



Westlife Development Limited
Investor Day | 13 June 2018



Disclaimer

Some of the statements herein constitute “forward-looking statements” that do not directly or exclusively relate to historical facts. These forward-looking statements reflect our intentions, plans, expectations, assumptions and beliefs about future events and are subject to risks, uncertainties and other factors, many of which are outside our control. Important factors that could cause actual results to differ materially from the expectations expressed or implied in the forward-looking statements include known and unknown risks. Because actual results could differ materially from our intentions, plans, expectations, assumptions and beliefs about the future, you are urged to view with caution all forward-looking statements contained herein. Westlife Development Limited does not undertake any obligation to update or revise forward-looking statements, whether as a result of new information, future events or otherwise. In addition, some of the information and estimates quoted in this document have been obtained from external sources, and the same have not been independently verified by Westlife Development Limited.



Investor day

The purpose of the meeting is to help provide you with a deeper understanding of the business by deep diving into our business drivers, and by giving an overview of the strategic direction of the company.

Our intention is to conduct an investor day once in two years. Shall evaluate the frequency moving forward.

The data provided in the presentation will not necessarily be shared during our regular interactions and quarterly earnings calls. Updates will be provided in future investor day meetings.



Agenda

Presenters/ Speakers	Title
Ankit Arora	Welcome, introductions, disclaimer & today's agenda
Amit Jatia	Current IEO environment and McDonald's performance
Smita Jatia	Strategic pillars for growing AUV
Amit Jatia	Broadening accessibility
Amit Jatia	Vision 2022 update
Executive Leadership Team	Q&A

CURRENT IEO ENVIRONMENT AND McDONALD'S PERFORMANCE

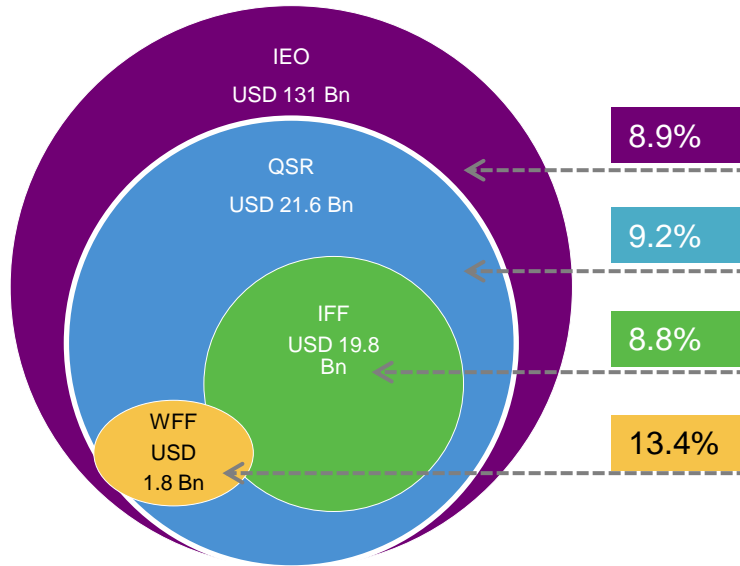
Presented by :
Amit Jatia, Vice Chairman





Western Fast Food is nascent but set to experience the fastest growth in IEO

Projected market size and growth rates : 2017-22



Western Fast Food (WFF) has grown its share in IEO from 1% in 2014 to 1.3% in 2017. This is expected to grow to 1.6% in 2022¹

Country	IEO size (USD Bn)	WFF share in IEO
India	113	1.3%
Indonesia	37	3.3%
China	642	2.9%
Brazil	131	11.2%
Philippines	12	34.3%
Japan	198	19.7%

WFF has the lowest share in IEO in India. Significant scope for the category to continue developing for a long period of time.

¹ Euromonitor International 2017 report - QSR Food Service Market

McDonald's continues to dominate the burger fast food category



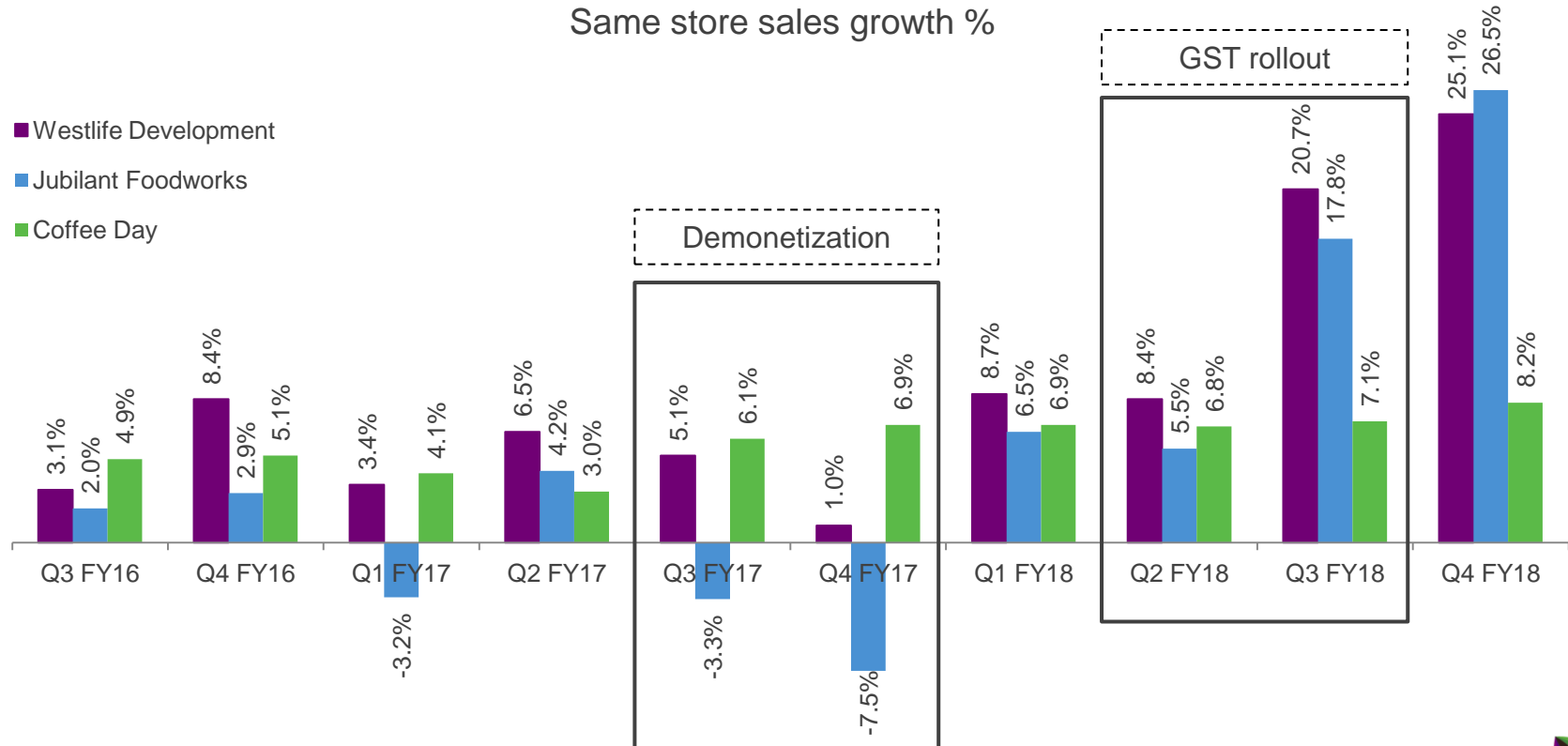
\$400 million

Burger fast food market size

~90%

Market share of brand McDonald's in burger fast food

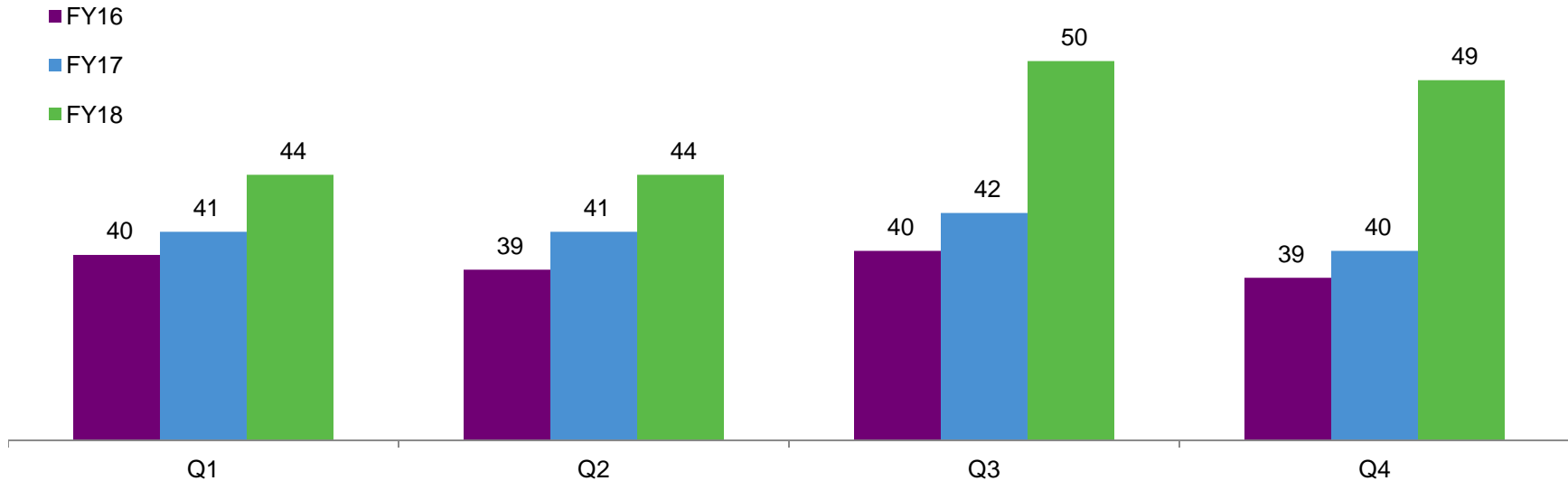
McDonald's has consistently delivered strong, positive Same Store Sales Growth



Resulting in an industry leading 25% Average Unit Volume (AUV) growth



Annualised average sales/ restaurant basis the quarter's sales (Rs in millions)



McDonald's AUV was already higher than all other chained fast food brands.

