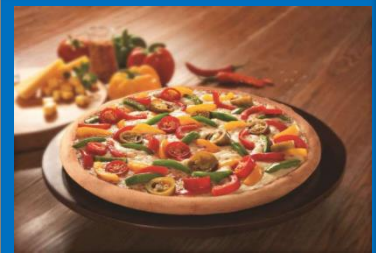
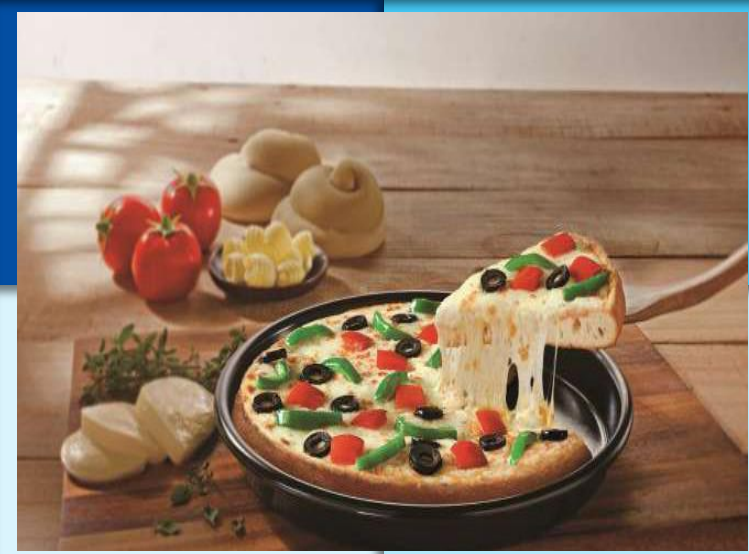
Delivering

*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 13,200 franchised and Company-owned Restaurants in more than 80 international markets

- More than 12,000 restaurants in more than 44 countries

## Beginning of Restaurants in India

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

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

## Presence in India

- 1,111 restaurants across 260 Indian cities\*
- India is currently the biggest market for Domino's Pizza outside the United States

- 68 Restaurants across 19 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 06 February 2017

