

An abstract graphic featuring a complex network of thin blue lines connecting various nodes. Some nodes are highlighted with larger, semi-transparent orange circles, while others are smaller blue dots. The background is a gradient of light blue at the top and a darker blue at the bottom, where the text is located.

Future Group 2047: Building Asia's Leading Integrated Consumer Business



We always overestimate the change that will occur in the next two years, and underestimate the change that will occur in the next ten.



1987 — 2017: FUTURE GROUP

For the past 30 years, Future Group has
shaped consumption opportunities in India



More than **500 million Indians** have experienced our brands



Only national retailer:

With presence in every state and 255 cities in the country

ANDHRA PRADESH	ASSAM	BIHAR	CHANDIGARH
Big Bazaar 3 FBB 3 HomeTown 1	Big Bazaar 3 FBB 1	Big Bazaar 6 E Zone 1 FBB 2	Big Bazaar 1
CHHATTISHGARH	DELHI	GOA	GUJARAT
Big Bazaar 6 HomeTown 1	Big Bazaar 9 EasyDay* 103 E Zone 1 FBB 4 Foodhall 3 HomeTown 1	Big Bazaar 1 FBB 1	Big Bazaar 11 FBB 3 HomeTown 3

HARYANA	HIMACHAL PRADESH	JAMMU & KASHMIR	JHARKHAND
Big Bazaar 8 EasyDay* 63 FBB 1 Foodhall 1 HomeTown 1	Big Bazaar 1 EasyDay* 1	Big Bazaar 1 EasyDay* 7	Big Bazaar 6 HomeTown 1
KARNATAKA	KERALA	MADHYA PRADESH	MAHARASHTRA
Big Bazaar 28 EasyDay* 31 E Zone 6 FBB 4 Foodhall 2 HomeTown 5	Big Bazaar 9 FBB 3 HomeTown 1	Big Bazaar 7 FBB 1	Big Bazaar 37 EasyDay 27 E Zone 12 FBB 11 Foodhall 1 HomeTown 11
ODISHA	PUNJAB	RAJASTHAN	SIKKIM
Big Bazaar 7 E Zone 1	Big Bazaar 6 EasyDay* 106	Big Bazaar 12 EasyDay* 9 FBB 1	Big Bazaar 1
TAMIL NADU	TELANGANA	TRIPURA	UTTAR PRADESH
Big Bazaar 10 EasyDay* 36 FBB 1	Big Bazaar 9 EasyDay* 80 E Zone 2 FBB 5 HomeTown 3	Big Bazaar 1	Big Bazaar 23 EasyDay* 55 E Zone 1 FBB 6 HomeTown 3
UTTARAKHAND	WEST BENGAL	<p>Big Bazaar has signed properties for new stores in Meghalaya, Mizoram & Nagaland.</p> <p>* EasyDay also includes Heritage stores.</p>	
Big Bazaar 3 EasyDay* 20 FBB 1	Big Bazaar 26 E Zone 6 FBB 6 HomeTown 6		

We are within 5 km radius of 8000 pin codes in India

CLOSEST BIG BAZAAR STORE IS
2.5km away

KARNATAKA

BB-Bengaluru-g T World Mall

G T World Mall, Plot No. 92, Magadi Main Road, Next To Prasanna Theatre, Opp.magadi Police Station, Bengaluru, Karnataka
Store Time: 10:00 AM to 10:00 PM

Locate on Map

KARNATAKA

BB-Bengaluru-ulsoor Village-ledo Mall

Ledo Mall No.1/1,swami Vivekanand Road,ulsoor Village,north Taluka,hobli Civil Ar,bengaluru , Karanataka
Store Time: 10:00 AM to 9:30 PM

Locate on Map



We will sell almost **30 crore units of garments alone in 2018**



Making us among the **GLOBAL TOP 10** in fashion businesses



But what makes us **unique** is...



**We design & manufacture much of
what we sell**



AS A CONSUMER ORGANIZATION, WE ARE THE ONLY ONE WHEREIN...

And we own the data that flows through this network



• We make the products

• We own the brands

• We own the supply chain

• We own the distribution

• We own the retail network

• We own the consumer behavior data



1987 — 2017: SOCIAL CHANGE

Our work desk has shrunk into our palms



Leaders and Leadership has changed



A 400 Million strong generation born in 21st century is redefining aspiration & consumption



And the Indian girl child has become a treasured asset


WEAR WHAT
MISS INDIAS
WEAR
... INTRODUCING ...
THE MANJARI
COLLECTION

fbb

INDIA'S FASHION HUB

BIG BAZAAR
Making India Beautiful

FBB FEMINA MISS INDIA: WINNER: MANUSHI CHILLAR | 1ST RUNNER-UP: PRIYANKA KUMARI | 2ND RUNNER-UP: SANA DUA



1987 — 2017

CHANGE IN TECHNOLOGY

Earlier technology was used to overcome the physical




Allowing us to move faster and farther



And reduce both **time** and **space**





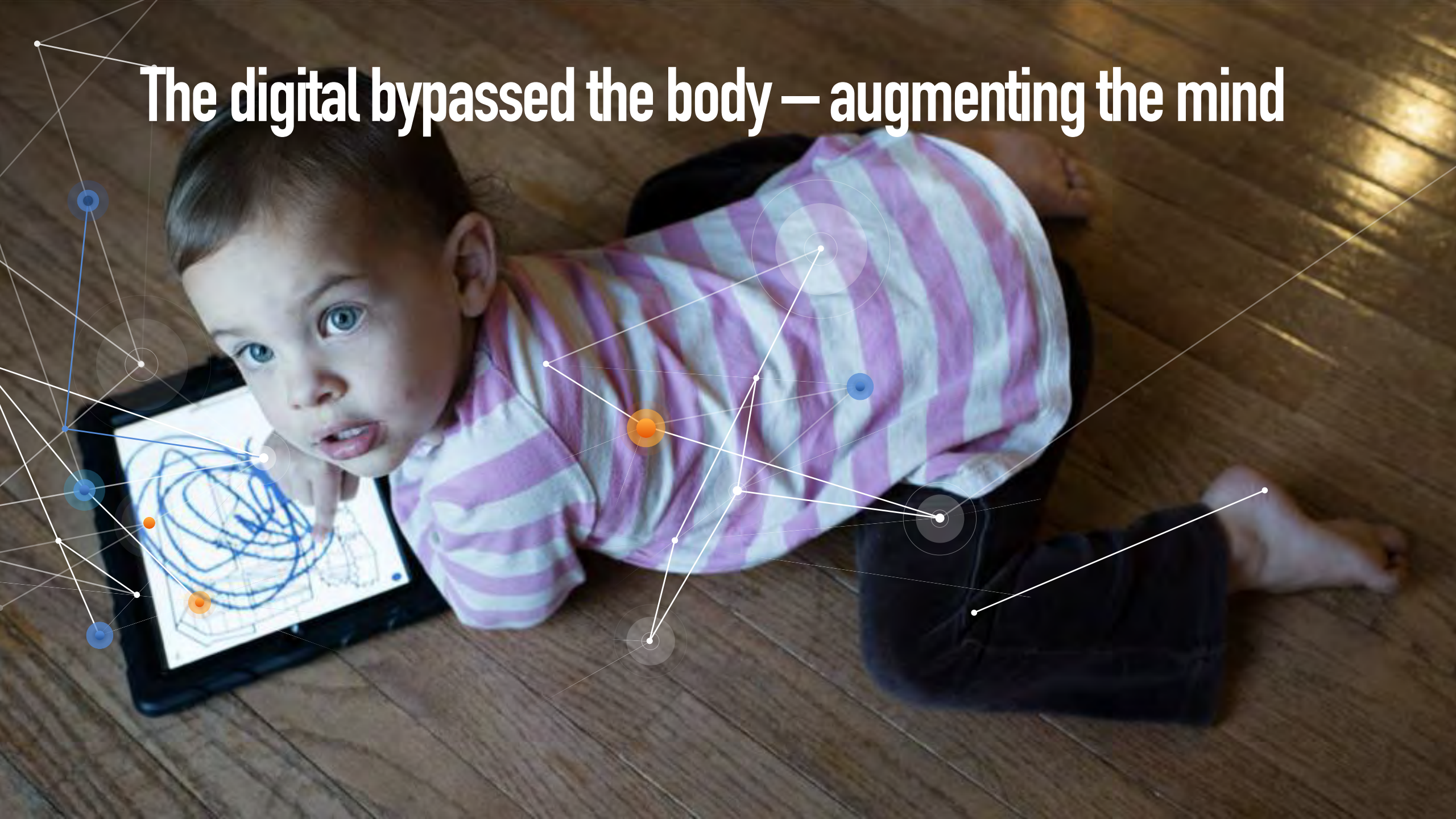
1987 — 2017

In recent times, that changed

Technology moved from the **body to the mind**




The digital bypassed the body — augmenting the mind




A fascinating world followed: Networked but Virtual





2017 – 2047

What Happens Next?

