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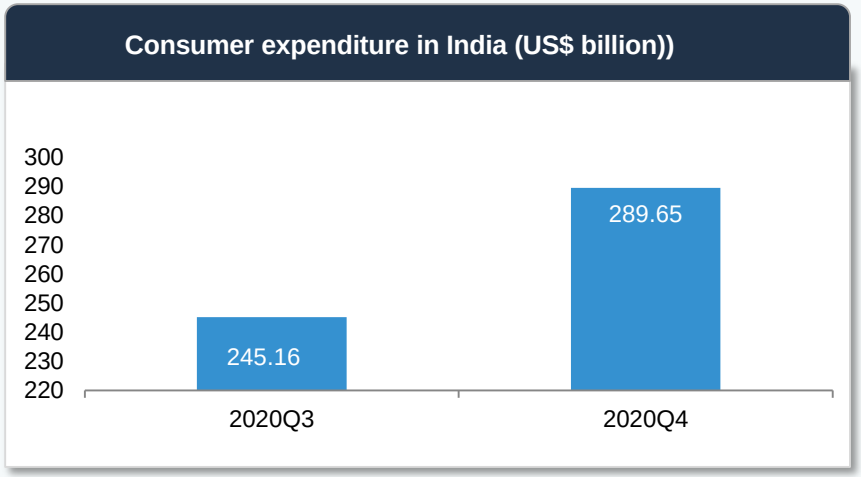
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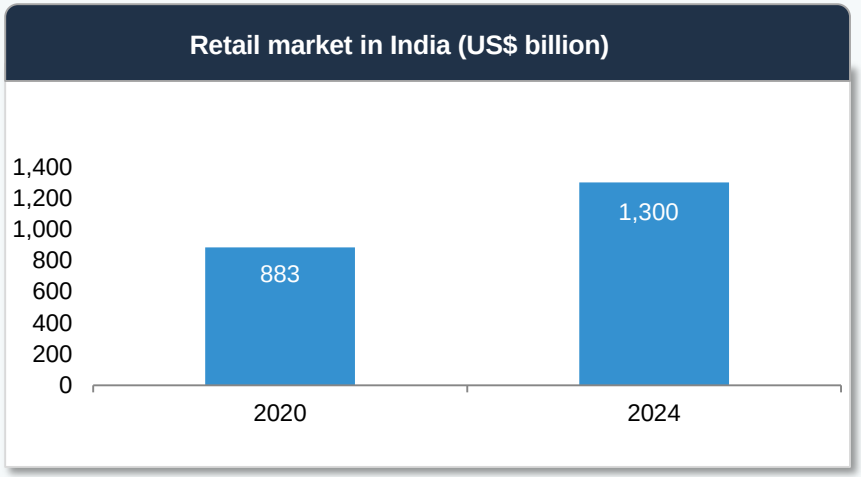
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Executive summary (1/2)

Retail market in India market in 2021F	India's Consumer spending in the fourth quarter of 2020	Global destination rank in the retail space	World Bank's Doing Business 2020	India's direct selling industry recorded sales in 2019
US$ 1,200 billion	US$ 289.65 billion	Rank of India: 5	Rank of India: 63	US$ 2.47 billion





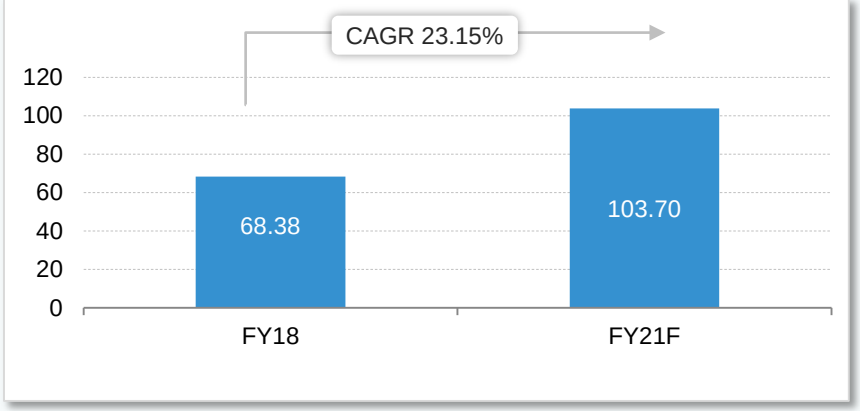
Notes: *CAGR - Compound Annual Growth Rate, F- Forecast, E - Estimated*
Source*: Ernst and Young, Price Waterhouse Cooper, Economic Times, MRRSIndia.com and Assocham - The Associated Chambers of Commerce and Industry of India, Trading Economics, World Bank*

Executive summary (2/2)

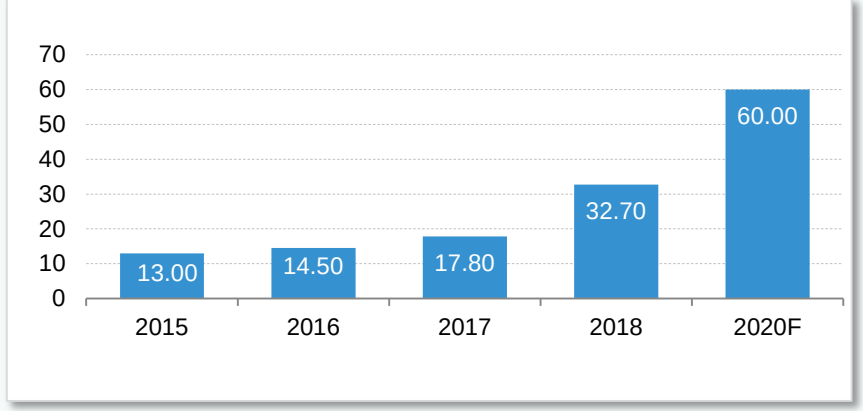
FY21 FMCG market in India	Indian online grocery market in 2020
US$ 103.70 billion	US$ 3.19 billion

- FMCG sector is the fourth-largest sector in the Indian economy, with household and personal care accounting for 50% of FMCG sales.
- After an unprecedented decline of 19% in the January-March 2020 quarter, the FMCG industry displayed signs of recovery in the July-September 2020 quarter with a y-o-y growth of 1.6%. The growth witnessed in the fast-moving consumer goods (FMCG) sector was also a reflection of positivity recorded in the overall macroeconomic scenario amid opening of the economy and easing of lockdown restrictions.
- Increasing participation from foreign and private players will boost retail infrastructure.

