# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Summary</td>
<td>3</td>
</tr>
<tr>
<td>Advantage India</td>
<td>4</td>
</tr>
<tr>
<td>Market Overview</td>
<td>6</td>
</tr>
<tr>
<td>Recent Trends and Strategies</td>
<td>13</td>
</tr>
<tr>
<td>Growth Drivers and Opportunities</td>
<td>21</td>
</tr>
<tr>
<td>Key Industry Contacts</td>
<td>30</td>
</tr>
<tr>
<td>Appendix</td>
<td>32</td>
</tr>
</tbody>
</table>
Executive summary

Growing digital transaction
• RBI has taken several steps to enable mobile payments to enhance their role in digital transactions.
• In July 2021, Unified Payments Interface (UPI) recorded 3.25 billion transactions worth Rs. 6.06 lakh crore (US$ 81.48 billion).

Rising rural penetration
• In 2020, 43 regional rural banks were operational in the country.
• RBI has allowed regional rural banks with net worth of at least US$ 15.28 million to launch internet banking facilities.

Higher ATM penetration
• As of May 2021, the total number of ATMs in India increased to 214,654.

Notes: ATM - Automated Teller Machine, FIP - Financial Inclusion Plan, RBI - Reserve Bank of India
Source: India Banking Association, Reserve Bank of India, NPCI
1 Robust demand

► Increase in working population and growing disposable incomes will raise demand for banking & related services.
► Housing and personal finance are expected to remain key demand drivers.
► Rural banking is expected to witness growth in the future.
► The RBI's 'Payment Systems Vision 2021' document expects the number of digital transactions to increase >4x to 8,707 crore in December 2021.

2 Business fundamentals

► Rising fee incomes improving the revenue mix of banks.
► High net interest margins along with low NPA levels ensure healthy business fundamentals.

3 Policy support

► Wide policy support in the form of private sector participation and liquidity infusion.
► Healthy regulatory oversight and credible monetary policy by the Reserve Bank of India (RBI) have lent strength and stability to the country’s banking sector.
► Reserve Bank of India allowed retail investors to access to the government securities market.

4 Innovation in services

► Mobile, internet banking and extension of facilities at ATM stations to improve operational efficiency.
► Vast un-banked population highlights scope for innovation in delivery.

Note: NPA - Non Performing Assets
Source: IBA report titled “Being five-star in productivity - Roadmap for excellence in Indian banking
Evolution of the Indian banking sector

1921
- Closed market.
- State-owned Imperial Bank of India was the only bank existing.

1935
- RBI was established as the central bank of country.
- Quasi central banking role of Imperial Bank came to an end.

1936-1955
- Imperial Bank expanded its network to 480 branches.
- In order to increase penetration in rural areas, Imperial Bank was converted into State Bank of India.

1956-2000
- Nationalisation of 14 large commercial banks in 1969 & six more banks in 1980.
- Entry of private players such as ICICI intensifying the competition.
- Gradual technology upgradation in PSU banks.

2000 onwards
- In 2003, Kotak Mahindra Finance Ltd received a banking license from RBI and became the first NBFC to be converted into a bank.
- As per Union Budget 2021-22, the government will disinvest IDBI Bank and privatise two public sector banks.
- According to the RBI, India’s foreign exchange reserves reached US$ 611.14 billion, as of July 23, 2021.
- The Finance Ministry announced to infuse Rs. 14,500 crore in banks that are under the RBI’s prompt corrective action framework.

2020 onwards
- Nationalisation of 14 large commercial banks in 1969 & six more banks in 1980.
- Entry of private players such as ICICI intensifying the competition.
- Gradual technology upgradation in PSU banks.