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

# Our Pillars



11

MORE



*Driven by  
Operational  
Excellence*



*Robust  
Integrated  
Supply Chain  
Systems*



*Human  
Resource  
Management  
driving growth*



*Robust  
Corporate  
Governance  
Mechanism*



*Investments  
in  
Technology*



*Project  
Management  
Competency*



*Continuous  
Innovation*



*Consumer Focus  
and Innovative  
Marketing*



**Delivering consistency in product and services to delight our customers**

# Driving Operational Excellence

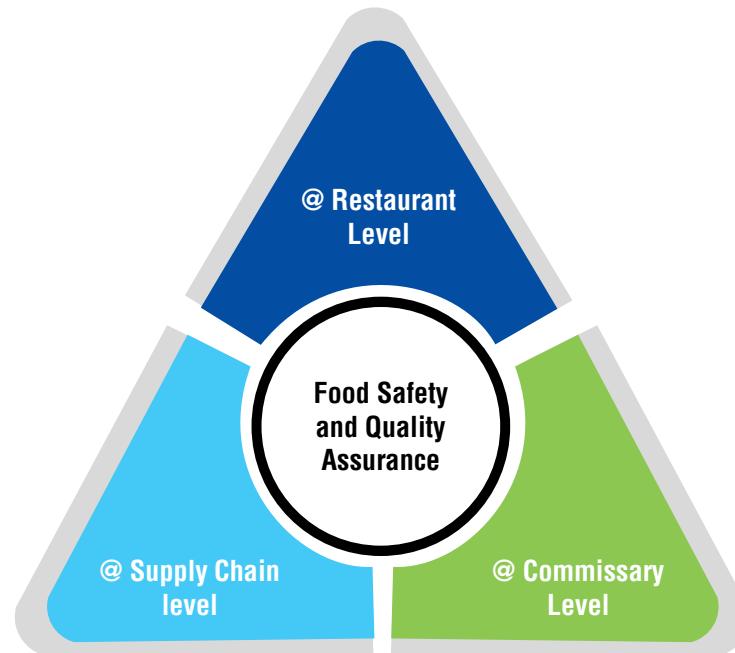


**Delivering consistency in product and services to delight our customers**

## Food Safety and Quality Assurance

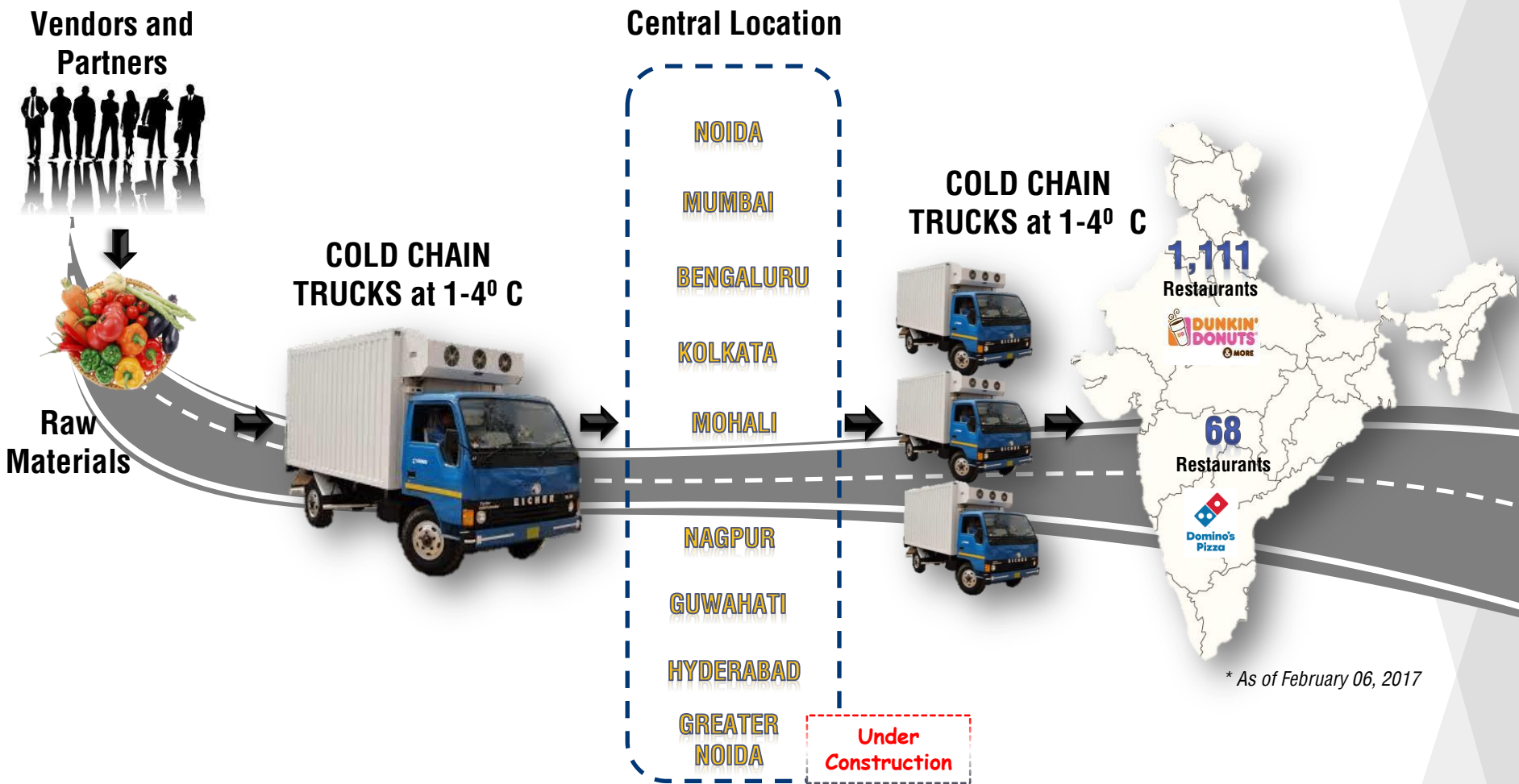
- Training on standards of Food safety and Quality
- Regular QA Assessment
- Third party assessment through NABL Accredited agency
- Regular compliance checks of food processes as per FSSAI guidelines
- Continual surveillance assessment of restaurants under ISO 22000 certification

- 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*

*Learning & Professional Development and Training*

## We are 27,000+ Brand Ambassadors

*Fun at work*

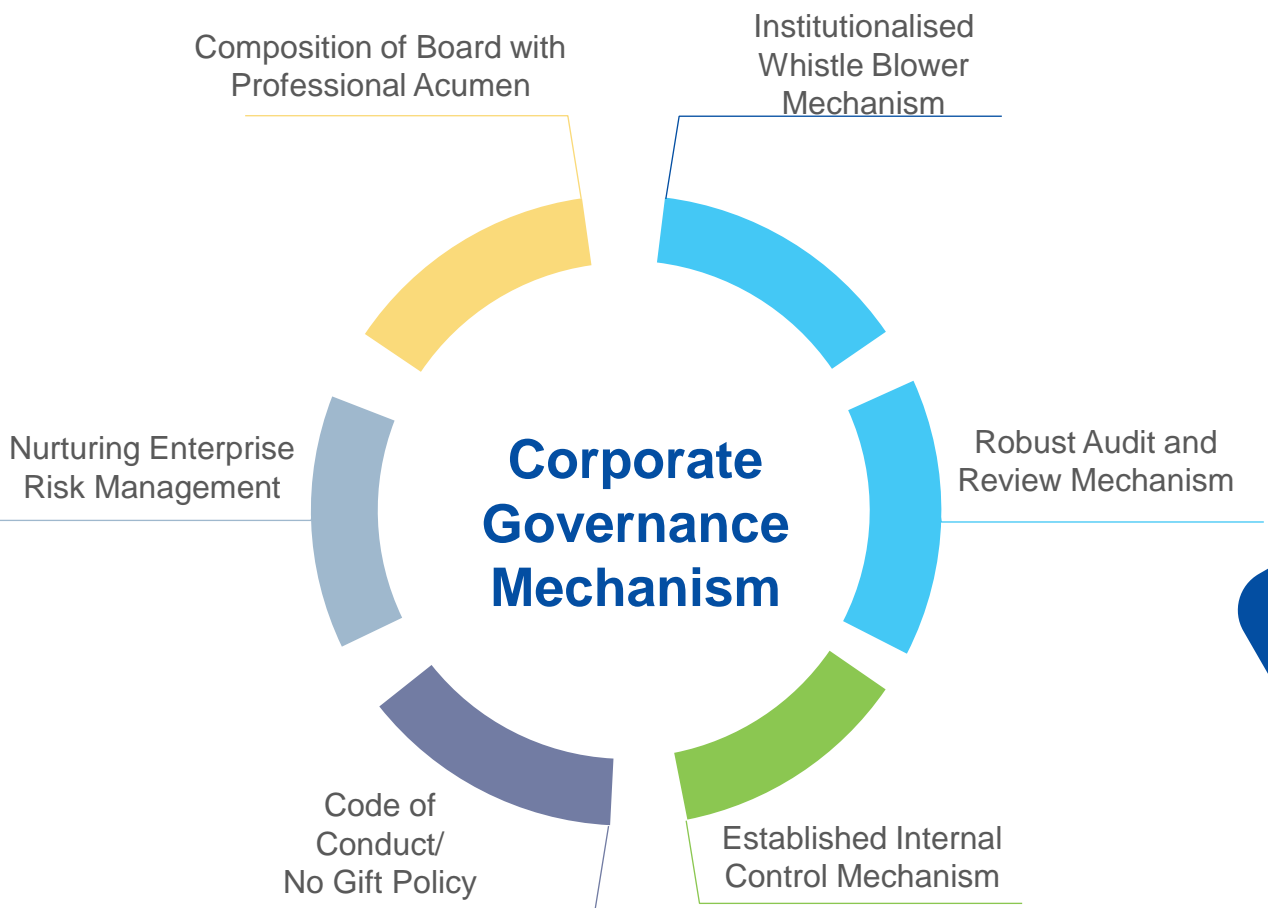
*Whistle Blower institutionised at every restaurant/office*