FMCG market in India (US$ billion)



Revenue from online retail in India (US$ billion)



Notes: *CAGR - Compound Annual Growth Rate, F- Forecast*
Source*: Ernst and Young, Price Waterhouse Cooper, Economic Times, MRRSIndia.com and Assocham - The Associated Chambers of Commerce and Industry of India, Trading Economics, World Bank*

Advantage India

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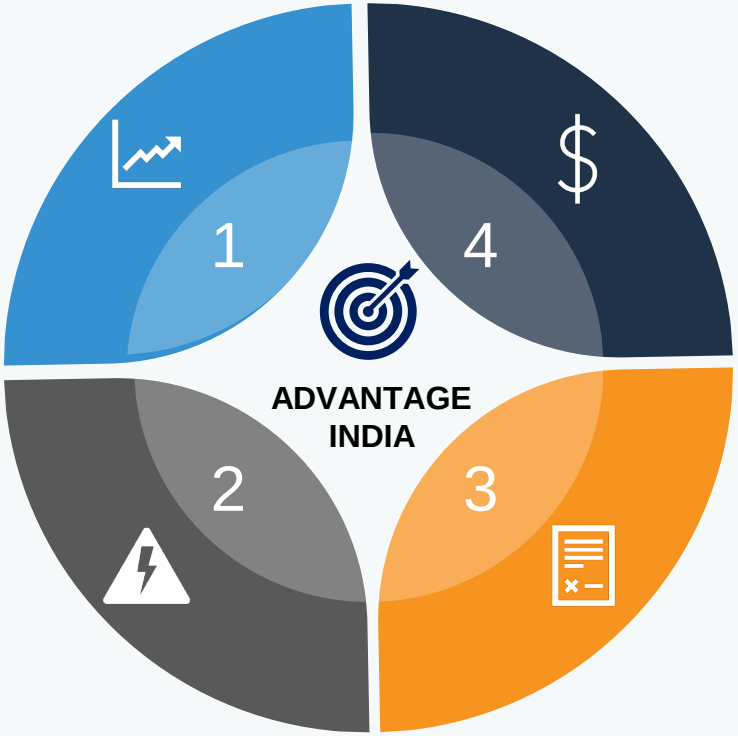
Advantage India

1. Robust Demand

- According to the Retailers Association of India (RAI), the retail industry achieved 93% of pre-COVID sales in February 2021; consumer durables and quick service restaurants (QSR) increased by 15% and 18% respectively.
- Increasing purchasing power has led to growing demand.

2. Innovation in financing

- Collective efforts of financial houses and banks with retailers are enabling consumers to go for durable products with easy credit.



4. Increasing Investment

- Foreign retailers entering the Indian market.
- Cumulative FDI inflows in the retail sector stood at US$ 3.44 billion between April 2000 and December 2020.
- India's retail sector attracted US$ 6.2 billion from various private equity and venture capital funds in 2020.

3. Policy Support

- About 51% FDI in multi-brand retail.
- 100% FDI in single-brand retail under the automatic route.
- Goods and Service Tax (GST) was introduced for single unified tax system.
- To provide a level-playing field to stakeholders, the Government is preparing policies of retail, FMCG and E-commerce within a single policy framework.

Note: *FY - Indian Financial Year (April-March), NMDP - National Maritime Development Programme, FDI - Foreign Direct Investment, MMT - Million Metric Tonnes,*
Source*: Report of the Task force on Financing Plan for Ports, Government of India, JLL report, Anarock Retail*

Market Overview and Trends

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Evolution of retail in India

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Pre 1990s



- Manufacturers opened their own outlets

1990-2005



- Pure-play retailers realised the potential of this market
- Majority in the apparel segment

2005-2010



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

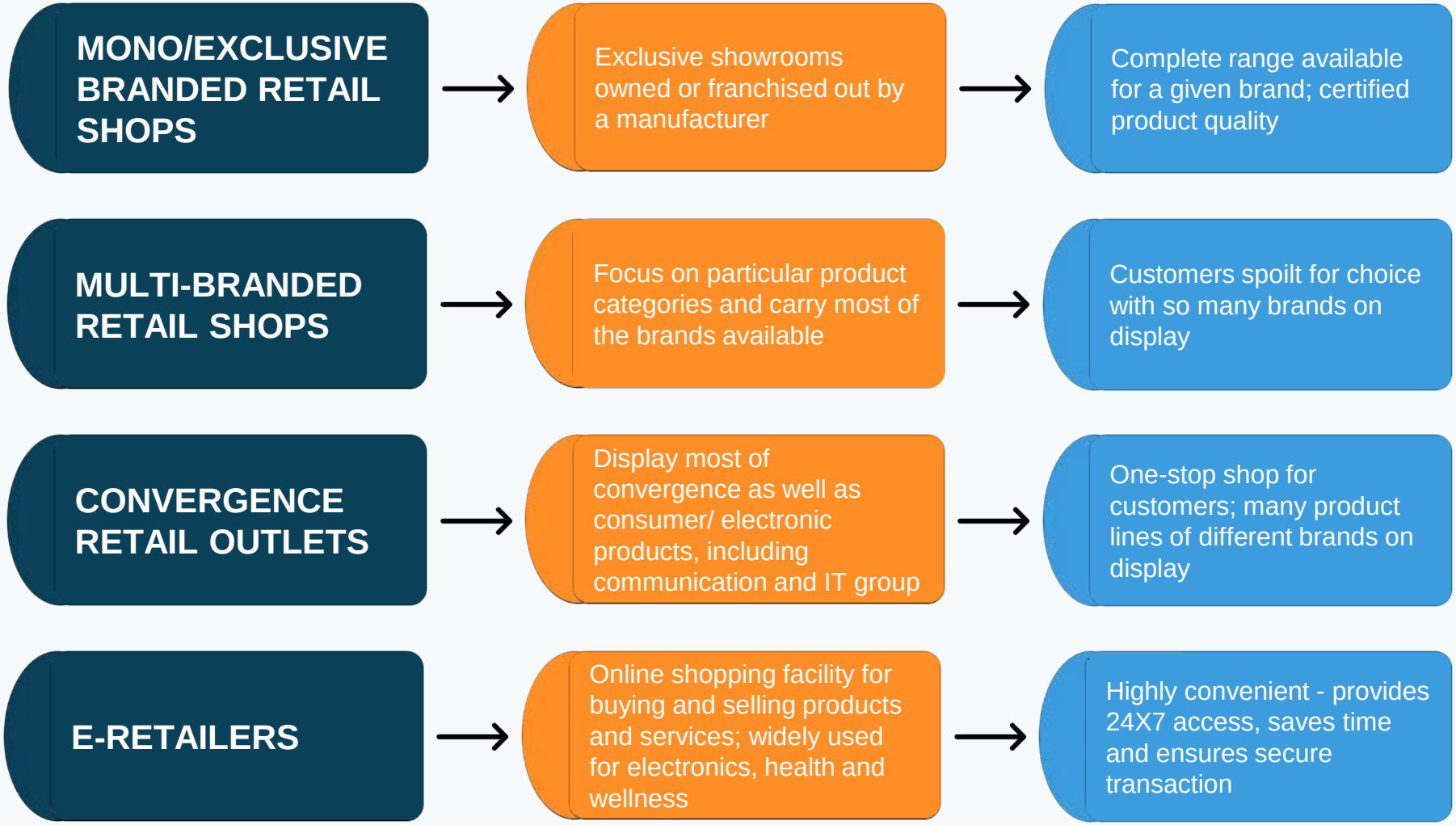
2010 onwards



- Cumulative FDI inflows stood at US$ 3.44 billion between April 2000 and December 2020.
- Retail 2020: Retrospect, Reinvent, Rewrite
- Movement to smaller cities and rural areas
- More than 5-6 players with revenue over US$ 1 trillion by 2020
- Large-scale entry of international brands
- Approval of FDI limit in multi-brand retail up to 51%
- Sourcing and investment rules for supermarkets relaxed
- 100% FDI in single- brand retail under the automatic route

