



FUTURE CONSUMER LIMITED

Q2 & H1 FY19 Investor Update | November 2018





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think skin

Clean Mate

Tasty Treat

KARMIQ

MERA SWAD

KOSH!

DESI ATTA COMPANY

GOLDEN HARVEST PREMIUM

care mate

ektaa

Sunkist

FRESH & PURE

GOLDEN HARVEST

Sangli's Kitchen

veg affaire

BAKER STREET

Nilgiris 1905

prathal Pray • Bless • Live

Swiss Tempelle

TS

DREAM

kara

puretta Smart Moms. Happier Babies.

prim

mother earth

FCL CARVING OUT A DISTINCT POSITION AS A NEW AGE FOOD AND HPC COMPANY



Integrated value chain from sourcing to distribution

With portfolio of brands for every household....

Food & Beverages



Personal Care



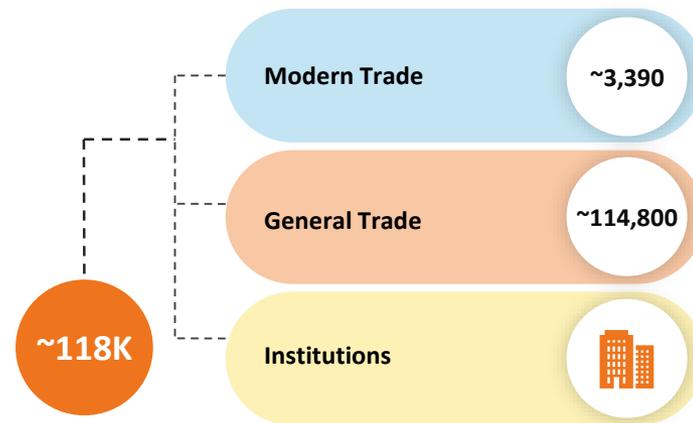
Home Care



Supported by successful sustainable sourcing and manufacturing capabilities

Sourcing:	Manufacturing:
COP	Food Park
Dairy	Dairy
Fruits & Vegetables	Oats

Distribution Network





QUARTER ENDED 30TH SEPTEMBER, 2018 AT A GLANCE

Q2 FY19 – CONSOLIDATED TOPLINE CROSSES ₹10,000 Mn ON A QUARTERLY RUN RATE BASIS



95% increase in Consolidated EBITDA on YoY basis



80% topline reported PAT level profitability



Reduced Net Working Capital days by 5 days

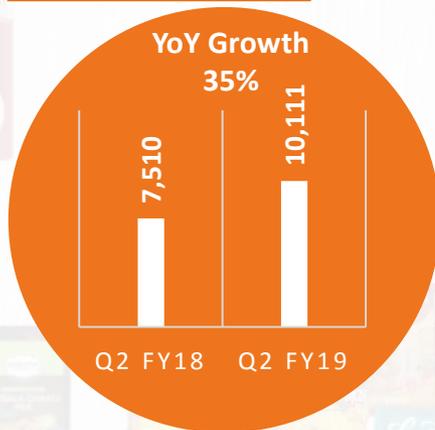


Free cash positive for the first time at operating and investing level

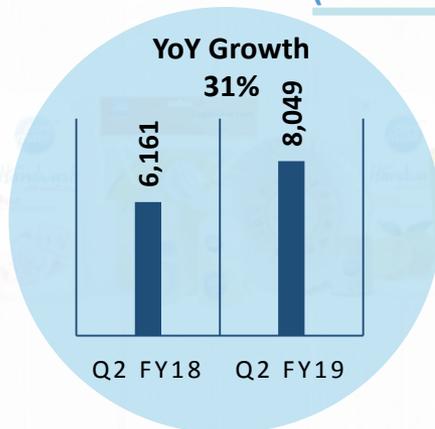


Binding agreement towards **divesting stake in ACK** at ₹600 mn equity valuation

FCL Consolidated (₹ in Mn)



FCL Standalone (₹ in Mn)



YoY Growth Across Key Brands



94%

KARMIQ



5.4x

(Dry Fruits & Oils)



