JUBILANT FOODWORKS
www.jubilantfoodworks.com

Domino's Pizza
www.dominos.co.in

DUNKIN' DONUTS & MORE
www.dunkinindia.com

JFL/NSE-BSE/2016-17/46

June 13, 2016

The Manager
Listing Department
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

CM Quote: 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 updated 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

Jubilant FoodWorks Limited

(Mona Aggarwal)
Company Secretary cum Compliance Officer

Investor E-mail Id: investor@jublfood.com

Encl: a/a

JUBILANT FOODWORKS

JUBILANT FOODWORKS LIMITED

Corporate Presentation

June - 2016

Domino's Pizza

DUNKIN' DONUTS & MORE

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

JUBILANT FOODWORKS

Domino's Pizza

DUNKIN' DONUTS & MORE

Opportunities in FSI

INR – 20,067 crs

Chained
USD 3 Bn in 2015

- Fine Dining
- Pubs & Lounges
- Cafes
- QSR
- Ice cream Parlours

INR – 6,79,463 crs

Independent
USD 106 Bn in 2015

- Dhabas
- Roadside Eateries
- Standalone sweet shops
- Street Stalls
- Hawkers

INR/USD – 64.14

Chained Units: 10 or more units and international chains

Independent Units: Other than chained

Promising Opportunities in the Chained FSI

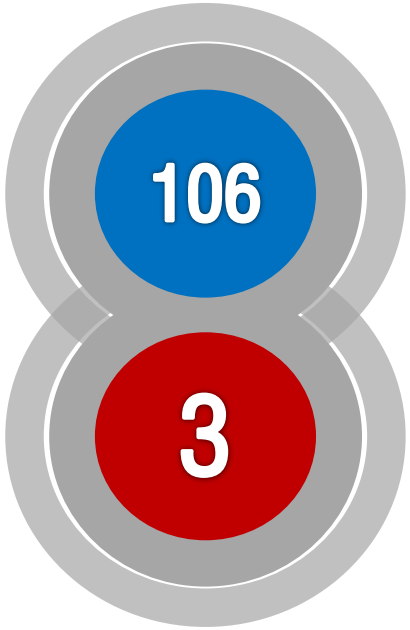
INR – 699,529 crs

12% CAGR

INR – 12,19,393 crs

2015 – USD 109 Bn

2020 – USD 190 Bn

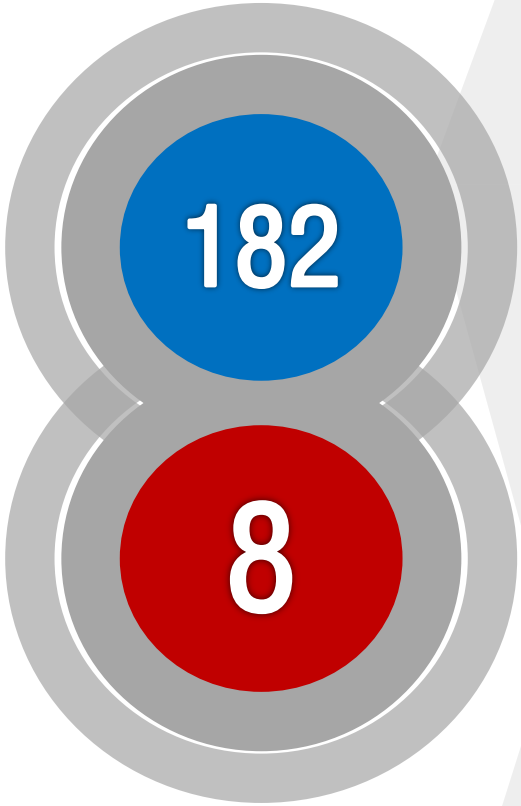


11% CAGR

Independent

19% CAGR

Chained



Chained FSI expected to grow rapidly

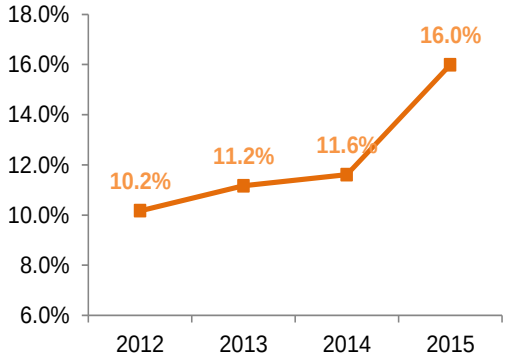
INR/USD – 64.14

(***Source:*** *Euromonitor Consumer Food Service Report 2016)*

Chained Consumer Food Service in India: Top Brands

Brand Name	2012		2013		2014		2015		Gr%	CAGR
	Sale	% Mix	Sale	% Mix	Sale	% Mix	Sale	% Mix	15/14	3 Yr
Domino's Pizza	**1,296**	***10.2%***	**1,628**	***11.2%***	**1,938**	***11.6%***	**3,209**	***16.0%***	**65.6%**	**35.3%**
McDonald's	1,383	*10.9%*	1,426	*9.8%*	1,457	*8.7%*	1,490	*7.4%*	2.2%	2.5%
KFC	896	*7.0%*	1,251	*8.6%*	1,375	*8.2%*	1,352	*6.7%*	-1.7%	14.7%
Café Coffee Day (incl Xpress)	942	*7.4%*	1,075	*7.4%*	1,186	*7.1%*	1,125	*5.6%*	-5.1%	6.1%
Pizza Hut	405	*3.2%*	421	*2.9%*	455	*2.7%*	883	*4.4%*	94.1%	29.7%
Subway	277	*2.2%*	353	*2.4%*	436	*2.6%*	561	*2.8%*	28.7%	26.6%
Barbeque Nation	191	*1.5%*	276	*1.9%*	361	*2.2%*	442	*2.2%*	22.3%	32.2%
Starbucks	9	*0.1%*	46	*0.3%*	70	*0.4%*	251	*1.3%*	260.4%	206.2%
Baskin-Robbins	154	*1.2%*	172	*1.2%*	172	*1.0%*	167	*0.8%*	-3.0%	2.8%
Swirl's	119	*0.9%*	124	*0.8%*	124	*0.7%*	142	*0.7%*	14.0%	6.1%
Papa John's	97	*0.8%*	87	*0.6%*	87	*0.5%*	138	*0.7%*	58.2%	12.5%
Little Italy	90	*0.7%*	100	*0.7%*	109	*0.7%*	130	*0.6%*	19.2%	12.9%
Dunkin' Donuts	3	*0.0%*	8	*0.1%*	17	*0.1%*	35	*0.2%*	108.5%	136.9%
Other	6,879	54.0%	7,614	52.2%	8,903	53.3%	10,141	50.5%	13.9%	13.8%
Total	**12,740**	***100.0%***	**14,580**	***100.0%***	**16,691**	***100.0%***	**20,067**	***100.0%***	***20.2%***	***16.3%***