The background is a complex, abstract network of blue lines and dots. Some dots are larger and orange, while others are smaller and blue. The lines connect these dots in a web-like pattern, creating a sense of interconnectedness. The overall color palette is light blue and white, with the network elements in darker blue and orange.

2017 - 2047

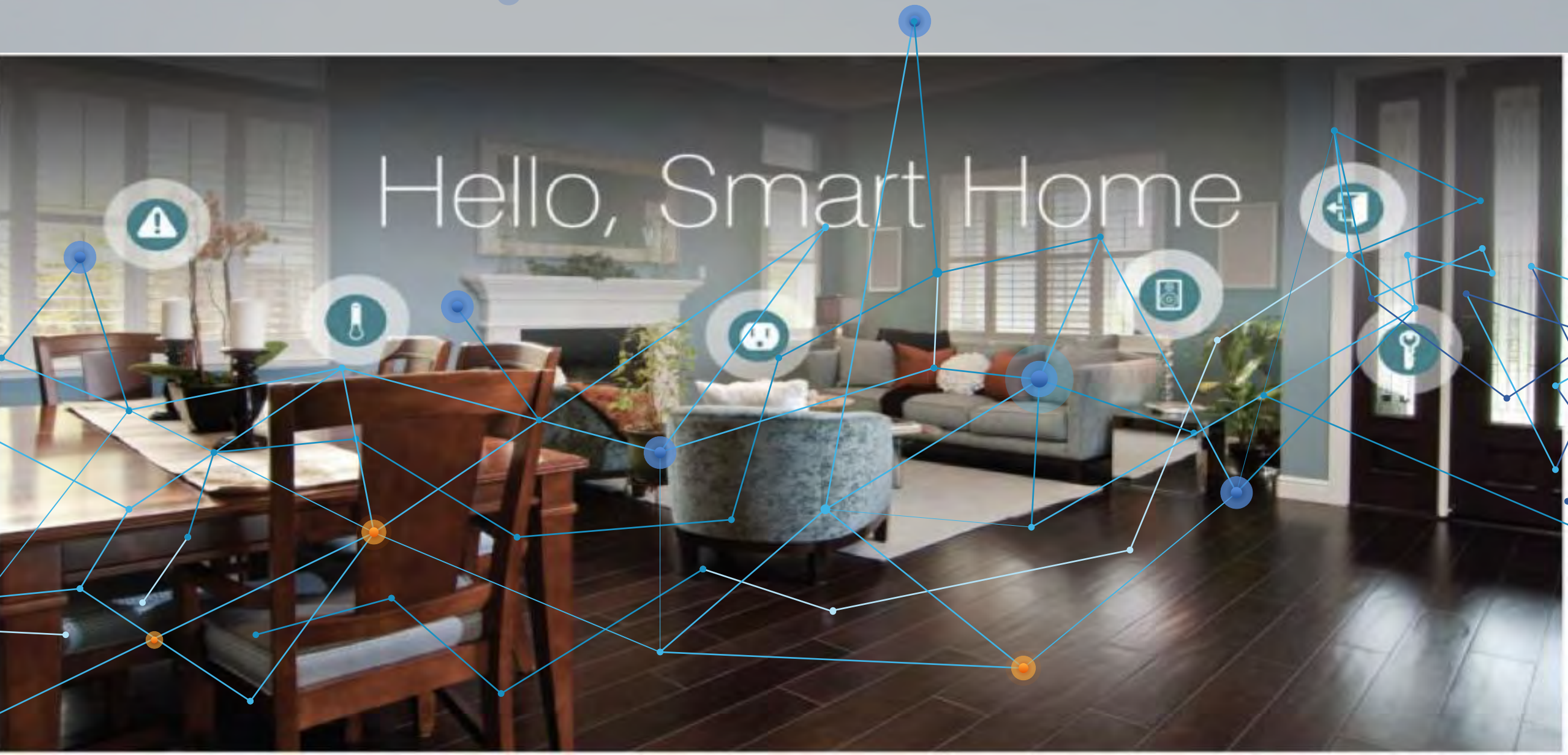
**Technology as a layer over the
physical**



