JUBILANT FOODWORKS



POWERED BY CULTURE DRIVEN BY PASSION

ANNUAL REPORT 2014-15

CORPORATE INFORMATION

Board of Directors

Mr. Shyam S. Bhartia
Chairman & Director

Mr. Hari S. Bhartia
Co-Chairman & Director

Mr. Ajay Kaul
CEO-cum-Whole Time Director

Independent Directors

Mr. Arun Seth
Mr. Phiroz Vandrevala
Ms. Ramni Nirula
Mr. Vishal Marwaha

Key Managerial Personnel

Mr. Ravi Shanker Gupta
President & Chief Financial Officer

Ms. Mona Aggarwal
Company Secretary-cum-
Compliance Officer

Registrar & Share Transfer Agent

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Phase – I, Near PVR Naraina, New Delhi – 110 028
Phone: +91-11-4141 0592, 93, 94 Fax: +91-11-4141 0591

Statutory Auditors

S. R. Batliboi & Co. LLP
Golf View Corporate Tower B, Sector 42, Sector Road
Gurgaon – 122 002 (Haryana)
Phone : +91-124-464 4000 Fax : +91-124-464 4050

Bankers

Axis Bank Limited
HDFC Bank Limited
ICICI Bank Limited
Yes Bank Limited
IDBI Bank Limited

Stock Code

National Stock Exchange : JUBLFOOD
Bombay Stock Exchange : 533155

E-mail ID for Investor Correspondence

investor@jublfood.com

Websites

www.jubilantfoodworks.com
www.dominos.co.in
www.dunkinindia.com

Registered Office

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Noida – 201 305, (Uttar Pradesh)
Phone: +91-120-4090 500 Fax: +91-120-4090 599

Corporate Identification Number

L74899UP1995PLC043677

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Going the e way

This year, a huge number of our shareholders will be logging on to www.jubilantfoodworks.com/investors/financial-information to read our Annual Report online. The experience will not only be a more engaging and enriching one, but also a greener & environment friendly, helping us contribute towards significant paper saving.

Scan the bar code to view our Annual Report online:



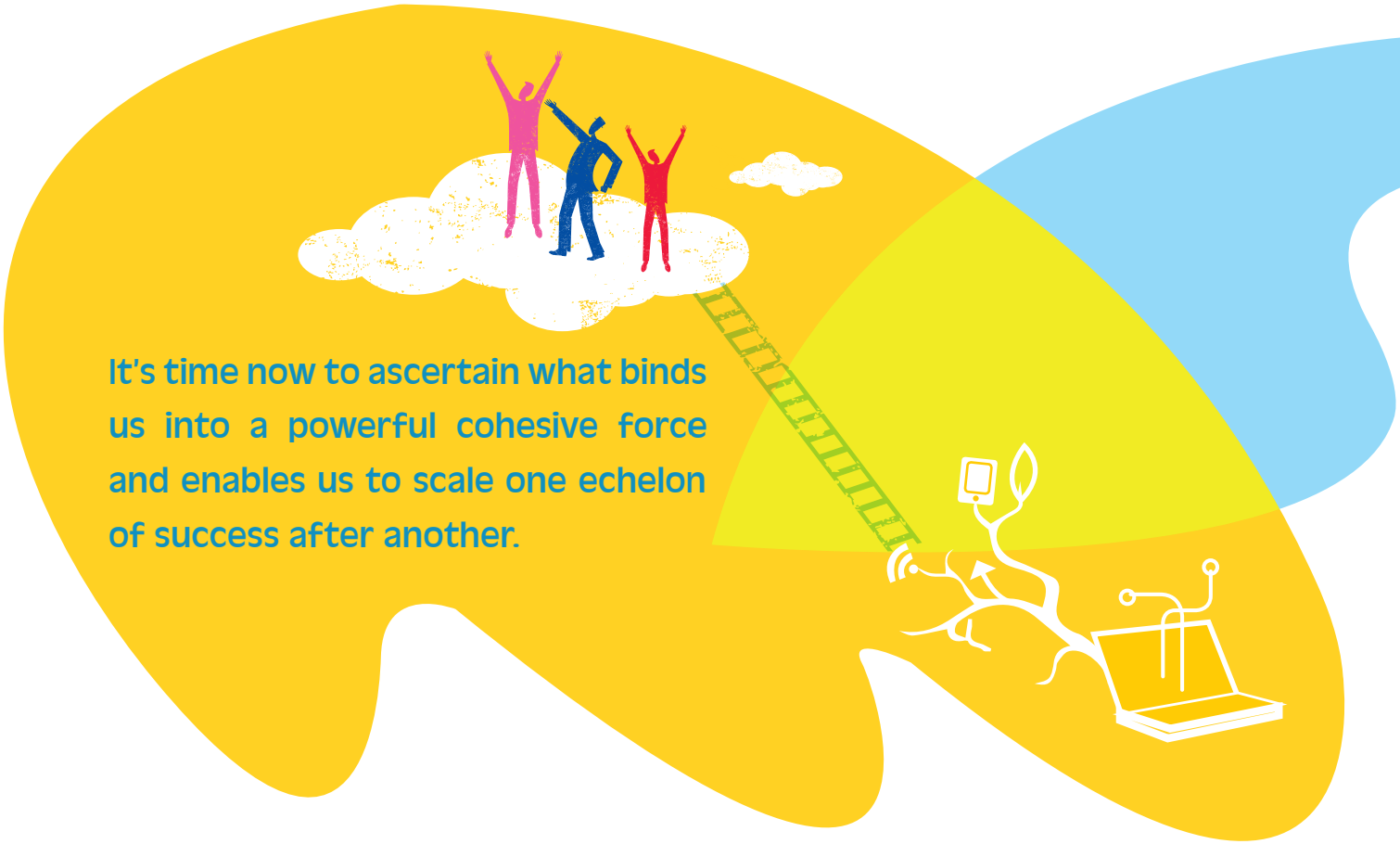
POWERED BY CULTURE. DRIVEN BY PASSION.

