



**FUTURE
CONSUMER™**

for the Fast Moving Consumer Generation

India is an ancient food culture with deeply entrenched habits and preferences



India interacts with food in an unstructured, multi-sensory, multi-textured way. We are circular eaters



VS.



Indian homes and personal care regimes are heavily influenced by cultures and beliefs that go back thousands of years

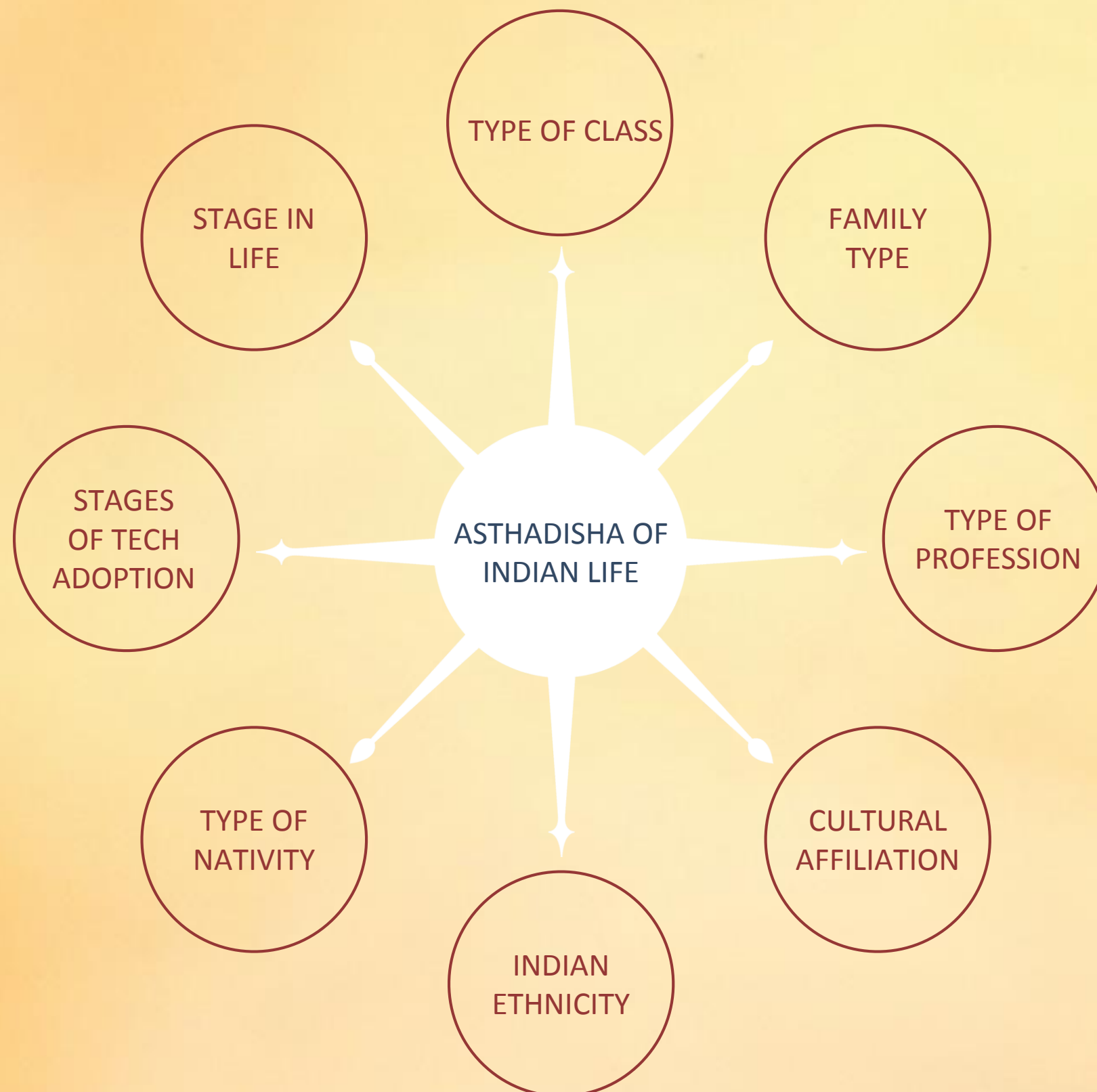


Palates, foods, and eating habits are hard to understand, and even harder to shape.

We encompass over 3000 castes, 6 major religions, 21 spoken languages and 6 climatic zones. With 189 fasting days in a year on an average, India needs to be understood on its own terms



Our deep understanding of evolving Indian consumers, *The Consumer Shastra*, informs our thinking



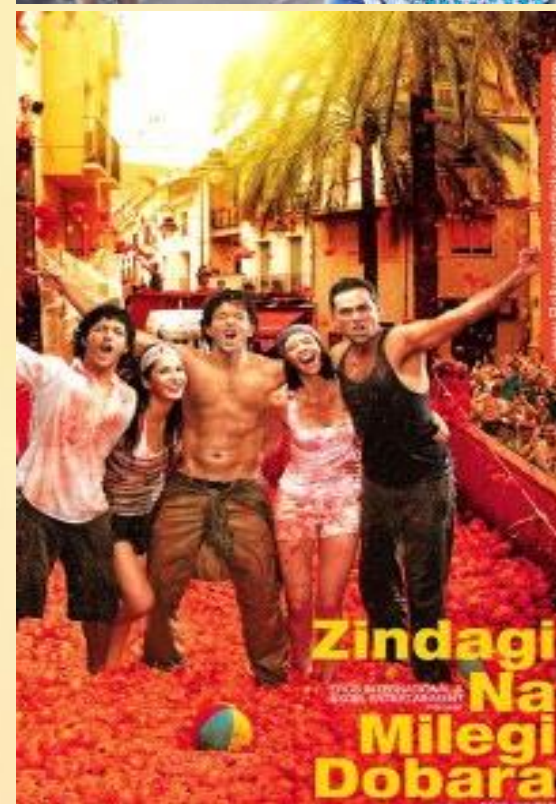
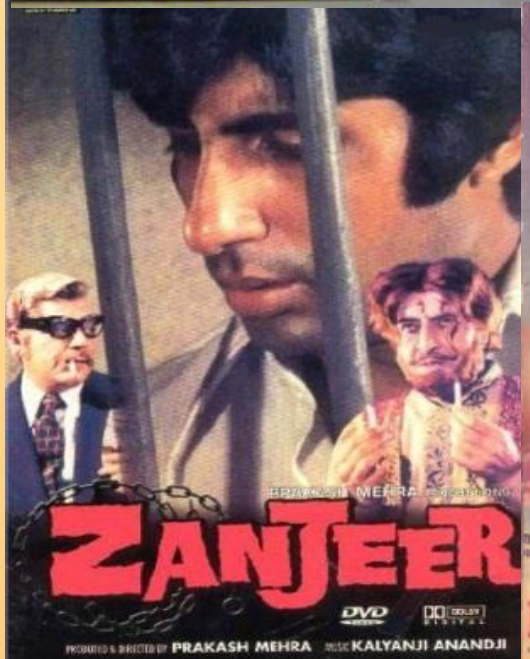
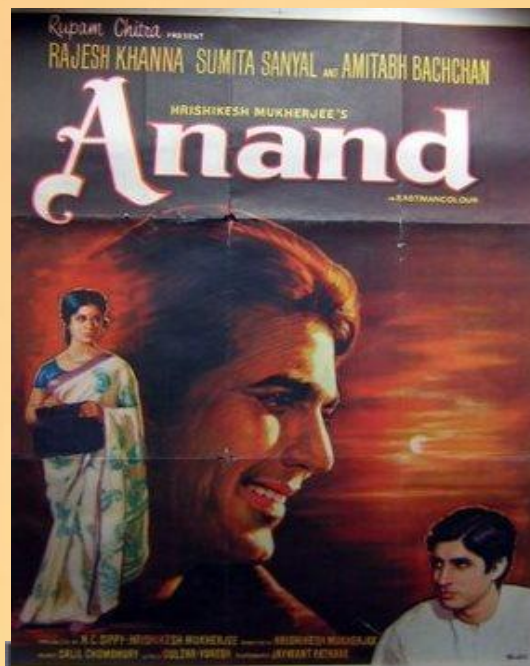
A customer and culture led organization, we study India obsessively - its consumers and changing landscape