This growth further strengthens our leadership position.

*Base of restaurants that were open as on 1 Apr 2015, annualised turnover

VISION 2022



Westlife Development Vision 2022

2016 vision for delivering shareholder value



GROW MARKET SHARE & MARGIN



- Sales growth of Rs 20 bn – Rs 25 bn
- Take EBITDA margin to low to mid teens

=

GROW BASELINE SALES



- Mid to high single digit SSSG%
- McCafé : 75 to 300-350
- McDelivery: 124 to 300-325
- Leverage other models and menu in the future

+

BROADENING ACCESSIBILITY OF BRAND MCDONALD'S



- 450 – 500 restaurants
- Presence in 40+ cities
- Investment of Rs 5+ billion

Westlife Development Vision 2022

Midway status check



GROW MARKET SHARE & MARGIN



- Sales growth of Rs 20 bn – Rs 25 bn
- Take EBITDA margin to low to mid teens

GROW BASELINE SALES



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- McDelivery: 124 to 300-325
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Westlife Development Vision 2022

2016 vision for delivering shareholder value

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BROADENING ACCESSIBILITY OF BRAND MCDONALD'S

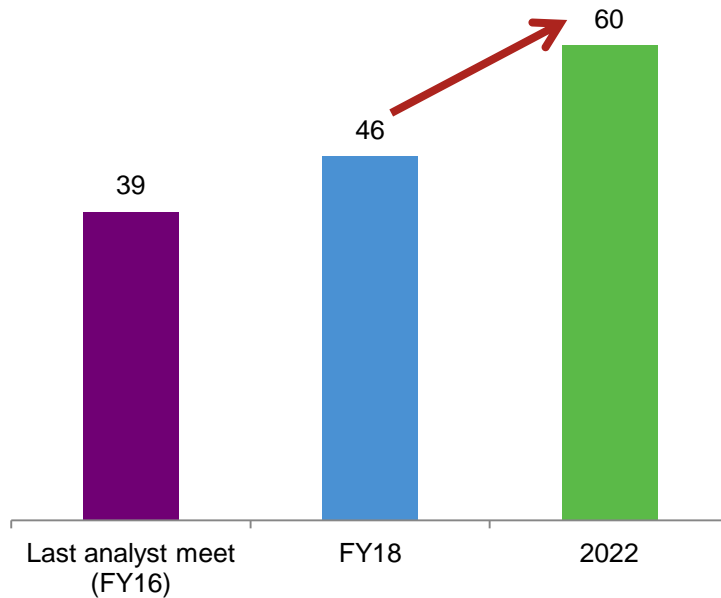


- 450 – 500 restaurants
- Presence in 40+ cities
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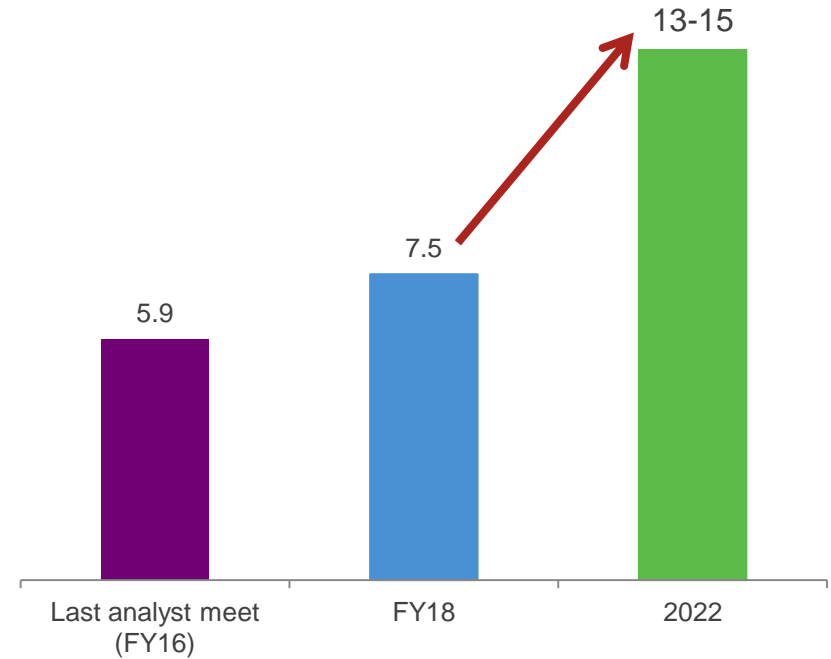
Need 7-9% comps every year to double margins by 2022



Average unit volume (Rs in millions.)



EBITDA Margin



* All restaurant base (open on or before 31 Mar 2018)