Note: RBI - Reserve Bank of India
Source: Indian Bank’s Association, BMI
The structure of Indian banking sector

Reserve Bank of India

Banks

Scheduled commercial banks (SCBs) (as of December 2020)
- Public sector banks (12)
- Private sector banks (22)
- Foreign banks (44)
- Regional rural banks (RRB) (43)
- Urban cooperative banks (1,484)
- Rural cooperative banks (October 2020) (96,000)

Cooperative credit institutions

Financial institutions
- All-India financial institutions
- State-level institutions
- Other institutions

Source: Reserve Bank of India’s ‘Report on Trend and Progress of Banking in India, Reserve Bank of India documents, News Source, Financial Services Government India
Indian banking sector has grown at a healthy pace…(1/2)

- Credit off-take has been surging ahead over the past decade, aided by strong economic growth, rising disposable incomes, increasing consumerism and easier access to credit.
- During FY16-FY20, bank credit grew at a CAGR of 3.75%. As of FY20, total credit extended surged to US$ 1,698.97 billion.
- Demand has grown for both corporate and retail loans. Services, real estate, consumer durables and agriculture allied sectors have led the growth in credit.
- In FY21, bank credit grew 5.56% and deposits by 11.4%.
- According to the RBI, bank credit stood at Rs. 108.79 trillion (US$ 1.46 trillion), as of July 16, 2021.
- Credit to non-food industries stood at Rs. 107.93 trillion (US$ 1.45 trillion), as of July 16, 2021.

*Note: CAGR until FY21, *~ until July 16, 2021
Source: Reserve Bank of India (RBI)
Indian banking sector has grown at a healthy pace...(2/2)

- Access to banking system has also improved over the years due to persistent effort from Government to promote banking technology and promote expansion in unbanked and non-metropolitan regions.
- At the same time, India’s banking sector has remained stable despite global upheavals, thereby retaining public confidence over the years.
- Strong growth in savings amid rising disposable income levels are the major factors influencing deposit growth.
- According to RBI, the performance of Indian banking sector improved in FY20, as lenders reported a profit on an aggregate basis after two years of losses.
- According to the RBI, bank deposits stood at Rs. 155.14 trillion (US$ 2.08 trillion), as of July 16, 2021.
- Opportunity:
  - Significant growth possible in private sector lending as credit disbursal by private sector banks is expected to increase.

**Note:** CAGR until FY21, *~* until July 16, 2021

**Source:** Reserve Bank of India (RBI)
In FY17-FY20, bank assets across sectors increased. Total assets across the banking sector (including public, private sector and foreign banks) increased to US$ 2.52 trillion in FY20.

In FY20, total assets in the public and private banking sectors were US$ 1,529.72 billion and US$ 814.42 billion, respectively.

Assets of public sector banks accounted for 60.62% of the total banking assets (including public, private sector and foreign banks).

Public sector banks accounted for over 58% interest income in FY20.

Interest income of public banks reached US$ 101.60 billion in FY20.

In FY20, interest income in the private banking sector reached US$ 63.64 billion, whereas those of foreign banks stood at US$ 9.45 billion.

Public sector banks accounted for about 50.9% of other income.

‘Other income’ for public sector banks stood at US$ 16.75 billion in FY20.

In FY20, ‘other income’ in the private banking sector was US$ 13.83 billion and in foreign banks was US$ 2.35 billion.

Source: Indian Bank’s Association
The credit-deposit ratio of Indian banks fell from 76.4%, as of March 2020, to 72.8%, as of December 2020, owing to COVID-19 pandemic.

- As of February 26, 2021, the credit-deposit ratio data was reported at Rs. 72.15 million (US$ 0.98 million)

- Under Reserve Bank of India rules, banks must set aside 3% of deposits as cash reserve ratio (CRR) and another 18% in statutory liquidity ratio (SLR) compliant holdings.

Source: Indian Bank’s Association
Recent Trends and Strategies
Notable trends in the banking industry sector … (1/3)

1. Improved risk management practices
   - Indian banks are increasingly focused on adopting integrated approach to risk management.
   - Banks have already embraced the international banking supervision accord of Basel II.
   - Most of the banks have put in place the framework for asset-liability match and credit and derivatives risk management.

2. Technological innovations
   - By 2022, digital assistants, social media and third-party channels are projected to act as primary channels for banking.

3. Focus on financial inclusion
   - Ministry of Finance, Government of India, launched the Financial Inclusion Index. This index will measure access, usage and quality of financial services.
   - Department of Financial Services (DFS), Ministry of Finance and National Informatics Centre (NIC), launched Jan Dhan Darshak as a part of financial inclusion initiative. It is a mobile app to help people locate financial services in India.