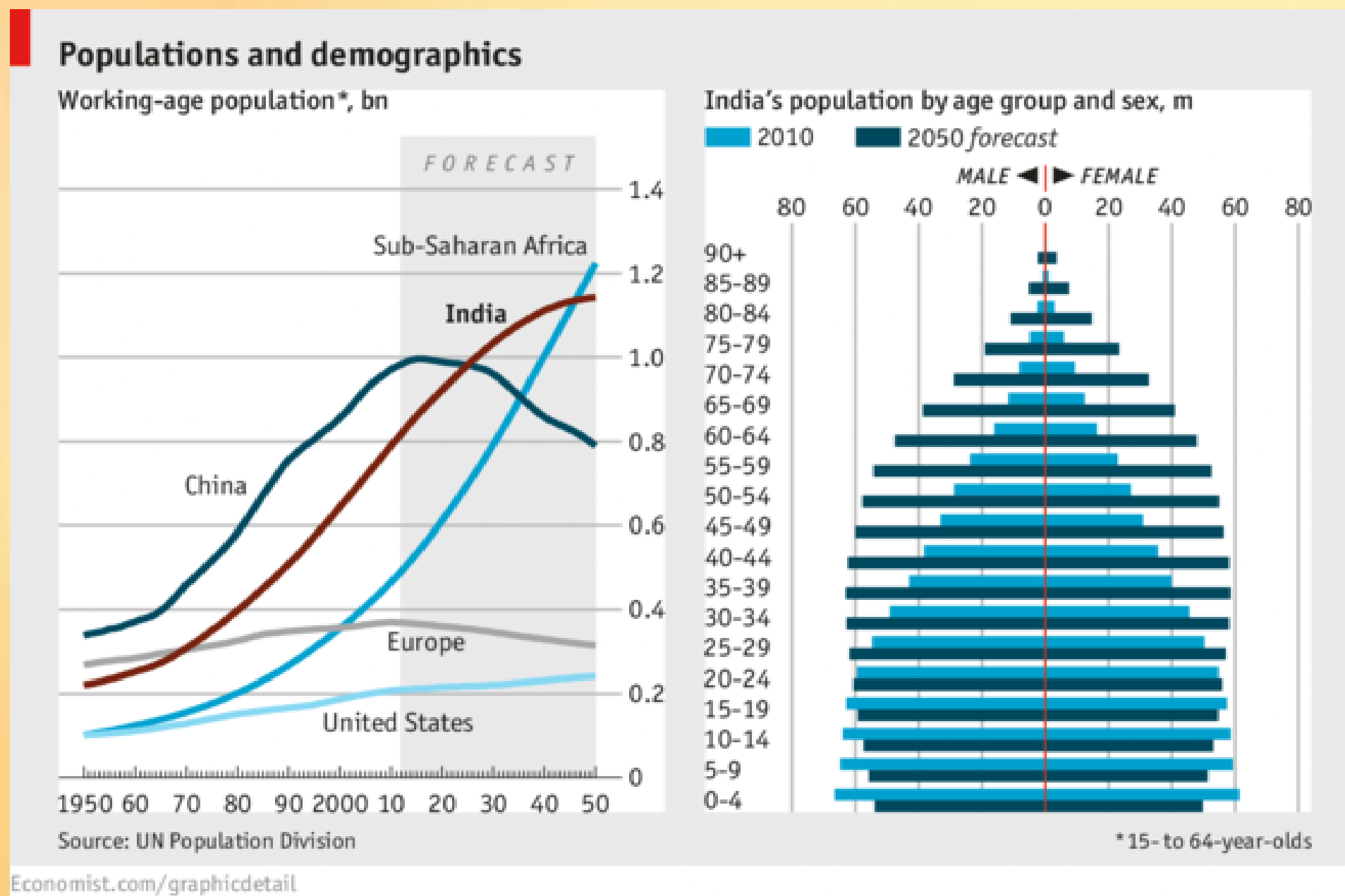
We believe it takes an Indian company to best understand and serve Indian kitchens, homes, and aspirations



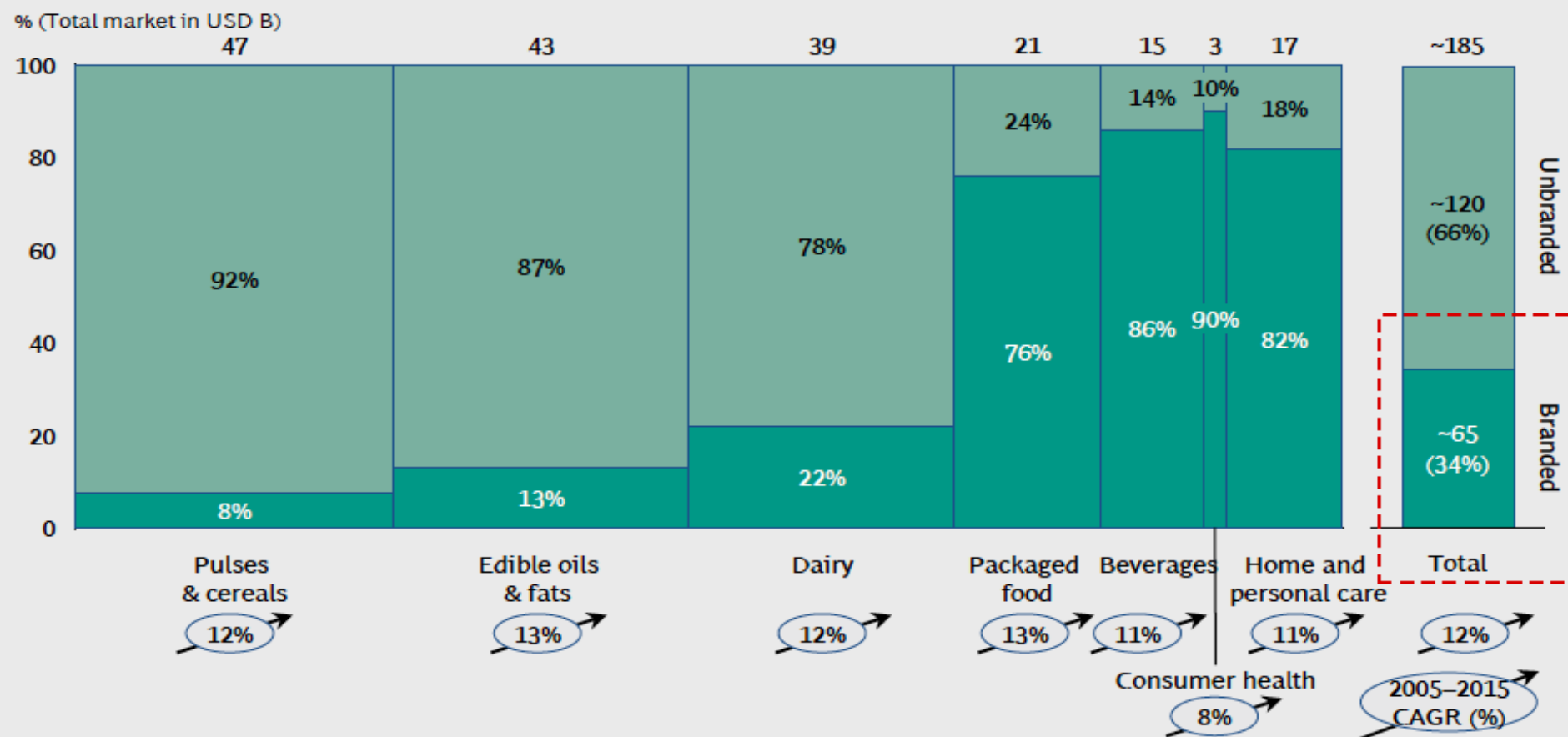
A new India has emerged within a generation: From an era of scarcity to one of opportunity and abundance



More than 670 million Indians today have been born in the post-liberalisation era (1990 onwards)



India is still an under-branded economy - with 1.3 billion people who are only just beginning to consume



Source: Euromonitor, AceEquity, Datamonitor, expert interviews, company reports, investor presentations, BCG analysis.

