

JFL/NSE-BSE/2017-18/60

August 24, 2017

The Manager
Department of Corporate Services
BSE Ltd.
25th 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,

Pursuant to Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulation, 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.

This is for your information and records.

Thanking you,
For **Jubilant FoodWorks Limited**



(Mona Aggarwal)
Company Secretary cum Compliance Officer

Investor E-mail id: 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



JUBILANT FOODWORKS LIMITED

Corporate Presentation

August 2017



Agenda

**1****Overview of the Indian Food Service Industry****2****Overview of Jubilant FoodWorks Limited (JFL)****3****Domino's Pizza – Journey & Overview****4****Dunkin' Donuts – Journey & Overview****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%)	-----> 20.1%	Rs 509.5 bn (10%)
Standalone Market	Rs 810.8 bn (26%)	-----> 13.6%	Rs 1,532.3 bn (31%)
Unorganized Market	Rs 2,076.4 bn (67%)	-----> 7.2%	Rs 2,939.5 bn (59%)
Total	Rs 3,091.1 bn (100%)	-----> 10.0%	Rs 4,981.3 bn (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%)	----> 6%	Rs 18.1 bn (9%)	----> 10%	Rs 29.1 bn (6%)
Quick Service Restaurant	Rs 55.0 bn (43%)	----> 18%	Rs 91.3 bn (45%)	----> 22%	Rs 246.7 bn (48%)
Casual Dining Restaurant	Rs 39.5 bn (31%)	----> 19%	Rs 67.2 bn (33%)	----> 21%	Rs 172.5 bn (34%)
Fine Dining Restaurant	Rs 5 bn (4%)	----> 2%	Rs 5.3 bn (3%)	----> 3%	Rs 6.2 Cr (1%)
Pubs & Bars	Rs 5.4 bn (4%)	----> 25%	Rs 10.7 bn (5%)	----> 22%	Rs 28.8 bn (6%)
Frozen Dessert	Rs 7.8 bn (6%)	----> 14%	Rs 11.6 bn (6%)	----> 18%	Rs 26.4 bn (5%)
Total	Rs 127.9 bn (100%)	----> 17%	Rs 204.0 bn (100%)	----> 20%	Rs 509.5 bn (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**

Greater urbanization

**Changing consumer
preferences –
widening exposure to
new cultures and
cuisines**

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

**Business potential in transit
locations**

**Growth in chained
retail**

**Growth driven by
digitization**



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

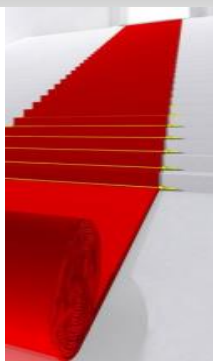
Execution & delivery of strategy

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 14,200 franchised and Company-owned Restaurants in more than 85 international markets

- More than 12,300 restaurants in more than 45 countries

Beginning of Restaurants in India

- 1st restaurant operated in India in Mar'96

- 1st restaurant operated in India in Apr'12

Presence in India

- 1,125 restaurants across 264 Indian cities*
- India is currently the biggest market for Domino's Pizza outside the United States

- 55 Restaurants across 15 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 July 17, 2017

