JUBILANT FOODWORKS
www.jubilantfoodworks.com

Domino's Pizza
www.dominos.co.in

DUNKIN' DONUTS & MORE
www.dunkinindia.com

JFL/NSE-BSE/2017-18/25

June 6, 2017

**The Manager**
Department of Corporate Services
**BSE Ltd.**
25th Floor, P.J. Towers,
Dalal Street, Mumbai – 400001

**Scrip Code: 533155**

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

**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.

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*
*Encl: a/a*

# JUBILANT FOODWORKS LIMITED

## Corporate Presentation

**June 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

JUBILANT FOODWORKS

Domino's Pizza

DUNKIN' DONUTS & MORE

# 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**

*Source: India Food Services Report 2016- National Restaurant Association of India*

# 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**

*Source: India Food Services Report 2016- National Restaurant Association of India*

# 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

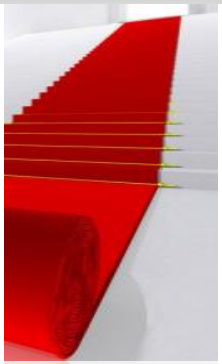
India an attractive proposition for global players – more choices for consumers

**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

JUBILANT FOODWORKS | Domino's Pizza | DUNKIN' DONUTS & MORE

# Overview of brands at JFL

| | Domino's Pizza | Dunkin' Donuts |
|---|---|---|
| | ○ Founded in 1960 | ○ Founded in 1950 |
| **Presence Across Countries** | ○ More than 14,000 franchised and Company-owned Restaurants in more than 85 international markets | ○ More than 12,200 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** | ○ 1,127 restaurants across 265 Indian cities*<br>○ India is currently the biggest market for Domino's Pizza outside the United States | ○ 60 Restaurants across 16 Indian cities* |
| **Contract Details** | ○ Exclusive right to open Domino's Pizza restaurants in India, Sri Lanka, Bangladesh and Nepal<br>○ 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 May 29, 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

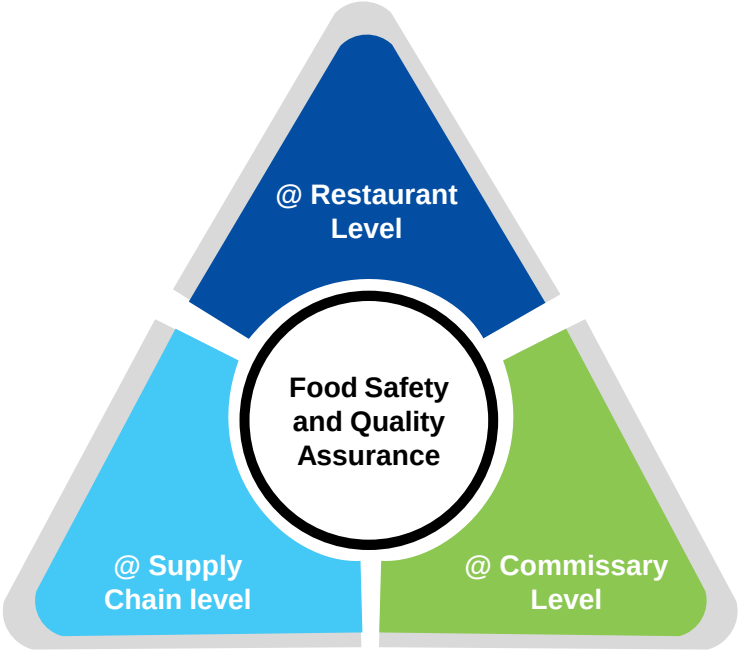
**Delivering consistency in product and services to delight our customers**