Pulses & cereals include rice, wheat, maize, chickpeas and pulses.

Edible oils and fats include vegetables and seed oil, olive oil, spreadable oils and fats, margarine, cooking fats and butter.

Dairy products include drinking milk, yoghurt and sour milk products, cheese.

Packaged food includes baked goods, biscuits and snacks bars, breakfast cereals, confectionary, ice cream / frozen desserts, processed fruits & vegetables, processed meat & seafood, ready meals, pasta / noodles, sauces, dressings & condiments, soups, spreads, sweet & savoury snacks.

Beverages include bottled water, concentrates, carbonates, juice, coffee, tea, sports drinks. It excludes alcoholic beverages.

Consumer health includes vitamins & dietary supplements, sports nutrition, weight management, baby food, herbal / traditional products.

Home & personal care includes hair care, men's grooming, oral care, skin care, sun care, color cosmetics, deodorants, bath & shower, baby products, depilatories, fragrances, air care, bleach, dishwashing, home insecticides, laundry care, polishes, surface care, toilet care.

In unbranded, we include all such retail sales that are not sold under a particular brand.

Patanjali, Epigamia, Paper Boat – Are new age FMCG brands



The Indian kitchen has changed significantly. New technologies, gadgets, diets, fads, have had an impact. The kitchen is a space not only for chores but also for display.



**New influencers, food bloggers, gourmet chefs,
YouTube celebrities, avant-grade restaurants
speak a new language...**



Across all sections of society, roles and responsibilities are evolving, negative labour is being eliminated. Women are no longer chained entirely to domesticity



Other FMCG companies were created in a different era for a different India.

**We understand the NEW India, and the NEW
Fast Moving Consumer Generation - FMCG 2.0**



**We believe that a new benchmark can be created to
succeed in a new India, with FMCG 2.0
We need to *rewrite rules* but *retain values* to win**



Importantly, modern retail is the fastest growing distribution channel, catering to a new generation of consumers



Presenting

FMCG 2.0

For the Fast Moving Consumer Generation



**FUTURE
CONSUMERTM**

for the Fast Moving Consumer Generation

Future Consumer Limited (FCL):
A new age Food and FMCG company for a new era

**We are building brands to acquire the lifetime value
of today's Fast Moving Consumer Generation**



Celebrating the undying love & unabashed pleasure pursuits of tasty food



The belief in doing and proactive choice-making that leads to positive approach to living



Nurturing the foundations with love that is infused in every home cooked meal



For Non-dairy lovers!



Welcome to the Sunkist Life of fresh fruits & flavors from nature!



Bringing the goodness of oats to you & introducing oats as India's 3rd grain



A brand with wholesome approach to nutrition and life with its range of organic staples



A flour and convenience brand that celebrates the diversity of Indian communities



Bringing deliciousness from all over India to your plate



The latest, lightest, flakiest, airiest snack known to mankind



Wholesome daily essentials with untouched goodness of nature

**MERA
SWAD**

Happy endings for a sumptuous meal



Savour the goodness of Dairy & Bakery products that are made not manufactured



You've never experienced vegetables like this



Discover the master chef in you with these magic mixes!



Healthy & great-tasting baked snacks from around the world



A premium gourmet gifting chocolate brand that celebrates & welcomes new moments



Bounty of season's freshest vegetables made available through out the year



Stay beautiful on the go with Kara's refreshing, skin care & beauty wipes



Beauty brand with unique fusion of exotic Swiss ingredients & Indian botanical extracts



Grooming gear to glam yourself up everyday



Soap's Time Is Up. Don't think soap, ThinkSkin



Cleaning is not about waging a war against dirt, it is an act of purification



Infuse specialness in the everyday



Smart solutions for a well-managed home



Products that provide motherly care in the early years for a brighter and happier baby



A lifestyle brand of home fragrance & spiritual needs products

Desi Atta Company

A core ingredient in Indian cooking

With over 50 types of authentic atta's and ready mixes, made from various regional millets, pulses and grains, the brand makes ancient grain wisdom and its health benefits, relevant to today's lifestyle.

From single grain flours, to ready mixes- Desi Atta company has seasonal, fasting and festive offering for India's diverse food palate.

Our studies show that if a customer has bought, Desi Atta once, there is a 55 % chance of repeat



Also introducing Beetroot flour, Sprouted ripe grain flour





Tasty Treat

For mindless snacking,
munching and sipping.



From biscuits to namkeens, from juices to sherbets, from cutting edge bhujia's to new age snacking. Tasty Treat has innovative solutions for all

Wafer biscuits are distributed in general trade, using the Indo-Nissin network



Digestive biscuits have a market share of 20%*.

FCL has innovated the Digestive Chocolate Cream Biscuit which brings pleasures of crispy wheat biscuits and tender chocolate filling

*Represents share in FRL Stores



Karmiq

A health and wellness brand for new India. India's first national dry fruit brand

Dry fruits today are being purchased at an impulse, for healthy snacking and munching.

A range of dry-fruits, from Cashews, walnuts, Pistachio's to berries and also India's most favorite Mamra Almonds

India has a 3 billion dollar market for dry fruits



Sangi's Kitchen

For new gen customers who needs more than just ketchup

A brand of chutney's, dips, sauces, condiments and spices



Sangi's Kitchen

Kosh

Flavoured Oats and Oats Atta

Building Oats as the third grain of India, by bringing it into the center of plate with a multigrain flour.

Building a health snacking option through sweet and savoury options of flavoured oats.





Fresh and Pure Tea

Fresh & Pure's Kadak chai has been inspired by the chai consumption patterns of the mass –a strong blend made with premium quality leaves- with minimal processing

*In a competitive tea category, Fresh & Pure's Kadak chai has a market share of 15%**



*Represents share in FRL Stores

Nilgiri's

Flavoured Milk and Cold Coffee

Nilgiri's is a heritage brand that renews itself to connect with a new generation of customers. With flavoured milk and cold coffee, this South Indian brand is ready to conquer the nation



Shubhra

Sona Masoori- the healthier rice

Branding Sona-masoori, the most consumed rice variant in India.