Source: *Technopak Advisors Pvt Ltd, BCG, News Articles, DPIIT*

Retail formats in India



Note: *IT - Information Technology*
Source: *Sutherland Research*

Competitive landscape in Indian retail sector

1. Departmental stores

- Pantaloon has 342 stores in 78 towns/cities
- Westside operates 128 stores across 82 cities
- Shoppers Stop has 83 stores & Lifestyle operates across 38 stores in India
- Reliance Retails operates 670 fashion concept stores across 350 cities in India

2. Hypermarkets

- Big Bazar, Spencer Easy day and Reliance are some major players present in the market
- Aditya Birla Retail (More Hypermarket) - 20 stores
- Trent has 10 stores under retail chain Star
- Big Bazaar operates 295 stores
- Spencer Hyper has 37 stores across the country



3. Supermarkets/ convenience stores

- Aditya Birla Retail- More Supermarket (645 stores)
- Spencer's Daily (120 stores)
- Reliance Fresh (621 stores)
- REI 6Ten (350 stores)
- HyperCITY (20 stores)
- Dmart (234)

4. Specialty stores

- Titan Industries is a large player, with 496 World of Titan, 262 Tanishq and 509 Titan Eye+ shops
- Vijay Sales, Croma and E-Zone in consumer electronics
- Landmark and Crossword in books and gifts segment

5. Cash and carry stores

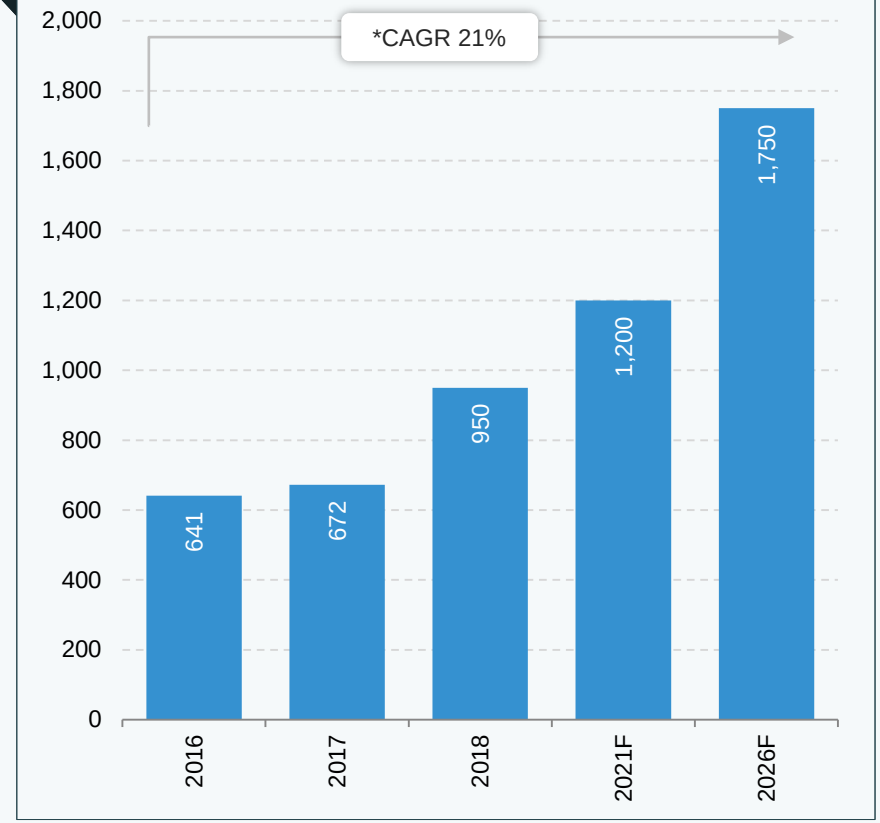
- Metro started the cash and carry model in India -operates 27 stores across Mumbai, Kolkata, Delhi, Punjab, Hyderabad and Bengaluru
- Reliance Retail operates 52 cash and carry stores called 'Reliance Market', as of FY20

Source: *Company website, Press Release*

Strong growth in the Indian retail industry

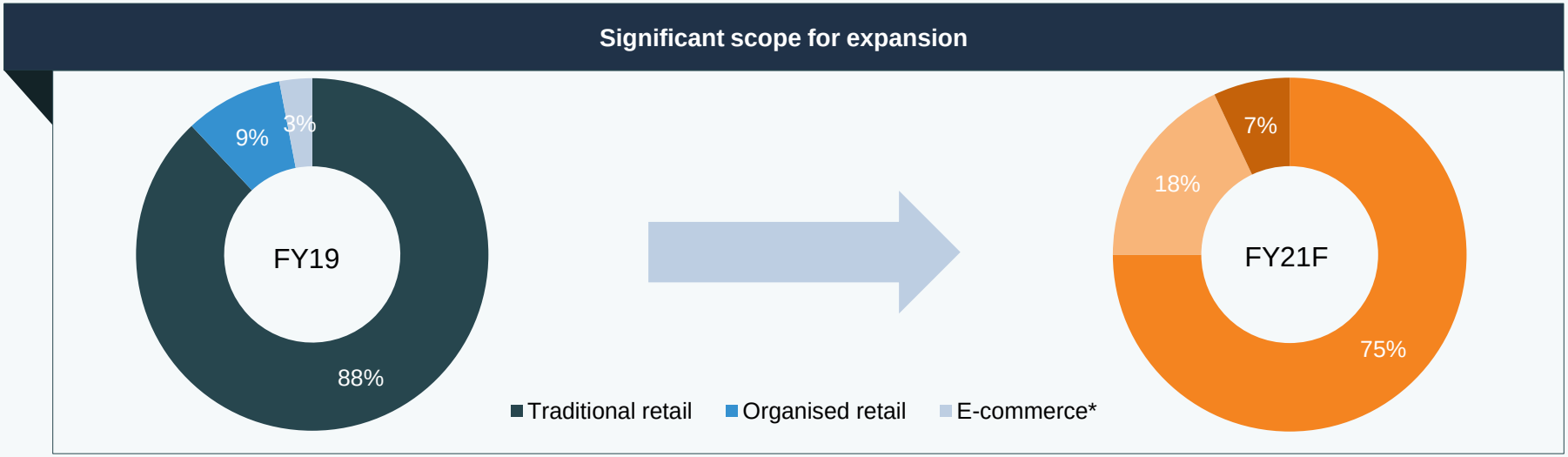
- The retail sector in India is emerging as one of the largest sectors in the economy. It contributes 10% to GDP and 8% to employment.
- As per Forrester Research, in 2020, India's retail sector was estimated at US$ 883 billion, with grocery retail accounting for US$ 608 billion. The market is projected to reach ~US$ 1.3 trillion by 2024.
- India will become a favourable market for fashion retailers on the back of a large young adult consumer base, increasing disposable income and relaxed FDI norms.
- Revenue of India's offline retailers, also known as brick and mortar (B&M) retailers, was expected to increase by Rs. 10,000-12,000 crore (US$ 1.39-2.77 billion)^ in FY20.
- According to the data released by the Ministry of Statistics & Programme Implementation (MoSPI), India's Consumer Price Index (CPI) based retail inflation eased to 4.2% in April 2021, compared to 5.5% in March 2021.
- According to the Ground Zero Series findings of the consulting firm RedSeer, the retail sector is expected to recover ~80% of pre-Covid revenue (amounting to US$ 780 billion) by end-2020.
- Business activity among micro-retailers is reaching near normal levels, as they are adopting digital business tools to drive efficiency and growth. The micro-retail players are increasingly taking up digital book-keeping solutions, as it makes this task simpler and there is a demand coming from small towns and hinterlands.