# Operational Excellence through Quality Compliance

## Food Safety and Quality Assurance

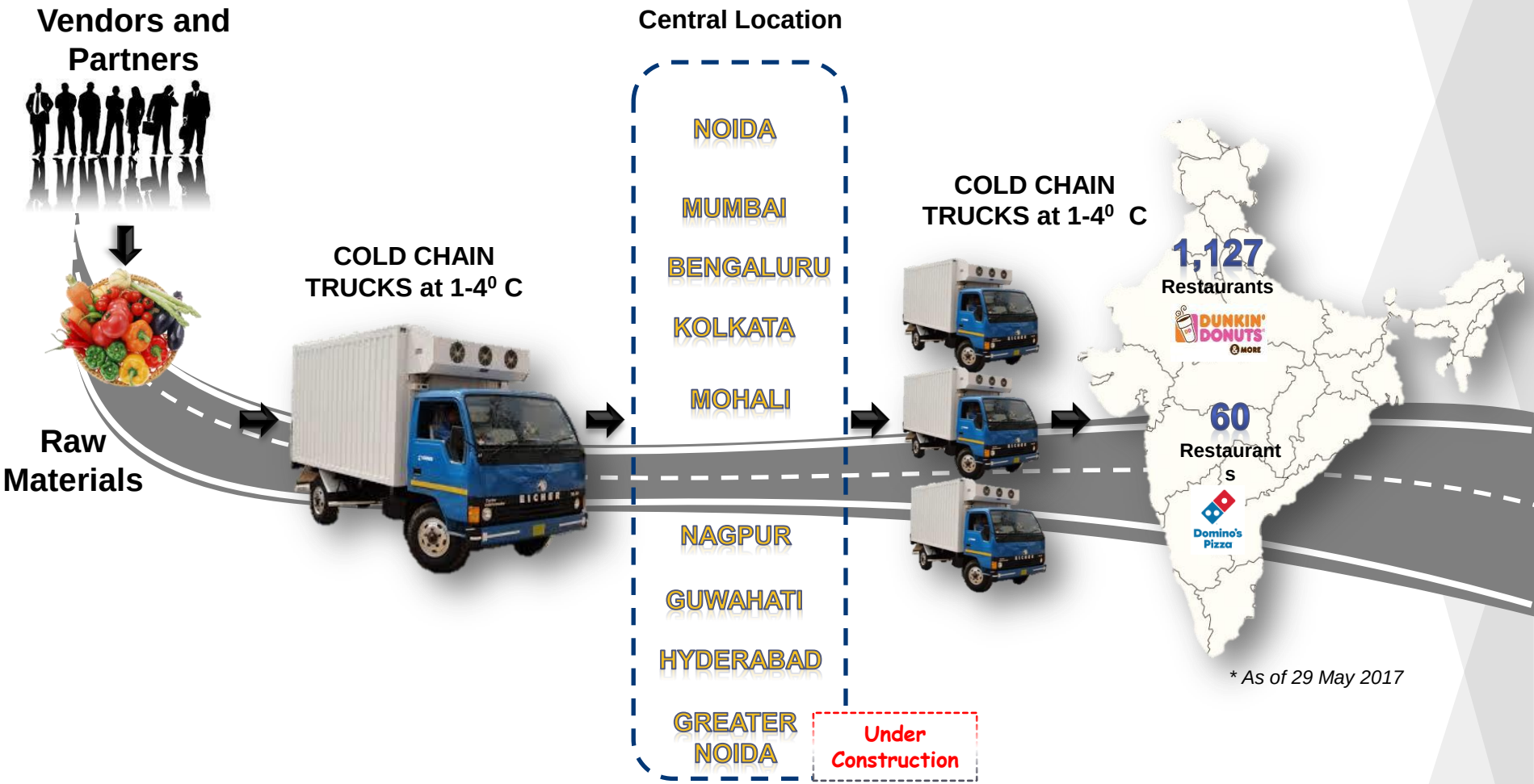
- Training on standards of Food safety and Quality
- Regular QA Assessment
- Third party assessment through NABL Accredited agency
- Regular compliance checks of food processes as per FSSAI guidelines
- Continual surveillance assessment of restaurants under ISO 22000 certification

- 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




** As of 29 May 2017*

**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

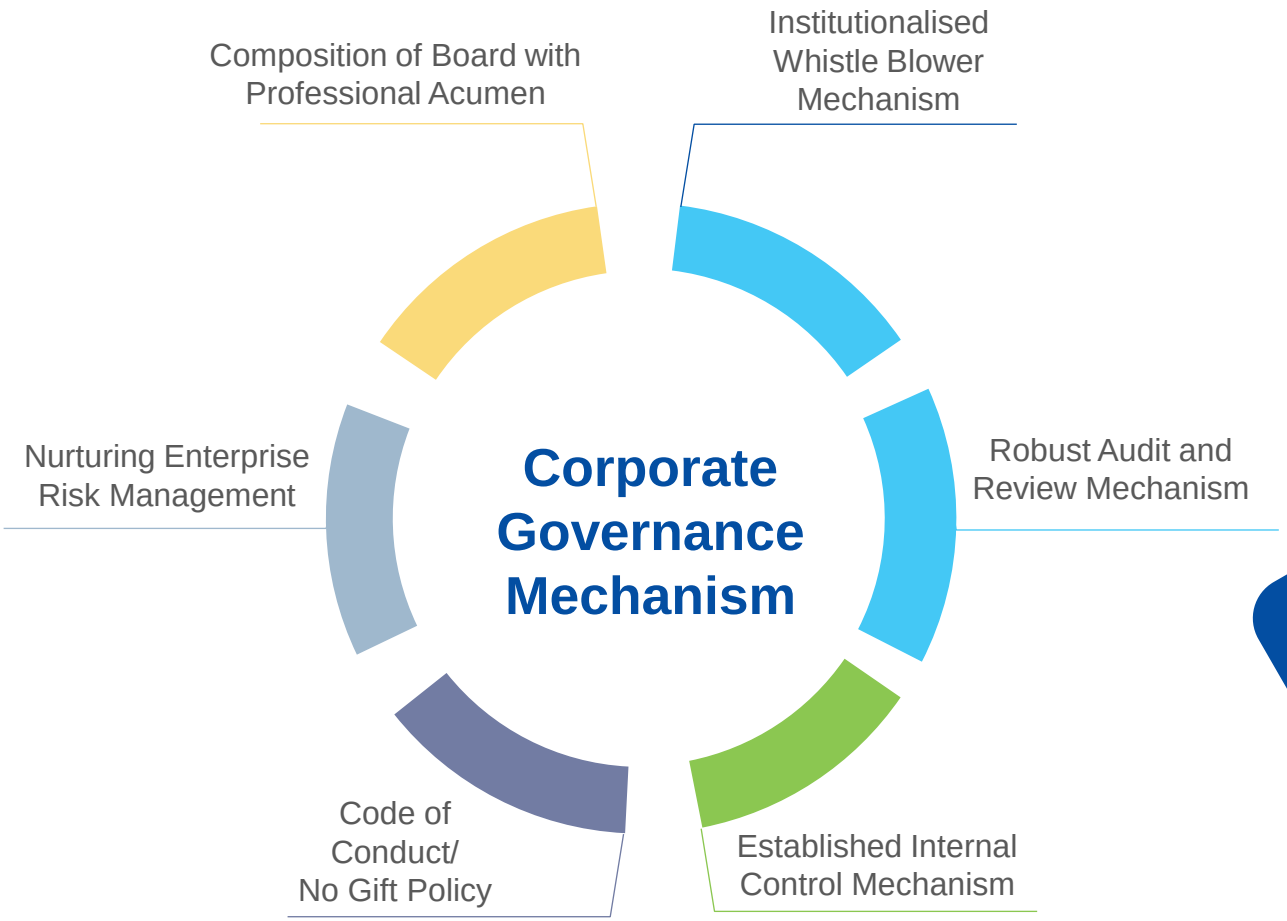
*Learning & Professional Development and Training*