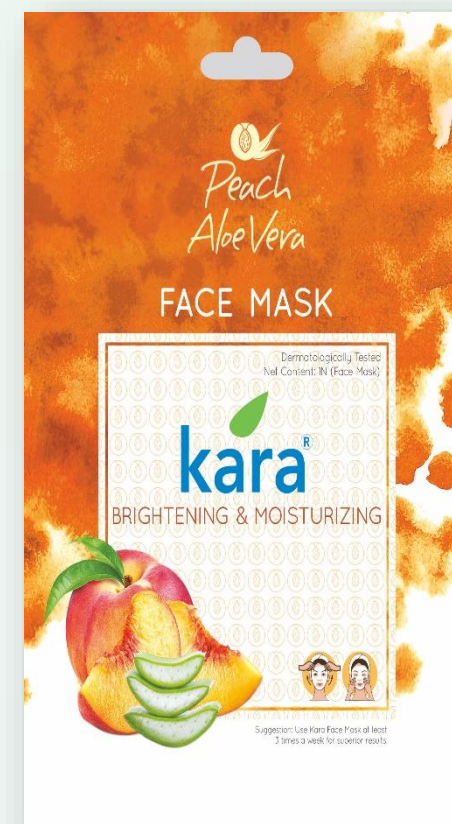
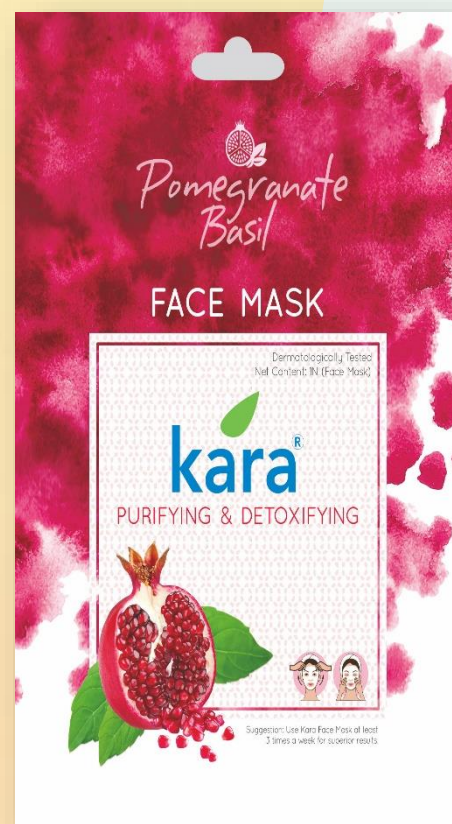
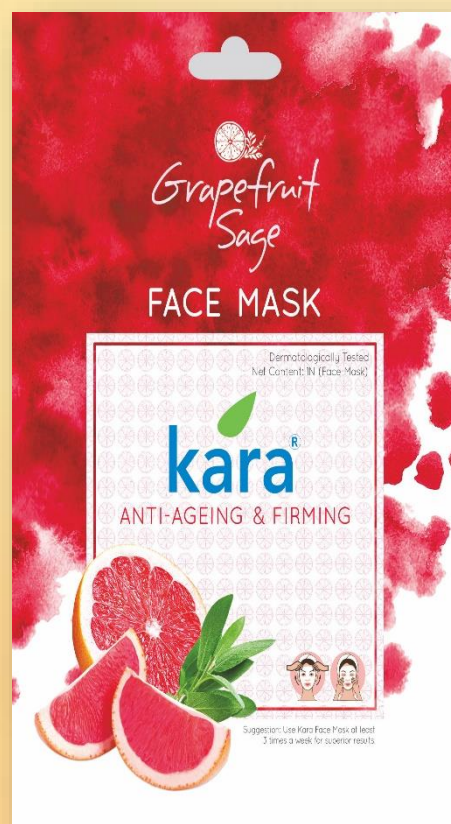
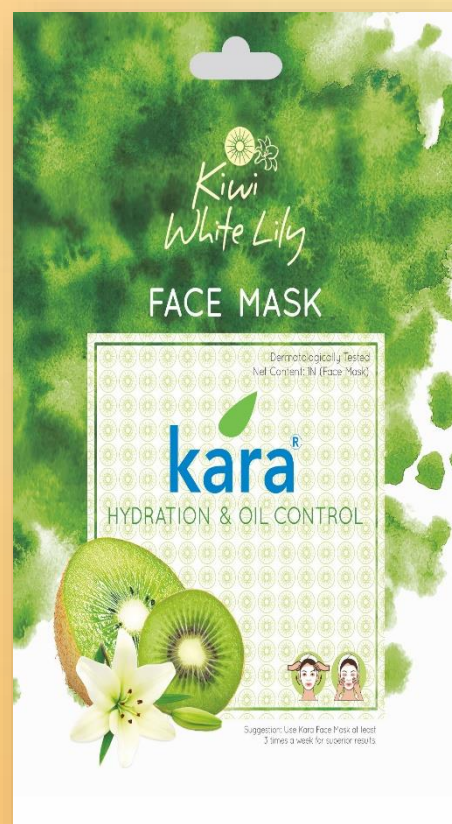
Shubhra Sona Masoori is 99.5% fat free and easy to digest, making it ideal for regular, everyday consumption.



Shubhra

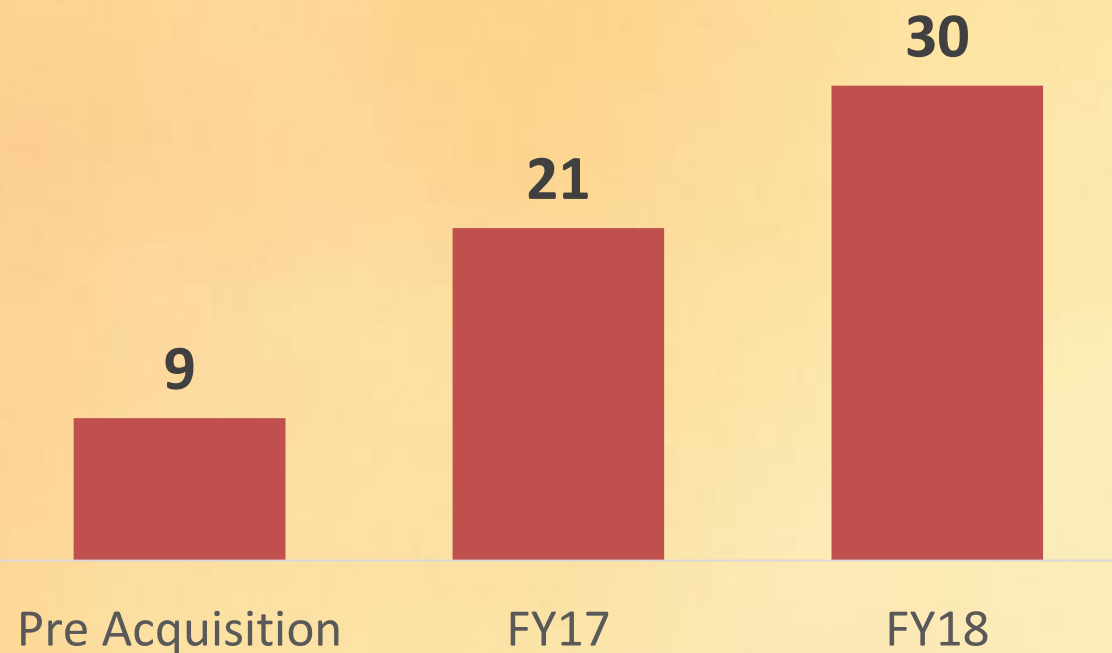
Kara

From Refreshing Wipes &
Skincare Wipes to
Sheet Face Masks
And Nail polish removers



The KARA story

Sales (In Rs Cr)



A brand acquired in 2015 and scaled through the insights of evolving woman and there need for on-the go solutions.

Retail Expansion:

- From 10,000 GT outlets in FY16 to 30,000 GT outlets in FY18
- From 86 towns in FY16 to 164 towns in FY18

New Contemporary Packaging



New Category Expansion



Upgraded to lids for bigger pack. Long lasting.