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



Note: **CAGR up to 2018, F - Forecast, ^as per CRISIL*
Source: *indiaretailing.com, BMI Research, Consumer Leads report by FICCI and Deloitte - October 2018, News Articles*

Organised retail in nascent stage



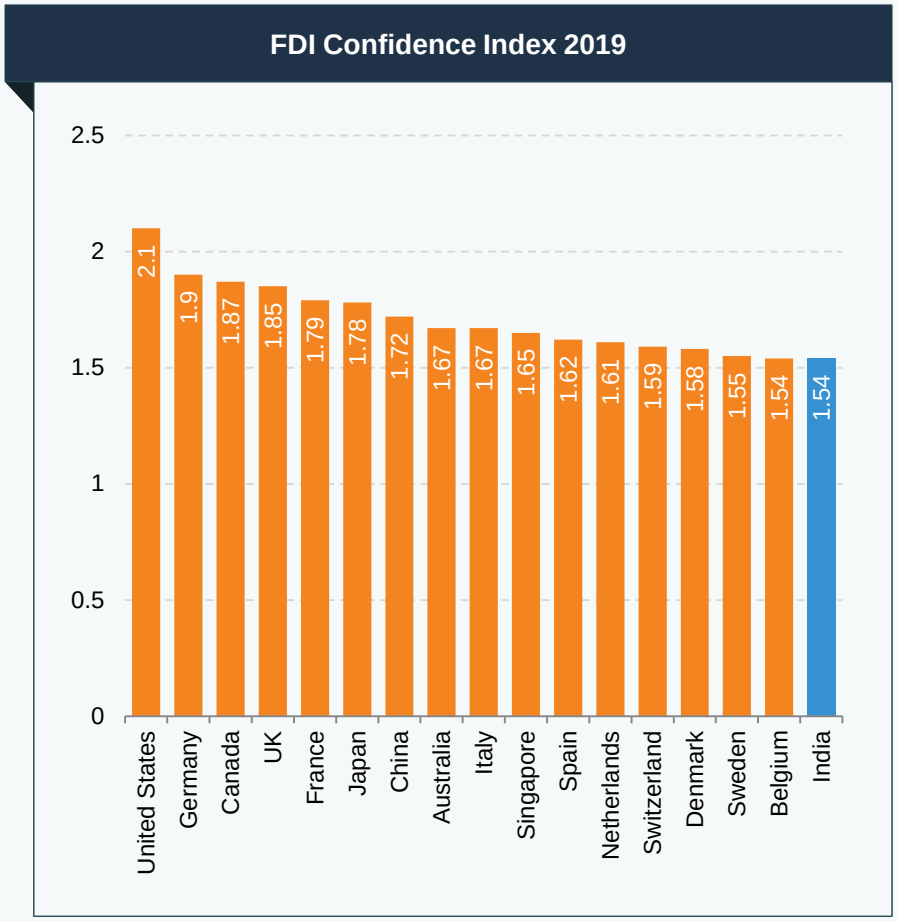
- In FY19, traditional retail, organised retail and E-commerce segments accounted for 88%, 9% and 3% of the market, respectively.
- The organised retail market in India is growing at a CAGR of 20-25% per year.
- The unorganised retail sector in India has a huge untapped potential for adopting digital mode of payments as 63% of the retailers are interested in using digital payments like mobile and card payments.
- Many fintech companies are competing for their presence in local stores. In May 2020, Paytm announced a US$ 1 billion loyalty programme and launched online ledger services for kirana stores in India. Other fintech companies such as PayNearby, Phonepe, BharatPe and Mswipe introduced different services for small shop owners, enabling better digital payments and delivery options at these stores.
- For example, Amazon partnered with local stores to provide a platform for many small shops and merchants on its Amazon marketplace. While, Walmart has its own network of 28 ‘best-priced’ stores serving local stores across the country.
- In March 2021, Big Bazaar announced expansion into the instant home delivery service, aiming to offer 2-hour delivery guarantee service; it has started the service in Delhi NCR, Mumbai and Bengaluru.

Note: *F - Forecast, * - e-commerce market here refers to sale of products and services through electronic transactions, home shopping is considered a part of e-commerce*

Source: *BCG , KPMG- indiaretailing.com, Deloitte Report, Winning in India’s Retail Sector, Centre for Digital Financial Inclusion (CDFI) report, Crisil*

Sector’s high growth potential is attracting investors

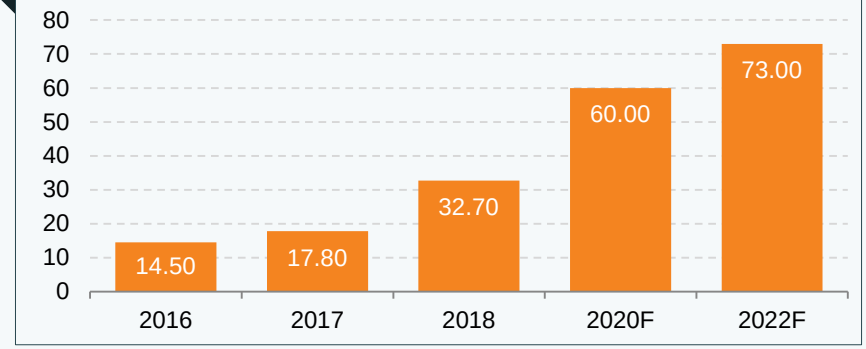
- India has occupied a remarkable position in global retail rankings. The country has high market potential, low economic risk and moderate political risk.
- India’s high growth potential compared to global peers has made it a highly favourable destination. According to a study by Boston Consulting Group, India is expected to become the world's third largest consumer economy by reaching US$ 400 billion in consumption by 2025.
- In FDI Confidence Index, India ranked 15th (after US, Canada, Germany, UK, China, Japan, France, Australia, Switzerland and Italy).
- India ranked first in the Global Retail Development Index 2017 based on rising middle class and rapidly growing consumer spending.
- Retail investors boosted their shareholdings in Indian companies to an 11-year high in September 2020, with first-time investors continuing to add more money into equities. According to Prime Database, shareholding of retail investors in 1,605 listed companies hit an 11-year high of 7.01% and witnessed ~3.4 million new ‘Demat’ accounts from July 2020 to September 2020.
- In December 2020, IKEA launched its second Indian store in Navi Mumbai and plans to open two more stores in 2021.
- In February 2021, Greyweave, a hand-made carpets and rugs brand, announced to invest Rs. 75 lakh (US$ 102,875.65) for the firm's offline expansion plan.