*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

1 Identify new restaurant location

2 Operational and Financial Diligence

3 Negotiate With landlords

4 Legal due diligence and agreement sign off with landlords

5 Handover of restaurant to contractor for interiors

6 Construction/ Purchase and installation of machinery

7 Local advertisement (distribution of flyers, regional media coverage)

Training of team members

8 Restaurant opening

Average restaurant opening/ construction time is 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**

# Innovation

## Product Innovation

Pizza Mania Extremes

Burger Pizza

Choco Pizza

Quattro Formaggi Burst Crust

Chef's Favourite

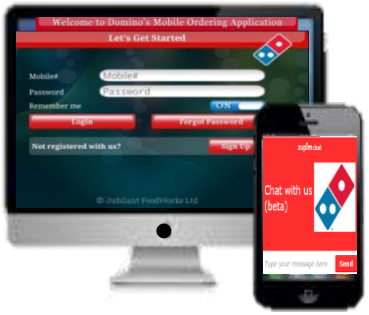
Range of coffees

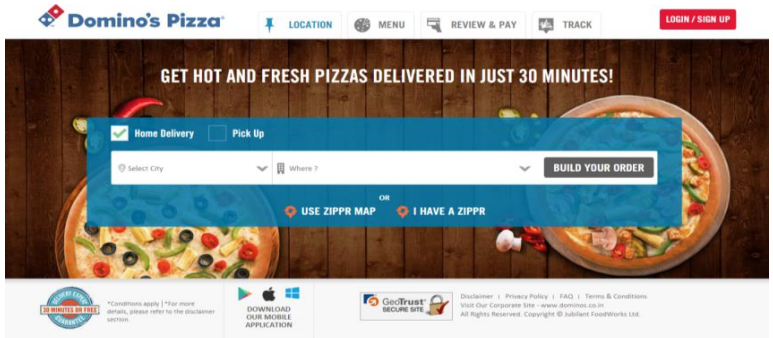
DunkyDoos

## 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 6.4 million Facebook fans
- 147k followers on Twitter
- More than 13.0 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

