FUTURE CONSUMER LIMITED *(Formerly Future Consumer Enterprise Limited)*
Corporate Office : 247 Park, Tower "C", 8th Floor, LBS Marg, Vikhroli (W), Mumbai - 400 083
(T) +91 22 6119 0000 | www.futureconsumer.in
Regd. Office : Knowledge House, Shyam Nagar, Off JVLR, Jogeshwari (East), Mumbai - 400 060
(T) +91 22 6644 2200 | CIN: L52602MH1996PLC192090

30th September, 2019

To,
The Secretary
Department of Corporate Services
BSE Limited
P. J. Towers, Dalal Street,
Mumbai – 400 001.
Scrip Code: 533400

To,
Asst. Vice President -Listing
National Stock Exchange of India Limited
Exchange Plaza,
Bandra Kurla Complex,
Bandra (East), Mumbai-400 051
Scrip Code: FCONSUMER

Dear Sir,

Sub: Updates - Intimation of schedule of Investor(s) Meeting

In continuation to our earlier intimation dated 21st September, 2019 for schedule of Investor(s) Meeting for "Interaction with Management", please find enclosed herewith presentation made to the Investor(s) at the aforesaid meeting.

The said presentation is also hosted on the Company's website www.futureconsumer.in.

Kindly take the aforesaid on record in compliance with the provisions of the Securities and Exchange Board of India (Listing Regulations and Disclosures Requirements) Regulation, 2015, as amended and acknowledge receipt.

Yours truly,
For **Future Consumer Limited**

Manoj Gagvani
Company Secretary & Head - Legal

Encl.: as above



FMCG 2.0

September 30, 2019

Key Pillars of FMCG 2.0

Data Science

FCL works with a huge amount of real time consumer data that drives (almost) every decision and strategic direction within the company

Integrated Value-chain

Right from sourcing to manufacturing to supply chain and distribution, FCL ownership of the entire value chain enables velocity, launch, prototype, destroy and scale



Multiple Categories

Our brands span across food, home care, personal care, and beauty

Digital Distribution Network

FCL uses modern retail and digital commerce as the key distribution platforms for its brands

With Data And Customer Proximity, FCL Is Building Brands And A Predictive, Responsive, Real-time Organization To Acquire The Lifetime Value Of A New Generation Of Indian Consumers

FCL Categories



Food and Beverages



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



Providing only the finest quality ingredients sourced from the best origins



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



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



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



Bringing deliciousness from all over India to your plate



Wholesome daily essentials with untouched goodness of nature



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



Discover the master chef in you with these magic mixes!



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

Home Care, Personal Care, Beauty



JV Brands

DREAMERY

An exciting range of dairy products providing a richer, trusted & delightful sensorial experience

FonterraFuture DAIRY™

Sensible Portions®

You need not compromise on taste when choosing a better-for-you snack.

TERRA real vegetable chips

You've never experienced vegetables like this

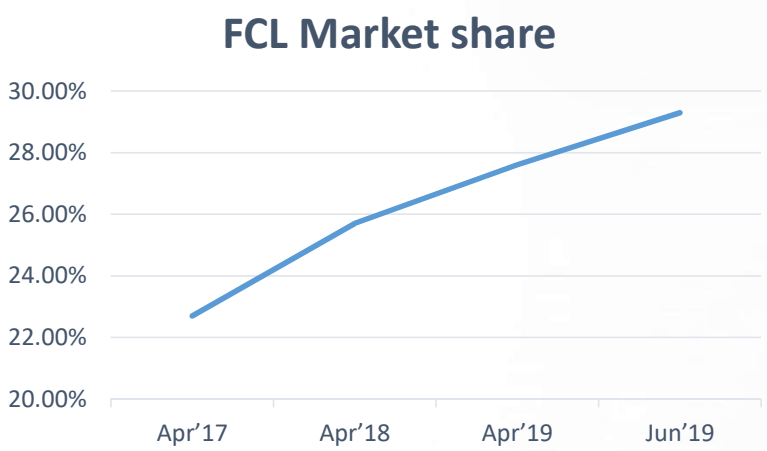
HAIN FUTURE

Swiss Tempelle™

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

mibelle GROUP

FCL Has Gained More Than 50% Market share In 30 Categories





Note: Market share number refers to category share in the Future Group Universe

We have created brands for a large number of exciting categories and also found opportunity in new categories

We also identified and developed strong partnerships with global category leaders

Namkeens & Sweets	Biscuits	Personal Care	Dairy	Healthy Munching
Bikano	pladis	mibelle GROUP	FonterraFuture DAIRY™	Hain Future

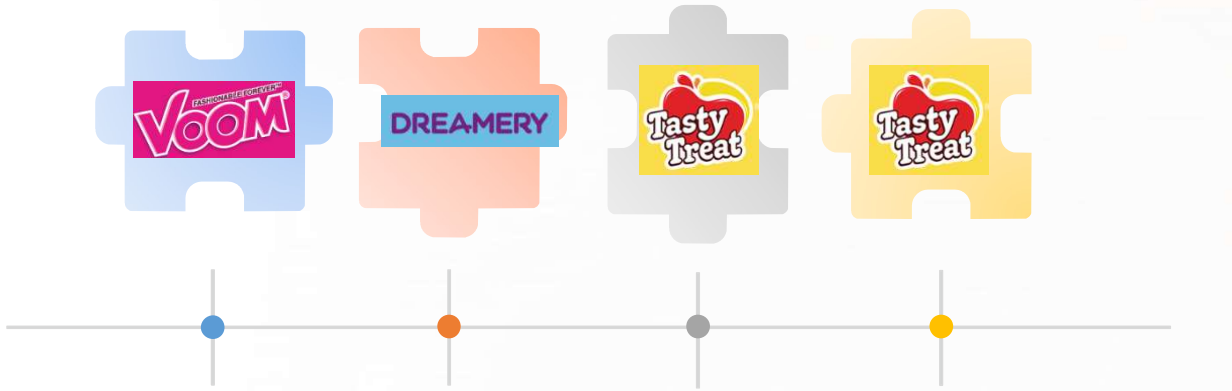
FMCG 2.0

Multiple Categories

Our brands span across **Food & Beverages, Home Care & Personal Care, And Beauty**

