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Executive Summary

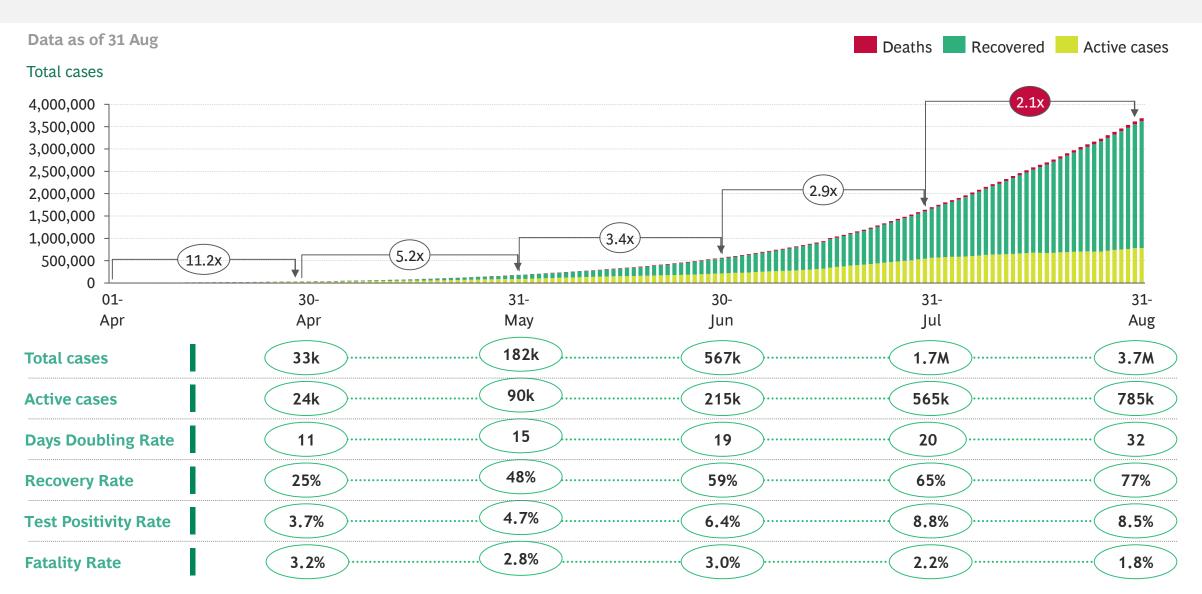


Trends across key economic indicators

- Industrial Activity: Signs of recovery in industrial activity as seen in uptick in power consumption (YoY gap declined to 4% in July'20 vs. 10% in June'20), fuel consumption (YoY gap declined to 3% in July'20 vs. 8% in June'20) and Index of Industrial Production witnessed 20% growth in June'20 compared to May'20
- Trade: Services trade less impacted as compared to merchandize trade in April-June'20 period; stronger recovery recorded in merchandize exports vs. imports in July'20 (Merchandize exports declined 10% while imports declined 28% YoY in July'20)
- Logistics: Recovery seen in domestic logistics E-way bills, FASTag transactions & railway freight vs. April-June'20 (Railway freight traffic increased 13% in June'20 vs. May'20, FASTag transactions increased 6% in July'20 vs. June'20, E-way bills generated increased 11% in July'20 vs. June'20)
- Financial Services: Deposit growth remains stable at ~11% in July'20 while credit growth declined from 6.2% YoY in June'20 to 5.8% YoY in July'20; Faster recovery in volume of NPCI retail transactions vs. value, indicating increase in small purchases; Value of UPI transactions increased to INR 2.91 Tn i.e. by 11% in July'20 vs June'20 (INR 2.62 Tn), 98% vs July'19 (INR 1.46 Tn), an all time high
- Sector-wise Impact: Auto sales saw an improvement in July'20 vs. previous months, though still below last year's levels (In July'20, Passenger vehicle sales grew 67% MoM, 2W sales grew 21% MoM, however tractor sales declined 28% MoM, but grew 36% vs. July'19); Signs of recovery witnessed in cement production and finished steel consumption in May-July'20 period, however gap still exists from pre-COVID levels; Recovery signs in both Life and non-Life Insurance positive YoY growth in July'20 (Life: 7% YoY; 18% YoY Non-life)
- Macroeconomic Indicators: India's fiscal deficit reached INR 8.21 Tn (103% of budget estimate) in April-July'20; GST collection dipped 4% (from INR 0.91 Tn to 0.87 Tn) in July'20 vs June'20; MGNREGA job demand observed a steep rise (71% in June, 73% in July'20, YoY), highest in last 8 yrs.; Foreign exchange reserves rose to \$523 Bn in last week of July'20, a new peak
- Sentiment: Sentiment of rural and urban consumers remained stable (Rural: from 43 in June to 45 in July-Aug'20; Urban: from 38 in June to 41 in July-Aug'20) vs Rural: 48 & Urban: 42 during peak lockdown, however significantly below last year i.e. Rural: 104 & Urban: 106; Manufacturing PMI contracted from 47.2 in June'20 to 46 in July'20 & Services PMI witnessed a marginal uptick from 33.7 in June'20 to 34.2 in July'20

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COVID-19 cases in India still on a continuous rise



Summary: Trends for the last 7 months show an uptick in July'20 vs. the Apr lows; however gap still exists with pre-COVID levels across most indicators

| Data | as | of | 31 | Aug |
|------|----|----|----|-----|
| | | | | |

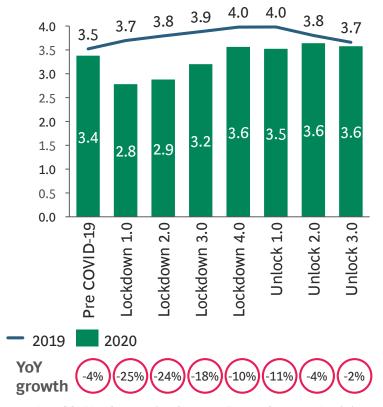
| Indicator | Unit | Jan | Feb | Mar | Apr | Мау | Jun | Jul | |
|----------------------------|-------|-------|-------|-------|-------|--------|--------|--------|---|
| Industrial Activity | | | | | | | | | (|
| Power Consumption | MU | 3% | 11% | -9% | -24% | -15% | -10% | -4% | |
| Petroleum Consumption | MT | 0% | 4% | -18% | -46% | -23% | -8% | -3% | |
| Index of Industrial Prod. | Index | 2% | 5% | -18% | -58% | -35% | -17% | NA | |
| Trade | | | | | | | | | |
| Services Export | USD | 7% | 7% | 1% | -9% | -10% | -8% | NA | |
| Services Import | USD | 9% | 13% | -2% | -18% | -20% | -15% | NA | |
| Merchandize Export | USD | -2% | 3% | -35% | -60% | -36% | -12% | -10% | |
| Merchandize Import | USD | -1% | 2% | -29% | -60% | -52% | -48% | -28% | |
| Logistics | | | | | | | | | |
| E-Way Bills Generated | Mn | 12% | 14% | -26% | -84% | -53% | 18% | -7% | (|
| Railway Freight Originated | MT | 3% | 6% | -14% | -35% | -21% | -8% | NA | |
| JNPT Container Traffic | TEUs | -3% | 1% | -13% | -37% | -39% | -29% | -20% | |
| Air Freight | kT | -1% | -1% | -32% | -83% | -68% | -40% | -34% | |
| Financial Services | | | | | | | | | |
| NPCI Retail Txns. (Values) | INR | 19% | 35% | -4% | -50% | -29% | -2% | -4% | 1 |
| NPCI Retail Txns. (Volume) | Mn | 59% | 56% | 24% | 7% | 22% | 39% | 37% | ľ |
| Total Bank Credit | INR | 7.18% | 6.26% | 6.12% | 6.98% | 6.38% | 6.21% | 5.86% | |
| Total Bank Deposits | INR | 9.70% | 9.04% | 8.49% | 9.68% | 10.63% | 11.13% | 11.03% | |

