 EXECUTIVE SUMMARY

- Indian appliance and consumer electronics market stood at Rs 76,400 crore (US$ 10.93 billion) in 2019.
- According to retail chains and brands, there was an increase of 9-12 per cent in sales of consumer electronics in Diwali season in October 2019.
- Electronics hardware production in the country increased from Rs 1.90 trillion (US$ 31.13 billion) in FY14 to Rs 4.58 trillion (US$ 65.53 billion) in FY19. Demand for electronics hardware in India is expected to reach US$ 400 billion by FY24*.
- Consumer electronics export from India reached US$ 451.29 million in FY19.
- Television industry in India is estimated to have reached Rs 787 billion (US$ 11.26 billion) in 2019 and is projected to reach Rs 955 billion (US$ 13.66 billion) by 2021. By FY22, television industry in India is estimated to reach Rs 1,227.34 billion (US$ 17.56 billion).

**Notes:** F – Forecast; CY - Calendar Year, E – Estimate, F – forecast

**Source:** FICCI-EY Re-imagining India’s M&E sector, PWC - Championing change in the Indian appliance and consumer electronics industry, *National Policy on Electronics 2019*
ADVANTAGE INDIA
Demand growth is likely to accelerate with rising disposable incomes and easy access to credit.

Refrigerators and consumer electronics goods to witness higher demand in rural markets.

Increasing electrification of rural areas and wide usability of online sales would also aid growth in demand.

Huge untapped market with substantially lower penetration of consumer appliances compared to other countries. In FY19, air conditioners had a penetration of five per cent in India compared to global average of 30 per cent.

The Government intends to develop electronic components manufacturing base in India and encourage export.

Sector has attracted significant investments over the years.

The S&P BSE Consumer Durables Index was up 6.8 per cent in Jan 2020 and gained 32.1 per cent in the last one last year.

Government plans to invest significantly in rural electrification.

100 per cent FDI allowed in the electronics hardware-manufacturing sector under the automatic route. Approval of 51 per cent in multi-brand retail would further fuel the growth in this sector.

National Policy on Electronics (NPE) aiming to attract the investment of US$ 100 billion by 2020.

National Policy targets production of one billion mobile handsets by 2025.

MARKET OVERVIEW
THE CONSUMER DURABLES MARKET IS SPLIT INTO TWO KEY SEGMENTS

**Consumer durables**

- **Consumer electronics (brown goods)**
  - Televisions
  - CD and DVD players
  - Laptops
  - Electronic accessories
  - Audio and video systems
  - Personal computers
  - Digital cameras
  - Camcorders

- **Consumer appliances (white goods)**
  - Air conditioners
  - Washing machines
  - Electric fans
  - Microwave ovens
  - Refrigerators
  - Sewing machines
  - Cleaning equipment
  - Other domestic appliances

For updated information, please visit www.ibef.org
EVOLUTION OF THE INDIAN CONSUMER DURABLES SECTOR

1980s and early 1990s Pre Liberalisation
- Closed market.
- Increased product availability, increased media penetration and advertising.

Mid and late 1990s Liberalisation
- Liberalisation of markets.
- Influx of global players such as LG and Samsung.
- Shift in focus from promotion to product innovation.

Early 2000s Growth
- Increasing availability and affordability of consumer finance provides impetus to growth.
- Low penetration of high-end products such as air conditioners (<1 per cent).

Late 2000s Consolidation
- Companies look to consolidate market share.
- Indian companies such as Videocon gaining global identity.
- Increasing penetration of high-end products such as air conditioners (>3 per cent).
- Introduction of new aspirational products such as High Definition TVs (HDTVs).
- Companies targeting high growth in rural market.

2017 onwards
- Goods and Services Tax introduced from July 2017, with most electronics goods taxed at 18 per cent.
- In 2019, National Policy of Electronics 2019 (NPE 2019) introduced.

Note: SAFTA - South Asian Free Trade Area, ASEAN - Association of Southeast Asian Nations
Source: TechSci Research
Appliance and consumer electronics (ACE) industry is expected to grow at 9 per cent CAGR during 2017-22 to reach Rs 3.15 trillion (US$ 48.37 billion) in 2022 from Rs 2.05 trillion (US$ 31.48 billion) in 2017.