Domino's Pizza's Share (Chained Consumer Foodservice)



Domino's Pizza has been consistently increasing its market share in Chained FSI

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

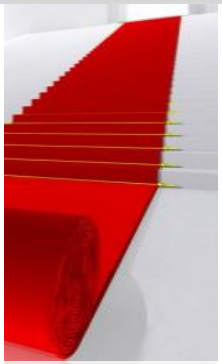
India an attractive proposition for global players – more choices for consumers

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 12,100 franchised and Company-owned Restaurants in more than 80 international markets	○ More than 11,500 Restaurants in more than 40 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	○ 1,039 Restaurants across 240 Indian cities* ○ India is currently the biggest market for Domino's Pizza outside the United States	○ 74 Restaurants across 24 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 28 May, 2016*

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

Our Pillars

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

@ Vendor level

- Stringent selection process for 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

@ Commissary Level

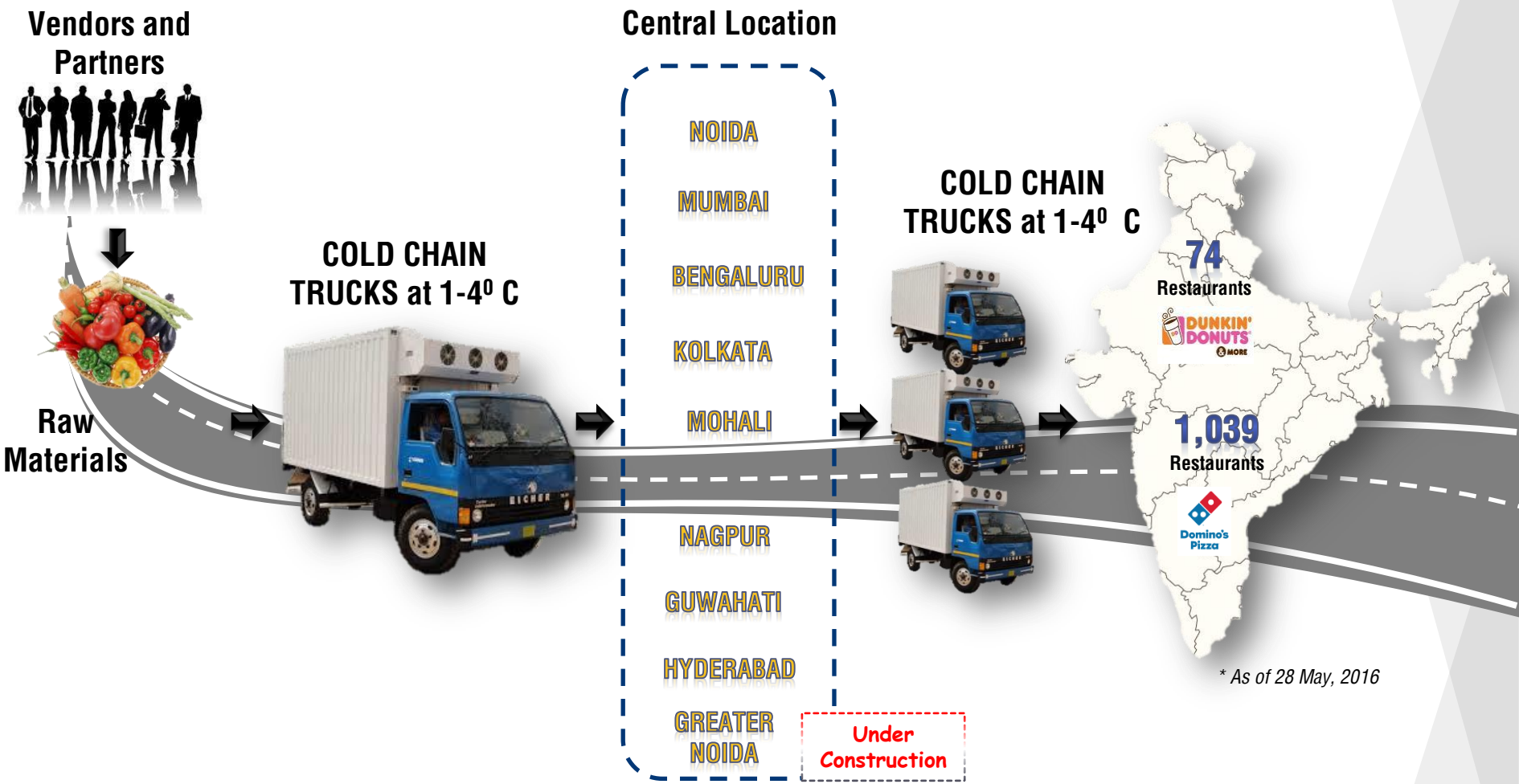
- Training staff and managers on comprehensive standards of Food safety and Quality
- Stringent sampling of all raw materials & COA approach acceptance
- Comprehensive analysis of Food products as per FSSAI guidelines
- Regular food quality safety QA assessments in accordance with FSSAI requirements
- Implemented FSMS (ISO 22000) certification in 5 Commissaries

