

JFL/NSE-BSE/2025-26/92

February 23, 2026

BSE Limited
P.J. Towers, Dalal Street
Mumbai – 400001

National Stock Exchange of India Limited
Exchange Plaza, Bandra Kurla Complex
Bandra(E), Mumbai – 400051

Scrip Code: 533155

Symbol: JUBLFOOD

Sub: Institutional Investor Conference- Presentation

Ref: Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (“Listing Regulations”)

Dear Sir/ Madam,

In continuation to our letter no. JFL/NSE-BSE/2025-26/89 dated February 19, 2026 regarding the Institutional Investor Conference scheduled to be held on Tuesday, February 24, 2026, please find enclosed herewith a copy of the Presentation that will be discussed during the aforesaid conference.

The above details will also be available on the website of the Company at www.jubilantfoodworks.com under [Investor Relations](#) section.

This is for your information and records.

Thanking you,
For **Jubilant FoodWorks Limited**

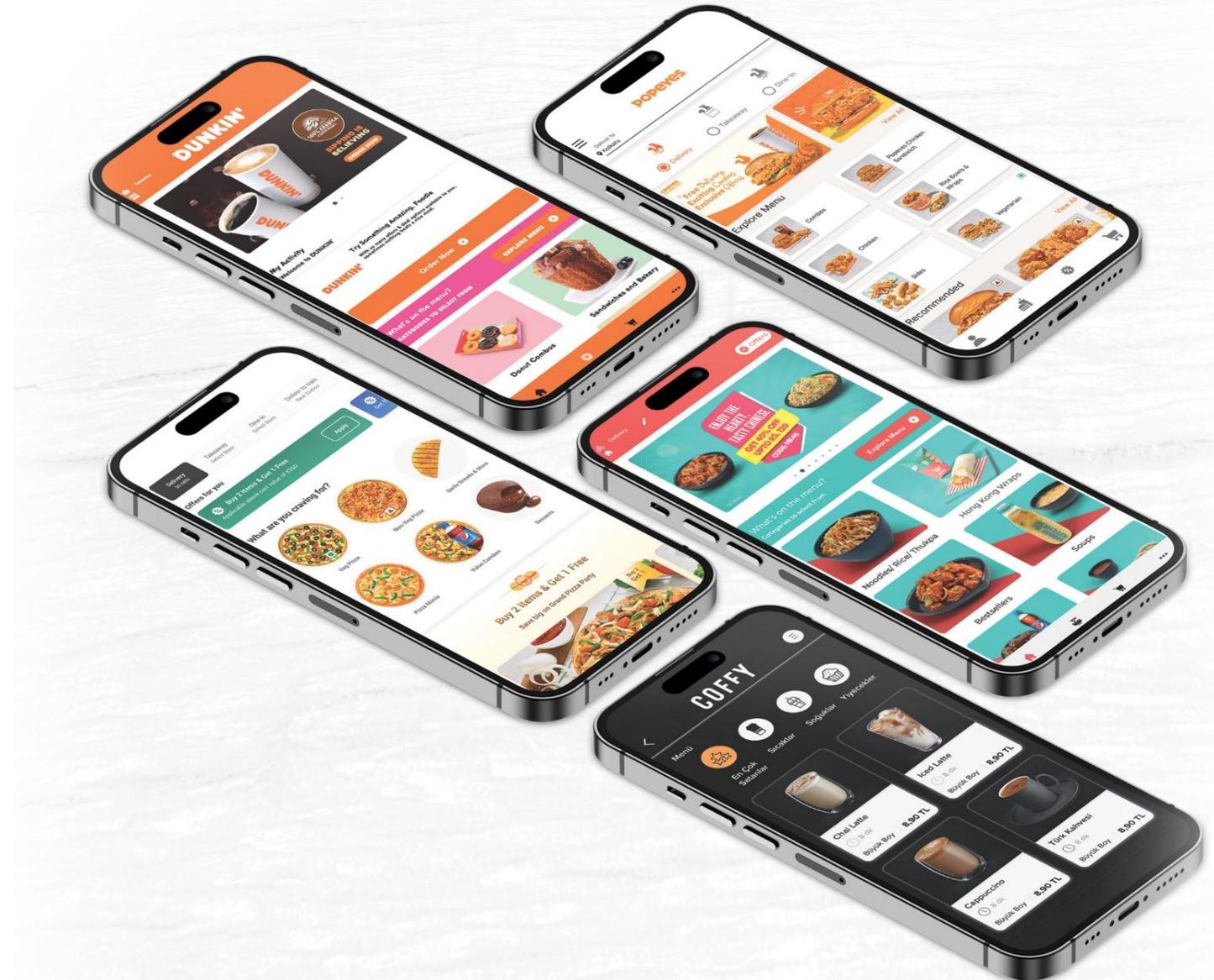
Mona Aggarwal
Company Secretary and Compliance Officer
Investor E-mail id: investor@jublfood.com
Encl:A/a



Pioneering Food Tech

Investor Presentation

Feb '26



Jubilant FoodWorks: Leading QSR player in Emerging High-Growth markets

3rd largest QSR franchisee operator in the world by stores, largest in India



Dominant Brand
Uniquely positioned to scale



Speed-boats of Growth
Differentiated proposition



Emerging Brand
Value offering in Indo-Chinese

We serve ~25% of the world population



Largest QSR operator for 30yrs ; 1.7x the 2nd largest player



- New markets entered during last 15 years



- High-growth markets contributing materially to the top and bottom-line



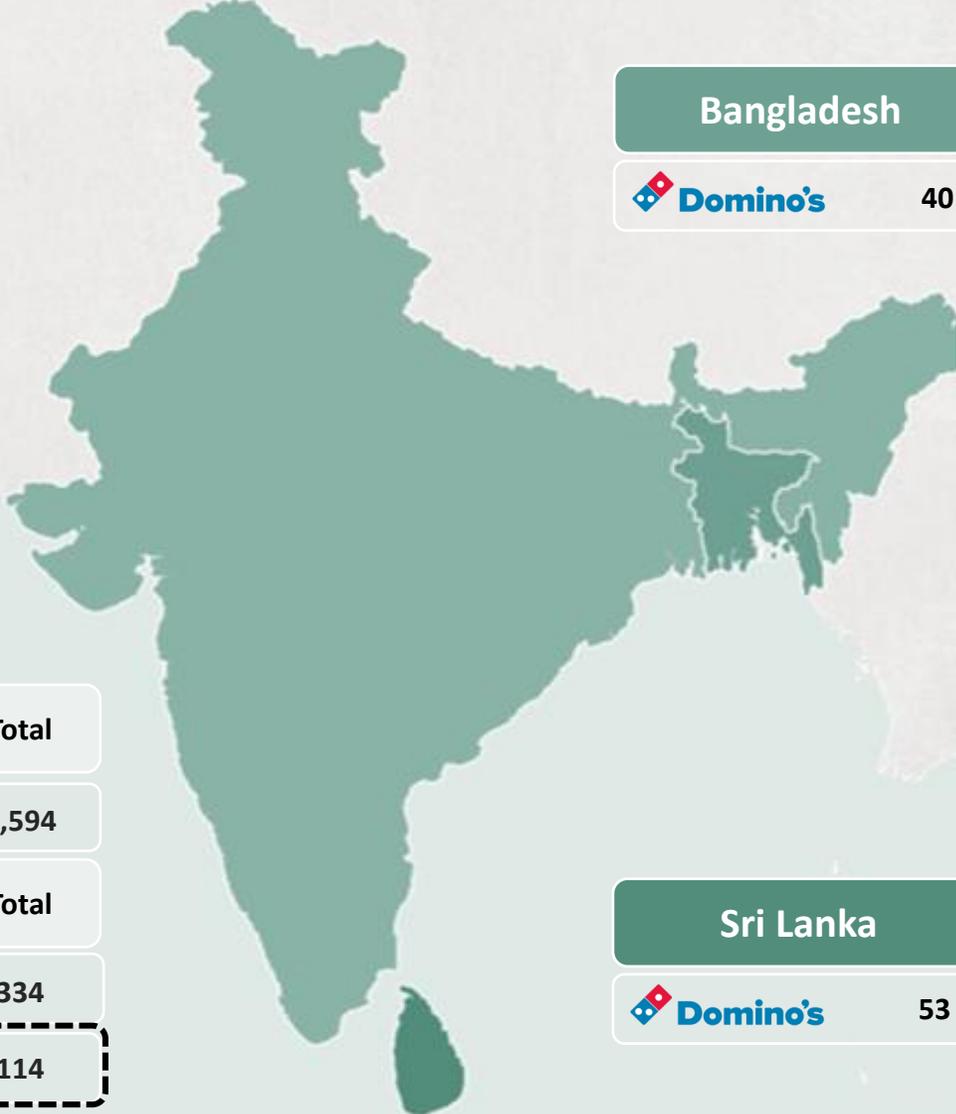
~3,600 Stores worldwide across 600+ cities



Turkey & Others	
Domino's	783
COFFY	190
Total	973

India	
Domino's	2,396
POPEYES	73
HONG'S KITCHEN <small>Heartful. Tasty! Chinese!</small>	32
DUNKIN'	27
Total	2,528

Bangladesh	
Domino's	40



Sri Lanka	
Domino's	53

Total Stores

Domino's	Popeyes	Hong's Kitchen	Dunkin'	COFFY	Total
3,272	73	32	27	190	3,594

Net Additions (Brand-wise)

	Domino's	Popeyes	Hong's Kitchen	Dunkin'	COFFY	Total
in last 12 months	291	15	-3	-7	38	334
in last 3 months	93	5	-1	-1	18	114

Note: The store network is as on December 31, 2025; map is not drawn to scale and is for illustration purpose only

India is an underserved QSR market - Massive Headroom for Growth

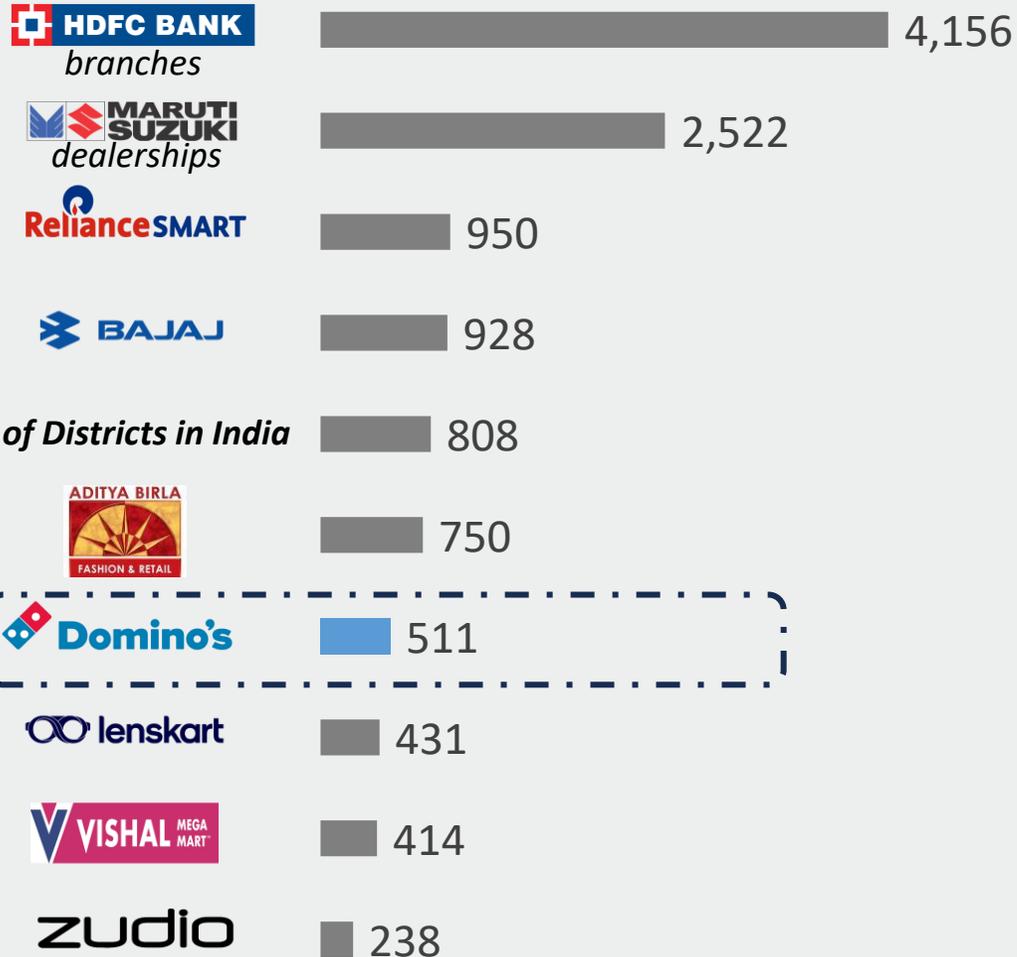
	GDP per capita (\$)	Total QSR stores (A)	Stores per mn urban population (A/B)	Leader	Leader store count
	86k	~370,000	1,284		21,000
	7k	~15,000	392		1,100
	3k	~30,000	55		2,400