70%

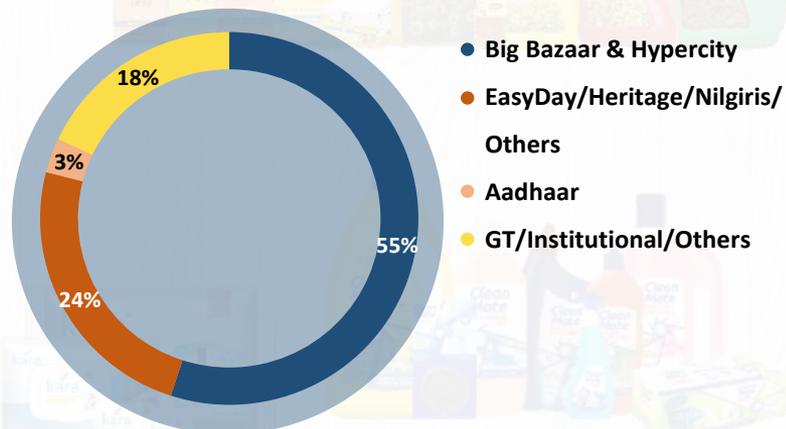


Sangli's Kitchen

104%

(Sauces & Dips)

Channel Wise Sales Mix



GROWTH IN NEW AGE CATEGORIES OUTPACING THE OVERALL GROWTH



Share of Revenues (%) YoY Growth (%)

Rank	Category	Share of Revenues (%)	YoY Growth (%)
1	Centre Of Plate	52%	31%
2	Processed Food	8%	31%
	Nilgiris	6%	14%
3	HPC	7%	59%
	F&V	22%	50%
	Aadhaar	8%	26%
	Inter Co.	-5%	

1 Centre of Plate Brands (52%) YoY Growth 31%

GOLDEN HARVEST	62%	23%
COP Foods	12%	165%
FRESH & PURE	9%	90%
Others	17%	3%

2 Processed Food Brands (8%) YoY Growth 31%

Tasty Treat	64%	94%
FRESH & PURE	15%	30%
S Bengla Kitchen	4%	2.0x
Others	17%	0.6x