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

Our Pillars



*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

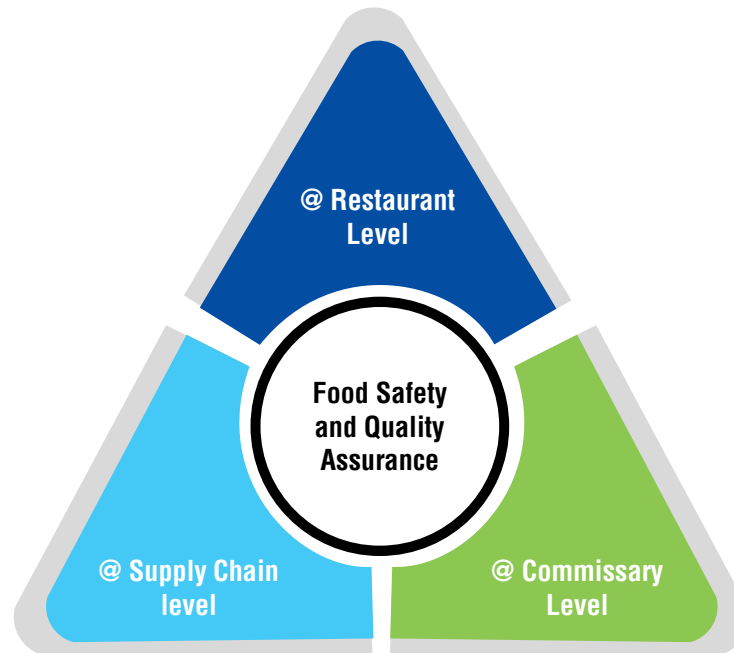


Delivering consistency in product and services to delight our customers

Food Safety and Quality Assurance

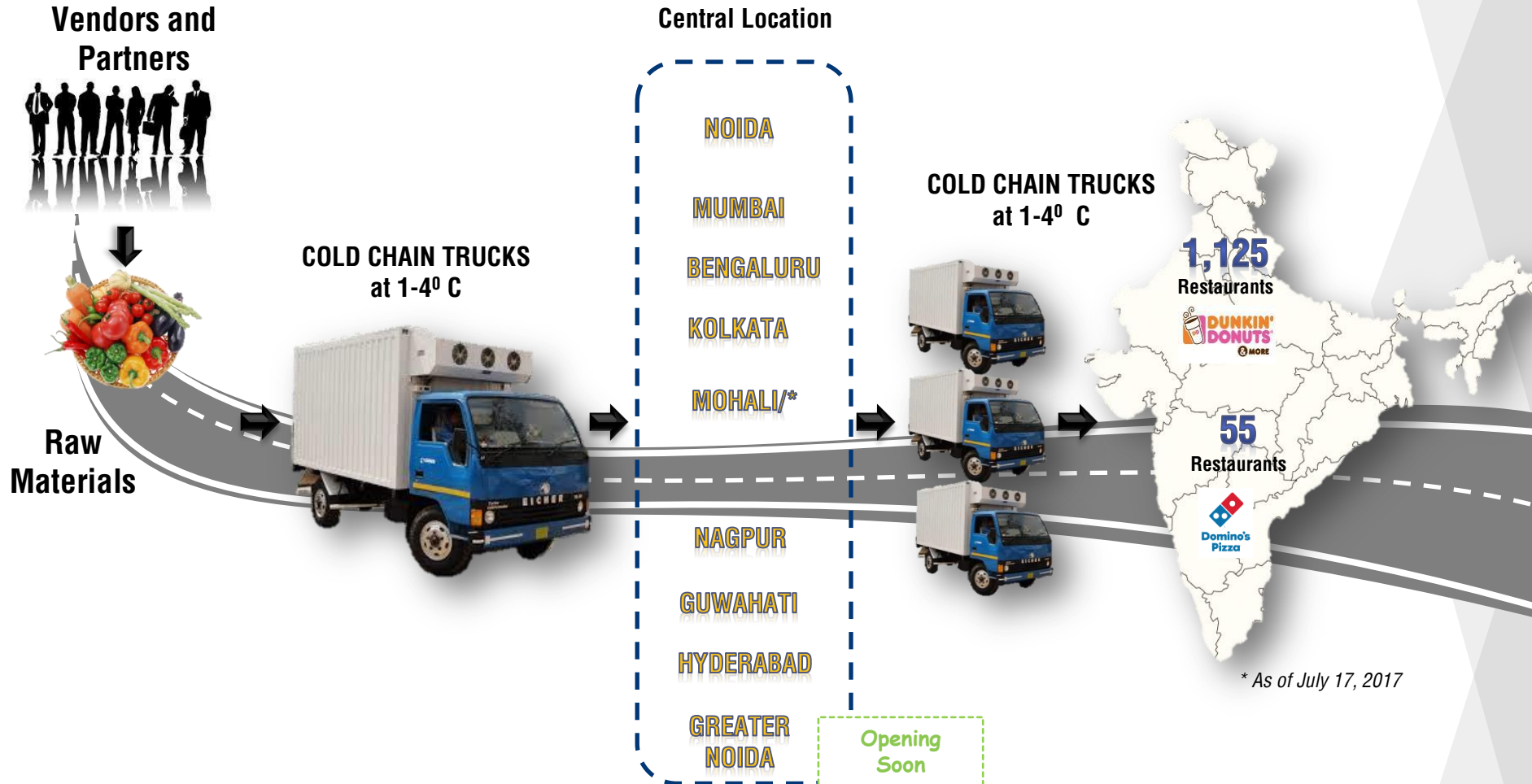
- Training of Food Handlers on standards of Food safety and Quality
- Third party assessment through NABCB Accredited agency
- Regular compliance checks of food processes as per Food Safety and FSSAI guidelines
- Periodic surveillance assessment of restaurants under FSMS/ ISO 22000 certification
- Rigor in Complaint handling processes

- Vendor Qualification based on meeting stringent Global Food Safety and Quality requirements
- Food ingredient Vendors are FSMS certified & FSSAI approved
- Moving all vendors towards FSMS certification
- Regular food safety and Quality assessments based on FSSAI Schedule 4 guidelines
- NABCB Accredited Third Party Assessments Initiation for Key ingredients suppliers.
- Collaborative approach with Vendors to continuously strive for sustainable food safety initiatives



- Training of Food Handlers on comprehensive standards of Food safety and Quality
- Stringent Quality checks of all materials & processes to ensure compliance
- Comprehensive analysis of Food products through NABL accredited labs to ensure food safety and regulatory compliance
- Regular food safety and Quality assessments to ensure FSSAI Schedule 4 compliance
- FSMS /ISO 22000 certification of Supply chain centers
- NABCB Accredited Third Party Assessments