@ Restaurant Level

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

Food Safety and Quality Assurance

Our robust supply chain management



* As of 28 May, 2016

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 27,000+ Brand Ambassadors

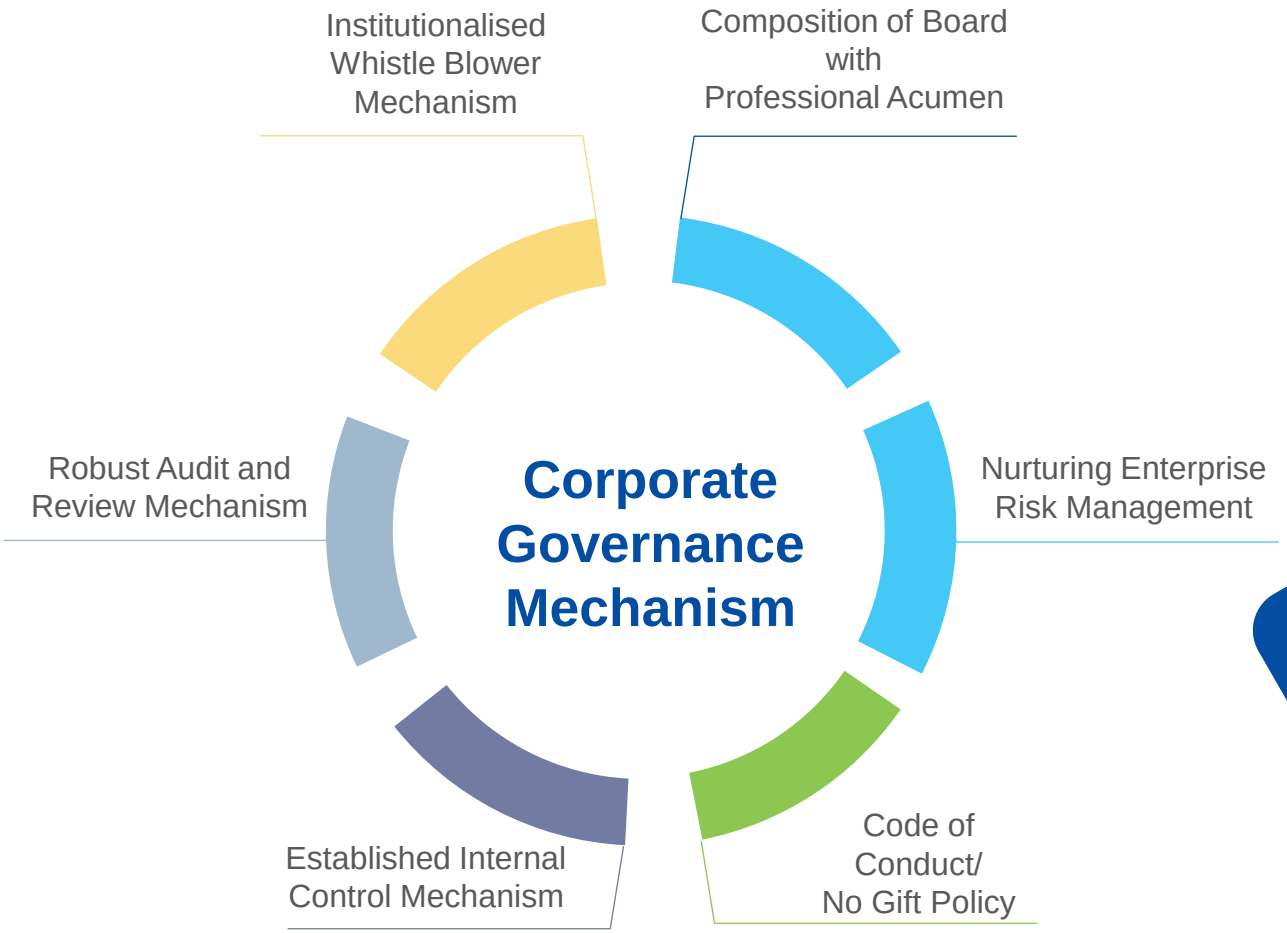
Learning & Professional Development and Training

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

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

Double Cheese Crunch Pizza

Custard Bliss

Big Joy Burgers

Range of coffees

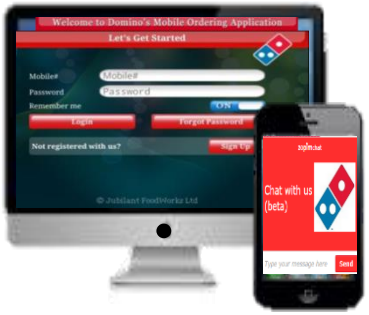
Zingy Parcel

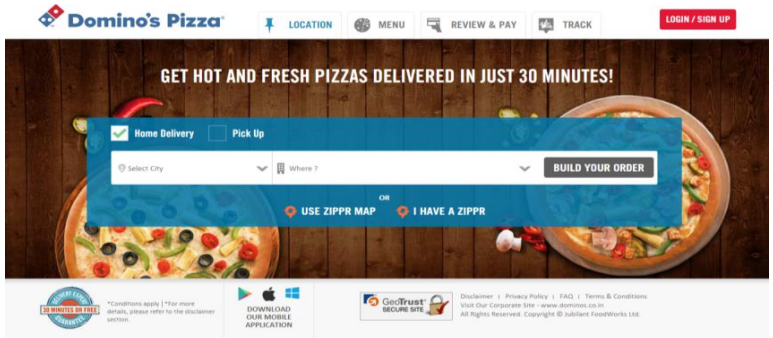
Breakup Party Éclair!

