



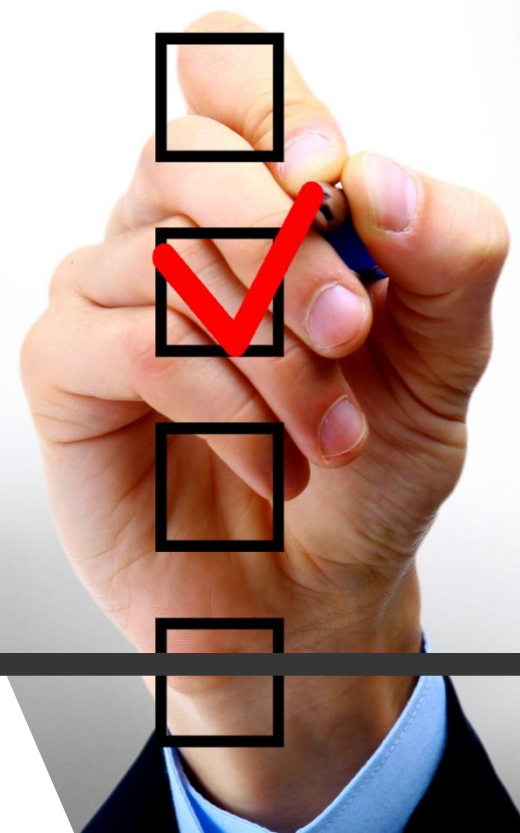
# RETAIL



**IBEF**   
INDIA BRAND EQUITY FOUNDATION  
[www.ibef.org](http://www.ibef.org)

# Table of Content

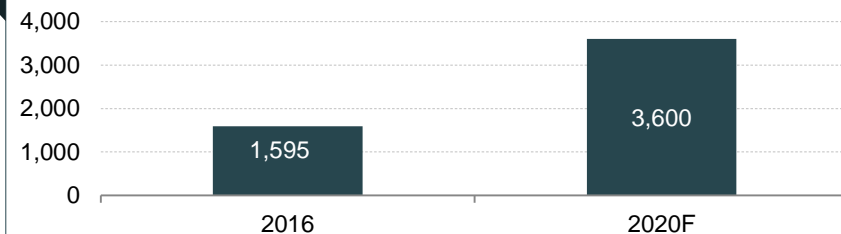
- ▶ Executive Summary.....3
- ▶ Advantage India..... 5
- ▶ Market Overview and Trends.....7
- ▶ Porters Five Forces Framework.....17
- ▶ Strategies adopted.....18
- ▶ Growth Drivers and Opportunities.....21
- ▶ Opportunities.....27
- ▶ Case Studies.....31
- ▶ Key Industry Organisations.....35
- ▶ Useful Information.....37



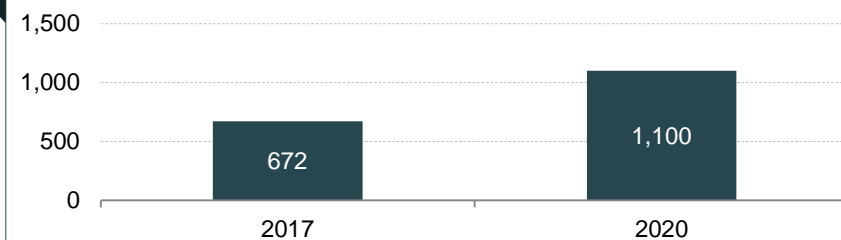
# EXECUTIVE SUMMARY

- Rising income and demand for quality products to boost consumer expenditure
- Total consumption expenditure is expected to reach nearly US\$ 3600 billion by 2020 from US\$ 1,595 billion in 2016
- Indian retail one of the fastest growing markets in the world due to economic growth
- India is the world's fifth largest global destination in the retail space.
- Retail market in India is projected to grow from US\$ 672 billion in 2017 to US\$ 1.1 trillion in 2020.
- India's modern retail to double in size over the next three years
- The modern retail market in India is expected to grow from US\$ 70.45 billion in 2016 to US\$ 111.25 billion in 2019.

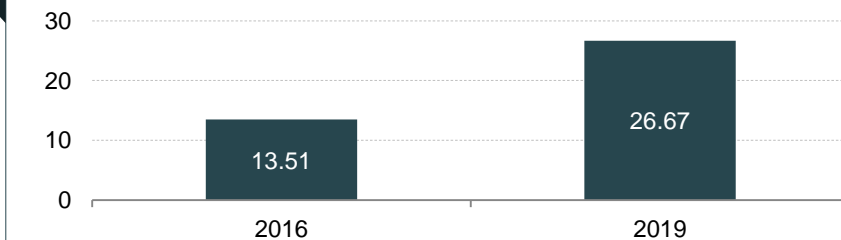
### Consumer expenditure in India (US\$ billion)



### Retail market in India (US\$ billion)



### Modern retail market in India (US\$ billion)

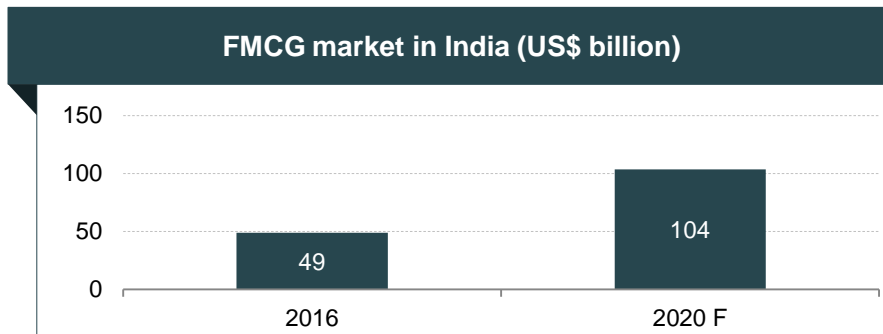


*Notes: CAGR - Compound Annual Growth Rate, F- Forecast*

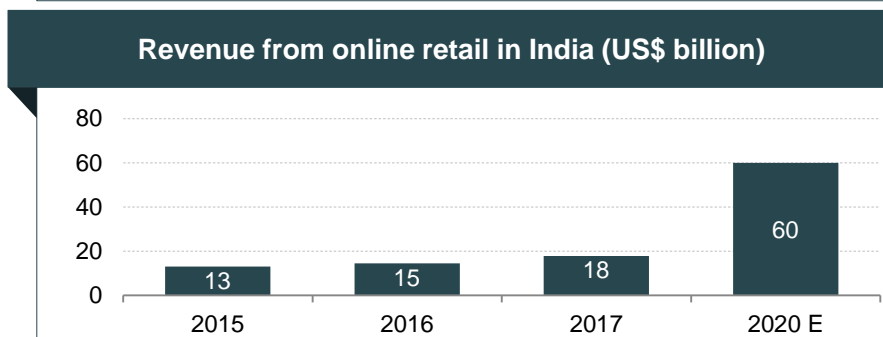
*Source: Ernst and Young, Price Waterhouse Cooper, Economic Times*

# EXECUTIVE SUMMARY

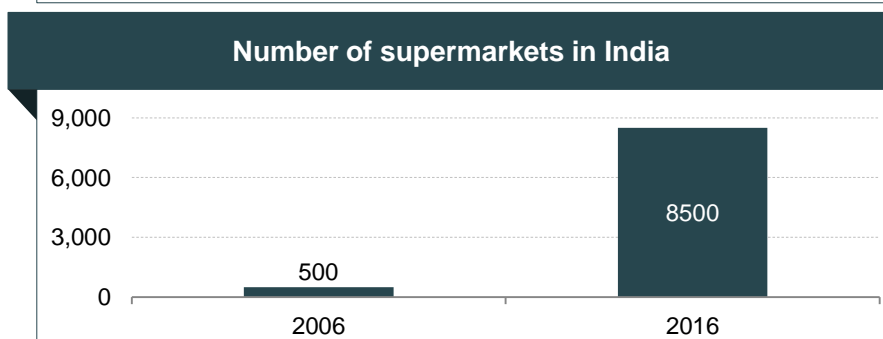
- Robust consumption, rural markets to augment FMCG market
- FMCG market expected to increase to US\$ 103.7 billion by 2020 from US\$ 49 billion in 2016



- Increasing participation from foreign and private players to boost retail infrastructure
- India's online retail sector grows 23 per cent to US\$ 17.8 billion in 2017
- Revenue generated from online retail is projected to grow to US\$ 60 billion by 2020.