| Indicator | Unit | Jan | Feb | Mar | Apr | Мау | Jun | Jul |
|----------------------------|--------|------|------|------|------|------|------|------|
| Sector-wise Impact | | | | | | | | |
| Cement Production | MT | 5% | 8% | -25% | -85% | -21% | -7% | NA |
| Steel Consumption | MT | 5% | 5% | -23% | -87% | -53% | -29% | -9% |
| Passenger Vehicle Sales | k | -12% | -10% | -56% | -99% | -83% | -51% | -14% |
| Tractor Sales | k | 3% | 20% | -50% | -80% | 1% | 20% | 36% |
| Two-wheeler Sales | k | -11% | -15% | -36% | -98% | -81% | -38% | -20% |
| Fertilizer Sales | MT | 11% | 53% | 18% | 45% | 98% | 79% | 34% |
| Gross Premium (Life) | INR | 18% | 2% | -32% | -33% | -25% | -10% | 7% |
| Gross Premium (Non-Life) | INR | 7% | 8% | -11% | -9% | -11% | 8% | 18% |
| Pharma. Sales | INR | 8% | 12% | 9% | -11% | -9% | 2% | 0.2% |
| Chemical Production Index | Index | 3% | 3% | -2% | -17% | -28% | -34% | NA |
| 6 Macroeconomic Indicators | | | | | | | | |
| Total GST Collection | INR | 8% | 8% | -8% | -72% | -38% | -9% | -15% |
| Central Govt. Expenditure | INR Tn | 1.6 | 2.0 | 2.2 | 3.1 | 2.0 | 3.0 | 2.4 |
| MGNREGA Jobs Demand | HHs | -11% | 5% | 2% | -40% | 45% | 71% | 73% |
| MGNREGA Jobs Provided | HHs | -13% | 5% | -1% | -35% | 56% | 80% | 83% |
| No. of Tenders Announced | k | -5% | -10% | -4% | 7% | 17% | 29% | 125% |
| 7 Sentiment | | | | | | | | |
| India VIX | Index | 17.4 | 23.2 | 64.4 | 34.0 | 30.2 | 29.1 | 24.7 |
| PMI (Manufacturing) | Index | 55.3 | 54.5 | 51.8 | 27.4 | 30.8 | 47.2 | 46.0 |
| PMI (Service) | Index | 55.5 | 57.5 | 49.3 | 5.4 | 12.6 | 33.7 | 34.2 |

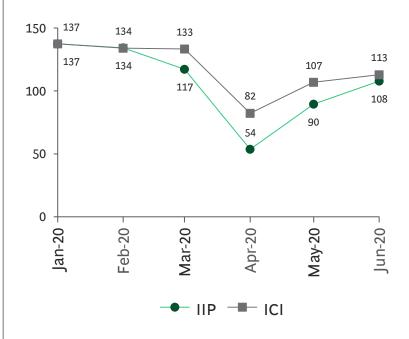
Data for 2020; YoY growth represented for all indicators (except for India VIX, PMI and Central govt. expenditure – absolute values represented for Central govt. expenditure)

Power & fuel consumption have largely recovered to last year levels in July'20; IIP shows signs of recovery in May-June'20

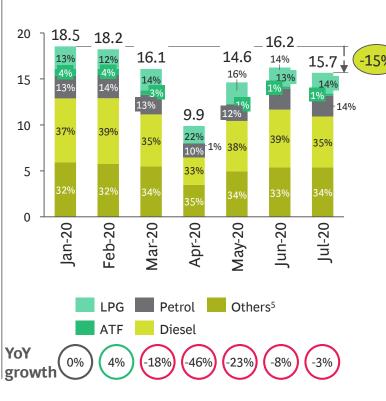
Daily Average Power Consumption Volume¹ ('000s MUs)



IIP² (Index of Industrial Production) & ICI³ (Index of Core Industries)⁴



Consumption of Petroleum Products (in MMT)



^{1.} Pre-COVID-19 period refers to 15 Mar -24 Mar, Lockdown 1.0 = 25 Mar - 19 Apr, Lockdown 2.0 = 20 Apr - 3 May, Lockdown 3.0 = 4 May - 7 May, Lockdown 4.0 = 18 May - 29 May, Unlock 1.0 = 30 May - 30 Jun, Unlock 2.0 = 1 Jul - 31 Jul; Unlock 3.0 = 1 Aug - till date (30 Aug)

2. Index of Industrial Production (IIP) shows the growth rates in different industry groups (comprises of Mfg. (78% weightage), Mining (14%), Electricity (8%))

4. In view of the effect of the containment measures for COVID-19 pandemic, the indices for Apr-20 & May-20 are not comparable with preceding months

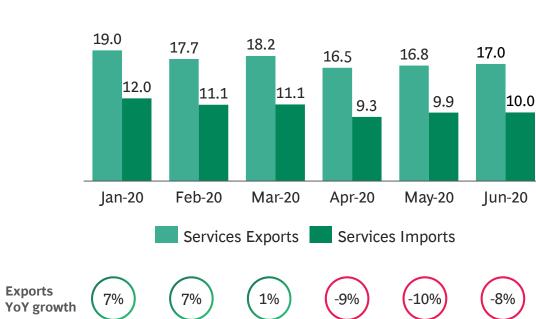
^{3.} Index of Core Industries (ICI) measures performance of production in 8 core industries (Coal, Crude, NG, Refinery Products, Fertilizers, Steel, Cement & Electricity)

^{5.} Others include Naptha, Petcoke, Bitumen; ATF = Aviation Fuel; Petrol refers to MS and Diesel refers to HSD as reported by Petroleum Planning & Analysis Cell (PPAC) Source: Power System Operation Corporation, Ministry of Statistics & Programme Implementation, Dept. for Promotion of Industry & Internal Trade, PPAC, BCG analysis

Stronger recovery in merchandize exports vs. imports; Relatively less impact on Services trade in April-June'20 vs. Merchandize













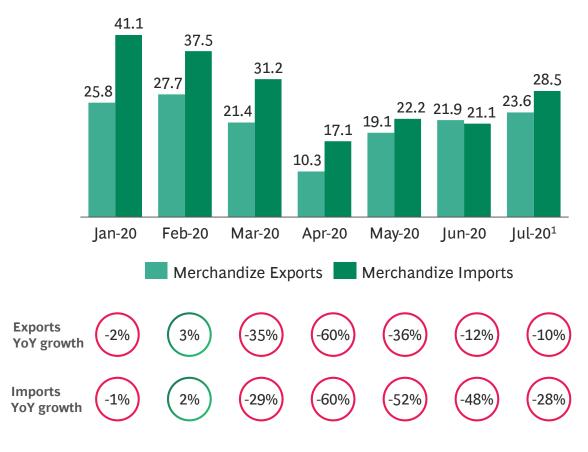






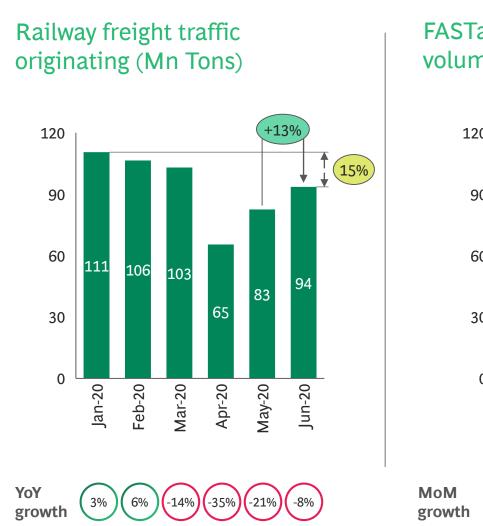


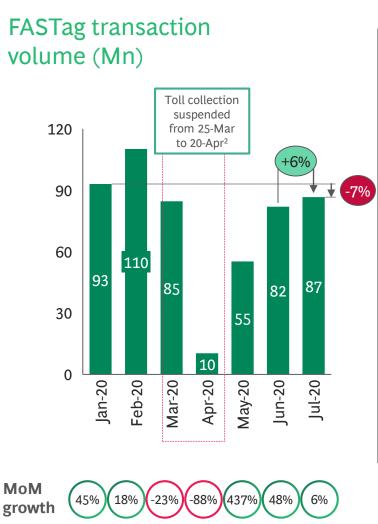
Merchandize Trade (USD Bn)

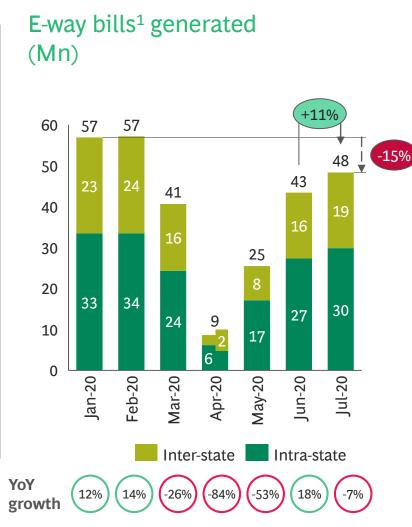


^{1.} July 2020 Merchandize Import & Export numbers are provisional as provided by the Ministry of Commerce and Industry as of 14-Aug Source: RBI, Ministry of Commerce & Industry, BCG analysis

