

NEW RETAIL

ANNUAL REPORT 2016 - 17



Ms. Soumya B

India One,
Mumbai Native, Salaried Techie

Nuclear Family,
Malayali Calendar

Digital Native
Annual Spend: ₹ 89,468

EXPERIENTIAL CUSTOMER



Mr. Edsel D'Souza

24 years,
Self Employed

Bachelor,
Christian Calendar

New Customer

ACQUIRED ON TWITTER



Mrs. Prachi Mohanty

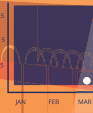
India One, Born in Cuttack,
Lives in Mumbai

Salaried, Mom,
Joint Family, Oriya Calendar

Digital Aspirer
Annual Spend: ₹ 46,870

DEAL SEEKER

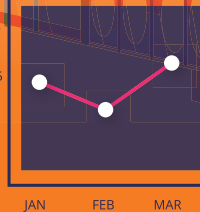
**FREQUENCY
OF STORE VISITS**



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**FREQUENCY
OF STORE VISITS**



FUTURE RETAIL

What happens when the real & the virtual world are seamlessly integrated? What happens when technology integrates our suppliers, warehouses, stores and shopping baskets, allowing data to flow seamlessly across the value chain? What happens when data drives almost every decision on buying, merchandising, fulfillment & operations? What happens when technology platforms operate stores allowing rapid multiplication of store networks? What happens when mass advertising is replaced by one-on-one conversations with every customer? What happens when your world and our world becomes one? That's is the future we are imagining, designing & creating. We call it the

NEW RETAIL

CORPORATE INFORMATION

BOARD OF DIRECTORS

Kishore Biyani
Chairman &
Managing Director
DIN: 00005740

Rakesh Biyani
Jt. Managing Director
DIN: 00005806

Rajan Bharti Mittal
Non-Executive Director
DIN: 00028016

Gagan Singh
Independent Director
DIN: 01097014

Ravindra Dhariwal
Independent Director
DIN: 00003922

Shailendra Bhandari
Independent Director
DIN: 00317334

Sridevi Badiga
Independent Director
DIN: 02362997

**STATUTORY
AUDITORS**
NGS & CO. LLP

**CHIEF FINANCIAL
OFFICER**
C. P. Toshniwal

**DY. COMPANY
SECRETARY**
Virendra Samani

**SHARE TRANSFER
AGENT**
Link Intime India
Pvt. Ltd.

C-101, 247 Park,
LBS Marg, Vikhroli (West),
Mumbai - 400 083.
Tel. No. : + 91 22 4918 6000
Fax No. : + 91 22 4918 6060
www.linkintime.co.in

BANKERS
Allahabad Bank
Andhra Bank
Axis Bank
Bank of Baroda
Bank of India
Central Bank of India
Corporation Bank
Dena Bank
IDBI Bank
Punjab National Bank
State Bank of India
Union Bank of India
UCO Bank
Vijaya Bank

**REGISTERED
OFFICE**
Knowledge House,
Shyam Nagar,
Off. Jogeshwari-Vikhroli Link
Road, Jogeshwari (East),
Mumbai - 400 060.
Tel. No. : + 91 22 6644 2200
Fax No. : + 91 22 6644 2201

**CORPORATE
OFFICE**
247 Park, 'C' Tower,
LBS Marg, Vikhroli (West),
Mumbai - 400 083
Tel. No. : + 91 22 6119 0000
Fax No. : + 91 22 6199 5019

WEBSITE
www.futureretail.co.in

**INVESTOR
EMAIL ID**
[Investorrelations@
futureretail.in](mailto:Investorrelations@futureretail.in)

**CORPORATE
IDENTITY NUMBER**
L51909MH2007PLC268269

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SNAPSHOT

Average ticket size & average value per piece of merchandise grew substantially, helped **12% same store growth**.

OPERATIONAL HIGHLIGHTS

FY 2016-2017

Customer Entry	~300 Million
Merchandise Units Sold	~1.2 Billion
Average Ticket Size	₹ 1,155
Growth in Ticket Size	~11%
Average Value Per Piece	₹ 143
Growth in Value Per Piece	~17.4%
Same Store Sales Growth	12.0%
New Operational Space	1.64 Million Sq. Ft.