- Rising number of tier-2 and tier-3 cities to enhance supermarket space in the country
- Supermarkets to total 8,500 by 2016 from 500 in 2006



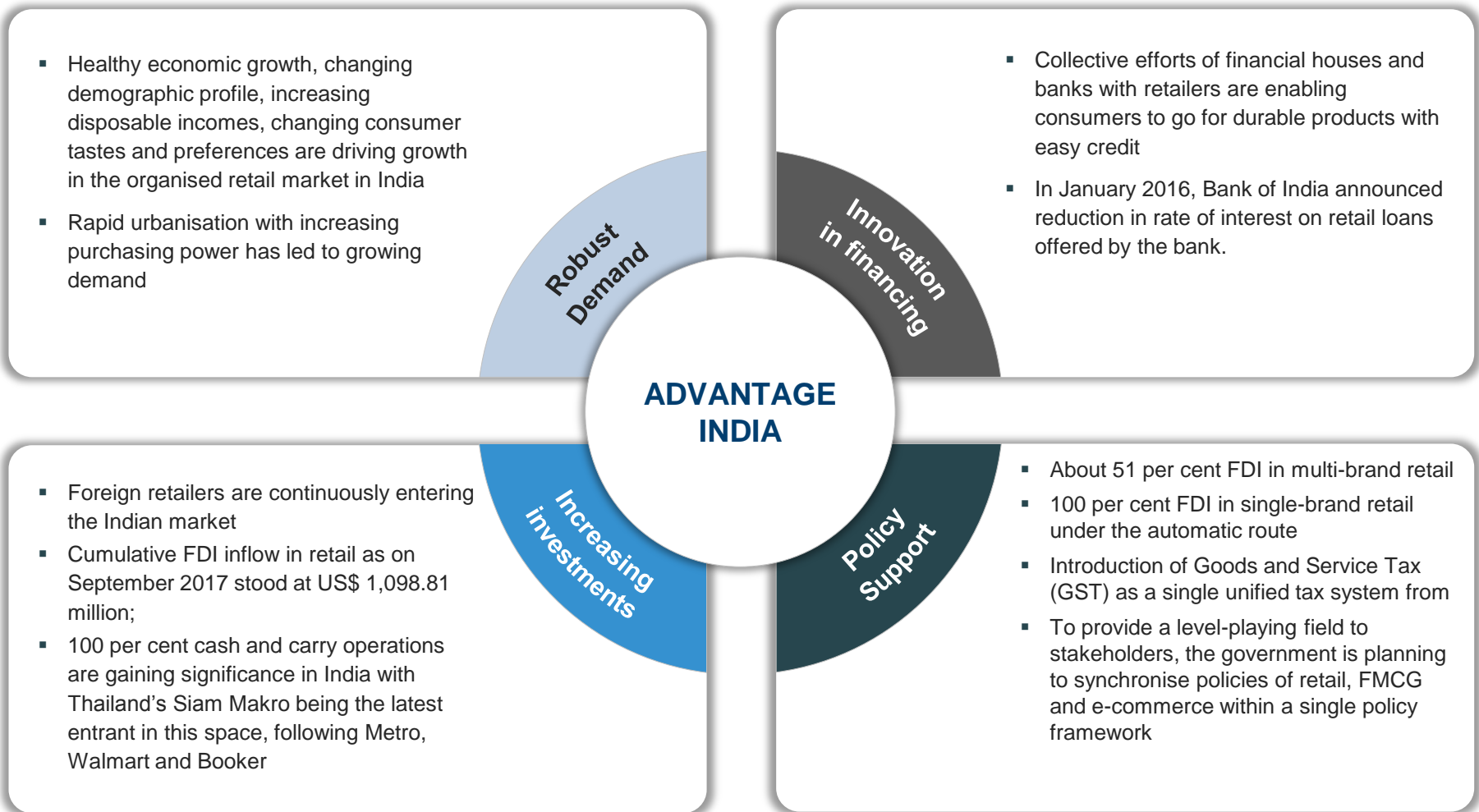
**Notes:** CAGR - Compound Annual Growth Rate, E – Estimate, F – forecast, All the years denote calendar year.

**Source:** indiaretailing.com



# ADVANTAGE INDIA





**Note:** FY – Indian Financial Year (April–March), NMDP – National Maritime Development Programme, FDI – Foreign Direct Investment, US\$ – US Dollar, E – Estimated, MMT – Million Metric Tonnes, CAGR – Compound Annual Growth Rate

**Source:** Report of the Task force on Financing Plan for Ports, Government of India

# MARKET OVERVIEW AND TRENDS



# EVOLUTION OF RETAIL IN INDIA

## Pre 1990s

- Manufacturers opened their own outlets

## 1990-2005

- Pure-play retailers realised the potential of the market
- Most of them in apparel segment

## 2005-2010

- Substantial investment commitments by large Indian corporate
- Entry in food and general merchandise category
- Pan-India expansion to top 100 cities
- Repositioning by existing players

## 2010 onwards

- Cumulative FDI inflow from April 2000 to September 2017, in the retail sector, reached US\$ 1,098.81 million
- Retail 2020: Retrospect, Reinvent, Rewrite.
- Movement to smaller cities and rural areas
- More than 5–6 players with revenues over US\$ 1 trillion by 2020
- Large-scale entry of international brands
- Approval of FDI limit in multi-brand retail up to 51 per cent
- Rise in private label brands by retail players
- Sourcing and investment rules for supermarkets were relaxed
- E commerce has emerged as one of the major segments
- 100 per cent FDI in single brand retail under the automatic route

Source: Technopak Advisors Pvt Ltd, BCG

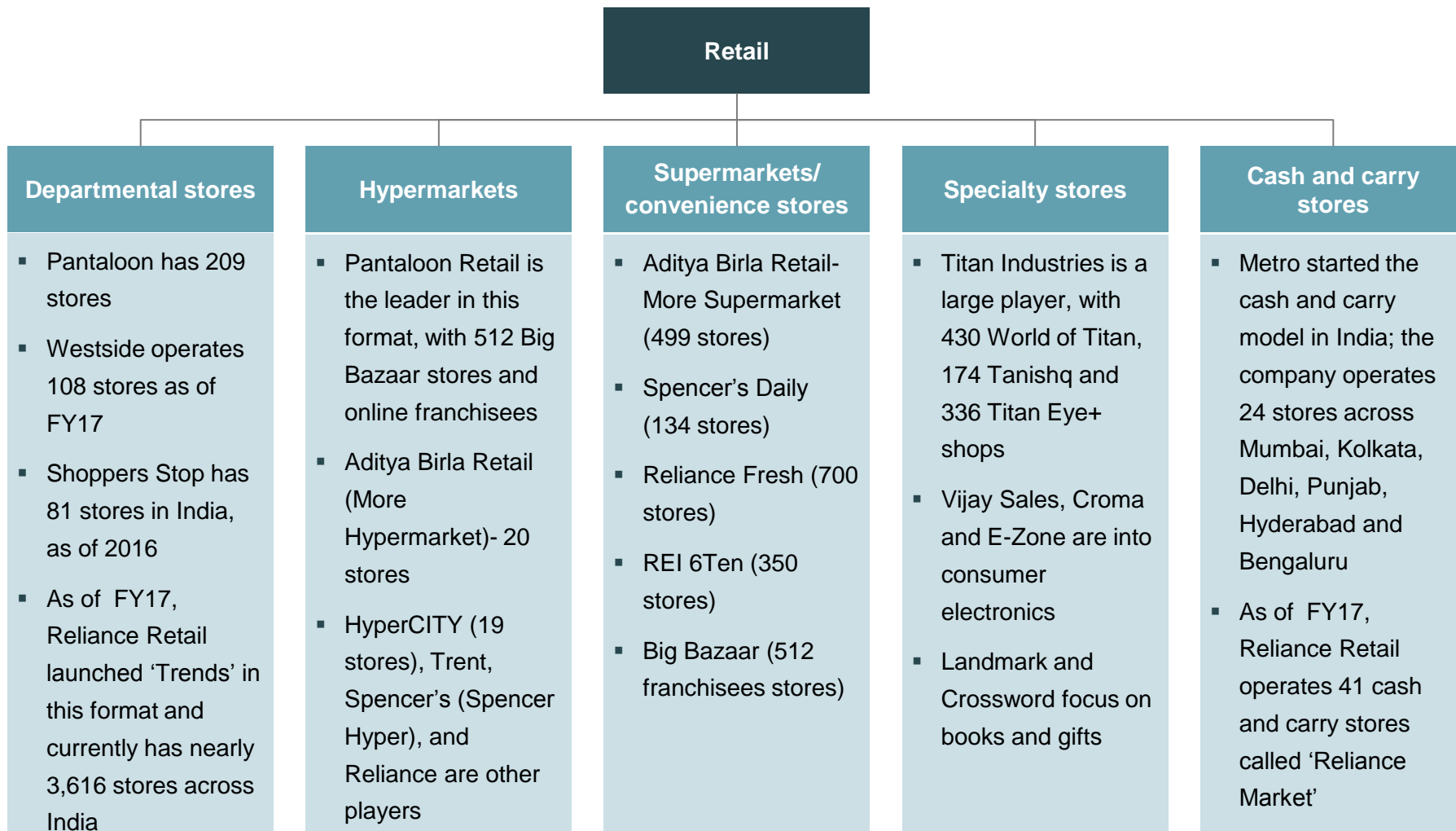




*Note: IT - Information Technology*

*Source: Aranca Research*

# COMPETITIVE LANDSCAPE IN INDIAN RETAIL SECTOR

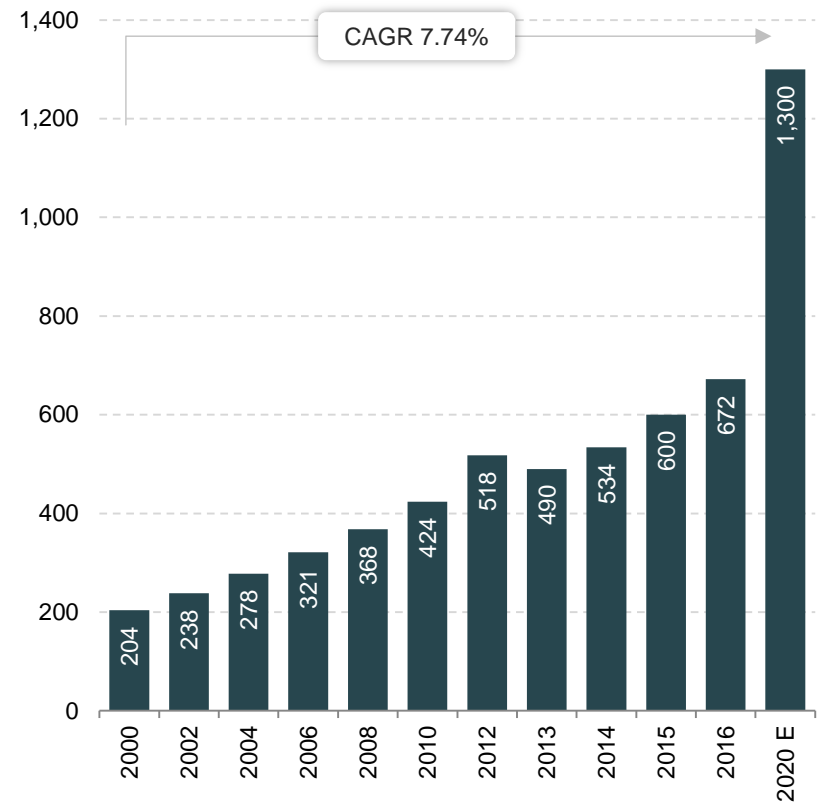


Source: Company websites, Press Release

# STRONG GROWTH IN THE INDIAN RETAIL INDUSTRY

- The retail sector in India is emerging as one of the largest sectors in the economy
- The total market size was estimated to be around US\$ 672 billion in 2016, thereby registering a CAGR of 7.74 per cent since 2000.
- Retail industry is expected to grow to US\$ 1.3 trillion by 2020.