- At **Thailand's per capita income** level, QSR store count in India can mushroom up to 6X
- **Pizza** is still **less than 1%** of the overall food service market; promises **ample headroom** for growth
- With **350Mn households** in the country, only **~25Mn MTUs on aggregators**; out of which **only ~2.5Mn** customers **order Pizza** in a month
- **Strong demand** for QSRs within **millennials, GenZ and Gen Alpha**; early adoption locks customers for lifetime

India is an underserved QSR market - Massive Headroom for Growth

Multiple brands have penetrated much deeper in India

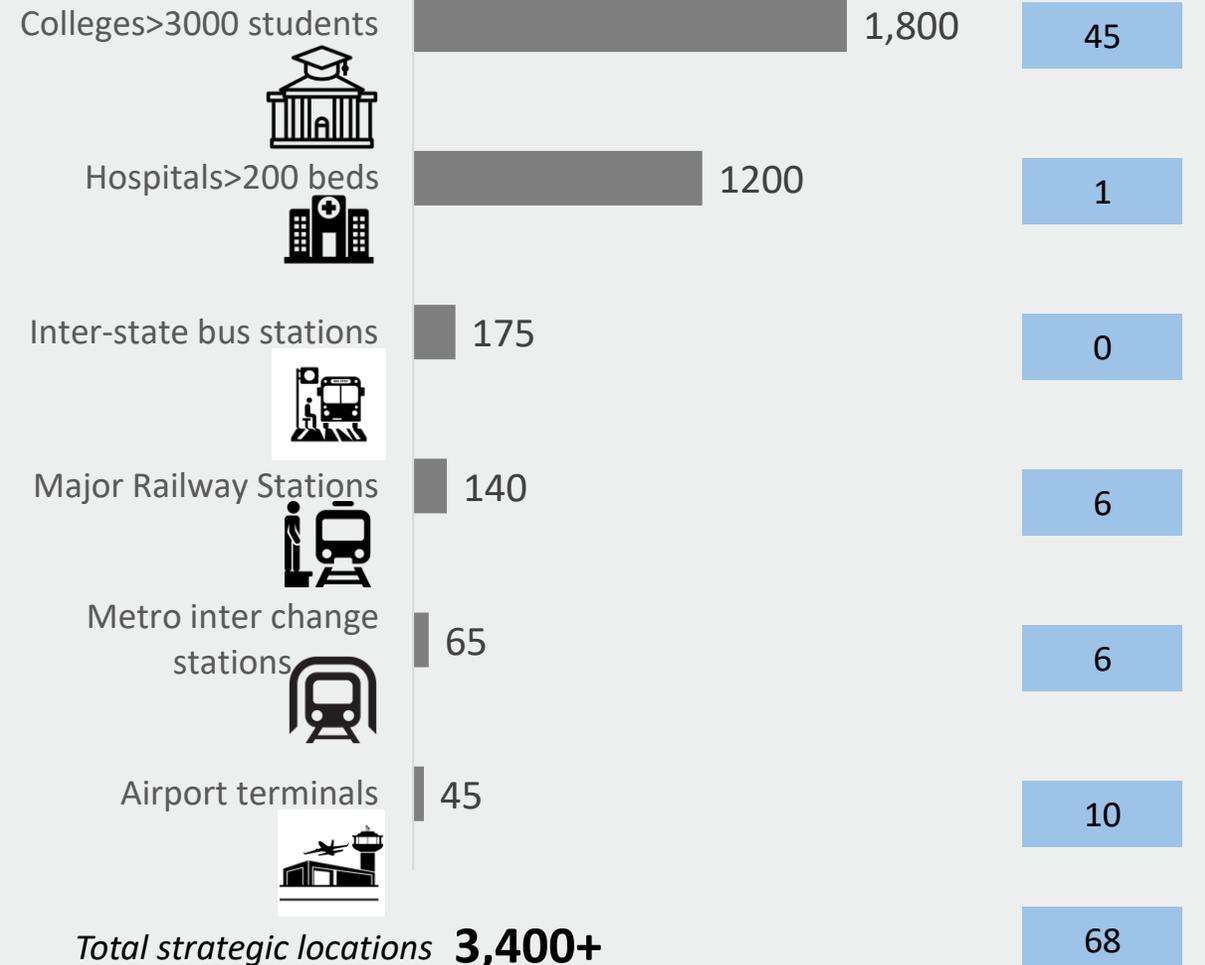
Footprint of leading consumer brands (cities & towns)



Domino's presence in strategic locations is still low

Available # of Strategic spaces in India

Domino's presence

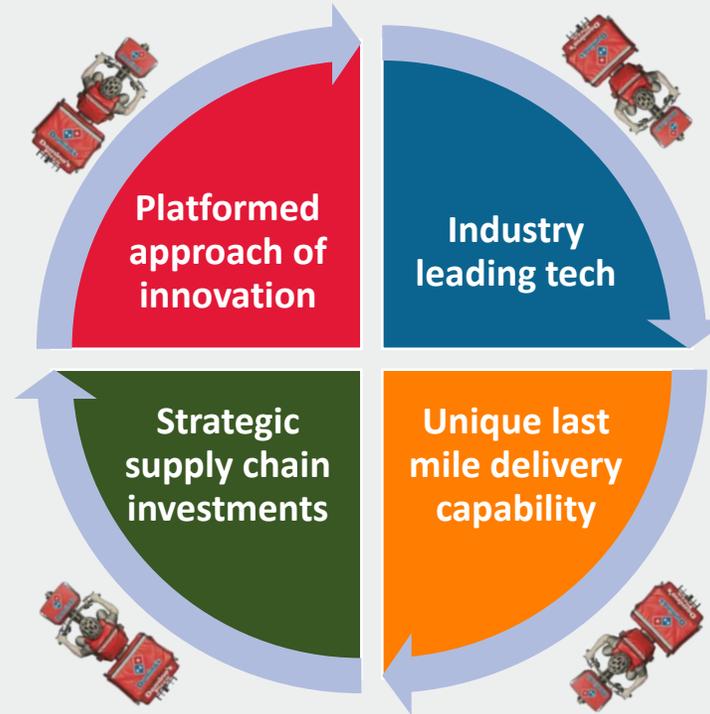


Sources: Annual report / Prospectus of listed companies

Our Virtuous Multidimensional Growth Flywheel

- Multi-platform approach to innovation (e.g., cheese, chicken, breakfast)
- Each platform - Rs. 1,000 Cr opportunity

- Unique commissary model leading to higher GM% and faster time to market
- Capacity built for up to 4000 stores



- Own-app ordering with 15 million active users /month
- AI powering store operations – helping in network expansion and store efficiencies

- Only brand that offers 20-mins guarantee
- Fleet of 45K+ riders : the box never leaves hands of Domino's

Craving Cheese

Cheese Volcano



Four Cheese Sourdough



Cheese Lava Pull Apart



Love of Chicken

Chicken Feast



Chicken Burst



Seeking Value

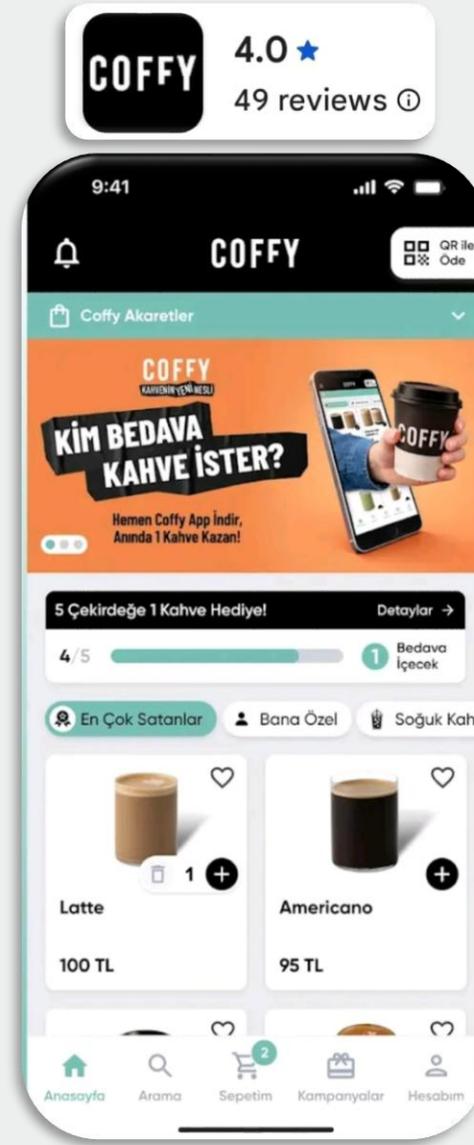
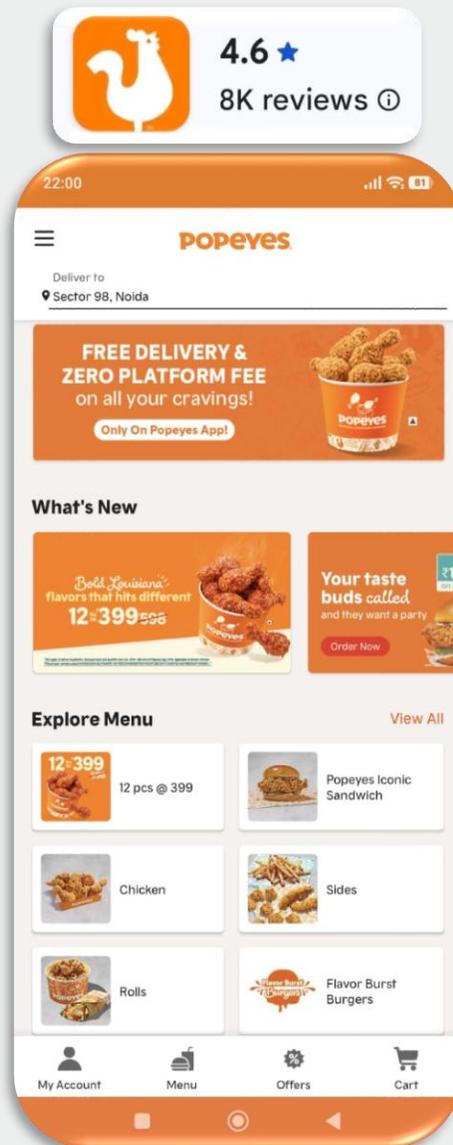
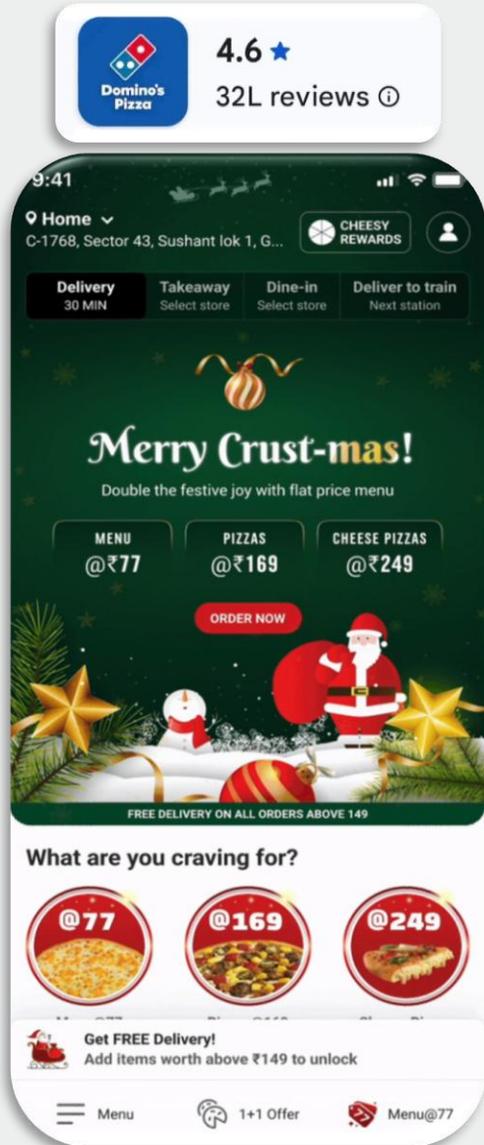
6 in 1 Big Big Pizza