JUBILANT FOODWORKS | Domino's Pizza | DUNKIN' DONUTS & MORE

# Domino's Pizza's Evolution in India

**Popularizing the pizza concept by** customizing it to the Indian palette

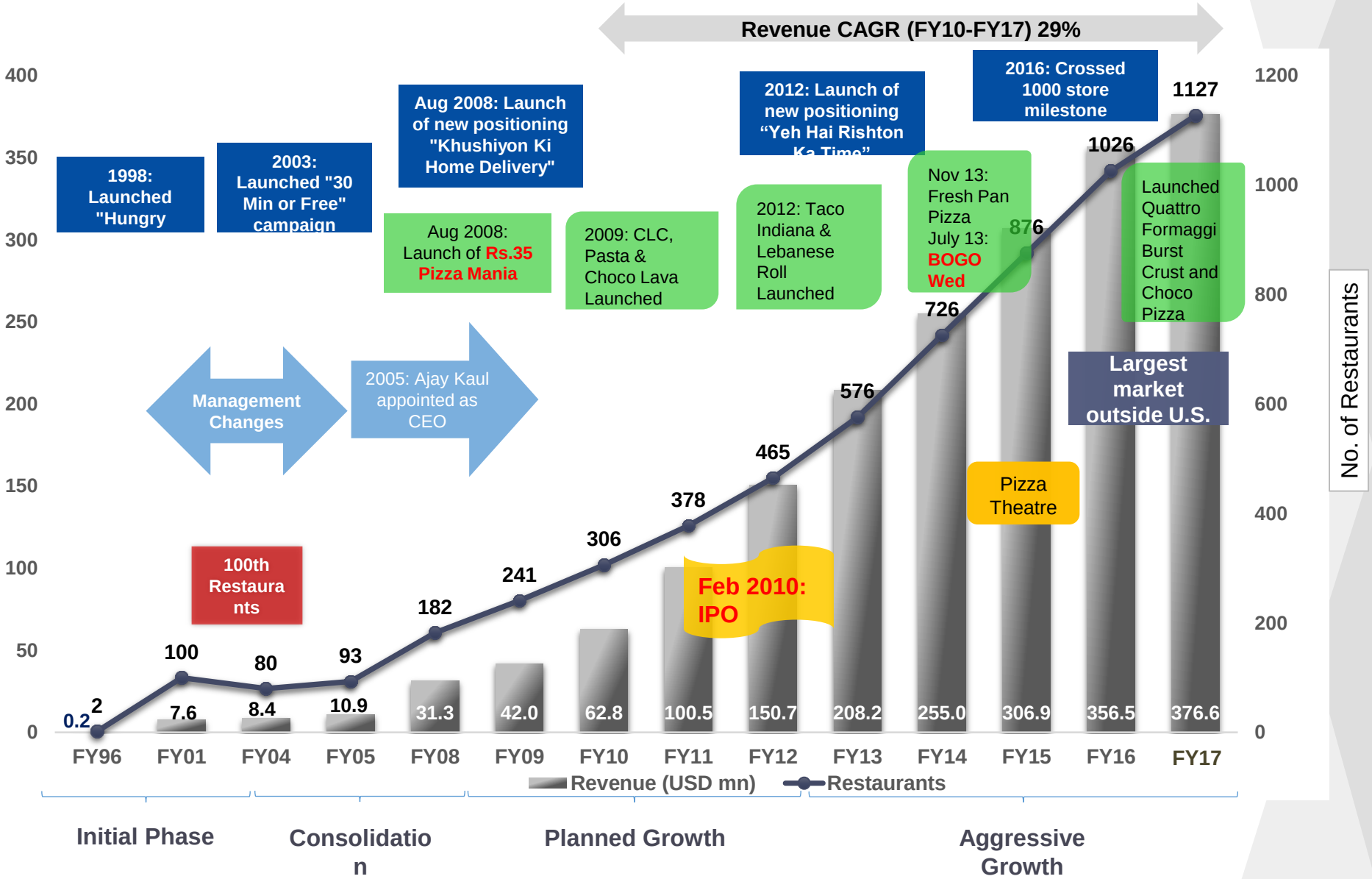
**Mastering the on-time home delivery model, without penalizing the delivery boy for late/free delivery**

**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

# Innovation in service-New Restaurant Design

**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

# Innovation in offerings

## Choco Pizza

## Quattro Formaggi Burst Crust

## Pizza Mania Extremes

## Burger Pizza

## Fresh Pan Pizza in Regular size

## Navratra Menu

# Domino's Pizza Customer touchpoints

**National Delivery Number**

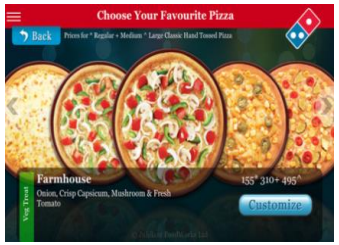
**Restaurant**

**Takeaway**

**360⁰ mode of customer outreach**

**Indian Railways**

**Mobile App**




**Online ordering**

**Delivery**

# The OLO Connect

GET HOT AND FRESH PIZZAS DELIVERED IN JUST 30 MINUTES!

| | Q4 FY16 | Q1 FY17 | Q2 FY17 | Q3 FY17 | Q4 FY17 |
|---|---|---|---|---|---|
| Average OLO contribution to delivery sales | 41% | 44% | 47% | 49% | 51% |
| Mobile Ordering sales contribution to overall OLO | 38% | 41% | 54% | 56% | 68% |
| Downloads of mobile ordering app | 3.9 mn | 4.4 mn | 5.0 mn | 5.3 mn | 6.4 mn |