3 Home & Personal Care Brands (7%) YoY Growth 59%

Clean Mate	33%	30%
Care Mate	23%	89%
TS	14%	70%
Prathall	11%	76%
Others	18%	75%



NEW LAUNCHES & BRAND INITIATIVES

LAUNCHING NEW & INNOVATIVE PRODUCTS FOR THE ASPIRATIONAL CONSUMER



Processed Food

NEW LAUNCHES



Candies



Cooking Pasta



Wafer Biscuits



Detox Juices



LAUNCHING NEW & INNOVATIVE PRODUCTS FOR THE ASPIRATIONAL CONSUMER



Home & Personal Care

NEW LAUNCHES

Clean Mate

Indian Toilet Cleaner



MYSST
Car Air Freshener
| Aromatic Gel



White Guard |
Fridge Odour Absorber



Foaming Hand Wash

TS – FCL'S FASTEST GROWING BRAND IN H1 FY19



CLOCKED ~100% GROWTH IN THE FIRST SIX MONTHS OF 2019

#EyedentityWithTS



Anshita Juneja

Followers: 202K

5315

52



Samidha Singh

Followers: 191K

6824

39



Sejal Jain

Followers: 161K

9152

62



Malvika Gupta

Followers: 197K

32,340

62



Ashima Makhija

Followers: 141K

27,110

71

Total Engagement

Total Carousel Posts: 6 | Total Video Posts: 2 | Total Likes: 425k

Total Video Views: 594k | Total Reach: 1.1M

Congratulations



for being the **fastest growing brand**
to touch a **₹5 Cr monthly** run-rate

BRANDS CAPTURING HIGHER SHELF SHARE DURING CHANNEL PARTNER PROMOTIONAL EVENTS



LAUNCH OF INNOVATIVE PRODUCT HAMPERS FOR FESTIVE SEASON



Gift the flavours of celebration

#KarmiqShubkammayein



The Perfect Gift

FOR YOUR LOVED ONES

#KarmiqShubkammayein





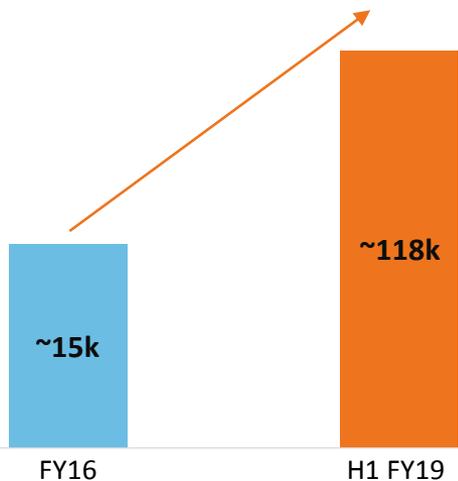
MODERN TRADE LED EXPANSION OF DISTRIBUTION NETWORK