Lunch Feast

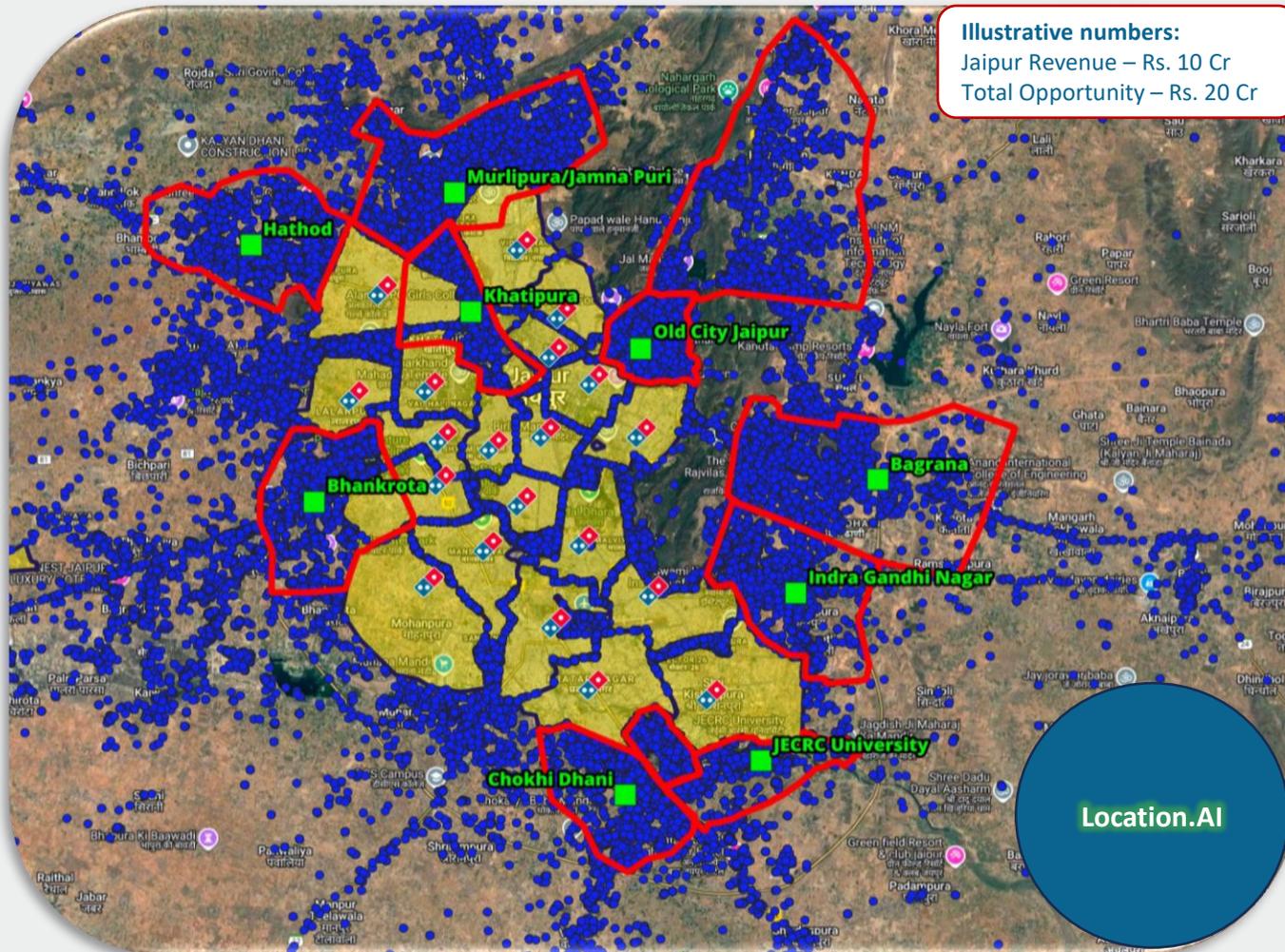


Industry leading Tech capabilities



- Embedded **breakthrough technology** across touchpoints
- **Immersive shopping experience** through **hyper-personalized apps**
 - Domino's is the only D2C brand to have **~70% online orders** through **own apps**
 - **~6Mn MTUs**; growing at **20%+ YoY**
 - **2x Loyalty Program** with **31Mn+ Loyalty members**; ensures higher customer-lifetime-value
 - **Opened avenues of non-core streams** of revenue

AI governed store operations and network expansion



- Efficient and smarter management of store-operations through **Store.AI**
 - **Restaurant co-pilot** monitors app traffic, optimizes discounts, and integrates rider attendance & tracking
 - Next gen inventory management through integrated back-end and front-end
 - Surveillance of front office and back office operations through **AI enabled smart CCTVs**
- Site identification for new stores completely migrated to **Location.AI**
 - 1,000+ prioritized sites already identified

Supply Chain Center - Bengaluru



- Jubilant operates a “farm to fork” model
- Supply chain investment is one of the **key levers of improvement in gross margin**
- **Invested** in ramping up commissary capacity **ahead of growth**

Commissary Network - Dec. '25

Supply Capacity: **4,000 Domino's, 200 Popeyes and 100 Hong's**



Unique last mile delivery capability

Seamless free delivery ensured on the back of proprietary Delivery Management System



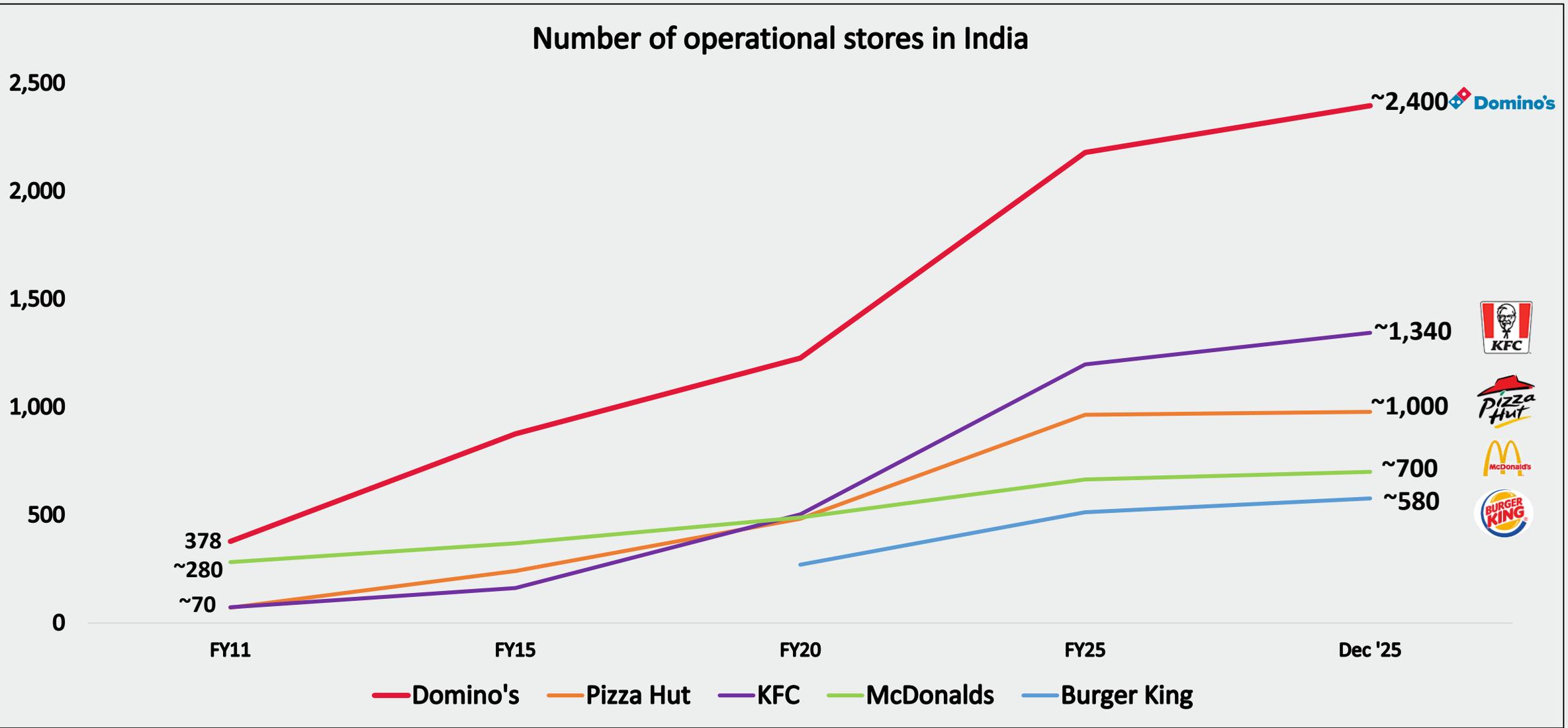
 ~~30~~ **20 MINUTES**

DELIVERY GUARANTEE *



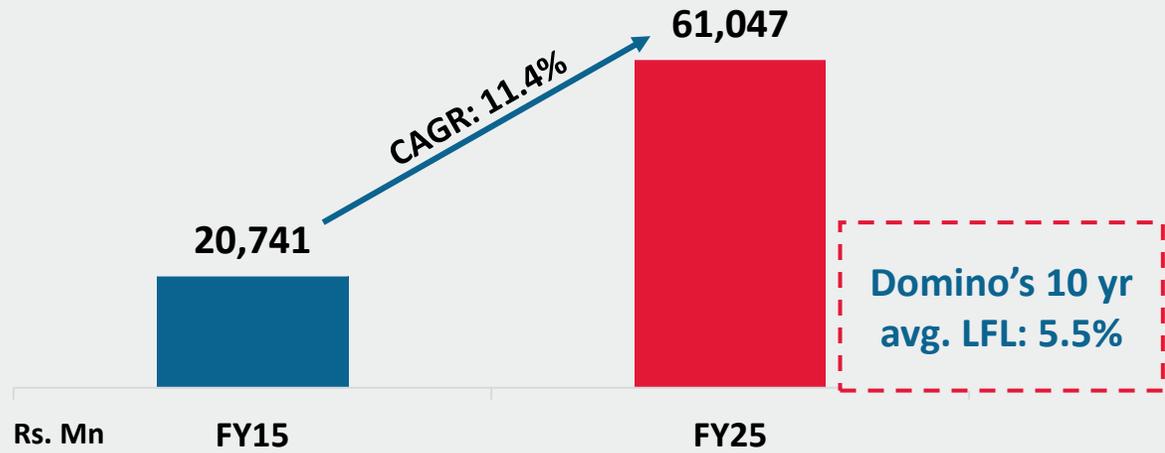
Serving 7 million+ orders within 20 mins every month