**Accessible through all platforms**

# Dunkin' Donuts – Overview

JUBILANT FOODWORKS | Domino's Pizza | DUNKIN' DONUTS & MORE

# Dunkin' Donuts & more - All Day Part Menu

## ALL DAY PART MENU

# Dunkin' Donuts- New launches

**Donuts**

**Munchkins**

**DunkyDoos**

**Valentine's Day Donuts**

**Holi Range of Donuts**

**Food**

**Big Joy Burgers**

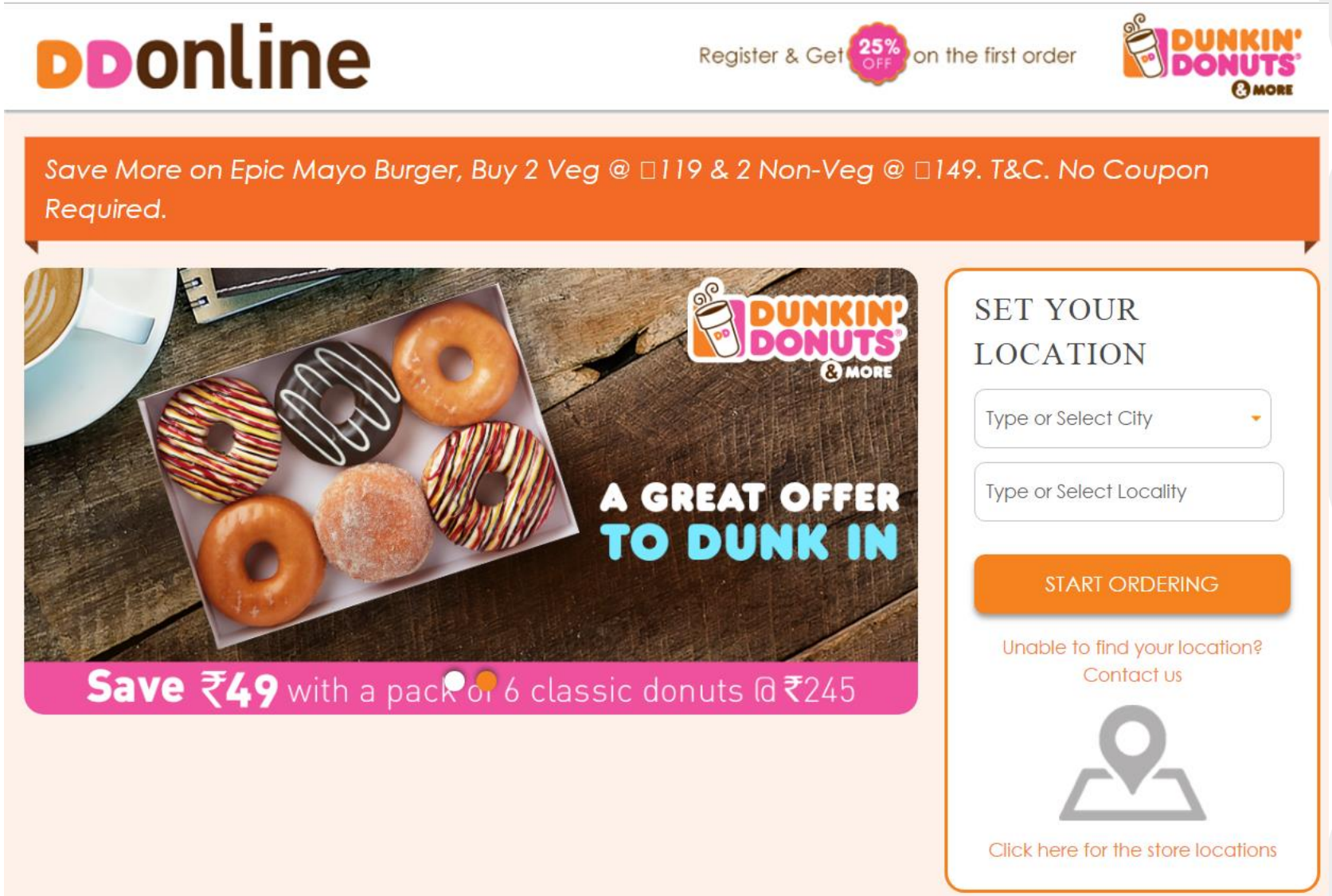
**Chef's Favourite Paneer**

**Beverages**

**Virgin Mojito Coolatta**

**Salty Classic Lemonade Coolatta**

# Dunkin' Donuts- New initiatives

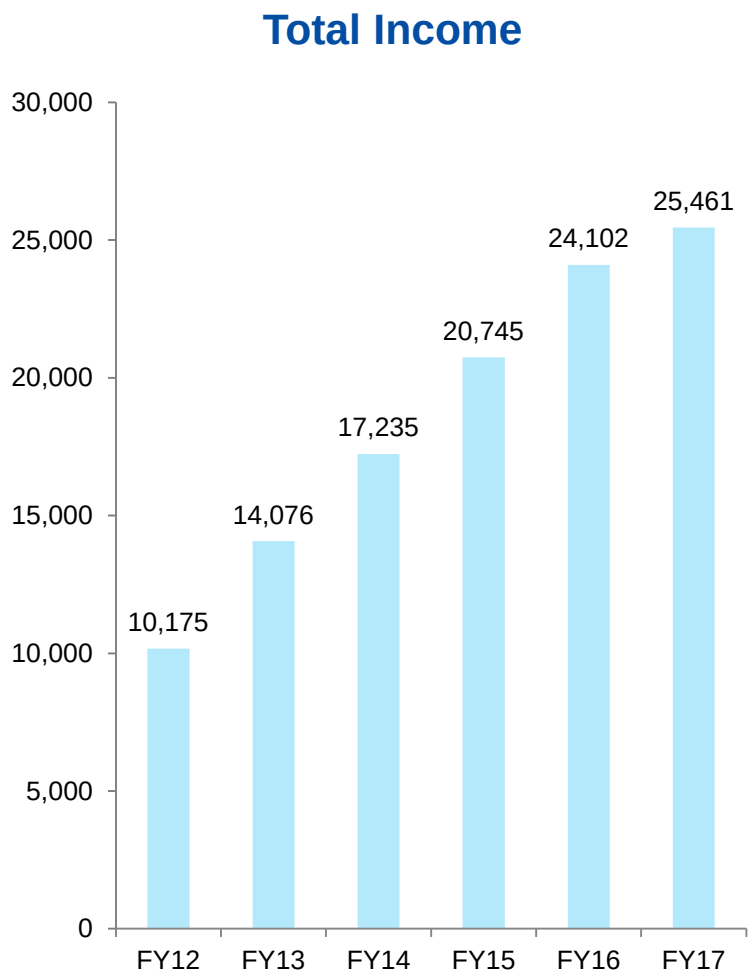


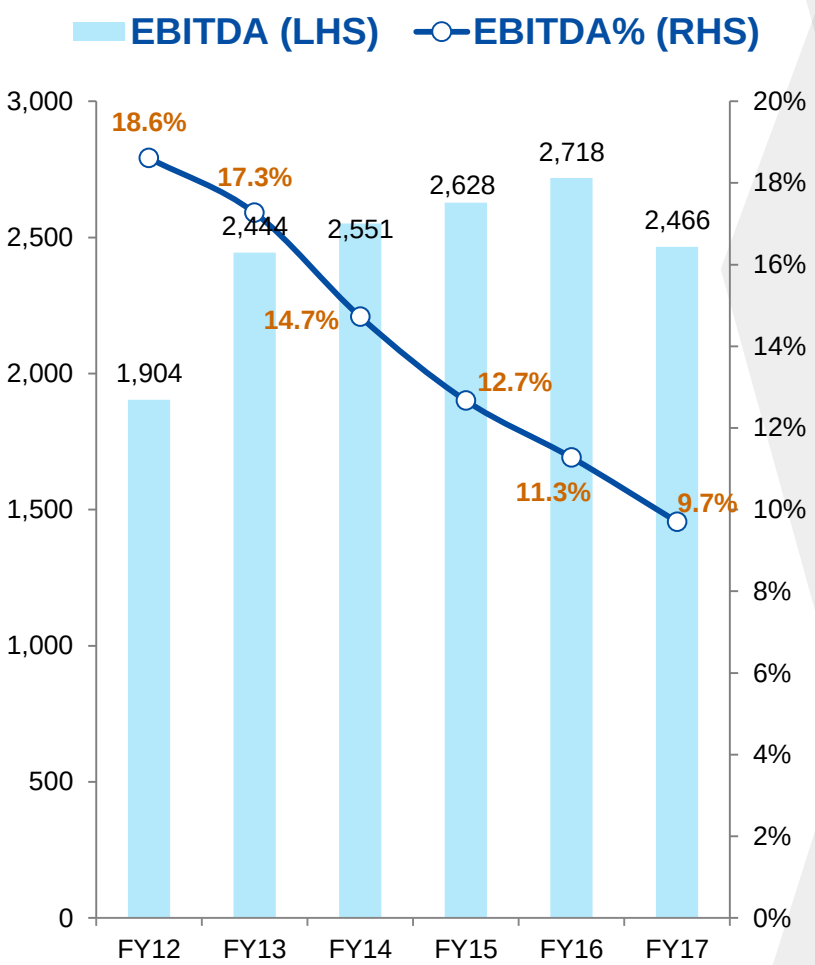
# Financial Highlights-Jubilant FoodWorks