Theme 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 6.6 million Facebook fans
- 116k followers on Twitter
- More than 12.3 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

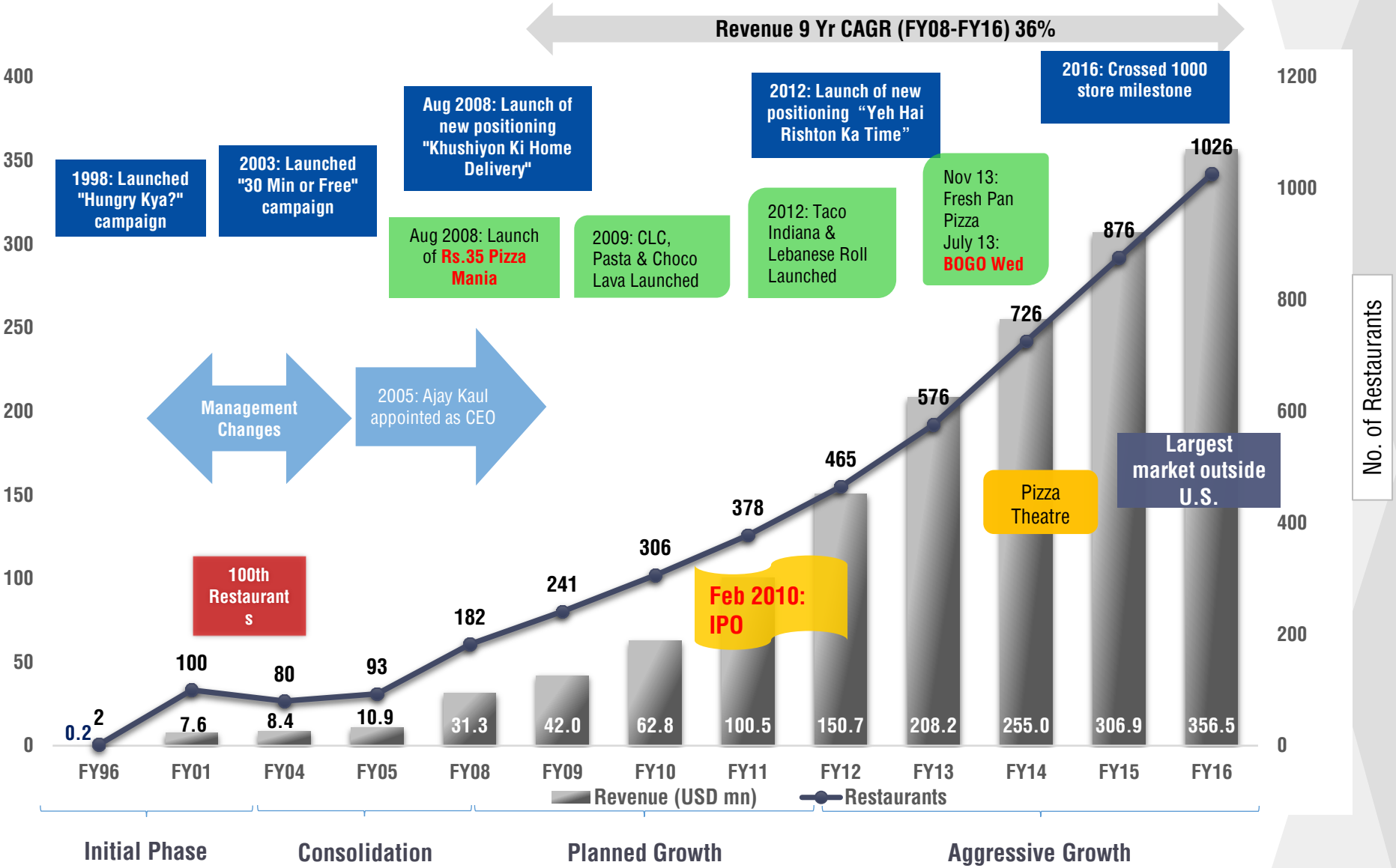
Mastering the on-time home delivery model, without penalizing the delivery boy for late/free delivery

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

Pizza Mania Extremes

Innovation in offerings

Double Cheese Crunch Pizza

Fresh Pan Pizza in Regular size

Zingy Parcel

Taco Mexicana

Custard Bliss

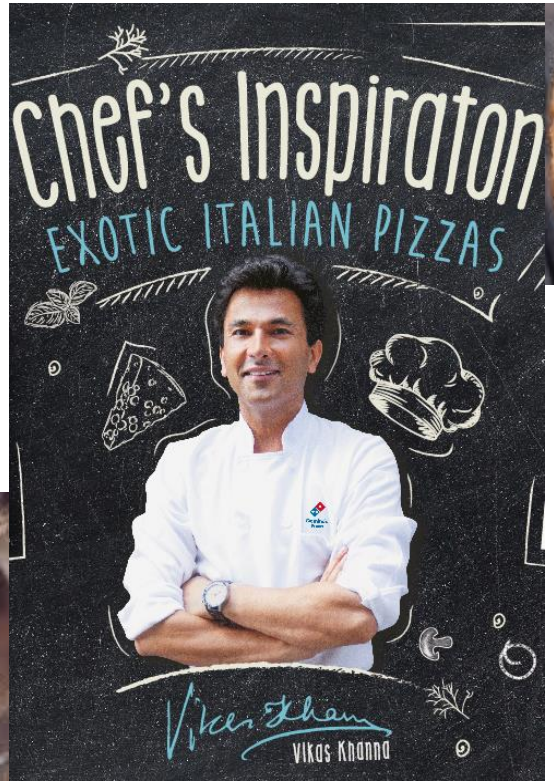
Subwich

Junior JoyBox

Innovation in offerings

Chef's Inspiration

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



Florence Chicken Exotica

Roman Veg Supreme

Domino's Pizza Customer touchpoints

National Delivery Number

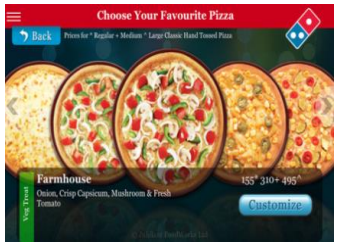
Restaurant

Takeaway

360⁰ mode of customer outreach

Indian Railways

Mobile App



Online ordering

Delivery

The OLO Connect

CLICK TO ORDER ONLINE

	Q4 FY15	Q1 FY16	Q2 FY16	Q3 FY16	Q4 FY16
Average OLO contribution to delivery sales	29%	33%	36%	36%	41%
Mobile Ordering sales contribution to overall OLO	23%	28%	30%	38%	38%
Downloads of mobile ordering app	2.6 mn	3.1 mn	3.5 mn	3.7 mn	3.9 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 - 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