Recovery in rail freight, FASTag transaction volumes and E-Way bill volumes in June-July'20, however still lower than pre-COVID levels







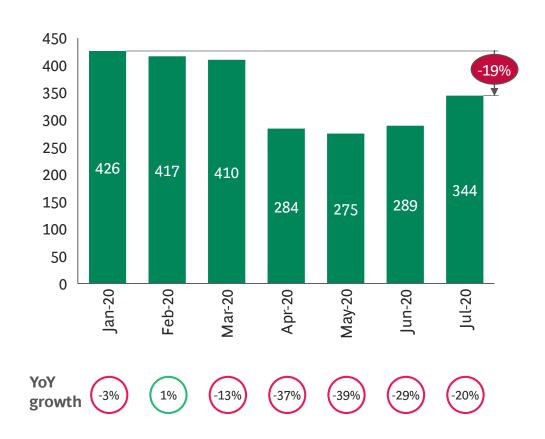
^{1.} E-Way bills are required to be generated at the time of transport of goods by every registered person if the value of the consignment exceeds INR 50,000; 2. As per announcement by NHAI; 3. High YoY growth due to drop in e-way bills in Jun-19; due to new provision introduced limiting generation of E-Way bills if the GST Return filing pending for last 2 months Source: GST Network, NHAI, NPCI, Ministry of Railways, CEIC data, BCG analysis

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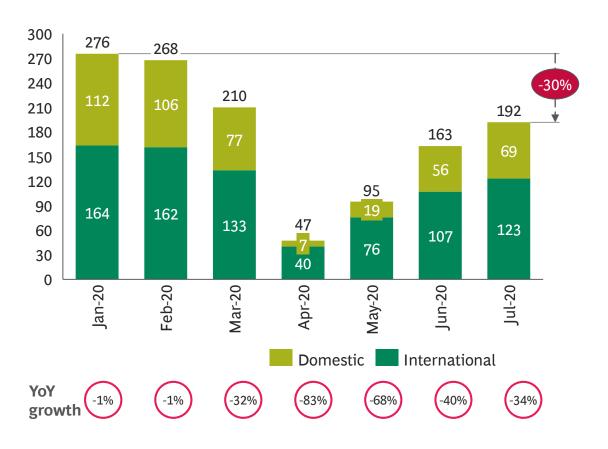
JNPT traffic and Air Freight improved in July'20 vs. previous months, however still far from pre-COVID levels



JNPT Container Traffic ('000s TEUs¹)

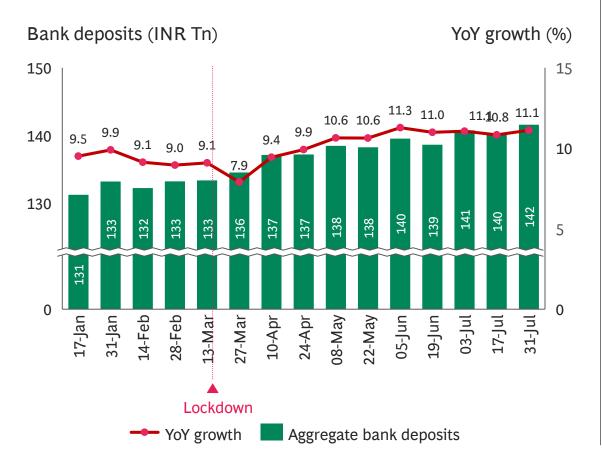


Air Freight (k Tons)

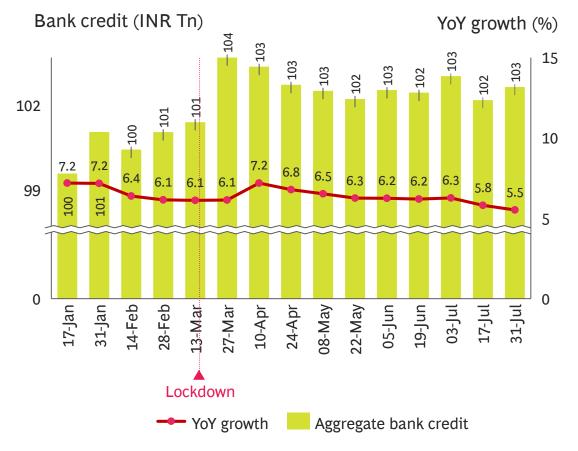


Aggregate deposits continue to remain stable while bank credit witnessed a dip in July'20

Total deposits value & YoY growth aggregated for all banks



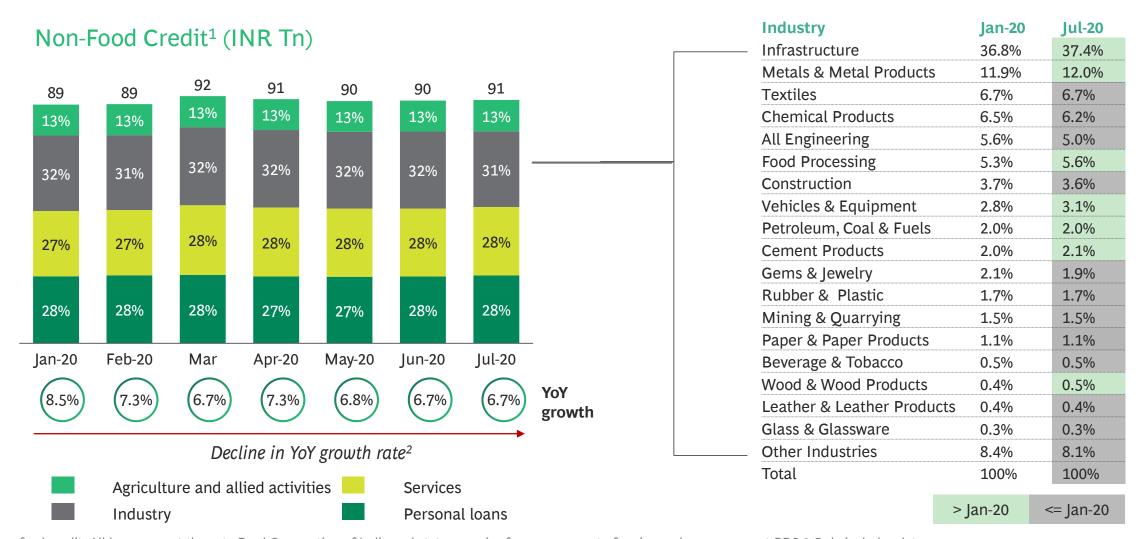
Total credit outstanding value & YoY growth aggregated for all banks



Marginal change in non-food credit split across sectors & industries

(As recorded for 41 banks that account for 90% of total non-food credit outstanding)





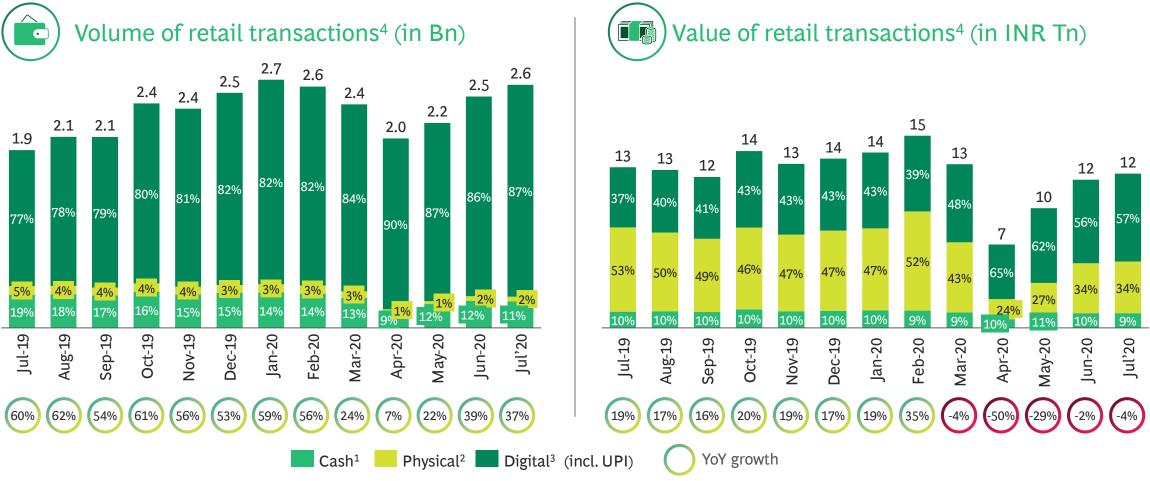
^{1.} Non-food credit: All loans except those to Food Corporation of India and state agencies for procurement of grains under government PDS 2.Only includes data for 41 Scheduled Commercial Banks (SCBs), accounting for 90% of total non-food credit extended by all SCBs