JUBILANT FOODWORKS | Domino's Pizza | DUNKIN' DONUTS & MORE

# Growth & Key Trends

All figures in Rs mn

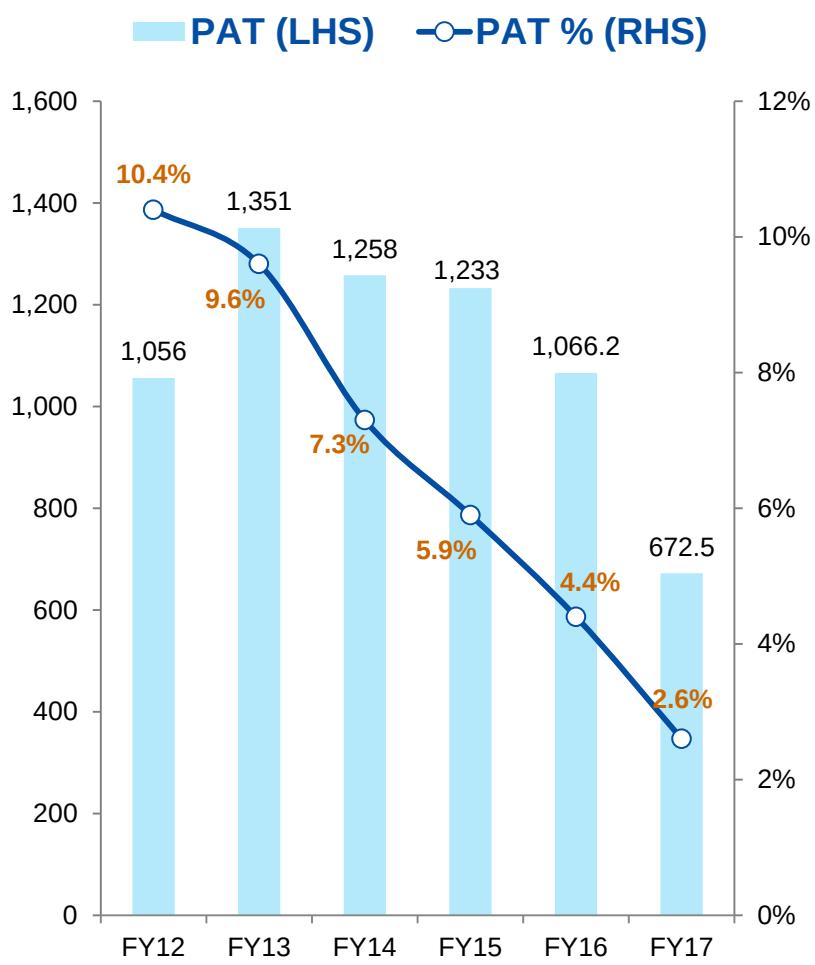


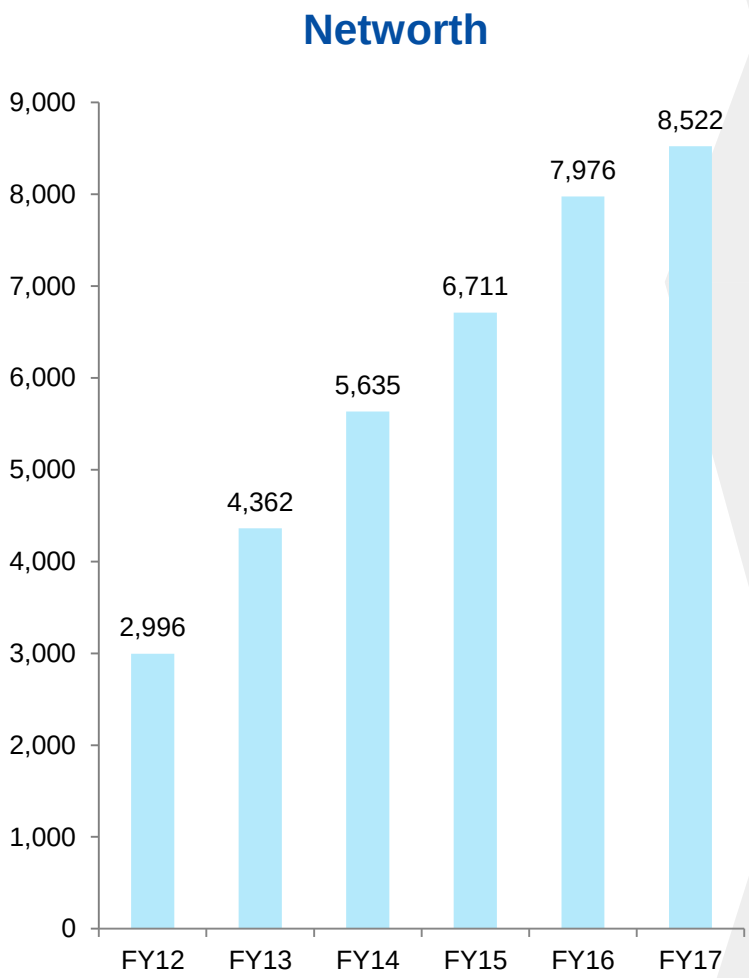




***Note:*** *1. Financial discussion throughout this release is based on standalone reporting*
*2. The financials of Dunkin' Donuts have been included in the results & related financial discussion*

