





A top-down view of various fresh Indian spices and herbs scattered on a white surface. The ingredients include bright green cilantro leaves, vibrant red chili peppers (some whole, some sliced), and pale yellow garlic cloves. A few small, dark brown seeds are also visible. The text "IN INDIA, FOOD IS CULTURE" is centered in a bold, dark brown font.

**IN INDIA,
FOOD IS
CULTURE**





WE LOVE TO FEED AND TO BE FED...

with finger licking indulgence
and those that preserve youth

with new techniques
and the good old ways

with new presentations
and the traditional spreads

with individual tastes
and the community ways

with home cooked meals
and the ready to indulge meals

with the handy packs
and the food hacks

with Maa like cooking
to the smart urban fixing

Future Consumer Enterprise is a
Company that is obsessed about food,
just like the foodie in you.



CORPORATE INFORMATION

BOARD OF DIRECTORS

CHAIRMAN

G.N. Bajpai

VICE CHAIRMAN

Kishore Biyani

WHOLE TIME DIRECTOR

Ashni Biyani

DIRECTORS

Adhiraj Harish

Deepak Malik

Frederic de Mevius

Krishan Kant Rath

Vibha Rishi

STATUTORY AUDITORS

M/s. Deloitte Haskins & Sells

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Corporation Bank

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RBL Bank Limited

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CORPORATE IDENTIFICATION NUMBER

L52602MH1996PLC192090

FORWARD LOOKING STATEMENT

This report contains forward looking statements, which may be identified by their use of words like 'plans', 'expects', 'will', 'anticipates', 'believes', 'intends', 'projects', 'estimates', or other words of similar meaning. All statements that address expectations or projections about the future, including but not limited to statements about the Company's strategy for growth, product development, market position, expenditures, and financial results are forward looking statements. Forward looking statements are based on certain assumptions and expectations of future events. The Company cannot guarantee that these assumptions and expectations are accurate or will be realized. The Company's actual results, performance or achievements could thus differ materially from those projected in any such forward looking statements. The Company assumes no responsibility to publicly amend, modify or revise any forward looking statements, on the basis of any subsequent developments, information or events.

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Inspired by India



LETTER FROM THE VICE CHAIRMAN

Dear Stakeholders,

A few years back, when we had conceived this organization, we had imagined it to be a very unique enterprise. It was born out of a desire to actualize many of the learnings and insights that we had gathered from many years of experience as a retailer and combine these with our retail network's distribution strength. Our objective was to understand and deliver what the future consumers' would expect from food and FMCG brands in the Country.

Food is culture. Food in India defines our identity, our origin and our community. When we looked at food, we noticed, most FMCG players look at what has worked in the world and then bring it to India with the hope that a large marketing and distribution spend will make habits change. But when we look at our customers, we see that India is a unique Country wherein our taste and preferences are very different. We are almost as if genetically differently coded. And not just that, there is a huge diversity and difference in what is consumed, when it is consumed and how it is consumed.

It was thus apparent that there was a space for an Indian food company born out of an Indian understanding and still be modern. The growth of modern retail is giving an unparalleled opportunity to create new brands and whole

new categories of consumption. Being a modern retailer allows us to think multiple categories and multiple brands at the same time. As a retailer - we can test, experiment, prototype very fast and make multiple brands grow. We fail fast, we win faster. Having built the brand expertise, the design expertise, the packaging expertise, the supply chain expertise and having been the retailer to our customers - we know what not to do.

Today, as we look back to the year gone by, there is some amount of satisfaction in what has been achieved. And there is an even bigger ambition of what can be achieved by staying true to our vision of transforming the food and FMCG space in the Country. Our business has grown by 34% since last year, led by our brands business growing by 43%. During the last quarter, our oldest brand, Tasty Treat, achieved a growth of 139%. It was aided by, the brand now offering frozen Indian snacks like samosa, paratha and spring rolls that can prepared at home within a few minutes. The products are developed and entirely manufactured at our food park in Karnataka and are distributed nationally. Similarly, new manufacturing facilities going on-stream at food park is allowing us to introduce brands and products that were barely available in the market - from over forty variants of flour through a new brand Desi Atta Company



Can the humble thali inspire a brand?

A common ingredient that goes into almost every Indian thali is flour. And every thali of each community differs vastly from one another. Desi Atta Company is a brand conceived to cater to various flours used by different communities for different cuisines across India. With over 26 variants introduced in the market and 74 more to come, Desi Atta Company is designed to be delivered on every Indian plate.

to tamarind and date chutney along with five more variants through a new brand, Sangi's Kitchen.

The food park is acting like the rasoi or kitchen of modern India. New products are being created, tested and introduced in the market. Going back to Tasty Treat, among the leading products under this brand is wafer biscuits. Soon, we will be manufacturing these at food park, allowing us to offer better quality and more variants to further grow the brand.

While we are re-inventing the way food and FMCG brands are developed and distributed in the Country, we are also re-inventing how the organization is designed to grow multiple initiatives at the same time. The conventional approach of building a hierarchical organization may not always work, especially when we require the entrepreneurial energy and passion to pursue so many new products, categories and brands. We now have in place an organization that is led by brand entrepreneurs' circles that are supported by resource groups. While the brand entrepreneurs are young, passionate entrepreneurs who think and execute end-to-end, they are supported by resource groups in areas such as talent management, new product development, supply chain, manufacturing, packaging and marketing. Each of these resource groups today are being led by industry veterans and the entire organization is guided by a mentor board of internal and external leaders and board members.

Through our distribution network too, we are bringing in transformation. The Company has partnered with the Government of Rajasthan's public distribution network to upgrade each of the fair price shops and help them sell a wider range of assortment. The Company has shared

its retailing and branding expertise to transform these stores and the Company's brands are now available at 1600 of these stores and during the forthcoming year, it is expected to reach to more than 5000 such stores. This initiative is helping local entrepreneurs and shop owners to do more business and giving more choice and quality to rural consumers. These are in addition to your Company's distribution reach through over 800 modern retail stores such as Big Bazaar, EasyDay, Star Bazaar, Nilgiris, Aadhaar and more. Collectively, these stores attract over 35 crore customers.

The overall Indian FMCG market is estimated to be USD 185 billion, of which the branded portion constitutes merely USD 65 billion. This branded portion of the market is expected to almost double by 2020 and touch USD 240 billion by 2025. At present barely one-third of the market is branded, which is largely skewed towards home and personal care and beverages. Urbanization, growing income levels and aspirations are leading to premiumization and growth of branded products. With a distribution network led by modern retail, your Company is best placed to profit from these trends and create value for consumers, for business partners and for all stakeholders.

We are thankful to you and each of our stakeholders who have become part of our journey and look forward to your continued support, encouragement and enthusiasm in making realize our dream.

Rewrite Rules, Retain Values



Kishore Biyani



New Product Launches for FY 2016-17

KOSH:

There are very few foods that are as filling and healthy as oats. Kosh is conceived as an oats-led brand which will make oats a mainstream food ingredient, taking it out of just being a breakfast ritual. Created and manufactured at our oats processing facility in Sri Lanka.

SWISS TEMPELLE:

A Swiss-made brand developed in joint venture partnership with Swiss consumer goods giant, Mibelle, Swiss Tempelle will offer a growing range of body lotion, body wash and more personal care products.

NILGIRIS:

Flavored milk with tastes as exotic as Strawberry, Coffee Caramel, Mango, Elaichi and Belgian Chocolate are among the many new products that will be introduced through Nilgiris.