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



# Robust corporate governance mechanism



**Truly inculcated mechanism of corporate governance**

# Leveraging technology to drive growth



## Customer level

Customer Relationship Management ( **CRM** )  
**GPS enabled deliver vehicles** – to track vehicle movement  
**OLO/mobile app /Voice ordering** – for ease of ordering

## Restaurant level

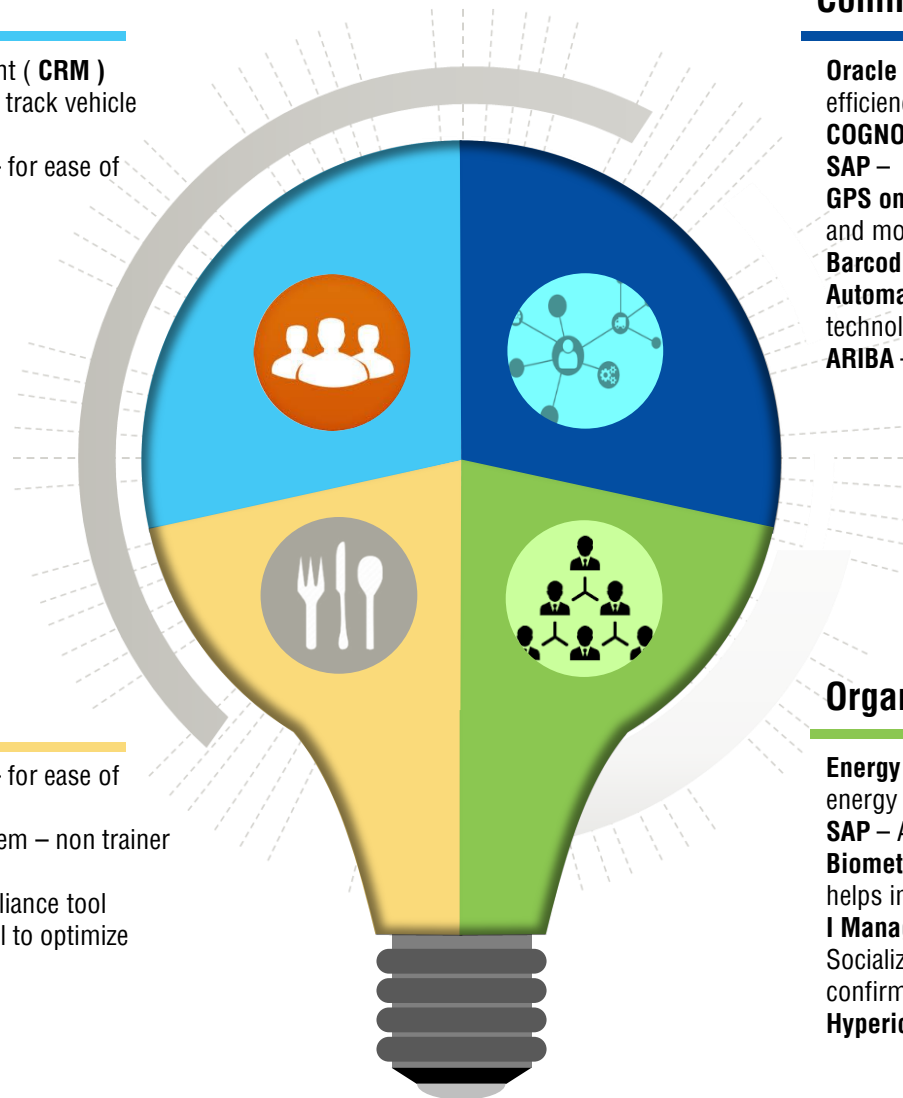
**OLO/mobile app /Voice ordering** – for ease of ordering  
**LMS** – Learning management System – non trainer based learning at restaurants  
**GRC** – Governance Risk and Compliance tool  
**Energy management system** – tool to optimize energy usage

## Commissary / Supply chain level

**Oracle Transport management** – Optimizes route/ load efficiencies for supplies from commissary to stores  
**COGNOS** – system aids in procurement planning  
**SAP** – for accounting and Supply Chain systems/ ERP  
**GPS on commissary truck** – Enables tracking trucks and monitoring factors like temperature compliance  
**Barcoding** – for efficient stock management  
**Automation** – Implementation of sensor doors, use of technology for temperature compliance, picking trolley  
**ARIBA** – tool for vendor management