Store Growth vs Competitors

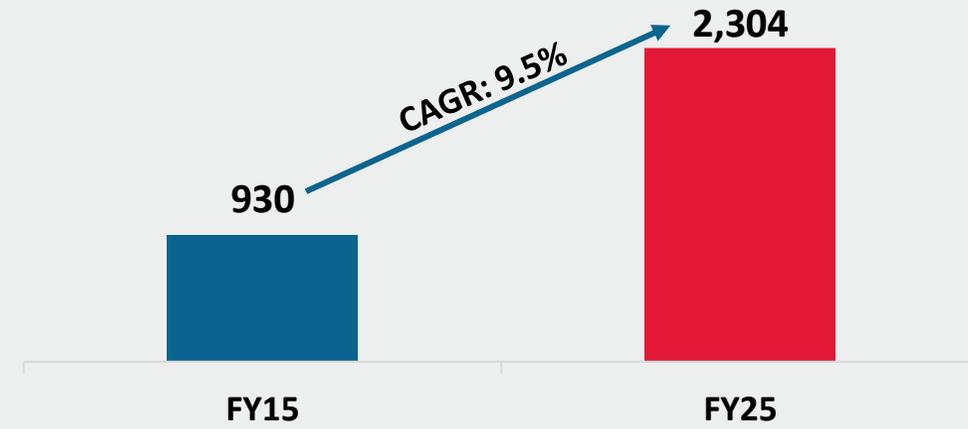


Consistently strong performance over last decade – Focus on Growth

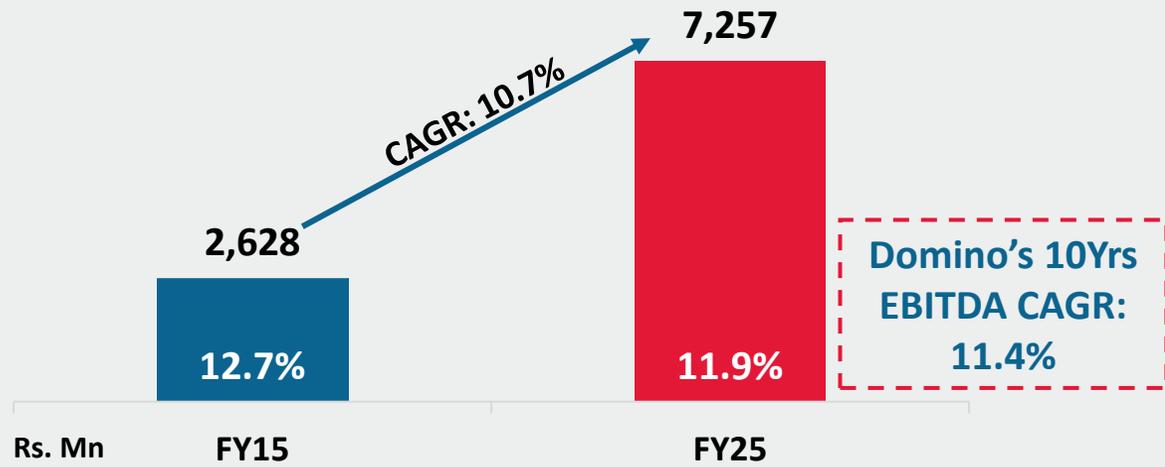
Industry leading revenue growth



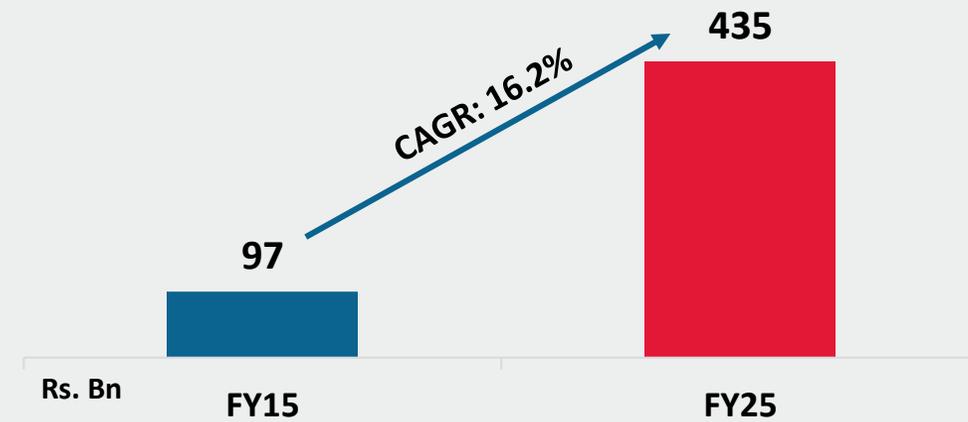
Consistent store expansion



Industry leading Pre-Ind AS EBITDA Margin



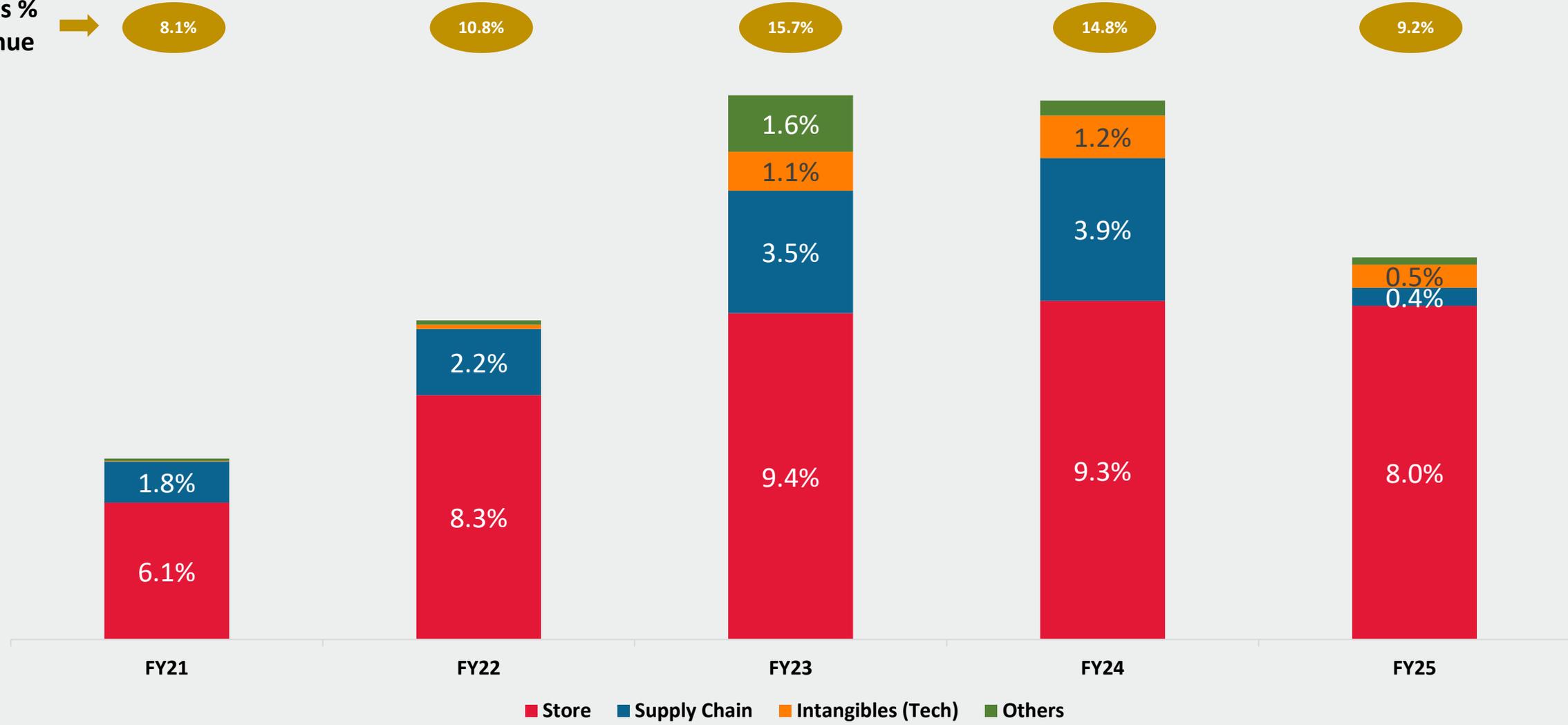
Market Capitalization Value creation for Shareholders



Note: Revenue, store and EBITDA are on standalone basis

Supply chain capex peaked; growth capex to continue

Capex as % of revenue →

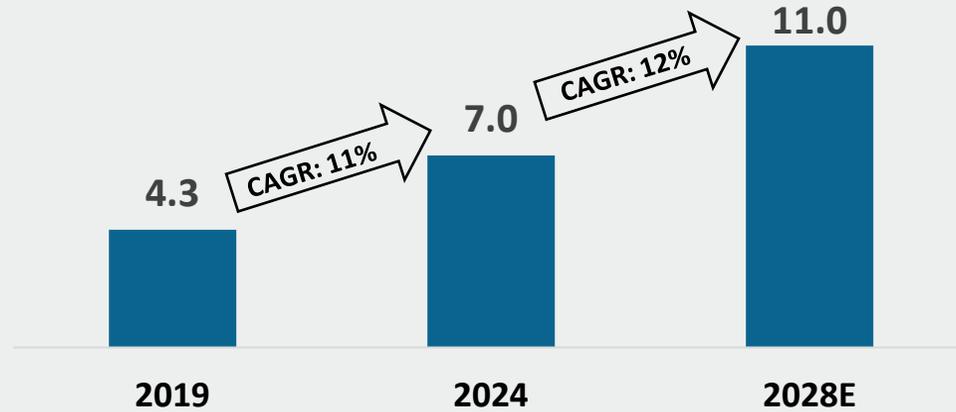


Note: The above capex is on standalone basis excluding CWIP and intangibles assets under development

- **Popeyes** - the **2nd largest** Chicken brand and the most popular
 - Already **present** in **5 key clusters** – Delhi, Mumbai, Bengaluru, Chennai, Hyderabad
 - **73** stores operational as of Dec '25
 - **Explicit path** to be a **~250 store** – Rs. 1K Cr in 3-4 years
 - On track to achieve **market leadership in ADS** and **gross margin**