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*

**We are 26,000+
Brand Ambassadors**

*Learning &
Professional
Development and
Training*

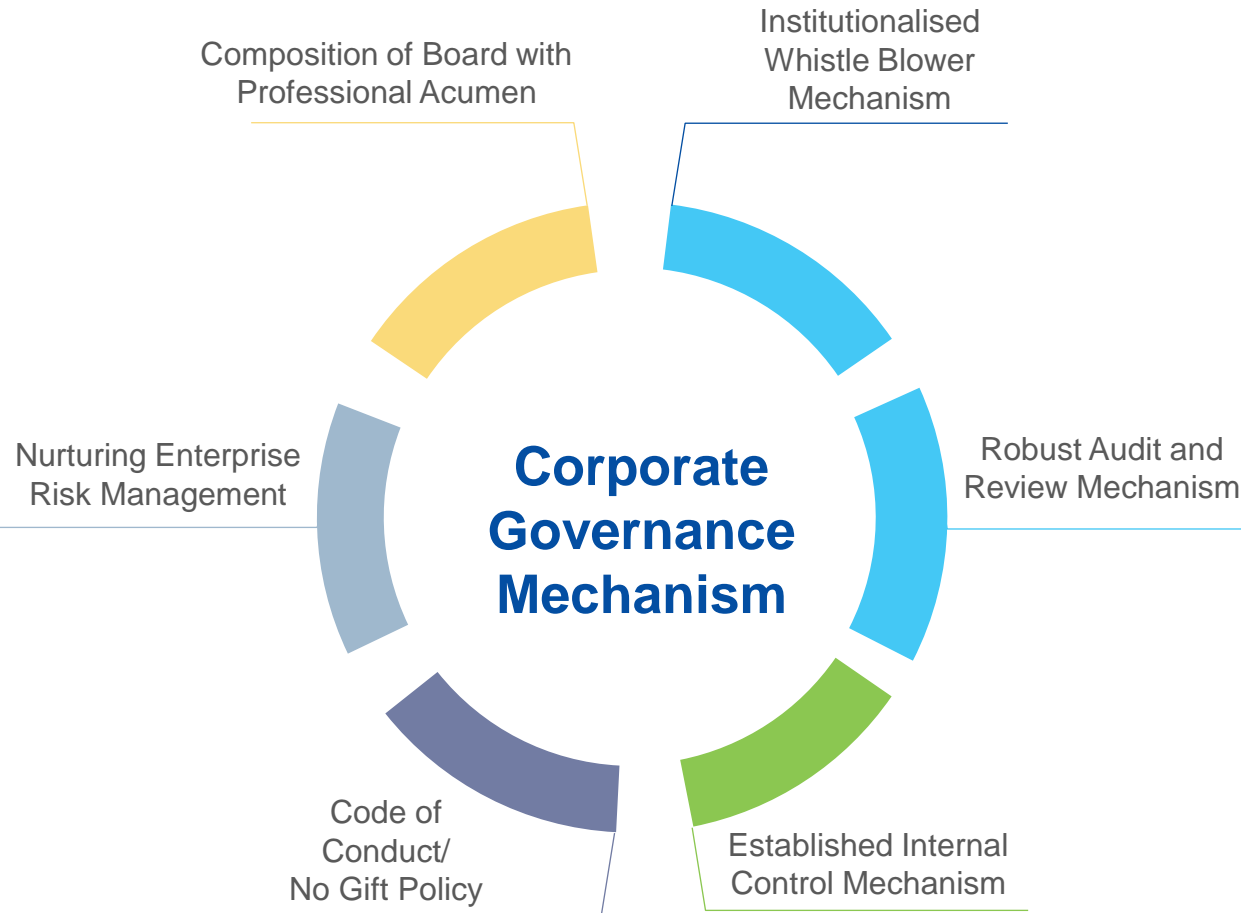
Fun at work



*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

Commissary / Supply chain level

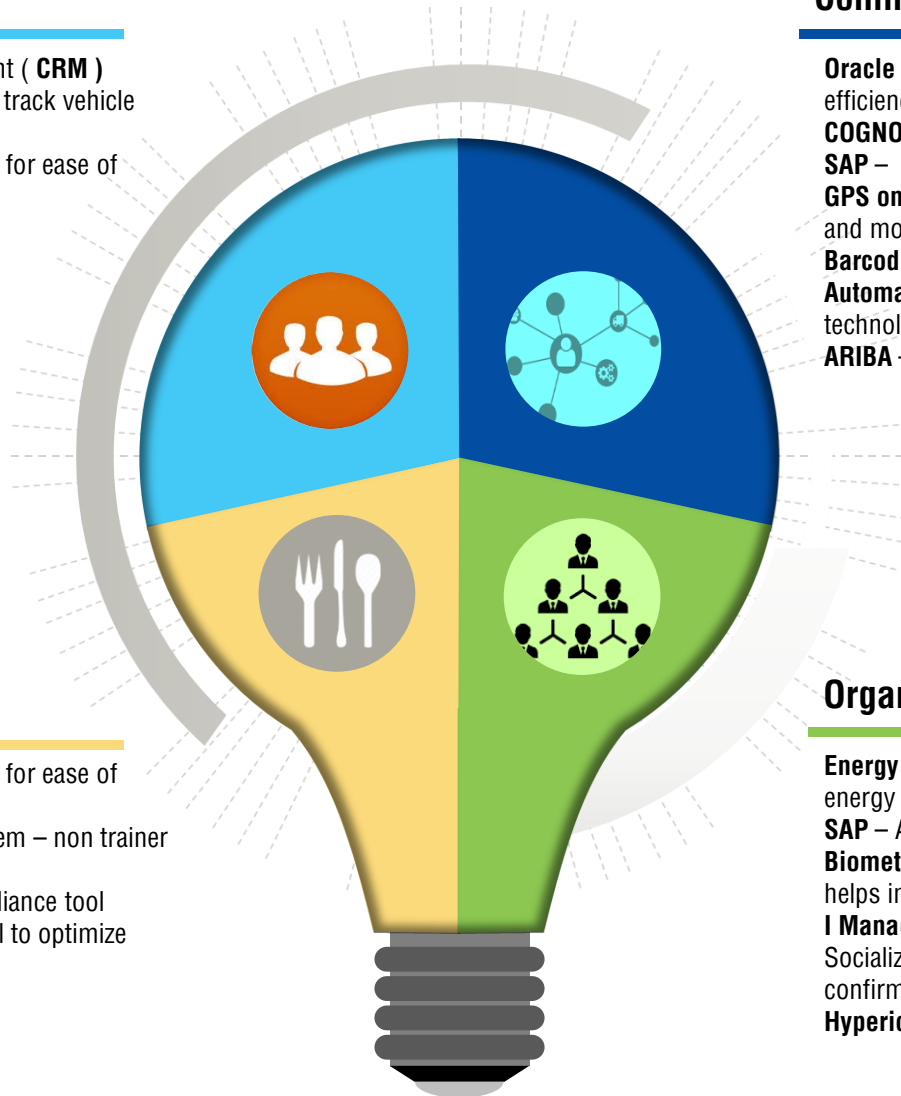
Oracle Transport management – Optimizes route/ load efficiencies for supplies from commissary to stores
COGNOS – system aids in procurement planning
SAP – for accounting and Supply Chain systems/ ERP
GPS on commissary truck – Enables tracking trucks and monitoring factors like temperature compliance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