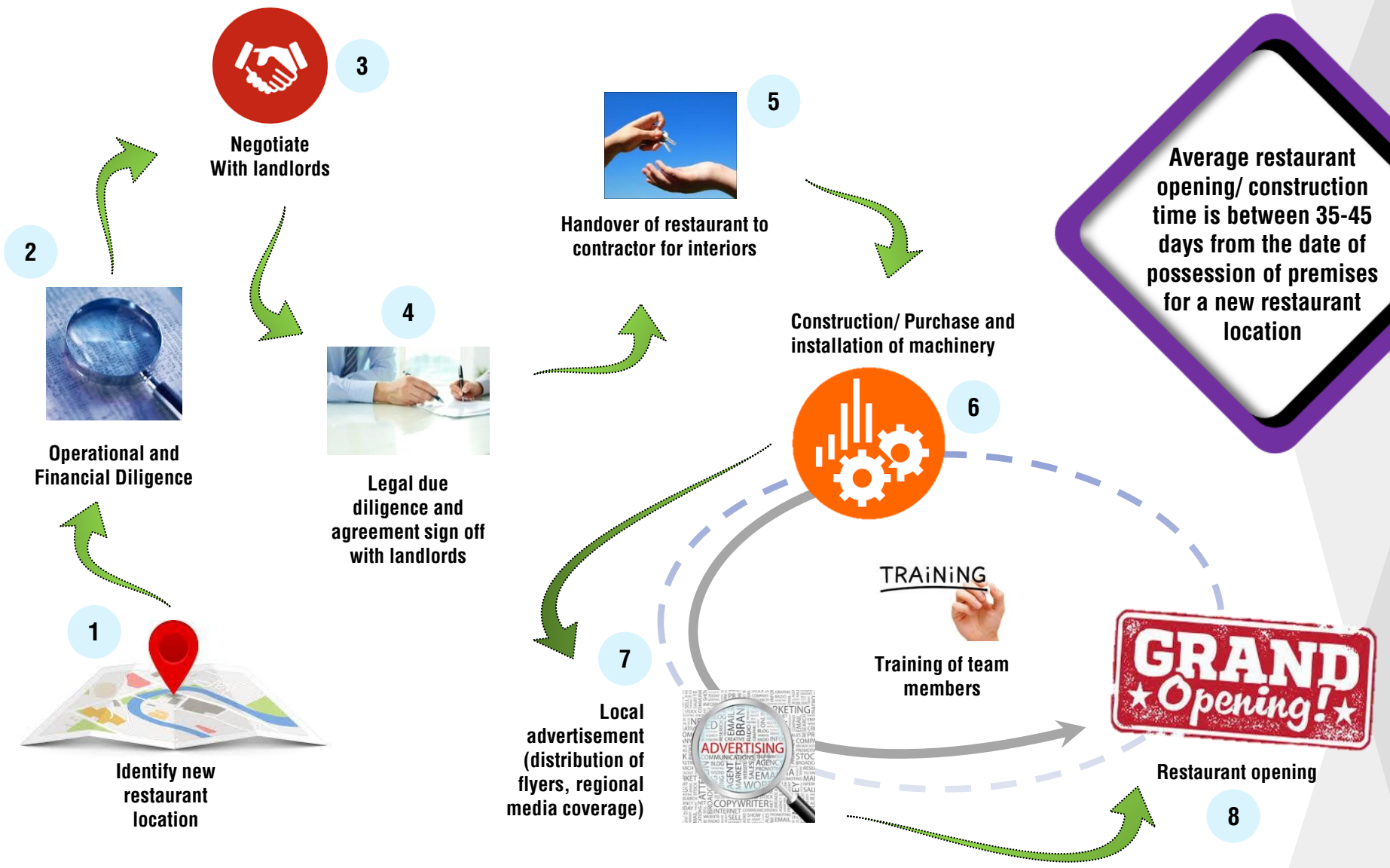
## Organizational Level

**Energy management system** – tool to optimize energy usage  
**SAP** – Accounting and Supply Chain related - ERP  
**Biometric device** – tracking of employee attendance, helps improving productivity,  
**I Manage** – Mobility, Ease of Compliance, Socialization, automation of transactions, say confirmation  
**Hyperion** – tool for financial planning



**Integration of technology across levels to drive efficiencies & enhance growth opportunities**

# Site selection & Restaurant construction process



ROI/Payback period analysis undertaken prior to opening a restaurant

# Innovation



## Product Innovation

### Pizza Mania Extremes



### Big Joy Burgers



### Range of coffees



### Burger Pizza



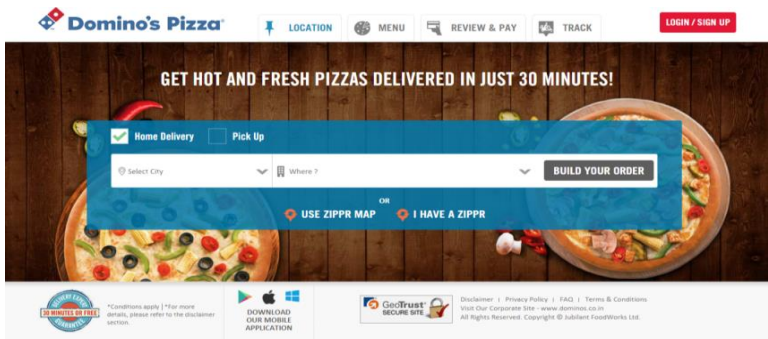
### DunkyDoo's

## Design 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 6.8 million Facebook fans
- 137k followers on Twitter
- More than 12.7 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

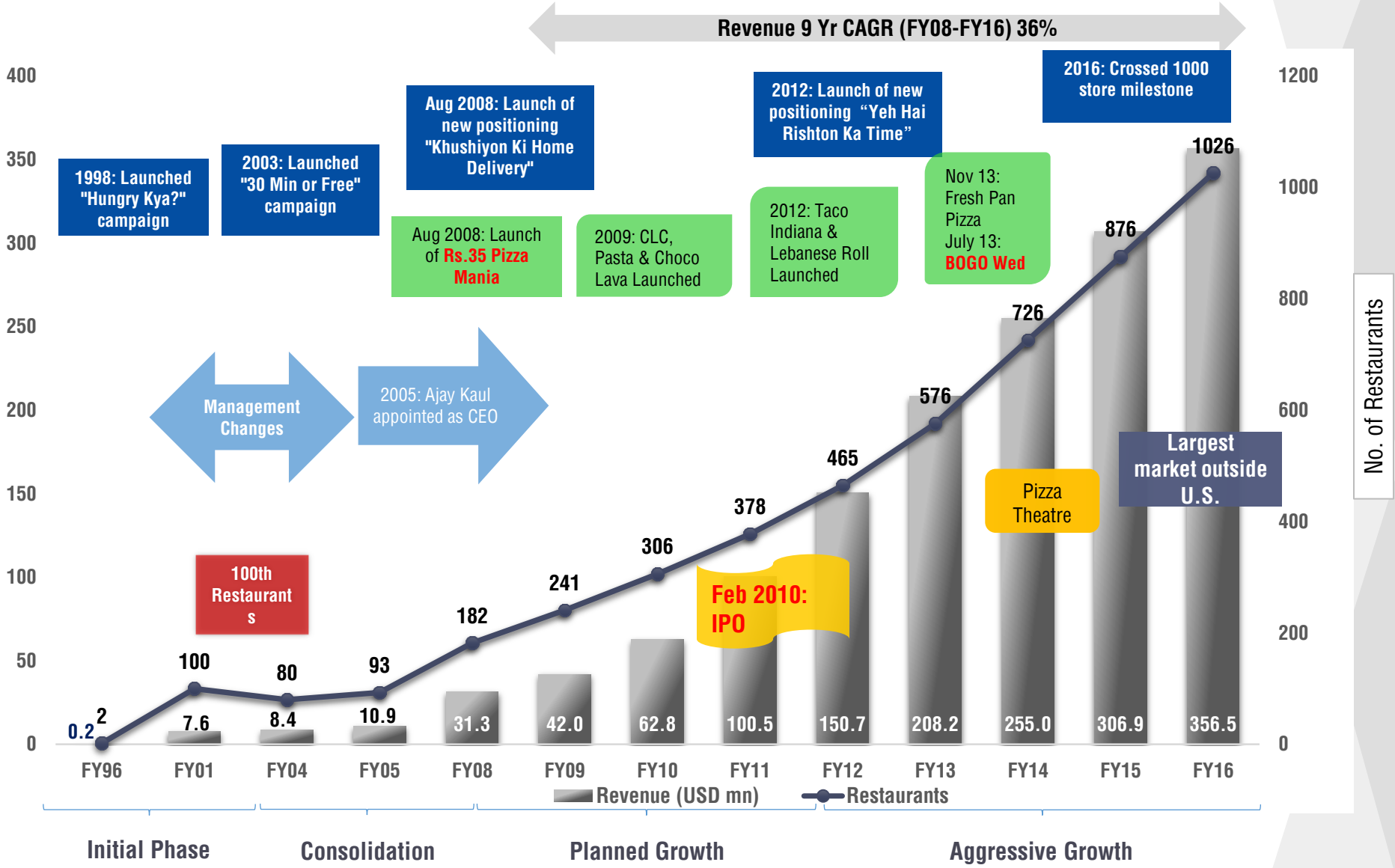
Providing value by tapping the middle classes through the affordable 'Fun Meal' and the 'Pizza Mania' range