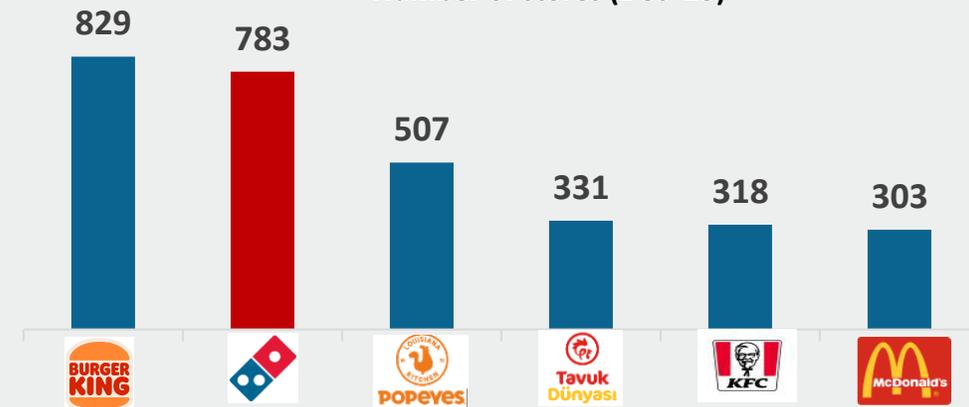


Fast growing QSR market (\$Bn)



#2 QSR player; #1 in Pizza

Number of stores (Dec '25)



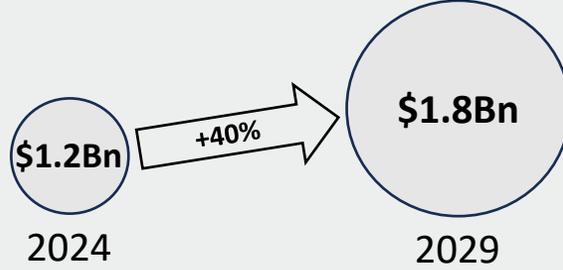
- Product innovation, dynamic value pricing and delivery excellence **driving leadership in the market**
- Delivering consistent **double-digit topline and EBITDA growth in Dollar terms** and with **strong PAT margins**
- **Asset light model** ensuring robust **high double-digit ROCEs**
- Innovation on digital front driving share of Own App upwards

Turkey: Franchising led growth story

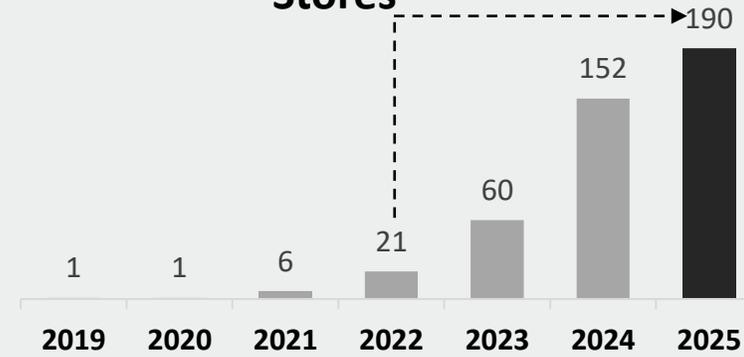
5th Largest Specialist Coffee brand



Specialist Coffee & Tea Shops Market



Stores



Our Value Promise

1. *Simplicity*

2. *Value for Money*

3. *Digital Coffee Chain*

Single Price for all drinks



Attractive Pricing



App Ordering



Source: Euromonitor

Jubilant FoodWorks' right to win

- 1 **Market leader** in a large **addressable and fragmented** market
- 2 Operate a **portfolio of very strong brands**; Domino's has been the dominant player throughout
- 3 **Consistent growth** backed by innovation
- 4 **Built competitive, difficult to replicate moats** - integrated **supply chain, tech and team**
- 5 **Investments in own assets** – tech, bikes, supply chain centres **paying off**
- 6 Strategic presence in **high growth International markets**

Our Near-Term priorities

1 Continue to **innovate** within the Domino's product portfolio; **expand share of occasions**

2 **Enhance customer experience** through technology, product quality and service

3 Focus on **improving productivity** at stores and commissaries – fuel growth

4 Opportunistic **addition** of next **100-150 Popeyes stores**

5 **Reduce Emerging business units drag** on margins – focus on unit economics

Thank you

WHY INDIA LOVES DOMINO'S



FREE DELIVERY*



NO HIDDEN CHARGES



NO PLATFORM FEES



FASTEST DELIVERY



HOT & FRESH ALWAYS



Terms & Conditions apply*

Appendix



Q3FY26 Consolidated Performance : Reported EBITDA grows 20 %; PAT⁽²⁾ grows > 90 %

		YoY Change	QoQ Change
System Sales ⁽¹⁾	Rs. 28,020 mn	16.3 %	2.0 %
Network	3,594 stores	334	114
Revenue	Rs. 24,372 mn	13.3 %	4.1 %
EBITDA (Pre-Ind AS 116)	Rs. 3,317 mn	20.3 %	2.2 %
EBITDA Margin (Pre-Ind AS 116)	13.6%	79 bps	(25) bps
Reported EBITDA	Rs. 4,824 mn	20.0 %	1.3 %
EBITDA Margin	19.8 %	110 bps	(56) bps
PAT ⁽²⁾	Rs. 981 mn	93.9 %	-10.7 %
PAT ⁽²⁾ Margin	4.0 %	167 bps	(67) bps

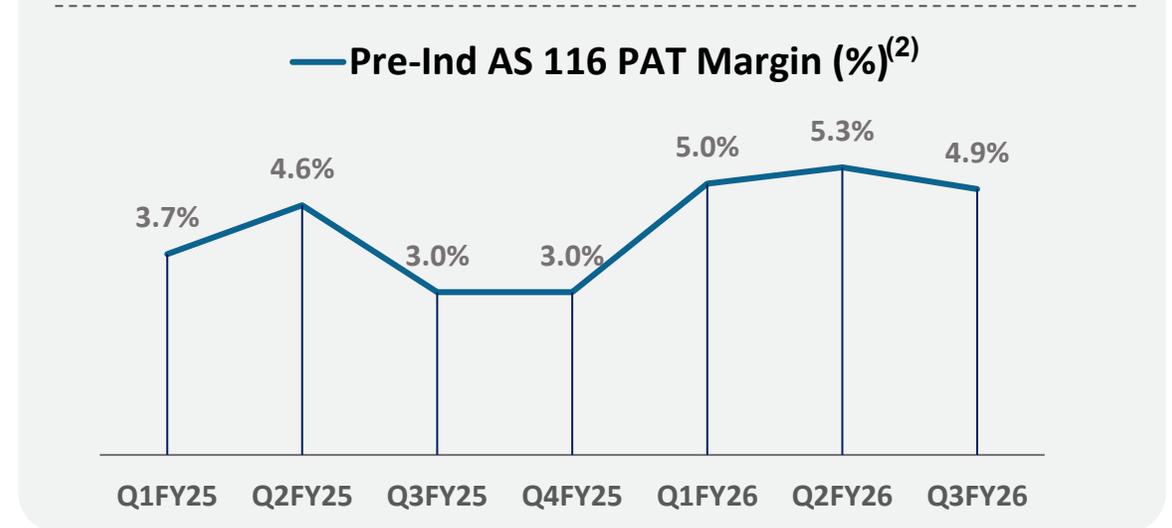
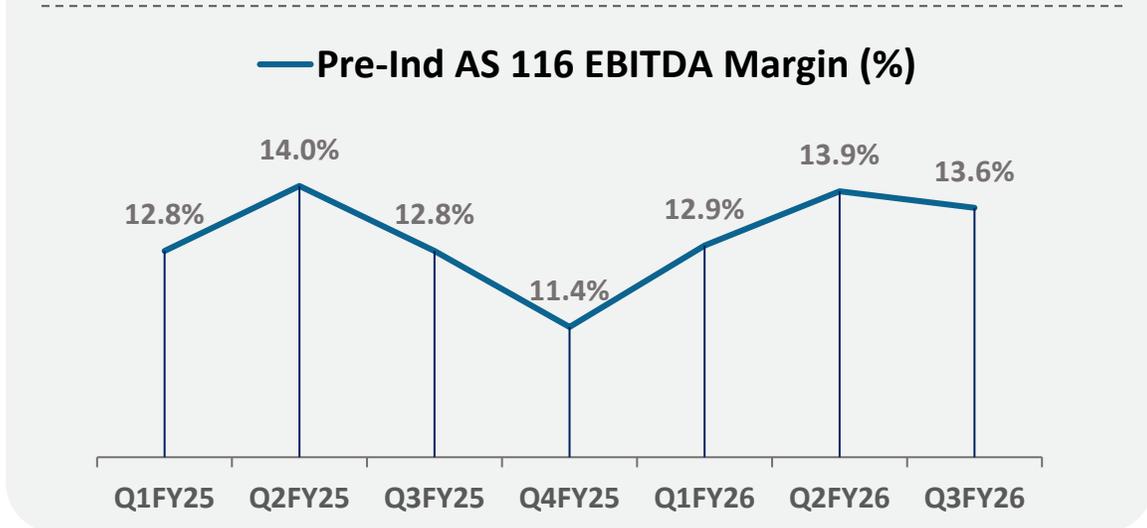
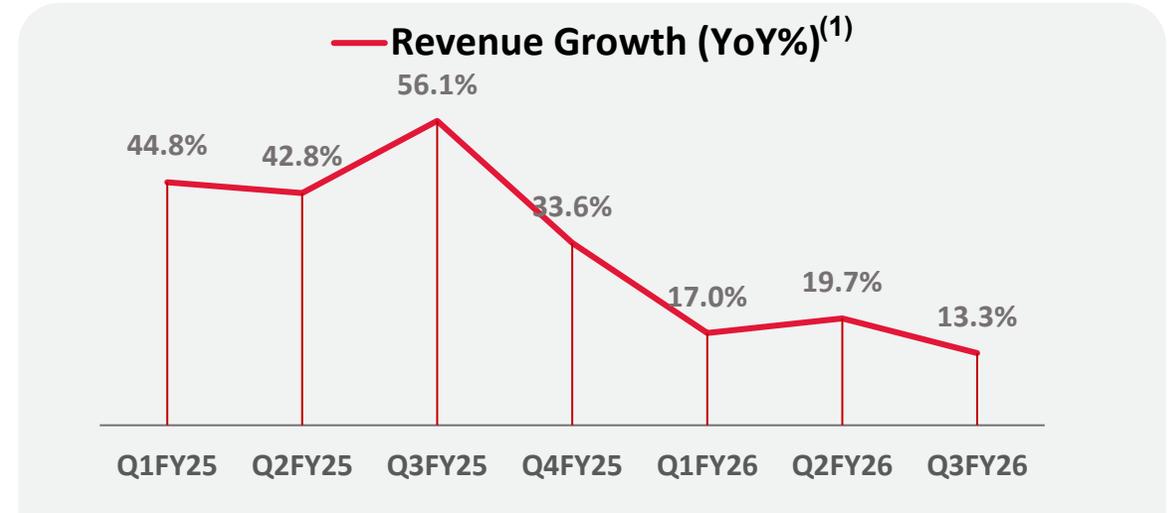
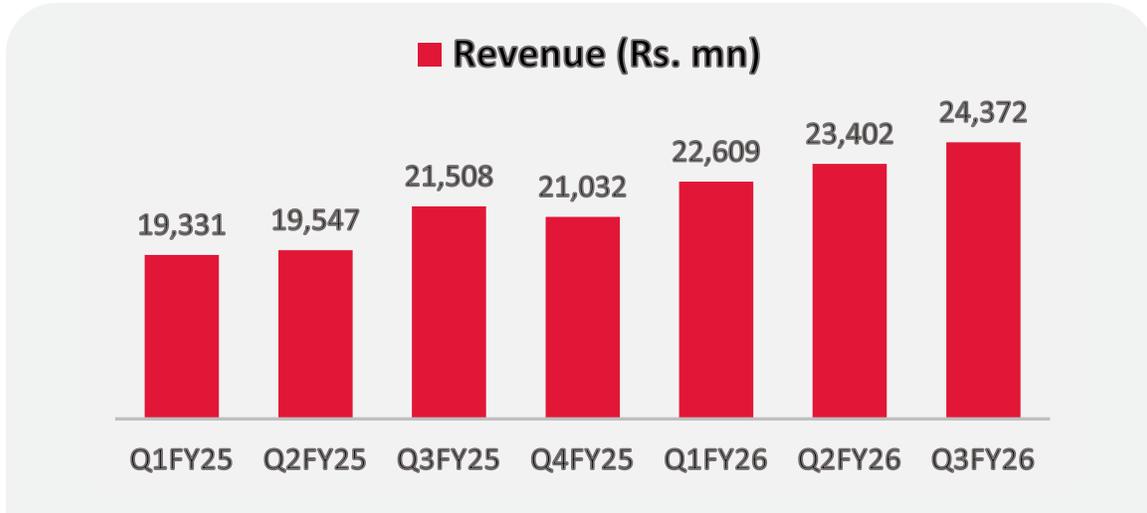
(1) Excluding sale of material to sub franchisee
(2) PAT from continued operations before exceptional items