FCL Entered 4 Challenger Categories

Win in the largest mainstream FMCG categories with new consumer insights and data



Detergents

Market Size: ₹25,000cr

Dairy

Market Size: ₹400,000cr; 25% Organized Market

Biscuits

Market Size: ₹30,000cr

Potato Chips & Namkeens

Market Size: ₹28,000cr

Note: Data as of Q1 2020

India’s First Fashion-Forward Fabric Care Brand





Voom steers clear of stain and surface cleaning to second order benefits. It is not just created in chemical labs, it is **designed in fashion studios.**

Product ingredients sourced from global industry leaders such as **Milliken, Novozymes, BASF, Mane and Fermenich**

Product Testing and Technical Validation: Intertek

Brand & Packaging Developed by Elephant Design

Advertising Agency: TBWA India

1 out of every 4 large format FMCG consumer has bought Voom Detergent Liquid

How We Are Promoting Voom

In-store Push With Pink Carpet



Cross Promotion



Voom's association with fbb through neck tags led to high visibility with zero marketing expense



Other Visibility: Co-branding with Bengal Warriors



All Garment Labels Carry Wash Care Labels & Voom Outer Tags







Biscuits: Creating Value Through Differentiation



Tasty Treat brings in a competitive offering and is innovated with pack sizes and many differentiated variants

FCL has partnered with global snacking giant Pladis, whose portfolio includes brands such as McVitie's, for biscuit manufacturing.

We are selling these products priced at par with other leading national brands in this category.

1 out of every 7 FMCG customers
in large format stores buys Tasty Treat Biscuits

Tasty Treat Is Buzzing India's Biscuits Category

Tasty Treat – Chai Marie



For the first time in India, Tasty Treat has introduced a Finger marie. Marie lovers can now simply enjoy *chai* by easily dunking the **finger shaped Marie** in tea. Instead of breaking the old styled round shaped one biscuit into two pieces.

Tasty Treat – Thin Cookies



We have introduced a new category with Tasty Treat Thin Cookies. Inspired from the Swedish Thins, our cookies come in **innovative flower like shape** and are available **in 3 exciting flavors** – Ginger, Chocolate and Coconut.

Chips & Namkeens in India's Favourite Variants

Potato-based Chips



The biggest launch in the Tasty Treat Munching portfolio is here! We have 5 exciting flavors in potato based chips with **Cheese being an innovative and never tried before flavor** in the chips market.

1 out of every 3 customers in large format stores buys Tasty Treat Potato chips

Namkeens



We are excited to launch our 5 best-selling variants with **one of the most reputed manufacturers in India – Bikano.**

1 out of every 5 customers in large format stores buys Tasty Treat Namkeens

Winning Customers With Innovative Flavours



Munching & Namkeens is a high engagement, fast moving category in the FMCG industry.

We have revamped this category and strengthened our portfolio with new launches.

We have been able to set a new quality benchmark and believe that we are ready to face any competition with superior quality and taste.