Market size over the past few years (US\$ billion)

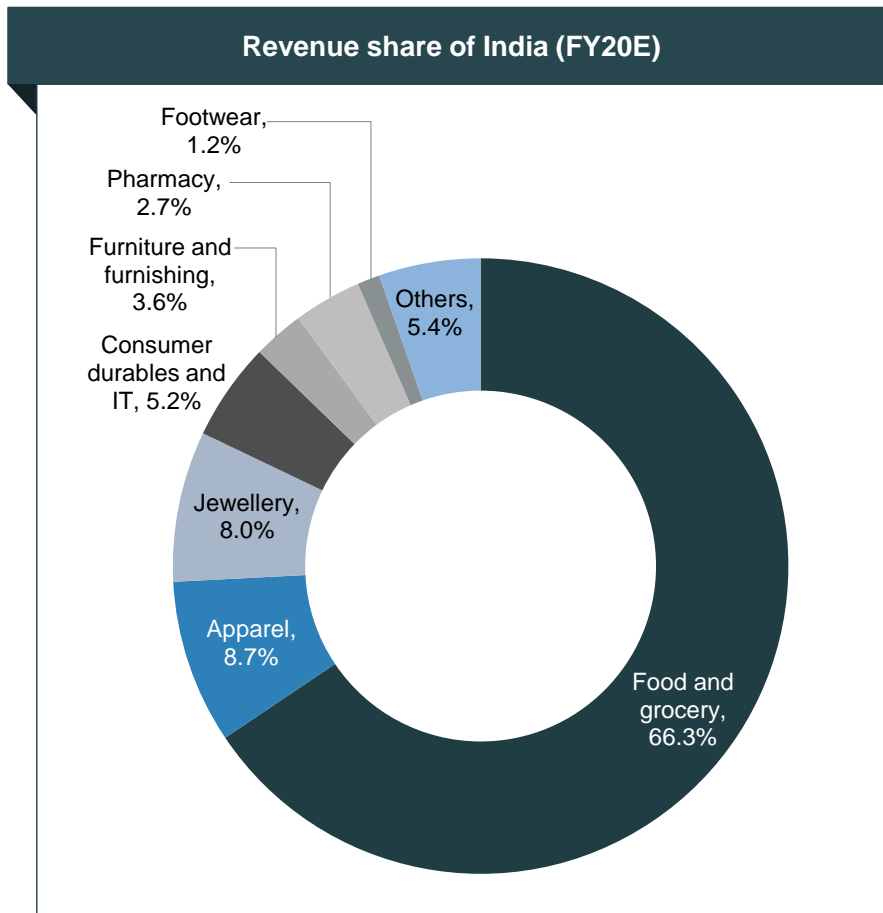


*Note: CAGR - Compound Annual Growth Rate, E - Estimated*

*Source: BCG Retail 2020, Ernst and Young, Deloitte, indiaretailing.com, Economist Intelligence Unit, Euro monitor,*

# FOOD AND GROCERY ACCOUNT FOR LARGEST SHARE IN REVENUES IN INDIA

- By 2020, food and grocery segment is expected to account for 66 per cent of the total revenues in the retail sector, followed by apparel segment
- Demand for Western outfits and readymade garments has been growing at 40–45 per cent annually.
- After 2017 being a favourable year for herbal-ayurvedic brands, new Indian organic labels in hair care, cosmetics, food and apparel are gearing up to establish an organic niche in the growing herbal segment.



*Note: E – estimate*

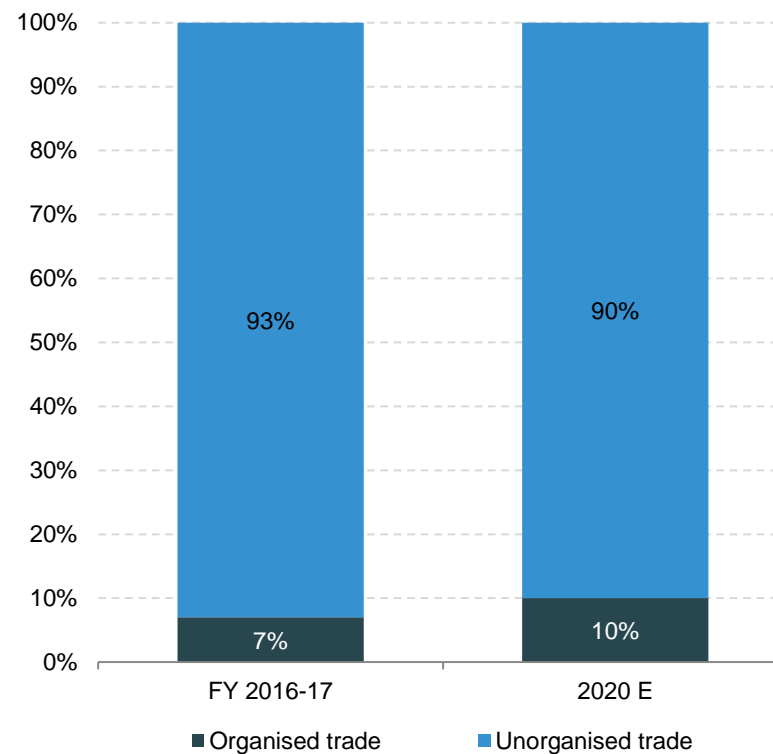
*Source: Technopak, Indian Retail Market January 2013, Deloitte, A Report on 'Changing trends: gems and jewellery industry' by Onicra*



# ORGANISED RETAIL IN NASCENT STAGE

- Organised Retail Penetration (ORP) in India is low (7 per cent) compared with that in other countries, such as the US (85 per cent). This indicates strong growth potential for organised retail in India.
- The Indian retail market is in its nascent stage; unorganised players accounted for 7 per cent of the market during FY 2016-17.
- There are over 15 million mom-and-pop stores
- The organised retail in India is growing at a CAGR of 20-25 per cent per year.
- In 2020, it is estimated that organised retail penetration share would reach 10 per cent and unorganised retail penetration would hold a major share of 90 per cent.
- The unorganised retail sector in India has huge untapped potential for adopting digital mode of payments, as 63 per cent of the retailers are interested in using digital payments like mobile and card payments. ^

## Significant scope for expansion



*Note: E – estimate, ^ - as per a report by Centre for Digital Financial Inclusion (CDFI).*

*Source: BCG, KPMG- indiaretailing.com, Deloitte Report, Winning in India's Retail Sector*