4. Derivatives and risk management products
   - The increasingly dynamic business scenario & financial sophistication has increased the need for customized exotic financial products.
   - Banks are developing innovative financial products & advanced risk management methods to capture the market share.

Source: Indian Bank’s Association, Indian Banking Sector 2020, Research, FIS report, Bank for International Settlement (BIS), 10th annual 'Innovation in Retail Banking' report by Infosys Finacle
Consolidation

- With entry of foreign banks, competition in the Indian banking sector has intensified.
- Banks are increasingly looking at consolidation to derive greater benefits such as enhanced synergy, cost take-outs from economies of scale, organisational efficiency and diversification of risks.

Focus on Jan Dhan Yojana

- The Government of India made Pradhan Mantri Jan Dhan Yojana (PMJDY) scheme an open-ended scheme and also added more incentives.
- Key objective of PMJDY is to increase the accessibility of financial services such as bank accounts, insurance, pension, credit facilities, etc. mostly to the low-income groups.
- As of July 21, 2021, the number of bank accounts—opened under the government’s flagship financial inclusion drive ‘Pradhan Mantri Jan Dhan Yojana (PMJDY)’—reached 42.76 crore and deposits in Jan Dhan bank accounts totalled >Rs. 1.43 lakh crore (US$ 19.31 billion).

Wide usability of RTGS, NEFT and IMPS

- Real Time Gross Settlement (RTGS) and National Electronic Funds Transfer (NEFT) are being implemented by Indian banks for fund transaction.
- Securities Exchange Board of India (SEBI) has included NEFT & RTGS payment system to the existing list of methods that a company can use for payment of dividend or other cash benefits to their shareholders & investors.
- The number of transactions through immediate payment service (IMPS) reached 303.76 million (by volume) and amounted to Rs. 2.84 trillion (US$ 38.07 billion) in June 2021.

Source: Indian Bank’s Association, Indian Banking Sector 2020, Pradhanmantri Jan Dhan Yojna, Business India, NPCI website
Know Your Client
- RBI mandated the Know Your Customer (KYC) Standards, wherein, all banks are required to put in place a comprehensive policy framework in order to avoid money laundering activities.

Open Market Operations
- On February 9, 2020, under open market operations (OMO), Reserve Bank of India (RBI) announced to buy government securities worth Rs. 20,000 crore (US$ 2.75 billion).

Source: RBI
Digital influence in the Indian banking sector has been growing faster due to the rising digital footprint.

India is the world’s largest market for Android-based mobile lending apps, accounting for ~82% of all online lenders worldwide. According to a study conducted by CloudSEK, a Bengaluru-based digital risk management firm, India currently has 887 active lending apps.

India’s digital lending stood at US$ 110 billion in FY19.

Digital lending to micro, small and medium enterprises (MSMEs) in India is expected to reach US$ 100 billion by 2023.

In December 2020, in response to the RBI’s cautionary message, the Digital Lenders’ Association issued a revised code of conduct for digital lending.

In July 2021, Google Pay for Business has enabled small merchants to access credit through tie-up with the digital lending platform for MSMEs—FlexiLoans.

In August 2021, Prime Minister Mr. Narendra Modi launched e-RUPI, a person and purpose-specific digital payment solution.

- e-RUPI is a QR code or SMS string-based e-voucher that is sent to the beneficiary’s cell phone. Users of this one-time payment mechanism will be able to redeem the voucher at the service provider without the usage of a card, digital payments app, or internet banking access.