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

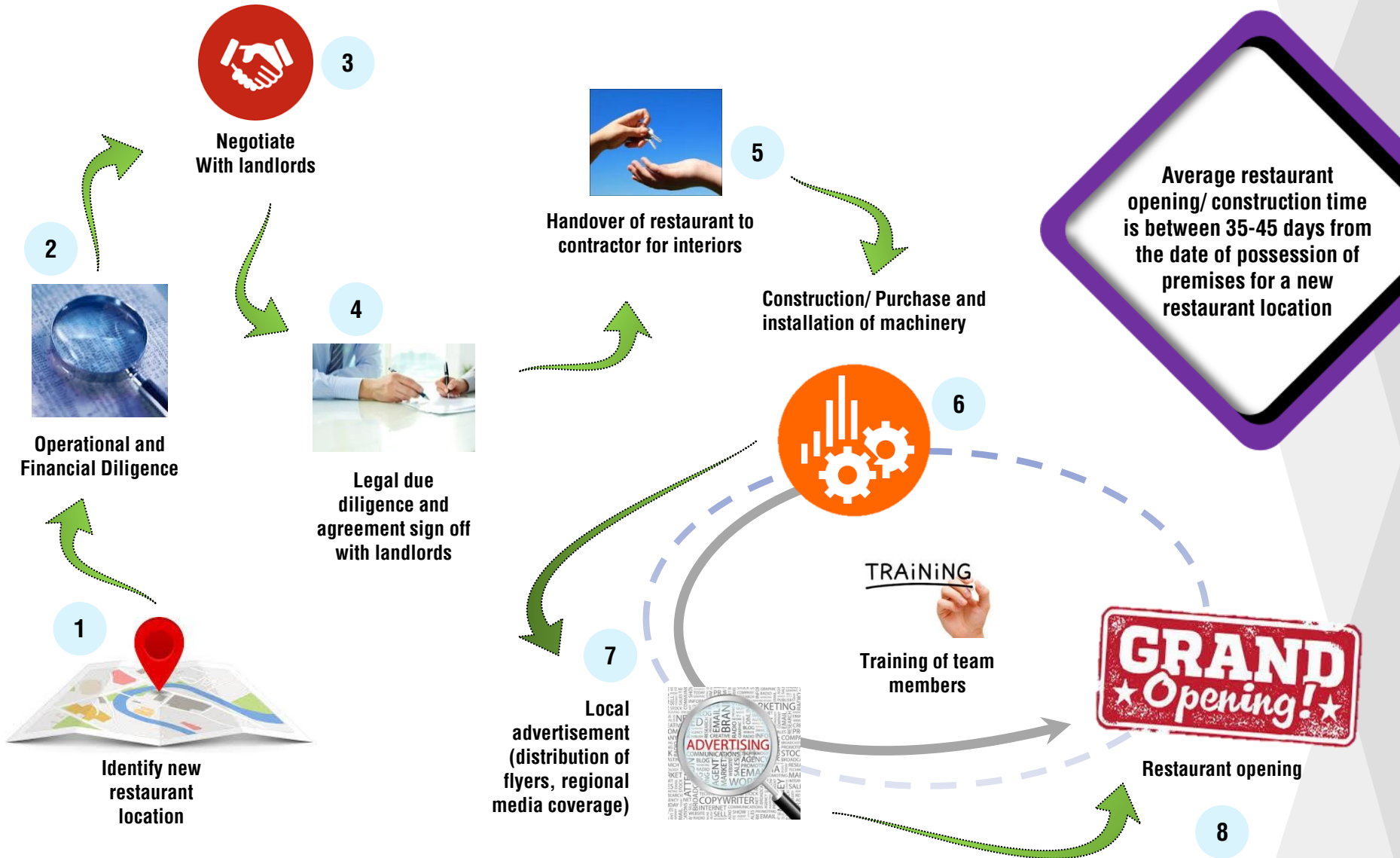
Organizational Level

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

Specialty Chicken



Mayo Burger



Iced Coffee

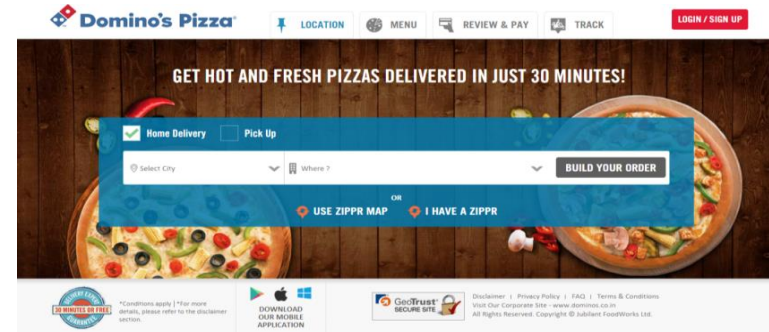


Design Innovation



- 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 7.5 million Facebook fans
- 147k followers on Twitter
- More than 13.5 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

Popularizing the pizza concept by customizing it to the Indian palette

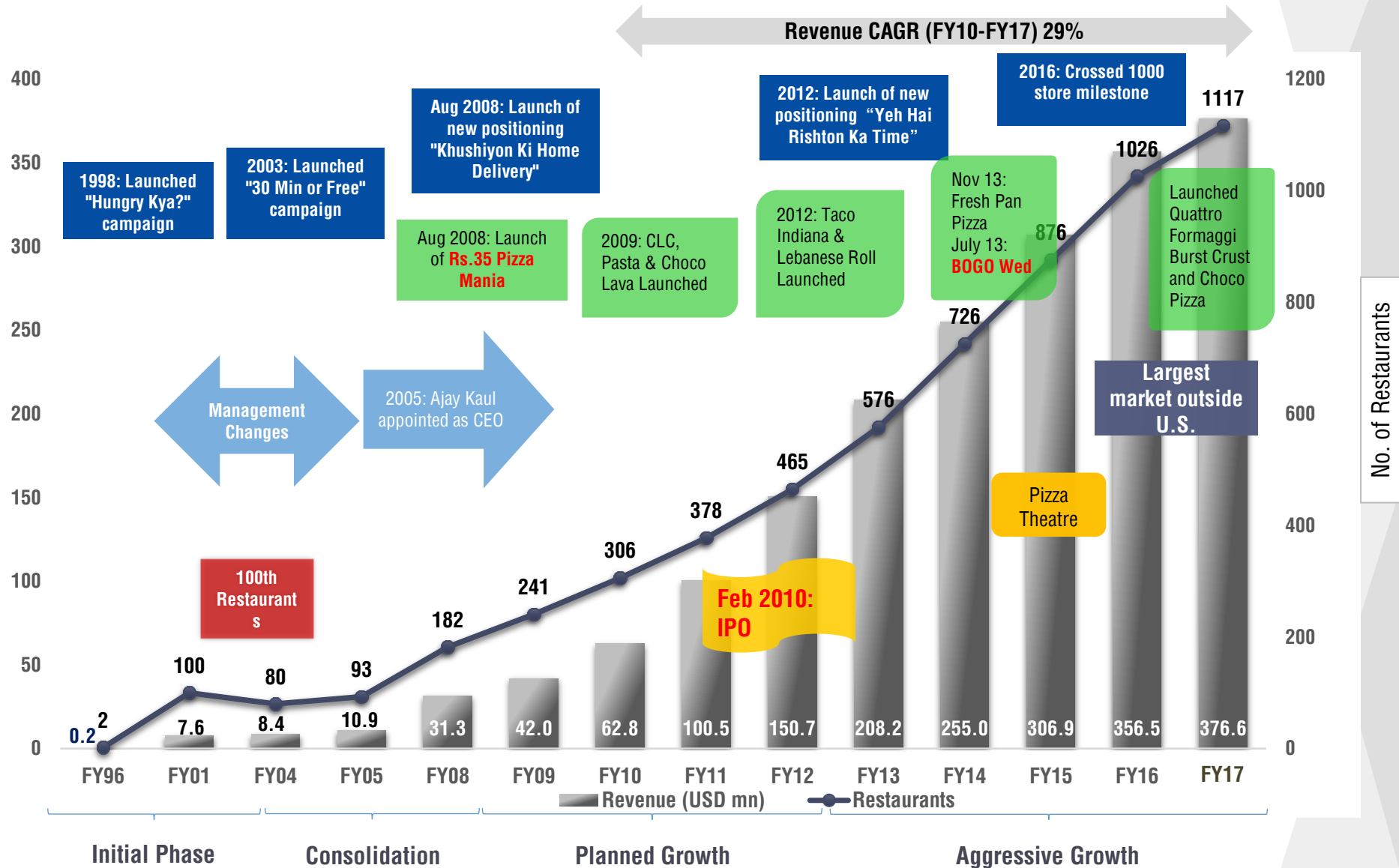
Mastering the on-time home delivery model, without penalizing the delivery boy for late/free delivery

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'

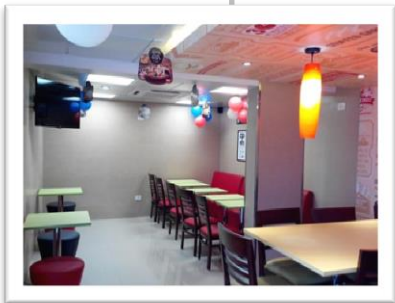
Mapping the Domino's leadership story in India