Our cultural traits are the internal force binding our external strengths.

Our cultural attributes characterise and differentiate us as an organisation.

There comes a time in an organisation's odyssey when it becomes important to introspect and explore. To discover the characteristics that define its persona. To look within and outside, and, if necessary, to relook and realign itself with the dynamic realities of the external world.

It becomes imperative for an organisation to identify and measure those intrinsic strengths that are driving its success. As also to acknowledge the importance of these strengths in its evolution and progress.



Nearly 20 years in the business, we felt we had reached the moment to look inward, to go beneath and beyond. It was time now to ascertain what binds us into a powerful cohesive force and enables us to scale one echelon of success after another.

At this juncture of our progression, we felt it was time to assess ourselves on the yardstick not just of the tangible strengths on which we have developed our growth story, but those intangible characteristics that constitute our organisational fabric.

While continuing to build on our infrastructural, technological and people strengths, we wanted to dig deeper into our psyche to identify those cultural traits that are, in fact, the internal force binding our external strengths.

As we reflected on the JFL journey, we found that our stakeholders – our own people as well as our business partners, guests and other stakeholders – had a lot to say on what they felt were the cultural attributes that characterise and differentiate us as an organisation. Their opinions have given us valuable insights into those myriad shared values, beliefs and behaviours that contribute to JFL's unique social and cultural environment.

So join us in this voyage of discovery – a voyage powered by culture, driven by passion, and endorsed by our various stakeholders and our numerous awards and recognitions!

PASSION DEFINED BY INNOVATION

Innovation, for us, is not merely about thinking new; it's actually about thinking ahead and continuously recasting our strategic focus to align our offerings and services to the evolving needs of our guests. As an organisation that is agile in thinking, proactive in approach and responsive to ideas, we are continuously innovating to deliver new products, developing exciting marketing strategies and bringing greater cost efficiencies.

Our innovative initiatives across our product portfolio led to the launch of several new offerings during the year with more exciting flavours, which were customised to local tastes while retaining the international look and feel of the brands. While Domino's Pizza engaged with guests through the exciting Cheesy Wonder Pizza with layers of creamy chilli & liquid cheese and the Taco Mexicana wrap, the Dunkin' Donuts range of Tough Guy Brute Burger, Wicked Wraps and Not So Wicked Wraps also raised the bar in innovation. With a variety designed to reach out across the complete range of target segments, both the brands continued to offer value for money to our guests.

