

# Jamba, Inc. Presentation

## March 2013



# Safe Harbor Statement

This presentation (including information incorporated or deemed incorporated by reference herein) contains “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements are those involving future events and future results that are based on current expectations, estimates, forecasts, and projections as well as the current beliefs and assumptions of our management. Words such as “outlook”, “believes”, “expects”, “appears”, “may”, “will”, “should”, “anticipates”, or the negative thereof or comparable terminology, are intended to identify such forward looking statements. Any statement that is not a historical fact, including estimates, projections, future trends and the outcome of events that have not yet occurred, is a forward-looking statement. Forward-looking statements are only predictions and are subject to risks, uncertainties and assumptions that are difficult to predict. Therefore actual results may differ materially and adversely from those expressed in any forward-looking statements. Factors that might cause or contribute to such differences include, but are not limited to, those discussed under the section entitled “Risk Factors” in our reports filed with the SEC. Many of such factors relate to events and circumstances that are beyond our control. You should not place undue reliance on forward-looking statements.

# Agenda

- Business Overview
  - The Company, The Vision, The Focus
- Our Future
  - Transformational Growth
- Concluding Highlights
  - Guidance for 2013
  - Summary

# Key Messages

Our focus is on...

- Successfully transforming Jamba to a **Globally Recognized** Healthy Lifestyle brand.
- Strengthening our **Total Brand Value** through brand building and total innovation.
- **Accelerating Our Growth** by strengthening and expanding our business model.
- Building Jamba into a **\$1-Billion Lifestyle Brand** with new products, partners, channels and markets.

*We remain committed to driving growth and innovation, disciplined financial management and cost control, and the delivery of realistic targets that we will meet or exceed.*

# Jamba is a Leading Health and Wellness Brand with Considerable Assets to Leverage

Founded in 1990, Jamba is a leading healthy, active lifestyle company that provides customers with a variety of better-for-you specialty beverage and food offerings:

- The smoothie brand leader with a 100 million annual visits to >805 Jamba stores.
- AUV 2x greater than nearest competitor.
- High brand awareness and consumer affinity.
- Over 1.6 million Jamba Facebook fans.
- 800K Jamba Insiders.
- Total system revenue of \$450 million.



- #1 selling smoothie brand\*
- #1 top-of-mind smoothie brand\*\*
- #3 top-of-mind healthy food/ beverage brand— ahead of Healthy Choice, Lean Cuisine, Weight Watchers, & Panera Bread\*\*

\* Source: StudyLogic, September 2012

\*\*Source: Ipsos/Synovate eNation Omnibus unaided awareness, September 2012, n=1,907



# Jamba's Growth Journey

**Company Decline  
2008**



**Turnaround  
2009-2011**



**Accelerate Growth  
2012-2015**



# 2008 - The Company Decline

## *An Iconic Brand With Business Challenges*

- Leader in specialty smoothie beverage business.
- Shifting strategic priorities.
- Misaligned store growth.
- Operational and service challenges.
- \$25M senior term note.
- Company comparable store sales (8.1%).
- Net Loss (\$149M).



- *Enter James D. White as CEO*



# 2009-2011

## The Turnaround Years

- Announced BLEND Plan 1.0.
- \$35M capital infusion, eliminates short-term debt.
- Refranchise 174 store complete, business model change.
- Menu expansion, smoothie innovation and food platforms launched.
- Compelling and relevant brand marketing.
- International - 320 stores over 10 years.
- CPG - 10 product lines commercialized.
- Executive talent added with deep beverage and restaurant competency.