A basket of our restaurants are already delivering these results

Restaurants which have sales > Rs
60 million



ROM % range = 18% to 30%



G&A = 3% to 5.5%
EBITDA = 14.5% to 16.5%



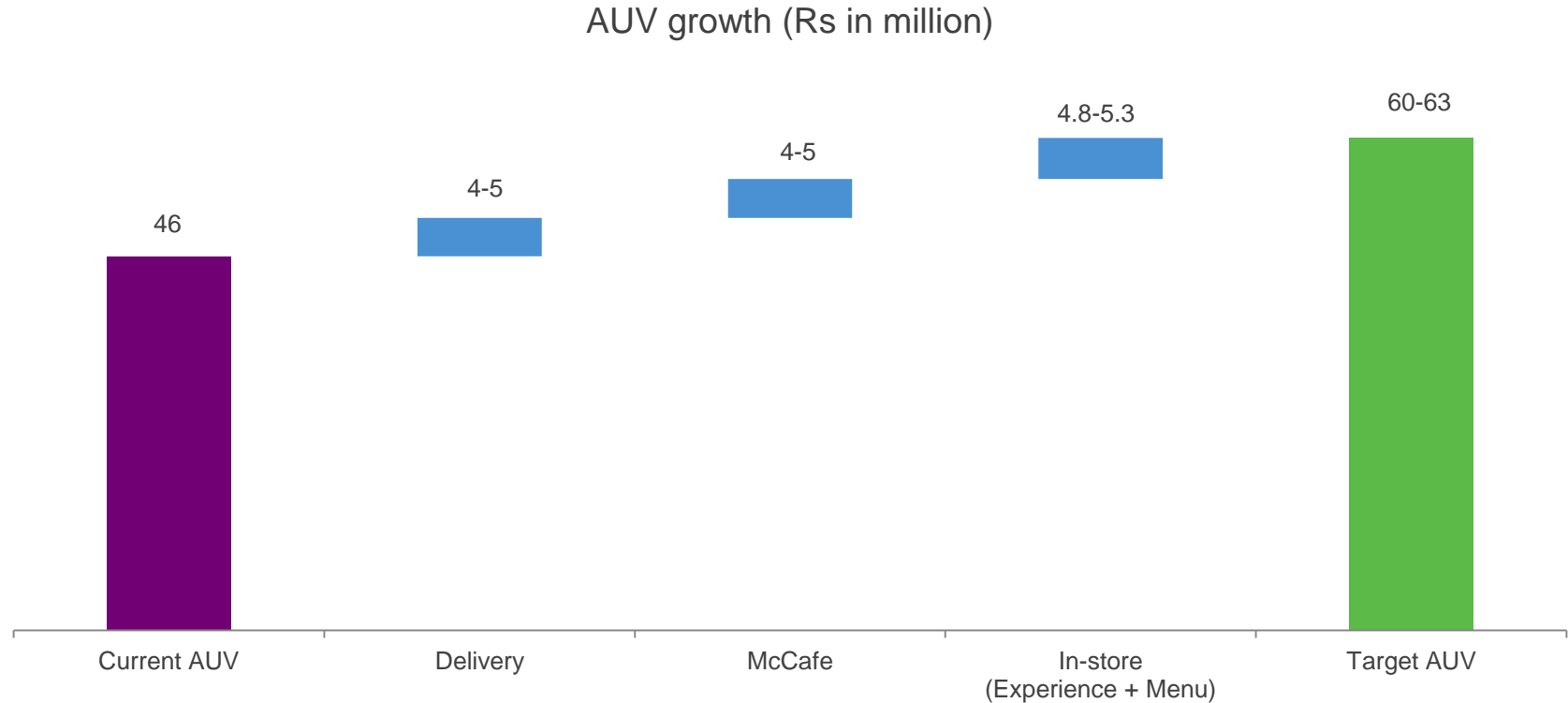
GROWING AVERAGE UNIT VOLUME

Presented by:
Smita Jatia, Director



Levers for driving sales growth

Brand extensions enable us to capture growth from multiple segments



westlife



STRATEGIC PILLARS TO GROW AUV – McDELIVERY™





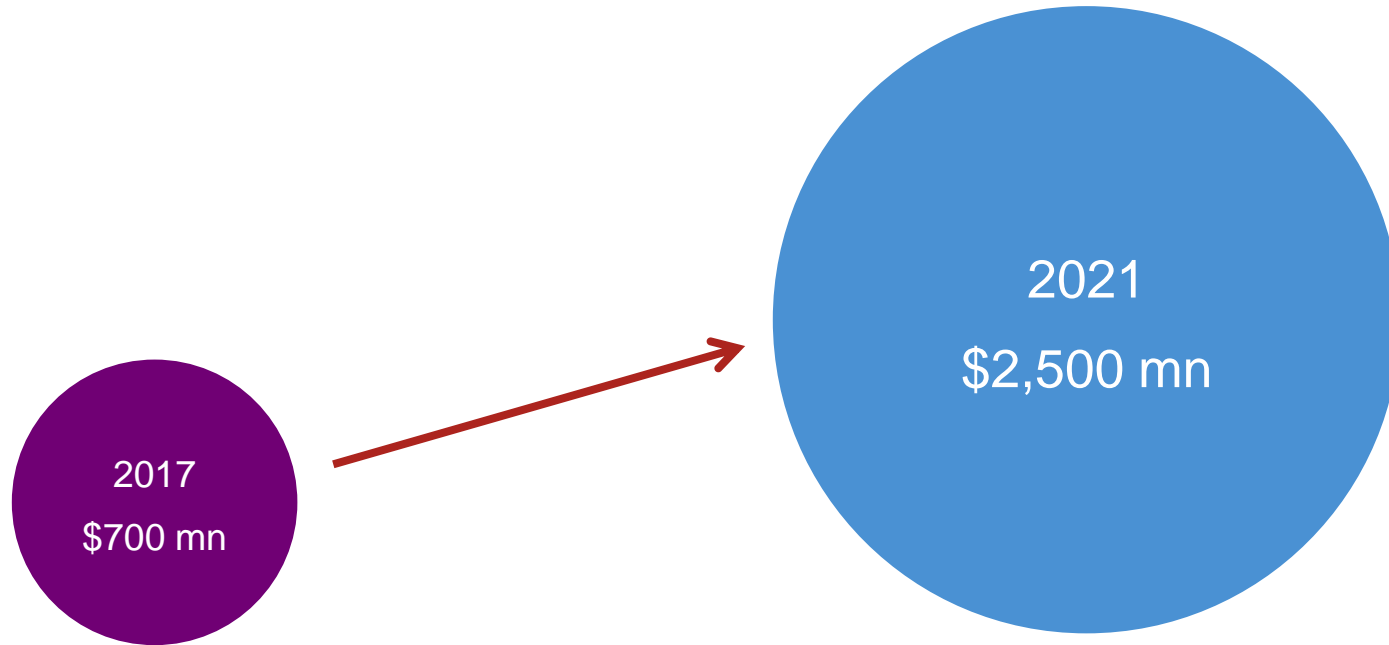
VISION FOR McDELIVERY

McDonald's will grow the western fast food eat-out market by providing the convenience of "eating out at home" through cutting edge technology and operational excellence.





Delivery sector is growing faster than ever

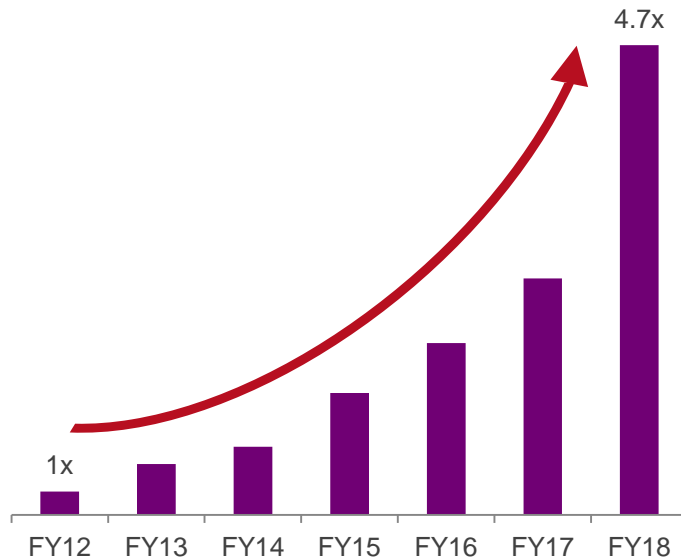


Mumbai, Delhi, Bangalore, Hyderabad, Chennai, Pune and Calcutta contribute 87% of the share.

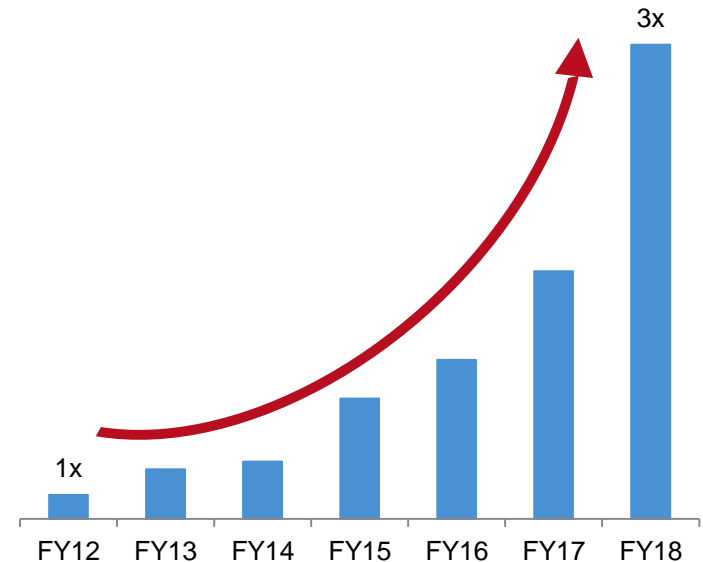
McDelivery – Strong baseline growth, ~5x in 7 years



Growth in McDelivery sales



Growth in McDelivery orders

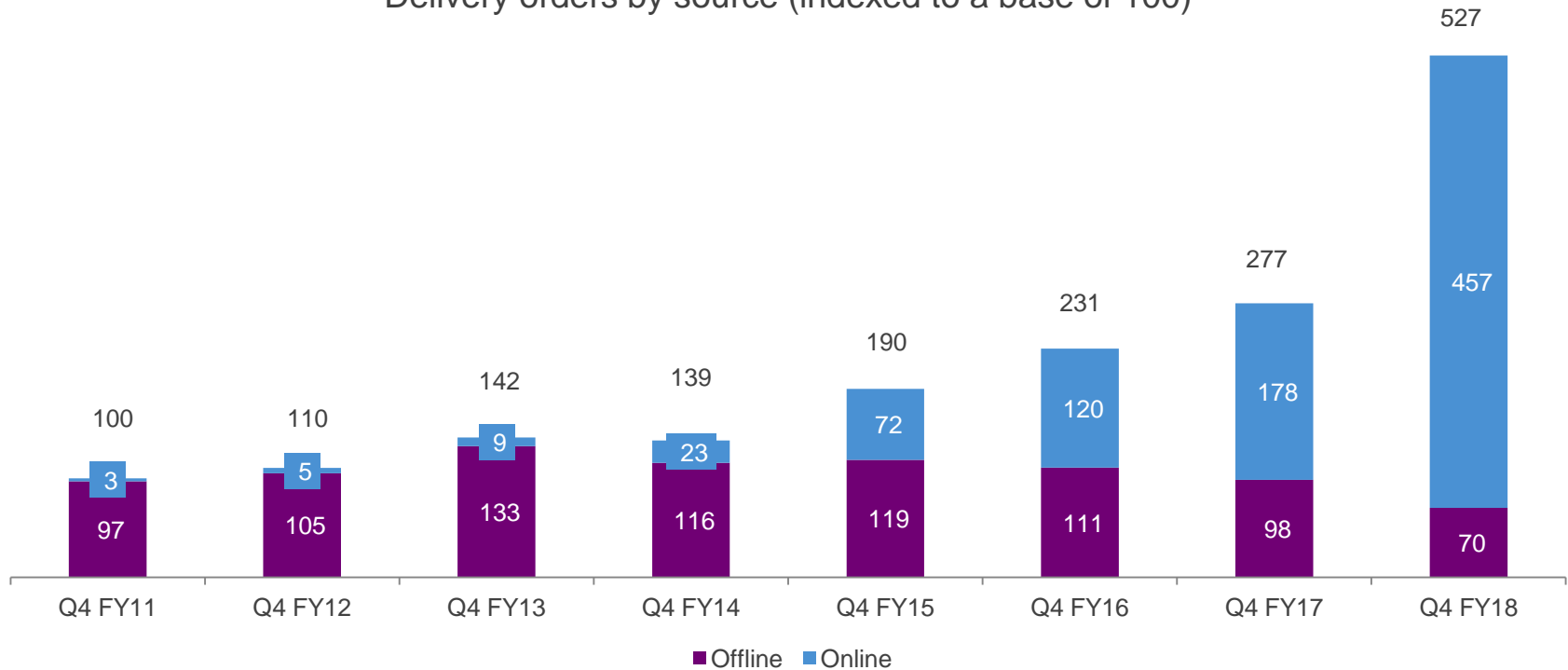


Strong baseline growth through Same Store Delivery Sales growth and addition of delivery hubs

* Graphs not to scale, for representational purpose only

Technology and digital has helped us grow faster than the delivery industry

Delivery orders by source (indexed to a base of 100)





Recent initiatives have helped grow sales

Mobile App and website relaunch

UI/UX refresh of the app and website.

Added features like:

1. Google maps based address registration
2. Latest Google design standards
3. Product personalization
4. Simpler payment and checkout process

Increased ubiquity

Increased ubiquity through addition of delivery hubs in all possible locations of existing cities and entry into new cities. Available on all major food aggregator websites.



Adoption of new digital marketing tools

Use of new digital tools like biddable media on Google and Facebook, app engagement programs, sharper consumer targeting.

Operational excellence

Heavy focus on delivering the best consumer experience. Complaints have reduced to less than 1% of all orders!