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

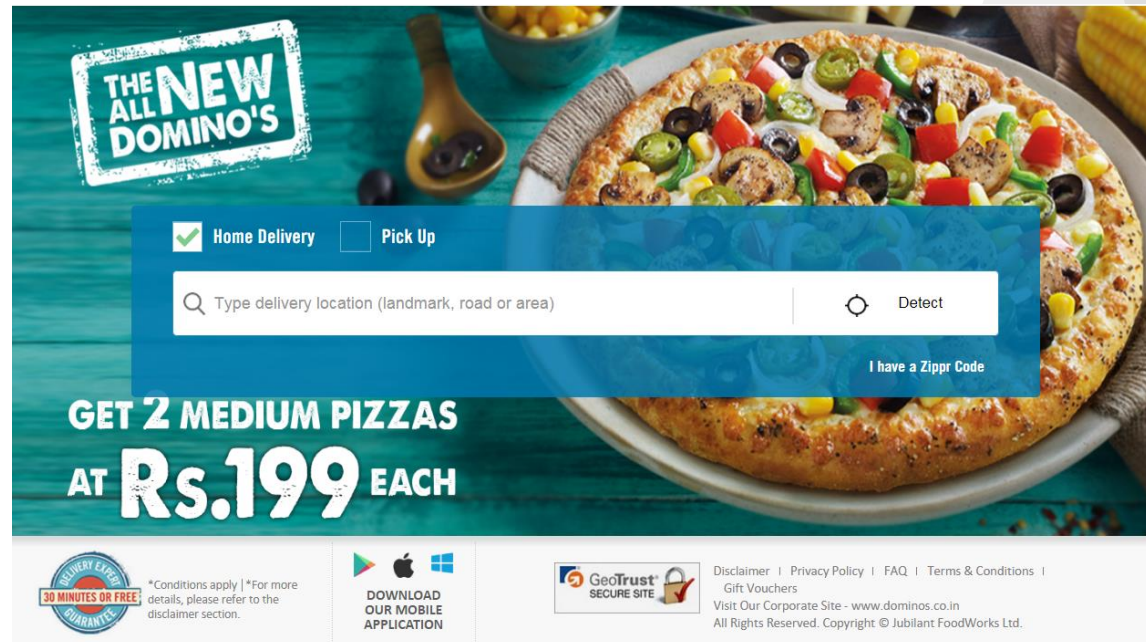
- Indicating more than 60 years Old Brand


Innovation in offerings

The all New Domino's Pizza


- New soft and tasty crust,
- More and bigger toppings,
- More cheese and
- A new herbier tomato sauce made from imported Californian tomatoes








*Conditions apply | *For more details, please refer to the disclaimer section.



DOWNLOAD OUR MOBILE APPLICATION



GeoTrust[®] SECURE SITE

Disclaimer | Privacy Policy | FAQ | Terms & Conditions | Gift Vouchers
Visit Our Corporate Site - www.dominos.co.in
All Rights Reserved. Copyright © Jubilant FoodWorks Ltd.

Innovation in offerings

Specialty Chicken



Domino's EVERYDAY VALUE

CHOOSE ANY 2 PIZZAS OF

₹295 @

₹199
— EACH —

CHOOSE ANY 2 PIZZAS WORTH

₹365 @

₹249
— EACH —

CHOOSE ANY 2 PIZZAS WORTH

₹440 @

₹299
— EACH —

CHOOSE ANY 2 PIZZAS WORTH

₹525 @

₹379
— EACH —

*Above offers applicable on medium Hand Tossed pizzas only. Upgrade to your favourite Crust in any of the above offers (charges extra). Ask the order taker for details. T&C apply. Taxes extra.

Pizza Mania Extremes



Burger Pizza



Choco Pizza



Quattro Formaggi Burst Crust



Domino's Pizza Customer touchpoints



**National Delivery
Number**

**HELLO DOMINO'S
68886888**



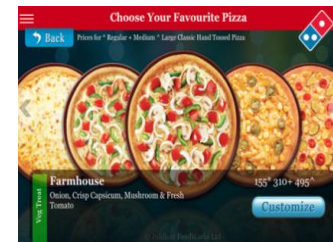
Takeaway



Restaurant



**360° mode
of
customer
outreach**



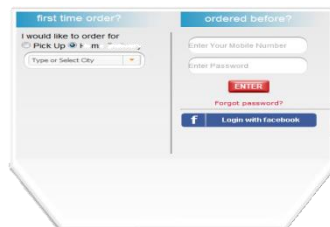
**Mobile
App**



**Indian
Railways**



Delivery



**Online
ordering**



The OLO Connect



GET HOT AND FRESH PIZZAS DELIVERED IN JUST 30 MINUTES!

	Q1 FY17	Q2 FY17	Q3 FY17	Q4 FY17	Q1 FY18
Average OLO contribution to delivery sales	44%	47%	49%	51%	51%
Mobile Ordering sales contribution to overall OLO	41%	54%	56%	68%	69%
Downloads of mobile ordering app	4.4 mn	5.0 mn	5.3 mn	6.4 mn	7.5 mn

Accessible through all platforms

**VERY VERY
BLUEBERRY**

Very Very Happy
Diwali indeed.

**DARK
CHOCOLATE
TRUFFLE**

Dark enough to
brighten up Diwali.

INTRODUCIN'
THE NEW INTERNATIONAL GOLD COFFEE RANGE
**NEW
Dunkaccino®**
SO REFRESHIN', YOU WANNA DUNK IN!



Got a Joy? Make it Big.



DUNKIN'DONUTS®
premium donuts collection

DUNKIN'DONUTS®
premium donuts collection

**THE ORIGINAL
MAYO BURGER**
SOME CALL IT A CLASSIC.
WE CALL IT EPIC.



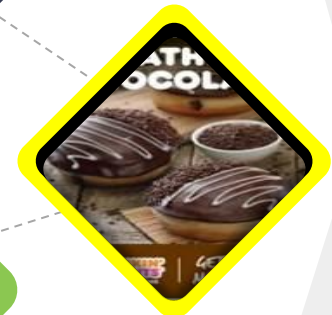
Dunkin' Donuts – Overview



Dunkin' Donuts & more - All Day Part Menu



ALL DAY PART MENU



Dunkin' Donuts- New launches



Donuts



Munchkins



Food



Beverages



Dunkin' Donuts- New initiatives



DDonline

Register & Get **25% OFF** on the first order



Save More on Epic Mayo Burger, Buy 2 Veg @ ₹119 & 2 Non-Veg @ ₹149. T&C. No Coupon Required.



