



Investor Update Q4 FY17 & FY17

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BUSINESS OVERVIEW

Q4 FY17 & FY17 – At a Glance



39%

Topline Growth



1st Year

of Standalone
PAT profitability



1st Year

of Consolidated
EBITDA profitability



Growth across Key Brands

- **1.3x** Tasty Treat
- **3.2x** Karmiq
- **5.1x** Sangi's Kitchen



Key Brand Updates

- **POOOOF!**
- **Sangi's Kitchen**
(New flavors of Mayo)
- **Bakers Street**
(Biscotti, Pita Chips etc.)



INR **782** mn Net
Debt reduction over last
year



52,000+

Store distribution
footprint vs ~14,600 at
FY16 end



80% CAGR

in stock price
performance; created
value for stakeholders

Note: Growth numbers on Like to like basis, excluding impact of convenience stores franchised effective from Feb'16

Portfolio: Key Brands and Categories



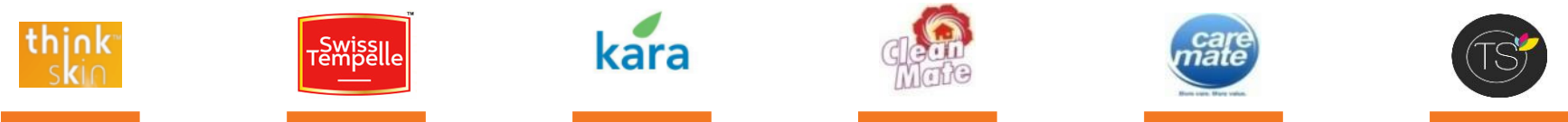
Brands Business Constituted ~93%⁽¹⁾ of Top Line in FY17
– An increase from 81% in FY16

Food and Beverages (94%)



Staples, Dairy and Bakery, Fruits and Vegetables, Snacks, Juices, Frozen Foods, Ready to Cook Foods among others

Home & Personal Care (6%)



Wipes, Body Wash, Body Lotion, Toilet and Floor Cleaners, Kitchen Aides

Note:
1) Remaining 7% largely represents revenues from Food Park, Aadhaar and others.



KEY BUSINESS DEVELOPMENTS

Extending the Portfolio across Food & Beverages



Activate your taste buds with the launch of an exciting new range of Mayonnaise from Sangi's Kitchen Introducing 4 new flavors:

1. Mustard
2. Schezwan
3. Smokey Tikka
4. Eggless Mayonnaise



Launched Poof Waffles in three flavors:

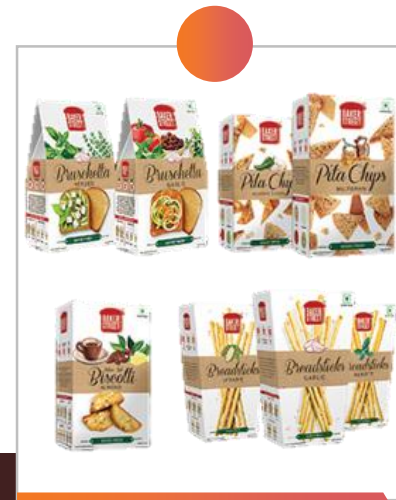
1. Strawberry Candy Floss
2. Belgian chocolate
3. Coffee hazelnut



Karmiq Green Tea

Introduced new range of green tea with 4 different flavors:

1. Mint & Rose
2. Jasmine
3. Lemon & Honey
4. Classic



Baker's street launched exotic range of Biscotti, Pita chips, Bruschetta and bread sticks



Continue to launch new variants

1. Channa Sattu Atta
2. Multigrain Bhatura Mix
3. Paratha Mix



TO SLEEP OR NOT
TO SLEEP.
THAT IS THE
QUESTION.

HOW HAVE
YOU BEAN?

POOOF!