Source: RBI

(

July'20 retail transactions (volume & value) witnessed a slight uptick vs. previous months; Value of transactions remains below last year's levels



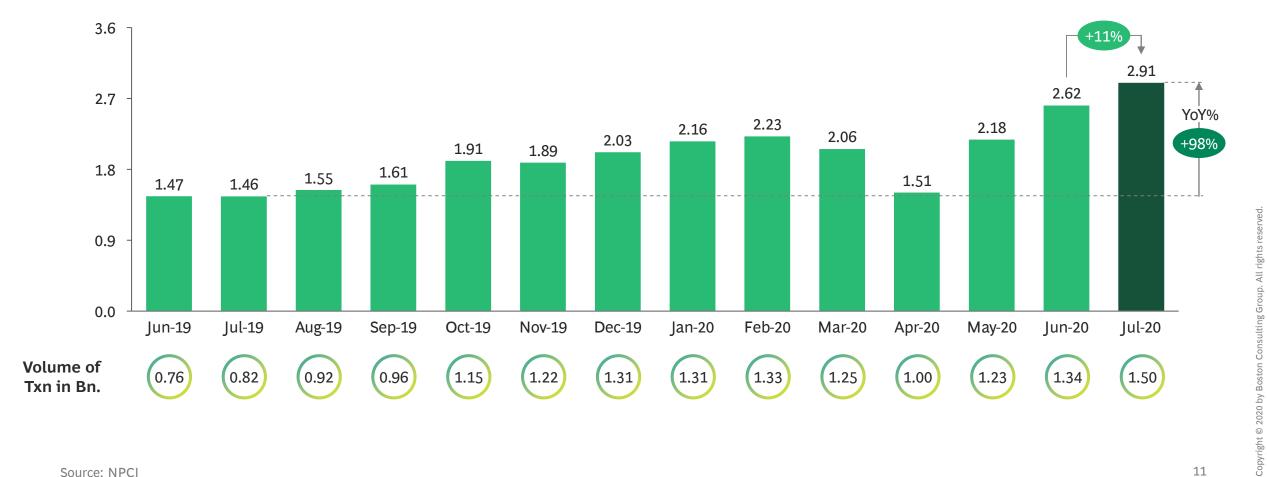


^{1.} Cash refers to NFS Inter Bank ATM Cash Withdrawal; 2. Physical refer to CTS Cheque Clearing (Processed Volume); 3. Digital refer to NACH- National Automated Clearing House, IMPS, RuPay Card usage at (POS), RuPay Card usage at (eCom) AEPS (Inter Bank) Txn over Micro ATM (e.g., Cash withdrawal/Cash Deposit), BBPS (Bill Payment passing through BBPCU), UPI—Unified Payments Interface, USSD 1.0, NETC 4. NPCI retail transactions does not include NEFT, RTGS through RBI, Credit and debit card transactions other than RuPay, mobile banking & internet banking transaction, cash withdrawal from bank's ATM

Source: BCG Analysis, National Payment Corporation of India (NPCI)

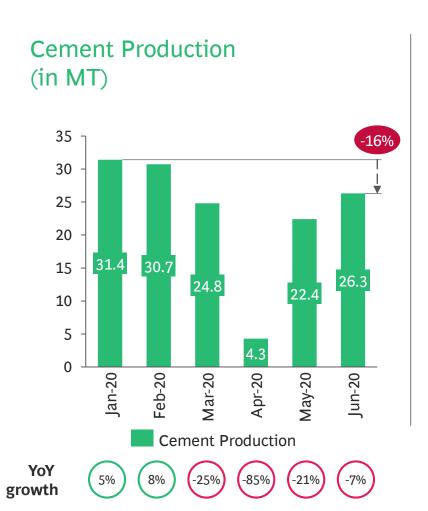
Value of UPI transactions in July'20 increased by 11% vs. June'20 & 98% vs. July'19 hitting an all time high

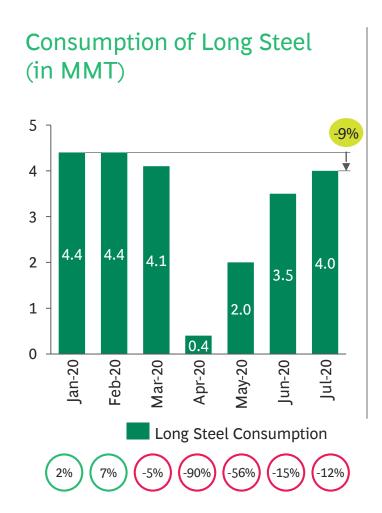
Value of transactions in INR Tn



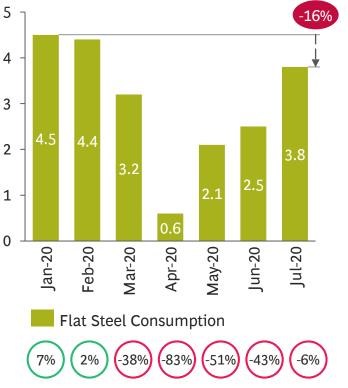
Source: NPCI

Signs of recovery witnessed in cement production and finished steel consumption in May-July'20 period



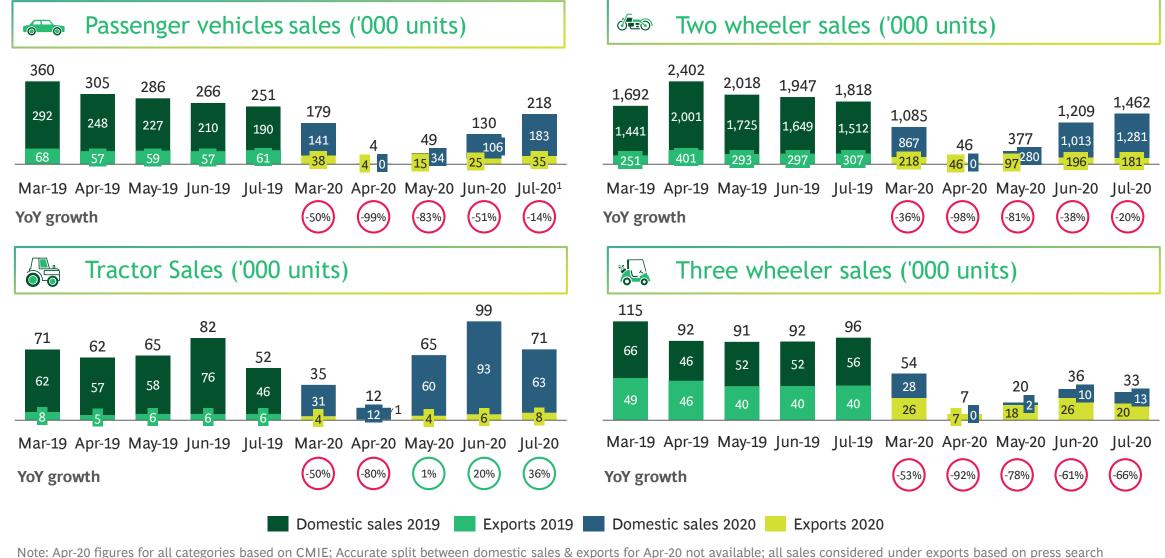




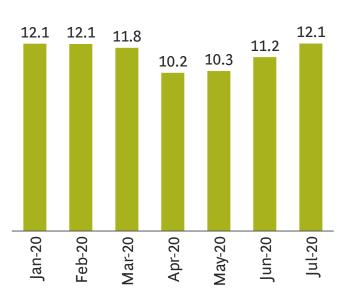


Auto sales saw an improvement in July'20 vs. previous months, though still below last year's levels; tractor sales grew vs. July'19