# SIGNIFICANT GLOBAL POSITIONING OF INDIAN RETAIL SECTOR

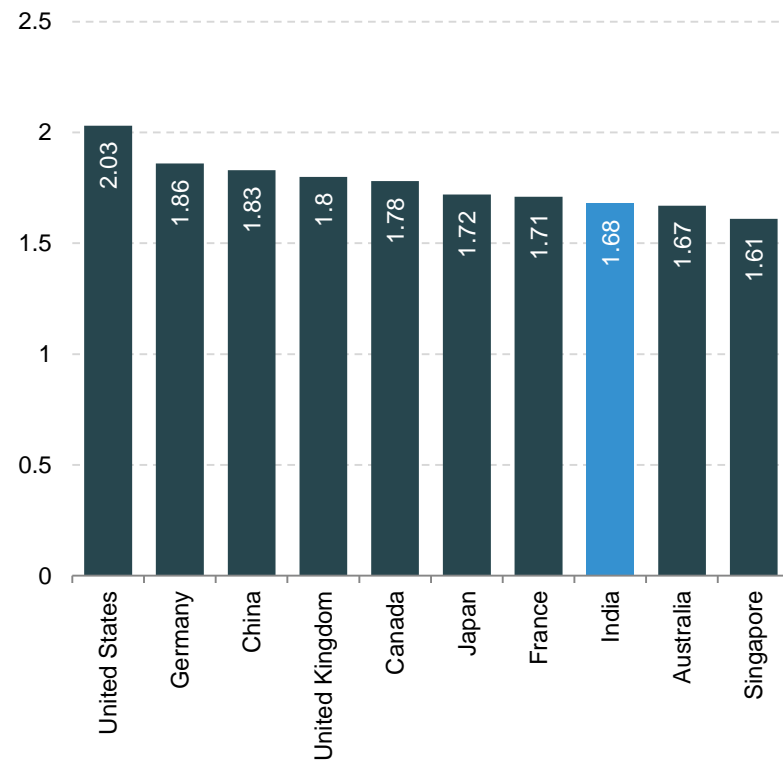
- India is among the highest in the world in terms of per capita retail store availability. India's strong growth fundamentals, along with increased urbanisation and consumerism, offer immense scope for retail expansion for foreign players. With the allowance of 100 per cent FDI in single brand retail investor sentiment will get further push
- In October 2016, CapitaLand, a listed company in Singapore, announced plans to open 2 more malls in India by the end of 2019.
- World's largest private equity manager, Blackstone Group, entered India's retailing sector by setting up a fully owned subsidiary, Nexus Malls. The new entity will own and manage shopping centres in the country.
- With an aim to expand its store network, Walmart India Pvt Ltd, the Indian arm of the largest global retailer, is planning to set up 30 new stores in India over the coming three years.
- With an investment of US\$148.74 million, Amway India plans to open 50 retail stores in the country by 2018, for enhancing direct and online sales of its products.
- British luxury men's footwear and accessories brand, Harrys of London is going to enter India and plans to open its first outlet in Delhi followed by Mumbai by early 2018.
- US-based footwear company, Skechers, is planning to add 400-500 more exclusive outlets in India over the next five years and also to launch its apparel and accessories collection, as it increases its operations in India.
- Bang and Olufsen, a Danish-based stereo system speaker maker, plans to set up its 1st flagship store in Delhi and is planning to open 8-10 standalone stores in Chandigarh, Hyderabad, Ahmedabad, Ludhiana and Kolkata in this fiscal year.
- Ikea Group to open its 1st domestic outlet in 2018 in Hyderabad, followed by more stores in New Delhi, Mumbai and Bangalore. The company would double its sourcing from India to US\$ 667 million.
- Japanese low-cost retail chain, Miniso, opened its first store in India on July 18, 2017 and is targeting a revenue of Rs 10,000 crore (US\$ 1.56 billion) over two years by reaching a count of 210 stores by the end of 2018 and 800 by 2019.
- Indian fast-moving consumer goods (FMCG) company, Patanjali Ayurved Ltd, is planning to foray into India's apparel market by launching its 'swadeshi' clothing line by April 2018 and has set a sales target of Rs 5,000 crore (US\$ 780.41 million) for the first year.
- French beauty and cosmetics retailer Sephora is planning to bring 14 exclusive brands to India in 2018 and will open 6-8 new stores in the country every year.

*Source: Dun and Bradstreet, AT Kearney, Indian Retail Market September 2011, Times of India*

# SECTOR'S HIGH GROWTH POTENTIAL IS ATTRACTING INVESTORS

- India has occupied a remarkable position in global retail rankings; the country has high market potential, low economic risk and moderate political risk
- In FDI Confidence Index, India ranks 8th (after U.S., Germany, China, UK, Canada, Japan, and France)
- India is ranked first in the Global Retail Development Index 2017, backed by rising middle class and rapidly growing consumer spending.
- Overall, given its high growth potential, India compares favourably with global peers among foreign investors
- With investment of around US\$ 511.76 billion, the first half of 2016 witnessed the highest annual private equity (PE) in the retail sector, since 2008.
- India's retail market witnessed investments worth US\$ 200 million by private equity (PE) firms and wealth funds between January-June 2017.
- Department of Industrial Policy and Promotion (DIPP) approved three foreign direct investments (FDI), Mountain Trail Food, Kohler India Corporation, and Merlin Entertainments India in the single brand retail sector.
- The DIPP has approved two FDI proposals worth more than Rs 400 crore (US\$ 62.45 million) within the retail sector.

FDI Confidence Index 2017



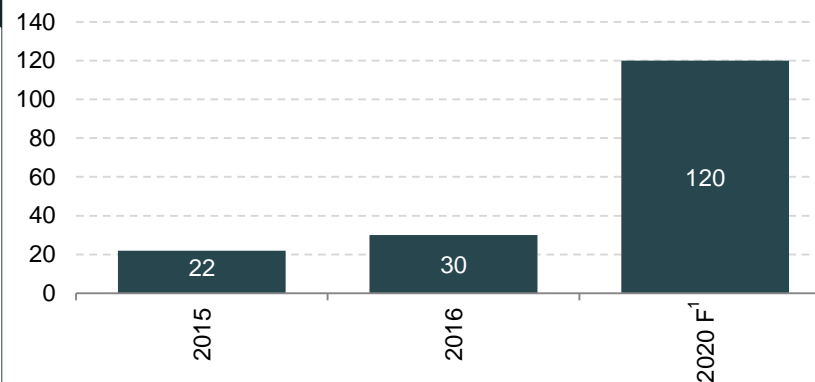
*Note: FDI - Foreign Direct Investment*

*Source: AT Kearney 2017 FDI Confidence Index*

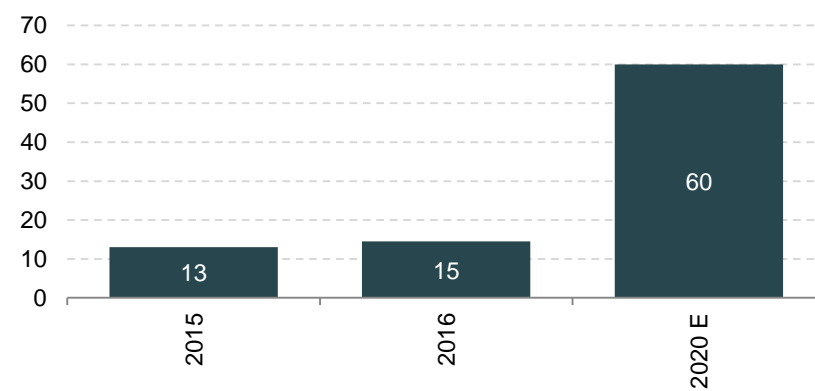
# RISING PROMINENCE OF ONLINE RETAIL

- Online retail business is the next generation format which has high potential for growth in the near future. After conquering physical stores, retailers are now foraying into the domain of e-retailing
- With growth in the e-commerce industry, online retail is estimated to reach US\$ 60 billion by 2020.
- The government plans to allow 100 per cent FDI in e-commerce, under the arrangement that the products sold must be manufactured in India to gain from the liberalised regime
- In 2016, online retail industry of the country registered a growth of 12 per cent, over the previous year, with the revenue reaching US\$ 14.5 billion.
- The key drivers of online retail are a young population aided by easier access to credit and payment options, increasing internet penetration and speed, 24-hour accessibility and convenient and secured transactions
- Online retailers continue promotional prices in the market, offering a significant boost to e-retailing in consumer durable sector
- Options like cash-on-delivery and manufacturers' warranty add fuel to this rage. Cash-on-delivery is the most preferred payment option with over 30 per cent of buyers opting for it in India
- India's ecommerce industry's sales rose 40 per cent year-on-year to reach Rs 9,000 crore (US\$ 1.5 billion) during the five-day sale period ending September 24, 2017, backed by huge deals and discounts offered by the major ecommerce companies.

Revenues of the Indian E-commerce industry (US\$ billion)



Online retail in India (US\$ billion)



*Notes: APMEA - Asia/ Pacific, Middle East and Africa, E- Estimated, F- Forecast, ^ - as per RedSeer Consulting*

*Source: MasterCard Worldwide Insights 4Q 2010, PWC e commerce in India report, ASSOCHAM, UN Report 'The power of 1.8 billion'*



# Porter's Five Force Framework Analysis

## Threat of Substitutes

- **Low** – Threat of substitute products is low. However, customers may purchase products from a local store instead of purchasing from a retailer

## Bargaining Power of Suppliers

- **Low** – Retailers have low switching costs, which make the supplier power low. Larger retailers can easily switch to different suppliers.

## Competitive Rivalry




- **High** – Entry of foreign players in the market and e-retailers have intensified competition
- Customers' low switching cost increases competition
- The Indian retail sector is highly fragmented, which increases competition

## Bargaining Power of Buyers

- **High** – The consumers are price sensitive and have information about the product and its price
- Low switching cost gives customers high bargaining power

## Threat of New Entrants

- **Medium** – Entry as a retailer is quite simple. However, players need to establish strong distribution channels and achieve economies of scale to compete

-  Positive Impact
-  Neutral Impact
-  Negative Impact

Source: PricewaterhouseCoopers, Techopak

# STRATEGIES ADOPTED



# STRATEGIES ADOPTED

## Strong distribution and logistic network

- It is imperative for a retailer to have a strong distribution and logistic network to succeed in this sector. Players follow a distribution network that suits them the best. For example, Shoppers Stop follows a “hub and spoke” model for its distribution network to increase efficiency and productivity

## Marketing innovation

- In March 2017, PepsiCo Inc. announced the launch of ready to cook breakfast items like khichdi, dosa, idli etc., which would be sold under the brand namely Quaker Nutri Foods
- In March 2017, Parle launched Frooti its iconic drink in a fizzy version, it's the first innovation in the brand since its launch 32 years ago.

## Focus

- As of February 2017, Tanishq is focusing on expanding its large format-retailing concept, with re-launching their showrooms in Velachery.
- The Future Group will set up 4000 “neighbourhood” retail stores in the next 3-5 years as a part of its focus on small stores. The brand will increase the number of stores from 538 in March 2017 to 1000 by September 2018.
- In May 2017, Myntra voiced intentions to increase their market penetration by spending on technology and buying more brands instead of spending on discounts and marketing.