2017 – 2047

**The physical and digital will
no longer separate**

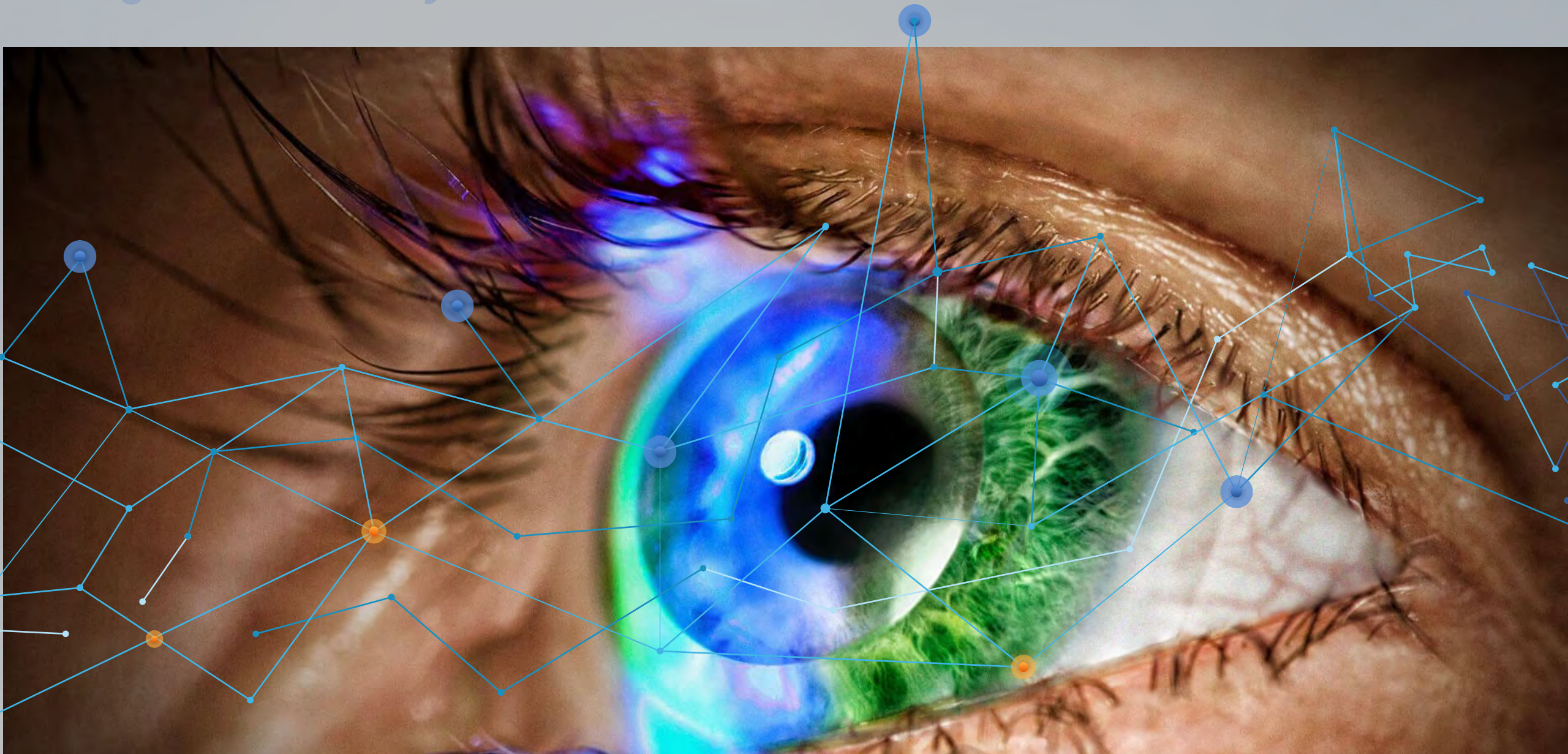
The Internet of Things



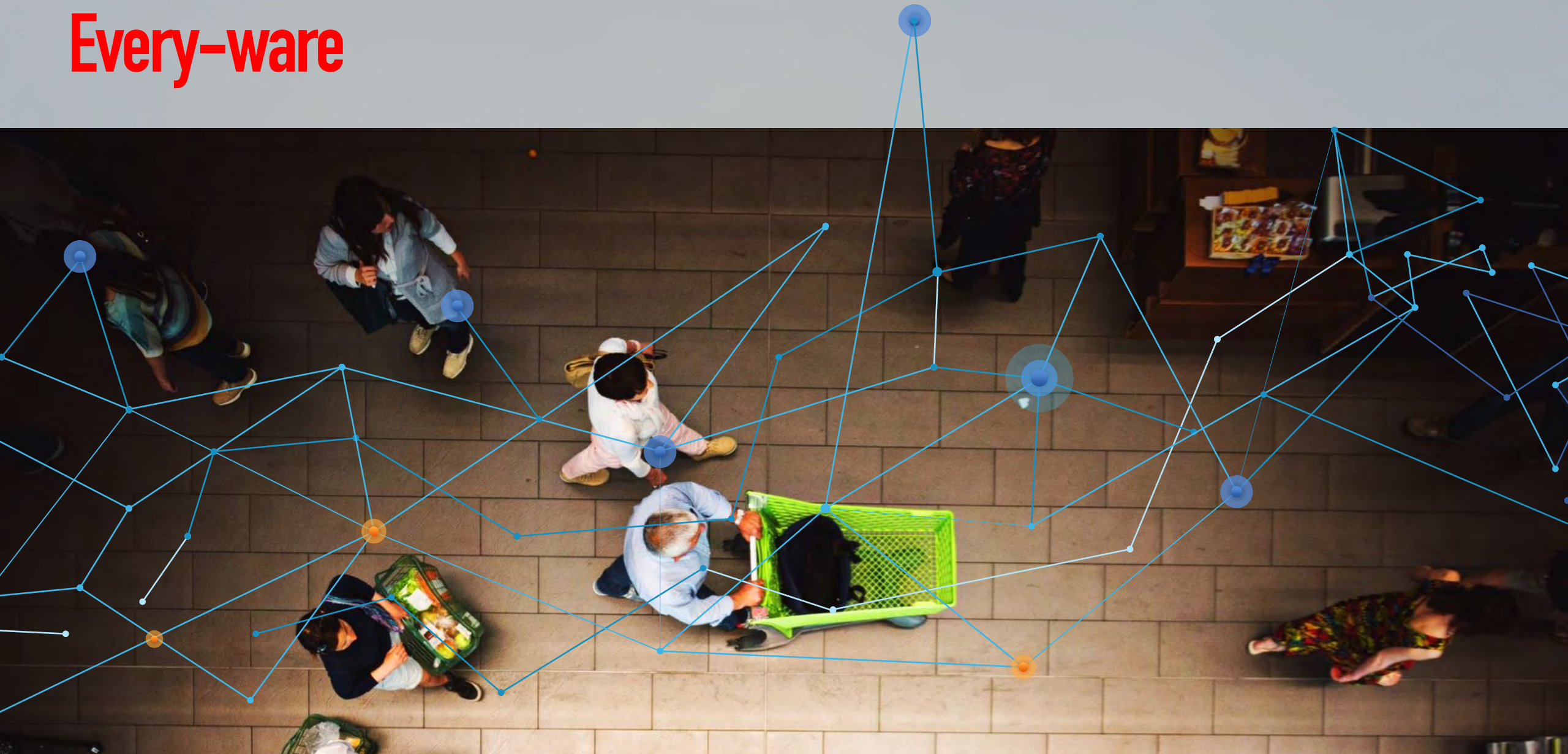
Wearable Tech




Augmented Body Parts



Ambient Computing: From Hardware & Software to **Every-ware**





1987 – 2017

Retail

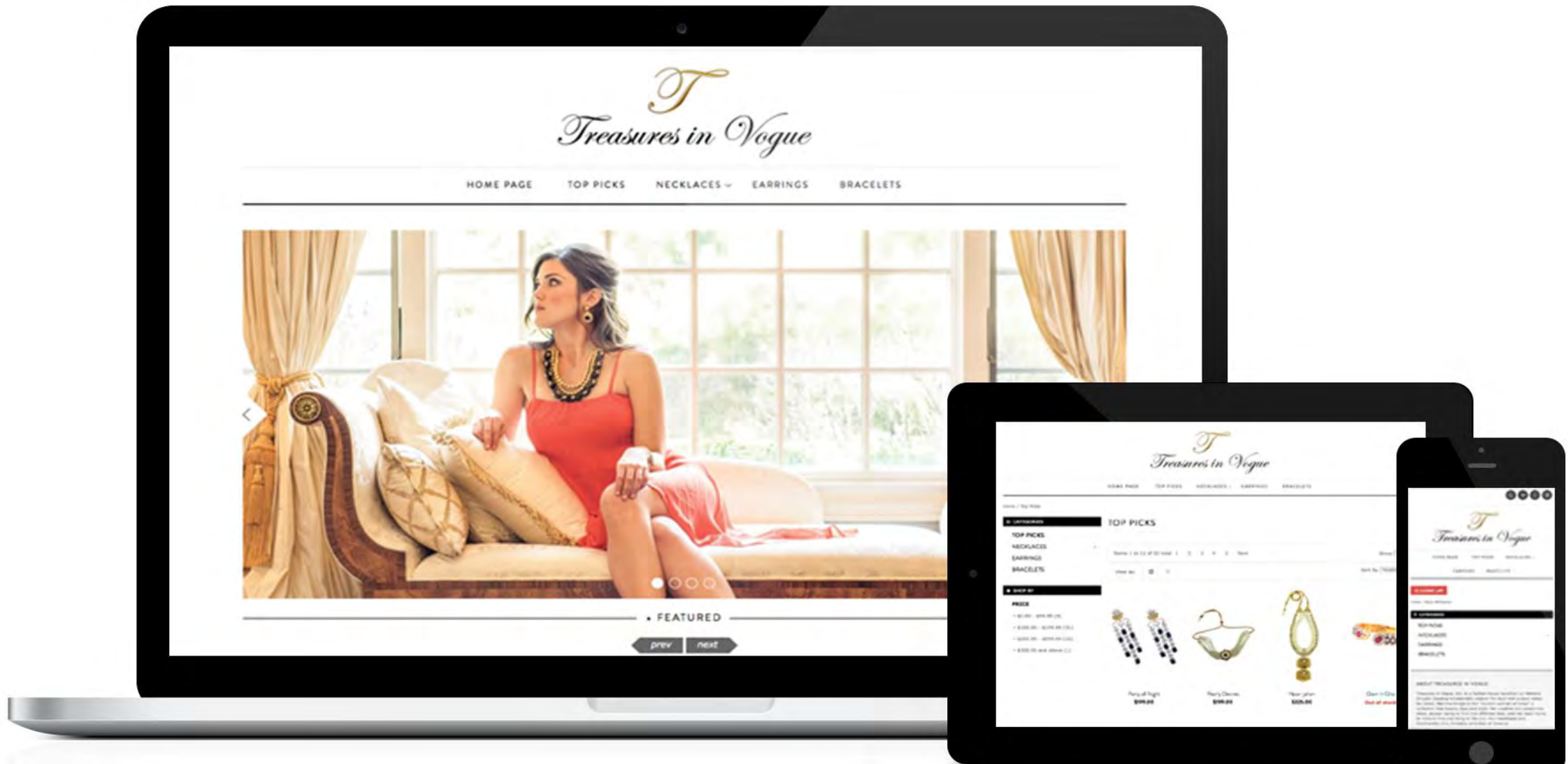
In India, the 1990s marked the beginning of modern retail



Retail 1.0: High Touch: Served by humans within the store



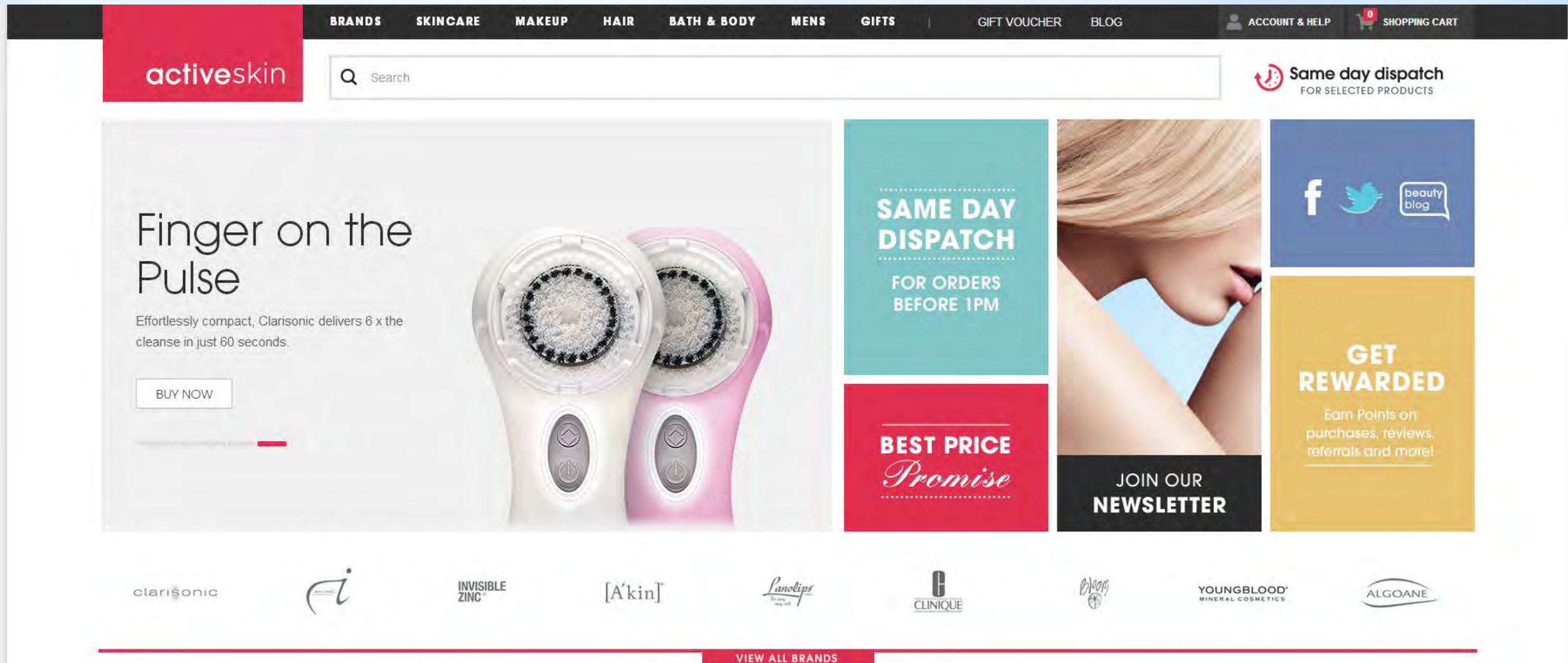
2007, marked the beginning of online retail