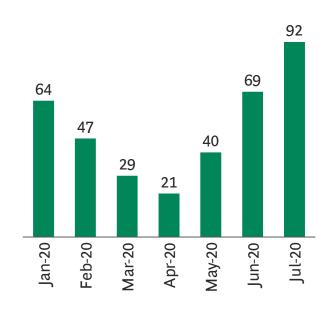
SECTOR-WISE IMPACT



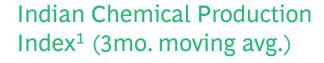


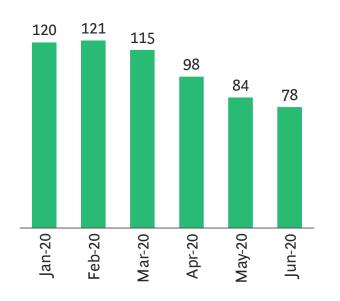


Fertilizer Sales (in LMT)

















YoY growth













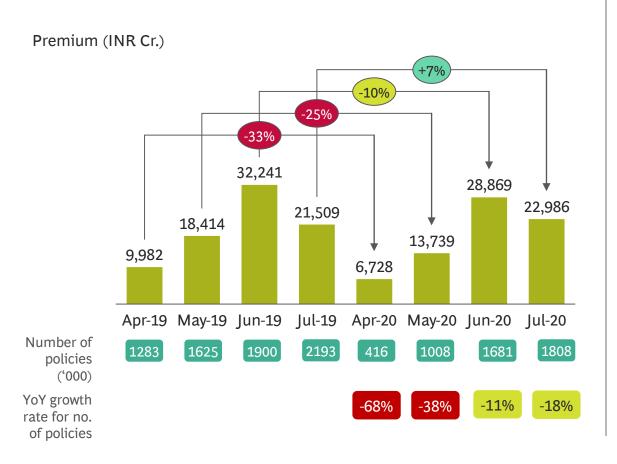


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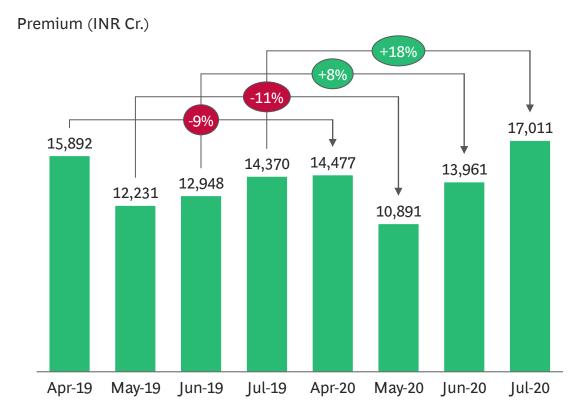
Life Insurance segment showed gradual recovery in premium in June-July'20; Non-Life segment registered ~18% YoY growth in July'20

SECTOR-WISE IMPACT

Life Insurance premium observed gradual recovery in May-June'20, slight decline seen in July'20



Non-Life¹ Insurance relatively less impacted; premium grew ~18% YoY in July'20



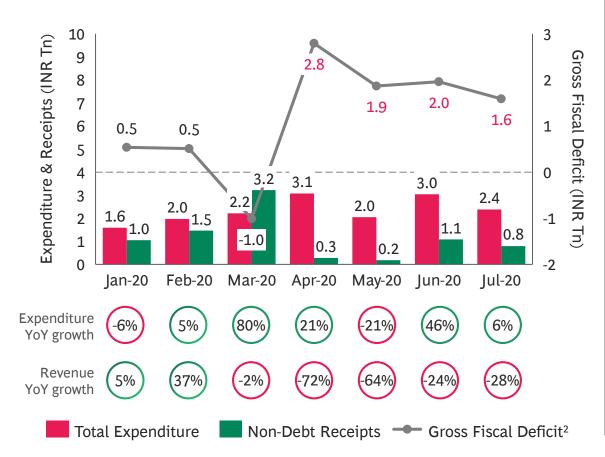
^{1.} Non-Life Insurance includes Fire, Marine, Motor, Engineering, Health, Cop Insurance, Credit Guarantee, Aviation, Personnel accident and Miscellaneous Source: IRDAI, BCG Analysis

India's fiscal deficit reached INR 8.21 Tn (103% of budget estimate)¹ in April-July'20; GST collections dipped 15% in July'20 vs. last year

MACROECONOMIC INDICATORS

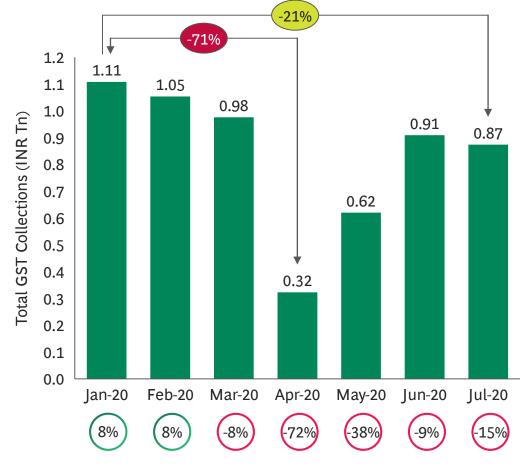
Central Govt. Revenue & Expenditure (INR Tn)

(based on data from Controller General of Accounts, Ministry of Finance)



Total GST Collections³ (INR Tn)

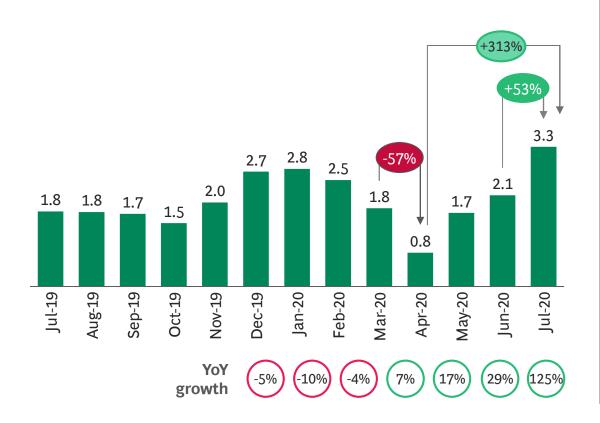
(based on data from GST Council)



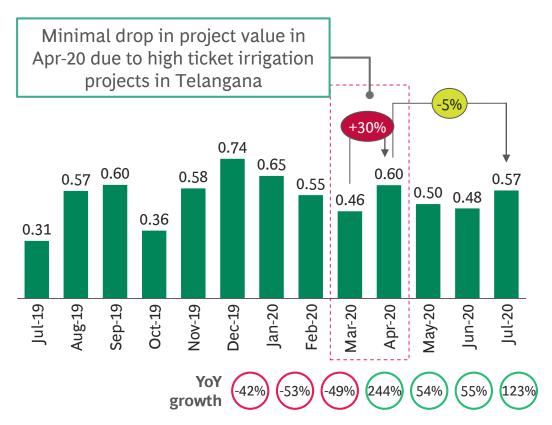
^{1.} Business Standard 2. Gross Fiscal Deficit is the difference between the total Non-Debt Receipts of the government (revenue receipts and non-debt capital receipts) and Total expenditure 3. GST Collections include all components: CGST, SGST, IGST, Cess Source: Ministry of Finance, GST Council, BCG analysis

53% MoM growth in count of tenders announced by state & central govts in July'20; 300+% recovery in tender count in Jul'20 from Apr'20 levels

Count of tenders announced by central & state govts (k)



Value of tenders announced by central & state govts (INR Tn)



MGNREGA¹ work demand & employment still at 70-80% higher levels than last year; slight dip observed compared to June'20

Job demand under the scheme has jumped sharply after lakhs of workers returned to their villages due to the crisis



^{1.} Mahatma Gandhi National Rural Employment Guarantee Act; 2. Based on press search Source: Ministry of Labor & Employment, Ministry of Rural Development, The Indian Express, Outlook India, LiveMint, BCG analysis

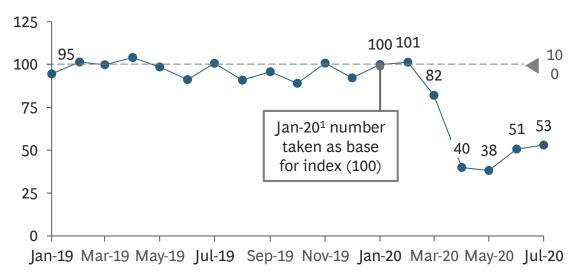
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Organized sector hiring and joining activity improved in June-July'20 (based on select indicators)