# Growth & Key Trends

All figures in Rs mn

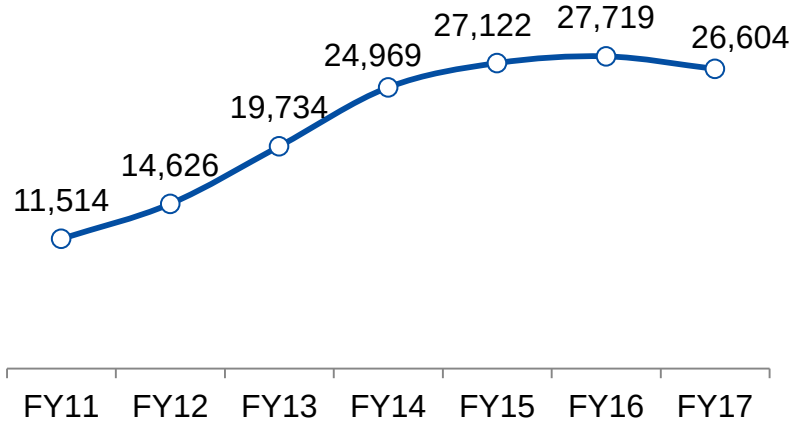


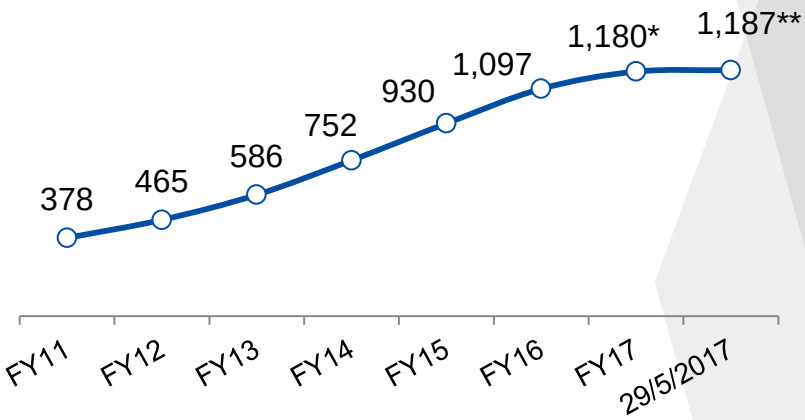

***Note:*** *1. Financial discussion throughout this release is based on standalone reporting*
*2. The financials of Dunkin' Donuts have been included in the results & related financial discussion*

# Growth & Key Trends

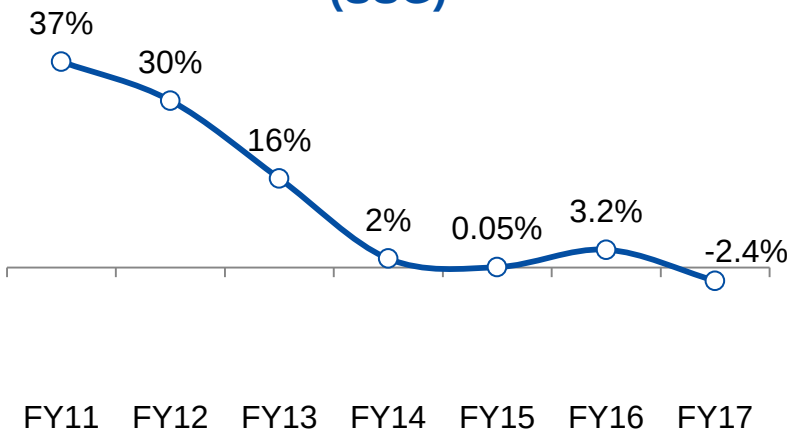
## No. of Employees



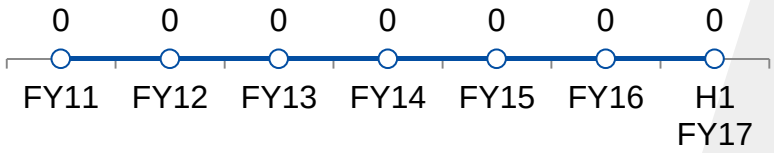

## No. of Restaurants




## Same Store Sales Growth (SSG)




## Debt-Equity ratio




- *Total No of stores includes 1,117 Domino's Pizza stores + 63 Dunkin' Donuts Restaurants (as of 31 March, 2017 )
- **Total No of stores includes 1,127 Domino's Pizza stores + 60 Dunkin' Donuts Restaurants (as of 29 May, 2017 )

# Outlook

JUBILANT FOODWORKS

Domino's Pizza

DUNKIN' DONUTS & MORE

# The Way Forward

### ROI focused expansion

Increased reach of restaurant network to provide better accessibility to the customers. For FY18, the target would be to open around 40-50 new Domino's Pizza restaurants and 4 - 5 new Dunkin' Donuts restaurants.

Plan to reimage around 100 restaurants for a better customer experience

### Leverage technology to fuel growth

Invest and grow OLO channel to create a seamless customer experience and derive efficiencies

### Strategic infrastructure investment

Necessary investments that will fortify business capabilities and help tap market opportunities Greater Noida Supply Chain Center shaping up as per Company's plans and is targeted to be to be operational soon

### Brand development

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

### Innovation initiatives

Energize existing loyal customer base and attract new audiences through innovative and evolving menu items and marketing strategies

# Annexures:
# Experienced Team, CSR initiatives Awards

JUBILANT FOODWORKS | Domino's Pizza | DUNKIN' DONUTS & MORE

# 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.

# 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.

# 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 Pizza won the National Award – Best Deployment of Learning Management System at Best in Class Learning & Development Awards, organised by World HRD Congress

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

JUBILANT FOODWORKS

Domino's Pizza

DUNKIN' DONUTS & MORE