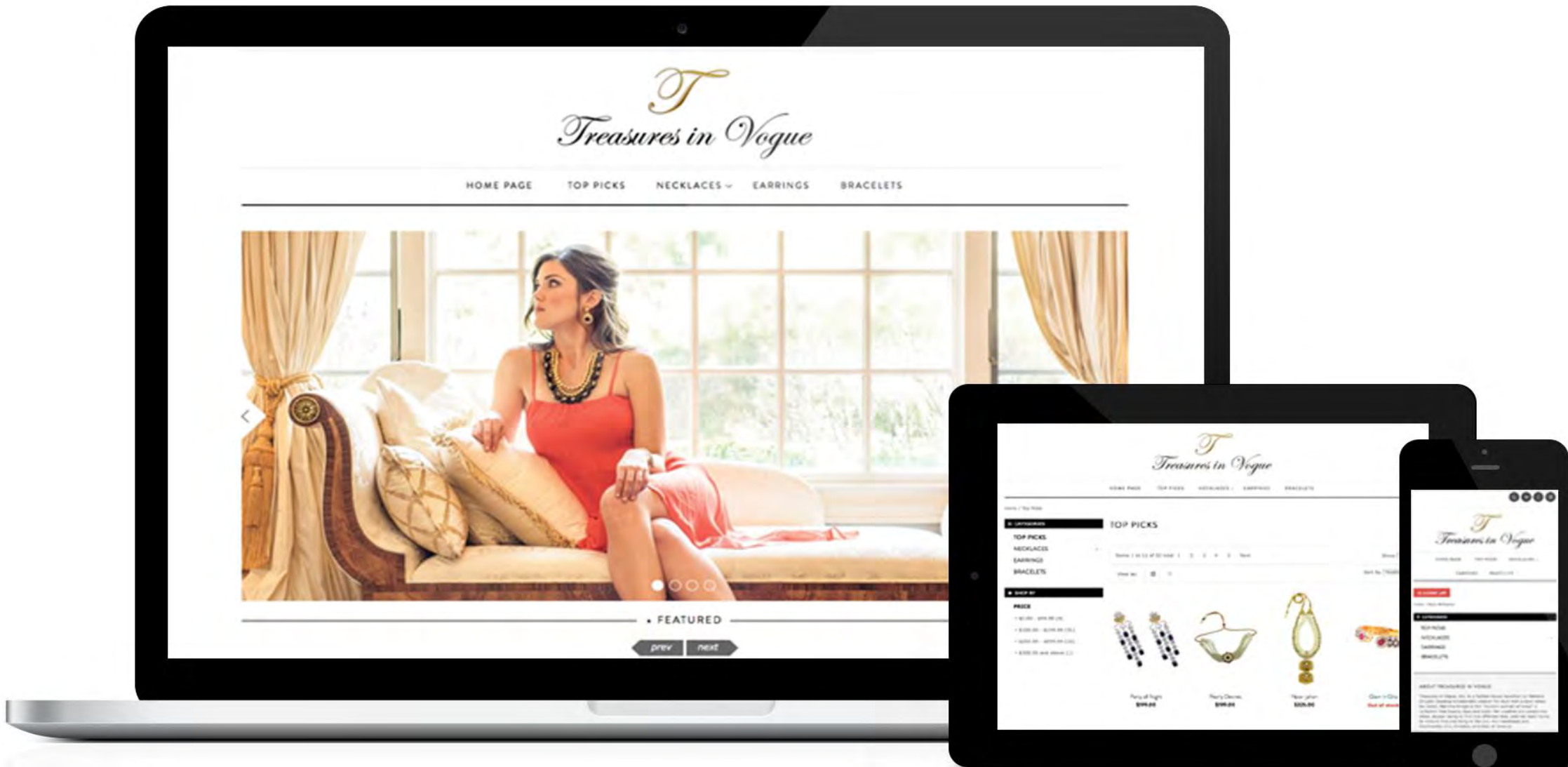
Retail 2.0: High Tech: Ecommerce brought products to your home.




Retail 2.0: But didn't allow the **play of senses**



Retail 2.0: And **restricted** technology to a small screen





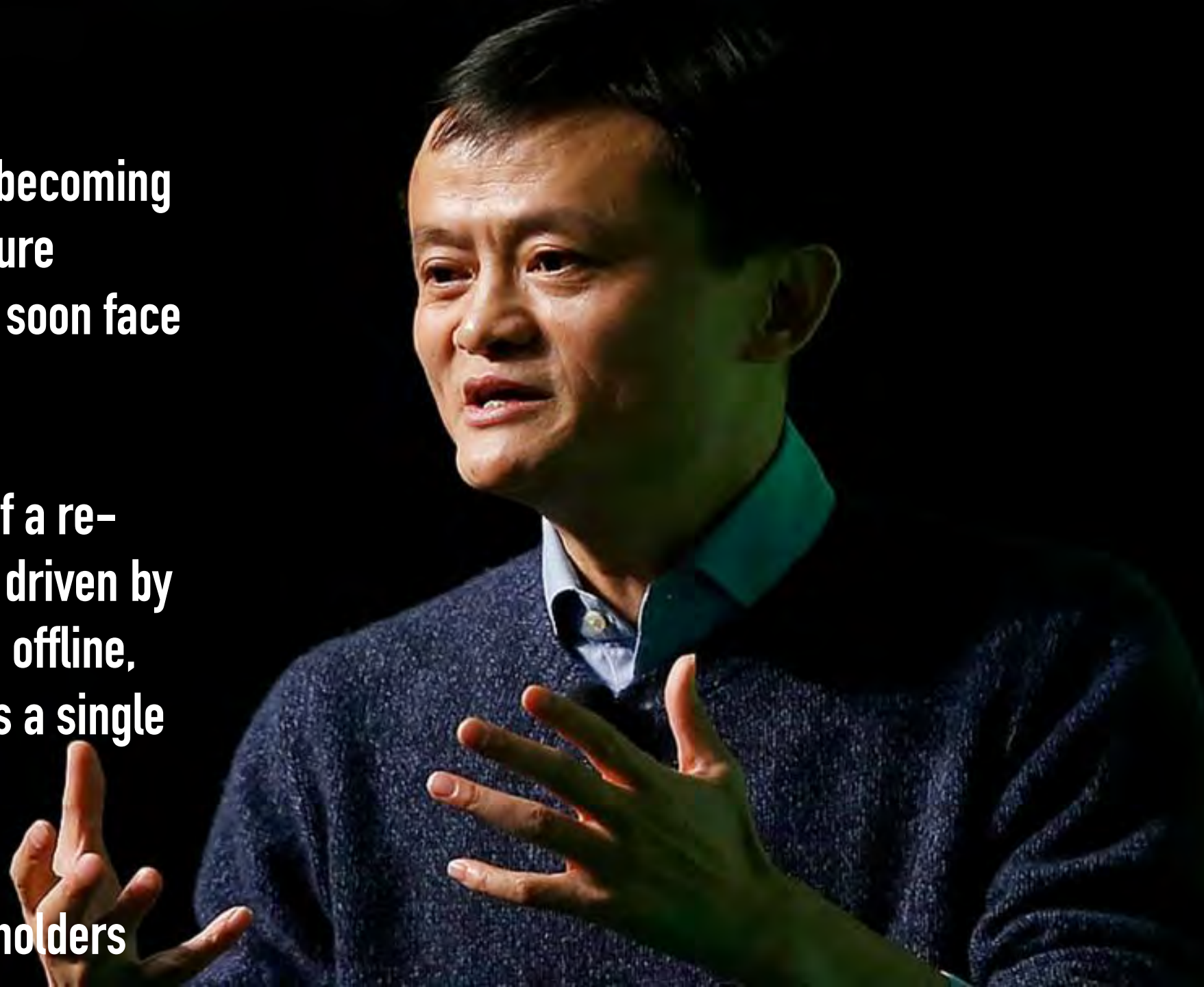
2017 – 2047

What Happens Next in Retail
and Future Group?