## Omni-channel retailing

- Retailers are opting for many channel to maximise sales, Omni-channel retailing is being adopted by many retailers in India. For example, Shoppers Stop is making efforts to be an omni-channel retailer. Ezone has launched an online platform, which has led to increase in sales
- In February 2017, Myntra became the 1st e-commerce brand to manage the fashion brand -- Mango's omni channel presence, globally.

## Changing the perception

- Retailers benefit if consumers perceive their store brands to have consistent and comparable quality and availability in relation to branded products. For this, retailers are providing more assortments for private level brands to compete with supplier's brand. New product development, aggressive retail mix and everyday low pricing strategy help to get edge over supplier's brand

Source: Company website

# STRATEGIES ADOPTED BY INDIAN RETAILERS FOR SALES MAXIMISATION

## Offering discounts

- Most retailers have advanced off-season sales from 15 days to a month with discounts of 20-70 per cent on certain products
- Higher discounts and other value-added services for members

## Lowering prices

- Certain retailers adopt 'first price right' approach. Retailers do not offer discounts under this strategy: they directly compete on the selling price by offering a best price without any markdowns

## Offering value-added services

- Companies offer innovative value-added services, such as customer loyalty programmes and happy hours on shopping deals
- Offers for senior citizens, contests for students and lottery gains are now very common

## Leveraging partnerships

- To keep customers on shop floors for a longer time and increase conversions, retailers are now pitching to partner with manufacturers, service providers, financial companies, etc. to create a buzz around certain product categories

## Strong supply chain

- Critical components of supply chain planning applications help retailers to maintain profit margins
- Retailers develop innovative solutions for managing the supply chain problems
- Innovative solutions like performance management, frequent sales operation management, demand planning, inventory planning, production planning and lean systems can help retailers to get advantage over competitors

## Joint Ventures

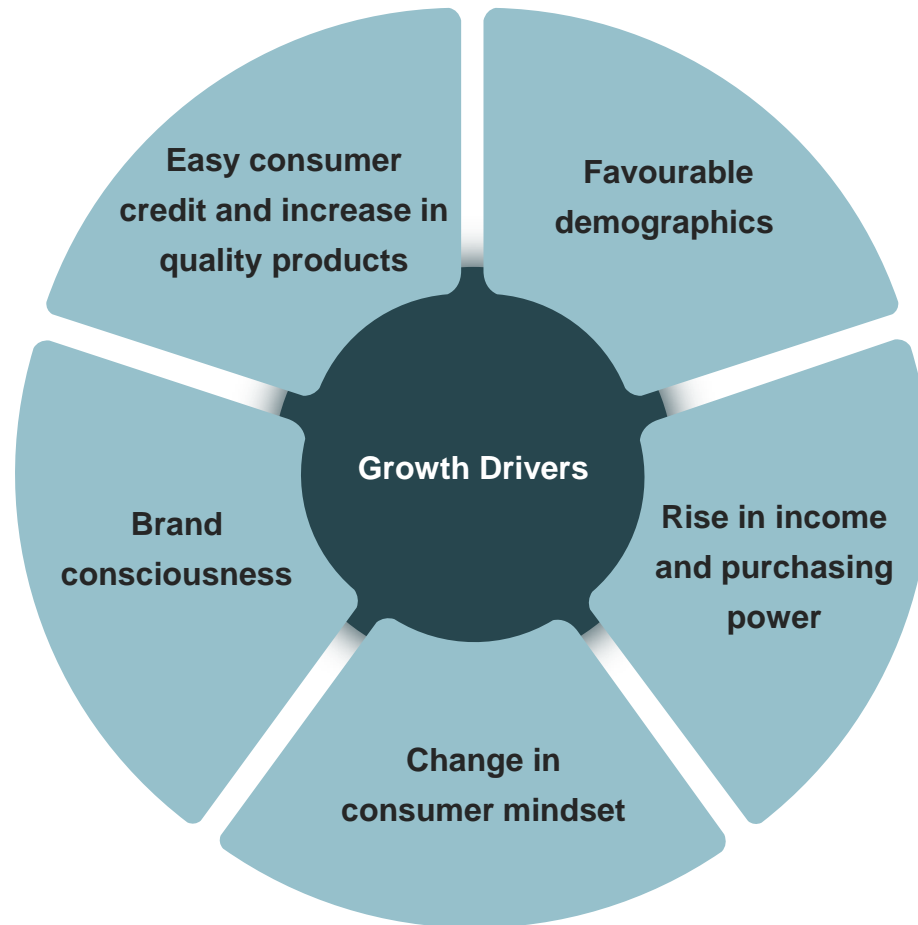
- To diversify the product offerings and tap the growing luxury retail segment, retailers are forming joint ventures with foreign luxury brands. Reliance Brands Ltd. formed a joint venture with Bally, a Swiss luxury brand, to exclusively market its products in India