RAPIDLY EXPANDING DISTRIBUTION FOOTPRINT ACROSS LEADING MODERN AND GENERAL TRADE STORES

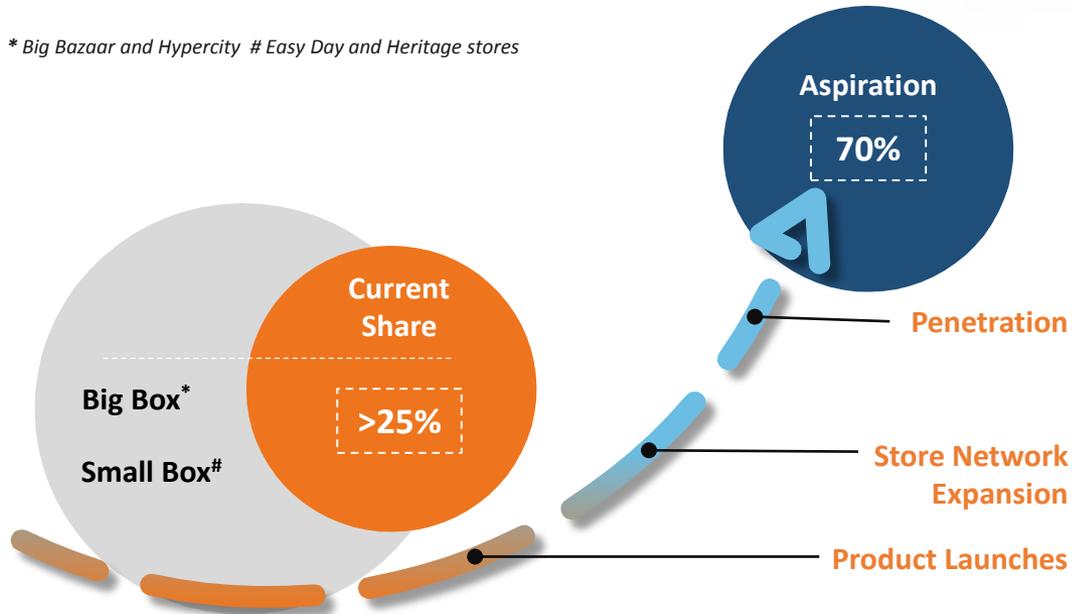


Established presence in ~118k stores

Point of Sales



* Big Bazaar and Hypercity # Easy Day and Heritage stores



General Trade : ~114,800



Modern Trade: ~3,390



Online





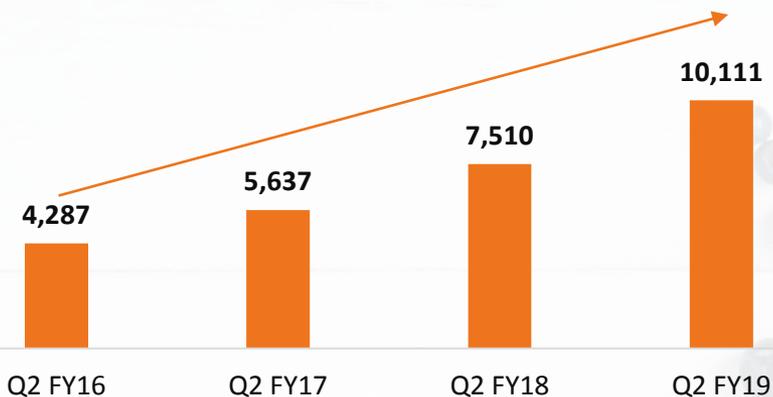
ROBUST TOPLINE GROWTH ENABLES OPERATING LEVERAGE PLAY

HIGH GROWTH DELIVERED WITH UNDERLYING PROFITABILITY TURNAROUND

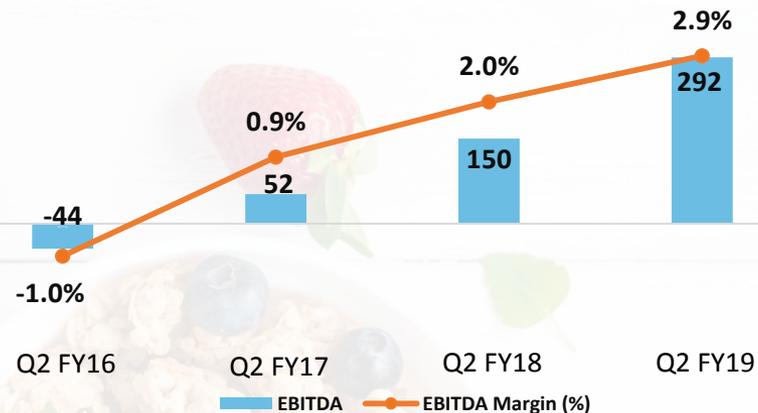


(₹ in Mn, Unless specified otherwise)

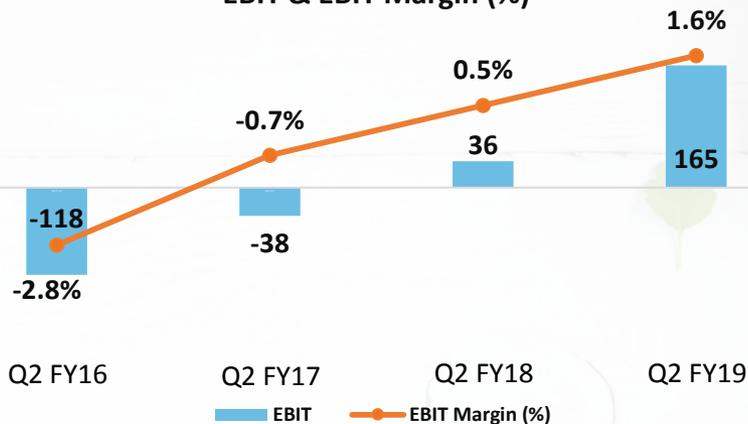
Revenue Growth of 2.4x



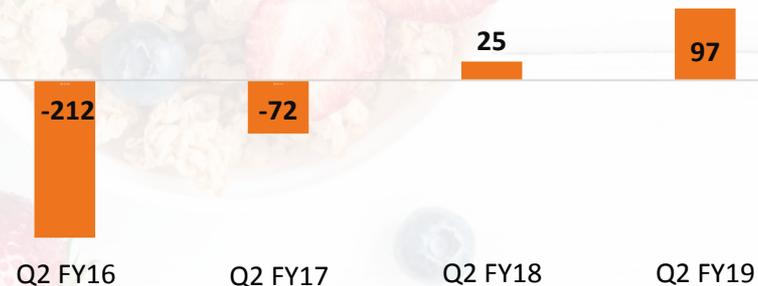
EBITDA & EBITDA Margin (%), turnaround of ₹336mn



EBIT & EBIT Margin (%)



Cash Profit



Focus on expanding margins and achieving higher profitability with higher contribution of value added products