Naukri Jobspeak Index observed gradual uptick in July'20 with MoM growth of ~4%

Naukri Jobspeak Index



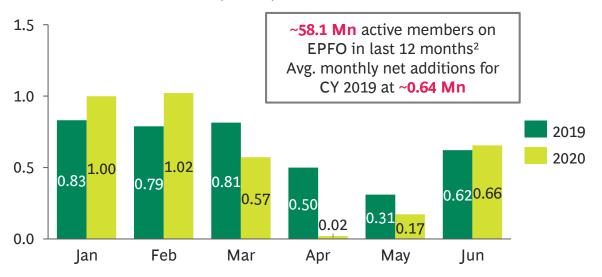
Naukri Jobspeak Index

Monthly index which calculates and records hiring activity based on newly added job listings on Naukri.com every month

Jobs analyzed for the monthly index are qualified on the basis of white-collar jobs belonging to the organized corporate sector

Net new EPF subscribers improved to ~0.66 Mn in June'20 vs. previous months

Net new EPF Subscriber (in Mn)



Net New EPF Subscriber Trend

Net new EPF subscribers are net of the members newly enrolled, exited and rejoined during the month as per records of the EPFO

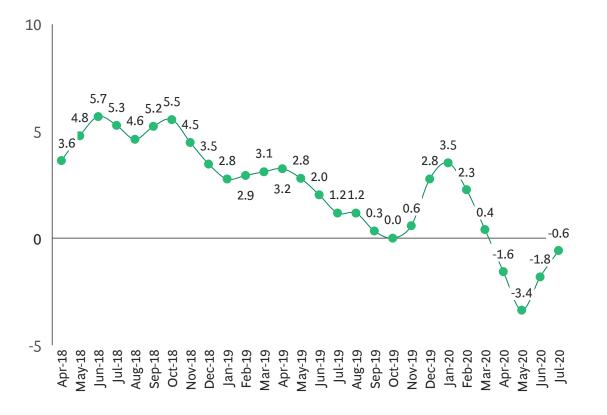
Employees in an establishment³ drawing less than INR 15,000 per month have to mandatorily become members of the EPF upon joining

^{1.} Jan-20 level considered as pre-COVID-19 level 2. Active members refers to total contributing members during last one year as published on EPFO dashboard as on 24-Jul-20; 3. Covers every establishment in which 20+ people are employed and certain organizations are covered, subject to certain conditions and exemptions even if they employ less than 20 persons each Source: Ministry of Labor and Employment, InfoEdge, Naukri.com, BCG analysis

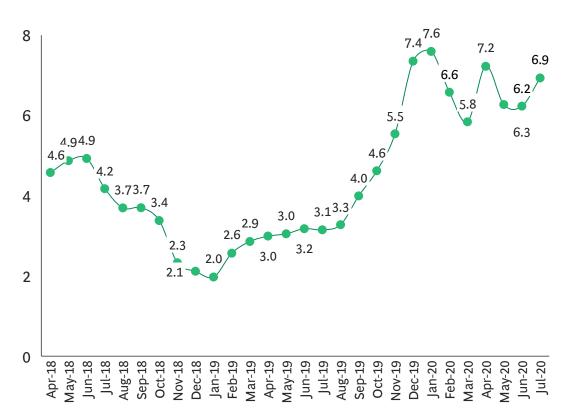
Contraction in WPI to sub-zero levels in June-July, slight recovery in July'20; CPI also fluctuating due to falling food prices & low demand

Monthly inflation rate (in %)

Wholesale Price Index (WPI)²



Consumer Price Index (CPI)¹

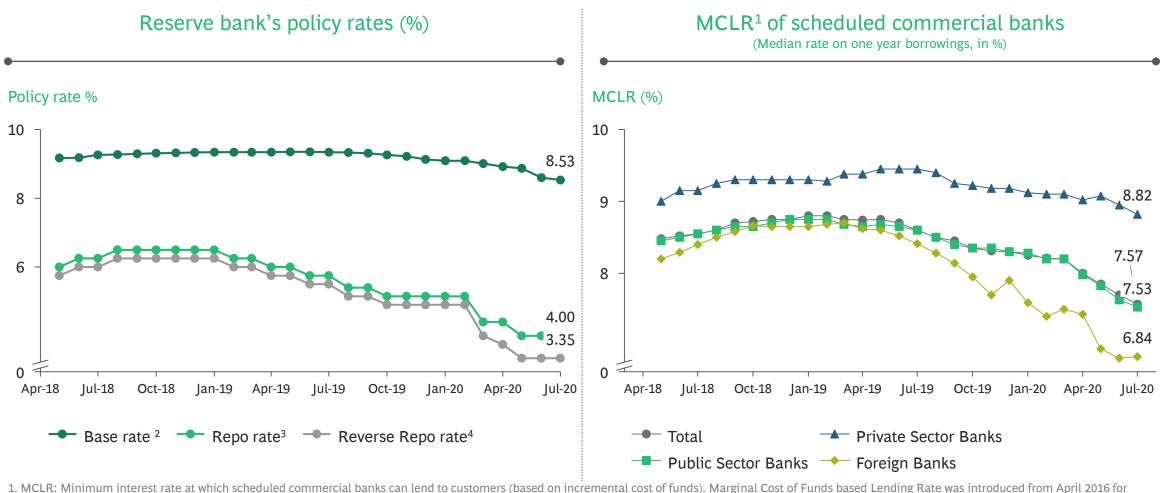


^{1.} The Consumer Price Index (CPI) is a measure that examines the weighted average of prices of a basket of consumer goods and services, such as transportation, food, and medical care. It is calculated as year on year increase in prices of the commodities 2. The wholesale price index (WPI) measures and tracks the changes in the price of goods in the stages before the retail level – that is, goods that are sold in bulk and traded between entities or businesses instead of consumers. It is calculated as year on year increase in prices of the commodities Note: In May 2016, the Reserve Bank of India (RBI) Act, 1934 was amended to provide a statutory basis for the implementation of the flexible inflation targeting framework. Source: BCG Analysis. DPIIT, MOSPI, Office of the Economic Advisor - Department for Promotion of Industry and Internal Trade, CMIE

RBI retained policy rates in July'20 at the same level, while MCLR on bank borrowings recorded slight decline

MACROECONOMIC INDICATORS

Data as of 31 Aug

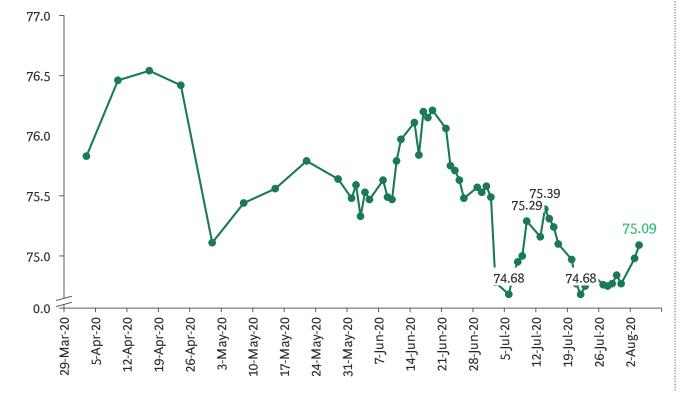


1. MCLR: Minimum interest rate at which scheduled commercial banks can lend to customers (based on incremental cost of funds). Marginal Cost of Funds based Lending Rate was introduced from April 2016 for fixing interest rates, and replaced the former Base rate methodology (based on average cost of funds). 2. Base Rate: Minimum rate set by the Reserve Bank of India below which banks are not allowed to lend to its customers 3. Repo Rate: Interest rate at which the RBI lends short term funds to licensed commercial banks 4. Reverse Repo Rate: Interest rate which the RBI borrows money from commercial banks Source: CMIE, RBI DBIE



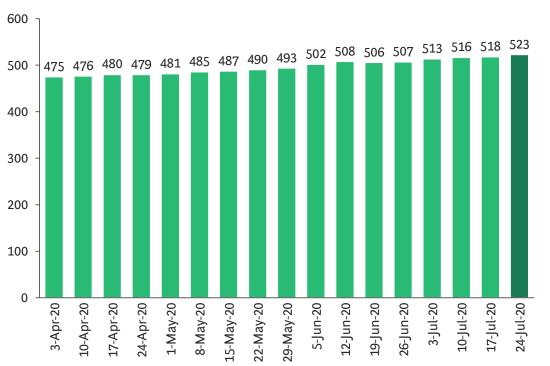
Exchange rate as on 4th Aug'20

Exchange Rate (INR/USD)



Forex reserves (US\$ Billion)