How We Are Promoting Tasty Treat

In-store Marketing Initiatives





Outside Visibility







The biggest ever “Taste ka attack” commercial launched on TV during IPL

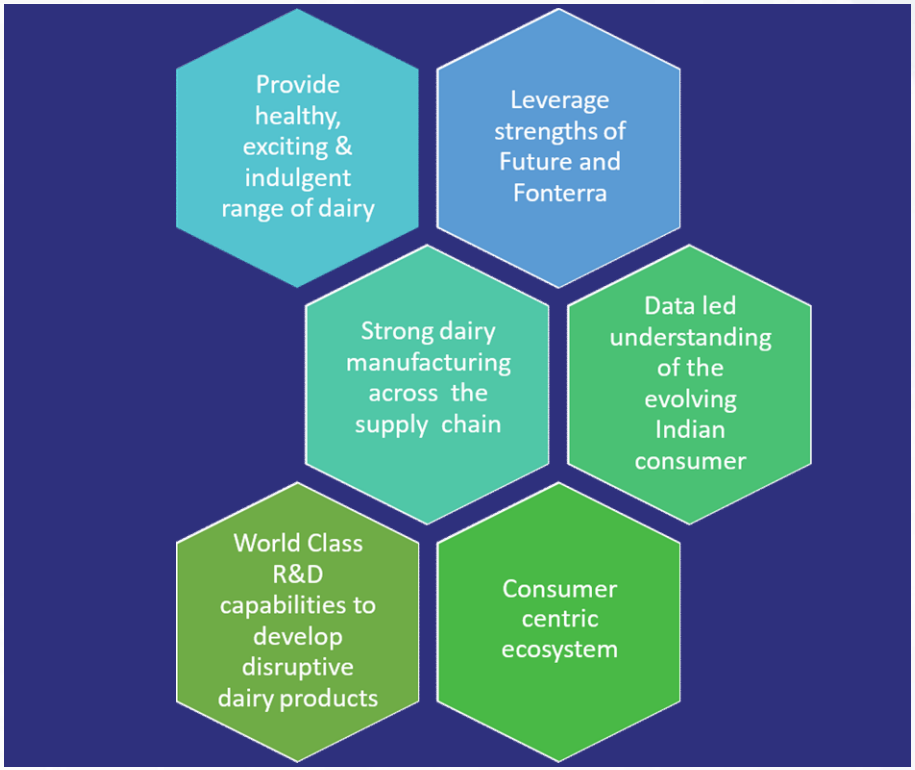
Dairy 2.0 Promise to Address New India

FonterraFuture DAIRY™

DREAMERY

130 YEARS OF TRUSTED DAIRY





Launch Portfolio



Toned Milk: 1L



Chocolate Milkshake: 180ML



Strawberry Milkshake: 180ML



Base Curd: 200G/ 400G

How We Are Promoting Dreamery

In-Store Push & Sampling







Cross Promotion

Future Pay App integration – Banners & Offers



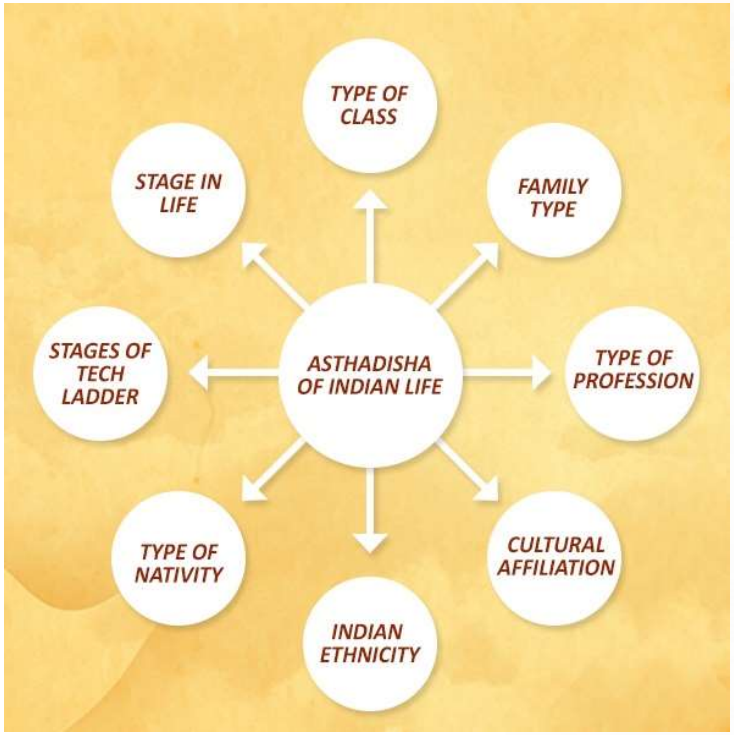
1 out of every 10 customers
in large format stores buys Dreamery Flavoured Milk

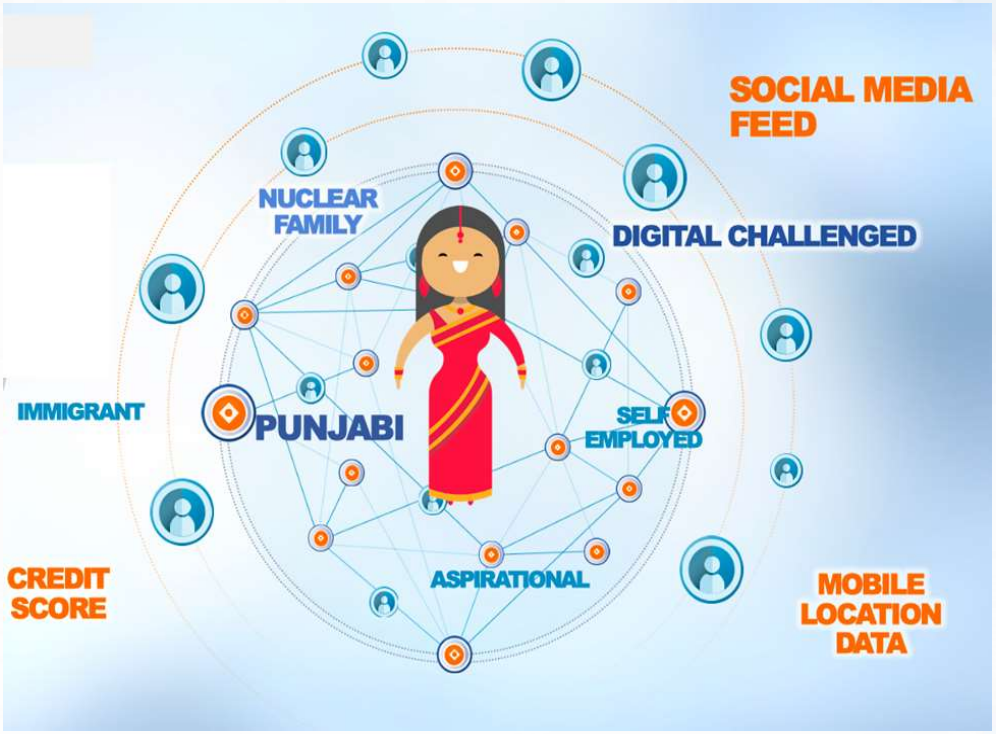
FMCG 2.0

Data Science

FCL works with **real-time consumer data** that drives (almost) every decision and strategic direction within the company

FCL Is The Only FMCG Company That Gets Offtakes Data With One-day Lag





FCL Uses Data To Predict Customer Cohorts That Will Be The Early Adopters Of A New Category Or Brand



Data Science Helps Us Optimize Product & SKU Mix For Each Channel Allowing Us To Leverage The Integrated Value Chain



Data Science Is Driving More Optimized Sampling Of Products, Creating Suggestive Baskets And Exploring Subscriptions To Acquire Lifetime Value Of Consumers



Our Member Data Enables Us To Deliver Frequency, Understand Repeats, Create Recency-based Prompts, Promotions And Alerts To Our Customers