Square shaped donuts

Food

Big Joy Burgers

Too Much Burgers

Beverages

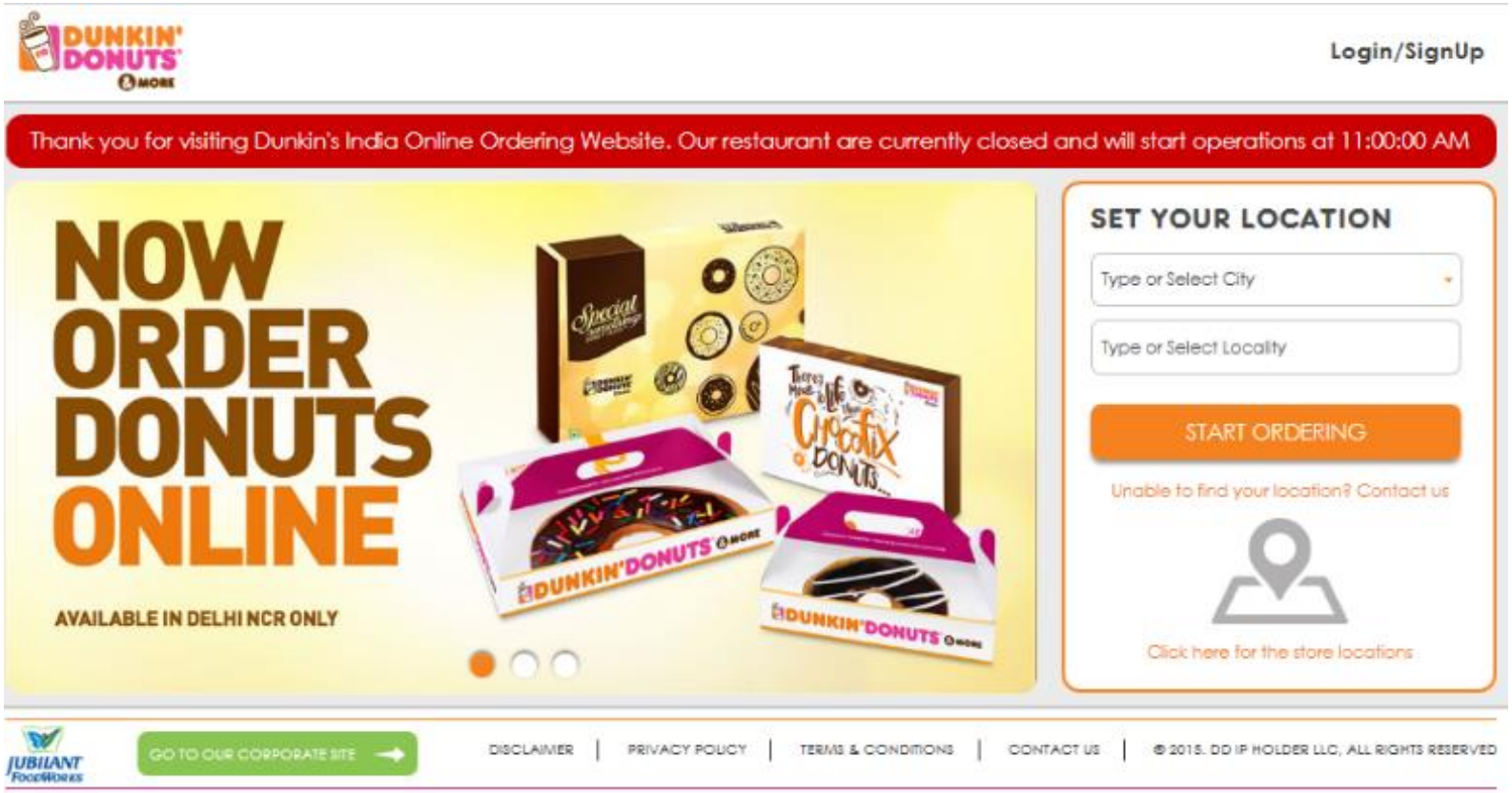
Salty Jamoonade

Virgin Mojito Coolatta

Salty Classic Lemonade Coolatta

Dunkin' Donuts- New initiatives

Online Ordering in Delhi -NCR



OLO / Alliance with Grofers

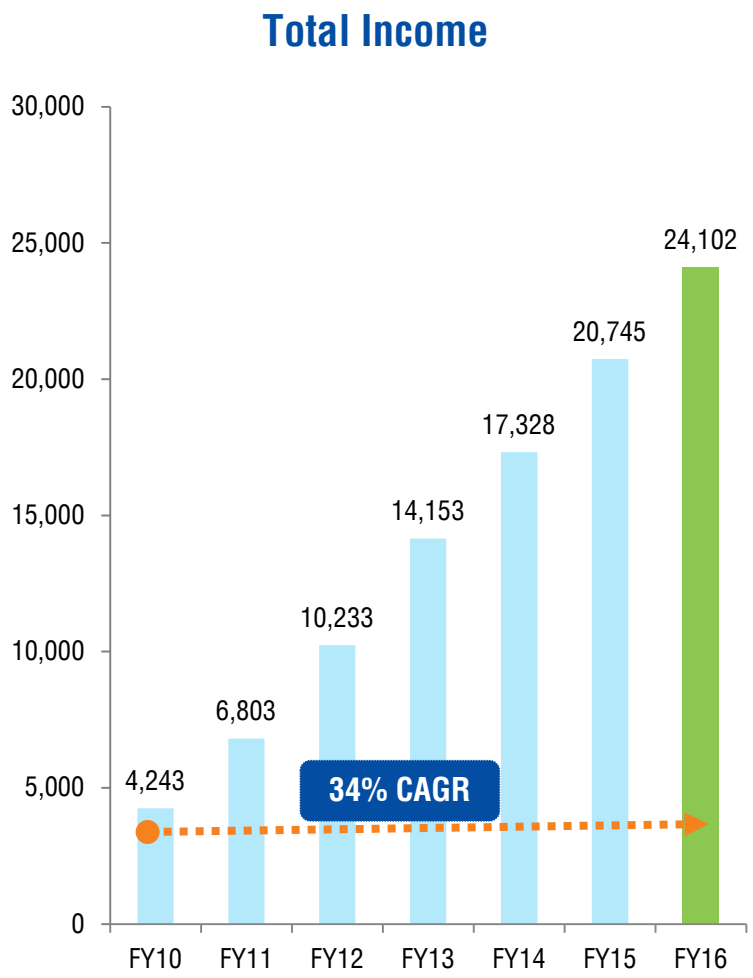
Tie- up with online delivery platform Grofers to deliver Dunkin' Donuts' fresh donuts to consumers' doorsteps.
Tie-up with Zomato for online order taking