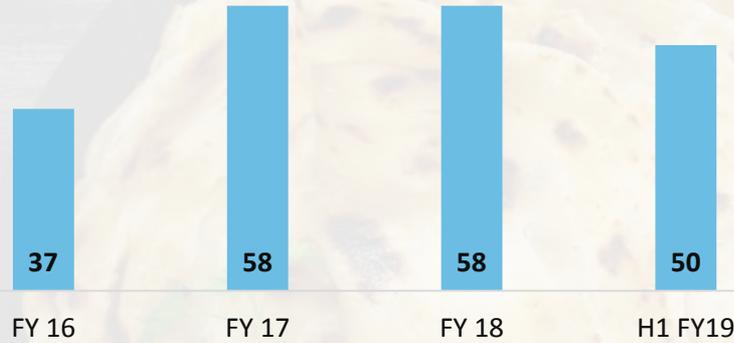
Note: Charts on consolidated basis, Cash profit calculated as Consolidated PAT post JV and Associates + Depreciation + non-recurring items

GEARED TO ACHIEVE HIGHER RETURNS



(₹ in Mn, unless specified otherwise)

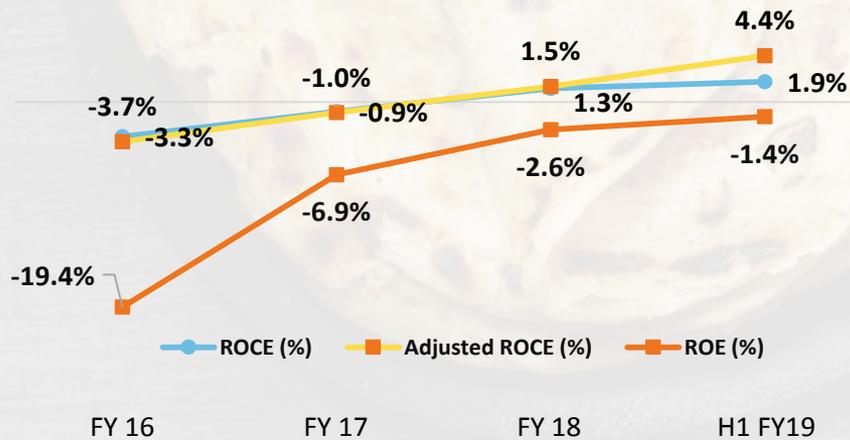
Net Working Capital (Days)



Net Fixed Asset Turnover (x)



ROCE (%), Adjusted ROCE (%) & ROE (%)



Net Debt to Equity (x)



Note: Charts on consolidated basis | Capital Employed for Adjusted ROCE (%) excludes Investments in JVs and Associates
 FUTURE CONSUMER LIMITED | INVESTOR UPDATE | NOVEMBER 2018

CONSISTENTLY THREADING THE PATH TOWARDS PROFITABILITY



Profit & Loss A/C (Consolidated)

(₹ in Mn, Unless specified otherwise)

Particulars	Q2 FY19 Unaudited	Q1 FY19 Unaudited	Q2 FY18 Unaudited	H1 FY19 Unaudited	H1 FY18 Unaudited	FY18 Audited
Total Income from Operations	10,111	8,409	7,510	18,520	14,136	30,074
Cost of Goods Sold	-8,775	-7,227	-6,473	-16,002	-12,177	-25,974
Gross Margin	1,336	1,182	1,038	2,518	1,959	4,100
<i>Gross Margin (%)</i>	13.2%	14.1%	13.8%	13.6%	13.9%	13.6%
Operating Cost	-1,082	-981	-910	-2,063	-1,746	-3,536
Other Income	38	43	22	81	53	100
EBITDA	292	244	150	536	267	664
<i>EBITDA(%)</i>	2.9%	2.9%	2.0%	2.9%	1.9%	2.2%
Depreciation	-127	-123	-113	-249	-203	-455
EBIT	165	121	36	287	63	209
<i>EBIT (%)</i>	1.6%	1.4%	0.5%	1.5%	0.4%	0.7%
Interest (Expense)/ Income(Net)	-125	-119	-91	-244	-192	-399
Non Recurring Income	0	0	0	0	0	74
PBT	40	2	-55	42	-128	-115
Tax	-10	0	0	-10	0	25
Share of Profit/(Loss) in Associates & JVs	-60	-61	-33	-121	-48	-170
PAT	-30	-59	-88	-89	-176	-260
<i>PAT (%)</i>	-0.3%	-0.7%	-1.2%	-0.5%	-1.2%	-0.9%
Cash Profit	97	63	25	160	27	120