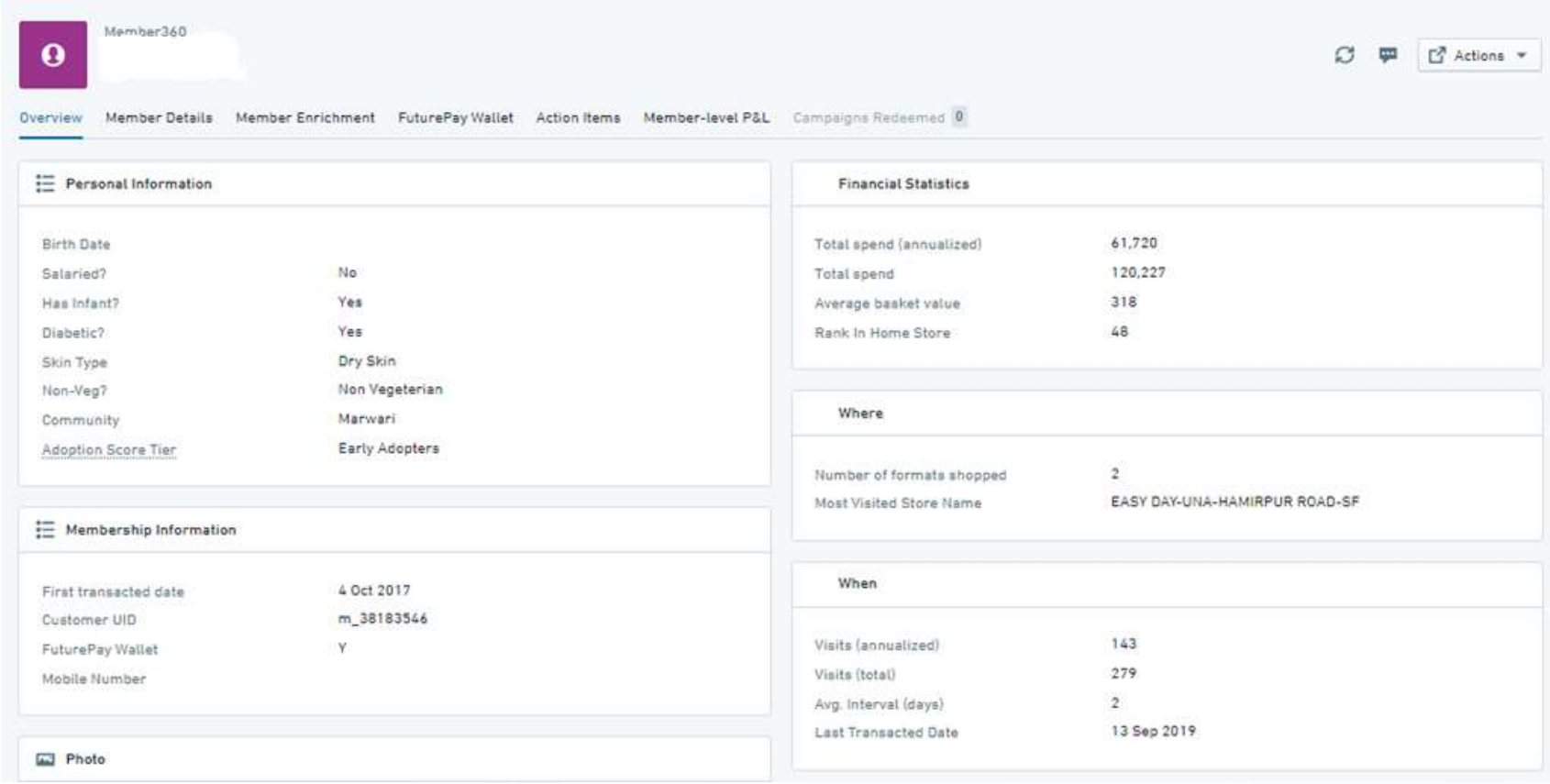
Improving Freshness And Velocity

Rationalization of portfolio across the organization, build the core and continuously reduce the tail. – Businesses aligned to stock to cash norms and guidelines
Visibility to daily **Offtakes** enable us with better **demand sensing and forecasting**
Created a **smarter product supply organization** to build synergies for back end mind to market/ farm to plate. This is enabling faster stock-to-cash cycles
Smart network design of supply chain - to reduce the distance travelled of inventory before it reaches consumer plates

Data Science Is Helping Us Read Early Signals, Prototype Our Launches And Test Various Hypothesis



A Snapshot of Member Data Dashboard



FCL Uses Data Science For New Product Development

FCL Used Data To Break The Myth That Detergents Is A High Stickiness FMCG Category

Our members keep switching between laundry brands at our stores

Date	Product Desc
2017-08-30	Brand A
2017-08-24	Brand B
2017-08-22	Brand A
2017-08-11	Brand C
2017-08-04	Brand D

Member 1

Date	Product Desc
2019-03-31	Brand A
2019-03-14	Brand B
2019-01-22	Brand C
2018-12-17	Brand D
2018-10-08	Brand E
2018-04-25	Brand F

Member 2

Date	Product Desc
2019-03-29	Brand A
2019-03-29	Brand B
2019-03-04	Brand B
2019-03-04	Brand C
2019-03-04	Brand D
2018-12-16	Brand E
2018-09-29	Brand C
2018-09-29	Brand C

Member 3

FCL Uses Data Science For Marketing and Promotions

Case in Point: Desi Atta Company

We used community specific data insights to target the fasting community of Gujaratis and Maharashtrians during Ekadashi

Community	Desi Atta Sales %	Overall Food Sales %	Index
NORTH INDIANS	37%	35%	**106%**
SIKH / PUNJABI	19%	22%	**83%**
BENGALI	9%	9%	**100%**
MUSLIM	5%	7%	**68%**
MARWARI	6%	6%	**97%**
MARATHI	6%	4%	**104%**
GUJARATI	4%	3%	**147%**
ORIYA	3%	3%	**120%**
JAIN	2%	2%	**104%**
SINDHI	2%	2%	**92%**
TELUGU	1%	2%	**103%**
KANNADIGA	2%	2%	**84%**
CHRISTIAN	1%	2%	**116%**
ASSAMESE	1%	1%	**91%**
JATT	1%	1%	**86%**
TAMIL	1%	1%	**85%**
MALAYALI	1%	0%	**118%**



Targeting the highlighted communities during Ekadashi, resulted in a **10% lift in sales**

Integrated value chain

Right from sourcing to manufacturing to supply chain and distribution, FCL ownership of the entire value chain **enables velocity, launch, prototype, destroy and scale**

Integrated Value Chain Provides An Opportunity To Increase Velocity Of Doing Business