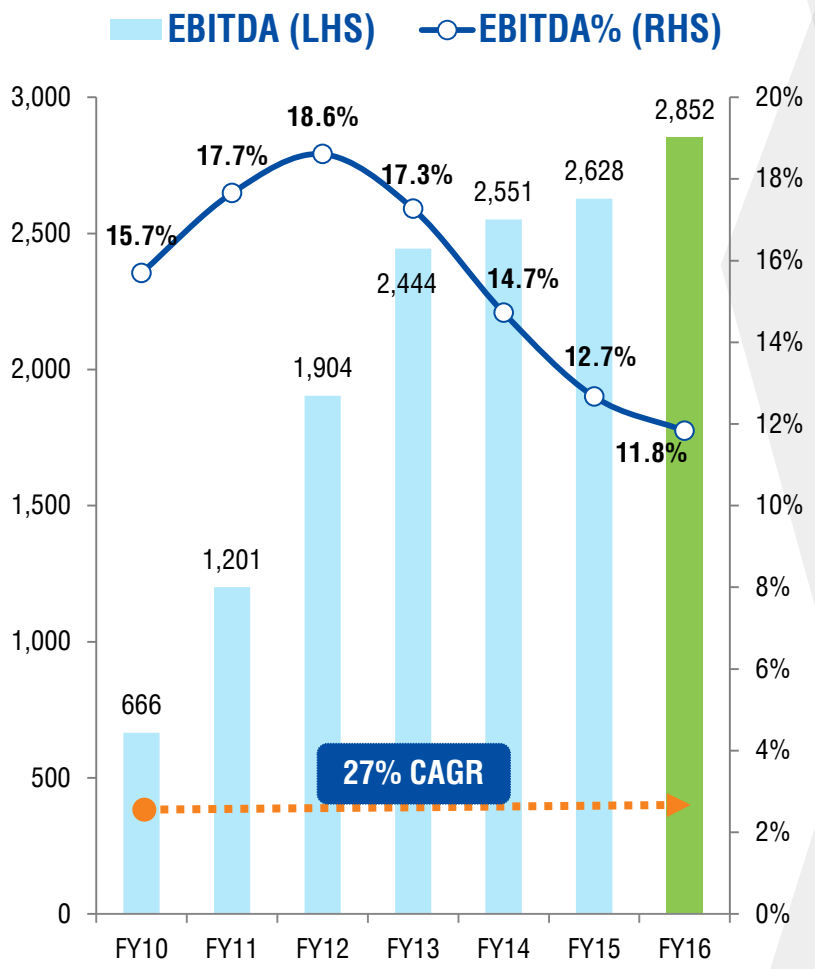
Financial Highlights-Jubilant FoodWorks

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

Growth & Key Trends

All figures in Rs mn

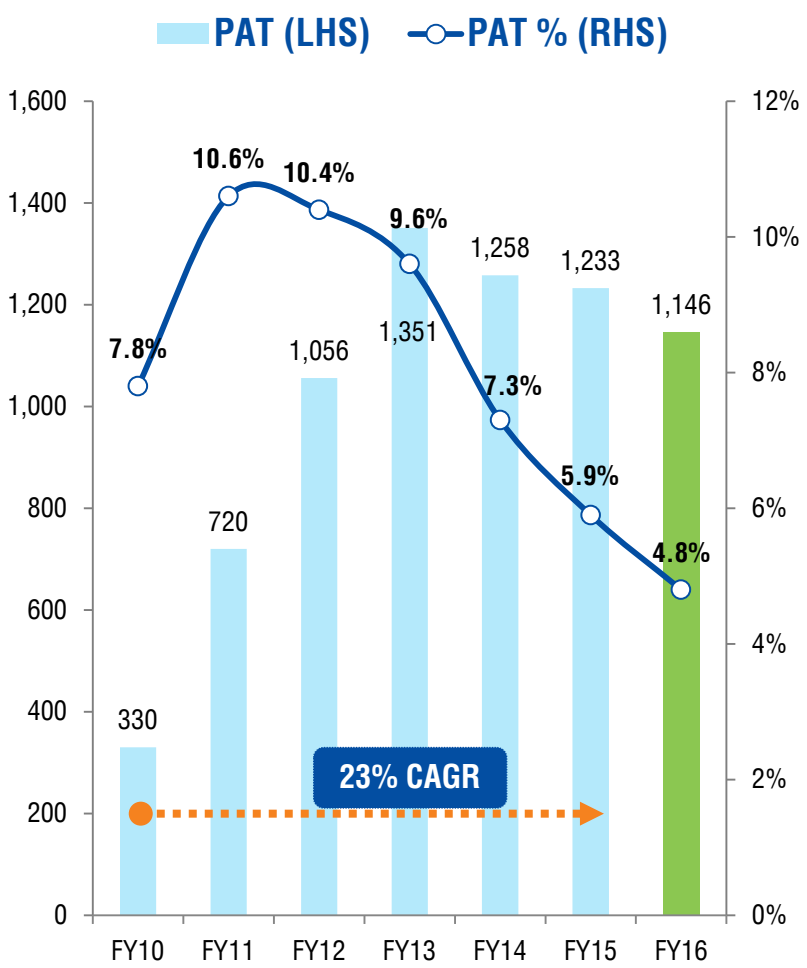


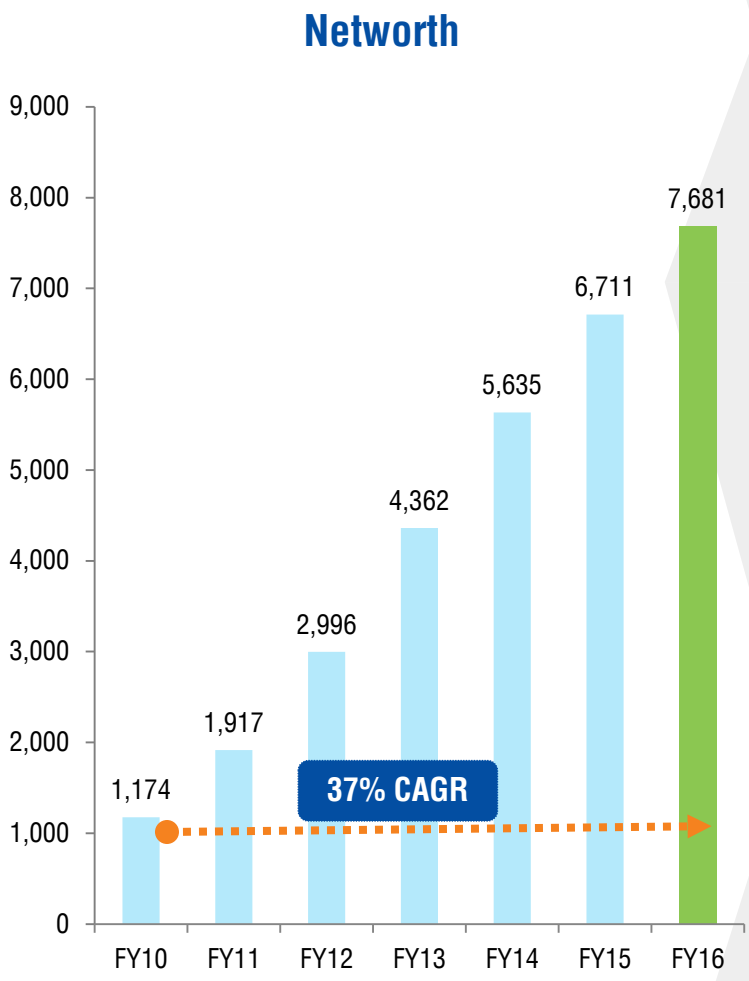


Note: *1. Financial discussion throughout this release is based on standalone reporting*