**Note:** E - Estimate, Omidyar Network and the Boston Consulting Group (BCG)

**Source:** Digital Lending Report 2019 – BCG, News Article
Mobile banking to provide a cost-effective solution … (1/2)

<table>
<thead>
<tr>
<th>Banking penetration in rural India picking pace</th>
</tr>
</thead>
<tbody>
<tr>
<td>• In 2019, out of 600,000 village habitations in India, only 5% have a commercial bank branch.</td>
</tr>
<tr>
<td>• By February 2021, the number of outstanding debit and credit cards stood at 894.00 million and 61.64 million, respectively.</td>
</tr>
<tr>
<td>• In 2019, 51.4% of nearly 89.3 million farm households do not have access to any credit, either from institutional or non-institutional sources.</td>
</tr>
<tr>
<td>• Agriculture requires timely credit to enable smooth functioning. However, only one-eighth of farm households availed bank credit in 2019.</td>
</tr>
<tr>
<td>• Local money-lending practices involve interest rates well above 30% therefore making bank credit a compelling alternative.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Soaring rural tele-density paves the way for mobile banking (in%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year</td>
</tr>
<tr>
<td>------</td>
</tr>
<tr>
<td>2011</td>
</tr>
<tr>
<td>2012</td>
</tr>
<tr>
<td>2013</td>
</tr>
<tr>
<td>2014</td>
</tr>
<tr>
<td>2015</td>
</tr>
<tr>
<td>2016</td>
</tr>
<tr>
<td>2017</td>
</tr>
<tr>
<td>2018</td>
</tr>
<tr>
<td>2019</td>
</tr>
<tr>
<td>2020</td>
</tr>
</tbody>
</table>

- Tele-density in rural India surged at a CAGR of ~5.17% between 2011 and 2020.
- Banks, telecom providers and RBI are making efforts to make roads into the un-banked rural India through mobile banking solutions.
- As of May 31, 2021, rural tele-density reached 60.22%.

**Source:** TRAI, RBI
Mobile banking to provide a cost-effective solution … (2/2)

Robust asset growth

- Mobile banking allows customers to avail banking services on the move through their cell phones. The growth of mobile banking could impact the banking sector significantly.

- Mobile banking is especially critical for countries like India as it promises to provide an opportunity to provide banking facilities to a previously under-banked market.

- RBI has taken several steps to enable mobile payments, which forms an important part of mobile banking; the central bank has removed the transaction limit of Rs. 50,000 (US$ 745.82) and allowed banks to set their own limits.

- In July 2021, Unified Payments Interface (UPI) recorded 3.25 billion transactions worth Rs. 6.06 lakh crore (US$ 81.48 billion).

- On November 6, 2020, WhatsApp started UPI payments service in India on receiving the National Payments Corporation of India (NPCI) approval to ‘Go Live’ on UPI in a graded manner.

Source: PWC, ‘Searching for new frontiers of growth’, Reserve Bank of India
Strategies adopted

1 Increased use of technology
- As per Union Budget 2019-20, the Government proposed a fully automated GST refund module and an electronic invoice system to eliminate the need for a separate e-way bill.

2 Cross-selling
- Major banks tend to increase income by cross-selling products to their existing customers.
- Foreign banks have been able to grow business despite a much lower customer coverage.

3 Capture latent demand
- Expansion in unbanked rural regions helps banks to garner deposits.
- Increasing tele-density and support of regulators have aided rural expansion.

4 Overseas expansion
- Although at a nascent stage, private & public banks are gradually expanding operations overseas.
- Internationally, banks target India-based customers and investors settled abroad.

5 Merger Execution
- In March 2020, the Government of India merged ten public sector banks into four banks to drive credit growth, lift the slowing economy and boost the government’s target of a $5-trillion economy by 2024.

6 Privatise Public Sector Banks (PSU)
- As per the Union Budget 2021-22, government will disinvest IDBI bank and privatise two public sector banks.

Source: Indian Bank’s Association, Indian Banking Sector 2020, News Article
Growth Drivers and Opportunities
Growth drivers of Indian banking sector

1 Economic and demographic drivers
- Favourable demographics and rising income levels.
- India ranks among the top 7 economies with a GDP of US$ 2.73 trillion in 2018.
- The sector will benefit from structural economic stability and continued credibility of Monetary Policy.

2 Policy support
- The Government passed the Banking Regulation (Amendment) Bill 2017 to empower RBI to deal with NPAs in the banking sector.
- The Insolvency and Bankruptcy Code (Amendment) Ordinance, 2017 Bill was passed by Rajya Sabha to strengthen the banking sector (as of Jan 2018).