Q3FY26 Standalone Performance : Reported EBITDA margin expands > 100bps

		YoY Change	QoQ Change
Network	2,528 stores	262	78
Revenue	Rs. 18,015 mn	11.8 %	6.1 %
EBITDA (Pre-Ind AS 116)	Rs. 2,395 mn	19.9 %	16.7 %
EBITDA Margin (Pre-Ind AS 116)	13.3%	89 bps	121 bps
Reported EBITDA	Rs. 3,694 mn	18.1 %	12.1 %
EBITDA Margin	20.5 %	109 bps	111 bps
PAT ⁽¹⁾	Rs. 793 mn	27.4 %	24.0 %
PAT ⁽¹⁾ Margin	4.4 %	54 bps	64 bps

(1) PAT from continued operations before exceptional items

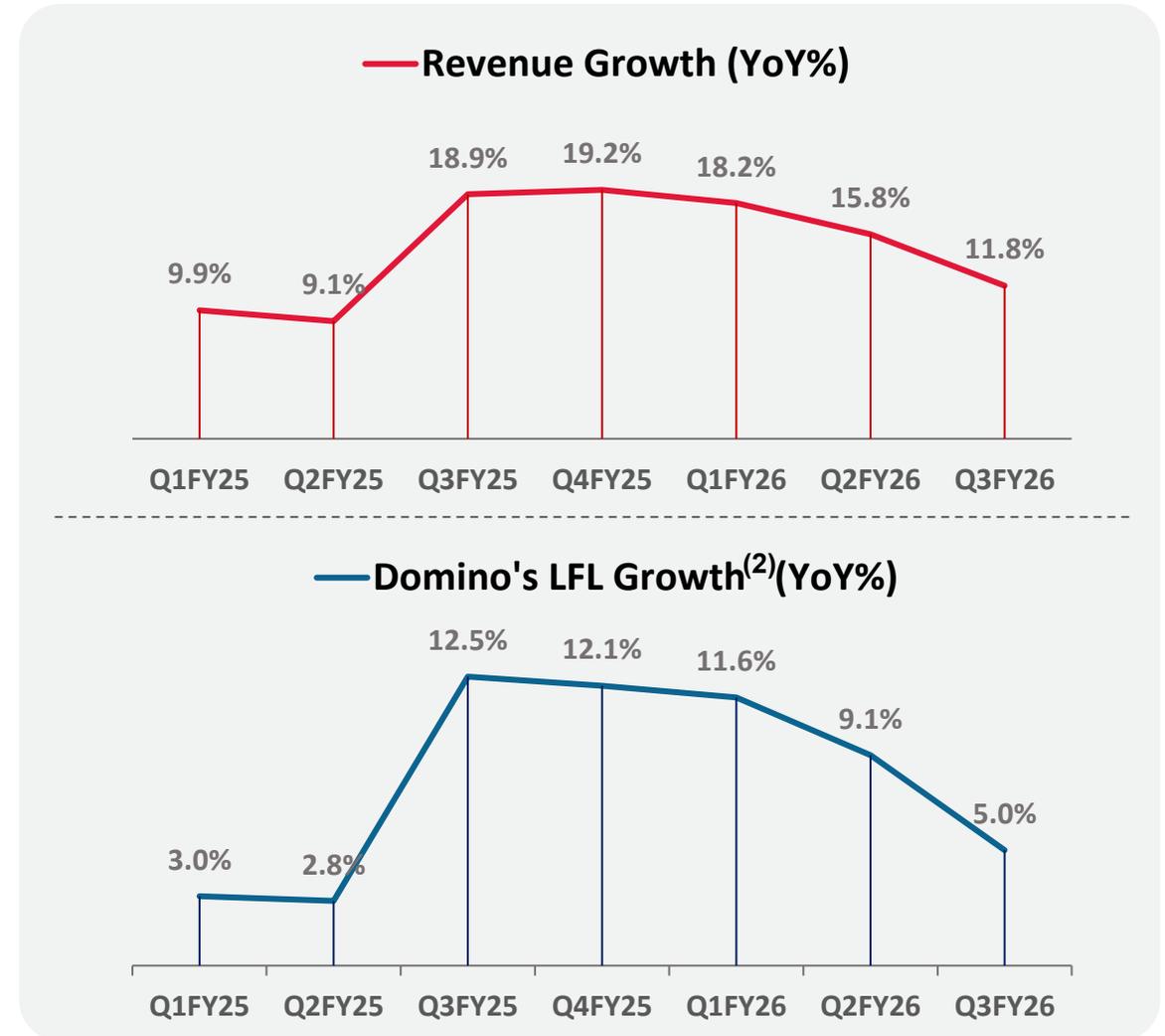
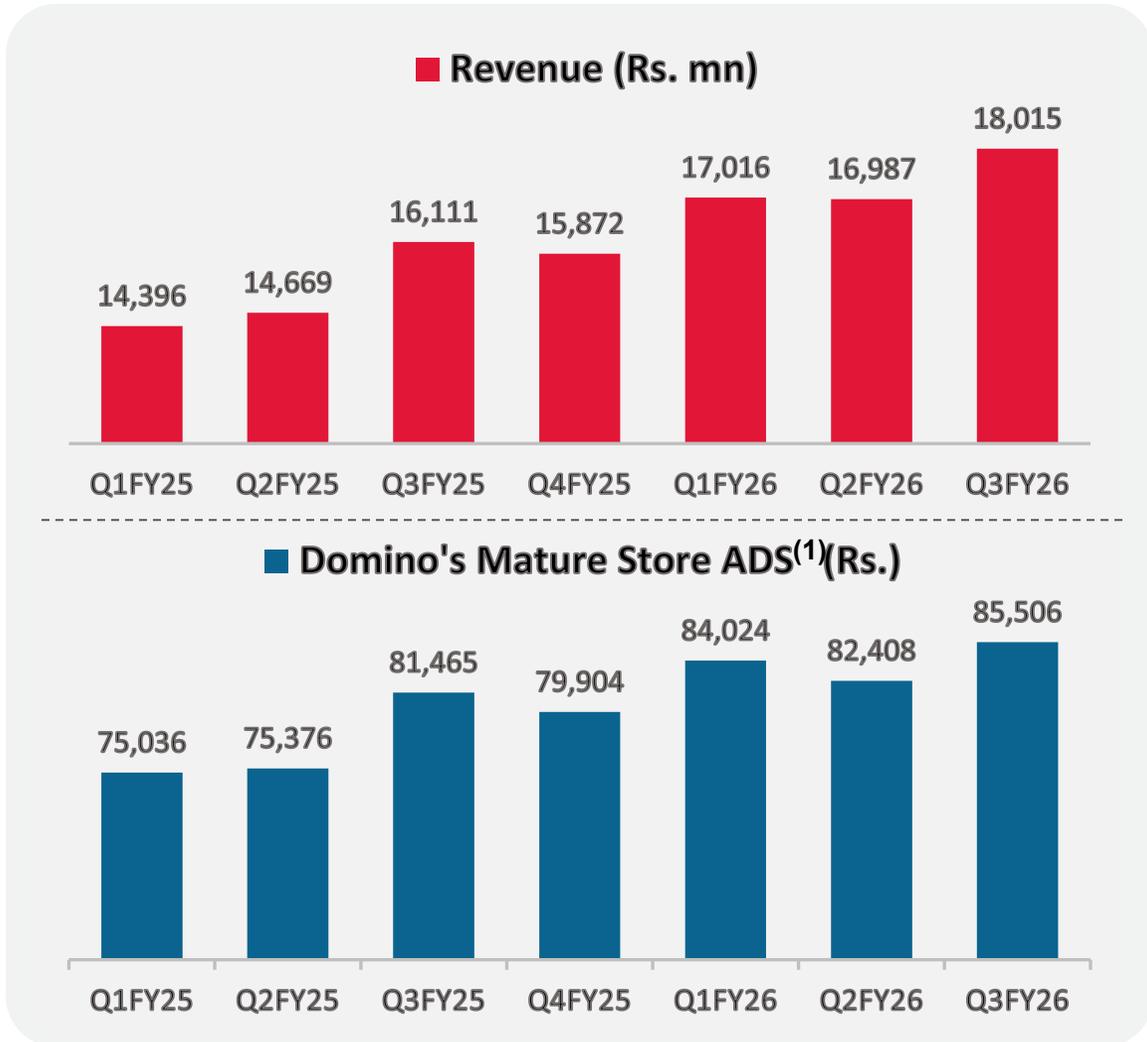
Consolidated Revenue and Profitability Trends



(1) FY25 revenue growth includes the inorganic growth due to acquisition of Turkey business
 (2) PAT Margin of continued operations before exceptional items



Standalone Revenue Trends : 8 Consecutive quarters of +ve LFL in Domino's



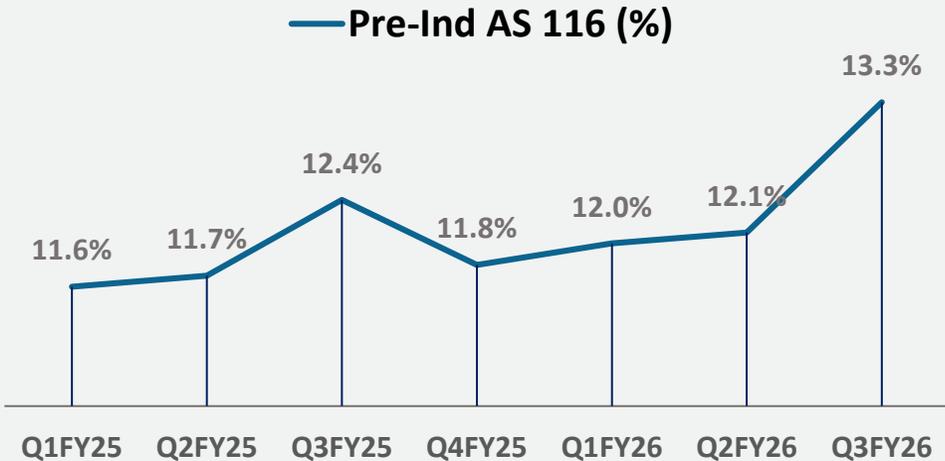
(1) LFL ADS/Mature Store ADS: Defined as average daily sales for non-split(mature) restaurants opened before previous financial year(computed on 1,653 stores)