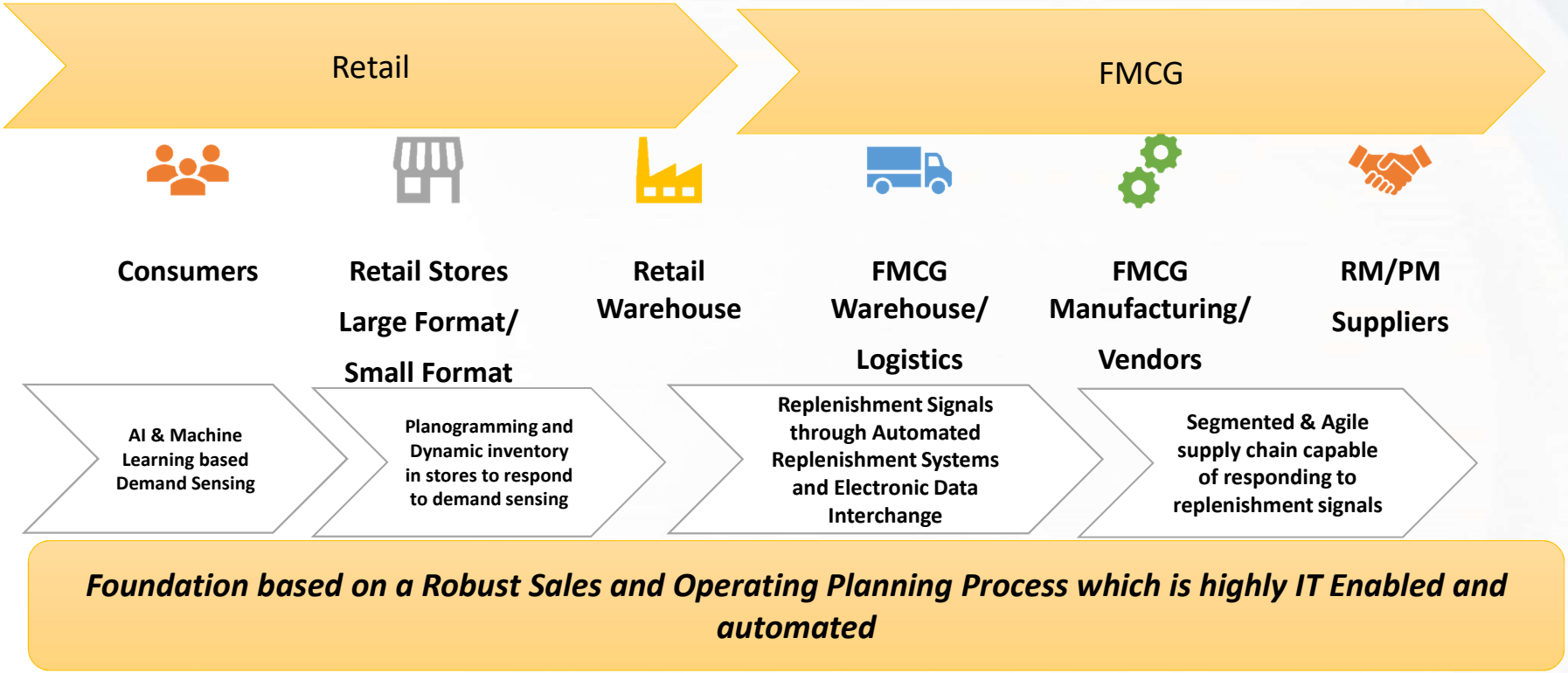


Data flows through our value chain giving us the capability to do demand sensing, enabling velocity, tweaking strategies, and creating an agile response

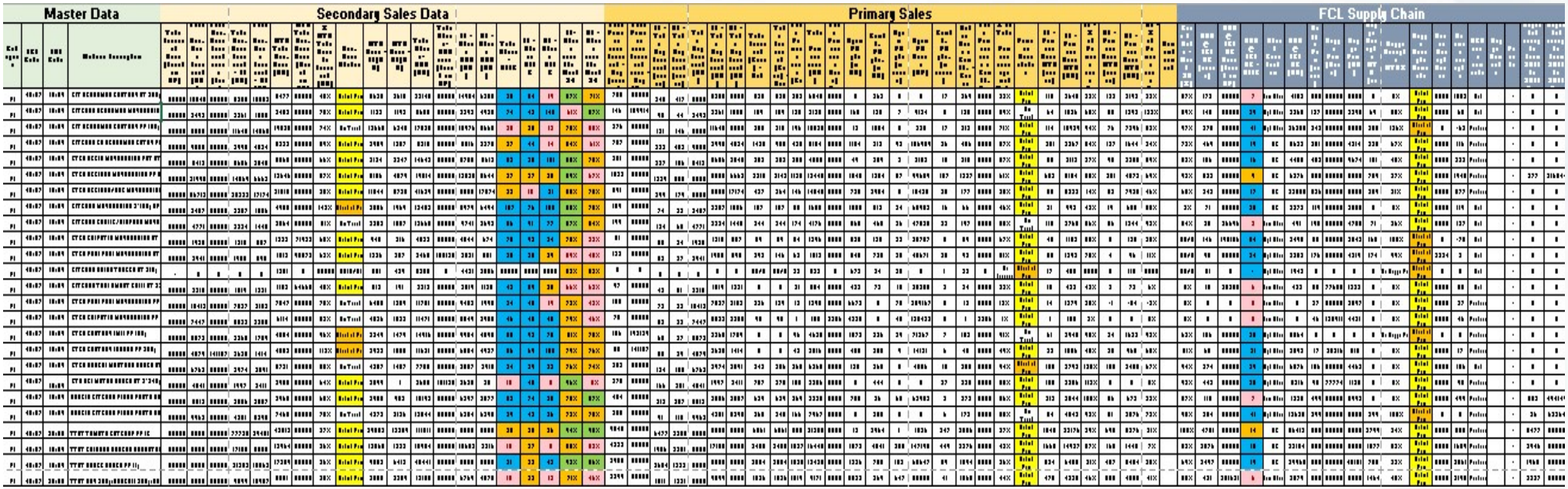
Data Enables Us to Create, Destroy, Grow and Respond with Agility



We Are Creating A Digital & Agile Supply Chain By Investing In Data Science Driven Platforms