The industry had a total market size of Rs 76,400 crore (US$ 10.93 billion) in FY19, in which, Rs 32,200 crore (US$ 4.61 billion) was contributed from domestic manufacturing.

The smartphone shipment witnessed a y-o-y growth of 8 per cent in 2019 with 152.5 million units shipped. India is expected to have 829 million smartphone users by 2022. In 2019, India manufactured around 302 million handsets.

Appliances and consumer electronics industry is expected to double to Rs 1.48 lakh crore (US$ 21.18 billion) by 2025.

Shipments of TVs in India increased 15 per cent annually to reach the highest-ever level of 15 million units in 2019.

Source: Electronic Industries Association of India, PWC - Championing change in the Indian appliance and consumer electronics industry, Cisco, India cellular and Electronics Association (ICEA), News sources
As of FY20, electronics, domestic appliances and air conditioner market in India were estimated around Rs 5,976 crore (US$ 0.86 billion), Rs 17,873 crore (US$ 1.80 billion) and Rs 12,568 crore (US$ 2.56 billion), respectively.

Import contributed to 20 per cent of domestic market for washing machines and refrigerators and around 30 per cent for air conditioners in FY20.

The market size of air conditioners is expected to grow to 165 lakh units by 2025 from 65 lakh units in 2019, while refrigerator’s market size is expected to grow to 275 lakh units by 2025 from 145 lakh units in 2019.

Note: IIP – Index of Industrial Production

# CONSUMER ELECTRONICS – KEY PRODUCTS

## Colour TVs (CTVs)
- CTVs are the largest contributors to this segment.
- Television industry in India is estimated to have reached Rs 787 billion (US$ 11.26 billion) in 2019 and is projected to reach Rs 955 billion (US$ 13.66 billion) by 2021.
- Number of TV households and viewers in India reached 197 million and 835 million, respectively, in 2018.
- Rs 2,000 crore (US$ 0.29 billion) was invested by TCL electronics in its proposed new manufacturing facility in India to sell around 1 million units in 2019.

## Flat panel display
- LED/LCD/Plasma television sets present a huge opportunity in India with a penetration of only 14 per cent households.
- Production of LCD/LED TVs grew at a fast pace in India from 8.7 million units in FY15 to 16 million units in FY18.
- The price decline due to relatively low import duty on LCD panels, higher penetration levels and introduction of small entry-size models are key growth drivers in the segment.

## Direct-to-Home (DTH)
- The Set-Top Box (STB) market is growing rapidly due to the expansion of DTH and introduction of the Conditional Access System (CAS) in metros.
- Reliance Jio commercially launched its broadband service, Jio Fibre, which will cost between Rs 700 (US$ 10) to Rs 10,000 (US$ 143.08), in August 2019.
- The total count of DTH subscribers in the country stood at 69.30 million in 2019.

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*Source: CEAMA, Electronic Industries Association of India, Economic Times, *EY – Re-imagining India’s M&E sector, National Policy on Electronics 2019*
## CONSUMER APPLIANCES – KEY PRODUCTS

| **Refrigerators** | This segment made up 27 per cent of the consumer appliances market in 2019.  
Refrigerator market in India was estimated at around Rs 19,500 crore (US$ 3.03 billion) in 2019 and is expected to reach Rs 344 trillion (US$ 5.34 billion) by 2022. Production of refrigerators in India is expected to reach 27.5 million units by 2024-25 from 12.27 million units in FY20. |
| **Air Conditioners (ACs)** | Installed stock of room ACs in India increased from two million units in 2006 to 30 million units in 2017 and is expected to be between 55-124 million by 2030.  
Production of AC increased to 2.92 million units in FY20.  
As of April 2019, the AC makers expected a double-digit rise in sales and adoption of superior technology and power efficient range of inverter air conditioners (ACs) by consumers.  
Overall, room air conditioners market in the country is expected to increase to 16.5 million units by FY25 from 6.5 million units in FY19. |
| **Washing appliances** | Production of washing appliances in India is expected to reach 12.6 million units in FY25 from 5.63 million units in FY20.  
Xerox Technology Group has tied up with IFB for supply of its water-saving washing machine. |
| **Electric fans** | Production of fans increased 4.4 per cent y-o-y to reach 23.42 million units in FY20. |

**Source:** CEAMA, Electronic Industries Association of India, Mirc annual report, Edelweiss Investment Research, CMIE, Intex Technologies, TERI- Improving Air Conditioners in India, Motilal Oswal
White goods industry in India is highly concentrated. In washing machines and refrigerators, top five players have more than 75 per cent market share, while in air conditioners and fans it is around 55-60 per cent. On the other hand, kitchen appliances segment is fragmented with top five players having 30-35 per cent market share.