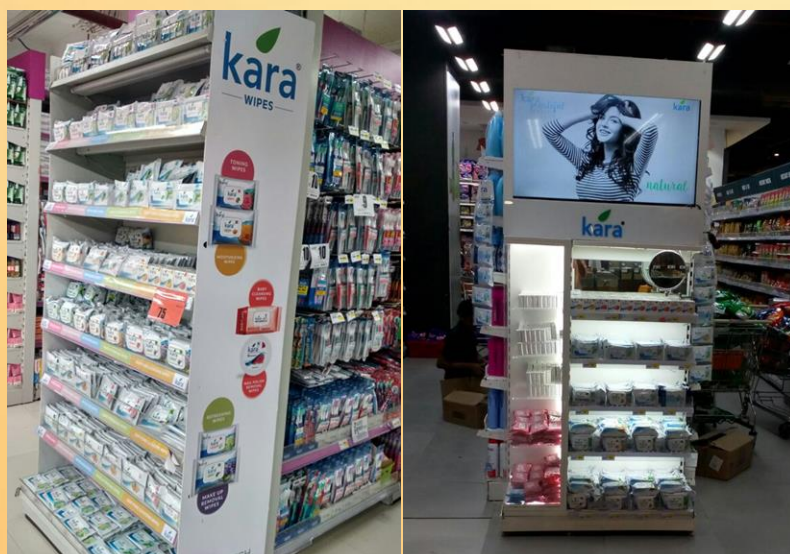
Launched Nail Polish Remover Wipes



Launch TVC for Summer 2017



GT Execution



MT Execution

The KARA story

Extensive single sachet sales at across industries

- Entertainment: Carnival Cinema, Insignia
- Travel & Hospitality APSRTC, TSRTC, Air Asia, Vistara, Taj Leela, Lalit
- Beauty Services: Tony & Guy Salon, Enrich, Naturals etc.



Digital Expansion

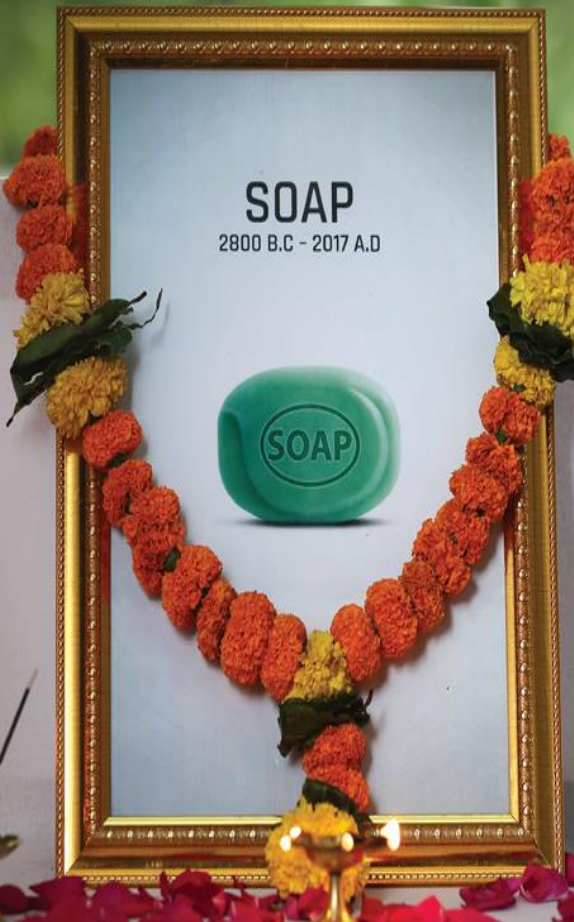
Available at all leading ecommerce and beauty portals



We believe Kara is a 200 cr opportunity

Thinkskin

**NOW DON'T THINK SOAP
THINK SKIN**



SOAP
2800 B.C - 2017 A.D.

think skin
BodyWash
LemonFresh

MORE HYGIENIC
SOFT & EASY LATHERING
LONG - LASTING FRAGRANCE
PARABEN-FREE

STARTS @ ₹39



250ml | 100ml

ActiveSports | WildRose | LemonFresh | AquaSplash | Sandal

**Upgrading Soap users to
Body wash with a disruptive
price proposition**



MORE HYGIENIC

Multiple people in the family
use the same soap. Thinkskin
is more hygienic to use.



LASTS LONG

Lasts longer than soap.



PARABEN-FREE

Completely free from
paraben. A preservative
chemical commonly used in
other body care products.

FCL owns a wide portfolio of Food and FMCG brands for every household need - allowing for a rich multi-pronged engagement with our consumers

Food and Groceries

GOLDEN HARVEST

KARMIQ
Food that preserves your youth



KOSH

ektaa

GOLDEN HARVEST PRIME

Shubhra

Dairy and Bakery

Nilgiris
1905

Snacks and Beverages



Sunkist



Personal Care

kara

Swiss Tempelle

think skin



puretta
Smart Moms. Happier Babies.

Home Care

Clean Mate

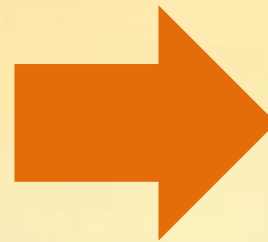


MYSSST

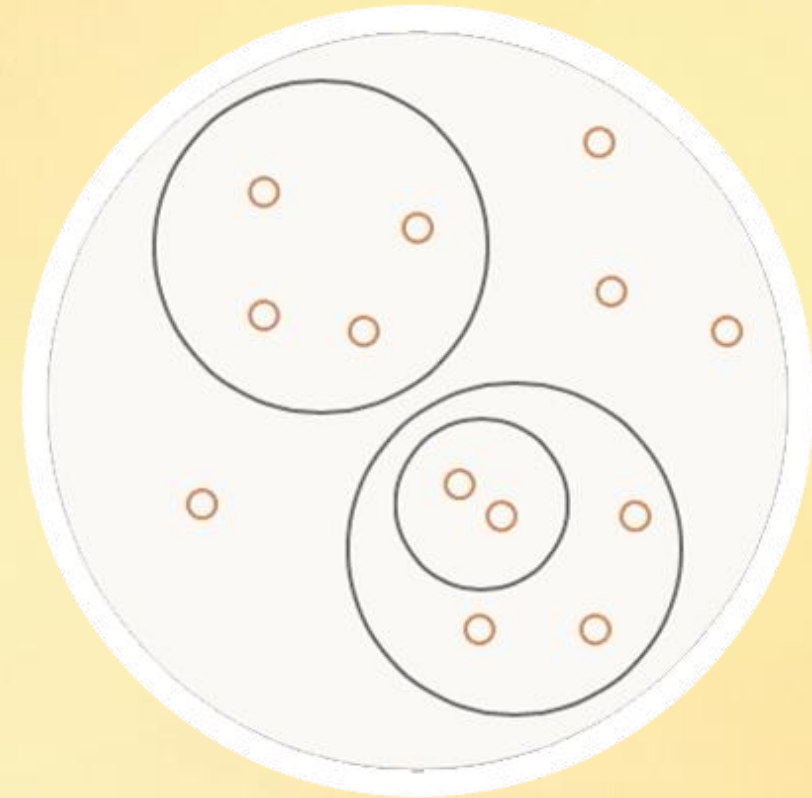
Our unique organization design allows us to *innovate, incubate and accelerate* - all at the same time

We've moved from

Hierarchy Structure



Holacracy



Holacracy helps us do multiple things simultaneously, bringing together wisdom and energy