KEEP YOUR FRIENDS CLOSE AND
YOUR CHOCOLATE CLOSER

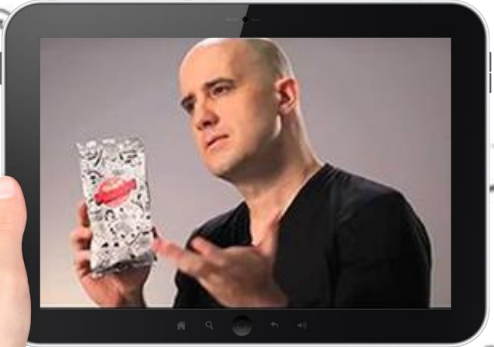
INTERNET IS
BAE

STRAWBERRY
CANDY FLOSS

BELGIAN
CHOCOLATE

COFFEE
HAZELNUT

NOW
BRUH



FUTURE
CONSUMER™

BAKER
STREET



Bruschetta

Handmade and baked with herbs & condiments, these bruschettas taste delectable with every bite



Breadsticks

These handmade breadsticks with subtle flavours of garlic, oregano & sesame are baked to crispy perfection



Pita Chips

Handmade & baked these pita chips seasoned with flavours of jalapeno & cheese & the goodness of multigrain are simply irresistible



Melba Toast

Thin, crisp, toasted bread ready to be layered & relished with your favourite toppings



Biscotti

Loaded with almonds, these luscious handmade Italian style biscotti are pure indulgence

Innovative Products Catering to Indian Festive Habits



kara

**zoom
Holi
PARTY**

Catch the much-awaited Zoom Holi Party with Kara!

When: 16th March, 8 pm onwards
Where: Only on Zoom Channel



**Celebrate this Shivratri
with the range of Fasting Flours**

Kuttu Atta
Samak Atta
Upwas Parantha Atta
Rajgira Atta
Singhara Atta

Upwas Parantha

Samak Paratha

Rajgira Rolls

Singhara Halwa

Kuttu Pooris

**DESI ATTA
COMPANY**

Associating with
various festivals
around the year helps
building a stronger
brand imagery and
recall



**DESI ATTA
COMPANY**

**FUTURE
CONSUMER**

On the blissful occasion of Makar Sankranti, Lohri, Pongal & Bihu
Desi Atta wishes you Prosperity, Peace & Happiness.



Ab Holi
mein khoob jamega Rang,
“ गरमा गरम पकोड़ों ”
Ke Sang!

**DESI ATTA
COMPANY**

Holi Hai

Rang Barse !

Key Initiatives & Associations for Enhancing Brand Awareness

Tasty Treat

TASTY TREAT BHUJIA TVC GOES LIVE



Tasty Treat #FirangiBhujia is all set to unveil its phoren returned story today on your TV screens! Catch the TV ad directed by and starring Tigmanshu Dhulia on your favourite channels













Print ads in **BombayTimes** & **DelhiTimes** on 25th March

Watch out for the new Kara TVC, tune into **Sarabhai v/s Sarabhai TAKE 2**



WATCH TVC ▶

From today on **Hotstar**

So spread the word, share the video and get ready to step into **#FastFreshness** from today.

hotstar 

kara 

FUTURE CONSUMER  **Gulfood**



FUTURE CONSUMER LIMITED AT GULFOOD 2017

With **95,000** global visitors from **120** countries, Gulfood is the world's largest food and beverage exhibition and we are there at the India Pavilion.