KEY RATIOS

FY 2016-2017

Capital Employed	₹ 3,797 crore
Equity	₹ 2,554 crore
Net Debt / Equity Ratio [#]	0.34
ROE	15.5%
ROCE	16.9%
Inventory Days	80*
Creditor Days	59*

[#] For the purpose of this ratio OCDs have been considered as part of Equity

* On Income from Operations

A **3.4% expansion in EBIT** through the year, coupled with inventory optimised to 80 days in FY17, delivered a **Return on Capital Employed of 16.9%.**

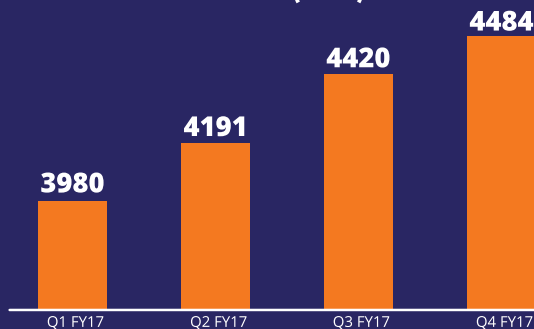
FINANCIAL HIGHLIGHTS

FY 2016-2017

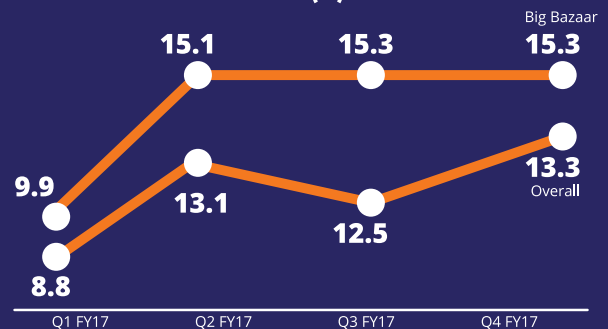
Income from Operations	₹ 17,075 Crore
Gross Margins	24.8%
EBIT	₹ 573 Crore
EBIT	3.4%
PAT	₹ 368 Crore
PAT	2.2%
EPS	₹ 7.8

QUARTERLY PERFORMANCE

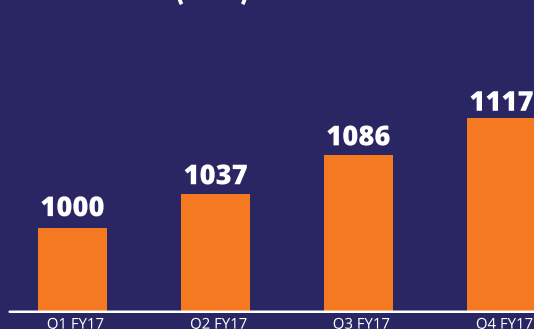
INCOME FROM OPERATIONS (Rs.Cr.)



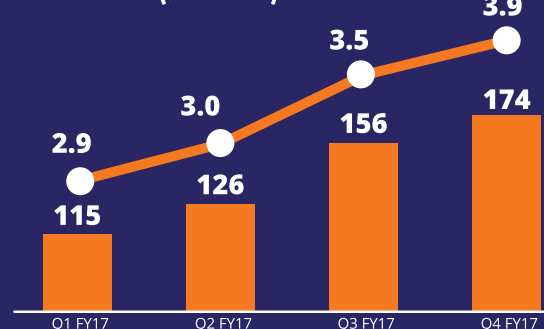
SAME STORE SALES GROWTH (%)



GROSS MARGIN (Rs.Cr.)



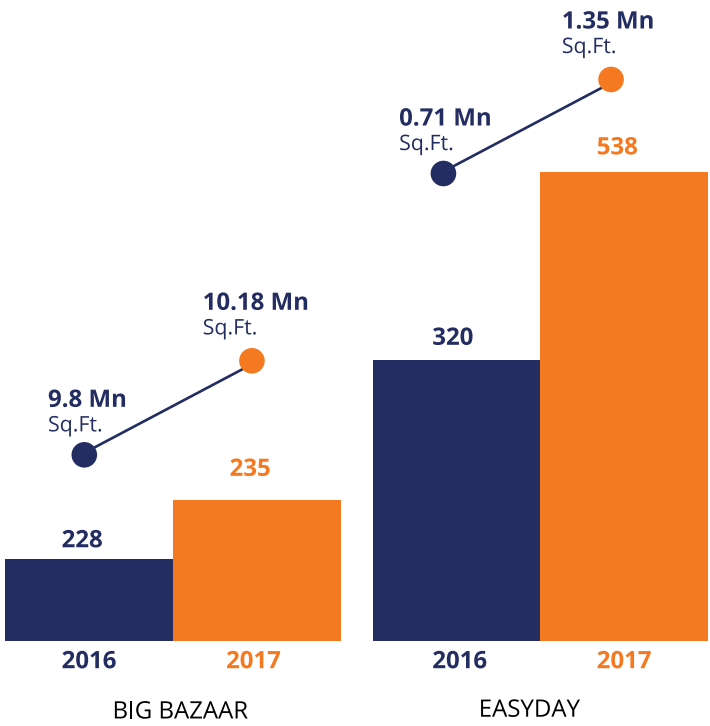
EBIT MARGIN (% & Rs.Cr.)



NATIONAL FOOTPRINT

The diversity and heterogeneity of the Indian market makes many compare India with the whole of Europe. Building a national footprint for a retailer isn't just about finding the right location and real estate to operate from, but also developing a deep understanding of the community, culture, preferences, highs and lows of consumption for every geography that it operates in. Over time, each store integrates with the people, society and communities it operates in.