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

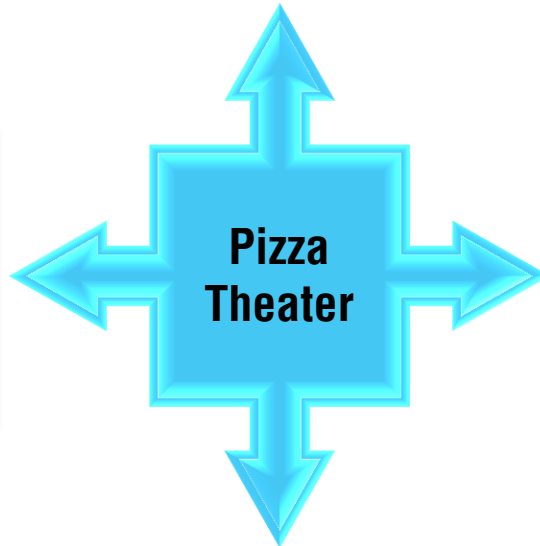


# Innovation in service-New Restaurant Design



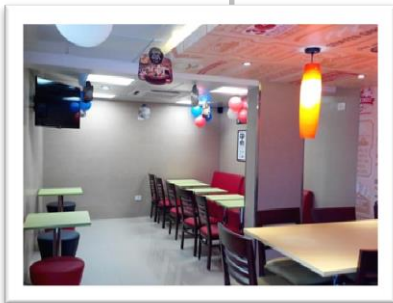
## Open Kitchen-Benefits

- 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



### Choco Pizza



### Quattro Formaggi Burst Crust



### Pizza Mania Extremes



### Burger Pizza



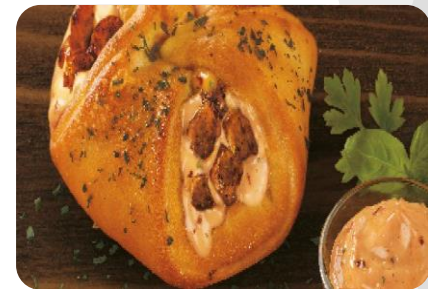
### Fresh Pan Pizza in Regular size



### Taco Mexicana



### Zingy Parcel



# Domino's Pizza Customer touchpoints



National Delivery Number



Restaurant



Takeaway



360° mode of customer outreach



Indian Railways



Mobile App



Online ordering



Delivery



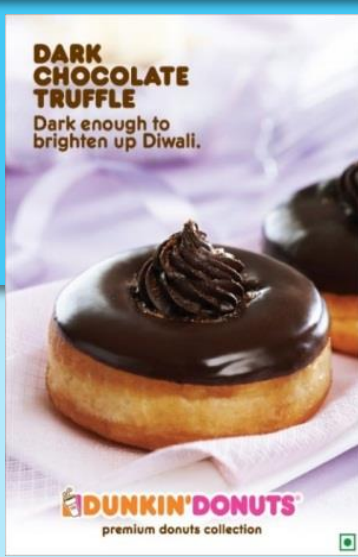
# The OLO Connect



**GET HOT AND FRESH PIZZAS DELIVERED IN JUST 30 MINUTES!**

	Q3 FY16	Q4 FY16	Q1 FY17	Q2 FY17	Q3 FY17
Average OLO contribution to delivery sales	36%	41%	44%	47%	49%
Mobile Ordering sales contribution to overall OLO	38%	38%	41%	54%	56%
Downloads of mobile ordering app	3.7 mn	3.9 mn	4.4 mn	5.0 mn	5.3 mn

**Accessible through all platforms**



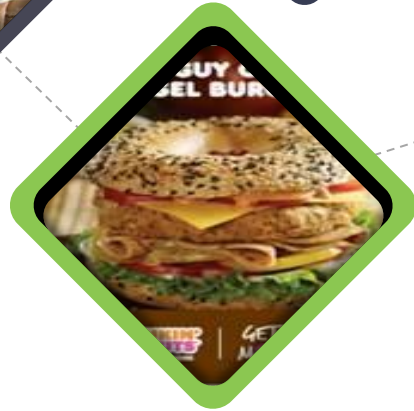
# Dunkin' Donuts – Overview



# 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

### Munchkins



### DunkyDooS



### Donut Cakes



Food

### Big Joy Burgers



### Chef's Favourite Paneer



Beverages



Virgin Mojito Coolatta

Salty Classic Lemonade Coolatta



# Dunkin' Donuts- New initiatives



**NEW**  
**DunkyDooos**

**FREE PACK OF DUNKYDOOS ON ORDERS OF ₹400**

USE CODE: **DD200**

**100% EGGLESS**

**DUNKIN' DONUTS & MORE**

\*T&C Apply.