3 Infrastructure financing
- India currently spends 6% of GDP on infrastructure; NITI Aayog expects this fraction to grow going ahead.
- As per Union Budget 2019-20, investment-driven growth requires access to low-cost capital, which requires an investment of Rs. 20 lakh crores (US$ 300 billion) every year.

4 Open banking eco-system
- The open banking eco-system in India has now grown to include Non-Banking Financial Company (NBFC) and other fintech players that have created partnerships within the banking system.

5 Cross-border payments
- Visa Inc. has sought RBI’s permission to offer a new cross-border payments system to process trade flows to and from India. It will be offering a potentially cheaper, quicker and blockchain-based solution now on trial.

6 Government initiatives
- Government has smoothly carried out consolidation, reducing the number of public sector banks by eight.
- The Government of India will invest Rs. 48,239 crore (US$ 6.78 billion) in 12 public sector banks in FY20 to help maintain regulatory capital requirements and financial growth in India.
- The Government of India will invest Rs. 5,042 crore (US$ 730.88 million) in Bank of Baroda post its merger with two other public sector lenders, Dena Bank and Vijaya Bank.

Notes: GDP - Gross Domestic Product, KYC - Know Your Customer, RBI - Reserve Bank of India, NPA - non-performing assets
Source: World Development Indicators database by World Bank, WEO Update July 2018
Strong economic growth to propel banking sector expansion

- Rising per capita income will lead to an increase in the fraction of the Indian population that uses banking services.
- Population in 15-64 age group is expected to grow strongly going ahead, giving further push to the number of customers in the banking sector.
- As per Economic Survey 2018-19, working age population will grow by 9.7 million per year in between 2021 and 2031 and 4.2 million per year from 2031 to 2041.

**India’s working age population (in million) and GDP per capita current (US$)**

- **Note:** E - Expected, GDP - Gross Domestic Product
- **Source:** World Bank
Rising rural income pushing up demand for banking

- Gross Value Added by agriculture, forestry and fishing is estimated at Rs. 33.94 trillion (US$ 481.49 billion) in FY20.
- Rising incomes are expected to enhance the need for banking services in rural areas, and therefore, drive growth of the sector. Programmes like MNREGA have helped in increasing rural income, which was further aided by the recent Jan Dhan Yojana.

**Note:** CAGR in Rs.
**Source:** McKinsey estimates, Ministry of Agriculture,
Housing and personal finance have been key drivers … (1/2)

- Rapid urbanisation, decreasing household size & easier availability of home loans has been driving demand for housing.
- Personal finance, including housing finance, provide an essential cushion against volatility in corporate loans.
- The recent improvement in property value have reduced the ratio of loan to collateral value.
- Credit to housing sector increased at a CAGR of 13.4% from FY16 to FY20, wherein, value of credit to housing sector increased from US$ 114.10 billion in FY16 to US$ 188.68 billion in FY20.
- Demand in the low & mid-income segment exceeds supply three- to four-fold. This has propelled the demand for housing loan in the last few years.
- In June 2021, LIC Housing Finance announced plans to raise ~Rs 2,334.69 crore (US$ 312.43 million) through preferential issue of equity shares to Life Insurance Corporation of India (LIC).

Source: Reserve Bank of India (RBI)
- Growth in disposable income has been encouraging households to raise their standard of living and boost demand for personal credit.
- Credit under the personal finance segment (excluding housing) rose at a CAGR of 15.46% from FY16 to FY19 and stood at US$ 151.75 billion in FY19.
- Unlike some other emerging markets, credit-induced consumption is still less in India.

Source: Reserve Bank of India (RBI)
1 Pradhan Mantri Suraksha Bima Yojana

- This scheme is mainly for accidental death insurance cover for up to Rs. 2 lakh (US$ 2,983.29).
- Premium: Rs. 12 (US$ 0.18) per annum.
- Risk Coverage: For accidental death and full disability - Rs. 2 lakh (US$ 2,983.29) and for partial disability - Rs. 1 lakh (US$ 1,491.65).
- Gross enrolment under the scheme reached 154 million in FY19.