**A GREAT OFFER
TO DUNK IN**

Save ₹49 with a pack of 6 classic donuts @ ₹245

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



Financial Highlights-Jubilant FoodWorks

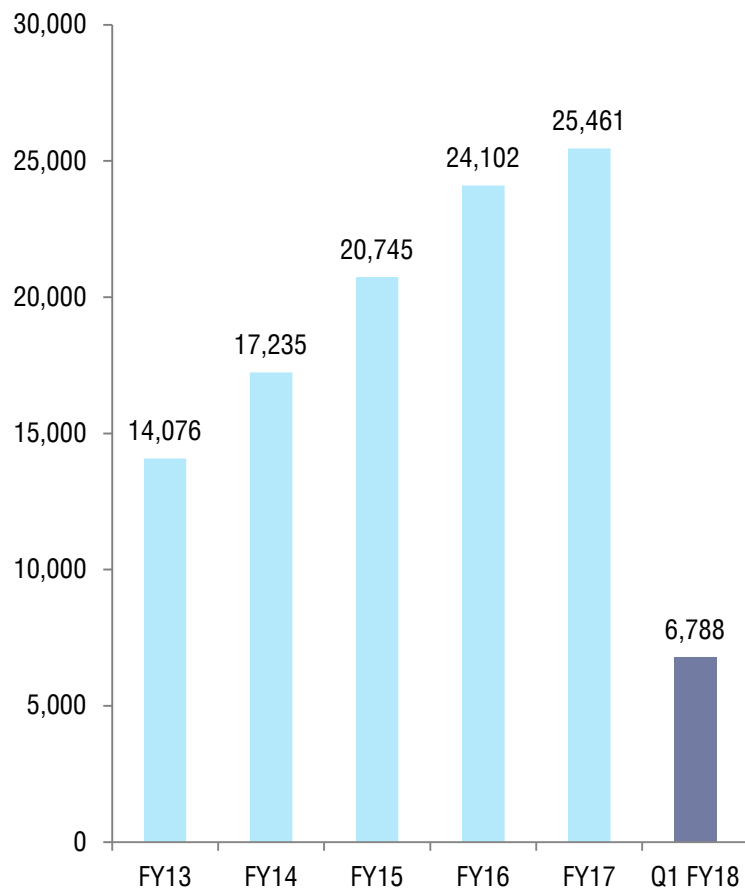


Growth & Key Trends

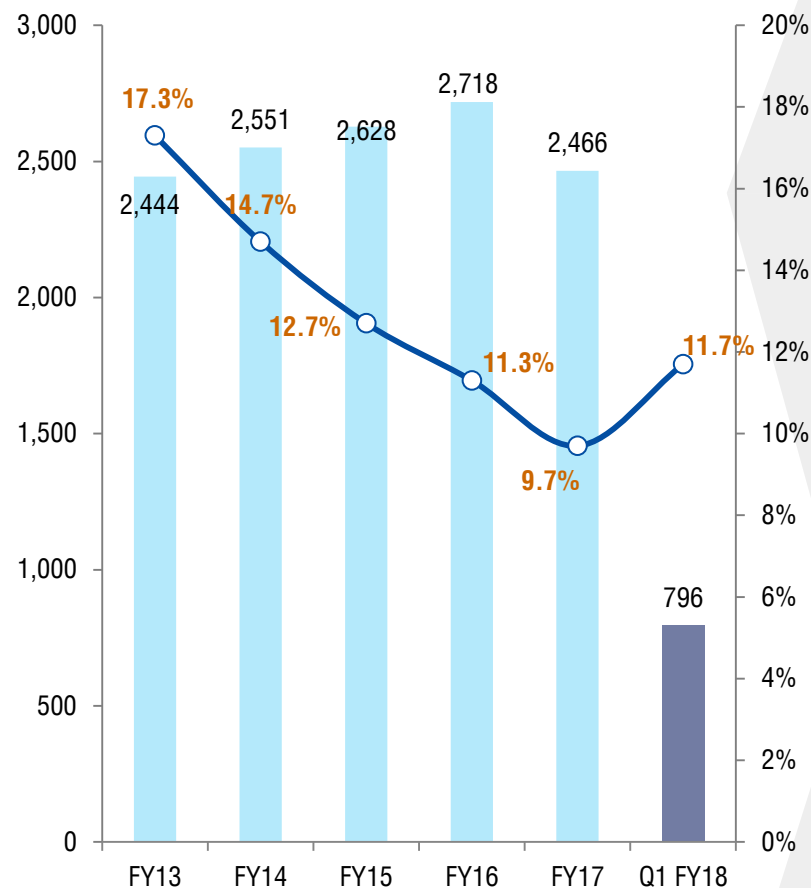
All figures in Rs mn



Total Income



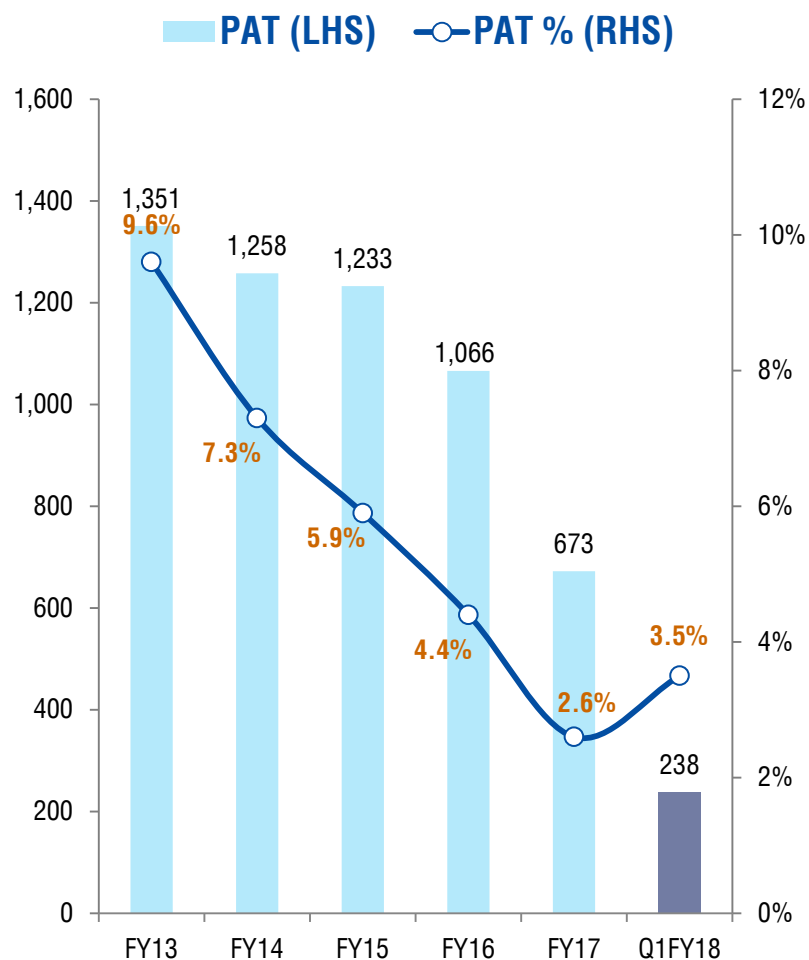
EBITDA (LHS) — EBITDA% (RHS)