Initiatives planned to drive future growth



Loyalty program

Loyalty program, “McGold” was launched in April 2018 after a successful trial in 2017



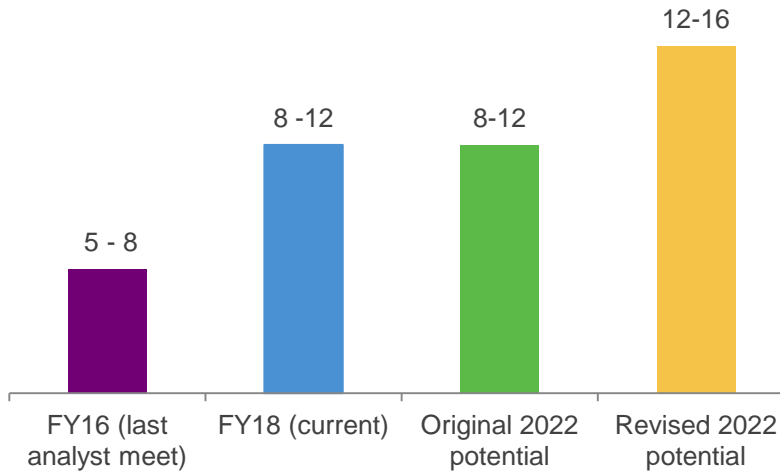
Advanced analytics

Use of **advanced consumer analytics** for sharper and more cost efficient consumer targeting



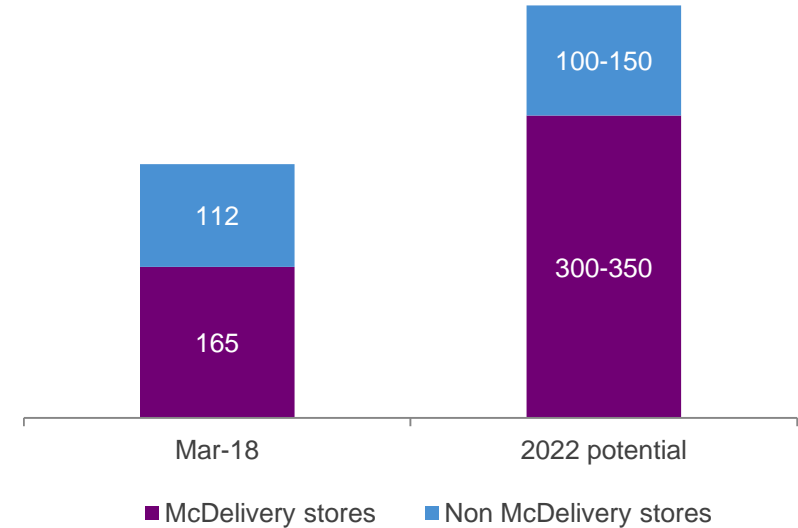
Upgraded targets on Vision 2022

Average annual sales/ McDelivery hub
(Rs in millions)



Will be driven by improvement in technology platforms, digital enablement and McDelivery specific promotions

Number of delivery hubs



McDelivery is in 60% of restaurants. We will look to increase to 70-75% penetration

* Graphs not to scale, for representational purpose only



Upgraded targets on Vision 2022

Average annual sales/ McDelivery hub
(Rs in millions)

12-16

Number of delivery hubs

100-150

Delivered Vision 2022 target 4 years ahead of time!

Increased sales potential for McDelivery : Rs 4 – 4.5 billion

analyst meet)

potential

potential

■ McDelivery stores

■ Non McDelivery stores

Will be driven by improvement in technology platforms, digital enablement and McDelivery specific promotions

McDelivery is in 60% of restaurants. We will look to increase to 70-75% penetration

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VISION FOR McCAFÉ

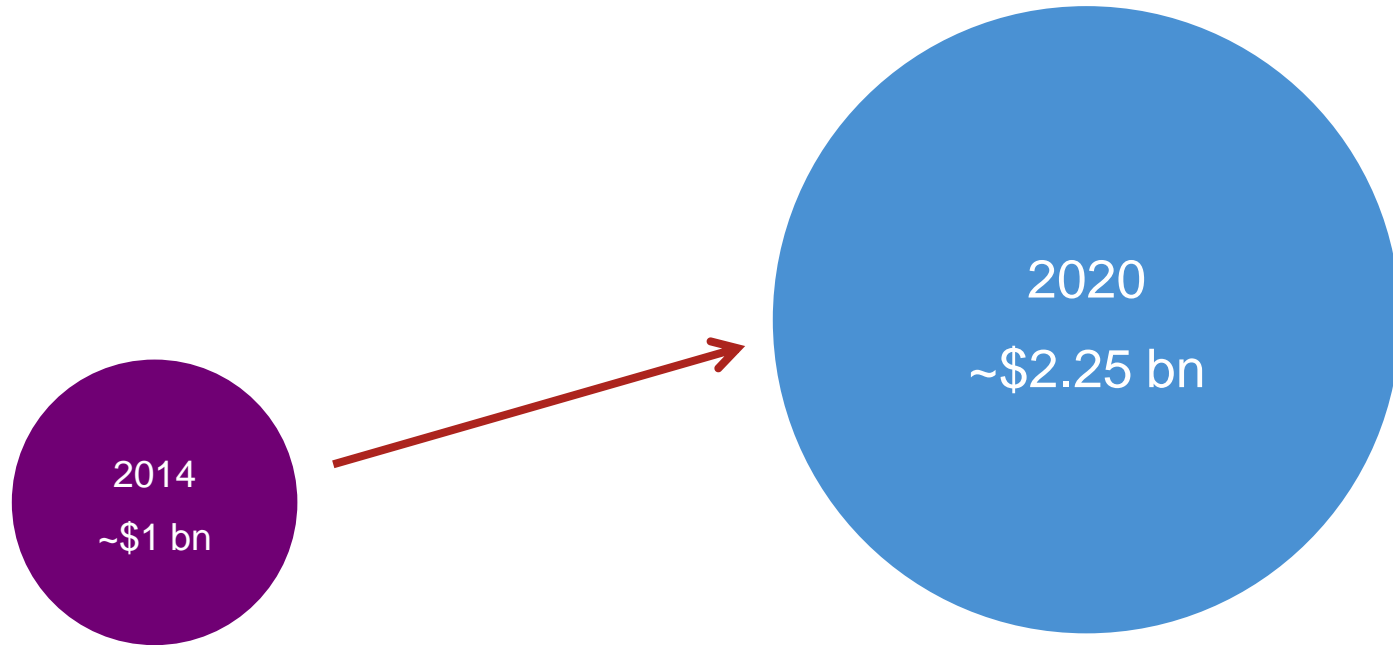
McDonald's will bring premium coffee to the mass market in India and accelerate the growth of coffee and specialty beverages in India like it did with Western Fast Food in the early 2000s

McCafé





Strong growth in retail coffee market expected



Organized café market

Customers love McCafé for the products and the experience



thekavicliving • Follow

Whitefiled, Bangalore

thekavicliving Wow! By far my best coffee find in town at McCafe. I liked the Aroma, body and smoothness of the rich coffee flavour unlike other places which serve bitter coffees when you need loads of sugar to make it taste good! This one needed no sugar ☐☐ I'm sure it's 100% Arabica and sourced from Chikmagalur as read somewhere. Definitely my fav and gonna have it often.. loved the babycino name for the smallest coffee ☐☐☐



Aayushi J. Shah Honestly , the classed iced coffee is the best thing I've ever had. It's much better than Starbucks , ccd or just anywhere else ! Love you MCCafe ❤️



Wandering Palate

22 January · 🌐

Dear coffee I love you ❤️

Rise up to a warm cup of cappuccino from McCafe .

Trust me they are really good .

McCafe's product line consists of mocha, cappuccino, espresso, Americano, latte, iced latte, iced mocha and hot chocolate, hot and iced teas, iced frappés, real fruit smoothies.

#hyderabadbloggers #blogger #bloggers #bloggerindia #hyderabad #hitech #hyderabadblogger #foodiesinhyderabad #hellohyderabad #foodbloggerindia #food #zomato #foodporn #foodie #foodtalkindia #foodindiaa #foodindia #foodfood #foodcritic #foodreview #indianfoodnetwork #dineouttv #dineout Zomato #timesfoodnightlife #timesofindia #hyderabadtimes #foodista @indianfoodbloggers #indianfoodbloggers @McDonald's #mcdonaldsMcDonald's India TIMES FOOD Hyderabad Times dineout



Customers love McCafé for the products and the experience



thekavicliving • Follow
Whitefiled, Bangalore



Wandering Palate
22 January · 🌐

Dear coffee I love you ❤️
Rise up to a warm cup of cappuccino from McCafé.
Trust me they are really good.
McCafé's product line consists of mocha, cappuccino, espresso,
Americano, latte, iced latte, iced mocha and hot chocolate. But don't

Customer score card for McCafé

- McCafé offers good variety, coffee is better than all the other players.
 - The quality of McCafé is outstanding!
- McCafé is their favorite and they will keep coming again and again!

gonna have it often.. loved the babycino
name for the smallest coffee ☐☐☐



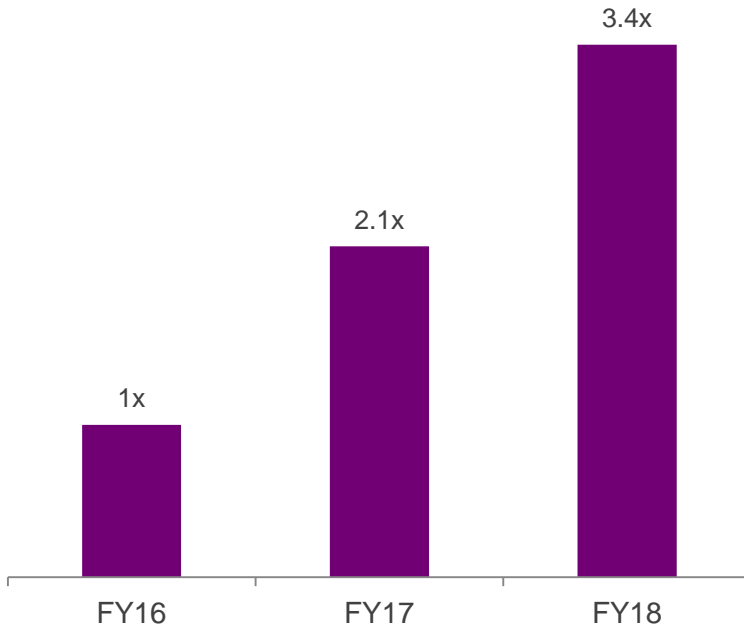
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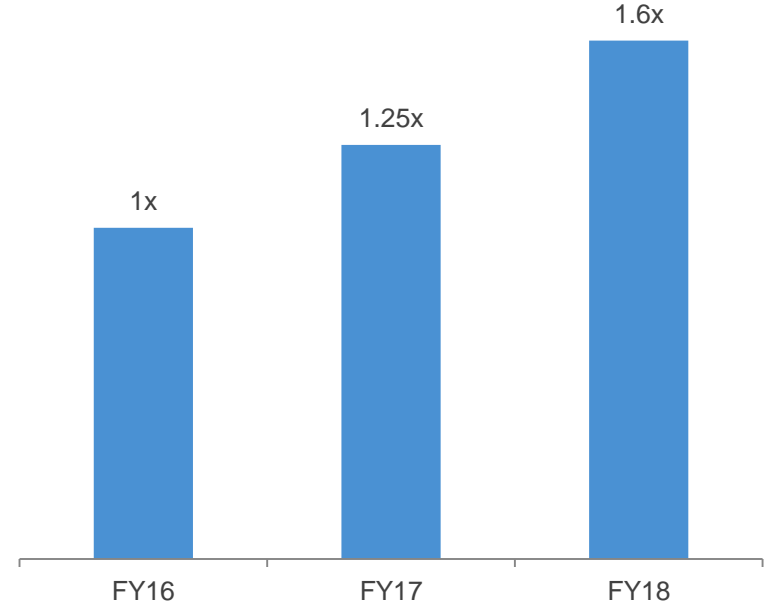
Driving strong adoption of McCafé by consumers