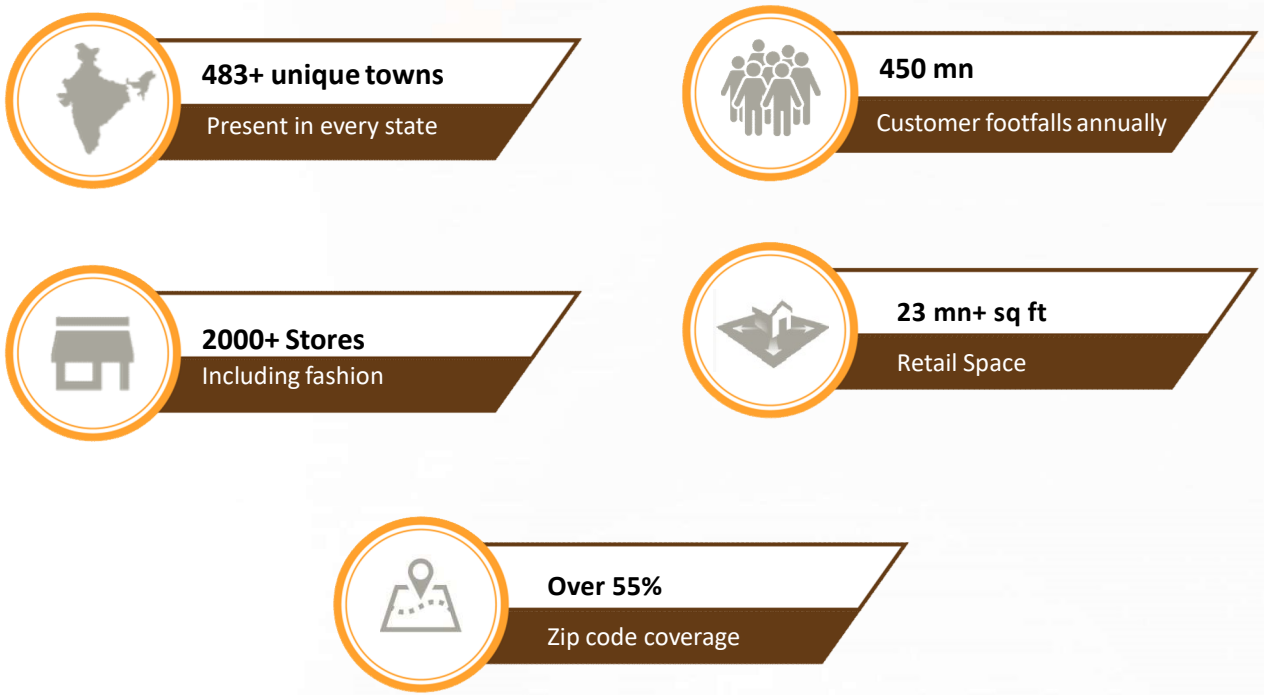
Data Gives Us Best Demand Sensing And Forecasting Abilities



Digital Distribution Network

FCL uses **modern retail and digital platforms** as the key distribution channels for its brands

Future Group Has The Largest Scale And Coverage In India



FCL Is Building A Distribution Network Across Modern Trade Channels, Within And Outside Future Group Network

FG Network

BIG BAZAAR · easyday Club · Pados ki Dukaan · Heritage fresh · WHSmith · Foodhall – for the love of food – · Nilgiris 1905 · AADHAAR WHOLESALE CENTRE

Outside Channels

spencer's · star · Haiko Supermarket · BOOKER WHOLESALE · LuLu · Dorabjee's

Online

amazon · NYKAA

NISSIN

Tasty Treat Wafer biscuits reaches > 30K outlets through this partnership.

kara

Kara reaches > 30K outlets through General Trade

The Urban Reach Is Built & Guaranteed Through Large-Format & Small-Format Stores

We Are Creating A Hub & Spoke Model To Capture Semi-Urban And Rural India

We Have Identified Semi-urban And Rural Markets Which Have Distribution Gaps Of Other Brands

We Want To Build Distribution Strength Using These Gaps

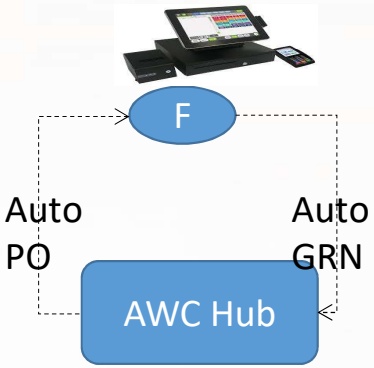
Prioritise Semi-urban & Rural India

- ✓ To fill distribution gaps in national brands
- ✓ To fulfil retailers' requirement of a FMCG organization that is quick and a one-stop refill source
- ✓ To empower and unlock value out of local entrepreneurs building on the retail gene of Future Group