# A Management Team Built for Accelerated Growth

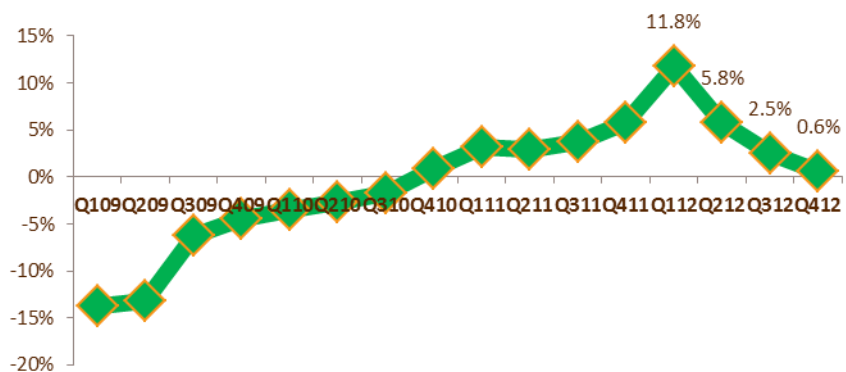
- James D. White, Chairman, President and CEO
- Karen Luey, EVP, CFO and CAO
- Bruce Schroder, EVP and COO
- Julie Washington, SVP Chief Brand Officer
- Susan Shields, SVP Chief Innovation Officer
- Thibault de Chatellus, SVP International
- Richard Coats, SVP Store Operations



# 2012 – Return to Profitability

## Continued Improvement in Sales & Profit

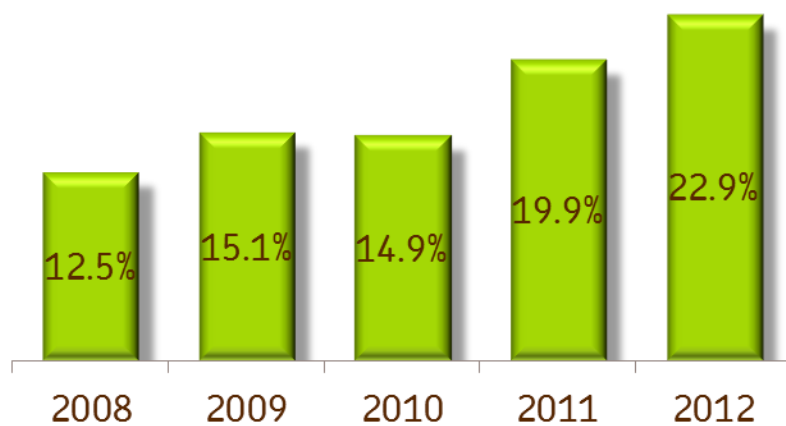
**System Comparable Store Sales**



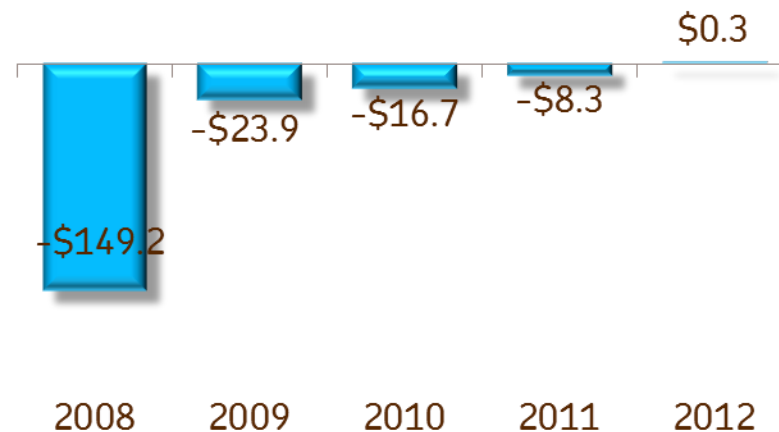
**Store-Level Margin %**



**Adjusted Operating Profit Margin %**



**Net Income \$M**

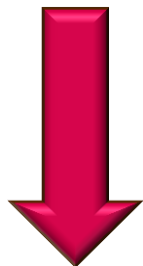


# Turnaround Complete and Growth is Accelerating

## Blend 3.0 = Transformative Growth



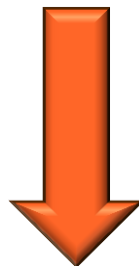
**Financial  
Turnaround**



**Blend 1.0/2.0**



**Strategic  
Turnaround**



**Accelerate  
Growth**



**Blend 3.0**

1. Disciplined expense reduction plan.
2. Build/expand beverage and food offerings across all day parts.
3. Build a customer first “operationally focused” service culture.
4. Accelerate the development of franchise and non-traditional stores.
5. Build a licensing growth platform.