## SET YOUR LOCATION

**START ORDERING**

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



[Click here for the store locations](#)



# Financial Highlights-Jubilant FoodWorks

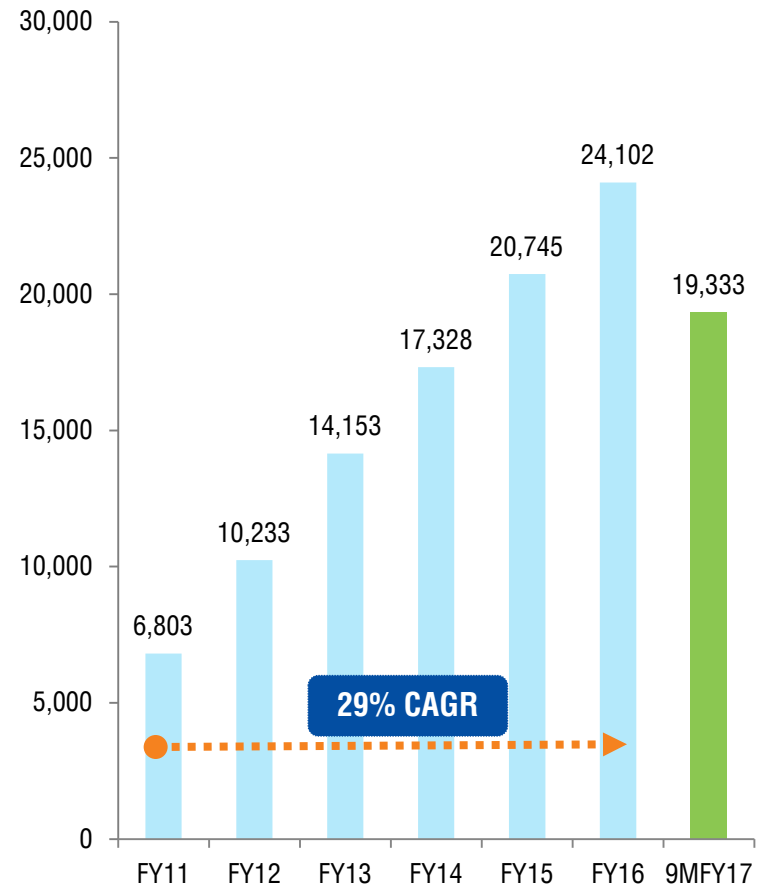


# Growth & Key Trends

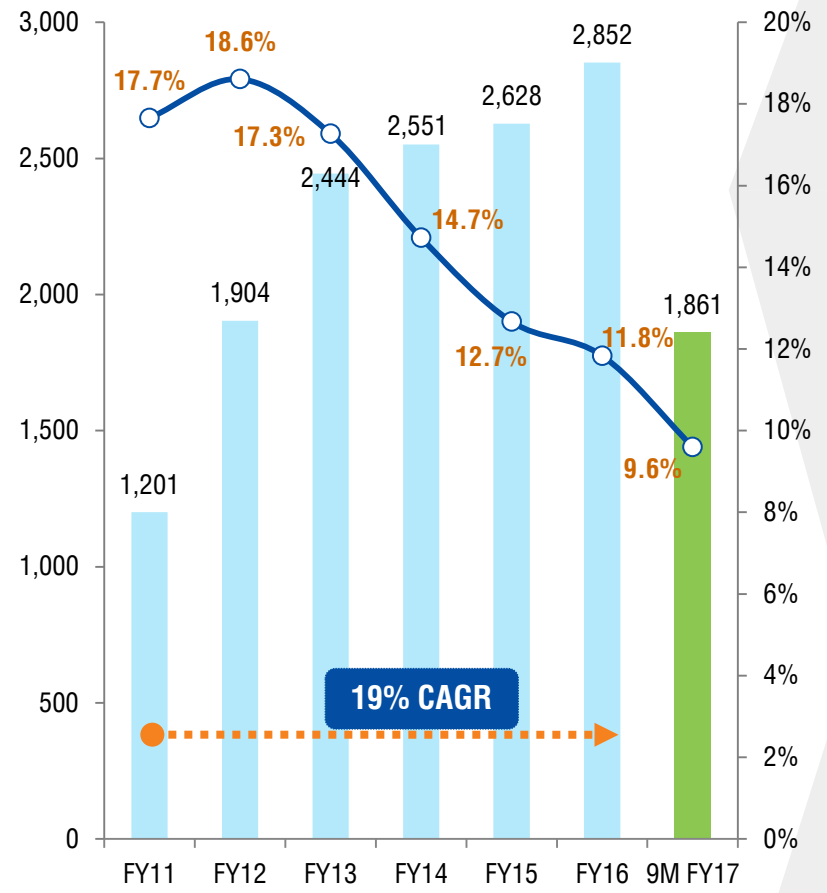


All figures in Rs mn

## Total Income



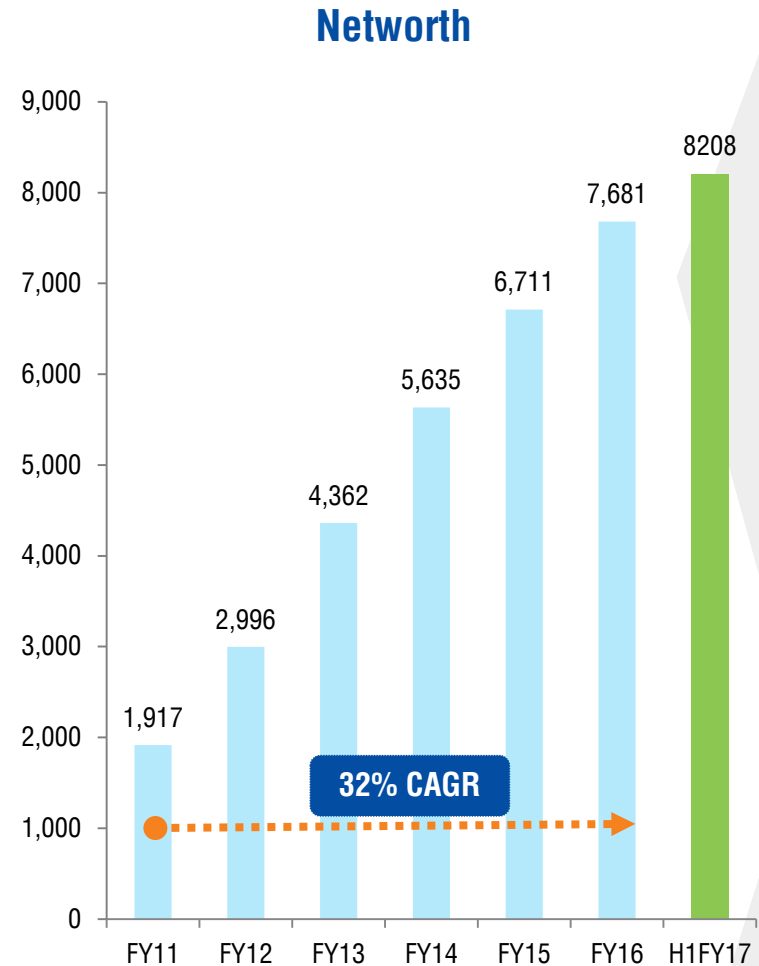