Source: KPMG International

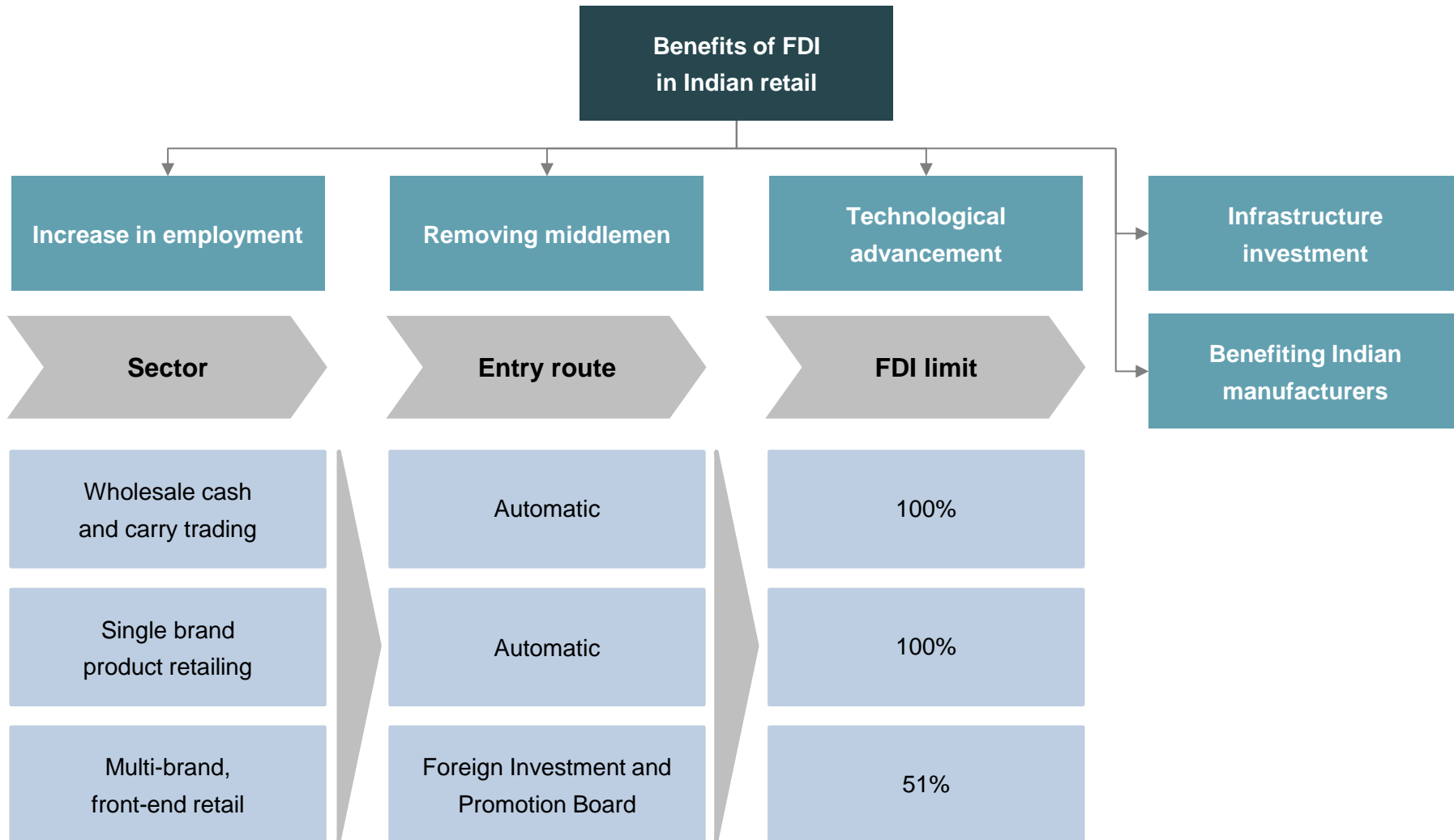


# GROWTH DRIVERS





# INDIAN RETAIL IS SET TO BENEFIT FROM FDI POLICY



# FDI POLICY DETAILS ON SINGLE AND MULTI-BRAND RETAIL IN INDIA

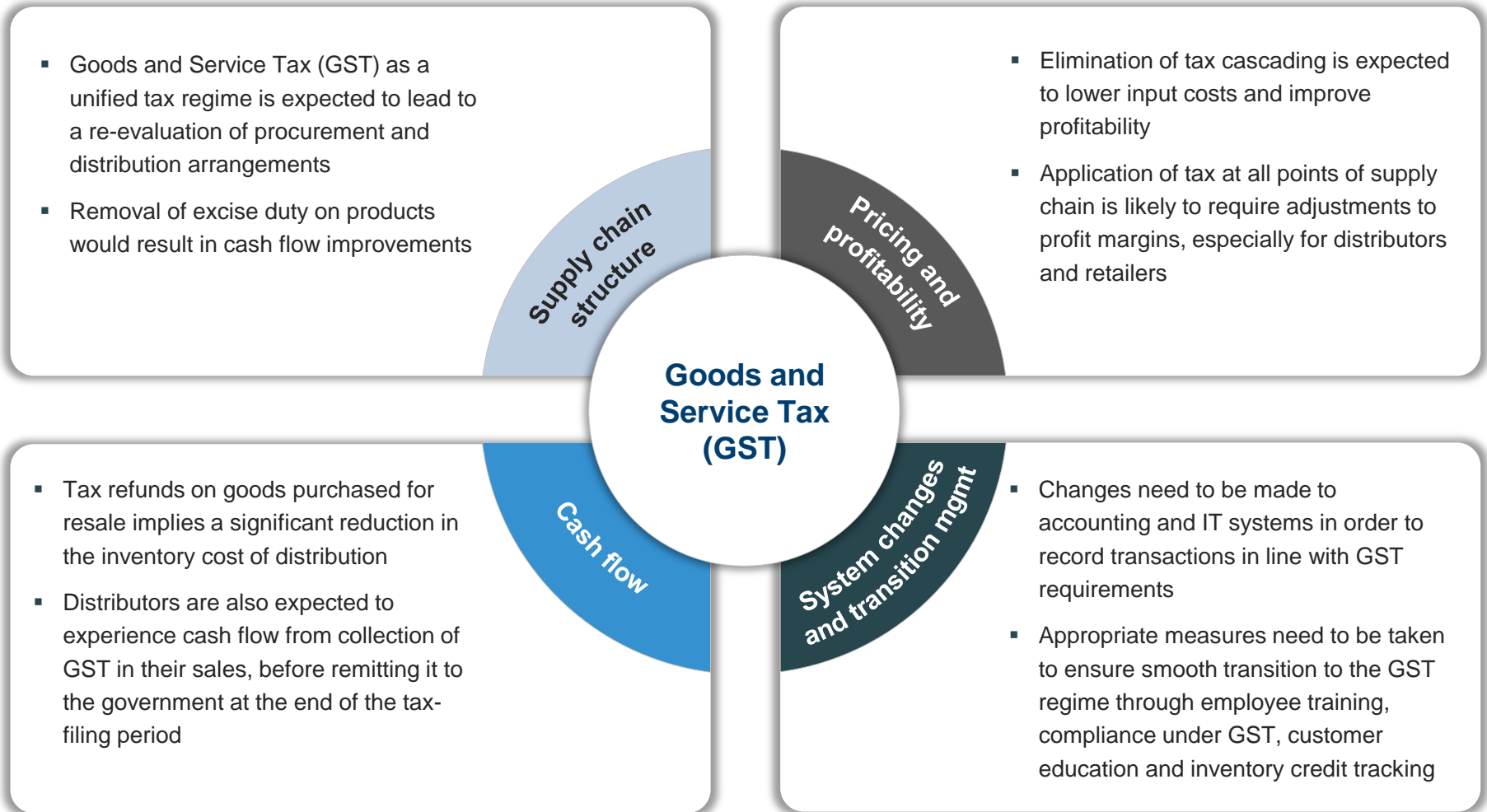
**51 per cent FDI in  
multi-brand retail  
Status: Policy passed**

- Minimum investment cap is US\$ 100 million
- 30 per cent procurement of manufactured or processed products must be from SMEs
- Minimum 50 per cent of total FDI must be invested in backend infrastructure (logistics, cold storage, soil testing labs, seed farming and agro-processing units)
- Removes middlemen and provides better price to farmers
- Development in retail supply chain system
- 50 per cent of jobs in retail outlet could be reserved for rural youth and a certain amount of farm produce could be required to be procured from poor farmers
- To ensure the Public Distribution System (PDS) and Food Security System (FSS), the government reserves the right to procure a certain amount of food grains
- Multi-brand retail would keep food and commodity prices under control
- Will cut agricultural waste as mega retailers would develop backend infrastructure
- Consumers will receive higher quality products at lower prices and with better service

**100 per cent FDI in  
single brand retail  
Status: Policy passed**

- Products to be sold under the same brand internationally. Sale of multi-brand goods is not allowed, even if produced by the same manufacturer
- 100 per cent FDI allowed in single-brand retail under the automatic route.
- Single brand retail entities have been allowed to set off their incremental sourcing of goods from India for global operations during the initial five years starting from the 1st April of the year of the opening of first store, as against the compulsory sourcing requirement of 30 per cent of purchases from India.
- 100 per cent FDI in retail trading of food products manufactured or produced in India.
- Liberalisation of FDI is expected to give a boost to ease of doing business and Make in India.

# NEW GOODS AND SERVICE TAX (GST) WOULD SIMPLIFY TAX STRUCTURE

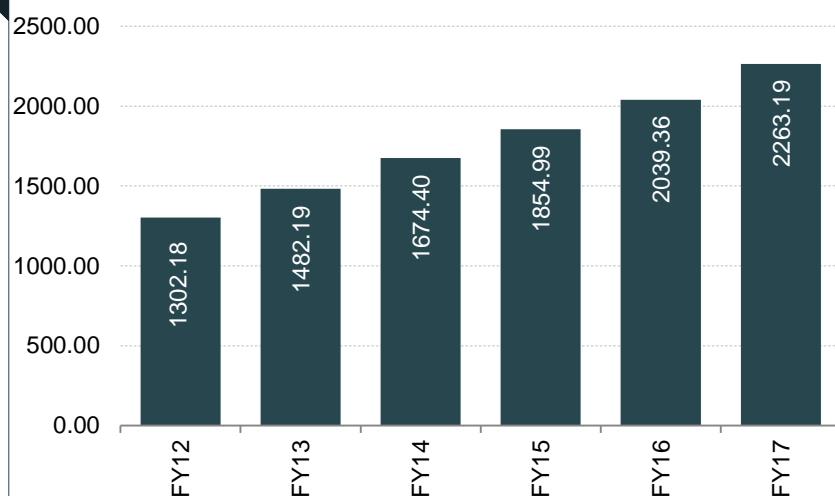


Source: Aranca Research

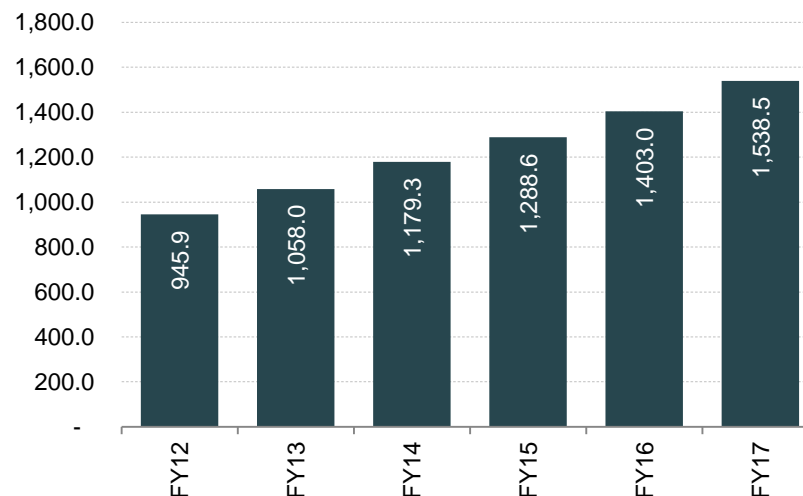
# INCOME GROWTH TO DRIVE DEMAND FOR ORGANISED RETAIL

- Multiple drivers are leading to strong growth in Indian retail through a consumption boom
- Significant growth in discretionary income and changing lifestyles are among the major growth drivers of Indian retail
- Easy availability of credit and use of 'plastic money' have contributed to a strong and growing consumer culture in India
- Acceptance and usage of e-retailers by consumers are increasing due to convenience and secured financial transactions
- Expansion in the size of the upper middle class and advertisement has led to greater spending on luxury products and high brand consciousness