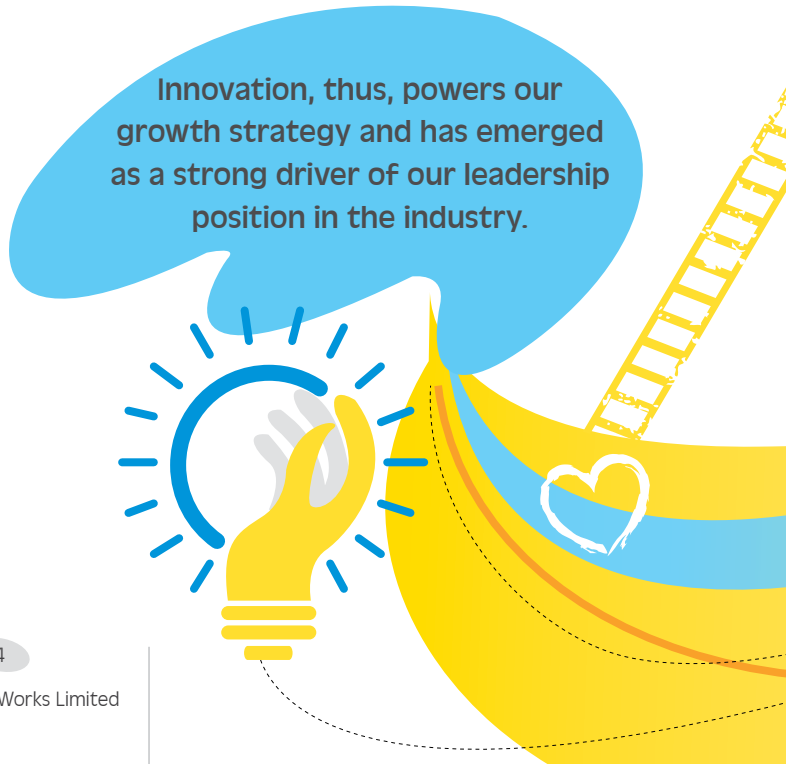
Our innovative marketing campaigns resonated not just with the brand positioning of Domino's Pizza and Dunkin' Donuts, but also the hearts and minds of the guests. The Cheesy Happy Feeling winter campaign for Domino's Pizza continues to evoke a feeling of happiness even months after its launch.

Our new Restaurant designs (called Pizza Theatre) continue to excite and engage with our guests. These vibrant new designs are constantly adding new occasions for guests to enjoy their JFL experience by inciting them to dine out more often. With their attractive colour layouts, showcasing great heritage that inculcates a sense of pride, these restaurant designs are instrumental in building a strong guest connect. Increased focus on hygiene and sanitation, as well as new and more comfortable seats to delight the guests, are some of the other areas of innovative focus at JFL.

Our innovation thrust is also manifested across our digital ordering and people training platforms. We were the first Food Service Company to launch online and mobile ordering in India and the Food Service Company only one in the country that has a dedicated e-learning set-up at most of its Restaurants. This e-learning set-up provides end-to-end training to employees, covering both process and skill development.

JFL's innovative focus is endorsed by its ranking amongst the World's top 10 most innovative companies in India (Source: Fast Company Magazine, US). BNP Paribas Asian Consumer Team identified JFL as one of the 7 companies leading the innovation agenda in Asia.

Innovation, thus, powers our growth strategy and has emerged as a strong driver of our leadership position in the industry.





"JFL, armed with their deep insights into consumer needs, has partnered our efforts in creating new and better products leading to better outcomes for consumers. We are confident of many years of this fruitful partnership."

- Mr. Dev Lall –MD, Baker Circle India Pvt. Ltd.



"They were industry pioneers when it came to adapting and using social media for business; their advertisement campaigns have an inventive streak which leaves a long-lasting impact."

- Mr. Ajay Mariwala, MD, VKL Seasoning Pvt. Ltd.



"JFL is powered by a strong passion for innovative excellence, driven by the constant and collective endeavour of the team members to pioneer new ways of deepening guest engagement. From products to Restaurant formats to marketing initiatives, JFL's value proposition in terms of innovation is unique."

- Mr. Dev Amritesh, President & COO, Dunkin' Donuts



PASSIONATE ABOUT TRANSPARENCY

Openness. Communication. Accountability. Approachability. With our steadfast focus on transparency, we have achieved all this, and more.

Transparency, for us, is that overriding cultural trait that engenders trust, which in turn nurtures relationships. Our open kitchens allow our guests to experience and enjoy every step of the process of making a pizza. Guest feedback is a key collateral of this transparent approach, ensuring that guests have an important say when it comes to quality, taste and other features of the Company's products.

We have also brought our business partners into the ambit of our transparency culture. Our passion for enforcing transparency across all operations has reinforced our relationships with our business partners. Our unwavering commitment towards being fair in our dealings with our business partners has generated respect for us as a credible institution. It has ensured that the majority of our associations have remained steadfast with us in our progressive journey, maturing into long-term mutually beneficial relationships.