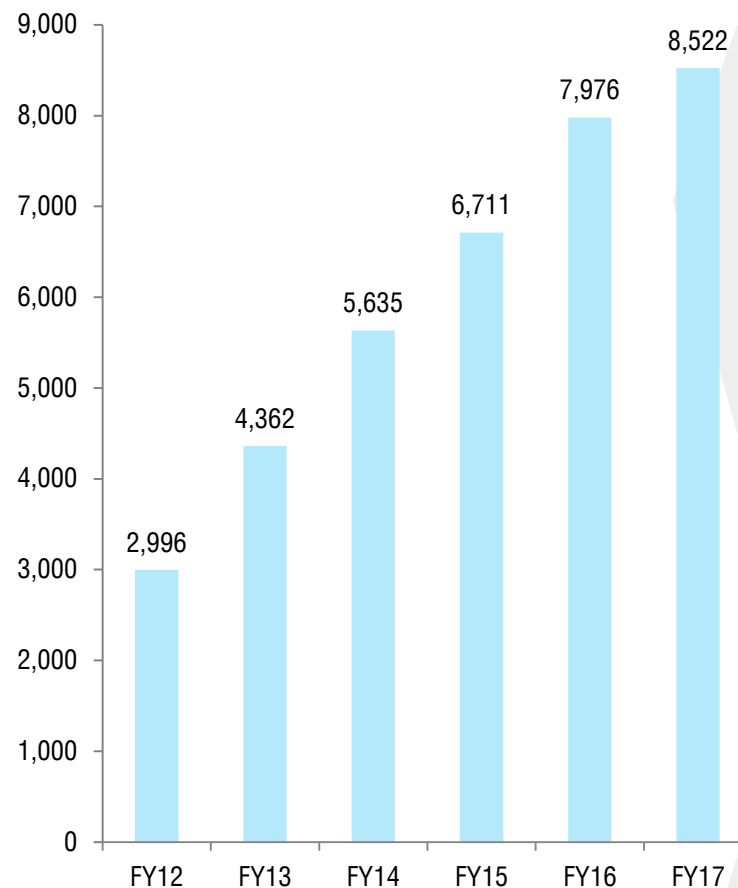
Note: 1. Financial discussion throughout this release is based on standalone reporting
 2. The financials of Dunkin' Donuts have been included in the results & related financial discussion

Growth & Key Trends

All figures in Rs mn



Network

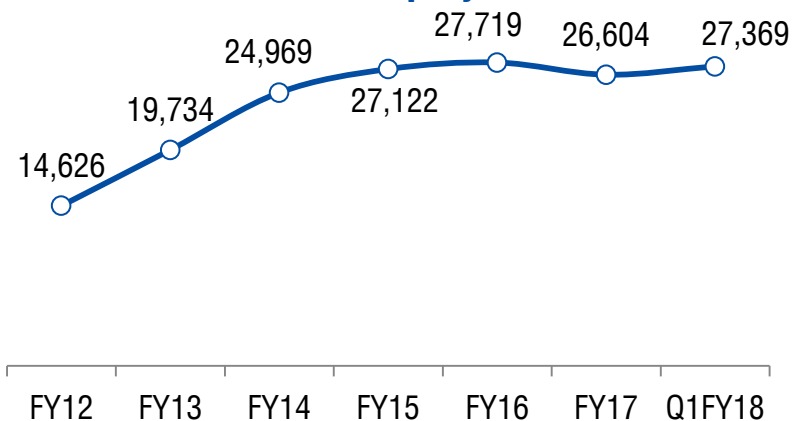


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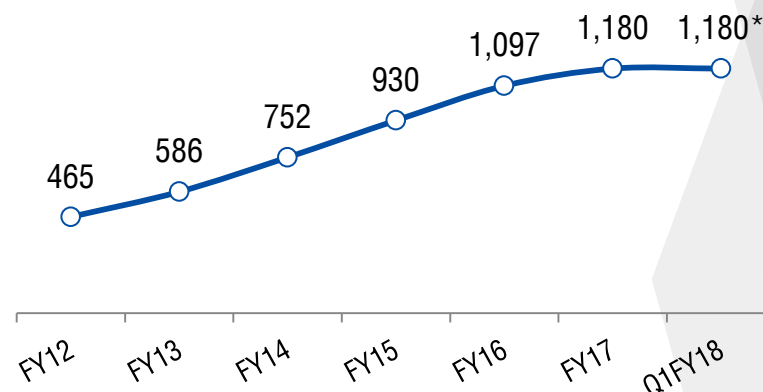
Growth & Key Trends



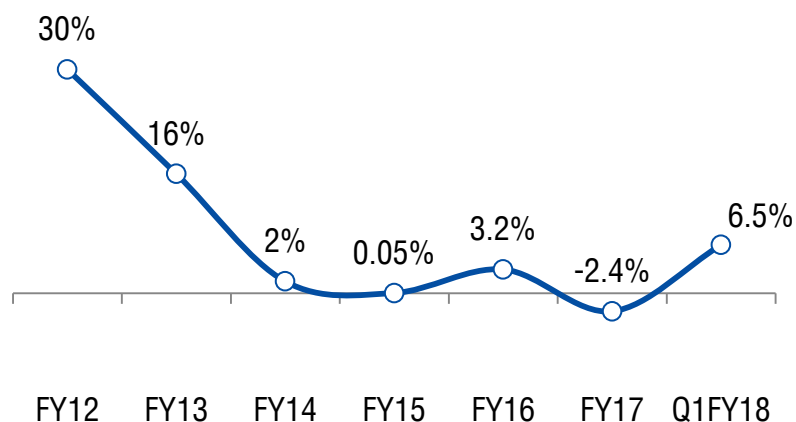
No. of Employees



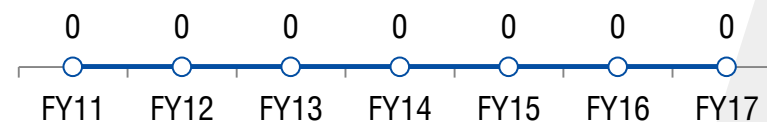
No. of Restaurants



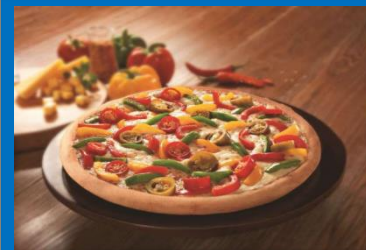
Same Store Sales Growth (SSG)