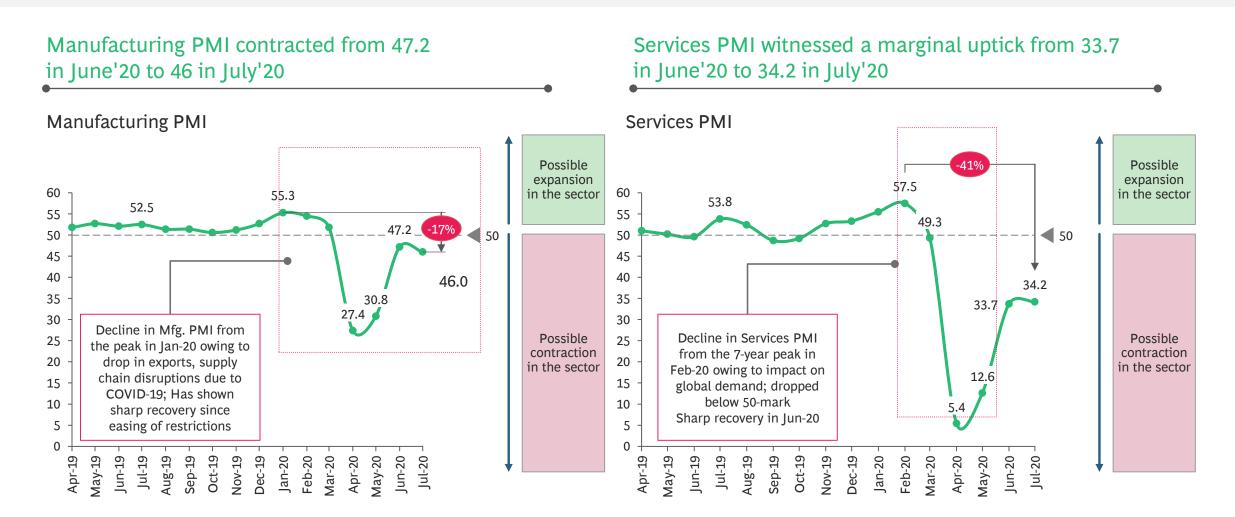
Forex reserves (US\$ Billion)



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While Manufacturing PMI contracted in July'20, Services PMI witnessed a marginal uptick; Sentiment still below 50 point mark

SENTIMENT – MFG. & SERVICES PMI



Note: The Purchasing Managers Index (PMI) is a measure of the prevailing direction of economic trends in manufacturing and services sectors. The PMI is based on a monthly survey of supply chain managers across 19 industries, covering both upstream and downstream activity. Value >50 indicates possible expansion in the sector, and value <50 indicates recession.

2: Source: IHS Markit, CMIE, Analyst Reports, BCG analysis

Sentiment of rural & urban consumers remained stable in July'20



CMIE Consumer Sentiment Survey

Sample Size

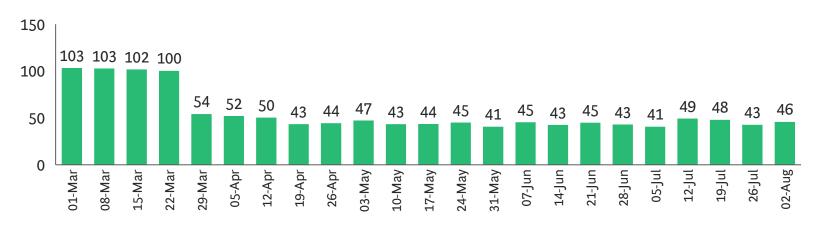
1.74L households in 90 cities and 969 villages surveyed over 4 months

Methodology

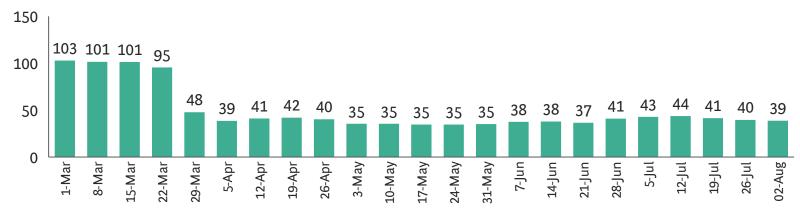
- Longitudinal survey: Same set of households surveyed in batches over time
- Scoring based on 5 questions:
 - Perception of current well-being
 - Expectations of future well-being
 - Perceptions of current economic conditions of the country
 - Perceptions of prospective economic conditions of the country
 - Household's propensity to spend on consumer durables

Data as of 31 Aug

Rural Consumer Sentiment Index



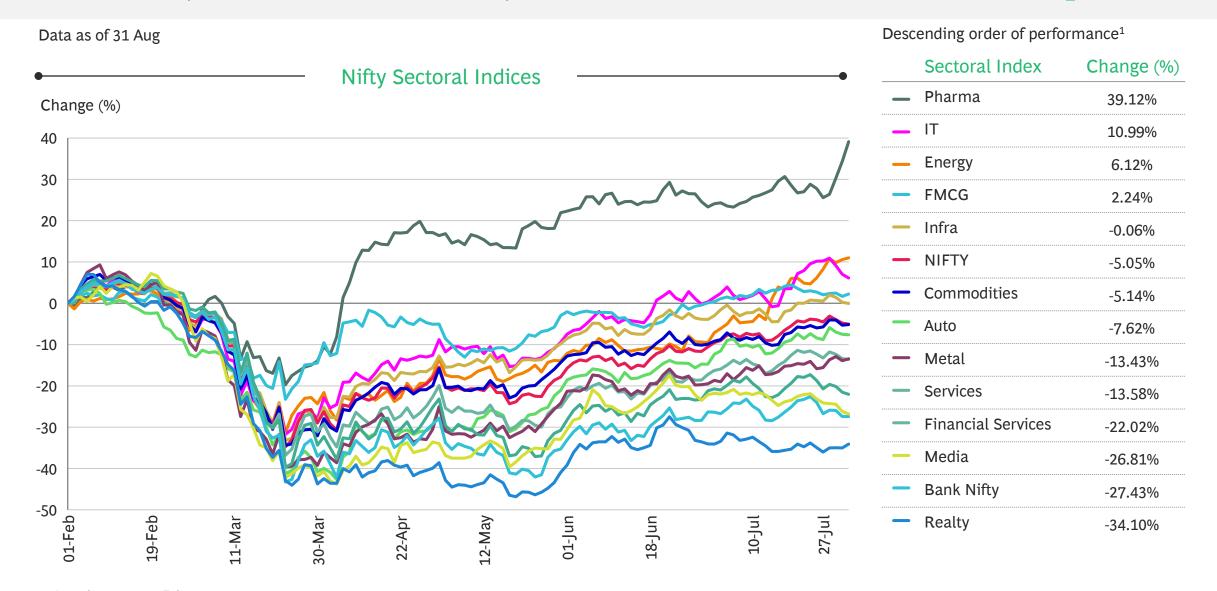
Urban Consumer Sentiment Index



Source: CMIE Consumer Pyramids Survey, BCG analysis

Pharma continues its positive trajectory in the Indian stock market while realty, media and bank Nifty see the maximum decline

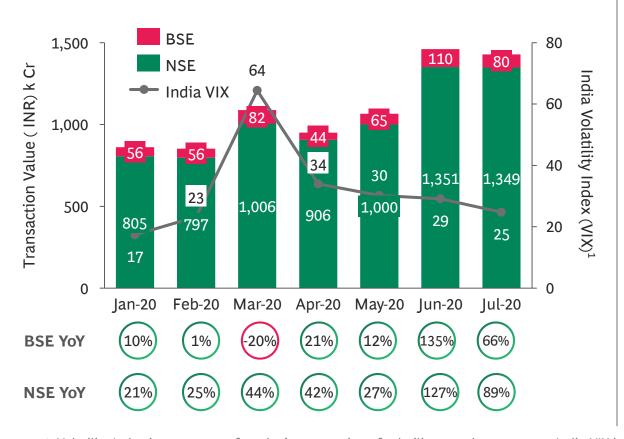




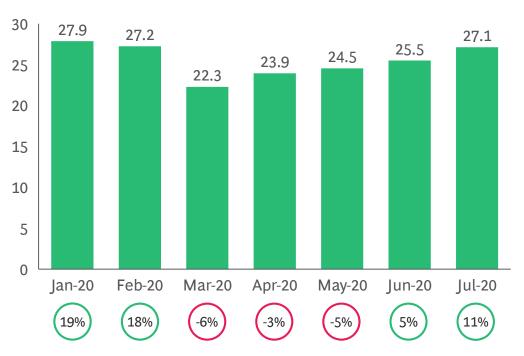
Increased volatility and trading volumes in leading stock exchanges; Recovery in mutual fund AUM at 11% YoY in July'20