Regular interactions between the top management and our partners further strengthen the transparency emphasis at JFL. This transparent approach continues to steer our strong quality focus and enables a win-win situation for the Company and our vendors-partners, as well as the guests.

We have also steadfastly worked towards creating a culture of transparency and openness within the organisation. Our efforts are aimed at creating multiple platforms for strengthening communication and engagement with employees, such as the quarterly internal newsletter and CEO Open House. The employee opinion and feedback surveys, regular updates on the Intranet and other media, annual letter from the CEO and senior management to every restaurant/office, open house with the management, town halls etc, are some of the other initiatives that validate the deep-rooted culture of transparency in the organisation.

With high levels of accountability in-built in our systems, we are continuously engaging with our guests and other stakeholders through transparent processes for providing feedback. An interactive Facebook page allows feedback to be directly posted online and communicated to the Company, while a national helpline number ensures all issues and concerns are addressed promptly.

"Always approachable, regularly organising supplier meets, discussing problems, and even enabling vendor partners to grow capacities, JFL ensures that there exists a great synergy in its associations with suppliers. This pillar of transparency on which their business model rests lays the foundation of their sustained success."

– Mr. Ravi Chandran, Manager, G.K. Interior, having over 7 years experience with JFL.

"Fewer layers, better and swift services have made the JFL business model a very effective one, leading to faster decision-making, benefitting both the organisations."



– Mr. Yogesh Sood, Area Manager of Blue Star Ltd. , a company associated with JFL for more than 10 years.

"From stringent audit processes to in-built systems that ensure fair dealing, transparency is manifest in every business facet of JFL, with clearly defined norms for disclosure, oversight and honesty in all transactions."

– Mr. Ravi Shanker Gupta, President & CFO, JFL



PASSION FOR ETHICAL BEHAVIOUR

Ethical behaviour, underlined by honesty and fair trade, is a singular and unique trait that is imbibed across the JFL cultural fabric. It is an attribute that each of us at JFL is proud to own and live up to. Across the organisation hierarchy, from the top management to the delivery boy, there exists a universal passion for ethical behaviour, of doing what is fair and honest, under all circumstances.

Our `No Gift Policy', applicable to all our employees, is one example of our strong commitment to ethical behaviour. The Whistle Blower Policy, which also extends to our business partners, is another vital facet of our focus on ethics. We take pride in being ethical in all our dealings with our business partners.

With the senior management approachable and accessible to team members, not just in corporate and branch offices but across the Restaurants, our Whistle Blower mechanism has an inherent robustness that makes it an infallible tool to ensure high levels of ethics in all functional and operational aspects of the business.

We have in place a detailed Code of Conduct, Prevention of Sexual Harassment Policy and e-mail helpline, as well as an internal complaints committee for redressal of grievances relating to violation of ethics. Sensitisation workshops on respectful workplaces, well established SOPs and e-Learning modules on major policies related to ethical behavior ensure stringent adherence to established standards of conduct.

Our uncompromising commitment to ethical behaviour manifests itself in many small and big ways in our transactions and actions. At times, it even entails tough measures ensuring zero compromise on our ethical practices

Efforts are continuously made to ensure stringent adherence to the `30 minutes or free' offer and we do not penalise the delivery boy for late delivery. Our fair trade policies, ensuring that all our business partners get timely payments,are another example of our ethical approach.

Going beyond profits, this important characteristic is consistently helping us deliver more impactful and long-term advantages to our stakeholders.

"The Company's associates see this fairness and honesty across every function and I have always found ethical conduct strictly adhered to in all my dealings with the Company since 1998."