2 Pradhan Mantri Jeevan Jyoti Bima Yojana

- This scheme aims to provide life insurance cover.
- Premium: Rs. 330 (US$ 4.92) per annum. It will be auto-debited in one instalment.
- Risk Coverage: Rs. 2 lakh (US$ 2,983.29) in case of death for any reason.
- Gross enrolment under the scheme reached 59 million in FY19.

3 Atal Pension Yojana

- Under the scheme, subscribers would receive fixed pension up to Rs. 5,000 (US$ 74.58) at the age of 60 years (depending on their contributions).
  - During FY2020-21, >79 lakh new APY subscribers joined the Atal Pension Yojana (APY), totalling >3.02 crore enrolments as of March 31, 2021.

4 Pradhan Mantri Jan Dhan Yojana

- As of July 21, 2021, the number of bank accounts—opened under the government’s flagship financial inclusion drive ‘Pradhan Mantri Jan Dhan Yojana (PMJDY)’—reached 42.76 crore and deposits in Jan Dhan bank accounts totalled >Rs. 1.43 lakh crore (US$ 19.31 billion).
- Under the scheme, each & every citizen will be enrolled in a bank for opening a Zero balance account.
- Each person getting into this scheme will get Rs. 30,000 (US$ 447.49) life cover while opening the account.
- Overdraft limit under such account is Rs. 5,000 (US$ 74.58).

5 Capital Infusion Scheme

- The Finance Ministry announced its plan to infuse Rs. 14,500 crore (US$ ) as capital infusion in public sector banks in the fourth quarter of FY21.
## Increasing M&A and investment activities (1/2)

1. The consolidated M&A activities are driven by NBFC and banking sector.

2. In 2019, banking and financial services witnessed 32 M&A activities worth US$ 1.72 billion.

3. In October 2020, HDFC Bank and Apollo Hospitals partnered to launch the ‘HealthyLife Programme’, a holistic healthcare solution that makes healthy living accessible and affordable on Apollo’s digital platform.

4. The Government approved the amalgamation scheme for Bank of Baroda, Vijaya Bank and Dena Bank, the commencement of which started from April 01, 2019.

5. In August 2020, the Chinese Central Bank People’s Bank of China acquired a 0.0065% stake in ICICI Bank for Rs. 15,000 crore (US$ 2,127.9 million).

*Source: News Articles, EY Transaction Annual Report highlights of 2017 and Outlook 2018, Microfinance Institution Network*
In August 2019, the Government announced major mergers of public sector banks. United Bank of India and Oriental Bank of Commerce merged with Punjab National Bank; Allahabad Bank merged with Indian Bank; and Andhra Bank and Corporation Bank merged with Union Bank of India.

In March 2020, State Bank of India (SBI), India’s largest lender, raised US$ 100 million in green bonds through private placement.

In April 2020, Axis Bank acquired additional 29% stake in Max Life Insurance.

In February 2021, Axis Bank acquired a 9.9% share in the Max Bupa Health Insurance Company for Rs 90.8 crore (US$ 12.32 million)

Source: News Articles, EY Transaction Annual Report highlights of 2017 and Outlook 2018, Microfinance Institution Network
Key Industry Contacts
## Key Industry Contacts

<table>
<thead>
<tr>
<th>Agency</th>
<th>Contact Information</th>
</tr>
</thead>
</table>
| Indian Banks' Association | World Trade Centre, 6th Floor  
Centre 1 Building,  
World Trade Centre Complex,  
Cuff Parade, Mumbai - 400 005, India  
Website: [https://www.iba.org.in/index.html](https://www.iba.org.in/index.html)  
E-mail: webmaster@iba.org.in |
Glossary

- ATM: Automated Teller Machines
- CAGR: Compound Annual Growth Rate
- FY: Indian Financial Year (April to March)
- GDP: Gross Domestic Product
- Rs.: Indian Rupee
- KYC: Know Your Customer
- NIM: Net Interest Margin
- NPA: Non-Performing Assets
- RBI: Reserve Bank of India
- US$: US Dollar

Wherever applicable, numbers have been rounded off to the nearest whole number.
## Exchange Rates