% of consumers buying McCafé products



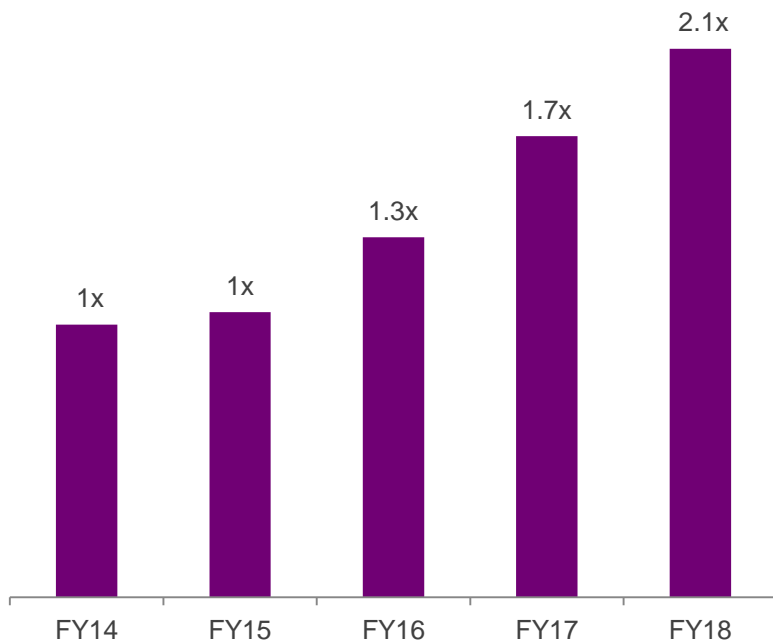
% of McCafé sales in restaurants that have McCafé



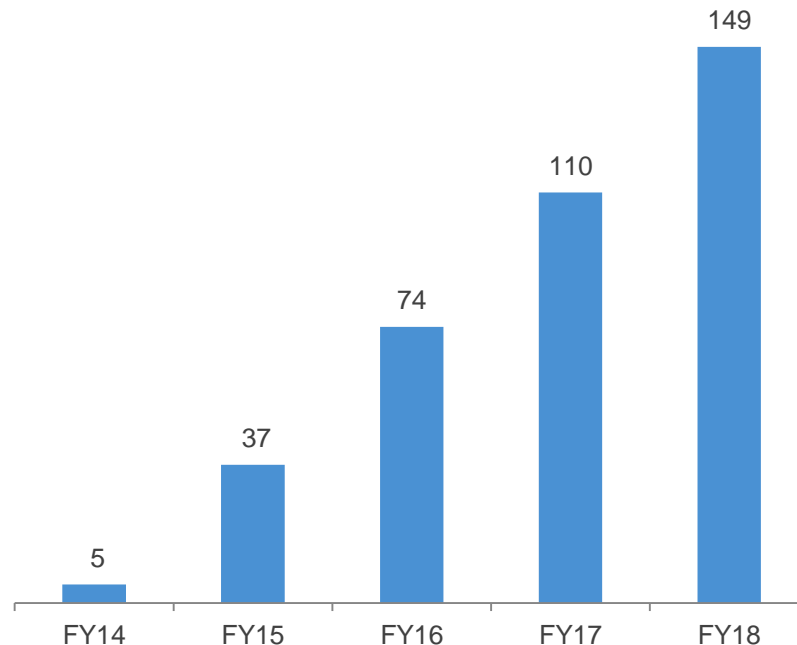
Allowing us to grow baseline and rapidly expand McCafé



McCafé AUV



of McCafés



All this, in a coffee market that has been difficult to crack so far



Starbucks posts slowest sales growth in India in last fiscal

By Sagar Malviya, ET Bureau | Updated: Oct 03, 2017, 03:29 PM (IST)

Is Starbucks slowing down on store expansion in India?

The coffee chain has opened only 10 new stores in the last one year, against an average of 25 stores a year in the first three years since 2012



With 91 stores until March, each coffee, snacks and merchandise

with a net loss of Rs 41 c

Sapna Agarwal



Starbucks started with big stores a profitability. Photo Reuters

Lavazza sells Barista, exits coffee-shop business in India

OUR BUREAU

Like 10 Share Tweet G+



Barista Lavazza

Costly rentals force Costa Coffee to go slow on expansion

Prohibitively high rentals in metros and absence of coffee culture in India thwarts biz

Press Trust of India | Mumbai
Last Updated at January 24, 2013

f t G+ in +



ALSO READ

As Starbucks launch nears rival coffee chains get active
Bhagwati Banquets to do CCD, Barista

Coffee chains wake up to new reality

Coffee chains in India are struggling to turn the corner

Viveet Susan Pinto | Mumbai
Last Updated at October 24, 2014 00:59 (IST)

f t G+ in +



CCD shuts 90 stores in FY18, plans to refurbish 175 in FY19

Coffee Day Global which owns cafe chain Cafe Coffee Day, a subsidiary of Coffee Day Enterprises, has shut 90 small format stores in FY18 and plans to refurbish around 150-175 stores in FY19, VG Siddhartha, chairman and managing director, Coffee Day Enterprises, said at a post-earnings conference call on Thursday.

By Jharna Mazumdar | Mumbai | Published: May 18, 2018 3:48 AM

37
SHARES

f SHARE t G+

Initiatives planned to drive future growth



Higher Awareness

More marketing campaigns to ensure that McCafé has a higher recall amongst consumers



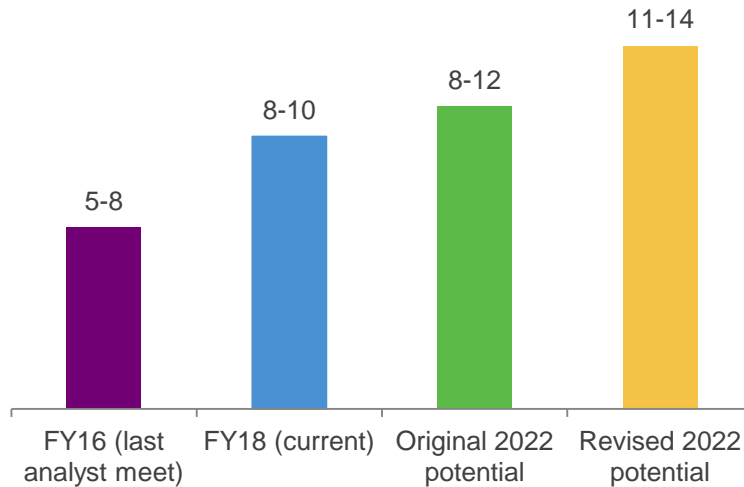
Expanded beverage portfolio

Introduction of new beverage platforms



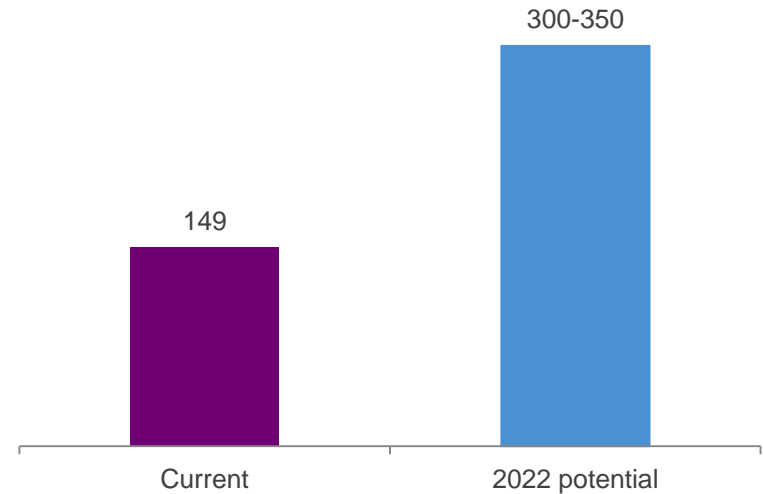
Upgraded targets on Vision 2022

Average annual sales/ McCafé hub
(Rs in millions)



Will be driven by new platform launches, McCafé specific promotion and people

Number of McCafés



High potential, McDonald's can become one of the largest coffee players in the country as unit economics is in place

* Graphs not to scale, for representational purpose only



Upgraded targets on Vision 2022

Average annual sales/ McCafé hub
(Rs in millions)

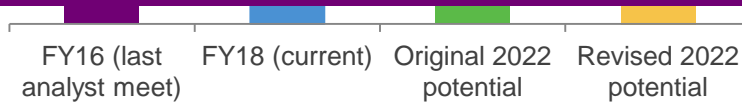
11-14

Number of McCafés

300-350

Delivered Vision 2022 target 4 years ahead of time!