kara

GET A **COMPLIMENTARY KARA REFRESHING WIPES** WITH EVERY PURCHASE OF CAPRESE BAG

CAPRESE





DISTRIBUTION NETWORK & CHANNEL MIX

Distribution Network Spanning across Channels



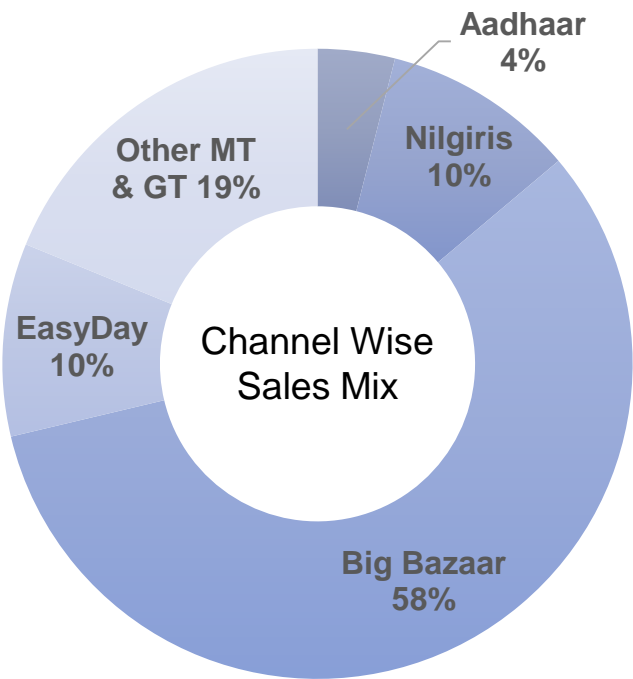
Future Group Stores*:

>1000 / 750



Rajasthan FPS*:

>5,750 / 1,200



Other Modern Trade*:

>240 / 50



General Trade*:

>20,850



11,500



11,000

Other GT

2,000

/ 12,600



* FY17 Stores / FY16 Stores

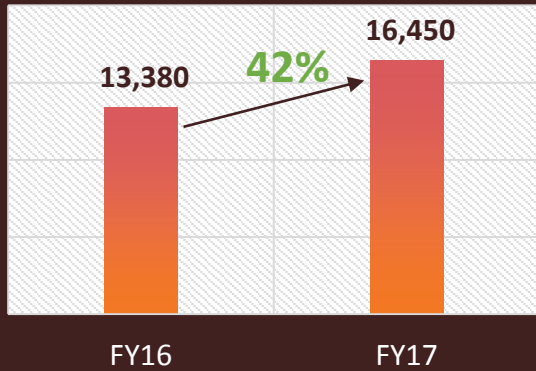


FINANCIAL UPDATE

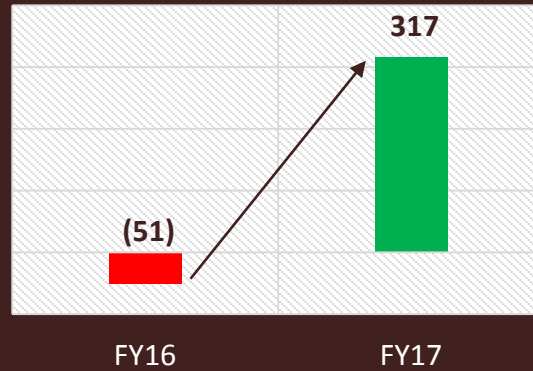
FCL FY17 Performance Snapshot – Standalone & Consolidated

Standalone Summary

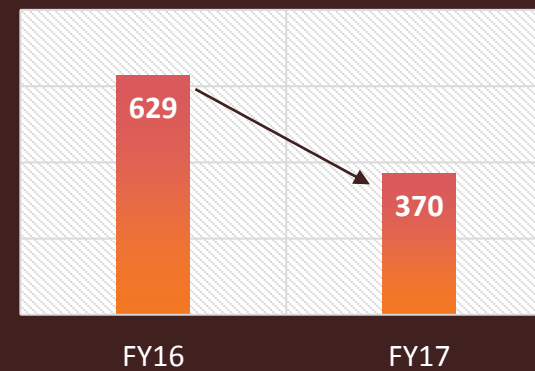
Top Line Growth



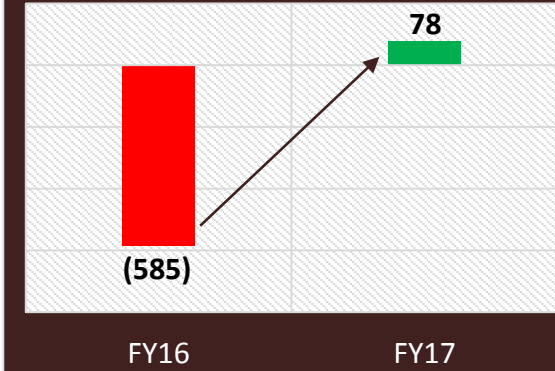
EBITDA Improvement on the Back of High Growth and Efficiency