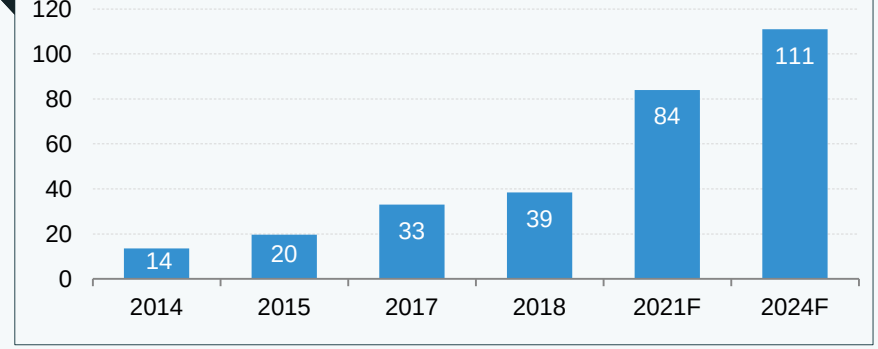
Note: *FDI - Foreign Direct Investment*
Source: *AT Kearney 2019 FDI Confidence Index, Prime Database*

Rising prominence of online retail

Online retail in India (US$ billion)



Indian E-commerce Market (US$ billion)



- Online retail market is estimated to reach US$ 60 billion by 2020 from US$ 32 billion in 2018. It is projected to reach US$ 73.00 billion by 2022F.
- During the online festive sale in October 2020, the Indian e-commerce firms—Flipkart, Amazon, Myntra and Snapdeal—together sold goods worth US$ 3.1 billion.
- Online retail rose to a record high during the festive season in October-November 2020, with smartphone sales contributing 53% to the total sales.
- The Government plans to allow 100% FDI in E-commerce under the arrangement that the products sold must be manufactured in India to gain from the liberalised regime.
- India ranked 73rd in the United Nations Conference on Trade and Development's Business-to-Consumer (B2C) E-commerce Index 2019.
- Online retailers now deliver to 15,000-20,000 pin codes out of nearly 100,000 pin codes in the country.
- By 2024, India's e-commerce industry is expected to increase by 84% to US$ 111 billion, driven by mobile shopping, which is projected to grow at 21% annually over the next four years. In 2020, the most common payment methods online were digital wallets (40%), followed by credit cards (15%) and debit cards (15%). Online penetration of retail is expected to reach 10.7% by 2024 versus 4.7% in 2019.
- In April 2020, Amazon India announced to invest Rs.10 crore (US$ 1.3 billion) to strengthen its pilot ‘Local Shop on Amazon’ programme, which added >5,000 local shops and retailers on the platform from >100 cities.

Notes: *APMEA - Asia/ Pacific, Middle East and Africa, F- Forecast*

Source: *MasterCard Worldwide Insights 4Q 2010, ANAROCK, ASSOCHAM, UN Report 'The power of 1.8 billion', Nasscom annual guidance 2018, RedSeer Consulting, eMarketer, News Articles*

Strategies



Strategies adopted… (1/3)

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1

Strong distribution and logistic network

- It is imperative for a retailer to have a strong distribution and logistic network. Players follow a distribution network .For example, Shoppers Stop follow a “hub and spoke” model for its distribution network to increase efficiency and productivity network to increase efficiency and productivity.
- In November 2020, Mahindra Logistics Ltd. developed a ‘Built-to-Suit’ warehousing capacity in Tamil Nadu. This workspace will cater to two key customers in e-commerce and auto-engineering industries..

2

Expansion

- On March 25, 2021, Xiaomi introduced a new initiative ‘Develop with Mi’ (GWM). GWM plans to have 30,000 touchpoints in a year and 6,000+ retail stores in the next two years.
- In March 2021, ASICS expanded its retail concept in India with a new store in Bengaluru.
- In March 2021, Vivo announced plan to open ~100 exclusive retail stores across India in 2021; aims to cross the 650-store mark in India by 2021.
- In March 2021, AP Group announces an expansion plan for their Italian brand – Just Cavalli in India with the launch of 200 offline stores in 2021.
- In April 2021, Flipkart expanded its hyperlocal delivery service Quick to six new cities including Delhi, Gurugram, Ghaziabad, Noida, Hyderabad and Pune as the demand for essential goods on e-commerce platforms surges amid the second wave of the pandemic.

3

Omni-channel retailing

- Retailers are exploring multiple channels to maximise sales. Omni-channel retailing is being adopted by many retailers in India. Shoppers Stop is making efforts to be an omni-channel retailer. Ezone has launched an online platform, which has led to increase in sales. Omni-channel retailing is being adopted by companies such as Croma, Reliance Retail Ventures, Aditya Birla Fashion and Retail Limited and, OnePlus.

4

Offering discounts

- Most retailers have advanced off-season sales from 15 days to a month with discounts of 20-70% on certain products. Also, higher discounts and other value-added services are offered to members.

Source: *Company website, News Articles*

Strategies adopted… (2/3)

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5

Offering value-added services

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

6

Leveraging partnership

- To keep customers on shop floors for a longer time and increase conversions, retailers are now pitching to partner with manufacturers, service providers, and financial companies to create a buzz around certain product categories.
- In March 2021, Unicorn, a premium Apple reseller, announced plan to launch 4-6 new flagship stores in India by FY22.
- In February 2021, Reckitt Benckiser, a consumer health and hygiene company, in partnership with Grofers, an online grocery retailers, launched the 'Deliver Safe Programme'. The programme includes processes and protocols to meet the highest standards of cleaning and disinfection.
- In February 2021, Panasonic India joined forces with Fortune Marketing Pvt. Ltd. to expand its presence in the Indian market. Fortune Marketing Pvt. Ltd. will be responsible for distributing Panasonic's wide enterprise range, comprising commercial android signage display, 4K UHD commercial high brightness displays, multi-touch interactive professional displays and professional video wall range of products.

7

Strong supply chain

- Critical components of supply chain planning applications help retailers to maintain profit margins. 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.
- In March 2021, Mi India launched a Rs. 100-crore (US$ 13.62 million) support plan over the next two years for its retail partners.
- In May 2021, Big Bazaar announced that it has rolled out its two-hour delivery services in small cities in India such as Bhopal, Mangalore, Raipur, Ranchi, Guwahati, Kanpur, Lucknow and Varanasi, to name a few, have seen orders climb over the past week.

Source: *Company website, News Articles*

Strategies adopted… (3/3)

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8

Changing the perception

- Retailers are providing more assortments for private level brands to compete with other supplier brands. New product development, aggressive retail mix and everyday low pricing strategy might help to get edge over supplier brands.