Future sales potential as restaurant base doubles : Rs 3.5 – 3.75 billion



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High potential, McDonald's can become one of the largest coffee players in the country as unit economics is in place

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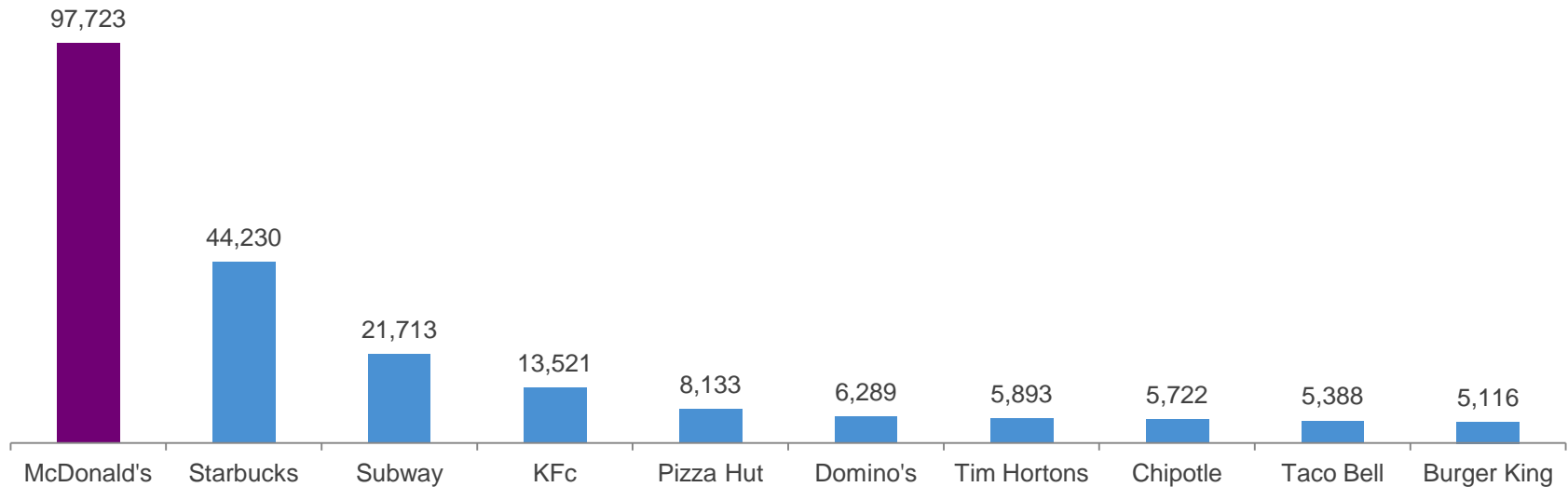
STRATEGIC PILLARS TO GROW AUV – IN STORE



McDonald's is the most valuable food brand globally

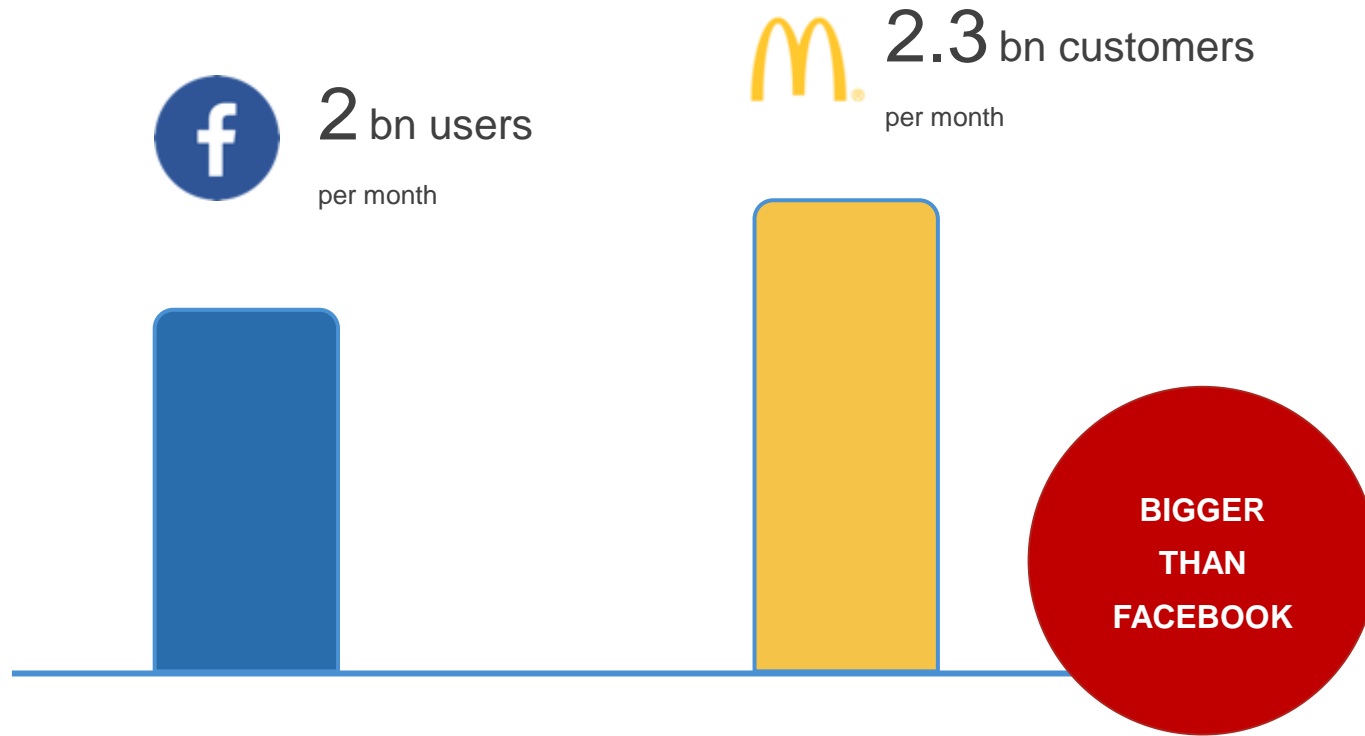


2017 Brand Value (\$ mn)



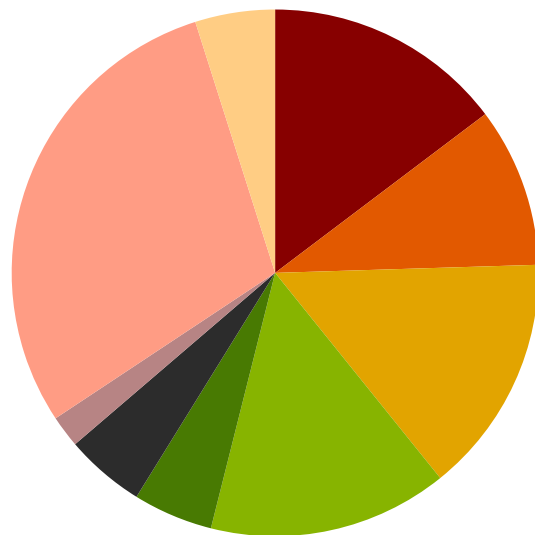
McDonald's brand value is equal to the next 6 players put together!

And bigger than the largest social media platform in the world!



Source: Statista September 2017

Because of our unique advantage of competing in multiple categories



- Chicken ✓
- Burger ✓
- Pizza
- Beverages ✓
- Desserts ✓
- Delivery ✓
- Breakfast ✓
- Indian fast food
- Others

McDonald's globally has the highest average unit volume of \$3.0 million¹ due to ability to compete across multiple categories

McDonald's India has many iconic products that record sales of over Rs. 1 billion/ year

There is scope to build more categories

¹ McDonald's Corporation Annual Report

* Graphs not to scale, for representational purpose only



Levers of McDonald's in-store experience





Levers of McDonald's in-store experience





Menu innovation principles



**Strengthen
leadership in the
burger category**



**Provide relevant,
glocal tastes and
food forms**



**Provide
24
HOURS value**



**Continuously build
trust and permissibility
for our food**



GLOCAL MENU

Balance between global and local has yielded results since the launch of McAloo Tikki™ in 2000

Mexican
Aloo Wrap



Spicy Rice Bowl



Chatpata
Naan



Dosa Masala
Brioche



Chicken Kebab
Burger





Launched a locally relevant McBreakfast menu

BREAKFAST CLASSICS

		— MEALS —	
		2pc	3pc
▣ Hash Brown	₹27	-	-
▣ Egg & Cheese McMuffin™	₹52	₹110	₹120
▣ Corn & Spinach McMuffin™	₹60	₹118	₹128
▣ Sausage McMuffin™	₹65	₹123	₹133
▣ Egg & Sausage McMuffin™	₹77	₹135	₹145



Available across selected McDonald's stores in West & South India.

© 2018 McDonald's. Image an approximation.

ALL PRICES INCLUSIVE OF GST.

PRICE YOU SEE ~~is~~ PRICE YOU PAY

YOUR FAVOURITES IN A BRIOCHE

		— MEALS —	
		2pc	3pc
▣ Corn & Spinach	₹34	₹92	₹102
▣ Hash Brown	₹45	₹103	₹113
▣ Dosa Masala (Single Patty)	₹39	₹97	₹107
▣ Dosa Masala (Double Patty)	₹60	₹118	₹128



Available across selected McDonald's stores in West & South India.

© 2018 McDonald's. Image an approximation.

ALL PRICES INCLUSIVE OF GST.

PRICE YOU SEE ~~is~~ PRICE YOU PAY

FRESHLY MADE SCRAMBLED EGGS

		— MEALS —	
		2pc	3pc
▣ Classic	₹73	₹131	₹141
▣ Masala	₹73	₹131	₹141



Available across selected McDonald's stores in West & South India.

© 2018 McDonald's. Image an approximation.

ALL PRICES INCLUSIVE OF GST.

PRICE YOU SEE ~~is~~ PRICE YOU PAY

SWEET HOT CAKES

		— MEALS —	
		2pc	3pc
▣ Hot Cakes With maple syrup & butter	₹73	₹131	₹141



Available across selected McDonald's stores in West & South India.

© 2018 McDonald's. Image an approximation.

ALL PRICES INCLUSIVE OF GST.

PRICE YOU SEE ~~is~~ PRICE YOU PAY

Launched a new value platform to strengthen our value perception



McSaver COMBOS STARTING AT ₹65*

PICK ONE + ADD ONE

Item	Price
Chicken Strips (2 pc)	₹69
Massala Wedgie (Small)	₹38
Mexican Aloo / Chicken Kebab Wrap	₹62 / ₹71
Chicken Kebab Burger	₹71
Chatpata Naan Chicken Kebab / Aloo	₹69 / ₹55
McAloo Tikki / Mexican McAloo Tikki™ Burger	₹39 / ₹45
Pizza McPuff™	₹38

ADD ONE

Item	ADD	SAVE UP TO
Fanta McFloat™	₹27	₹39
Coke McFloat™	₹27	₹39
Sprite	₹27	₹39
Coke™	₹27	₹39
Mango McSwirl™	₹35	₹5
Strawberry McSwirl™	₹35	₹5
Raw Mango Fruit Splash	₹65	₹49
Mixed Fruit Splash	₹65	₹49
Small Cappuccino	₹65	₹49

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McSaver™ BREAKFAST COMBOS ONLY AT ₹99

Enjoy a different breakfast combo every day of the week.