Interest Expense Declined by INR259 mn

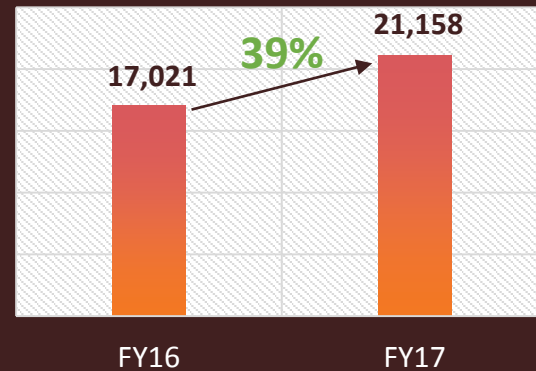


Reported Profit for the 1st time

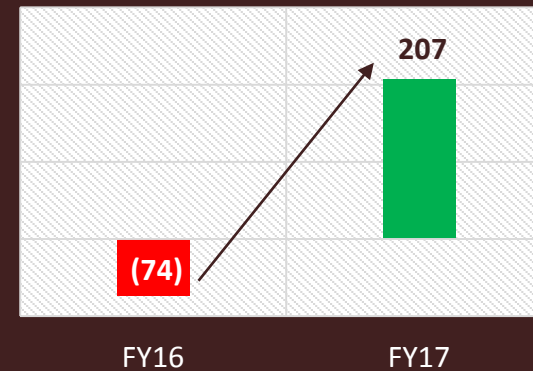


Consolidated Summary

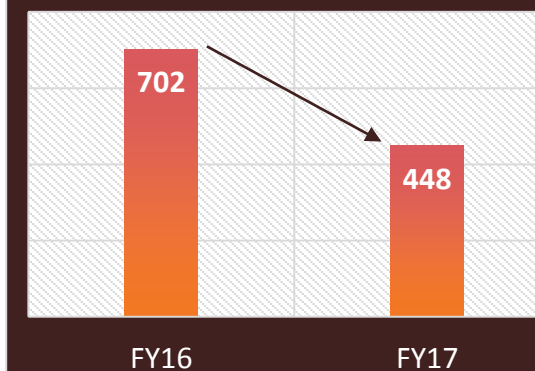
Top Line Growth



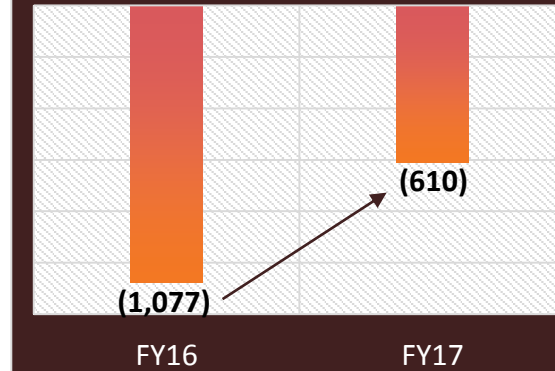
EBITDA Improvement on the Back of High Growth and Efficiency