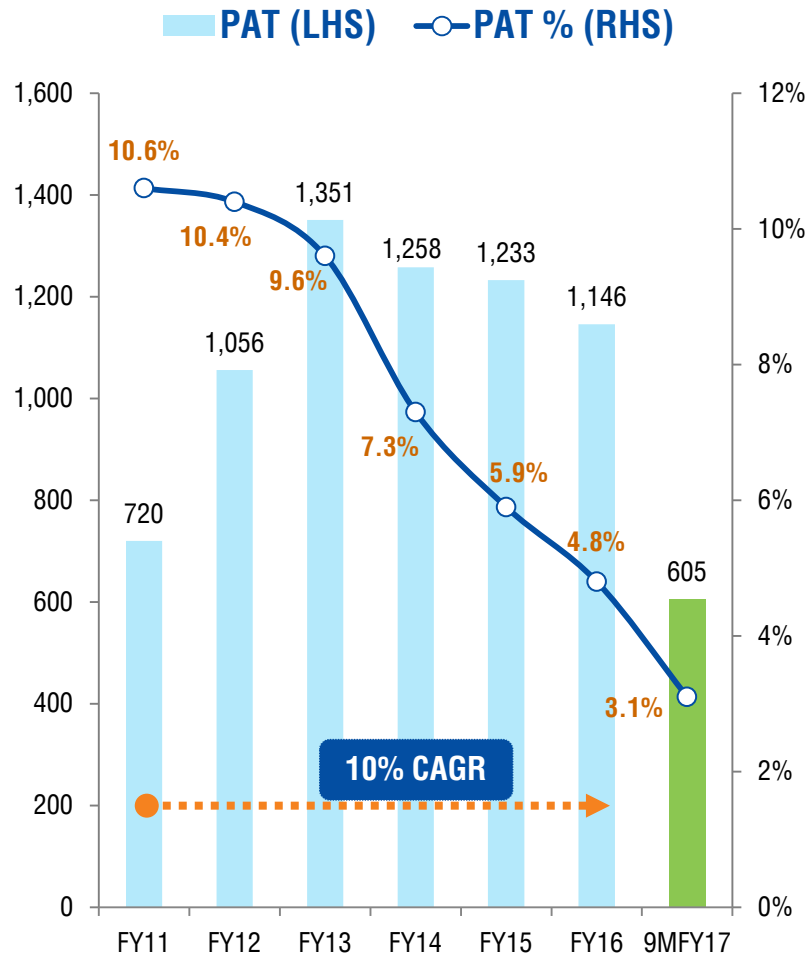
## EBITDA (LHS) EBITDA% (RHS)



**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

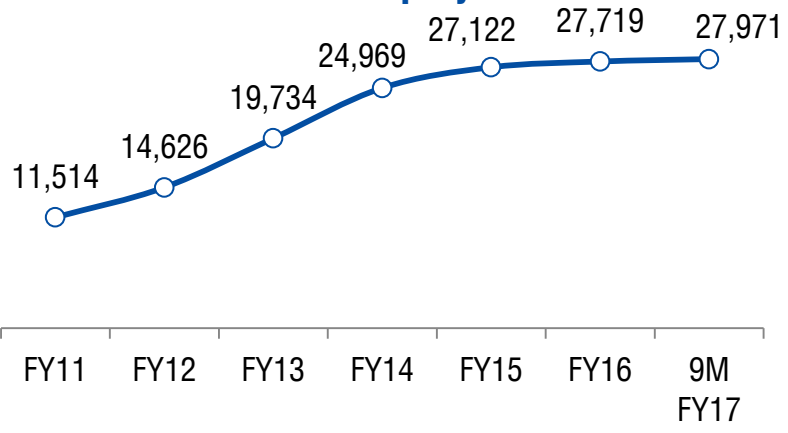


**Note:** 1. Financial discussion throughout this release is based on standalone reporting  
 2. The financials of Dunkin' Donuts have been included in the results & related financial discussion