2. The financials of Dunkin' Donuts have been included in the results & related financial discussion

Growth & Key Trends

All figures in Rs mn

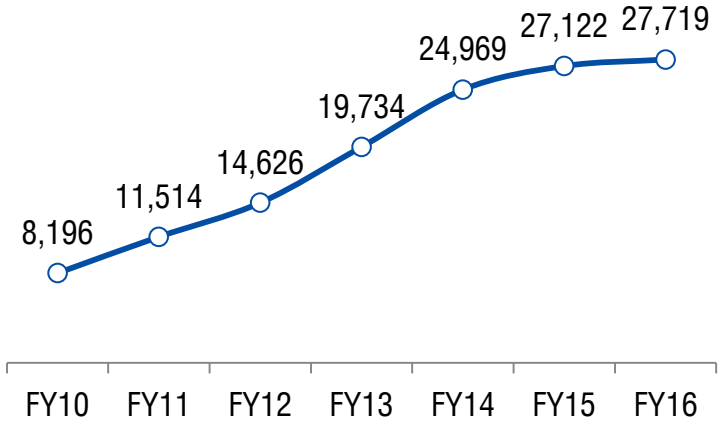




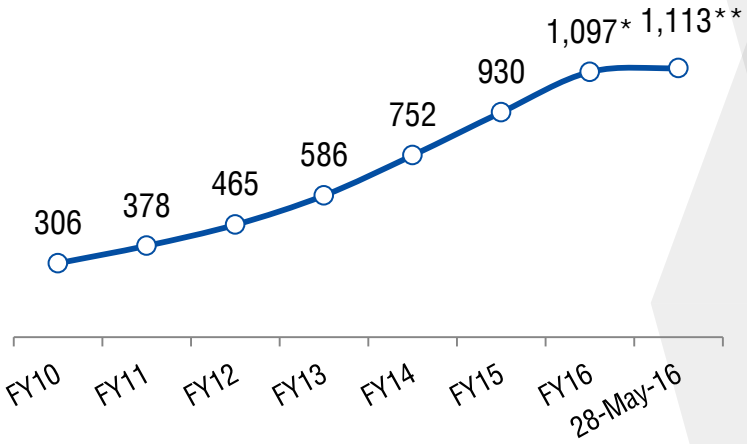
Note: *1. Financial discussion throughout this release is based on standalone reporting*
2. The financials of Dunkin' Donuts have been included in the results & related financial discussion