While Big Bazaar is present in almost every state of the country, the small store networks are built on a cluster model. The easyday network has a formidable presence in Haryana, Punjab, National Capital Region and western Uttar Pradesh. The newly merged Heritage network has a strong presence in Hyderabad, along with stores in Bengaluru and Chennai. Thus building a nation-wide, complimentary network that echoes the pulse of India.



ANDHRA PRADESH	Big Bazaar 3 FBB 3 HomeTown 1
ASSAM	Big Bazaar 3 FBB 1
BIHAR	Big Bazaar 6 E Zone 1 FBB 2
CHANDIGARH	Big Bazaar 1

CHHATTISGARH	Big Bazaar 6 HomeTown 1
DELHI	Big Bazaar 9 EasyDay* 103 E Zone 1 FBB 4 Foodhall 3 HomeTown 1
GOA	Big Bazaar 1 FBB 1
GUJARAT	Big Bazaar 11 FBB 3 HomeTown 3

13.8

Mn.Sq.Ft.

901

STORES

26

STATES

240

CITIES

HARYANA

Big Bazaar	8
EasyDay*	63
FBB	1
Foodhall	1
HomeTown	1

HIMACHAL PRADESH

Big Bazaar	1
EasyDay*	1

JAMMU & KASHMIR

Big Bazaar	1
EasyDay*	7

JHARKHAND

Big Bazaar	6
HomeTown	1

KARNATAKA

Big Bazaar	28
EasyDay*	31
E Zone	6
FBB	4
Foodhall	2
HomeTown	5

KERALA

Big Bazaar	9
FBB	3
HomeTown	1

MADHYA PRADESH

Big Bazaar	7
FBB	1

MAHARASHTRA

Big Bazaar	37
EasyDay	27
E Zone	12
FBB	11
Foodhall	1
HomeTown	11

ODISHA

Big Bazaar	7
E Zone	1

PUNJAB

Big Bazaar	6
EasyDay*	106

RAJASTHAN

Big Bazaar	12
EasyDay*	9
FBB	1

SIKKIM

Big Bazaar	1
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TAMIL NADU

Big Bazaar	10
EasyDay*	36
FBB	1

TELANGANA

Big Bazaar	9
EasyDay*	80
E Zone	2
FBB	5
HomeTown	3

TRIPURA

Big Bazaar	1
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UTTAR PRADESH

Big Bazaar	23
EasyDay*	55
E Zone	1
FBB	6
HomeTown	3

UTTARAKHAND

Big Bazaar	3
EasyDay*	20
FBB	1

WEST BENGAL

Big Bazaar	26
E Zone	6
FBB	6
HomeTown	6

Big Bazaar has signed properties for **new stores in Meghalaya, Mizoram & Nagaland.**

* EasyDay also includes Heritage stores.

LETTER FROM THE CHAIRMAN



Dear Stakeholders,

We are pleased to share with you the Annual Report of your Company for the financial year 2016-17. This is the first full year of your Company as a pure-play retailer operating large format hypermarkets and neighbourhood stores. The Company posted total income of ₹ 17,075 crore, a profit after tax of ₹ 368 crore and earnings per share of ₹ 7.81. For this financial year, the return on capital employed was 16.9%, backed by an overall same store sales growth of 12% and the number of inventory days coming down to 80 days.

Most people following our Company would say that the biggest moat the organization has is its national store network built

on prime properties across 240 large and small town in the country. The 235 Big Bazaar store network is unparalleled amongst competitors and difficult to replicate by another retailer in India.

While we continue to invest and leverage this advantage, we are now building an even stronger moat that is built around our consumer data. During the year, ~300 million customers walked into our stores, generating more than 143 million bills and buying almost 1.2 billion units of merchandize. What however stands out is that the average value realized per unit of merchandize was ₹ 143, an annual growth of ~17% and the average bill value touching ₹ 1,155 a growth of around 11%.

Through the year, we

have been working on the objective of 'Getting More out of the Same,' and results are now showing up. The objective translates into earning more from our existing base of customers, getting higher throughput from our stores, earning more from our stocks and eventually earning higher returns from the capital employed in the business. A crucial enabler of this strategy is pervasive use of data and technology to guide business decisions and consumer engagements. Your Company today has access to consumer data of almost 30 million customers who are members of our loyalty programs. We are now steadily moving them to paid loyalty programs or membership model. These include Big Bazaar Profit Club, T24 mobile program

Future Pay Mobile Wallet

Mobile Wallet with Loyalty Program Integration



~1.2 Million
Users

Transaction Details



Wallet uploads
in excess of
₹ 42 Crore

Price Match - Customer Assured of Lowest Price



~3 Lakh
Price match
transactions