“With ecommerce itself becoming a traditional business, pure ecommerce players will soon face tremendous challenges.

We anticipate the birth of a re-imagined retail industry driven by the integration of online, offline, logistics and data across a single value-chain”

Jack Ma, Letter to Shareholders





Daniel Zhang, Group CEO, Alibaba
12th November 2017

“India has a great opportunity to take off. In some countries, ecommerce may not take the traditional route.

They skip a phase just like some markets skipped PC/desktop to go to mobile. In those markets, ecommerce 1.0 is skipped...”

2017: The Birth of New Retail 3.0





Retail 3.0

**The layering of technology
over physical space**

Defining Feature

Retail 1.0:
Brick & Mortar Stores

Retail 2.0:
Ecommerce

Retail 3.0:
Blended Commerce
One-on-One Interfaces



Key Assets & Value Creators

Retail 1.0:
Location &
Economies of Scale



Retail 2.0:
User Experience / Code
& Reach & Long Tail



Retail 3.0:
Customer Data
& Customer Proximity



Consumer Experience

Retail 1.0:
High Touch



Retail 2.0:
High Tech



Retail 3.0:
High Touch + High Tech



Cost of Doing Business (in India)

High Delivery Cost,
Returns, & High
Customer Acquisition Cost

Retail 1.0:
8% – 18%

Retail 2.0:
45% – 55%

New Retail 3.0:
7% – 10%

Customer Proximity
reduces logistics cost.
Membership program
makes customer
acquisition cost negligible



The background of the slide is a complex, abstract network diagram. It consists of numerous small blue dots (nodes) connected by thin, light blue lines. Some nodes are highlighted with larger, semi-transparent orange circles. The overall pattern is dense and interconnected, suggesting a digital or data-driven environment. The text is centered over this pattern.

Retail 3.0

What Changes?



**The Customer is
connected Real Time
24/7**





**We will open
Stores within
2 km of every
consuming Indian**

**Aim for
10,000
stores**



The Store is not only a Store: It is a Data Collection Point & Fullfilment Centre



Door counting
sensors



Area counting
sensor (WIFI)



Demographic
& Mood sensor

A vibrant, stylized illustration of various fruits and vegetables, including apples, carrots, pears, onions, and a large bag of grain, set against a dark background. The illustration uses a flat, modern design style with a color palette of reds, oranges, yellows, greens, and blues. The items are scattered across the frame, with some overlapping. A large, light blue bag of grain is prominent on the right side, with a small pile of grain spilling out of the top. The overall composition is balanced and visually appealing, representing a variety of food sources.

And a **virtual marketplace** adds an unlimited assortment





**Every
customer
touchpoint
generates
data**

That allows us to profile customers & continuously adapt offerings

The illustration depicts a supermarket aisle with several customers. Each customer is highlighted with a circular spotlight and a corresponding data overlay. The overlays provide detailed profiles for five customers: Ms. Nidhi Kundra, Mr. Adil Khan, Mrs. Priya Maheshwari, Mr. Edral D'Souza, and Ms. Soumya B. The profiles include demographic information, family status, digital native status, and annual spend. Additionally, there are two small charts labeled 'FREQUENCY OF STORE VISITS' showing trends over time. A 'SPECIAL OFFER' sign is visible in the background.

Ms. Nidhi Kundra

- India One, Mumbai Native, Entrepreneur
- Dischord, Single Family, Digital Calendar
- Digital Native
- Annual Spend: Rs. 12,542
- SINCE UPGRADE

Mr. Adil Khan

- India One, Mumbai Native, Entrepreneur
- Dischord, Single Family, Digital Calendar
- Digital Native
- Annual Spend: Rs. 12,542
- SINCE UPGRADE

Mrs. Priya Maheshwari

- India One, Mumbai Native, Entrepreneur
- Dischord, Single Family, Digital Calendar
- Digital Native
- Annual Spend: Rs. 12,542
- SINCE UPGRADE

Mr. Edral D'Souza

- 24 years, Self Employed
- Dischord, Single Family, Digital Calendar
- Annual Spend: Rs. 12,542
- SINCE UPGRADE

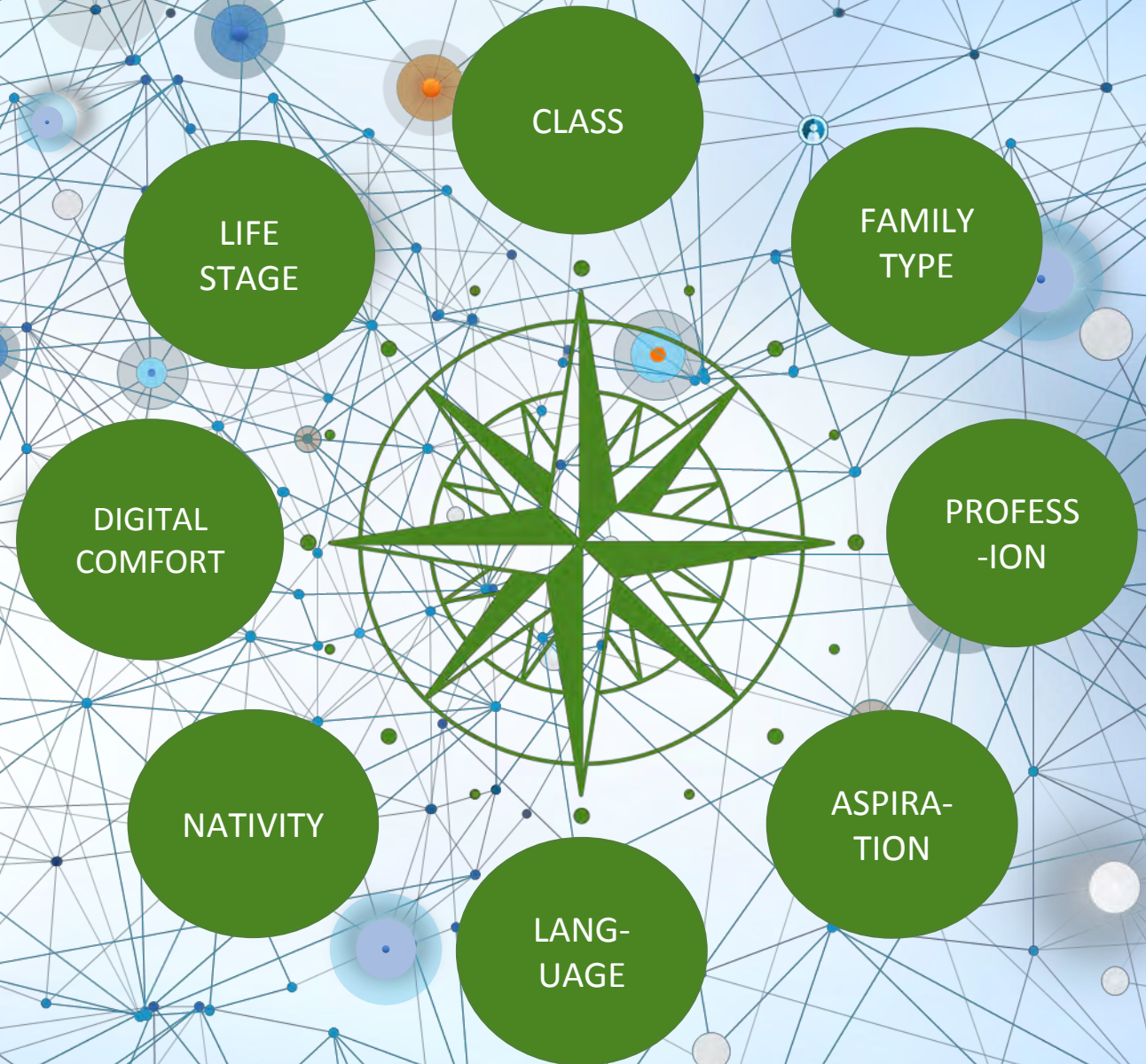
Ms. Soumya B

- India One, Mumbai Native, Entrepreneur
- Dischord, Single Family, Digital Calendar
- Digital Native
- Annual Spend: Rs. 12,542
- SINCE UPGRADE