### Key Players in the Consumer Durables Sector (1/2)

<table>
<thead>
<tr>
<th>Company</th>
<th>Product category</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BLUE STAR</strong></td>
<td>ACs, refrigerators, specialty cooling products including mortuary chambers and cold storage</td>
</tr>
<tr>
<td><strong>DAIKIN</strong></td>
<td>ACs and cooling equipment</td>
</tr>
<tr>
<td><strong>Godrej</strong></td>
<td>Refrigerators, ACs, washing machines, microwave ovens, DVD players, digital-imaging products and audio-visual products</td>
</tr>
<tr>
<td><strong>HITACHI</strong></td>
<td>ACs and refrigerators</td>
</tr>
<tr>
<td><strong>LG</strong></td>
<td>TVs, audio-visual solutions, computers, mobile phones, refrigerators, washing machines, microwave ovens, vacuum cleaners and ACs</td>
</tr>
</tbody>
</table>

*Note: This list is indicative.*

*Source: Edelweiss – Consumer Durables Honing the home stretch September 2018*
### KEY PLAYERS IN THE CONSUMER DURABLES SECTOR … (2/2)

<table>
<thead>
<tr>
<th>Company</th>
<th>Product category</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ONIDA</strong></td>
<td>LCDs, washing machines, DVD players, ACs, microwave ovens, mobile phones, projectors and display products</td>
</tr>
<tr>
<td><strong>PHILIPS</strong></td>
<td>TVs, home theatre systems, DVD players, audio products, personal care products, household products, computers and phones</td>
</tr>
<tr>
<td><strong>SAMSUNG</strong></td>
<td>TVs, home theatre systems, DVD players, mobile phones, digital cameras, camcorders, refrigerators, ACs, washing machines, microwave ovens and computers</td>
</tr>
<tr>
<td><strong>SONY</strong></td>
<td>TVs, projectors, DVD players, audio systems, home theatre systems, digital cameras, camcorders, computers, video-gaming products and recording media</td>
</tr>
<tr>
<td><strong>VIDEOCON</strong></td>
<td>TVs, DVD players, microwave ovens, refrigerators, washing machines, ACs and power backup solutions</td>
</tr>
<tr>
<td><strong>Whirlpool</strong></td>
<td>Refrigerators, washing machines, microwave ovens, water purifiers and power backup solutions</td>
</tr>
</tbody>
</table>

*Note: This list is indicative*
RECENT TRENDS AND STRATEGIES
## NOTABLE TRENDS IN THE CONSUMER DURABLES SECTOR

### Expansion into new segments
- In November 2019, Nokia entered in partnership with Flipkart to enter consumer durables market in India to launch smart TVs.
- In April 2019, TCL Electronic announced its entry into home appliances market in India.
- In Jan 2020, Godrej appliances announced plans to foray into air-cooler segment and acquire a market share of 15 per cent in the segment in the next five years.
- Godrej appliances plans to invest Rs 1,100 crore (US$ 157.39 million) in capacity and technology expansion over a period of next six years.

### Shared economy
- Rentals of home appliances are growing in urban areas due to free add-on services like relocation and periodic maintenance, which are not available in the ownership model.
- Start-ups like Rentomojo, Furlenco and Rentickle have come up in this space and offer rentals on furniture, appliances and other products.

### Growing luxury market
- Luxury brands like Porsche, Jimmy Choo are increasing their store presence.
- Luxury brands are launching their own websites to cater to Indian luxury brand market.
- The segment of affordable luxury brand has captured the young Indian buyer’s attention and is said to be growing at 40 per cent per annum according to Euromonitor.

### Increased affordability of products
- Consumer durable loans in India increased 43 per cent y-o-y to Rs 6,495 crore (US$ 921.4 million) in FY20.
- With the initiative of “Make in India” campaign, many domestic and Chinese manufactures are investing in India to set up their manufacturing plants which would produce more affordable products.