Prioritise Franchises/ Mitras And Smart POS





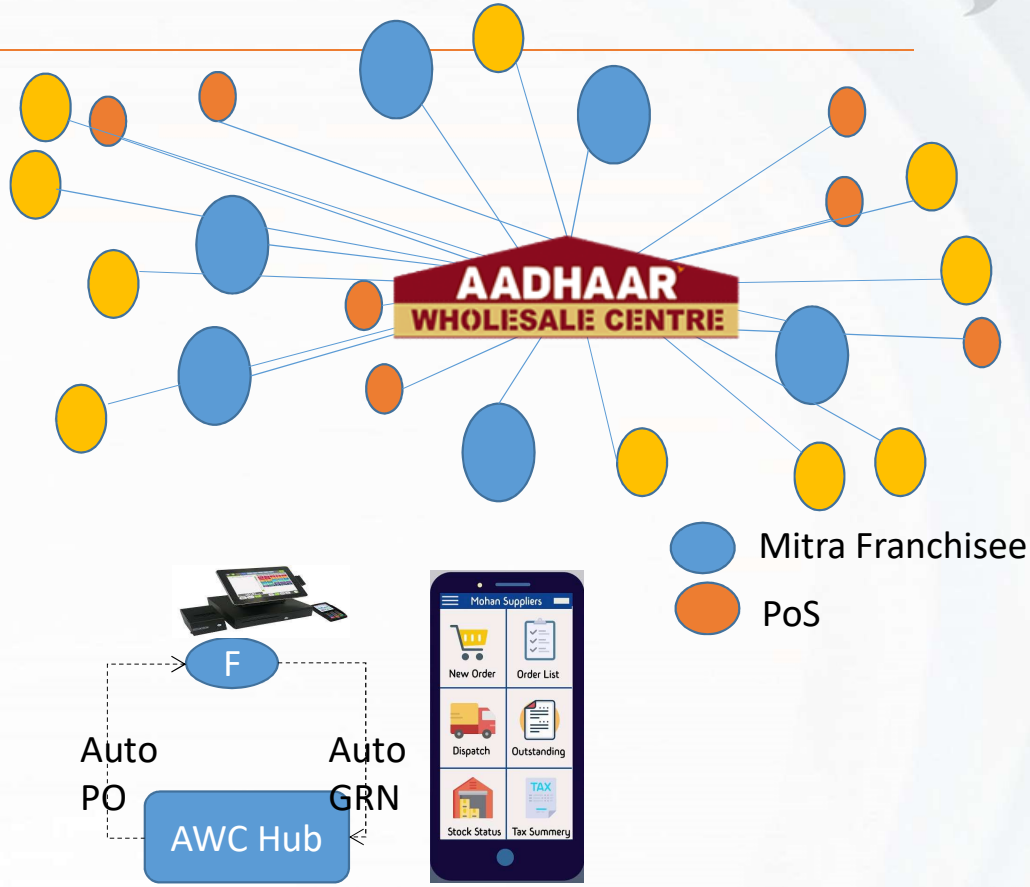


- ✓ To build scale fast, to meet distribution and reach of our own brands
- ✓ Build a low cost, asset-light model
- ✓ Focus on “digital first” acquisition of end consumer sale points, to create a “right to win”

Leverage General Trade Using PoS Platform

Building a Digital First distribution

- ✓ Auto PO generated based on sales at spoke; Auto GRN used to reconcile against this PO
- ✓ Minimal stock held at Mitras - store replenishment within 24 to 48 hours
- ✓ Cheaper acquisition and servicing of GT Footprint with POS
- ✓ Showcase AWCs, with scan and buy, for digital-first discovery, optimized for sqft
- ✓ Customised retailer lifecycle management – promotions, loyalty & rewards, access to credit



We Are Optimizing Our Presence In 3 States

- Punjab
- Gujarat
- Rajasthan

and exploring opportunities to enter new regions…





Expanding Online Footprint

Leverage Amazon's partnership with Future Group to develop it as a significant alternate channel for selling FCL brands. Focus brands for Amazon channel

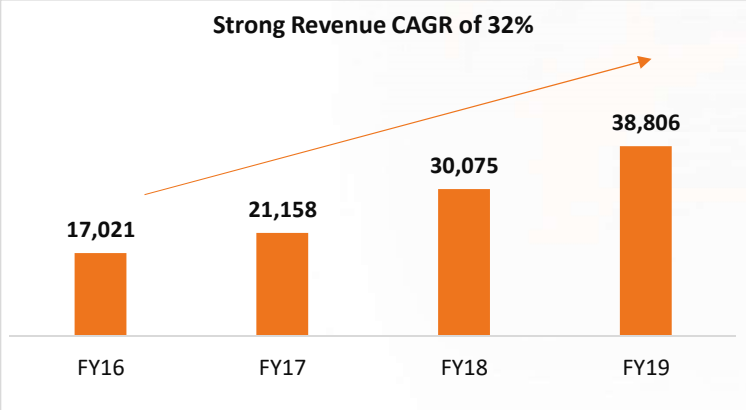
We are already building our beauty brands on Nykaa. We use both Nykaa's on-site and offsite properties for greater visibility, sampling, and brand building. Nykaa helps us access the right target audience through their platforms.

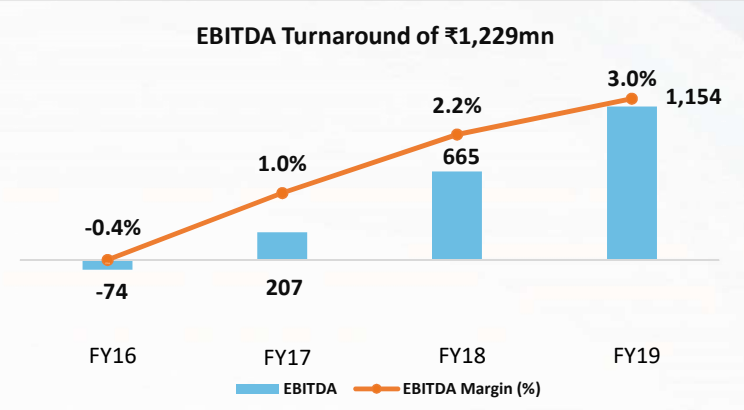
FMCG 2.0

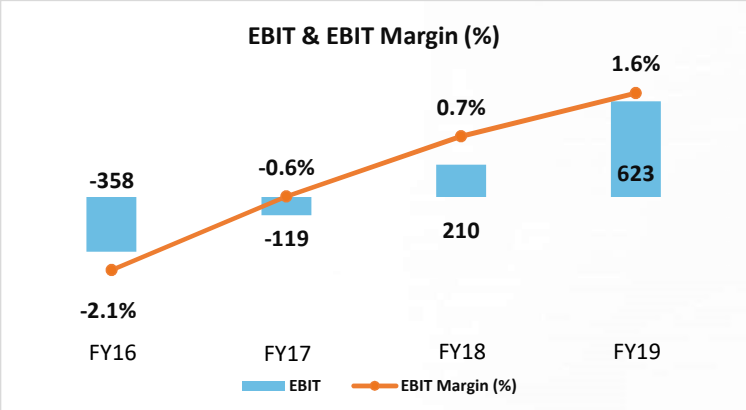
Financial Overview

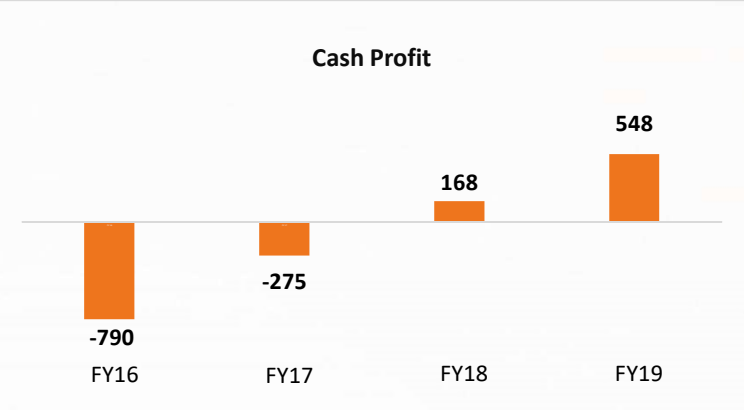
Driving Sustainable Profitable Growth

(₹ in Mn, Unless specified otherwise)