# Our Vision: Build a Globally Recognized, Billion Dollar Healthy Active Lifestyle Brand by 2015



# 2013 BLEND Plan 3.0 - Transformative Growth

1

**Brand Building and Total Innovation**

2

**Lifestyle Engagement**

3

**Expand Growth Initiatives**

4

**New Products, Partners,  
Channels, and Markets**

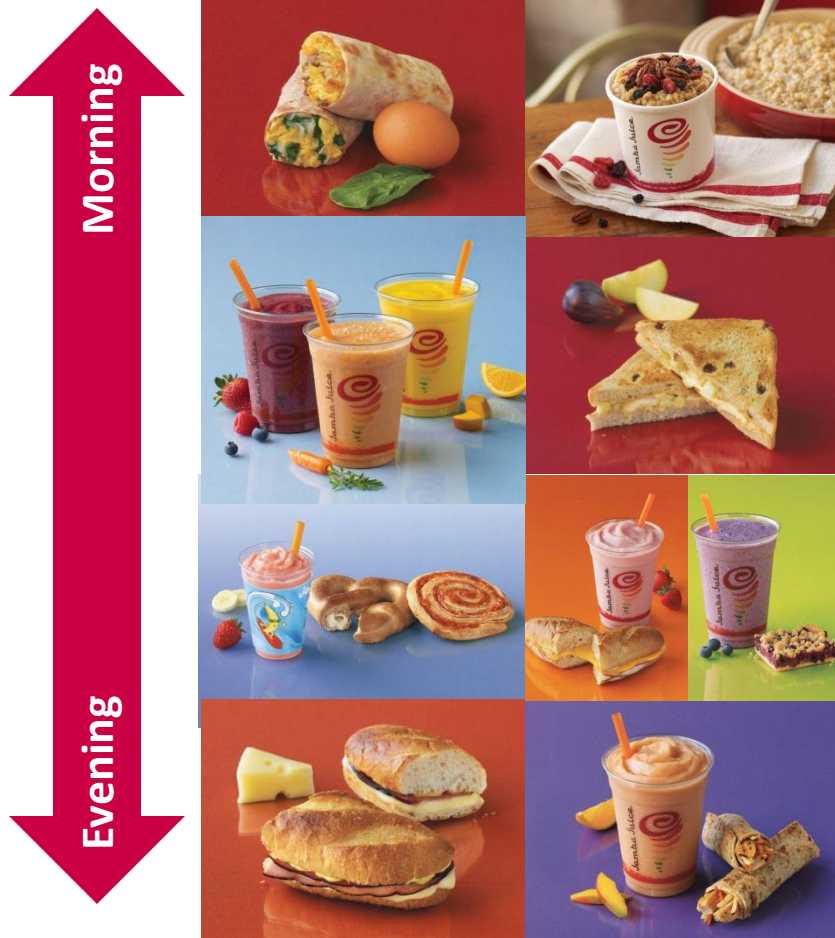
5

**Drive Enterprise Efficiencies**

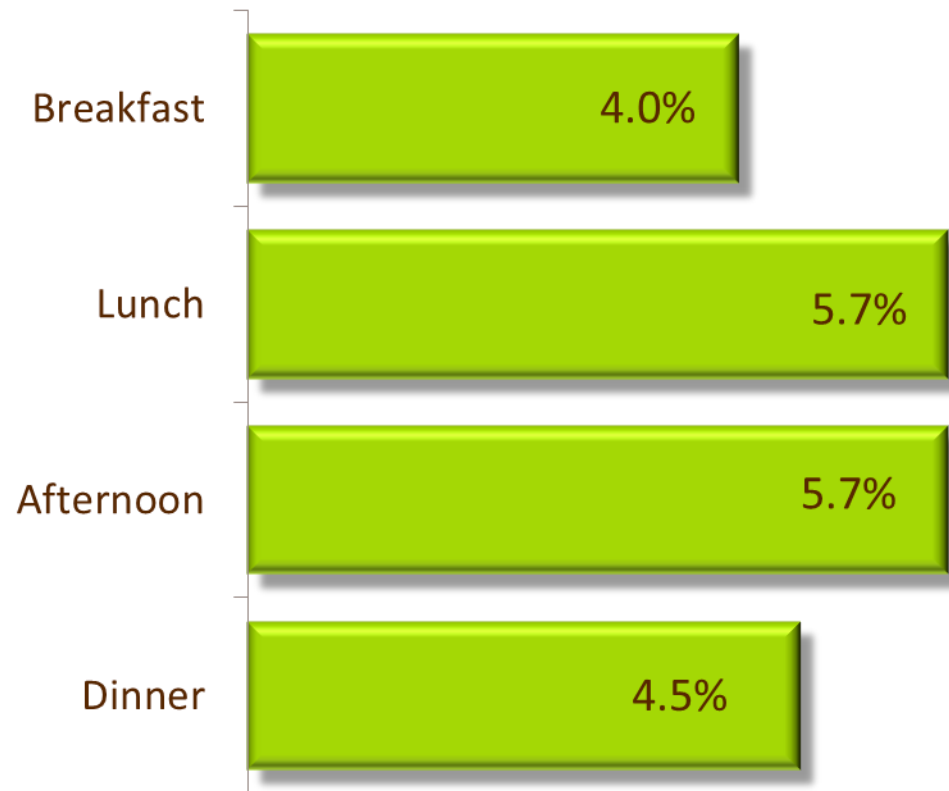
# Brand Building and Total Innovation

*Innovative, On-Trend, Differentiated Offerings Across All Dayparts*

## Expanded Menu for All Day Parts



## Same Store Sales Growth by Daypart – Through Q412

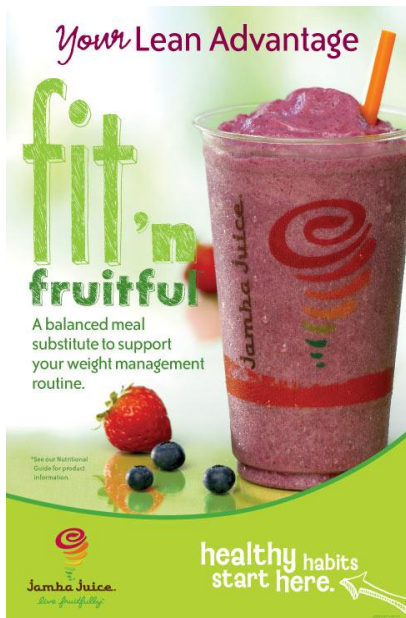


**Relevance Across All Dayparts**

# Brand Building and Total Innovation

## Better Than All The Rest

### Specialized, Innovative Offerings that Sustain Loyalty, Win New Fans



# Brand Building and Total Innovation

## New and Relevant Products and Offerings – Jamba Kids Meals™

**the goodness of jamba**  
now kid's size! ←

choose from  