9

Hyper-personalisation

- Indian retailers use hyper-personalisation models based on behavioral data, brands performance, demographic preference and pin codes as marketing strategy to boosts sales.

10

Cash-on-delivery

- Online retail segment offers cash-on-delivery and manufacturers' warranty to boost E-retailing in consumer durables sector.
- Cash-on-delivery is the preferred payment option with over 30% buyers opting for it in India.

11

Joint Venture (JV)

- To diversify the product offerings and tab the growing luxury retail segment, retailers are forming JV with foreign luxury brands. Reliance Brands Ltd. entered a JV with Bally, a Swiss luxury brand, to exclusively market its products in India.
- In May 2019, Warburg Pincus and Runwal Group entered into a JV to form US$ 1 billion retail mall platform.

Source: *Company website, News Articles*

Growth Drivers

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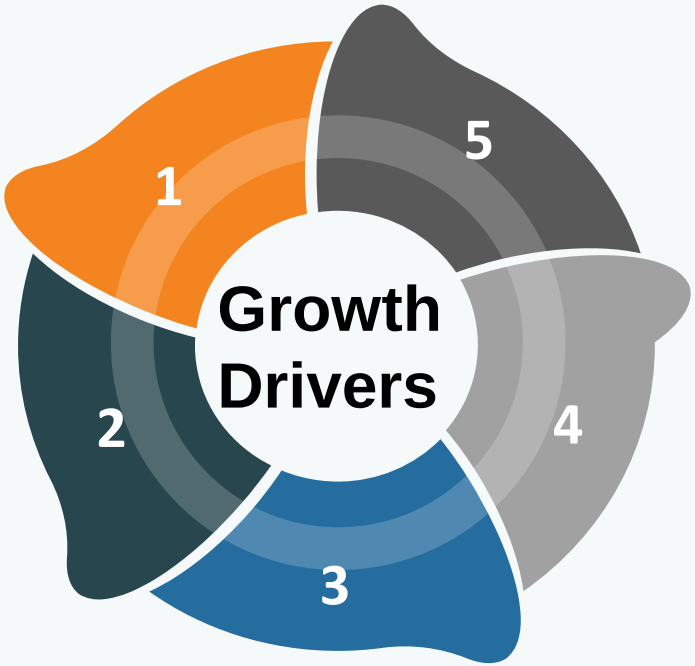


Growth drivers for retail in India

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1. Favourable demographics

5. Easy consumer credit and increase in quality products



2. Rise in income and purchasing power

4. Brand consciousness

3. Change in consumer mindset

Growth drivers for retail in India

1. Consumer preference

- India's per capita GDP increased to Rs. 143,048 (US$ 1,982.65) in FY19 from Rs. 129,901 (US$ 1,800.43) FY18.
- Indian consumers are now shifting more towards premium brands.

2. Brand consciousness

- Factors like young demographic composition, increasing personal disposable income, preference towards affordable luxury and rising middle class population are developing preferences for specific brands.

3. Consumer finance opportunity

- According to India Ratings and Research (Ind-Ra), domestic organised food and grocery retailers are expected to increase by 10% YoY in FY22, with organised retailers and e-commerce likely to benefit from the ongoing demand for essentials.



4. FDI approval

- Department for Promotion of Industry and Internal Trade (DPIIT) approved three foreign direct investments (FDI), Mountain Trail Food, Kohler India Corporation, and Merlin Entertainments India in single-brand retail.
- DPIIT has approved two FDI proposals worth more than Rs. 400 crore (US$ 62.45 million) within the retail sector.

5. Hybrid retail model

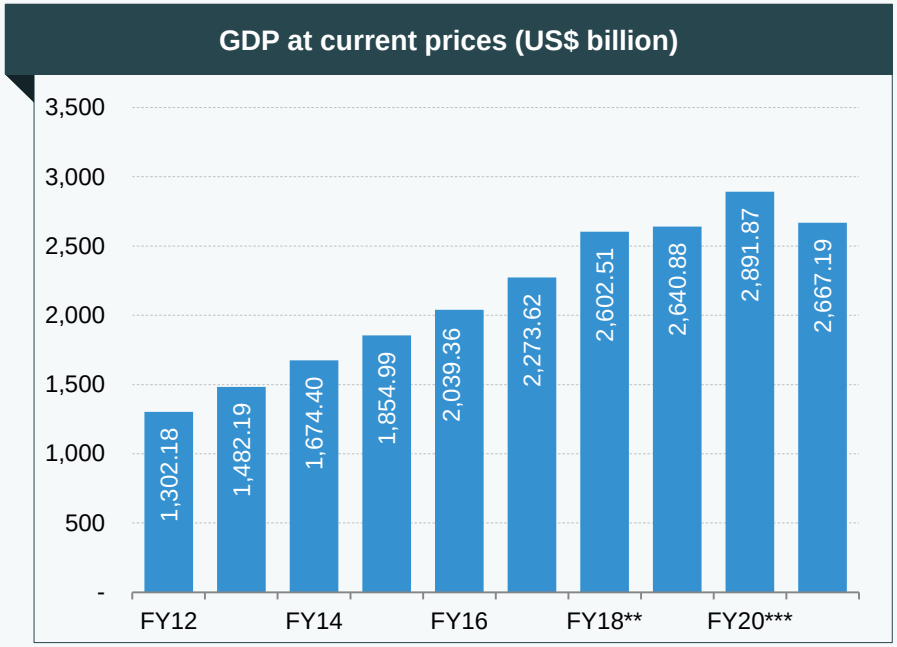
In December 2020, Flipkart's independent value-driven platform '2GUD' launched '2GUD Local', which is aimed at extending the benefits of e-commerce to traditional retail businesses.