**GDP at current prices (US\$ billion)**



**GDP per capita at current prices (US\$)**



Notes: E- Estimate, F - Forecasts

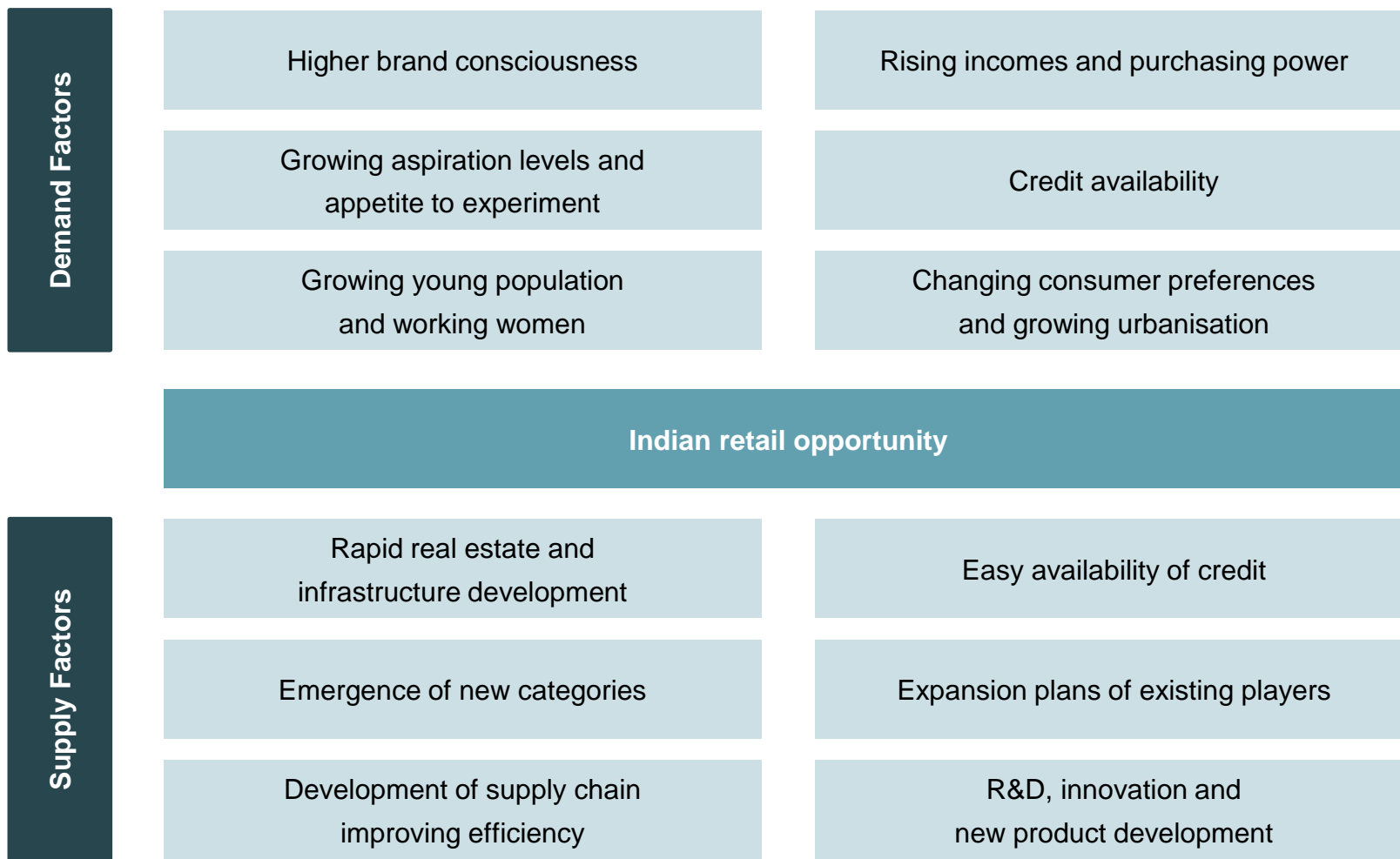
Source: IMF



# OPPORTUNITIES



# GROWTH VALUE PROPOSITION



Source: KPMG International 2011

# AMPLE GROWTH OPPORTUNITIES IN INDIAN RETAIL INDUSTRY

## Large number of retail outlets

- India is the fifth largest preferred retail destination globally
- The sector is experiencing exponential growth, with retail development taking place not just in major cities and metros, but also in Tier-II and Tier-III cities

## Rural markets offer significant growth potential

- FMCG players are focusing on rural market as it accounted for over 40 per cent of FMCG consumer base in India in 2016. With increasing investment in infrastructure, retailers would be able to increase their access to high-growth potential rural markets

## Private label opportunities

- The organised Indian retail industry has begun experiencing an increased level of activity in the private label space
- The share of private label strategy in the US and the UK markets is 19 per cent and 39 per cent, respectively, while its share in India is just 6 per cent. Stores like Shopper Stop, Lifestyle generates 15 to 25 per cent revenues from private label brands.

## Sourcing base

- India's price competitiveness attracts large retail players to use it as a sourcing base
- Global retailers such as Walmart, GAP, Tesco and JC Penney are increasing their sourcing from India and are moving from third-party buying offices to establishing their own wholly-owned/wholly-managed sourcing and buying offices

## Luxury retailing

- Luxury retailing is gaining importance in India. This includes fragrances, gourmet retailing, accessories and jewellery among many others.
- The Indian luxury market stood at around US\$ 18.6 billion in 2016 from US\$ 14.7 billion in 2015 , thereby registering a growth of 26.5 per cent.

*Notes: FMCG - Fast Moving Consumer Goods*

*Source: Aranca Research*

# RECENT M&A DEALS IN THE INDIAN RETAIL SECTOR

Acquirer name	Target name	Year	Deal type
Future Group	HyperCity	October 2017	Acquisition
Berger Paints	Chugoku Marine Paints	April 2017	Collaboration
Myntra	InLogg	April 2017	Acquisition
Flipkart owned Myntra	HRX	August 2016	Acquisition
Myntra	MotoGP	August 2016	Collaboration
Aditya Birla Fashion and Retail	Forever 21 (India Business)	May 2016	Acquisition
Idein Ventures.	Infurnia	Jan 2016	Joint Venture
Paytm	Near.in	Dec 2015	Acquisition
Morgan Stanley	Flipkart	June 2015	Private Equity
InnoVen Capital	Sportsbiz Private Limited	July 2015	Private Equity
Snapdeal	Exclusively.in	Feb 2015	Acquisition
Kalyan Jewellers India Pvt Ltd	Warburg Pincus	Oct 2014	Private Equity
Celio	Future Lifestyle Fashions Limited	Oct 2014	Private Equity
Flipkart	Myntra.com	May 2014	Acquisition
Soft Bank	Snapdeal	Oct 2014	Private Equity
Warburg Pincus	Biba Apparels	Dec 2013	Private Equity
Hassan Food Co	Bush Foods Overseas Pvt Ltd	Apr 2013	Acquisition
Trent Ltd	Landmark Ltd	Feb 2013	Acquisition
Future Venture India Ltd	Big Apple (convenience store)	Sep 2012	Acquisition
Peter England Ltd	Pantaloons Retail India Ltd	Sep 2012	Acquisition
Pantaloons Retail India Ltd	R&R salons	May 2012	Private Equity

Source: Bloomberg and Thomson ONE Banker



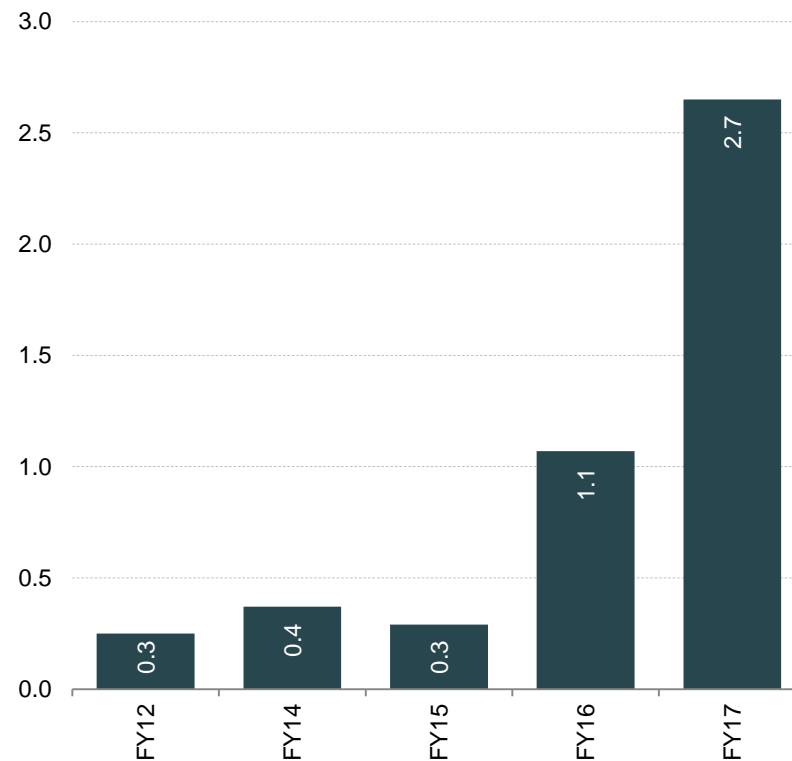
# CASE STUDIES



# FUTURE RETAIL: INDIA'S LEADING RETAILER IN MULTIPLE RETAIL FORMATS

- Future Retail has seven key retail brands namely: Big Bazaar, Easyday, E-zone, FBB, Food Bazaar, Foodhall and Home Town.
- It has a total of 901 stores across 240 cities with an annual customer footfall of 300 million and 33,467 employees.
- As of November 2016, the company bought retail business of Hyderabad-based 'Heritage Foods Ltd.'
- In January 2017, Future Lifestyle Fashions raised US\$ 37.19 million in a subsidiary that houses Lee Cooper brand of clothing.
- In February 2017, Future Retail has entered into an agreement to sell the UK based -- Laura Ashley's home furnishing merchandise, through their own operating stores and websites in India.
- In 2017, the company was awarded 'Most Admired Multi Fashion Retailer of the Year', 'Most Admired Brand of the Year – New Launch', 'Most Admired Fashion Brand of the Year in Men's Western Wear'; Big Bazaar Profit Club was awarded Best Loyalty Program in Retail Sector under the 17TH Annual IMAGES Fashion Awards.
- A new expansion plan named 'Retail 3.0' has been unveiled by the Future Group, under which it has partnered Google, Facebook, and Deloitte and will aim to become the largest integrated consumer company in Asia with a trillion dollar revenue by 2047.
- The company's discount chain, Brand Factory, is planning to open 40 new stores by October 2018 to expand in Tier 2 cities.