**4 Healthy Smoothies**  
2.5 servings of fruit or fruit & veggies.

**+**

**Cheesy Stuffed Pretzel**  
or  
**Pizza Swirl**  
Excellent source of protein\* and 1 full serving of whole grains!

\* See nutritional guide for saturated fat and sodium content.

**jamba Kids meal**

**jamba Juice.**

© 2013 Jamba Juice, Inc.

Superpowers courtesy of  
fruits, veggies, whole grains, and protein.

Smile courtesy of mom.

**jamba Kids meal**  
*live fruitfully.*

**The goodness of Jamba Juice® is now kid sized!**  
Designed in partnership with renowned nutrition expert and author (Erinath M. Moad, MS, RD), each meal offers 2 1/2 servings of fruit and/or veggies, a serving of whole grains, and an excellent source of protein.\*  
Give your little hero the boost he needs to save the world and knock homework and test scores out of his hands.  
\* See nutritional guide for saturated fat and sodium content. [www.jamba.com/kidshacks](http://www.jamba.com/kidshacks)

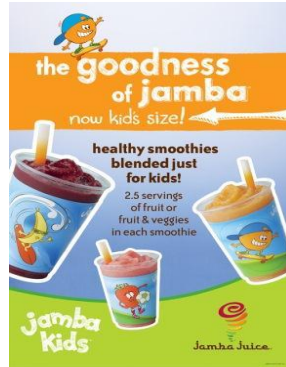
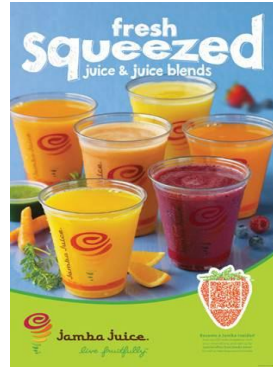
**new!**