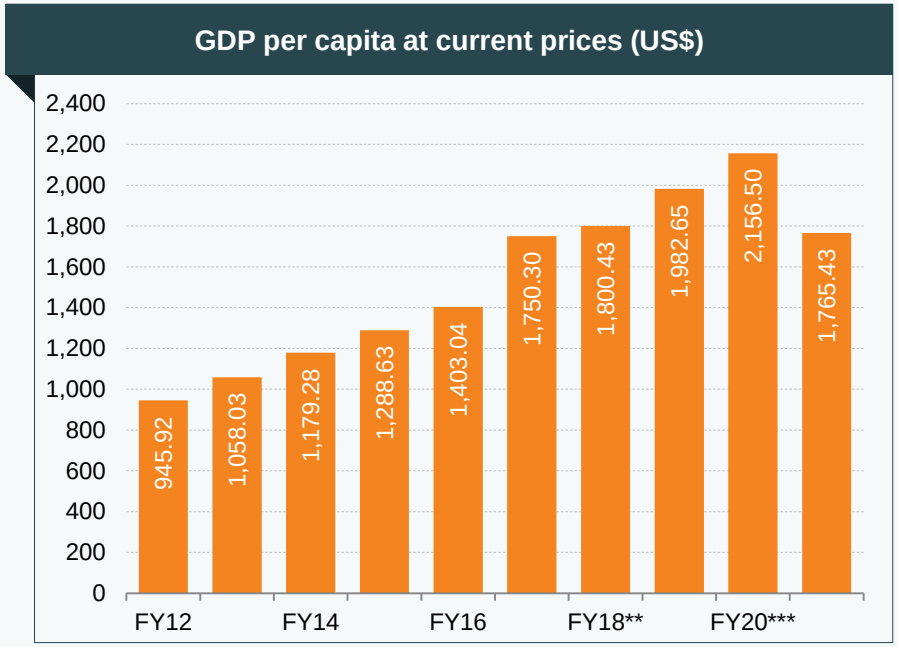
6. Investment

- In September 2020, US private equity firm Silver Lake announced plan to invest Rs. 7,500 crore (US$ 1.00 billion) in Reliance Retail, by Silver Lake in a Reliance Industries subsidiary after the US$ 1.35 billion investment in Jio Platforms earlier in 2020.
- In November 2020, Saudi Arabia's sovereign Public Investment Fund (PIF) announced plans to invest in Reliance Retail Ventures Ltd. for 2.04% stake.
- In November 2020, FreshToHome, a Bengaluru-based online fresh fish and meat retailer, raised US$ 121 million in Series C funding, led by Investment Corporation of Dubai (ICD).
- In December 2020, Singapore's sovereign wealth fund, GIC Pte Ltd. and ESR Cayman Ltd. formed a JV to develop and purchase industrial and logistics assets worth US$ 750 million in India.

***Source**: News Articles, Ministry of Statistics and Programme Implementation, Anarock Retail*

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.
- India's real gross domestic product (GDP) at current prices stood at Rs. 195.86 lakh crore (US$ 2.71 trillion) in FY21, as per the second advance estimates (SAE) for 2020-21. And, the per capita income at current prices was estimated at Rs. 127,768 (US$ 1,765.43) in FY21.
- The real GDP in FY 2021-22 is estimated to be Rs. 148.2 lakh crore (US$ 1,977.58 billion).

Source: *IMF, **- 2nd Revised Estimates, * - 1st Revised Estimates, ***- 1st Advance Estimate*

FDI policy details on single and multi-brand retail in India

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51% FDI in multi-brand retail
Status: Policy passed

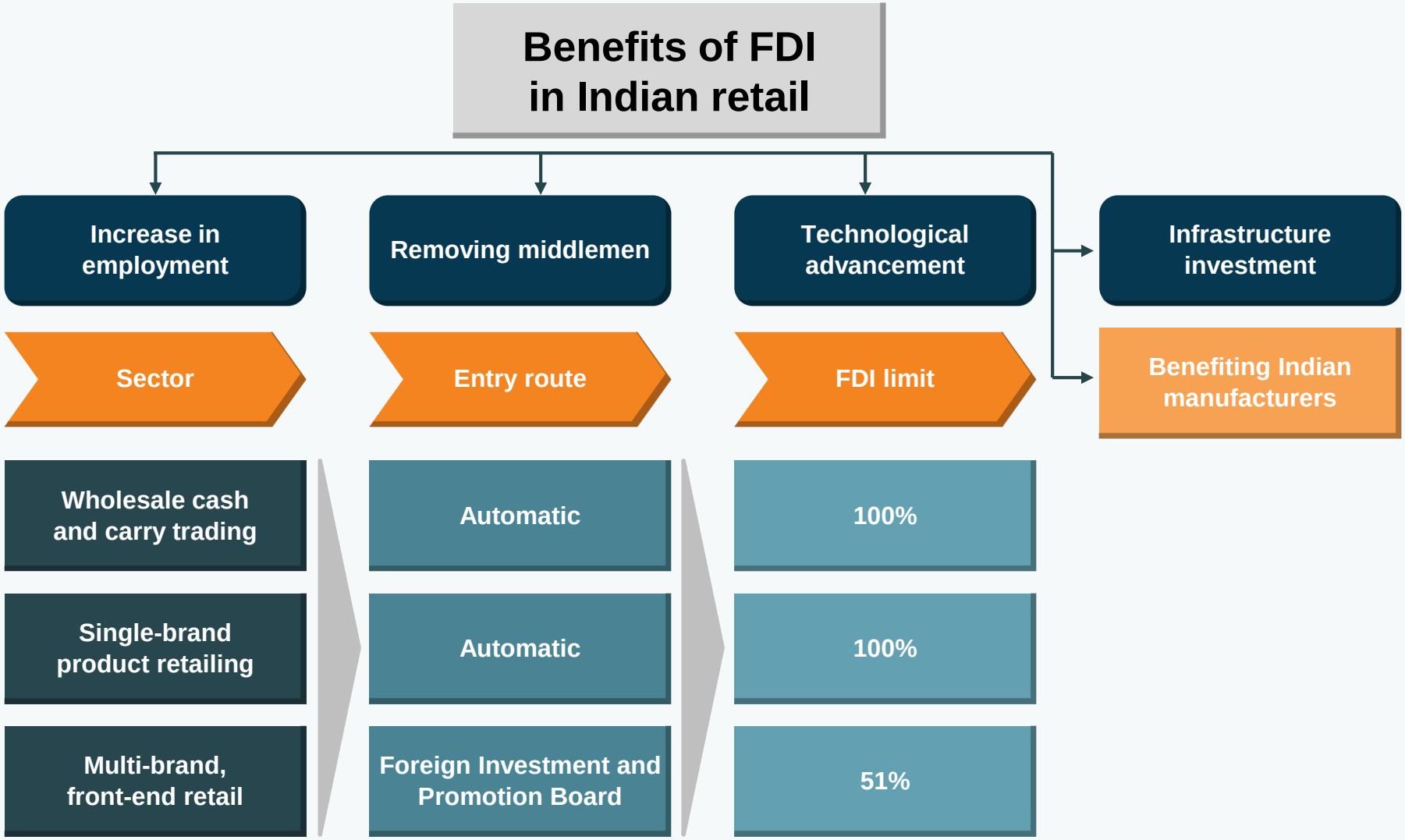
- Minimum investment cap is US$ 100 million.
- 30% procurement of manufactured or processed products must be from SMEs.
- Minimum 50% of total FDI must be invested in backend infrastructure (logistics, cold storage, soil testing labs, seed farming and agro-processing units).
- Removes middlemen and provides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

100% 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% FDI allowed in single-brand retail under the automatic route.
- Single-brand retail entities (SBRT) would be permitted 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% of purchases from India. After completion of five-year period, the SBRT entity will be required to meet the 30% sourcing norms directly towards its India's operation, on an annual basis.
- 100% 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.