Future Retail sales (US\$ billion)



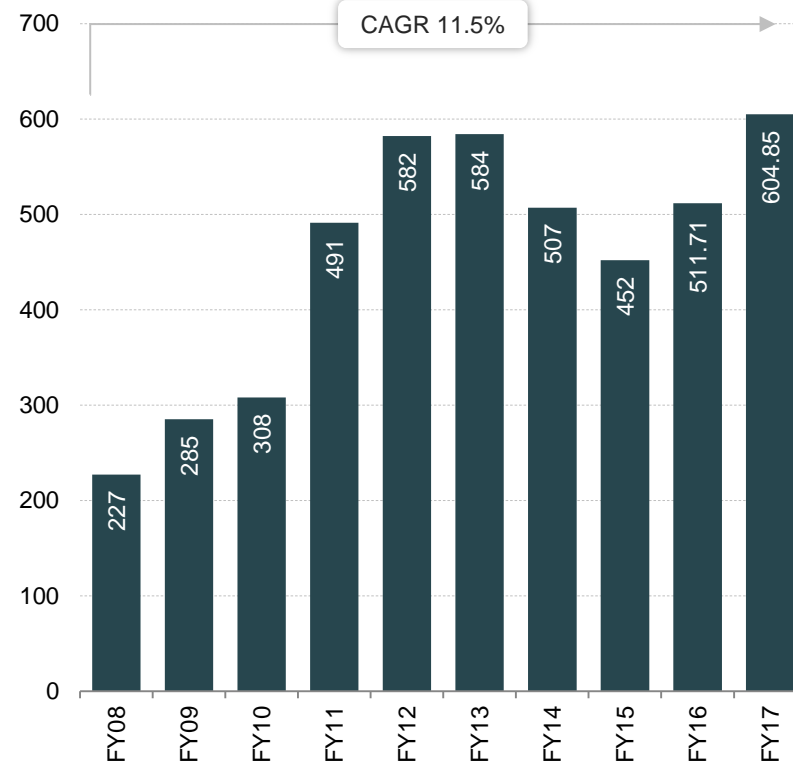
Source: Company website, Annual Report, Media sources



# SHOPPERS STOP: THE LEADER IN DIVERSIFIED MARKET STRATEGY ... (1/2)

- The brands and joint ventures under Shoppers Stop are: Shoppers Stop (apparel, accessories, footwear, décor), Homestop (home furnishing), Crossword (books and entertainment) Mothercare (infant and toddler care), Estee Lauder, Mac and Clinique (beauty), Nuance Group (airport retailers).
- The company owns 156 stores in 25 cities with 4.81 million square feet space across 8 store formats
- Successfully introduced a number of international brands
- Improved product mix and brand profiles to attract new customers
- Over 4.7 million customers are a part of the First Citizen Loyalty Programme
- In 2016, the company has been selected as “The Most Respected Company in Retail” by Business World Magazine for the fifth year in a row.

Shoppers Stop's sales growth (US\$ million)

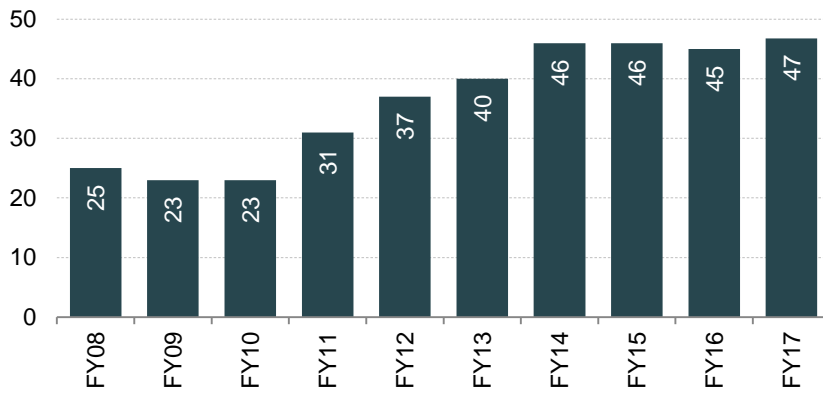


**Note:** First Citizen Loyalty Programme is a membership scheme for its members to avail discounts and promotional offers

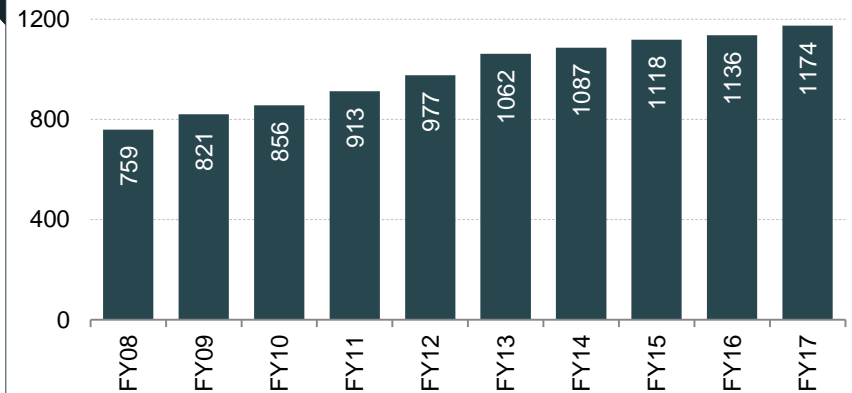
**Source:** Company website, Annual Report

# SHOPPERS STOP: LEADER IN DIVERSIFIED MARKET STRATEGY ... (1/2)

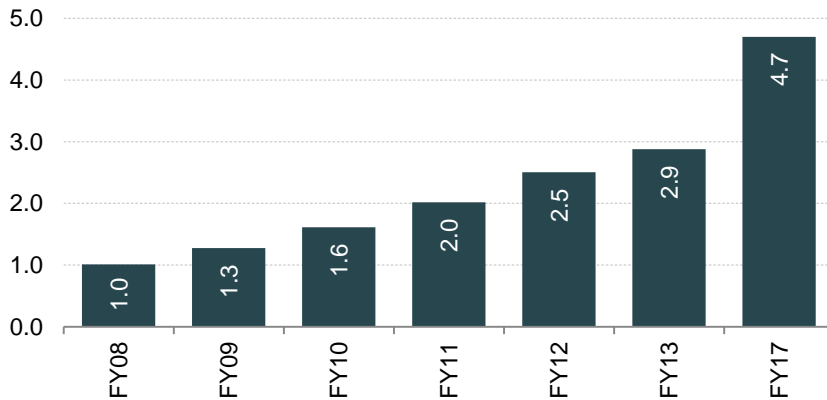
Footfalls (in million)



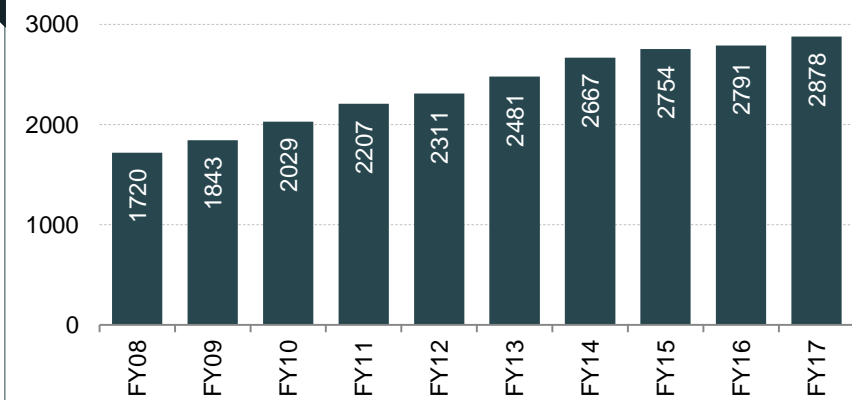
Average selling price (INR)



Members (in million)



Average transaction size (INR)



Source: Company website, Annual Report

# KEY INDUSTRY ORGANISATIONS



## Retailers Association of India

Address: 111/112, Ascot Centre,  
Next to Hotel Le Royal Meridien, Sahar Road, Sahar,  
Andheri (E),  
Mumbai – 400099.  
Tel: 91- 22 - 28269527 - 28  
Fax: 91- 22- 28269536  
E-mail: [info@rai.net.in](mailto:info@rai.net.in)  
Website: [www.rai.net.in](http://www.rai.net.in)

## The Franchising Association of India

Address: A-13, Kailash Colony  
New Delhi – 110048  
Tel: 91- 11- 2923 5332  
Fax: 91- 11- 2923 3145  
Website: [www.fai.co.in](http://www.fai.co.in)

# USEFUL INFORMATION



- **FDI:** Foreign Direct Investment
- **FMCG:** Fast Moving Consumer Goods
- **FY:** Indian Financial Year (April to March)
- So FY10 implies April 2009 to June2010
- **IT:** Information Technology
- **MoU:** Memorandum of Understanding
- **MT:** Million Tonnes
- **MTPA:** Million Tonnes Per Annum
- **SEZ:** Special Economic Zone
- **US\$:** US Dollar
- Wherever applicable, numbers have been rounded off to the nearest whole number



# EXCHANGE RATES

## Exchange Rates (Fiscal Year)

Year INR	INR Equivalent of one US\$
2004–05	44.81
2005–06	44.14
2006–07	45.14
2007–08	40.27
2008–09	46.14
2009–10	47.42
2010–11	45.62
2011–12	46.88
2012–13	54.31
2013–14	60.28
2014-15	61.06
2015-16	65.46
2016-17	67.09
Q1 2017-18	64.46
Q2 2017-18	64.29
Q3 2017-18	64.74

## Exchange Rates (Calendar Year)

Year	INR Equivalent of one US\$
2005	43.98
2006	45.18
2007	41.34
2008	43.62
2009	48.42
2010	45.72
2011	46.85
2012	53.46
2013	58.44
2014	61.03
2015	64.15
2016	67.21
2017	65.12

Source: Reserve bank of India, Average for the year