FREQUENCY OF STORE VISITS

100 200 300

**We have
Consumer
Archetypes
mapped to every
consumer
behaviour**



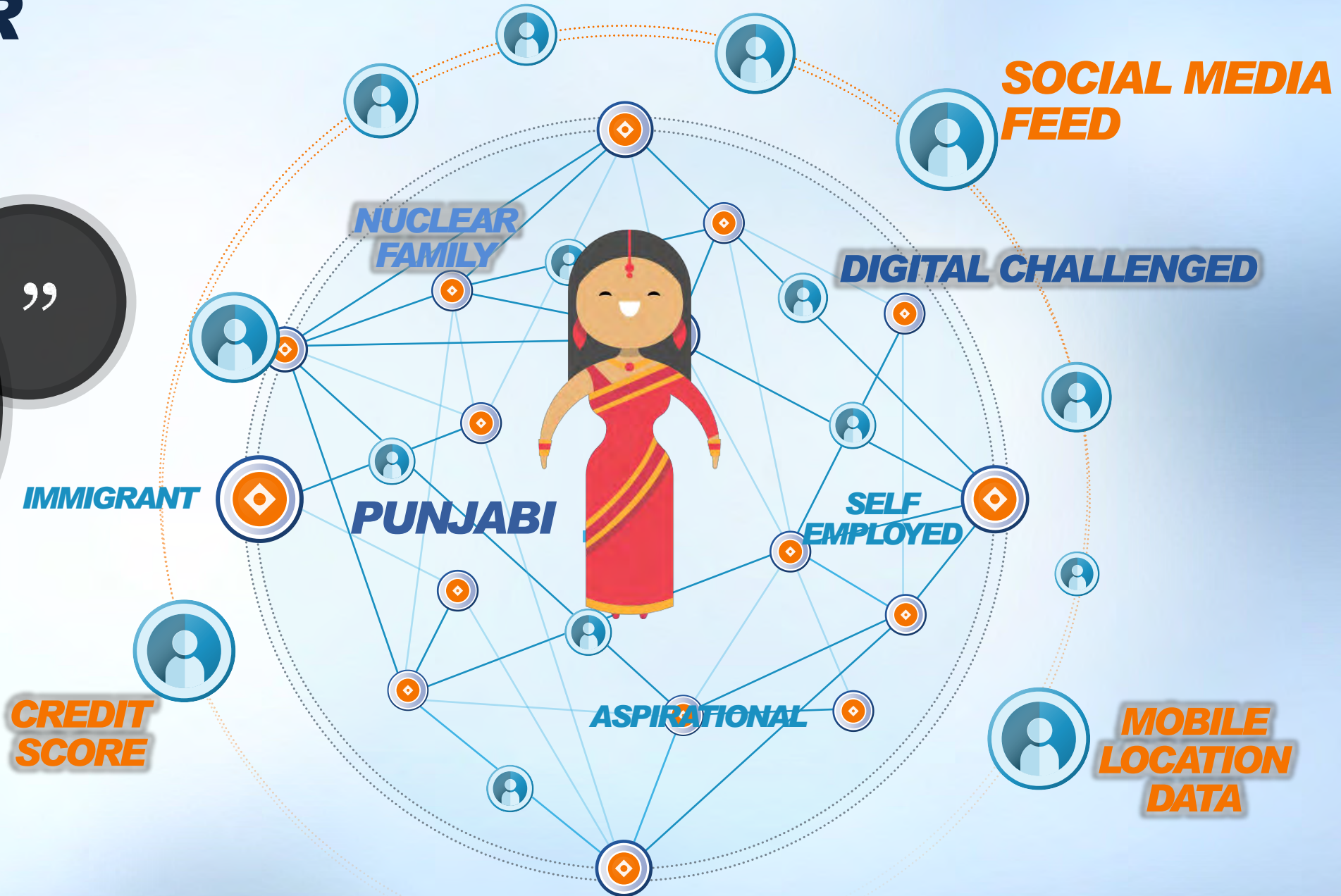
CUSTOMER ***DAS AVATAR***

Annual Spend
Rs 64,526

Visits
24

Potential Spend
Rs 148,567

”



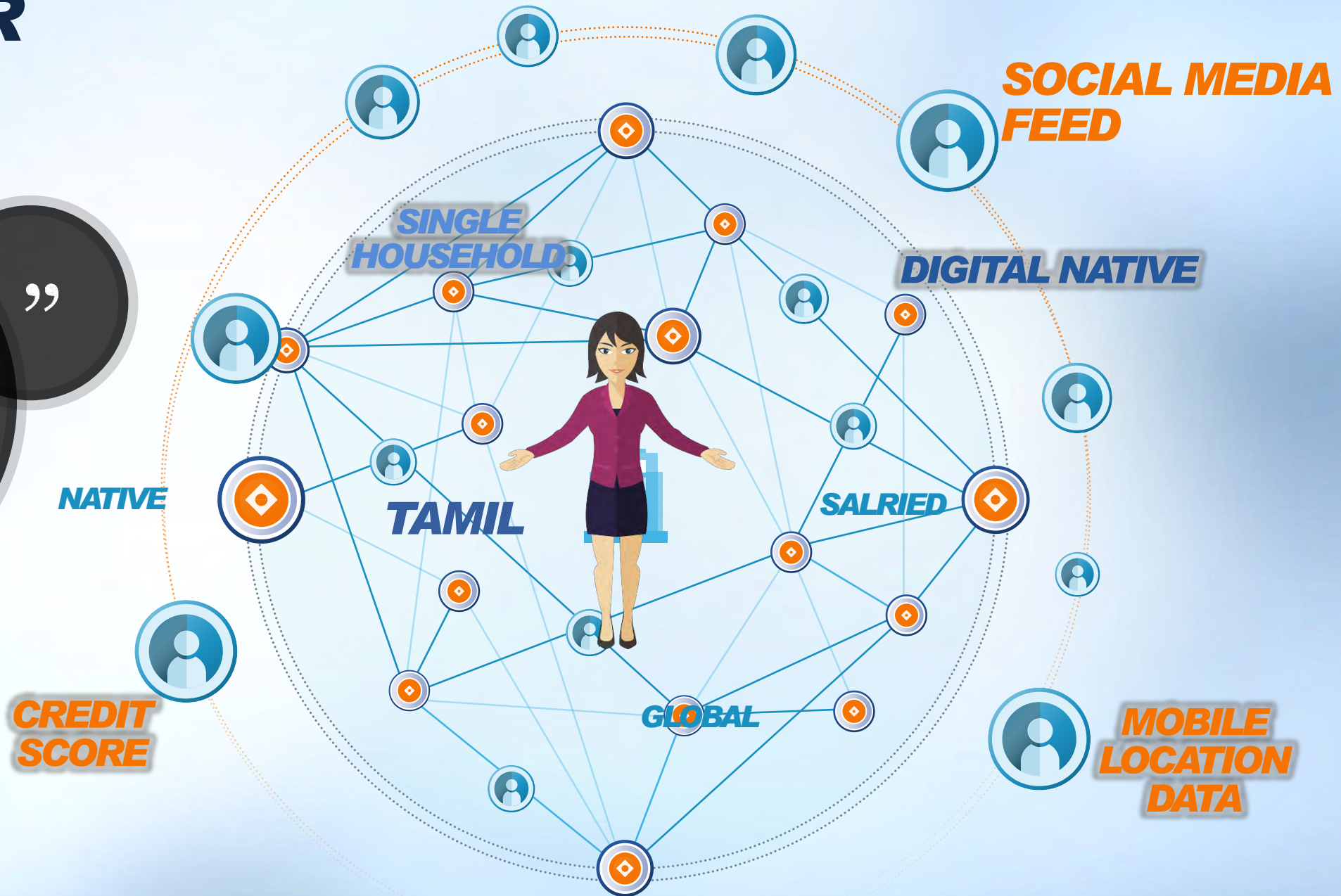
CUSTOMER ***DAS AVATAR***

Annual Spend
Rs 87,000

Visits
36

Potential Spend
Rs 187.564

”