### Exchange Rates (Fiscal Year)

<table>
<thead>
<tr>
<th>Year</th>
<th>Rs. Equivalent of one US$</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004-05</td>
<td>44.95</td>
</tr>
<tr>
<td>2005-06</td>
<td>44.28</td>
</tr>
<tr>
<td>2006-07</td>
<td>45.29</td>
</tr>
<tr>
<td>2007-08</td>
<td>40.24</td>
</tr>
<tr>
<td>2008-09</td>
<td>45.91</td>
</tr>
<tr>
<td>2009-10</td>
<td>47.42</td>
</tr>
<tr>
<td>2010-11</td>
<td>45.58</td>
</tr>
<tr>
<td>2011-12</td>
<td>47.95</td>
</tr>
<tr>
<td>2012-13</td>
<td>54.45</td>
</tr>
<tr>
<td>2013-14</td>
<td>60.50</td>
</tr>
<tr>
<td>2014-15</td>
<td>61.15</td>
</tr>
<tr>
<td>2015-16</td>
<td>65.46</td>
</tr>
<tr>
<td>2016-17</td>
<td>67.09</td>
</tr>
<tr>
<td>2017-18</td>
<td>64.45</td>
</tr>
<tr>
<td>2018-19</td>
<td>69.89</td>
</tr>
<tr>
<td>2019-20</td>
<td>70.49</td>
</tr>
<tr>
<td>2020-21</td>
<td>73.20</td>
</tr>
</tbody>
</table>

### Exchange Rates (Calendar Year)

<table>
<thead>
<tr>
<th>Year</th>
<th>Rs. Equivalent of one US$</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>44.11</td>
</tr>
<tr>
<td>2006</td>
<td>45.33</td>
</tr>
<tr>
<td>2007</td>
<td>41.29</td>
</tr>
<tr>
<td>2008</td>
<td>43.42</td>
</tr>
<tr>
<td>2009</td>
<td>48.35</td>
</tr>
<tr>
<td>2010</td>
<td>45.74</td>
</tr>
<tr>
<td>2011</td>
<td>46.67</td>
</tr>
<tr>
<td>2012</td>
<td>53.49</td>
</tr>
<tr>
<td>2013</td>
<td>58.63</td>
</tr>
<tr>
<td>2014</td>
<td>61.03</td>
</tr>
<tr>
<td>2015</td>
<td>64.15</td>
</tr>
<tr>
<td>2016</td>
<td>67.21</td>
</tr>
<tr>
<td>2017</td>
<td>65.12</td>
</tr>
<tr>
<td>2018</td>
<td>68.36</td>
</tr>
<tr>
<td>2019</td>
<td>69.89</td>
</tr>
<tr>
<td>2020</td>
<td>74.18</td>
</tr>
<tr>
<td>2021*</td>
<td>74.41</td>
</tr>
</tbody>
</table>

*Note: As of August 2021  
Source: Reserve Bank of India, Average for the year*
India Brand Equity Foundation (IBEF) engaged Sutherland Global Services Private Limited to prepare/update this presentation.

All rights reserved. All copyright in this presentation and related works is solely and exclusively owned by IBEF, delivered during the course of engagement under the Professional Service Agreement signed by the Parties. The same may not be reproduced, wholly or in part in any material form (including photocopying or storing it in any medium by electronic means and whether or not transiently or incidentally to some other use of this presentation), modified or in any manner communicated to any third party except with the written approval of IBEF.

This presentation is for information purposes only. While due care has been taken during the compilation of this presentation to ensure that the information is accurate to the best of Sutherland Global Services' Private Limited and IBEF’s knowledge and belief, the content is not to be construed in any manner whatsoever as a substitute for professional advice.

Sutherland Global Services Private Limited and IBEF neither recommend nor endorse any specific products or services that may have been mentioned in this presentation and nor do they assume any liability, damages or responsibility for the outcome of decisions taken as a result of any reliance placed on this presentation.

Neither Sutherland Global Services Private Limited nor IBEF shall be liable for any special, direct, indirect or consequential damages that may arise due to any act or omission on the part of the user due to any reliance placed or guidance taken from any portion of this presentation.