Debt-Equity ratio



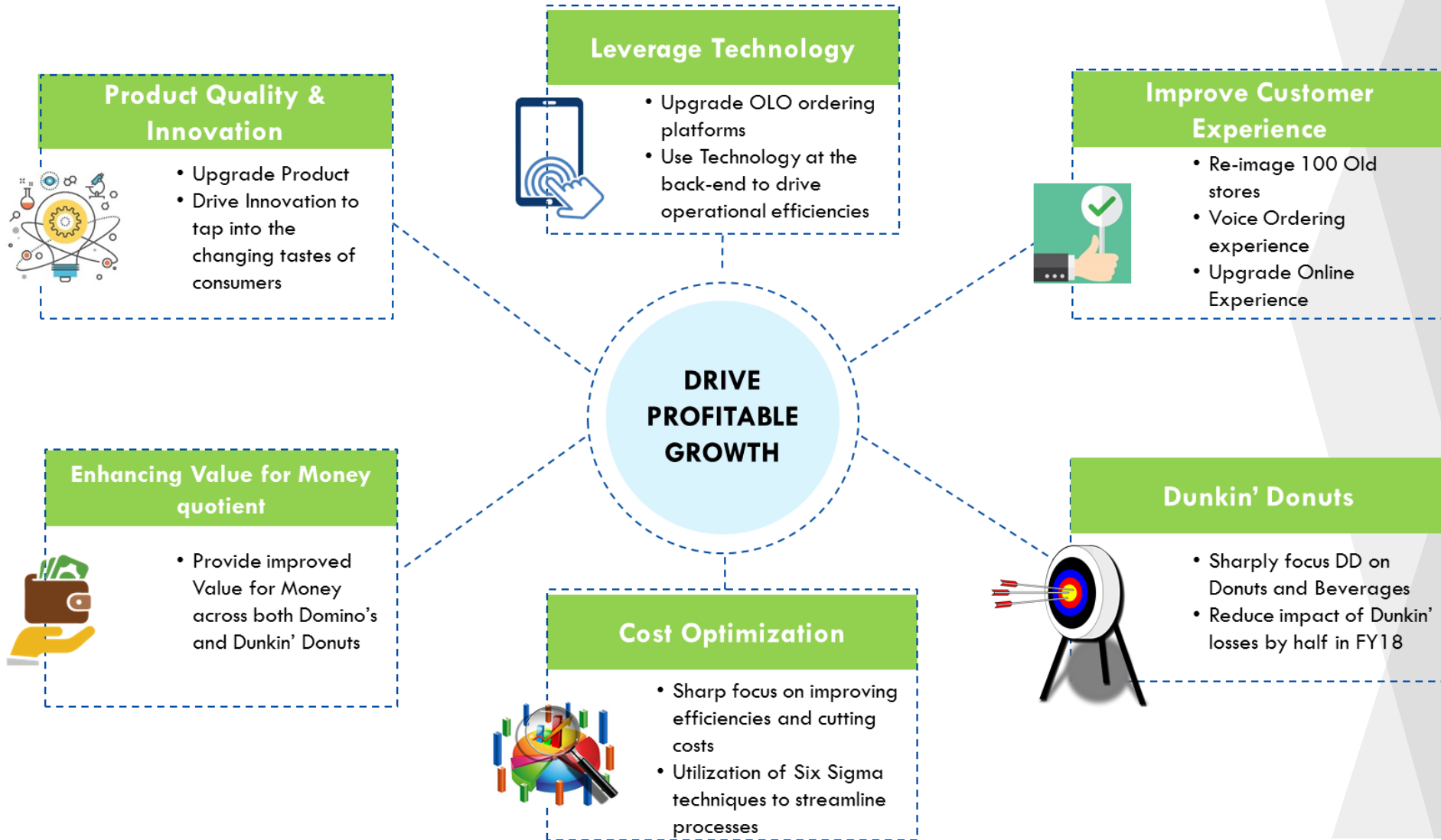
*Total No of stores includes 1,125 Domino's Pizza stores + 55 Dunkin' Donuts Restaurants (as of 30 June, 2017)



Outlook



Key Focus Areas for FY18





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. Pratik Pota (CEO and Wholetime Director)



- Joins the Company from PepsiCo India where he was Chief Operating Officer, Foods & Beverages (Company Owned Operations). Prior to this, Mr. Pota has held various leadership roles at Bharti Airtel and Hindustan Unilever. He has over twenty-four years of experience in FMCG and Telecom Industry.
- Alumnus of IIM Kolkata and BITS Pilani

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

Mr. Shamit Bhartia (Non Executive Director)



- Has expertise in media and motor Industries
- Has worked in the Corporate Finance and M&A Group, Lazard Frere, New York and is a Managing Director of Hindustan Media Ventures Limited
- Bachelors' degree in Economics from Dartmouth College, USA.

Mr. Berjis Minoo Desai (Independent Director)



- Has expertise in mergers and acquisitions, derivatives, corporate and financial laws, International business laws and international commercial arbitration.
- Has been practicing law for the last 37 years
- Has worked as Managing Partner of J. Sagar Associates (JSA).
- Law Graduate from Mumbai University and post graduate in law from Cambridge University, U.K.

Ms. Aashti Bhartia (Non Executive Director)



- Has expertise in management building and business expansion.
- Executive Director at Ogaan India Private Limited. Has worked as head of Strategy and Business Development for Jubilant First Trust Hospitals.
- Bachelors' degree in Anthropology and History from Columbia University, USA and Business Bridge Program from Tuck School of Business, Hanover, New Hampshire.

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



Jubilant FoodWorks Limited has won the 'Recognition for Customer Centricity' – (Service), (Large Business Organization) based on the assessment outcome of the 'CII Awards for Customer Obsession – 2016'

Jubilant Foodworks has been certified as Great Place to Work by Great Place of Work Institute for building a high-trust & high performance culture. We ranked amongst Top 100.

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

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

Domino's won Star Retailer of the year Award at Franchisee India Award

Domino's Pizza won the National Award – Excellence in Customer Service,organised by World HRD Congress

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

JFL has won the 3rd Edition of "Indian Risk Management Award – Best Risk Management Practice (Retail)" by CNBC TV-18.

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.

JFL won CSR Initiative of the year Award in FY16 at Annual Indian Retail Awards organized by Franchisee India

JFL was awarded as Best Risk Management Framework & System – Retail award by by ICICI Lombard and CNBC TV18

JFL has been certified as Great Place to Work by the Great Place to Work Institute for building a high trust & performance culture.

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

- 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'



Thank You