Flexible Organization
Design



New Meeting Formats
– Action Oriented



More autonomy to
teams & individuals



Unique Decision
Making Process

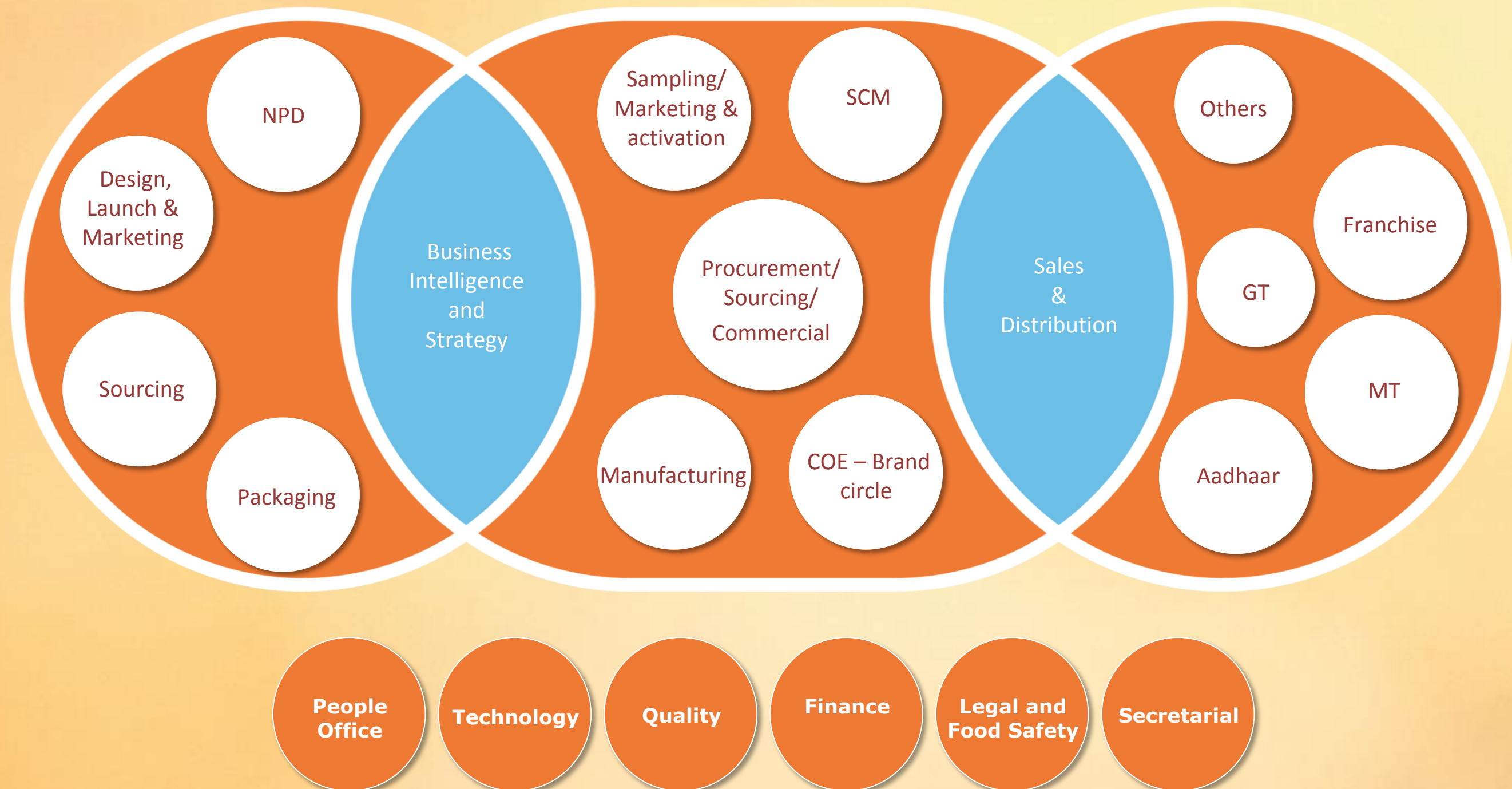
Integrated Organization Design at FCL allows us to operate with speed and efficiency and operate in multiple categories simultaneously.

Integrated Organization Design at FCL includes both:

Zero to 1

and

1 to 100



And by owning the value chain- from sourcing, manufacturing to distribution we see multiple benefits

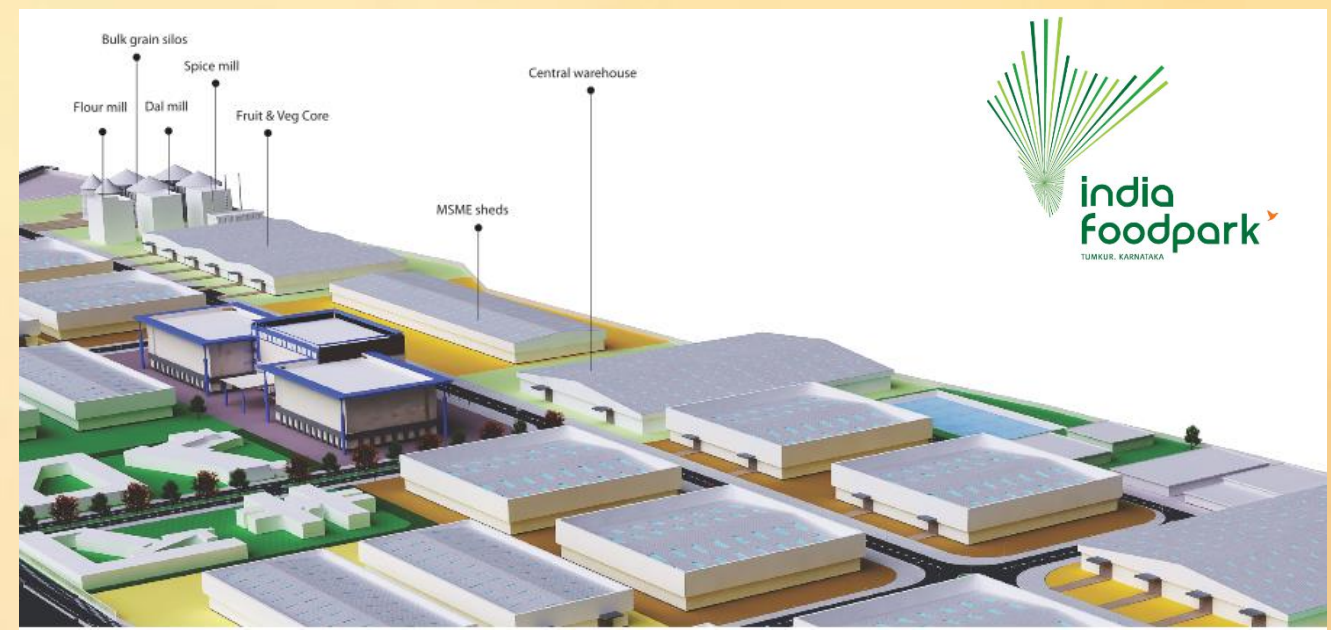


FCL has invested deeply in strong back end infrastructure and manufacturing capabilities

We have:

- Sourcing capacity of 1.5 lakh tons agri produce
- 71 sourcing hubs across the country,
- APMC licenses in 26 states,
- 50+ warehousing and processing centers,
- 110 acres of food parks which help provide an ecosystem for end to end food processing

Additionally we work with leading food and FMCG manufacturers (e.g. McVities, Swiss Tempelle)



Our cost of doing business is considerably lower.

Being modern retail backed, our distribution costs is at 17% vis-à-vis established FMCG companies which are at 27%

Additionally, our marketing costs are significantly lower. As we build brands largely in stores and on digital platforms.



The controlled distribution network allows us to respond in real time with superior demand forecasting capability



- Production Supply based on real time evolving Demand Forecast
- Speedier and localized lifecycle management to stay on forecasted sell through
- Customized product offering for relevant member segments
- Real time customer feedback+ secondary sales data from stores
- Forecasting buying behaviour of 10 million members

Future Group has the largest scale and coverage in India



255+ unique towns

Present in every state



5,500+

Rural distribution centers



1,600+ Stores



22mm+ sq. ft.