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# Lifestyle Engagement

*A Brand Committed to Inspiring and Simplifying Healthy Living*

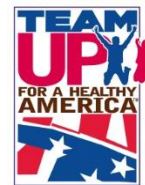
## Menu Initiatives



## Brand Messaging



## Community Engagement



**NO** Artificial preservatives  
 Artificial flavors  
 High-fructose corn syrup  
 Trans fat

# Lifestyle Engagement

## Relevant Programs and Partners in the Fight Against Obesity



### Jamba Healthy Living Council



Elizabeth Ward, RD,MS - Tara Gidus, RD - Kathleen Zelman, RD,



**join the Ultimate Dream Team**

Tennis Superstar Venus Williams

Together we can make a difference! Join Venus, Jamba\* and our partners, who are teaming up in the fight against childhood obesity.

Take our Weekly Health Pledge to do something good for you, and Jamba will donate \$1 to help kids by providing fitness and athletic equipment to a school in need.

It's easy, good for you, and everybody wins!

With each weekly pledge to live healthier, **Jamba Juice will donate \$1** to help fight childhood obesity.

[www.myhealthpledge.com](http://www.myhealthpledge.com)

**TEAM UP FOR A HEALTHY AMERICA**

OUR PARTNERS

POWERED BY

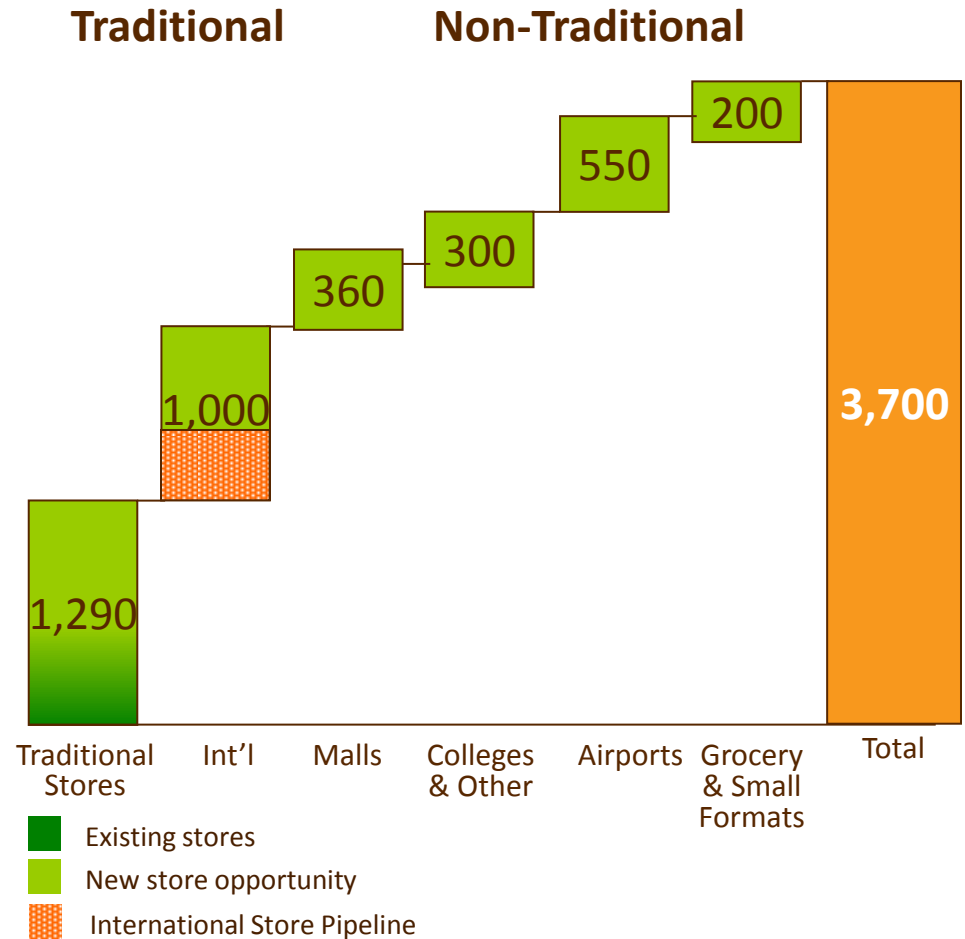


# Expand Growth Initiatives

*Accelerate Global Retail Growth Through New & Existing Formats*



## Jamba Unit Potential



# Expand Growth Initiatives

## Reinvesting in the Business—Refresh Up To 100 Stores

### Store of the Future: Designs that Embody a Healthy, Active Lifestyle



### Elements that Simplify and Enhance the Customers Journey



# Expand Growth Initiatives – Fresh Squeezed Juice

## Capitalize on Consumer Healthy Lifestyle Trends



# Expanded California Development Plan

## *Capitalizes on Brand Strength, Scale, and Popularity*

Significantly accelerates store growth in Jamba's Founding State:

- 100 trade areas
- 25 mall locations

Development of both Company and Franchise stores:

- New franchise agreements
- Master development agreements
- Company store growth

Expansive development reflects iconic positioning and Jamba's broad awareness with consumers across the state