### Contract manufacturing
- Leading consumer durable companies have started outsourcing manufacturing to local contract manufacturers like Dixon, Amber and Jabil. Amber contract manufactures ACs for Voltas, Hitachi, Daikin, Godrej and others, while Dixon contract manufactures washing appliances, phones and other products for various brands.

*Source: CEAMA, India Retail Report, Business Line, IMAP India, News Sources*
## STRATEGIES ADOPTED

### Powerful competitive strategy
- To reduce the price of their products, Xiaomi followed a totally different approach. Rather than using traditional advertising, it has used inexpensive social media campaigns, which helped the company in producing mobile phones at competitive prices in the market.
- According to a report by techARC, smartphones companies plans to spend Rs 300 crore (US$ 4.16 million) on digital marketing across mobile and web platforms in India.

### Overhauling of distribution framework
- More brands are having a uniform pricing strategy in order to expand retail sales.
- Focus on tier II and tier III towns have increased to have a wider distribution network.
- Companies like Bajaj Electricals and Crompton Consumer are working on real time demand feedback to reduce turn around time (TAT).

### Occasion based marketing
- India is the land of occasions and festivals, therefore, customers are offered great deals.
- For instance, the prices of products during Diwali, New Year, etc. go down and customers are offered with great deals. Such strategies are adopted to increase revenue and enhance goodwill among buyers.

### Sales strategies
- The festive sales theme helped E-tailers to earn around US$ 3 billion on the first day of sale and was expected to generate US$ 6 billion during the period September 29-October 4, 2019.

### Focus on energy efficiency
- Companies also plan to increase the use of environment-friendly components and reduce E-waste by promoting product recycling.
- India has made it mandatory for manufacturing companies to control emissions from climate-damaging refrigerants.
- In January 2020, the Bureau of Energy Efficiency (BEE) made it mandatory for all room air conditioners to have a default temperature of 24 degrees Celsius.

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**Notes:**
- ISEER - Indian Seasonal Energy Efficiency Ratio

**Source:** News Articles
GROWTH DRIVERS
STRONG DEMAND AND POLICY SUPPORT DRIVING INVESTMENTS

Growing demand
- Higher real disposable incomes
- Easy consumer credit
- Growing working population

Policy support
- Setting up of Electronic Hardware Technology Park (EHTPs)
- Increasing liberalisation, favorable FDI climate
- Policies like National Electronics Mission and Digitisation of television
- Reforms like simplified labor laws and Technology Upgradation Fund Scheme

Increasing investment
- Expanding production and distribution facilities in India
- Increased R&D activity
- Providing support to global projects from India

Notes: EHTP - Electronic Hardware Technology Park, R&D - Research and Development
Source: TechSci Research
Demand for consumer durables in India has been growing on the back of rising incomes. This trend is set to continue even as other factors like rising rural incomes, increasing urbanisation, a growing middle class and changing lifestyles aid demand growth in the sector.

Significant increase in discretionary income and easy financing schemes have led to shortened product replacement cycles and evolving life styles where consumer durables like ACs and LCD TVs, are perceived as utility items rather than luxury possessions.

Growth in demand from rural and semi-urban markets is likely to outpace demand from urban markets.

Growth in online retailing is a key factor to reach out as a newer channel for buyers, with increase in demand.

Per capita GDP of India is expected to reach US$ 3,274 in 2023 from US$ 2,135 in 2018.

Non-metro markets, namely Vishakhapatnam, Bhopal, Vadodara, Chandigarh, etc., have grown rapidly on consumption, becoming the main target markets and posing a huge potential to turn into new business centres as compared to metro cities.

Source: World Bank, RedSeer Consulting, International Monetary Fund, World Economic Outlook Database, April 2018
POLICY SUPPORT AIDING GROWTH IN THE SECTOR

Customs duty relaxation
- Reduced custom duty on certain inputs like metals, wires, cables, and refrigerators compressor parts will promote the production of consumer electronics in India. Custom duty on LCD/LED TV reduced to nil from 10 per cent.

Encouragement to FDI
- 100 per cent FDI is permitted in electronics hardware-manufacturing under the automatic route.
- FDI into single brand retail has been increased from 51 per cent to 100 per cent. The Government is planning to hike FDI limit in multi-brand retail to 51 per cent.
- As per revised FDI policy, the Government has introduced certain bars for ecommerce platforms from selling on their websites and imposes a limit on how much one supplier can sell on their portal.