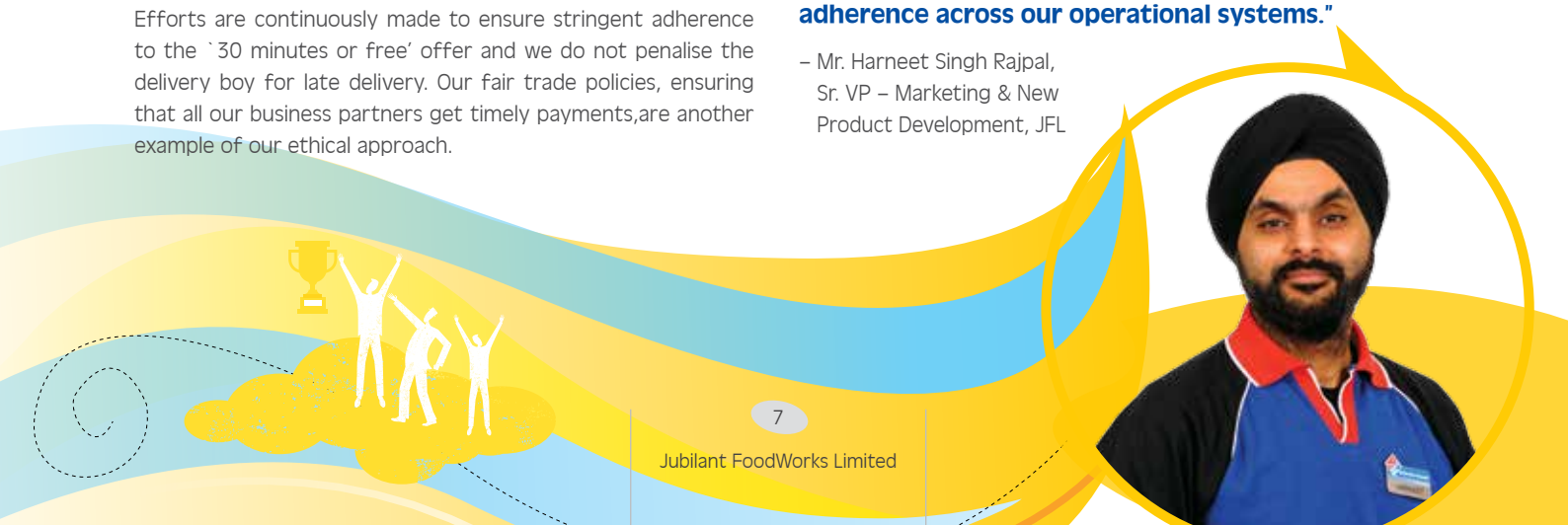
– Mr. A.K. Aggarwal, MD, Modern Dairies Ltd.

"JFL always lives up to its promises, whether it's pizza delivery in 30 minutes or being fair and honest with its business partners. Being ethical at all times runs across the entire organisation, making it indeed a great Company."

– Mr. Ashok Goyal, Director – Rite Value

"Our policies and guidelines mandate strong barriers for ethics violation, not only for our employees but also our vendors and partners. Violation of ethical norms can be reported without fear, thereby ensuring the highest level of ethical adherence across our operational systems."

– Mr. Harneet Singh Rajpal, Sr. VP – Marketing & New Product Development, JFL



PASSIONATELY COLLABORATIVE

Organisational goals can only be realised through shared work. Collaboration, or working with others to achieve shared goals, is thus an important goalpost at JFL in its journey to the highest levels of success.

Our collaborative culture ensures that people working at JFL are imbued with a sense of belonging and ownership, of working together with shared values towards common goals. Every new JFL Restaurant has become operational through the collective efforts of multiple departments – from Business Development to Legal, Finance, Operations, Human Resource, Projects and Supply Chain Management.

So integral is this culture to our business ethos that even our back-end support functions are constantly collaborating with the front-end to ensure the happiness of every one of our guests, as underlined by our philosophy -

`If you can't make it, bake it or take it, help those who do so.'

Further, to reinforce the importance of collaboration, collaboration workshops for all the mid-level and senior management employees were conducted and thereafter, a collaboration index was arrived at. Each team/department in the Company was rated by others on the collaboration for cross-functional projects such as new product launches.Collaboration champs (individuals) during the process were also identified.

Our Six Sigma initiatives, aimed at improving processes and building cost & operational efficiencies, are also aligned with our collaborative approach. During FY 2015, for instance, in one such project we formed a cross-functional team, including members from various departments such as maintenance, finance, six sigma and regional representations, to optimise LPG consumption in the Company.

This passion for collaboration extends beyond the realms of the organisation's internal systems and processes to encompass our business partners, and we are continuously augmenting the touch points of our channels of communication at all levels. We are thus consistently working closely and collaboratively with our vendors to help them build greater operational and cost efficiencies into their systems.

Our Support Department Rating system is a unique feature which allows our core business teams to rate back-end functions on the support extended by them, which is one of the matrices to evaluate performance of leadership team/function. Our Esprit De Corps Award for the Best Project Undertaken with collaboration of all departments stands testimony to our collaborative approach.