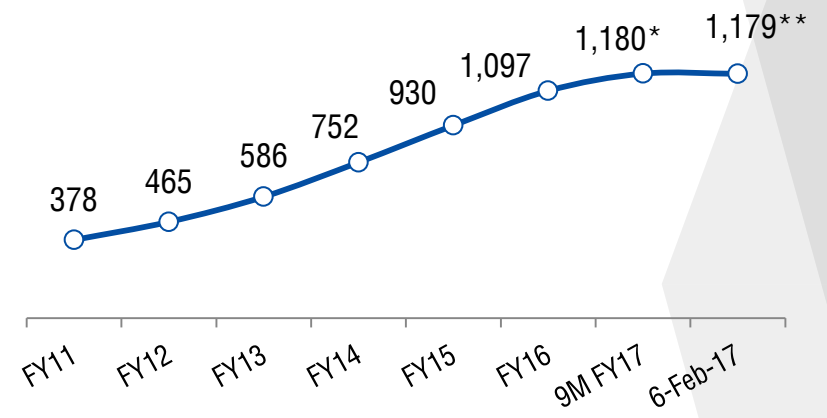
# Growth & Key Trends



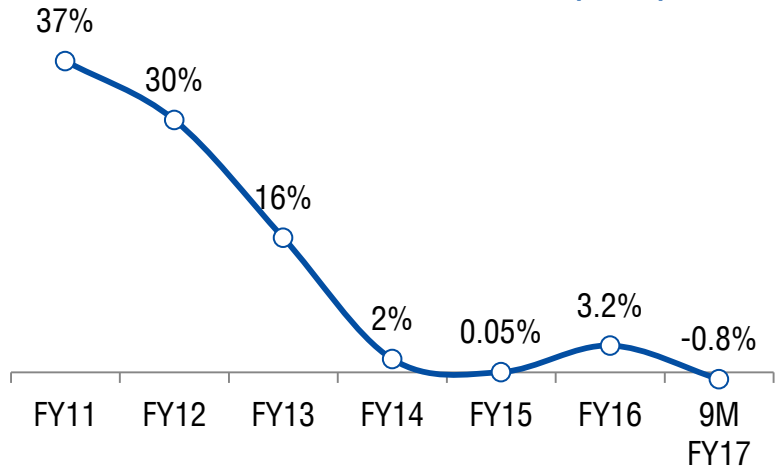
### No. of Employees



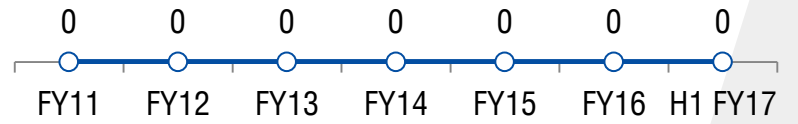
### No. of Restaurants



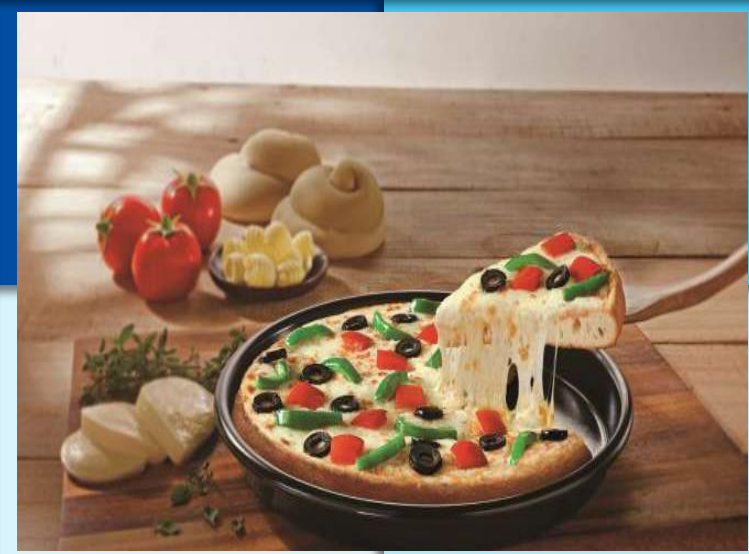
### Same Store Sales Growth (SSG)



### Debt-Equity ratio



- \*Total No of stores includes 1107 Domino's Pizza stores + 73 Dunkin' Donuts Restaurants (as of 31 December, 2016 )
- \*\*Total No of stores includes 1111 Domino's Pizza stores + 68 Dunkin' Donuts Restaurants (as of 31 December, 2016 )



# Outlook



# The Way Forward



**Target to become a stronger Company with improving profitability**

## ROI focused expansion

Continuous evaluation of expansion program to ensure adherence to profitability parameters

Aligned to this process, for FY17, the target would be to open 110- 115 new Domino's Pizza restaurants and around 15 new Dunkin' Donuts

Successfully opened 95 Domino's Pizza and 11 Dunkin' Donuts' restaurants thus far

## Increase and optimize use of technology

Continued investments to strengthen OLO and mobile ordering platforms in order to drive sales and enhance efficiencies

## Strategic infrastructure investment

Make requisite investments in business to leverage market opportunities  
Progress on construction of Greater Noida mega commissary as per plan

## Brand development

Continuous investments and up gradations towards band developments to capture the dynamics of the sector and customer preferences

## Driving Innovation

Aim to consistently keep innovating across business functions  
Product innovation to remain a dominant part of the agenda in order to deliver high quotients of customer satisfaction

## Portfolio Expansion

Evaluate international renowned brands around QSR/ Casual Dining.

Explore starting own brand or acquiring/ investing in some promising domestic brand

Committed to strengthen and utilize business capabilities to generate sustainable profitability



# 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.

## Arvind Vats (Chief Investor Relations Officer & Deputy CFO)



- 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)

# 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.

## Empowering Youth

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

## Farmers Development Program

To enhance the cattle productivity & farmer's income



**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 ICICI 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

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

JFL won the 4th Edition of “India's Most Ethical Companies Award 2016” by the World CSR Day

JFL won 7 CII Awards for Food Safety - 2016 under following categories:

Dunkin' Donuts has won

- “National Award - Excellence In Customer Service & Loyalty – in the Category of Café Restaurant” at Global Awards for Excellence in Quality Management & Leadership organized by World Quality Congress.
- “Asian Award for Best in Quality Service” at 7th Asian Best Employer Brand Award 2016 organized jointly by World HRD Congress.
- “National Award - Best Customer Service by a Café Restaurant” at Indian Restaurants Awards 2016 organized by Franchise India.
- Food Safety Excellence Award” at the Dunkin' International Middle East Rally Awards 2016 organized by Dunkin' International.

- Outstanding Performance in Food Safety in the category of 'Small & Medium manufacturing business: ready to cook' and 'Small & Medium Food Service QSR'.
- Significant Achievement in Food Safety in the category of 'Small & Medium Manufacturing Business: Rising Star: Ready To Cook' and 'Small & Medium Food Service: Rising Star: QSR'
- Strong Commitment to Food Safety in the Category of 'Small & Medium Food Service: Rising Star: QSR'
- Letter of Appreciation in Food Safety in the Category of 'Small & Medium Food Service: QSR' and 'Small & Medium Food Service: Rising Star: QSR'

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

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



**Thank You**