Interest Expense Declined by INR254 mn



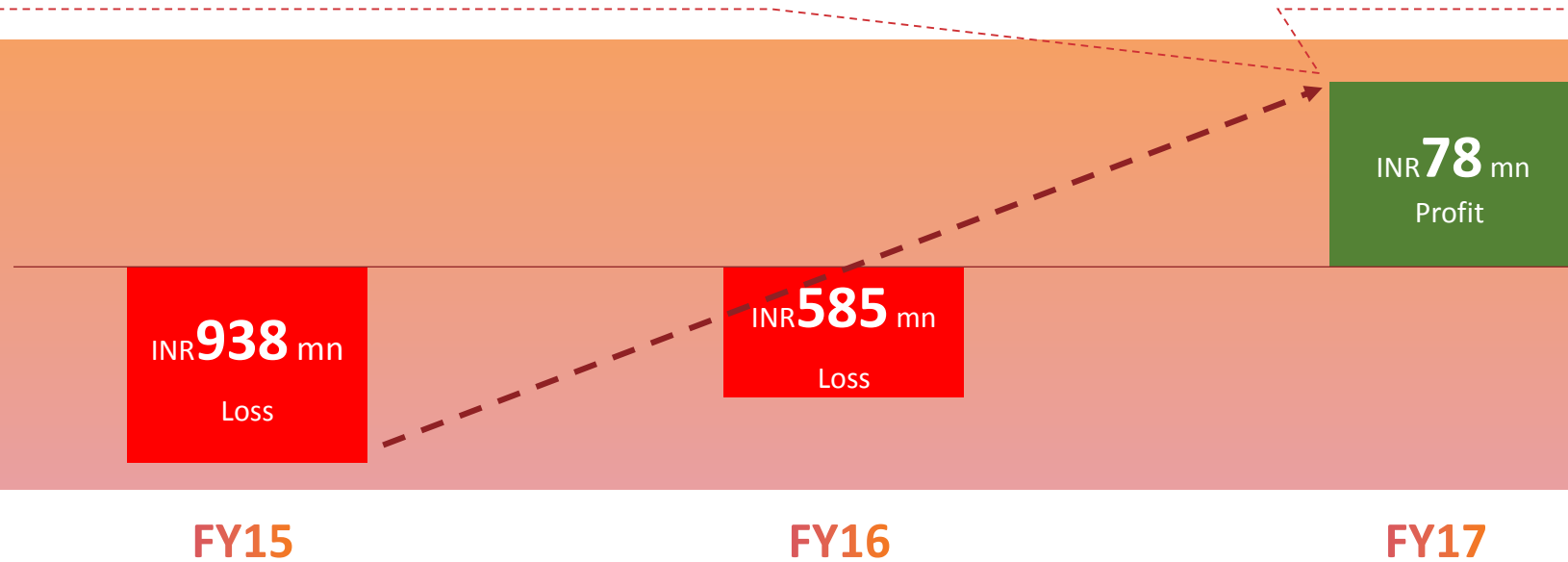
PAT loss narrowed by INR467 mn



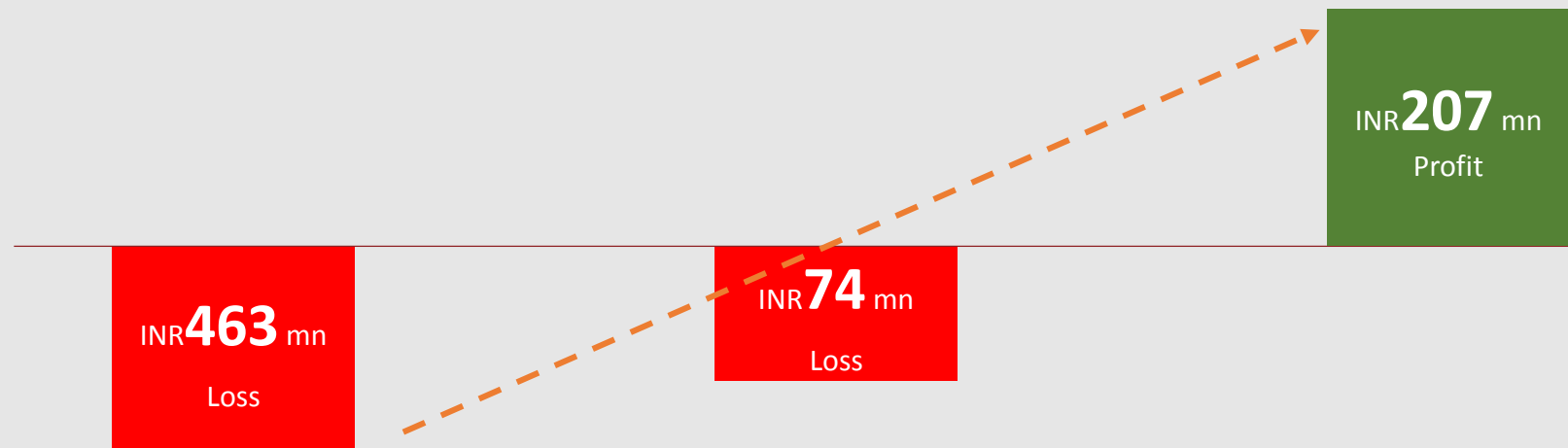
Evolution of Profitability Over the Last 3 Years