Retail space



400mm+

Customer footfalls annually



Over 55% zip code coverage

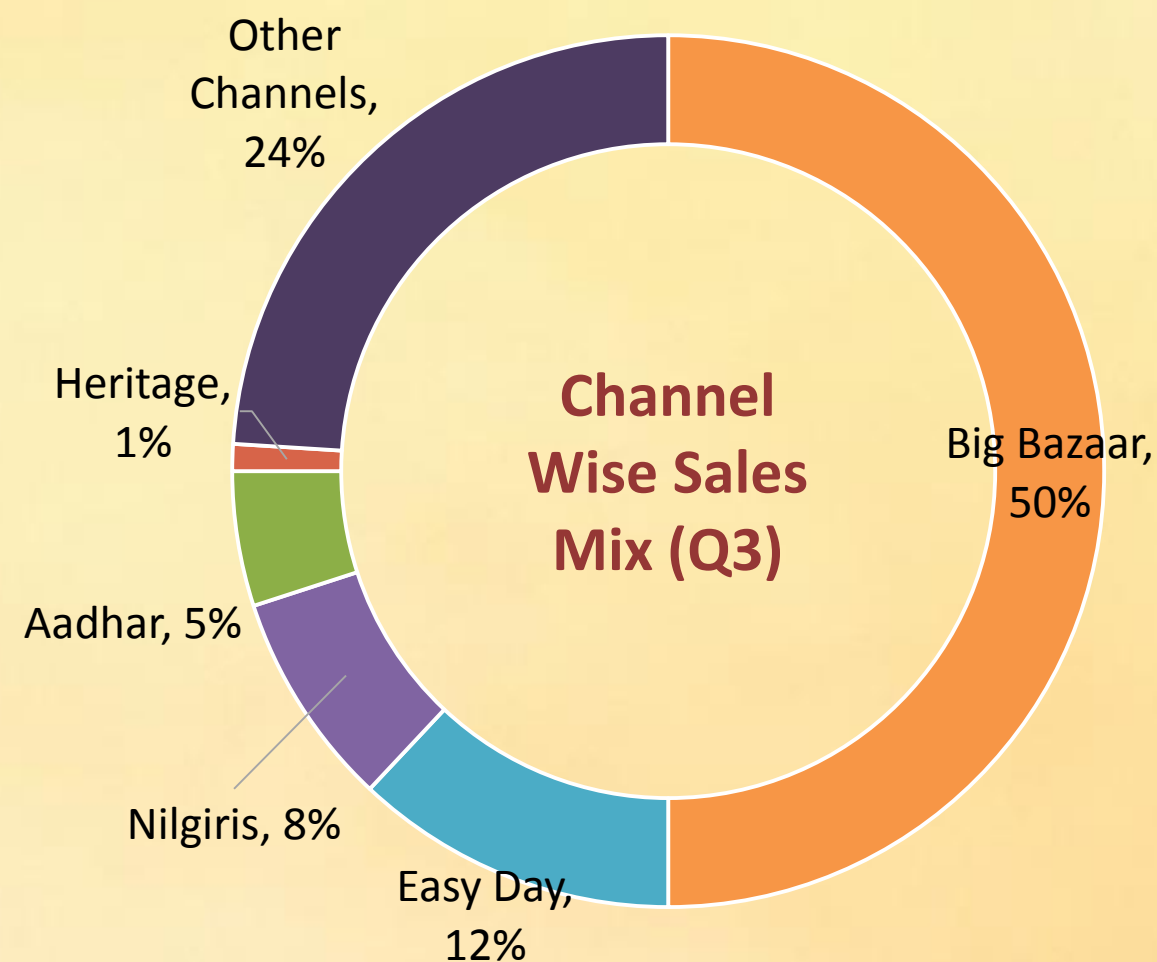
A large store in over 8,000 of c.14,000⁽¹⁾ pin codes

FCL is able to therefore engage directly with consumers - without distribution layers in between.

Large Format

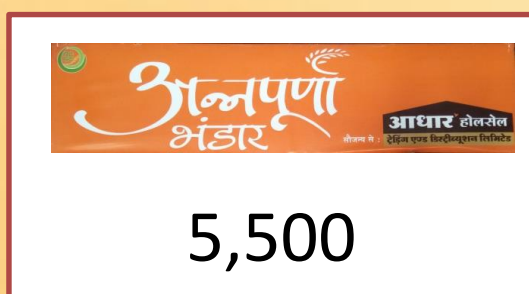


Small Format



FCL's modern retail led distribution model encompasses not just our own network but also other modern retail and GT

General Trade



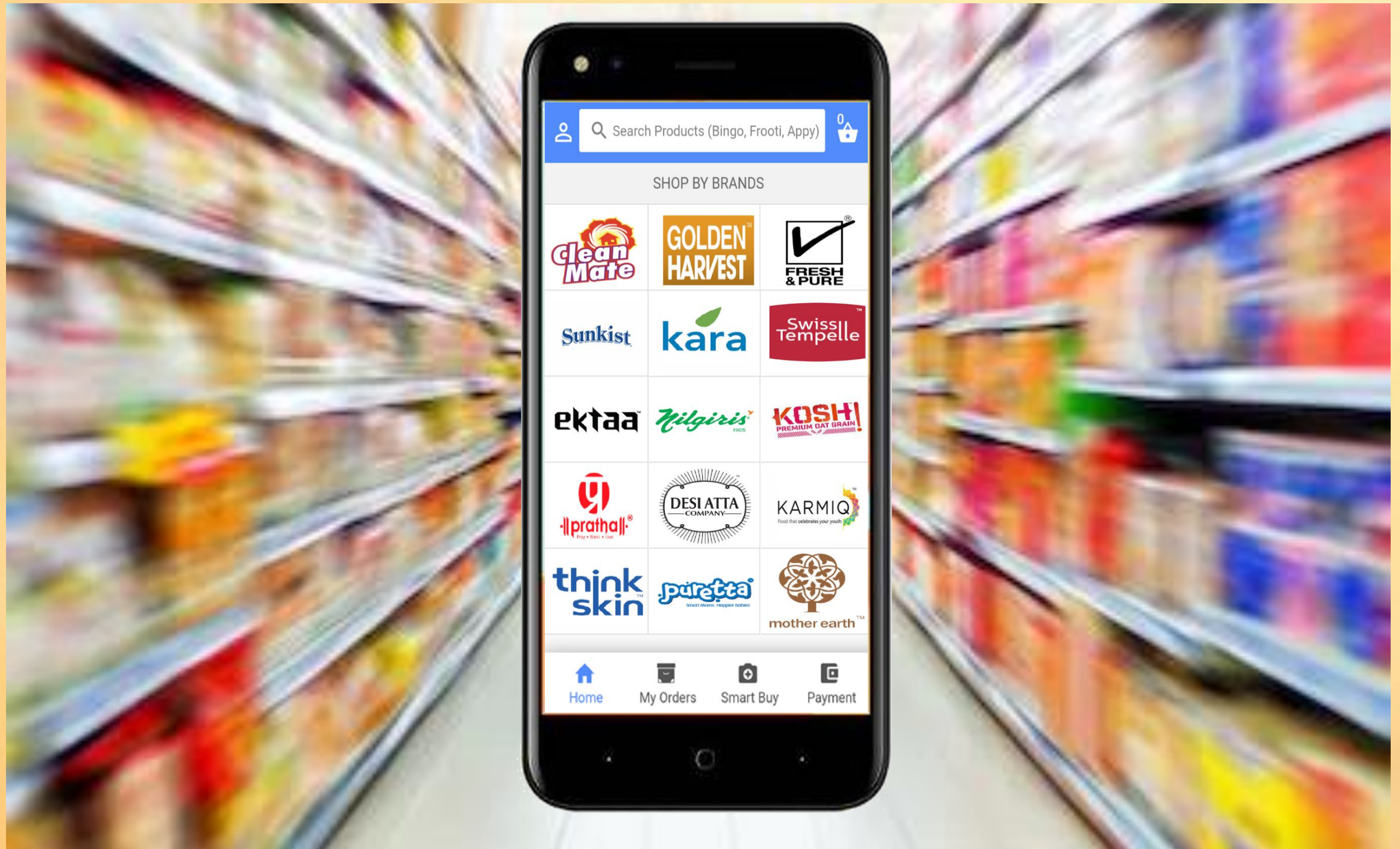
Other Modern Trade: 233



And further we will add distribution might through our digital wholesale cash and carry model - our answer to the General Trade Network (as Alibaba has done with Ling Shou Tong in China)