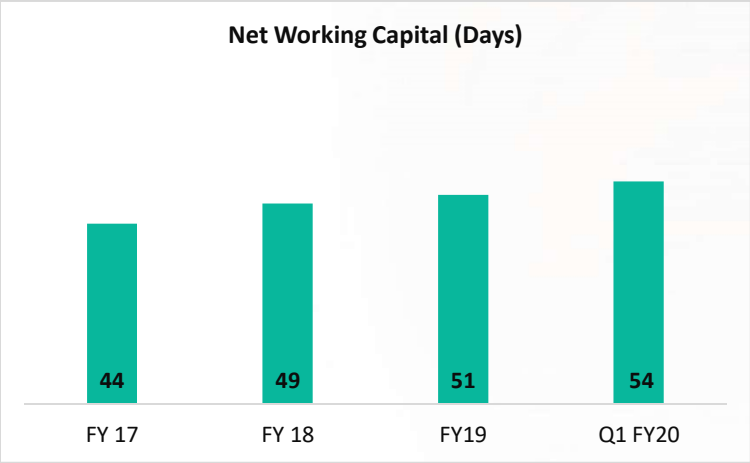


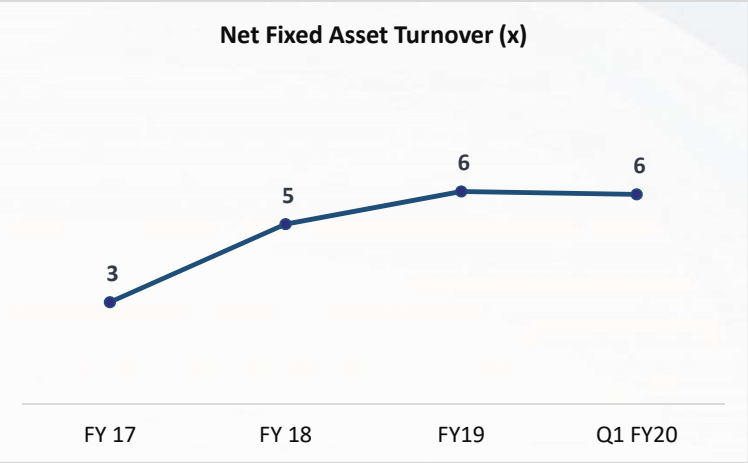


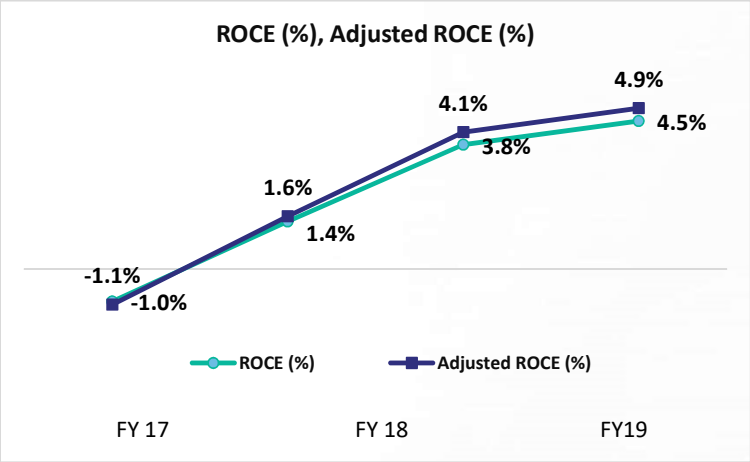
Focus on expanding margins and achieving higher profitability with higher contribution from value added products

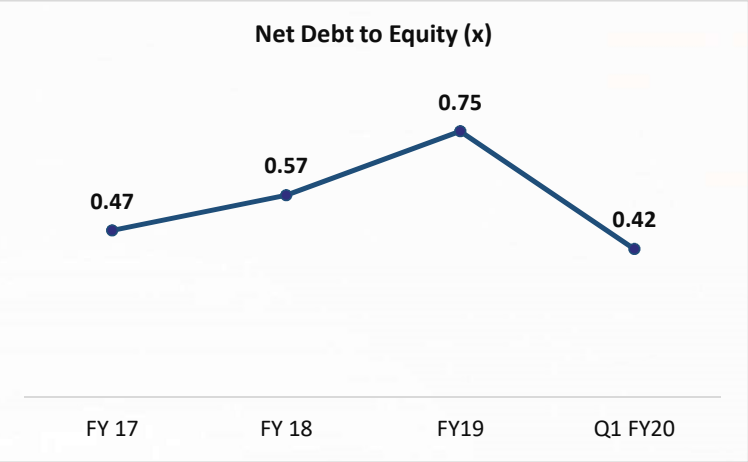
Note: Charts on consolidated basis, Cash profit calculated as Consolidated PAT post JV and Associates + Depreciation + non-recurring items

Geared to Achieve Higher Returns









Note: Charts on consolidated basis, Q1 FY20 financials are not comparable prior period on account of IND AS 116, Q1 FY20 Comparable Numbers: ROCE 4.3%, Adjusted ROCE 5.0%, Fixed Asset Turnover 7x, Post Ind AS 116, Net Debt to Equity excludes impact of lease liabilities and debt portion of CCDs, *adjusted ROCE (%) excludes Investments in JVs and Associates*

ROCE Improvement Initiatives

Sales Mix	• Share of value-added products to go up
Portfolio Correction	• Continuously Revisit tail and non-performing Brands
Pricing	• Correct pricing to offset inflation / reap market share gain benefit
Back End	• Consolidation of vendors, re-negotiating terms
Supply Chain	• Re-organize supply chain to ensure freshness and reduce shrinkage/ expiry

FCL Leadership Team



Ashni Biyani

Managing Director



Narendra Baheti

Executive Director



Ravin Mody

Chief Financial Officer



Sadashiv Nayak

CEO – Integrated Food Business



Jude Linhares

Director, Product Supply Organization



Anand Ramaswamy

Chief – Supply Chain Officer



Joyeeta Chatterjee

Chief People Officer



Satyam Viswanathan

Chief Marketing Officer



Manoj Gagvani

Company Secretary & Head-Legal

Thank you