EPCG, EHTP schemes
- EPCG allows import of capital goods on paying 3.0 per cent customs duty.
- EHTP provides benefits, such as duty waivers and tax incentives, to companies which replace certain imports with local manufacturing.

National Electronics Policy and Government initiatives
- In February 2019, the Government approved National Policy on Electronics 2019. This policy would create an ecosystem for a globally competitive electronic manufacturing sector, achieve a turnover of about US$ 400 billion by 2025, and target production of 1 billion mobile handsets for export. It also aimed to generate 10 million employment opportunities in the country by 2025.
- For the issuance of electronic certificates of origin (CoO), the Government launched Common Digital Platform, a single access point for all the exporters, FTAs/PTAs and agencies concerned.

Notes: EPCG - Export Promotion Capital Goods scheme, EHTP - Electronic Hardware Technology Park Scheme, SAD- Single Administrative Document ITA-1 - Information Technology Agreement, Ministry of External Affairs
Source: DPIIT, Make in India,
RECENT INVESTMENT BY KEY PLAYERS

- Micromax plans to invest US$ 89.25 million by 2020 for transforming itself into a consumer electronics company.
- British technology company, Dyson, will invest around Rs 1,300 crore (US$ 200 million) in the Indian consumer durables sector by 2023.
- In February 2019, Haier announced an investment of Rs 3,000 crore (US$ 415.80 million) as it aims a two-fold increase in its revenue by 2020.
- Oppo and Vivo, mobile phone makers, have decided to make key components in India in the next one year. Samsung will also start manufacturing mobile phone components from April 2020 in its Noida facility, which is their largest mobile phone manufacturing plant in the world.
- As of April 2019, Xiaomi made huge investments to expand into offline presence and expects the offline stores to generate half of the handset sales in India by end of 2019.
- Vivo will invest Rs 7,500 crore (US$ 1.07 billion) to expand its production capacity in India.
- In September 2019, Hero Electronix announced investment of Rs 150-200 crore (US$ 22-29 million) to enter the consumer space with Qubo, a tech brand.
- In October 2019, Apple Inc. entered in agreement with Maker Maxity mall, co-owned by Reliance Industries, to open its first company-owned iconic outlet in India.
- In December 2019, Kent RO Systems Ltd announced an investment of Rs 150 crore (US$ 21.46 million) to set up a new manufacturing unit in the next three years.
- In May 2020, Philips announced investment of Rs 250-300 crore (US$ 35.47-42.56 million) to boost its manufacturing and R&D facilities in India.
- Foxconn plans to invest up to US$ 1 billion in July 2020 to expand a factory in southern India where it assembles Apple iPhones.

Notes: R&D - Research and Development, MSIPS - Modified Special Incentive Package Scheme, Ministry of External Affairs
Source: Company websites, News sources
OPPORTUNITIES
DTH players are expected to get largest share in phase IV of the digitisation market.

Digitisation may lead to complete switchover from analogue cable to Digital Addressable Systems in a phased manner.

Active DTH subscribers with private operators increased from 62.65 million in December 2016 to 69.98 million in December 2019 in the country.

TV penetration in the country increased more than two times to reach 66 per cent in 2018 from 32 per cent in 2001. Small towns and rural markets are the key growth drivers of television’s growth in India. Out of 197 million TV households in India, 109 million are from rural India.

Source: TRAI, *BARC India Universe Update July 2018*
APPENDIX: BENEFITS TO CONSUMER DURABLES AND WIDER RETAIL SECTOR FROM FDI POLICY

Benefits of FDI in Indian Retail

- **Increase in employment**
- **Infrastructure investment**
- **Removing middlemen**
- **Benefiting Indian manufacturers**

**Sector**
- Wholesale cash and carry trading
- Single brand product retailing
- Multi brand, front end retail

**Entry route**
- Automatic
- DPIIT

**FDI limit**
- 100%
- 100%
- 51%

Source: DPIIT
According to the Department for Promotion of Industry and Internal Trade (DPIIT), during April 2000-March 2020, FDI inflow into the electronics sector stood at US$ 2.79 billion.