(2) LFL: Defined as YoY growth in revenue for non-split(mature) restaurants opened before previous financial year

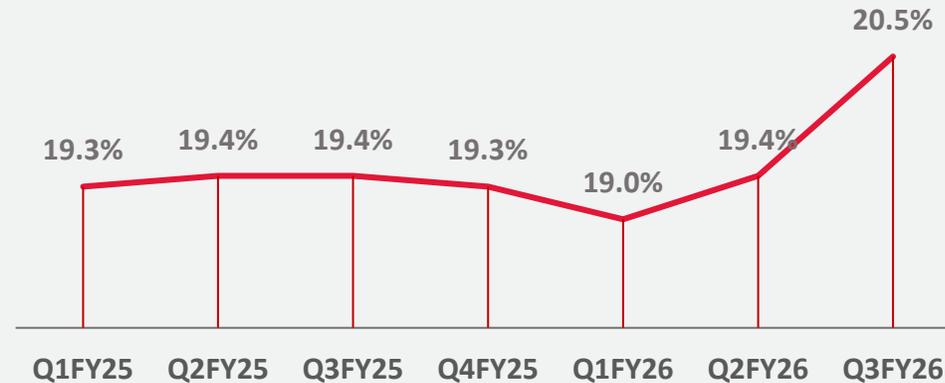
Standalone Profitability Trends : Margin expansion on guided trajectory



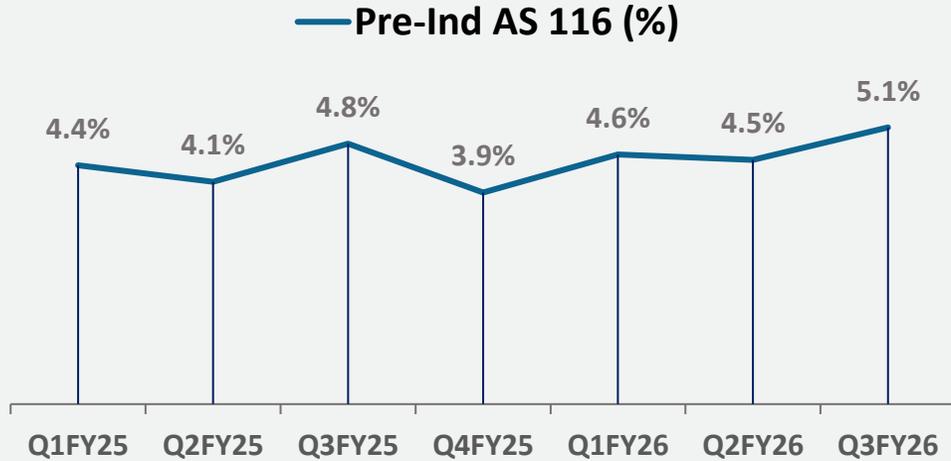
EBITDA Margin



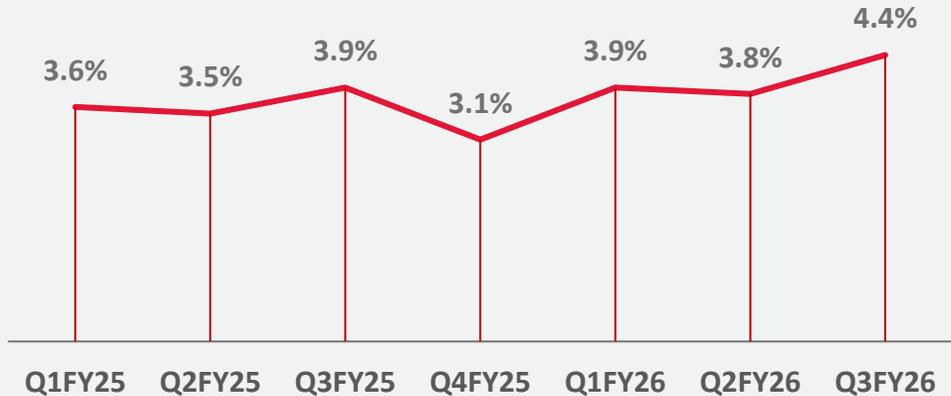
— Post-Ind AS 116 (%)



PAT Margin⁽¹⁾

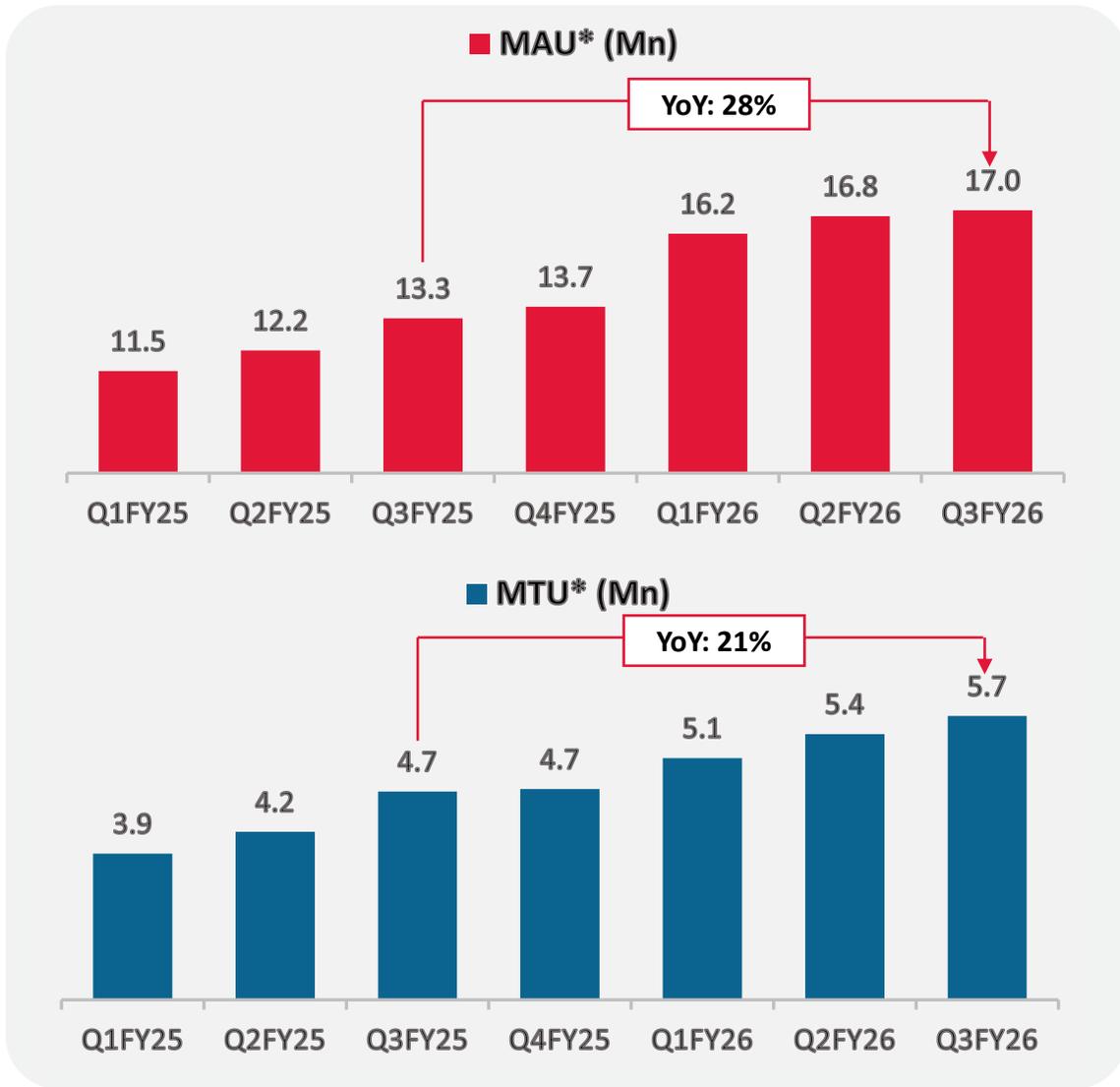


— Post-Ind AS 116 (%)



(1) PAT margin of continued operations before exceptional items

India Segment : Tech innovation driving own apps' user growth



Introduced Combos on app

Build your own Combo & get up to ₹180 off

Meal for Two: Pair up for pizza bliss!

CLASSIC-DUO PIZZA FEAST
2 Regular Pizzas, 1 Beverage/Dessert
starting at **₹219** (save ₹265)

PIZZA MANIA MEAL
1 Pizza Mania, 1 Side, 1 Dip, 1 Beverage/Dessert
starting at **₹199** (save ₹32)

Your combo includes 4 items:

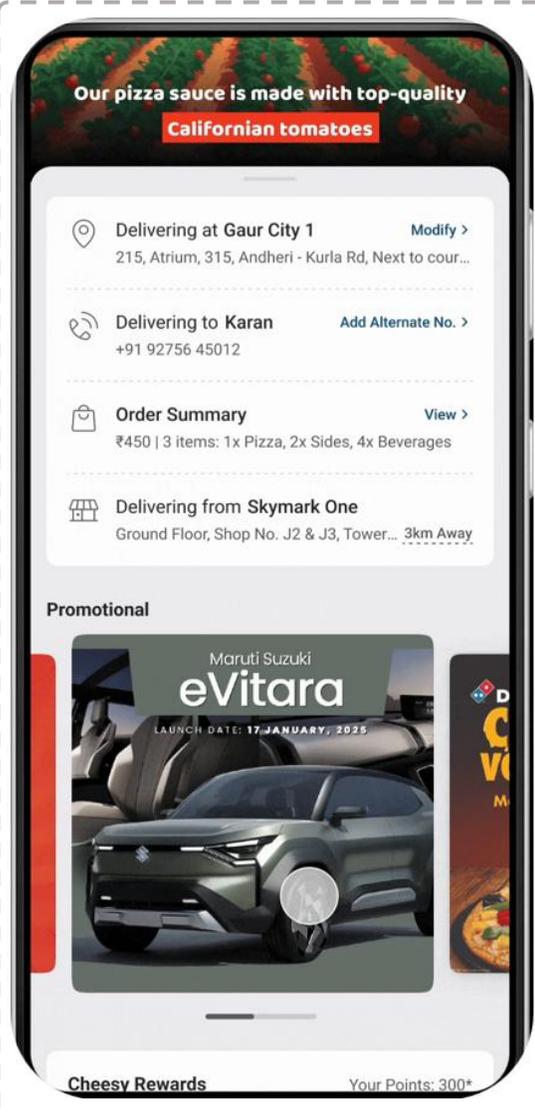
- Pizza Mania Classic
- Garlic Bread
- Cheesy Jalapeno Dip
- Mini Pepsi

SAVE ₹32

Combo Price **₹199** (save ₹231)

*MAU and MTU are for our own apps (Domino's, Popeyes and Hong's)