Standalone Business constituting ~78% of Total Top-line, achieved Bottom-line profitability

**Standalone PAT
Turnaround
over Last 3
Years**



**Consolidated
EBITDA
Turnaround over
Last 3 Years**



Standalone Income Statement – Q4 & FY17

FY 2015-16		Particulars (INR Mn)	FY 2016-17	
Q4	FY16		Q4	FY17
3,193	13,331	Sales	4,140	16,400
12	49	Other Operating Income	10	50
3,205	13,380	Total Income from Operations	4,150	16,450
2,753	11,622	COGS	3,598	14,307
452	1,758	Gross Margin	552	2,143
14.1%	13.1%	Gross Margin%	13.3%	13.0%
-5	-40	Other Income	-2	-39
433	1,849	Other Operating Cost	456	1,866
24	-51	EBITDA	97	317
0.7%	-0.4%	EBITDA%	2.3%	1.9%
21	152	Depreciation	25	172
210	629	Interest Expense	74	370
-54	-244	Interest Income	-104	-305
-153	-588	PBT	102	80
-3	-3	Tax	2	2
-151	-585	PAT	101	78
-4.7%	-4.4%	PAT %	2.4%	0.5%

Topline Growth **42%**

EBITDA INR**317** mn vs INR-51 mn

Interest Expense Decline INR**259** mn

PBT Turnaround of INR**667** mn

PAT INR**78** mn vs INR-585 mn

Note: 1) Q4 FY16 and FY16 includes convenience stores which were franchised in Feb'16

2) Growth numbers on Like to like basis, excluding impact of convenience stores franchised effective from Feb'16

Consolidated Income Statement – Q4 & FY17



FY 2015-16		Particulars (INR Mn)	FY 2016-17	
Q4	FY16		Q4	FY17
4,153	16,869	Sales	5,295	20,995
45	152	Other Operating Income	39	164
4,198	17,021	Total Income from Operations	5,334	21,158
3,558	14,467	COGS	4,597	18,231
640	2,553	Gross Margin	738	2,928
15.2%	15.0%	Gross Margin%	13.8%	13.8%
-36	-90	Other Income	-31	-110
646	2,717	Other Operating Cost	712	2,831
30	-74	EBITDA	57	207
0.7%	-0.4%	EBITDA%	1.1%	1.0%
60	284	Depreciation	70	326
229	702	Interest Expense	88	448
-27	-183	Interest Income	-49	-140
-232	-877	PBT	-52	-427
-3	-2	Tax	2	9
-67	-202	Share of JV, Associates & Minority Interest	-47	-174
-296	-1,077	Consolidated PAT	-101	-610
-7.1%	-6.3%	PAT %	-1.9%	-2.9%

Topline Growth **39%**

EBITDA INR **207** mn vs INR -74 mn

Interest Expense Decline INR **254** mn

PBT INR **-427** mn decreased by ~50%

PAT Loss narrowed by INR **467** mn

Note: 1) Q4 FY16 and FY16 includes convenience stores which were franchised in Feb'16

2) Growth numbers on Like to like basis, excluding impact of convenience stores franchised effective from Feb'16

Consolidated Balance Sheet

Particulars (INR mn)	As on	
	31-Mar-16	31-Mar-17
Shareholder's Fund	5,545	8,885
Minority Interest	122	78
Gross Debt	5,391	4,714
<i>Less: Cash and Cash Equivalents</i>	370	475
Net Debt	5,021	4,239
Net Adjusted Capital Employed	10,688	13,202
Fixed Assets	4,384	5,173
Goodwill and Intangibles	3,948	4,163
Net Current Assets & Others	2,356	3,866
Total Net Assets	10,688	13,202

- ❖ Net Debt has declined by INR 782 mn over last year
- ❖ While the Top Line witnessed a growth of 39% in FY17 the Balance Sheet grew only by 24% YoY