Q2 FY19:

- Revenue Growth of 35% on YoY basis
- 95% increase in EBITDA
- 5x expansion EBIT growth
- PAT on track of breaking-even

H1 FY19:

- Revenue Growth of 31% on YoY basis
- 101% increase in EBITDA
- 5x expansion EBIT growth
- PBT turnaround of ₹171 mn
- Losses after tax declined from 1.2% to 0.5% of sales

HOW DO NUMBERS STACK UP?



(Consolidated)

(₹ in Mn, Unless specified otherwise)

Particulars	H1 FY19 Unaudited	H1 FY18 Unaudited	FY18 Audited
Total Income from Operations	18,520	14,136	30,074
Cost of Goods Sold	86.4%	86.1%	86.4%
Gross Margin	13.6%	13.9%	13.6%
Employee Cost	3.6%	4.3%	4.2%
Other Operating Cost	7.5%	8.1%	7.6%
Other Income	0.4%	0.4%	0.3%
EBITDA	2.9%	1.9%	2.2%
Depreciation	1.3%	1.4%	1.5%
EBIT	1.5%	0.4%	0.7%
Interest (Expense)/ Income(Net)	1.3%	1.4%	1.3%
PBT Before Non Recurring Items	0.2%	-0.9%	-0.6%
Cash Profit	0.9%	0.2%	0.4%

80% OF CONSOLIDATED TOPLINE DELIVERING BOTTOM-LINE PROFITABILITY



Profit & Loss A/C (Standalone)

(₹ in Mn, Unless specified otherwise)

Particulars	Q2 FY19 Unaudited	Q1 FY19 Unaudited	Q2 FY18 Unaudited	H1 FY19 Unaudited	H1 FY18 Unaudited	FY18 Audited
Total Income from Operations	8,049	6,504	6,161	14,553	11,334	24,311
Cost of Goods Sold	-6,960	-5,585	-5,367	-12,546	-9,865	-21,152
Gross Margin	1,089	919	794	2,007	1,469	3,159
Gross Margin (%)	13.5%	14.1%	12.9%	13.8%	13.0%	13.0%
Operating Cost	-820	-735	-645	-1,554	-1,190	-2,525
Other Income	34	37	16	71	29	60
EBITDA	303	221	166	524	309	693
EBITDA (%)	3.8%	3.4%	2.7%	3.6%	2.7%	2.9%
Depreciation	-82	-79	-64	-161	-114	-252
EBIT	221	142	102	363	194	441
EBIT (%)	2.7%	2.2%	1.6%	2.5%	1.7%	1.8%
Interest (- Expense)/ Income (Net)	-31	-33	-16	-64	-46	-98
PBT Before Non Recurring Items	190	109	86	299	148	343
Non Recurring Expense*	-210	0	0	-210	0	-17
PBT	-20	109	86	89	148	326
Tax	0	0	0	0	0	-3
PAT	-20	109	86	89	148	323
PAT (%)	-0.3%	1.7%	1.4%	0.6%	1.3%	1.3%
Cash Profit	272	188	150	460	263	664

Q2 FY19:

- Revenue Growth of 31% on YoY basis
- 83% increase in EBITDA
- 2x expansion EBIT growth
- 2x growth of PBT Before Non Recurring Items

H1 FY19:

- Revenue Growth of 28% on YoY basis
- 70% increase in EBITDA
- 87% increase in EBIT
- 2x growth of PBT Before Non Recurring Items

* Q2 / H1 FY19: Difference between investment cost in ACK and agreed consideration