Aadhaar Wholesale Centres will build a digital distribution highway for FCL brands



Aadhaar Wholesale Centres will serve:



- Any retailer/ store front owner
- Eateries/ Dhabas/ Restaurant owners
- Any service provider, institution,
- Anyone with a Shops & Establishment number or GSTN no.
- The PDS network
- By appointing members it will build relationship, provide services, and build stickiness and loyalty for FCL brands

Aadhaar Wholesale Centres will bring modern analytics and operations to a business (GT and informal) that has long been run by intuition



We have grown the business year-over-year by over 40 % and are aiming for 70%+ growth in the next year

Our new category and brand launches include:



Extruded Snacks and Namkeens

Total Market Size:
16,000 Cr.



Breakfast Cereals

Total Market Size:
6700 cr



100% fresh juices,
sherbets with a twist and
concentrates

Total Market Size:
550 cr

Our new category and brand launches include:



Air fresheners and car fresheners

**Total Market Size:
500 Cr.**



Fabric Care

**Total Market Size:
16,000 Cr.**



Shampoos and Conditioners

**Total Market Size:
5,500 Cr.**



Baby Accessories and Grooming

**Total Market Size:
Surrogate is infant
apparel, Rs.10,000 crore**



**Entire range of disposable
paper products**

**We have the opportunity to be India's foremost
FMCG company.**

And we believe this can be made possible

**The group's food and FMCG business is estimated to reach
50,000 crores (US\$ 8 billion)**

And FCL brands aspire to have a 70% share in our own network

Through the Future Group network alone, we will reach 5,000+ small stores and within a 2 km radius of every consuming Indian.



**With 15 to 20 million active paid members by 2021,
Future Group will also grow its store network**

Large Format

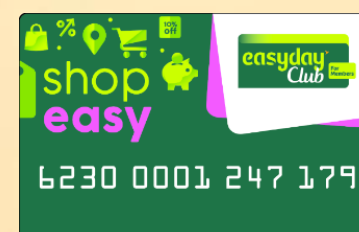
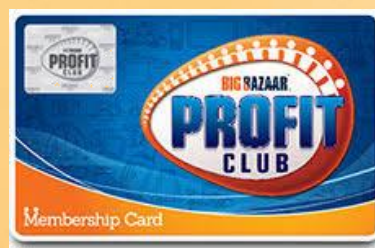


**~450
stores**

Small Format



**~5,000
stores**

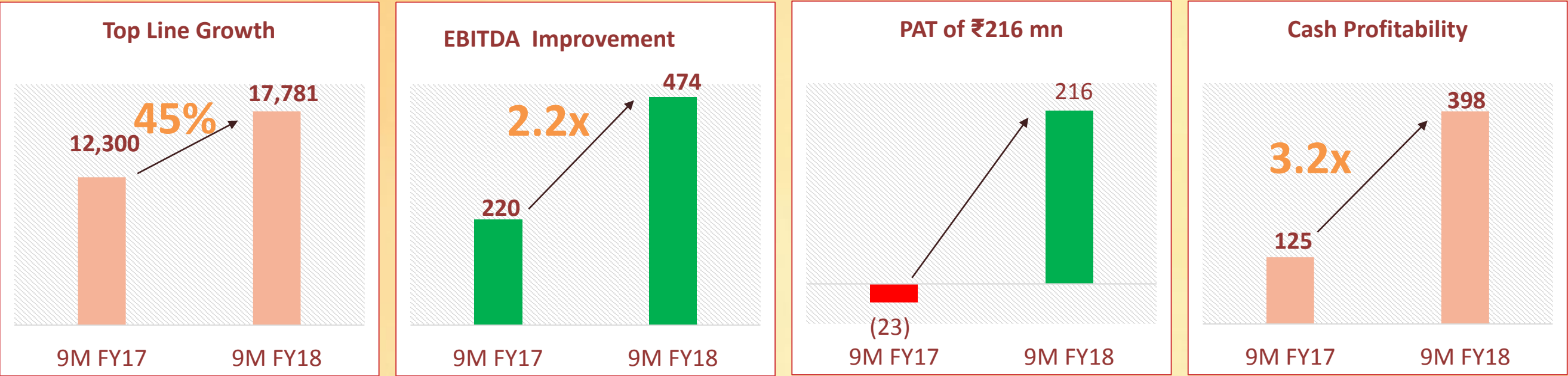


**We believe FCL will be 3 billion USD (Rs. 20,000 crore)
and a 15%+ EBITDA company built for a new India,
serving the Fast Moving Consumer Generation**

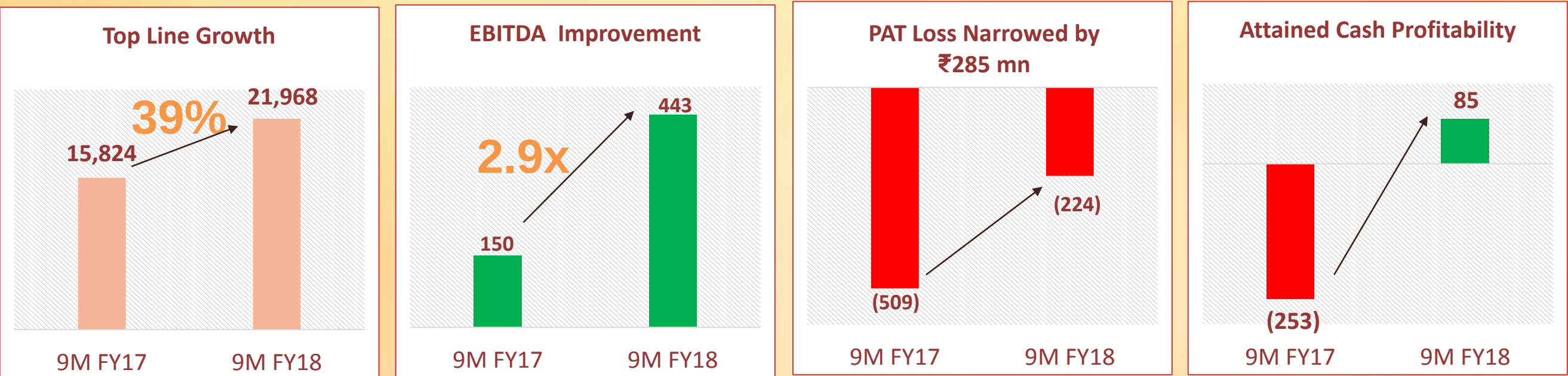


FCL 9M FY18 Performance Snapshot: Standalone and Consolidated

Standalone Summary



Consolidated Summary



Thank You