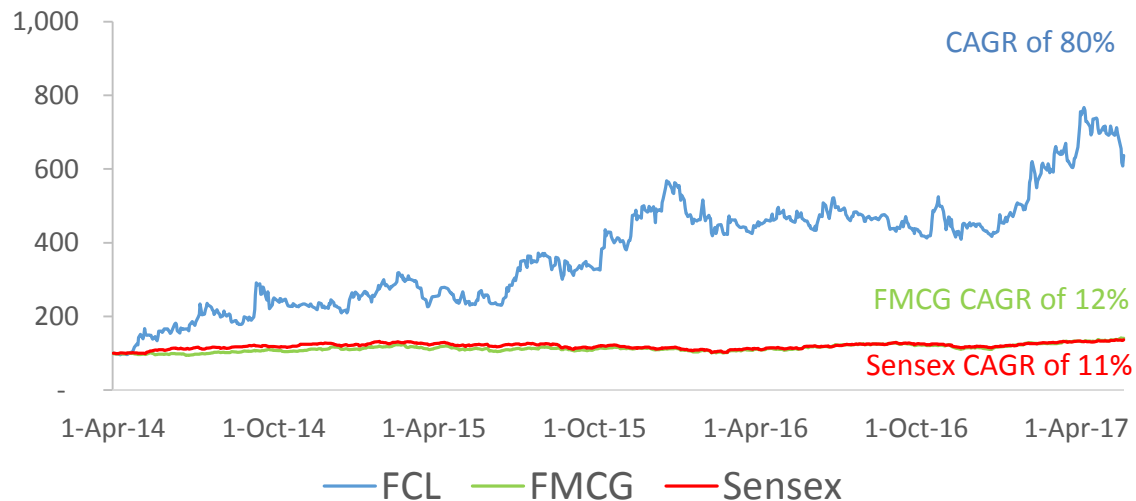
VALUE CREATION

Value Creation for Stakeholders

Stock Exchange Data (as on 25th May, 2017)

Market Capital (in INR mn)	50,789
Shares Outstanding	1,662,492,238
Free Float (%)	56%
Symbol (NSE / BSE)	FCONSUMER / 533400

FCL vs FMCG Index & Sensex (1st April 2014 – 25th May 2017)

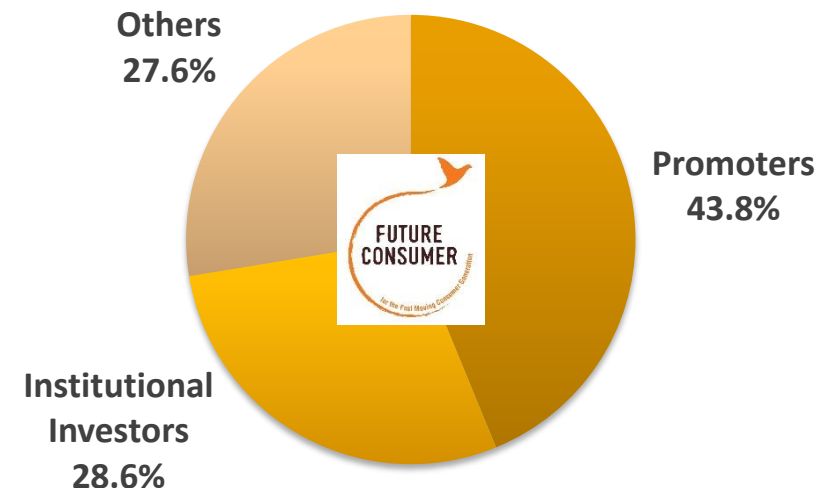


While the FMCG Index grew at a CAGR of 12% during the period 1st April 2014 to 25th May 2017, FCL Market Cap grew at a CAGR of 80% over the same time period

Top Institutional Holders

Top Institutional Holders	% Holding
Arisaig	8.1%
Verlinvest	7.5%
Proterra	7.0%
IFC	3.1%

Note: Shareholding based on Fully Diluted Basis



Thank
You

**FUTURE
CONSUMER**

for the Fast Moving Consumer Generation

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