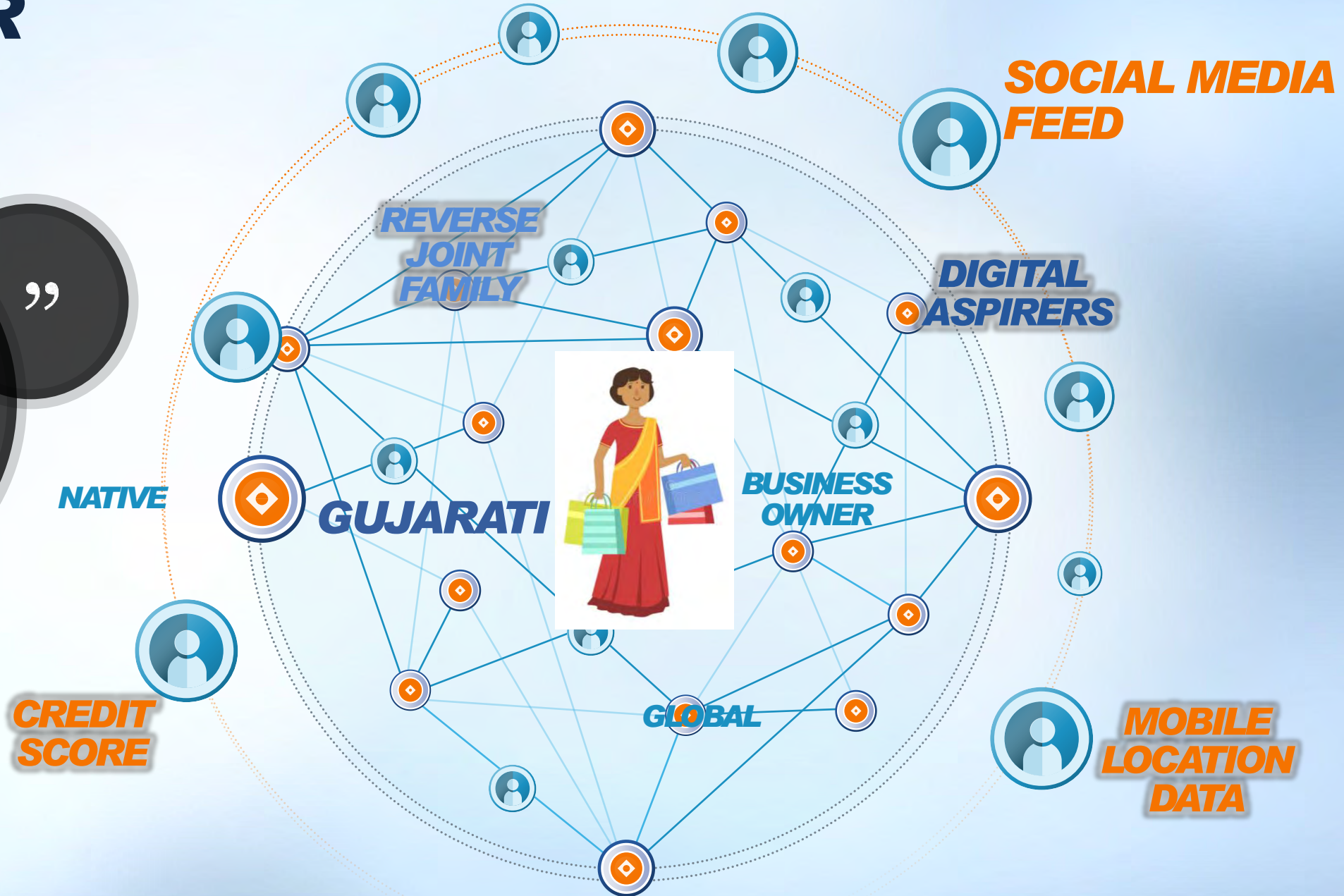
CUSTOMER ***DAS AVATAR***

Annual Spend
Rs 21,000

Visits
20

Potential Spend
Rs 213,576

”





Only 2000 Members Per Store

Personalized Shopping
One-on-One Interfaces
Customized Offerings
One-on-One Relationships

Potentially 2 Crore Members From 10,000 Stores





1 crore spending Rs 100,000 annually
1 crore spending Rs 50,000 annually

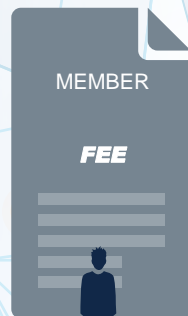


**Rs 1,50,000 crore Opportunity in 5 years
from Small Stores alone**



Owning the Customer's Ecosystem

CUSTOMER BEHAVIOR



ACQUIRE
CUSTOMER,
MOVE TO
MEMBERSHIP
PLATFORM



COLLECT DATA
FROM THE
COMMERCE
PLATFORM



EXTEND COMMERCE
THROUGH
MARKETPLACE



ENGAGE WITH
PAYMENT WALLET &
CREDIT



SELL INSURANCE &
FINANCIAL SERVICES



OFFER
ENTERTAINMENT
FOOD SERVICES
TRAVEL SERVICES
AND MUCH MORE

We start off with 1100 stores in FY18





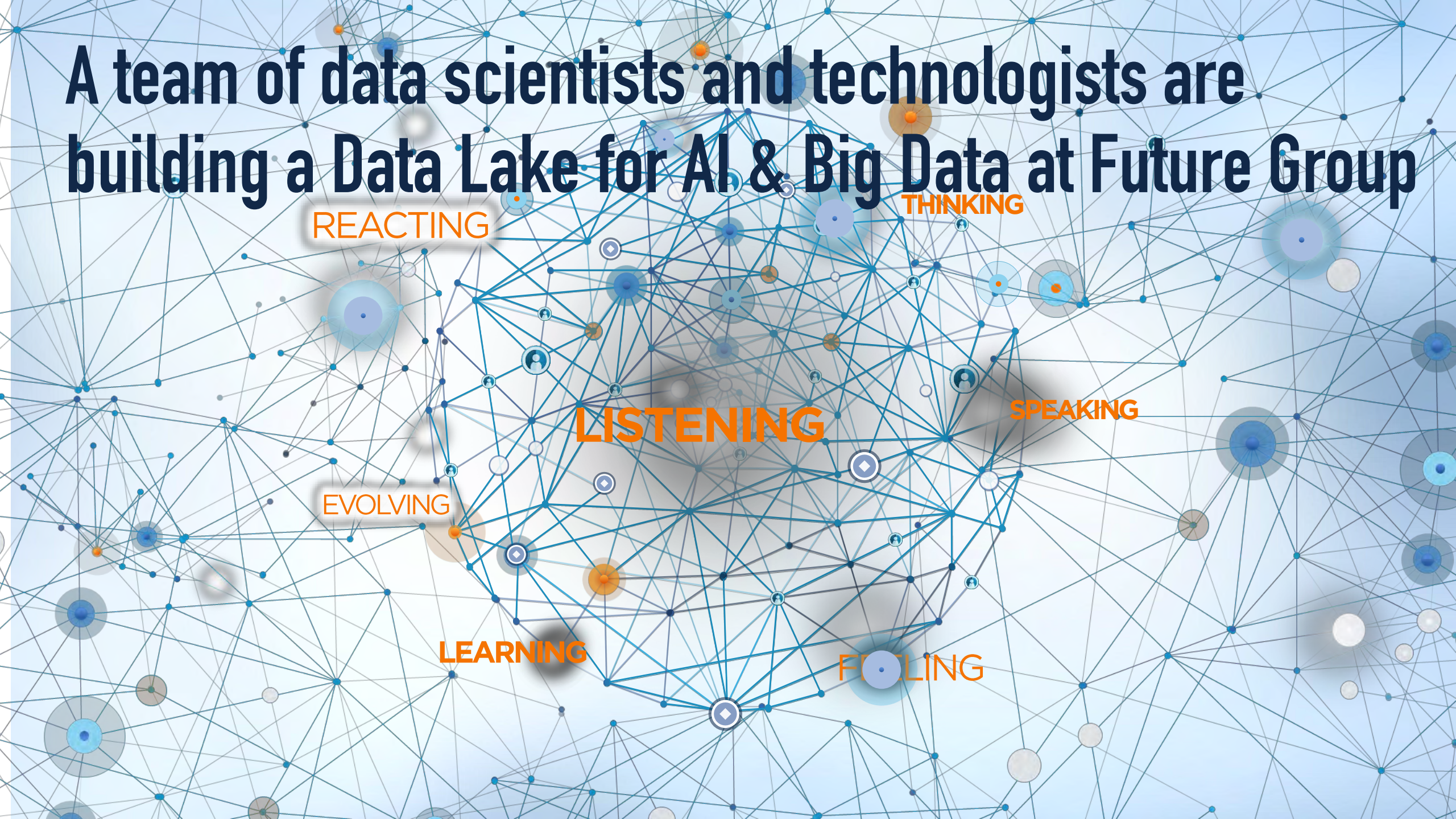
**Consumer Data is the key asset
of Retail 3.0**



**At our
innovation lab,
we are working
with startups on
next gen tech**



A team of data scientists and technologists are building a Data Lake for AI & Big Data at Future Group

The background of the image is a dense, intricate network of blue lines connecting various nodes. Some nodes are represented by small blue dots, while others are larger, semi-transparent blue circles. Interspersed within this network are several orange text labels: 'REACTING' is positioned near the top left, 'THINKING' is near the top right, 'LISTENING' is centrally located, 'SPEAKING' is to the right of the center, 'EVOLVING' is on the left side, 'LEARNING' is at the bottom left, and 'FEELING' is at the bottom right. The overall aesthetic is high-tech and digital.