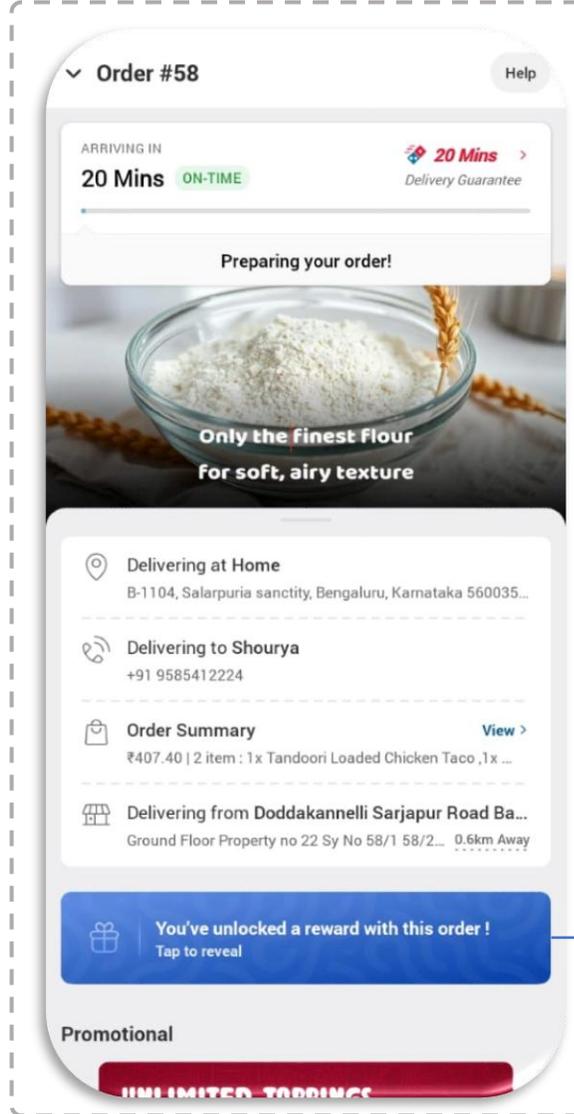
India Segment : Post order page monetization through ads and rewards



Slots for live ads on the post-order screen through:

- Dynamic carousels
- Static, video and strip banners

Clients active:



Clients active:

International Segment : Softening inflation leading to stable operating metrics



Turkey⁽¹⁾



Particulars

Q3FY26

YoY growth

Stores

973

66

Revenue

Rs. 5,801 mn

15.0 %

PAT

Rs. 358 mn

202.0 %

PAT Margin

6.2 %

382 bps

LFL⁽²⁾

Pre Inflation-
Adjusted

Inflation
Adjusted[^]

Domino's

39.9%

6.3%

COFFY

23.2%

-6.4%

Highlights

Stores: Net addition of 33 stores QoQ
15 Domino's and 18 Coffy

- ❖ Finance cost reduced by 59% YoY on account of refinancing of DPEU debt from Turkish Lira to Euro
- ❖ Steady generation of free cash flow; dividend up-streamed to service acquisition-debt obligations

(1) Includes Turkey, Azerbaijan and Georgia

(2) LFL computation in TRY; ^ Inflation adjusted as per IAS 29

Note: DPEU numbers are for continued operations; TRY:INR currency conversion is as on December 31, 2025 for reported INR and are inflation adjusted numbers

International Segment : SL and BAN delivering consistent topline growth



Sri Lanka



Particulars	Q3FY26	YoY growth
Revenue (INR mn)	353	65.9%
Stores	53	3



New products launched



Bangladesh



Particulars	Q3FY26	YoY growth
Revenue(INR mn)	219	26.6%
Stores	40	3

New products launched



Quarterly Statement of Profit and Loss – YoY comparison

Consolidated			Profit and Loss Metrics Particulars in INR mn	Standalone		
Q3 FY26	Q3 FY25	Growth %		Q3 FY26	Q3 FY25	Growth %
24,372	21,508	13.3%	Revenue from operations	18,015	16,111	11.8%
179	173	3.0%	Other Income	89	83	7.4%
24,551	21,681	13.2%	Total Income	18,104	16,194	11.8%
6,931	6,027	15.0%	Raw Material Cost	4,523	4,018	12.6%
17,441	15,481	12.7%	Gross Profit	13,492	12,092	11.6%
71.6%	72.0%		<i>Margins</i>	74.9%	75.1%	
3,998	3,711	7.7%	Personnel Expenses	2,994	2,802	6.9%
8,620	7,749	11.2%	Manufacturing and Other Expenses	6,804	6,163	10.4%
19,549	17,487	11.8%	Total Expenditure	14,321	12,983	10.3%
4,823	4,020	20.0%	Op. EBITDA	3,694	3,128	18.1%
19.8%	18.7%		<i>Margin</i>	20.5%	19.4%	
1,035	1,334	-22.4%	Interest Cost	696	682	2.1%
2,484	2,078	19.5%	Depreciation	2,004	1,741	15.1%
7	-3	n.a	Share of Profit/(Loss) in Associate	-	-	n.a
1,490	778	91.5%	PBT from continued operations before exceptional items	1,083	788	37.4%
6.1%	3.6%		<i>Margin</i>	6.0%	4.9%	
981	506	93.9%	PAT from continued operations before exceptional items	793	623	27.4%
4.0%	2.4%		<i>Margin</i>	4.4%	3.9%	
337	45	n.a	Exceptional Items	337	248	n.a
729	496	46.8%	PAT from continued operations	541	410	31.8%
3.0%	2.3%		<i>Margin</i>	3.0%	2.5%	
-	-63.9	n.a.	Profit/(Loss) from discontinued operations	-	-	n.a.
729	432	68.6%	PAT	541	410	31.8%
3.0%	2.0%		<i>Margin</i>	3.0%	2.5%	

Quarterly Statement of Profit and Loss – QoQ comparison

Consolidated			Profit and Loss Metrics Particulars in INR mn	Standalone		
Q3 FY26	Q2 FY26	Growth %		Q3 FY26	Q2 FY26	Growth %
24,372	23,402	4.1%	Revenue from operations	18,015	16,987	6.1%
179	152	17.2%	Other Income	89	73	21.9%
24,551	23,554	4.2%	Total Income	18,104	17,060	6.1%
6,931	6,651	4.2%	Raw Material Cost	4,523	4,353	3.9%
17,441	16,750	4.1%	Gross Profit	13,492	12,634	6.8%
71.6%	71.6%		<i>Margins</i>	74.9%	74.4%	
3,998	4,062	-1.6%	Personnel Expenses	2,994	3,057	-2.1%
8,620	7,927	8.7%	Manufacturing and Other Expenses	6,804	6,282	8.3%
19,549	18,640	4.9%	Total Expenditure	14,321	13,692	4.6%
4,823	4,762	1.3%	Op. EBITDA	3,694	3,294	12.1%
19.8%	20.3%		<i>Margin</i>	20.5%	19.4%	
1,035	1,057	-2.1%	Interest Cost	696	672	3.7%
2,484	2,303	7.9%	Depreciation	2,004	1,840	8.9%
7	24	n.a	Share of Profit/(Loss) in Associate	-		n.a
1,490	1,578	-5.6%	PBT from continued operations before exceptional items	1,083	856	26.5%
6.1%	6.7%		<i>Margin</i>	6.0%	5.0%	
981	1,099	-10.7%	PAT from continued operations before exceptional items	793	639	24.0%
4.0%	4.7%		<i>Margin</i>	4.4%	3.8%	
337	-	n.a	Exceptional Items	337	-	n.a
729	1,099	-33.7%	PAT from continued operations	541	639	-15.4%
3.0%	4.7%		<i>Margin</i>	3.0%	3.8%	
-	847	n.a.	Profit/(Loss) from discontinued operations	-	-	n.a.
729	1,946	-62.5%	PAT	541	639	-15.4%
3.0%	8.3%		<i>Margin</i>	3.0%	3.8%	

9M Statement of Profit and Loss

Consolidated			Profit and Loss Metrics Particulars in INR mn	Standalone		
9M FY26	9M FY25	Growth %		9M FY26	9M FY25	Growth %
70,382	60,385	16.6%	Revenue from operations	52,018	45,175	15.1%
516	647	-20.2%	Other Income	287	306	-6.1%
70,898	61,032	16.2%	Total Income	52,305	45,481	15.0%
20,046	16,703	20.0%	Raw Material Cost	13,282	10,971	21.1%
50,336	43,683	15.2%	Gross Profit	38,736	34,204	13.2%
71.5%	72.3%		<i>Margins</i>	74.5%	75.7%	
11,821	10,366	14.0%	Personnel Expenses	8,901	8,052	10.5%
24,551	21,480	14.3%	Manufacturing and Other Expenses	19,614	17,401	12.7%
56,417	48,549	16.2%	Total Expenditure	41,797	36,424	14.8%
13,965	11,837	18.0%	Op. EBITDA	10,221	8,751	16.8%
19.8%	19.6%		<i>Margin</i>	19.6%	19.4%	
3,199	4,059	-21.2%	Interest Cost	2,025	1,942	4.3%
6,989	5,928	17.9%	Depreciation	5,662	4,946	14.5%
63	-52	n.a	Share of Profit/(Loss) in Associate	0	-	n.a
4,356	2,444	78.2%	PBT from continued operations before exceptional items	2,821	2,169	30.1%
6.2%	4.0%		<i>Margin</i>	5.4%	4.8%	
3,052	1,829	66.9%	PAT from continued operations before exceptional items	2,099	1,658	26.6%
4.3%	3.0%		<i>Margin</i>	4.0%	3.7%	
337	45	n.a	Exceptional Items	337	248	36.2%
2,800	1,820	53.9%	PAT from continued operations	1,847	1,446	27.7%
4.0%	3.0%		<i>Margin</i>	3.6%	3.2%	
818	-142	n.a.	Profit/(Loss) from discontinued operations	-	-	n.a.
3,618	1,678	115.6%	PAT	1,847	1,446	27.7%
5.1%	2.8%		<i>Margin</i>	3.6%	3.2%	

Jubilant FoodWorks Limited (JFL Group/Group), incorporated in 1995, ranks among the leading emerging markets' food-tech companies. Its Group network comprises 3,594 stores across six markets – India, Turkey, Bangladesh, Sri Lanka, Azerbaijan and Georgia. The Group has a strong portfolio of brands in emerging markets with franchise rights for three global brands - Domino's, Popeyes and Dunkin' – and two own-brands, Hong's Kitchen, an Indo-Chinese QSR brand in India, and a CAFÉ brand - COFFY in Turkey.

Note: The store count for the Group is as on December 31, 2025

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Note: 1. All financial data in this presentation are derived from audited consolidated and standalone IND-AS financial statements for continuing operations until specified otherwise

2. Due to rounding-off, the financial figures may not recalculate exactly
3. All growth comparisons are vs. prior year and all network addition pertains to net stores added during the specified period unless specified otherwise
4. TRY:INR is as per currency conversion on December 31, 2025. Turkey financials are reported as per IAS 29 – Hyperinflation adjusted accounting
5. The growth % for Bangladesh and Sri Lanka is computed on reported financials in INR
6. PBT and PAT margins are on revenue from operations

Disclaimer

Certain statements in this presentation may be forward-looking statements. Such forward-looking statements are subject to certain risks and uncertainties like government actions, local political or economic developments, technological risks, and many other factors that could cause our actual results to differ materially from those contemplated by the relevant forward-looking statements. JFL will not be in any way responsible for any action taken based on such statements and undertakes no obligation to publicly update these forward-looking statements to reflect subsequent events or circumstances