FOCUS ON ACHIEVING CAPITAL EFFICIENCIES AND BETTER WORKING CAPITAL MANAGEMENT



Balance Sheet (Consolidated)

(₹ in Mn, Unless specified otherwise)

Particulars	As on	
	30-Sep-18	31-Mar-18
Shareholder's Fund	9,916	9,953
Minority Interest	-21	42
Gross Debt	6,859	6,177
Less: Cash and Cash Equivalents	385	448
Net Debt	6,474	5,729
Less: Investment in JVs	1,687	1,604
Net Adjusted Capital Employed	14,681	14,120
Fixed Assets	6,016	5,813
Goodwill and Intangibles	3,898	3,978
Net Working capital	5,112	4,781
Net Other Assets (Liabilities)	-345	-451
Total Net Assets	14,681	14,120

- Net Debt / Equity 0.65x
- Net working capital reduced by 8 days in the H1 FY19
- Binding agreement towards divesting stake in ACK at ₹600 mn equity valuation

With a 4% increase in Net Capital Employed in the last 6 months, achieved 62% of FY18 Topline



VALUE CREATION

SHAREHOLDER INFORMATION

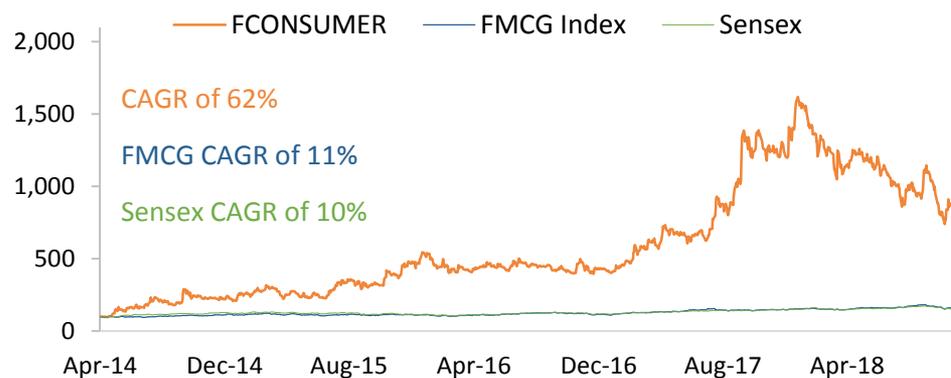


Stock Data (As on 02nd November 2018)

Market Capitalization (₹)	84,295 Mn
Shares Outstanding	~191 Mn
Free Float	54%*
Symbol (NSE/ BSE)	FCONSUMER / 533400
Average Daily Volume (1 month)	3,82,611

* Free Float Represents Non-Promoter Group Holding

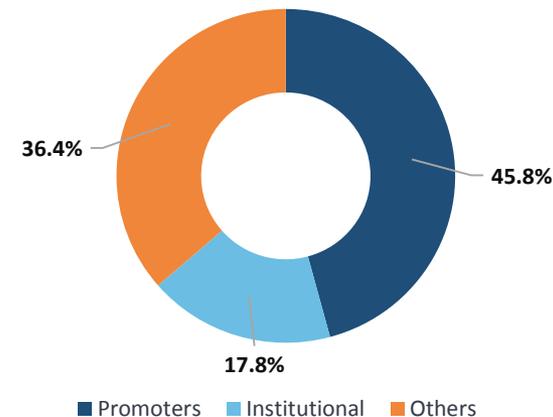
Stock Chart (1st April 2014 – 02nd November 2018)



While the FMCG Index grew at a CAGR of 11% during the period 1st April 2014 to 02nd November 2018, FCL Market Cap grew at a CAGR of 62% over the same period

Note: CAGR is calculated using XIRR

Shareholding Pattern (%) (As on 30th September 2018)



Key Holders (As on 30th September 2018)

Particulars	OS (%)
Proterra	7.8
Verlinvest	7.3
Arisaig	7.0
IFC	3.0
Tata MF	1.3



Thank You



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