REACTING

THINKING

LISTENING

SPEAKING

EVOLVING

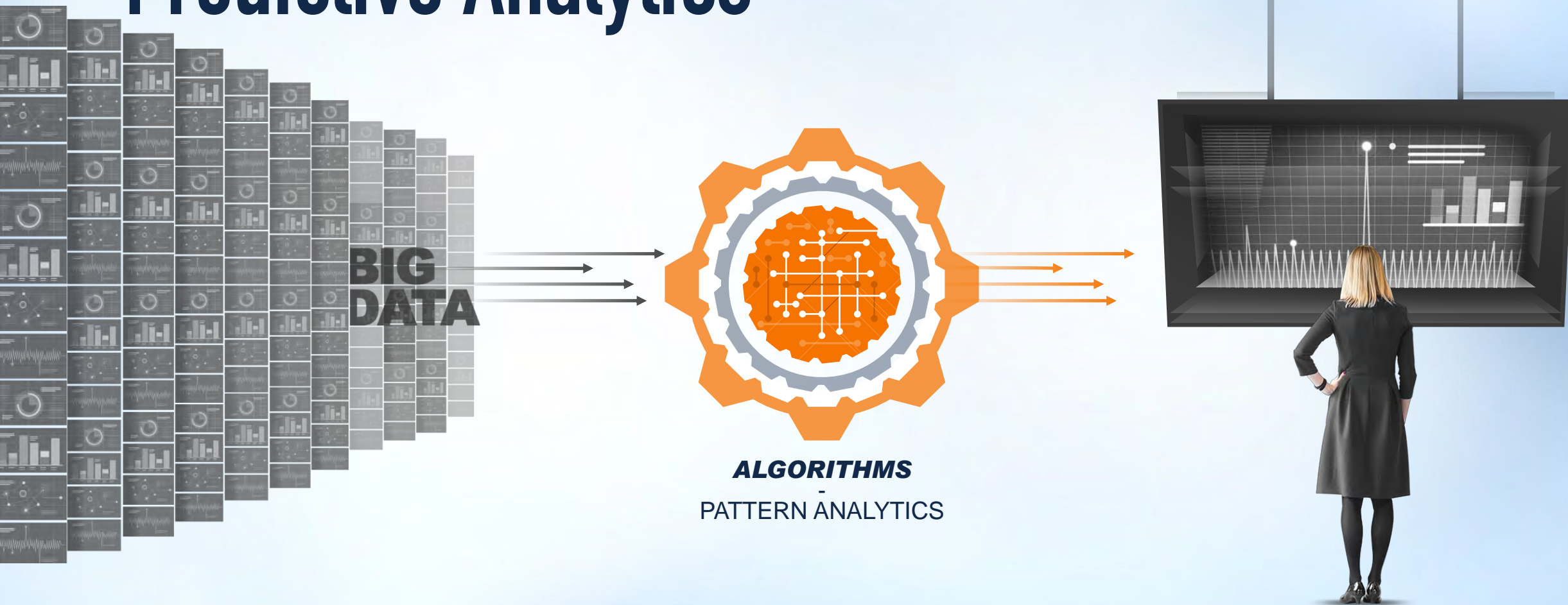
LEARNING

FEELING

And building a Real Time Organization



That is driven by Data Science & Predictive Analytics



**HUMAN DISCRETION
REMOVED FROM MOST
DECISION MAKING**



**And responds in
Real Time**





2047: FUTURE GROUP

॥ वातवायु ॥ 

**You Ask, We Deliver.
You Think, We Deliver.**



***On
Chatbots/Messenger/
Whatsapp***

***On Voice
Recognition Systems***

***On Apps, Websites
or In-store Platforms***

***Now:
You Ask,
We Deliver***



2047: You Think, We Deliver

***Machine
Learning***

***Predictive
Analytics***

***Artificial
Intelligence***

***Pattern
Recognition***

***Image Analysis
Mood Recognition***

2047: There's a wedding in your family, and you aren't sure what to wear



2047:

Based on consumption
and social data, **we will
be able to predict** what
are others wearing at
the wedding



2047:

And recommend
**what you should buy
and wear**



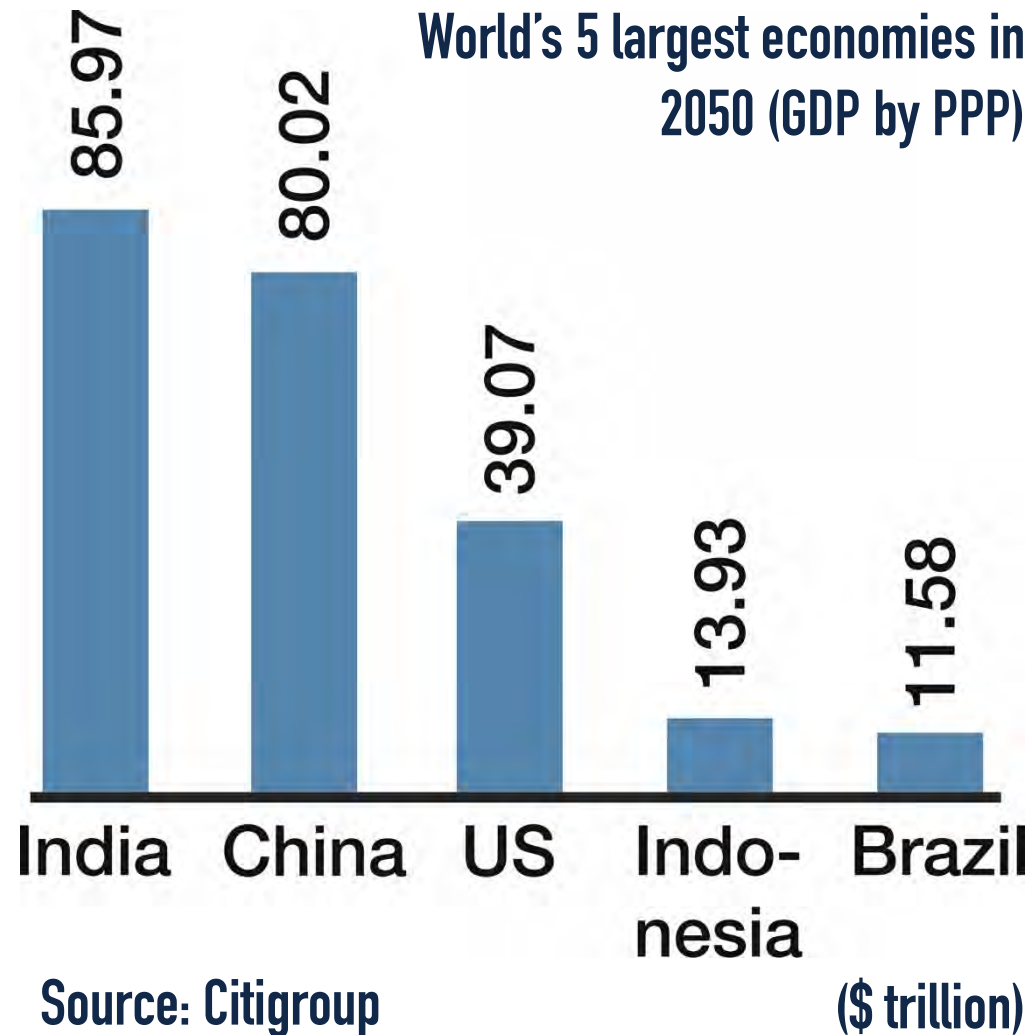
2047: You are hosting a party at home and not sure what people would like to eat



2047: Based on data, **we will recommend** you
what your friends will like the most

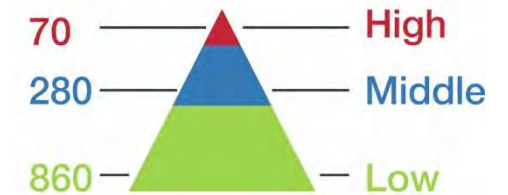


2047: India is The World's Largest Economy



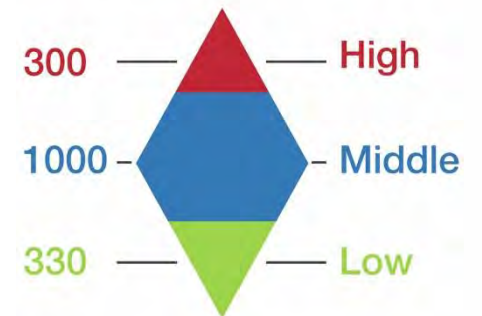
In terms of income distribution, India will move from a pyramid to a diamond

(2011)
(in million)



Population Estimate for 2050: 1.63 billion

(2050-Estimated)
(in million)



India will give us the opportunity:

**To grow at a CAGR of 20% from now
And acquire data, time and
consumption spend of 5 crore customers**

**(Each household spending \$20,000 per annum,
Population Estimate for 2047: 160 crore)**

India will give us the opportunity:

**To be the first Indian
Trillion Dollar Consumer Business
before 2047**

India will give us the opportunity to be:

Among the Top 3 Global Fashion companies

**Among the Top 10 Global Food &
FMCG companies**

India will give us the opportunity to be:

**And be the
Leading Integrated Consumer Business
in Asia**

॥ tathastu ॥ 

**You Ask, We Deliver.
You Think, We Deliver.**