Day	Item	Price
MON	Dosa Masala Brioche	₹99
TUE	Corn & Spinach Brioche	₹99
WED	Belgian Waffles - 2pc	₹99
THU	Hot Cakes	₹99
FRI	Corn & Spinach McMuffin™	₹99
SAT	Dosa Masala Brioche	₹99
SUN	Hash Brown Brioche	₹99
MON	Classic/Masala Scrambled Eggs	₹99
TUE	Egg & Cheese McMuffin™	₹99
WED	Sausage McMuffin™	₹99
THU	Sausage & Egg McMuffin™	₹99
FRI	Sausage McMuffin™	₹99
SAT	Egg & Cheese McMuffin™	₹99
SUN	Classic/Masala Scrambled Eggs	₹99

Exclusive breakfast menu from 7am - 12 noon


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Building trust and permissibility is equally important

Launched a “Good Food Fast” blog





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 **GOOD FOOD FAST**




[TOP STORIES](#) [HAPPINESS CORNER](#) [MASALA BITES](#) [INSIDE STORY](#) [OUR FOOD, YOUR QUESTIONS](#) [COFFEE TALES](#) [HUM LOG](#) [GOOD COMMUNITIES](#)



The Wholesome McAloo Tikki Burger

Happiness Corner

I came with my friends at McDonald's Mehsana, and managed to forget my laptop at the restaurant. Three hours later, I got it from the Restaurant Manager who had kept it safe for me. I cannot thank him enough.



— Jvalin Patel

Building trust and permissibility is equally important

Announced a slew of improvements in our food



McAloo Tikki™ is a balanced meal



McVeggie™ has 25% more dietary fiber



No artificial colour, preservatives or flavours in our patties



40% less oil in our mayo;
up to 11% less calories in our burgers



Up to 20% less sodium in our products



Soft serve is 100% milk
and 96% fat-free

Received overwhelming response from consumers for the announcements



40 million+ impressions



Trended at #2 in India!!



salil sand
@isalilsand

Follow

I loved McDonald's before and I love them even more now. Happy to know the steps you guys are taking to make food healthier.
[@mcdonaldsindia](#) [#McDFoodStory](#)

12:00 PM - 3 Apr 2018



Anuj Prajapati
@anujprajapati11 · Apr 3

Just heard the [@mcdonaldsindia](#) [#McDFoodStory](#)! I can't believe my favourite burger is a complete balanced meal! Time to get myself a McAloo Tikki burger!



Ravi Kapoor
@RaviKapoor

Follow

Okay so [@mcdonaldsindia](#) is bringing certain food improvement changes in their menu. I think this is a great initiative by the brand.
[#McDFoodStory](#)

12:03 PM - 3 Apr 2018



Levers of McDonald's in-store experience



**WE MADE BIG,
BOLD MOVES**





**RE-INVESTED
IN RE-IMAGING**



LAUNCHED McCAFE

Invested heavily in raising the bar
for consumer experience by
adding McCafe in 150 restaurants



LUNCH BREAKFAST

EAT IN / TAKE AWAY

DINNER

for the whole family

Your
FAVOURITE
INGREDIENTS

SESAME SEED BUN
MELTING CHEESE
FRESH LETT

7/d
SMTWTF











**OTHER FAST FOOD
RESTAURANTS
IN THE INDUSTRY**



**OTHER FAST FOOD
RESTAURANTS
IN THE INDUSTRY**

EOTF (EXPERIENCE OF THE FUTURE)

Our next innovation to disrupt the category and change the way people experience fast food



westlife



ORDER HERE









Leveraging digital to re-define consumer experience and disrupt the category



Re-imaged/ refreshed décor
with a prominent McCafé



Self Ordering Kiosk with
customization ability



New menu (whole grain
wraps, salad, rice)



Modern menu boards



Table service



Air chargers and tablets
for children

Consumers have loved the new McDonald's



Akshat M

Local Guide · 127 reviews · 197 photos

★★★★★ 2 months ago

I don't usually rate fast food places 5 stars but believe me, this one is worth it.

The service is excellent, you just sit on your table with the order no. And they get it to you once it's prepared. The washroom is clean and VERY sanitary. It's a great place to hang out with friends and just talk.

A little more expensive than ordinary mcdonalds though. It's just refreshing to get good fast food service experience for once.



Jack Knife

Local Guide · 15 reviews · 16 photos

★★★★★ 2 months ago

Unlike other outlets soft drinks are served unlimited.

There's no such thing as self service here!

Just order and have your seat! The tables have cellphone chargers installed and the staff maintains cleanliness very well!

Tried hard to point out a flaw but failed 😊

It's a must visit place!

Like cmon who gives unlimited soft drinks 😊❤



Yogesh Samat

5 reviews

★★★★★ 2 months ago

Self ordering via touchscreen and table service makes this place unique. Importantly, McD finally gives healthier meal options and add-on choices to their menus through the screen menu options. Self-order self-pay, get to a table and then simply wait for the customised meal to arrive to your table.



Consumers have loved the new McDonald's



chirag fatnani

Local Guide · 33 reviews

★★★★★ a week ago

Amazing one of a kind McDonald's must visit for quick bites and variety of menu is available here. The most special thing about this restaurant is this restaurant is directly in line with uptown McDonald at New York and other places. Automatic menu selection touch screen. Variety of options other than normal McDonald's and it also offers all you can drink cold drink collection where you can refill as much as you want.

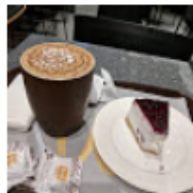


Rohan Samal

Local Guide · 228 reviews · 765 photos

★★★★★ 4 months ago

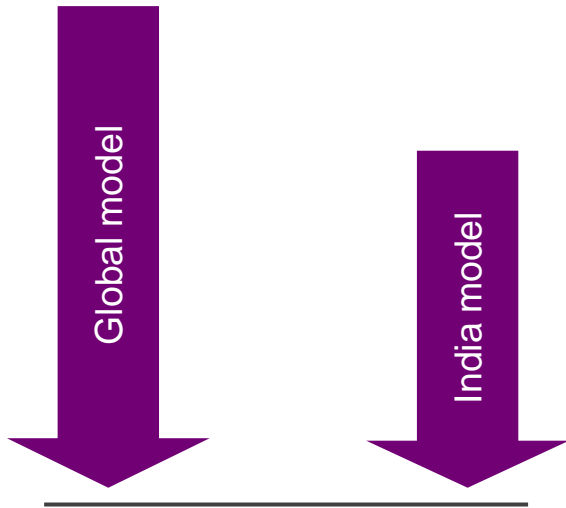
Amazing service at this outlet. They even have self serve kiosks and tags for your order. They serve at the table after taking your order. You can also order from the kiosk and pay via cash at the counter. Staff is well trained including offering you replacements if you don't like the food



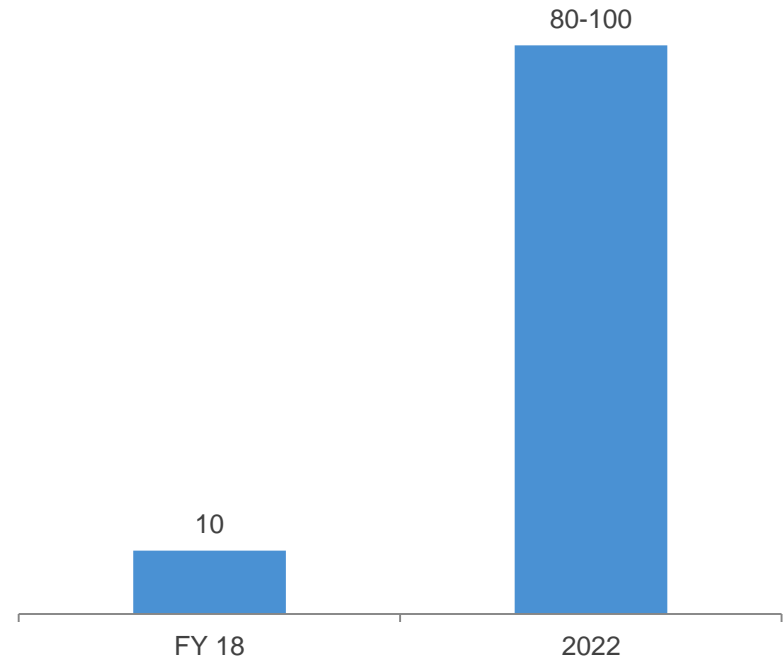
We have worked on the unit economics to enable us to scale



50% reduction in cost from global EOTF model



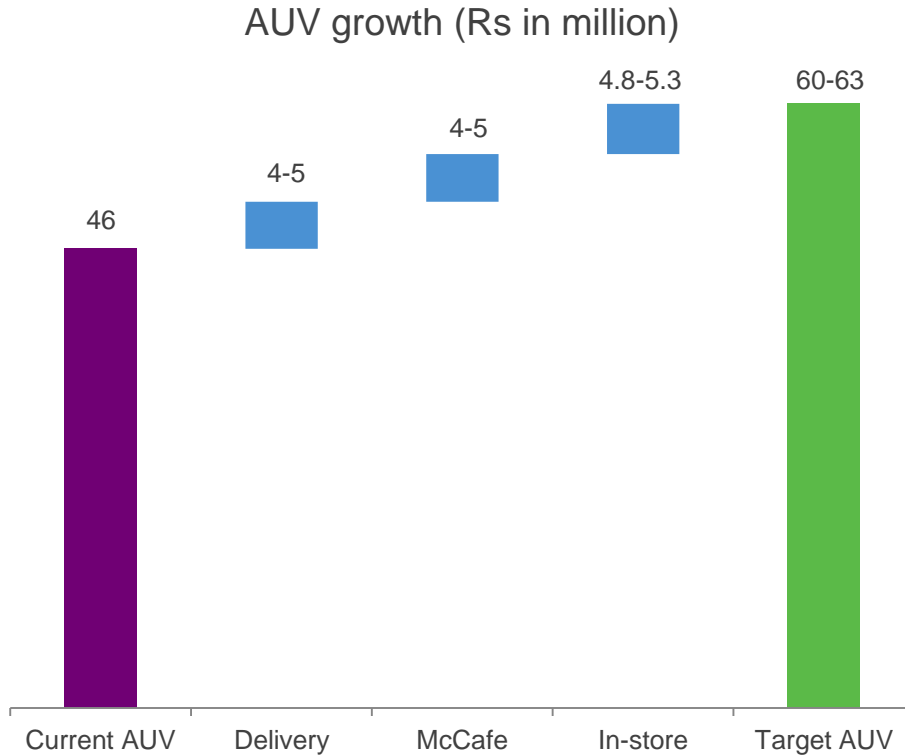
of EOTF restaurants





In Summary

Strong pipeline to grow AUV



Strong sales growth over the last 2 years has helped bring us to the threshold levels of Rs 47-50 million.