CA development is almost sold out



# Expand Growth Initiatives – JambaGO™ Platform

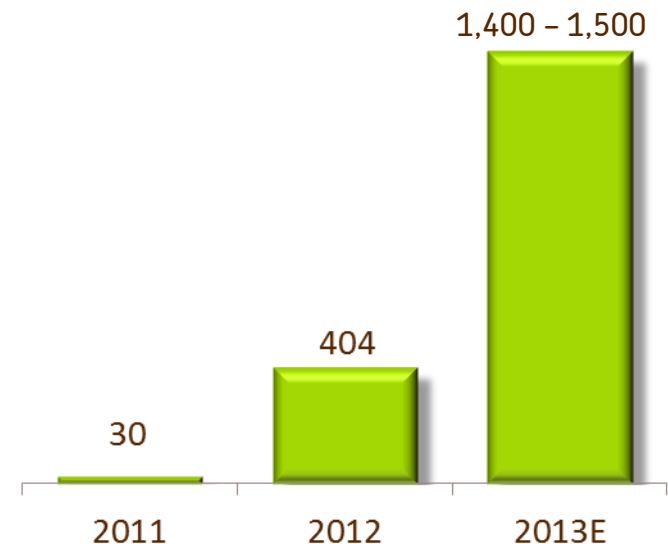
## Significant Growth in K-12 Schools

### JambaGO™ Concept

- Reinforces Jamba as a healthy, active lifestyle brand that is also convenient *and* portable.
- Raises consumer awareness of and accessibility to Jamba.
- No capital investment for Jamba.
- Razor/blade and net profit model.
- 1,400 - 1,500 location served by year end 2013.



### JambaGo Expansion Plans



# New Consumer Products, Partners, Channels & Markets

## CPG Platform – Billion Dollar Opportunity



# New Consumer Products, Partners, Channels & Markets

## Broaden our Business Model and Partnerships to Drive Growth



Yogurt Cups  
Granola Bars  
Fruit Snacks

### Business Model

License  
3-5%

Joint Venture  
5-7%

Company-Owned Business  
- Talbott Teas  
- Jamba Energy

High Margin  
Flow-Through

# New Consumer Products, Partners, Channels & Markets

## Expand Jamba Brand Reach with Innovative Products Across Channels

### Innovative Products



### Expansive Retail Channels



# Drive Enterprise Efficiencies

*Relentlessly Pursue New Ways to Reduce Costs/Drive Productivity*

## Innovative Technologies



## Distribution Alliances



SYSTEMS SERVICES  
of AMERICA



## Productivity and Staffing Enhancements



## Global Sourcing and Supply Chain Efficiencies





# 2013 Guidance

## *We Plan to Accelerate Growth as a Healthy, Active Lifestyle Brand*

- Deliver positive company-owned comparable store sales of 4%-6%;
- Deliver store-level margin of 20%;
- Achieve income from operations of 2.5-3.0%;
- Deliver CPG revenue of \$4 - \$5 million;
- Develop 60-80 U.S. and International locations;
- Add 1,000 JambaGO™ served locations.

# In Summary

- We have an exceptional brand franchise in a high-growth, on-trend sector.
- We have a strategy focused on pursuing both accelerated growth and solid cost and productivity improvement.
- We have a talented, disciplined organization.
- We have great confidence in our tremendous future potential.

**Promises Made Will Be Kept!**