Indian retail is set to benefit from FDI policy

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New goods and service tax (GST) would simplify tax structure

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2. CASH FLOW

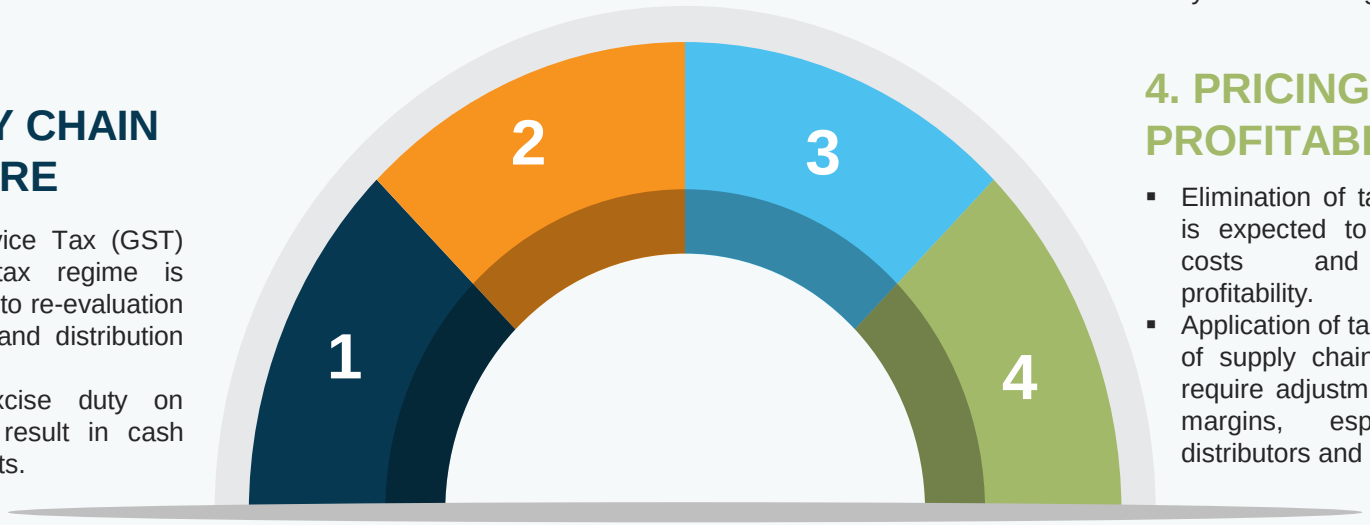
- Tax refunds on goods purchased for resale implies a significant reduction in the inventory cost of distribution.
- Distributors are also expected to experience cash flow from collection of GST in their sales, before remitting it to the Government at the end of the tax-filing period.

3. SYSTEM CHANGES AND TRANSITION MGMT

- Changes need to be made to accounting and IT systems in order to record transactions in line with GST requirements.
- Appropriate measures need to be taken to ensure smooth transition to the GST regime through employee training, compliance under GST, customer education and inventory credit tracking.

1. SUPPLY CHAIN STRUCTURE

Goods and Service Tax (GST) as a unified tax regime is expected to lead to re-evaluation of procurement and distribution arrangements.
Removal of excise duty on products would result in cash flow improvements.



4. PRICING AND PROFITABILITY

- Elimination of tax cascading is expected to lower input costs and improve profitability.
- Application of tax at all points of supply chain is likely to require adjustments to profit margins, especially for distributors and retailers.

Note: *CII: Confederation of Indian Industry*
Source: *Sutherland Research*

Recent M&A deals in the Indian retail sector

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Acquirer name	Target name	Year	Deal type
Amazon	Perpule	March 2021	Acquisition
Tata Consumer Products Limited	Kottaram Agro Foods	February 2021	Acquisition
Reliance Retail Ventures Ltd. (RRVL)	Future Group (Retail & wholesale business, logistic and warehousing business)	November 2020	Acquisition
Reliance Retail Ventures Ltd. (RRVL)	Urban Ladder	November 2020	Acquisition (96%)
Flipkart	Scapic	November 2020	Acquisition
Flipkart	Aditya Birla Fashion and Retail Ltd. (ABFRL)	October 2020	Acquisition (7.8%)
Reliance Retail Ventures Ltd. (RRVL)	Future Retail	August 2020	Acquisition
Reliance Retail Ventures Ltd. (RRVL)	Shri. Kannan Departmental Store Private Ltd. (SKDS)	March 2020	Acquisition
Amazon	Future Retail	August 2019	Acquisition (49%)
Aditya Birla Fashion and Retail Ltd. (ABFRL)	Jaypore and TG Apparel & Decor Pvt Ltd.	June 2019	Acquisition
Reliance Industries Ltd. (RIL)	Hamleys	May 2019	Acquisition
Future Enterprises Ltd.	LivQuik Technology (India) Pvt. Ltd.	October 2018	Acquisition (55%)
Amazon and Samara Capital	More	September 2018	Acquisition
Reliance Retail Ventures Ltd. (RRVL)	Genesis Colors Ltd. (GCL), GLF Lifestyle Brands, Genesis La Mode, Genesis Luxury Fashion Pvt Ltd., GML India Fashion and GLB Body Care	September 2018	Acquisition
Walmart	Flipkart	May 2018	Acquisition

Source: *Bloomberg and Thomson ONE Banker, News Articles*

Opportunities

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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.



PRIVATE LABEL OPPORTUNITIES

- The organised Indian retail industry has begun experiencing an increased level of activity in the private label space.
- The organised retail sector is forecast to witness strong growth in the coming years.
- The share of private label strategy in the US and UK markets is 19% and 39%, respectively, while its share in India is just 6%. Stores like Shopper Stop and Lifestyle generates 15 to 25% of their revenue 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.
- Luxury market of India is expected to grow to US$ 30 billion by the end of 2020 from US$ 23.8 billion in 2017, supported by growing exposure of international brands among Indian youth and higher purchasing power of the upper class in tier II and III cities, according to ASSOCHAM.

Notes: *FMCG - Fast Moving Consumer Goods*
Source: *Nielsen, Jefferies report*

Key Industry Contacts

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Key Industry Contacts

Agency		Contact Information
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	The Franchising Association of India	Address: 510/511 B-Wing Sagar Tech Plaza, Sakinaka, Mumbai- 400 072. Tel: 91- 22 - 4054 0590 E-mail: support@fai.co.in Website: www.fai.co.in

Appendix



Glossary

- FDI: Foreign Direct Investment
- FMCG: Fast Moving Consumer Goods
- FY: Indian Financial Year (April to March); So, FY10 implies April 2009 to June 2010
- 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	Rs. Equivalent of one US$
2004-05	44.95
2005-06	44.28
2006-07	45.29
2007-08	40.24
2008-09	45.91
2009-10	47.42
2010-11	45.58
2011-12	47.95
2012-13	54.45
2013-14	60.50
2014-15	61.15
2015-16	65.46
2016-17	67.09
2017-18	64.45
2018-19	69.89
2019-20	70.49
2020-21	73.20

Exchange Rates (Calendar Year)

Year	Rs. Equivalent of one US$
2005	44.11
2006	45.33
2007	41.29
2008	43.42
2009	48.35
2010	45.74
2011	46.67
2012	53.49
2013	58.63
2014	61.03
2015	64.15
2016	67.21
2017	65.12
2018	68.36
2019	69.89
2020	74.18
2021*	74.94

Note: *As of April 2021*
Source: *Reserve Bank of India, Average for the year*

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