<table>
<thead>
<tr>
<th>51 per cent FDI in multi brand retail status: Approved</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Minimum investment cap is US$ 100 million.</td>
</tr>
<tr>
<td>- 30 per cent procurement of manufactured or processed products must be from SMEs.</td>
</tr>
<tr>
<td>- Minimum 50 per cent of the first minimum tranche of US$ 100 million must be invested in back-end infrastructure (logistics, cold storage, soil testing labs, seed farming and agro-processing units).</td>
</tr>
<tr>
<td>- Removes the middlemen and provides a better price to farmers.</td>
</tr>
<tr>
<td>- 50 per cent of the jobs in the retail outlet could be reserved for rural youth and a certain amount of farm produce could be required to be procured from poor farmers.</td>
</tr>
<tr>
<td>- To ensure the Public Distribution System (PDS) and Food Security System (FSS), Government reserves the right to procure a certain amount of food grains.</td>
</tr>
<tr>
<td>- Consumers will receive higher quality products at lower prices and better service.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>100 per cent FDI in single brand retail status: Policy passed</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Products to be sold under the same brand internationally.</td>
</tr>
<tr>
<td>- In 2015, according to revised FDI regulations single brand retail companies if desire to sell on ecommerce platform would be allowed only if they have licence for setting up physical outlets.</td>
</tr>
<tr>
<td>- Sale of multi brand goods is not allowed, even if produced by the same manufacturer.</td>
</tr>
<tr>
<td>- For FDI above 51 per cent, 30 per cent sourcing must be from SMEs.</td>
</tr>
<tr>
<td>- Any additional product categories to be sold under single brand retail must first receive additional Government approval.</td>
</tr>
<tr>
<td>- “Make in India” initiative to further strengthen the investments coming to India.</td>
</tr>
</tbody>
</table>

Source: DPIIT
KEY INDUSTRY ASSOCIATIONS
## INDUSTRY ASSOCIATIONS

<table>
<thead>
<tr>
<th>Agency</th>
<th>Contact Information</th>
</tr>
</thead>
</table>
| Consumer Guidance Society of India | Block ‘J’ Mahapalika Marg, Mumbai–400 001  
Tel fax: 91-22 22621612/2265 9715  
E-mail: cgsibom@mtnl.net.in  
Website: www.cgsiindia.org |
| Retailers Association of India | 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  
Website: www.rai.net.in |
| Consumers Association of India | 3/242, Rajendra Gardens, Vettuvankeni, Chennai, Tamil Nadu–600 041  
Tel: 91-44-2449 4576/4578  
Fax: 91-44-2449 4577  
E-mail: consumersassnofindia@vsnl.net |
| Consumer Electronics and Appliances Manufacturers Association | 5th Floor, PHD House  
4/2, Siri Institutional Area, August Kranti Marg  
New Delhi-10 016  
Telefax: 91- 11- 46070335, 46070336  
E-mail: ceama@airtelmail.in  
Website: www.ceama.in |
| ELCINA Electronic Industries Association of India  
(Formerly Electronic Component Industries Association) | ELCINA House, 422 Okhla Industrial Estate, Phase III  
New Delhi -110020  
Tel: 91- 11- 26924597, 26928053  
Fax: 91- 11- 26923440  
E-mail: elcina@vsnl.com  
Website: www.elcina.com |
USEFUL INFORMATION
GLOSSARY

- CAGR: Compound Annual Growth Rate
- Capex: Capital Expenditure
- CENVAT: Central Value Added Tax
- EHTP: Electronic Hardware Technology Park
- EPCG: Export Promotion Capital Goods Scheme
- FDI: Foreign Direct Investment
- FY: Indian Financial Year (April to March); So, FY10 implies April 2009 to March 2010
- LCD: Liquid Crystal Display
- R&D: Research and Development
- US$: US Dollar

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

### Exchange Rates (Fiscal Year)

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<tr>
<th>Year</th>
<th>INR Equivalent of one US$</th>
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<td>2004–05</td>
<td>44.95</td>
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<td>2005–06</td>
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### Exchange Rates (Calendar Year)

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<td>2005</td>
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<td>2019</td>
<td>69.89</td>
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</table>

*Source: Reserve Bank of India, Average for the year*
India Brand Equity Foundation (IBEF) engaged TechSci Research to prepare this presentation and the same has been prepared by TechSci Research in consultation with IBEF.

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