Growth & Key Trends

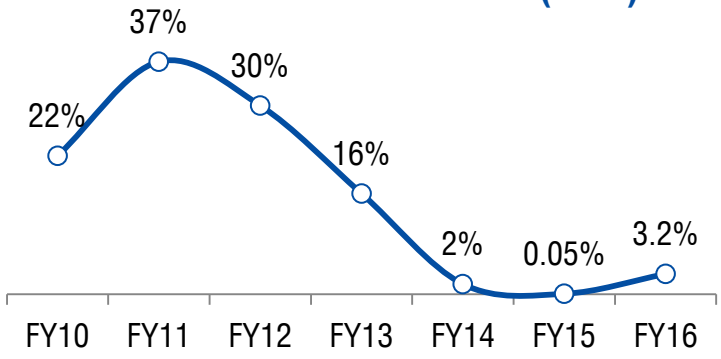
No. of Employees



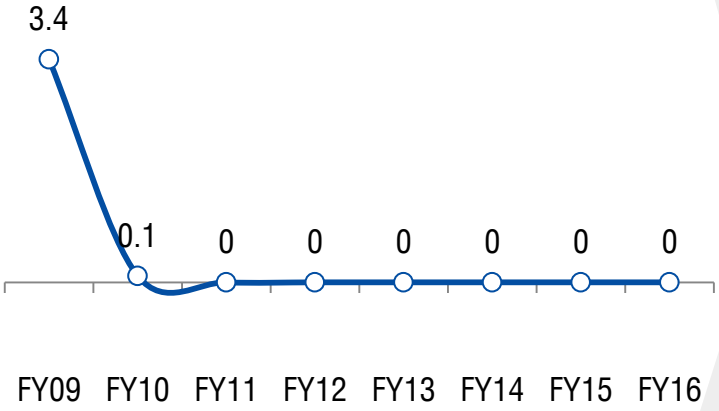
No. of Restaurants



Same Store Sales Growth (SSG)



Debt-Equity ratio



- *Total No of stores includes 1,026 Domino's Pizza stores + 71 Dunkin' Donuts Restaurants (as of 31 March 2016
- **Total No of stores includes 1,039 Domino's Pizza stores + 74 Dunkin' Donuts Restaurants (as of 28 May, 2016)

Outlook

JUBILANT FOODWORKS

Domino's Pizza

DUNKIN' DONUTS & MORE

The Way Forward

Enhance Reach

Restaurant expansion continues to a core priority in order to expand reach
Aligned to this, for FY17, target of around 130 - 140 new Domino's Pizza and around 20 new Dunkin' Donuts.
Focus on digitization and reaching a wider audience through online ordering

Strategy to consistently build on supply chain & manufacturing capabilities

Necessary investments towards fortification of business foundation to enable JFL to take advantage of demand potential
Greater Noida commissary (currently underway) to create world class facilities to cater to future growth

Develop & leverage brand equity

Sustained efforts to conduct brand building initiatives and drive consumer awareness through multipronged marketing strategy
Focus on successful roll out of innovative products

Drive innovation

By taking advantage of deep consumer knowledge , create and design new menu offerings to generate superior levels 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

Focused on long term goals

Leverage skills, assets and resources across functions and pursue cost efficiencies to enhance growth profitably

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. 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. 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. 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

Heads of Departments

Ravi S. Gupta (President & CFO)

- Spearheading finance & accounts, legal, secretarial and Investor relations
- Ravi Gupta has over 25 years of experience in Corporate Finance, strategy and accounting and Information Technology, of which 14 years have been with JFL
- 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 & 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.

Mr. Avinash Kant Kumar (Executive Vice President, Supply Chain)

- Responsible for supply chain, commissary management and procurement
- Has over 22 years overall experience in Supply Chain, Logistics, Procurement & Sales. He has experience in setting up two start-up companies. He has joined JFL in 2014
- He has done B.Tech. (Hons.) from IIT Kharagpur & PGDIE from NITIE,Mumbai.

Heads of Departments

Biplob Banerjee (Executive Vice President, HR, Admin & CSR)

- Currently responsible for HR, Admin & CSR
- Has over 22 years of overall experience and has joined JFL in May'15
- He holds a Masters in Business Administration degree from XLRI, Jamshedpur and is a graduate (Mechanical Engineering)

Arvind Vats (Sr Vice President, Management Assurance, FP&A and IR)

- 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)

Ramandeep Singh Virdi (Sr. Vice President –IT)

- Currently responsible for IT
- A global IT leader professional with 21 years + of experience in airline, travel, R&D & BPO. He has been involved in building , developing & establishing an exhaustive & integrated IT framework for all his group companies. He has joined JFL in 2016
- He holds a Master's degree in Business administration from University of Surrey (UK)

Subroto Gupta (Sr.Vice President - Business Excellence & Innovation)

- Currently responsible for Business Excellence & Innovation
- 19 years of global leadership experience across roles in sales, marketing, operations & enterprise innovation programs in various companies. He has joined JFL in 2016
- He holds a master's in Business Administration (Finance) degree form Indian institute of social welfare & business management, he has managed leadership roles focusing on enterprise wide though leadership, research and innovation programs

Annexures:- Awards

JUBILANT FOODWORKS

Domino's Pizza

DUNKIN' DONUTS & MORE

Awards

Domino's Pizza India won
- Excellence in customer service at World Franchisee Congress
- Best Customer Service Restaurant Award by Franchisee India
- Customer Service Excellence Award at Annual India Retail Awards

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

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

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

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.

Education
Remedial education program for rag-picking children.

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

Awareness Campaigns
Promoting health by organising blood donation drives, anti-drug campaigns etc.

Nutrition
Supporting the Akshaypatra Foundation.

Committed to be a Good Neighbour

Thank You

JUBILANT FOODWORKS

Domino's Pizza

DUNKIN' DONUTS & MORE