Need to deliver comp sales of 7%-9% every year to drive AUV to Rs. 60+ million to achieve 14.5% - 16.5% EBITDA margin target.

Delivery, McCafé, Menu and consumer experience will help deliver strong sales growth to deliver our Vision 2022 target.



Westlife Development Vision 2022

Commitment made for delivering shareholder value

GROW MARKET SHARE & MARGIN



- Sales growth of Rs 20 bn – Rs 25 bn
- Take EBITDA margin to low to mid teens

GROW BASELINE SALES



- Mid to high single digit SSSG%
- McCafé : 75 to 300-350
- McDelivery: 124 to 300-325
- Leverage other models and menu in the future

BROADENING ACCESSIBILITY OF BRAND MCDONALD'S



- 450 – 500 restaurants
- Presence in 40+ cities
- Investment of Rs 5+ billion



Big scope to expand our footprint



590 million people will live in cities, up from 340 million today

5x growth in GDP by 2030

68 Cities will have a population of 1+ million, up from 42 today; Europe has 35



Levers to profitably tap expansion potential





Levers to profitably tap expansion potential



Launched ROP 2.0 in FY16

ROP 2.0 Disciplines



Restaurant design

- New external façade
- Pre-fabrication of parts of the building structure



Equipment options

- Localization of seating and kitchen equipment, yet providing an upgraded look



Operating costs

- Use of energy saving equipment
- Redesign of HVAC basis heat map
- Improved labor productivity





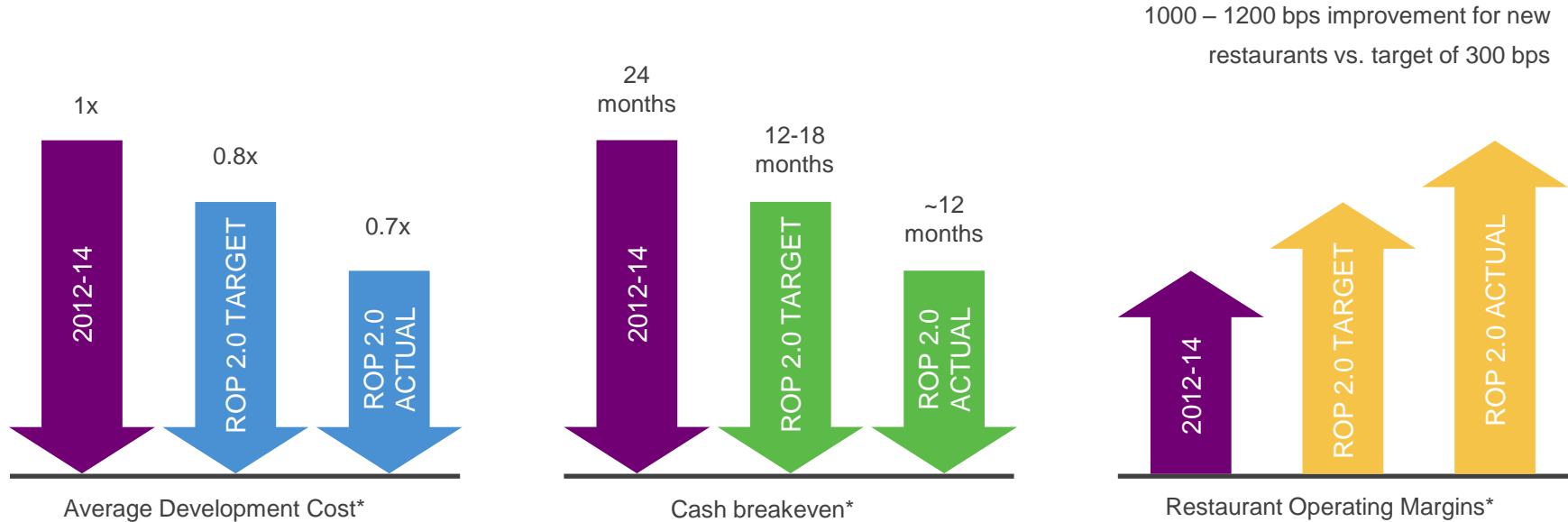




I WANT to
GROW
be STRONG
and make
my WORLD

be STRONG
and make
my WORLD

Results have significantly outperformed our targets



Cash on cash ROI* to 10%+ in Year 1

* Can vary basis restaurant type, region and presence of brand extensions

** Graphs not to scale, for representational purpose only



Levers to profitably tap expansion potential



Robust market planning process enables profitable expansion



Identify potential markets

- Have a dedicated in-house team just for market mapping and identifying potential trade areas
- Use map visualizations to identify gaps and unpenetrated markets
- Use proprietary and granular data to better understand demographics and consumer behavior

Prioritization of potential markets

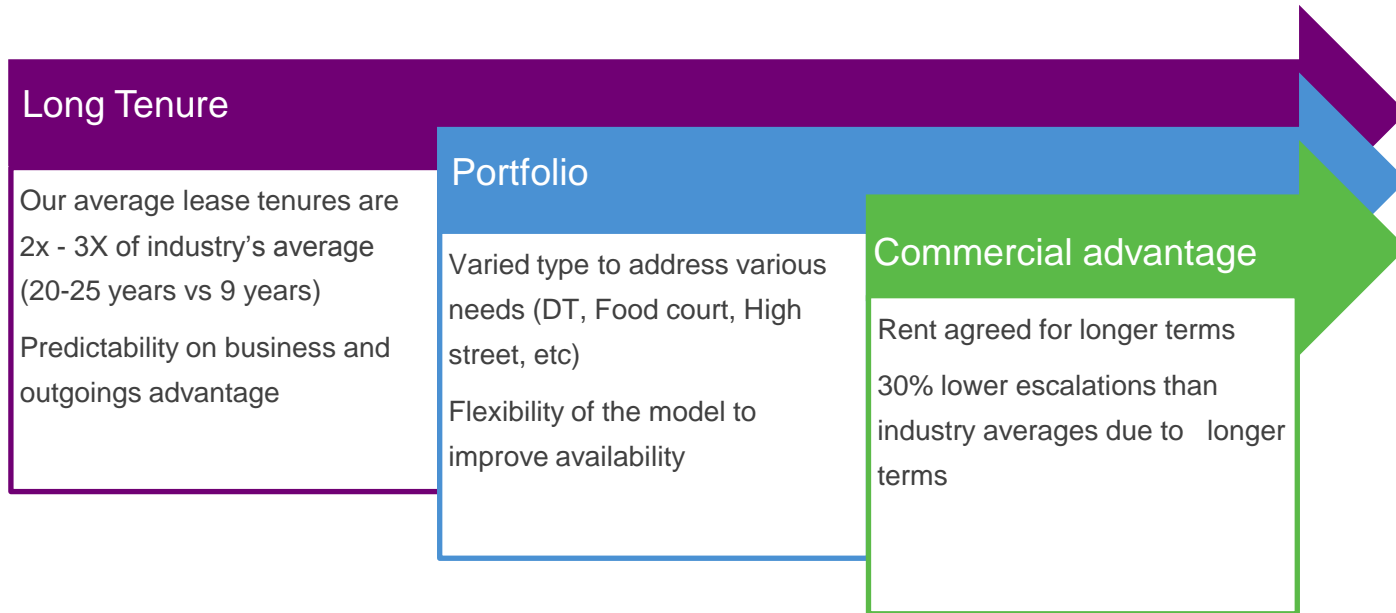
- For each potential market, carry out a sales and profit estimation using proprietary algorithms and McDonald's global tools
- Prioritization basis projected sales and profitability

Proactive physical validation of projections by management team

- Sign off by management team on the potential sites and projections to ensure accuracy
- Hand over to a separate in-house team that handles landlord relations and negotiations



Real estate edge for McDonald's



Foundation for developing a real estate edge is having solid relations with landlords, making us their preferred partner.

Broadening accessibility

In Summary



McDonald's has the potential to add 500+ restaurants in West and South India from a long term PoV.

ROP 2.0 has helped establish a strong unit economics base and has delivered exceptional results. It allows us to expand even more profitably.

Establishing a robust market planning process enables us to expand our footprint in an extremely scientific and risk averse method.

VISION 2022



Westlife Development Vision 2022

Vision for delivering shareholder value



GROW MARKET SHARE & MARGIN



- Sales growth of Rs 20 bn – Rs 25 bn
- Take EBITDA margin to low to mid teens
- Restaurant level cash on cash returns of >20%

GROW BASELINE SALES



- High single digit SSSG%
- McCafé : 75 to 300-350
- McDelivery: 124 to 300-325
- 80-100 EoTF restaurants
- Leverage other models and menu in the future

BROADENING ACCESSIBILITY OF BRAND MCDONALD'S



- 400 – 500 restaurants
- Presence in 45+ cities
- Investment of Rs 5+ billion



HARDCASTLE RESTAURANTS PVT. LTD. (HRPL)