SENTIMENT – STOCK MKT. TRANSACTIONS

Stock Market Transactions (INR k Cr)



Mutual Funds AUM² (INR L Cr)

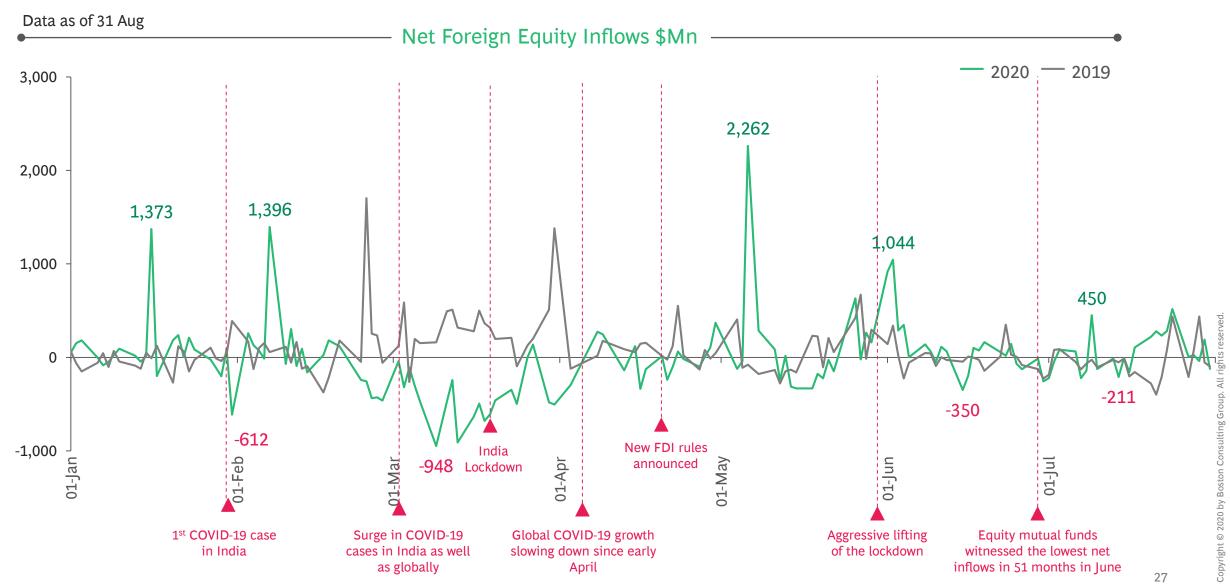


Mutual Funds AUM include investments from individuals (50.5%) & institutions (49.5%); institutions include domestic & foreign institutions and banks

^{1.} Volatility Index is a measure of market's expectation of volatility over the near term; India VIX is a volatility index based on the NIFTY50 Index Option prices providing the expected market volatility over the next 30 calendar days – figures represented are as of end of every month shown

^{2.} Mutual funds Assets Under Management (AUM) represented as recorded at end of every month shown Source: BSE, NSE, AMFI, BCG analysis

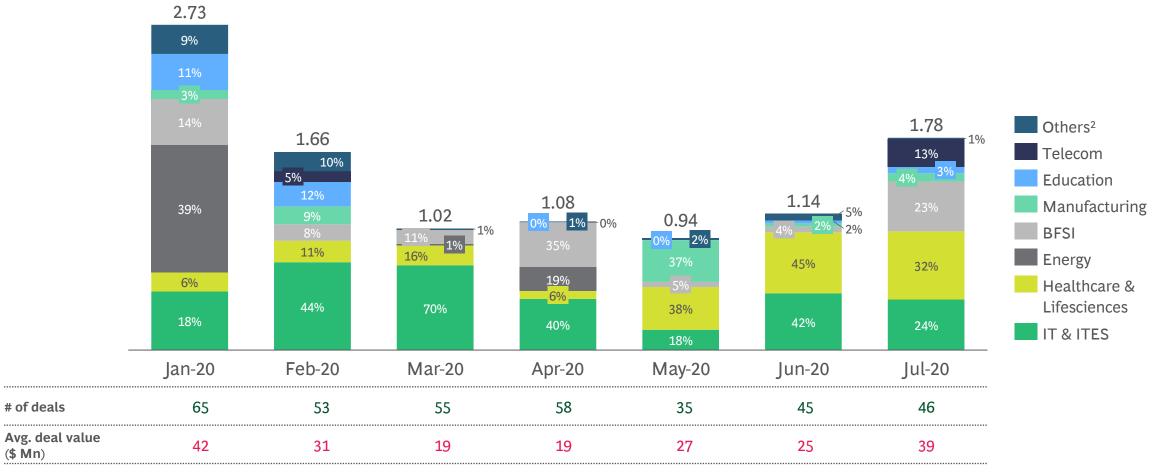
Foreign equity inflows observed fluctuations amidst current uncertain situations



PE/VC investments saw an improvement in July'20 vs. last 3-4 months

Total deal value of PE/VC investments¹ (\$ Bn)

(Excluding Jio Platforms deals)



Note: 1. Deals include Angel/Seed, Venture Capital and Private Equity deals which are announced & closed between 01-Jan- 2020 and 31-Aug-2020; 2. Others includes Media & Entertainment, Retail, Shipping & Logistics, Sports & Fitness, Textiles & Garments, Travel & Transport, FMCG, Advertising, others Source: Venture Intelligence, BCG analysis

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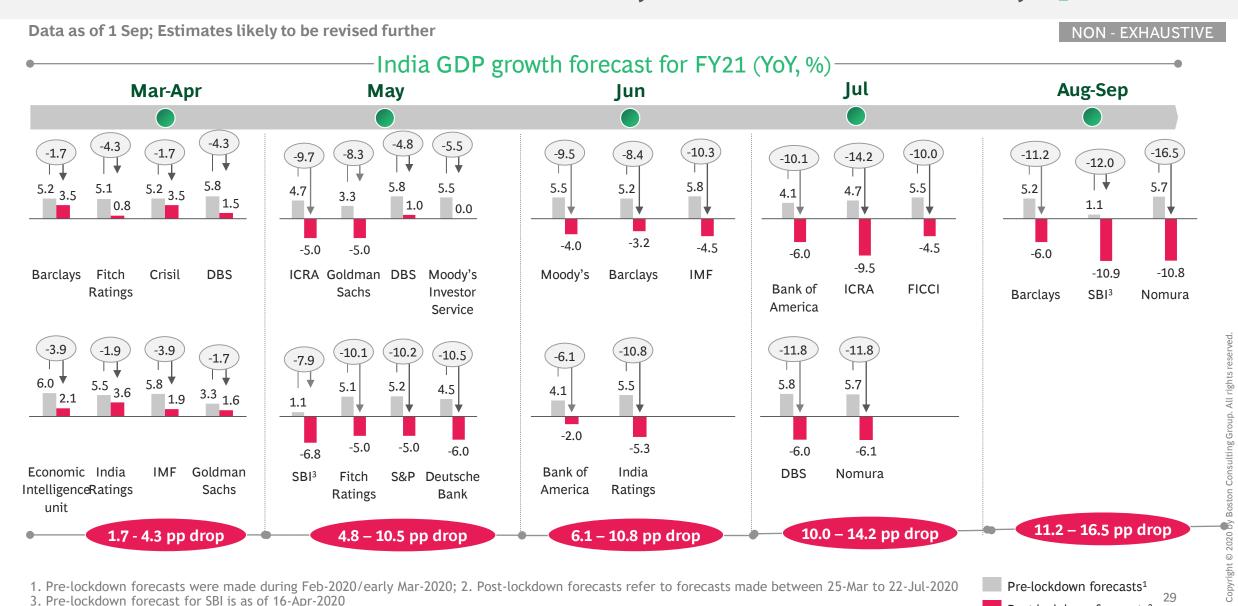
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Indian GDP growth forecasts continuously being revised downwards over the last few months amidst uncertainty around economic recovery

Source: Analysts reports, BCG analysis

GDP FORECASTS

Post-lockdown forecasts²



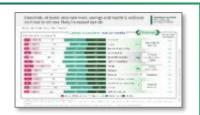
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Lighthouse by BCG



Latest insights on consumer sentiment reflecting COVID-19 impact

Consumer Sentiments & Insights



Demand Sentinel dashboard to assess demand at district / micro-market level

Demand Sentinel



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End-to-end Digital Customer Journeys



Expertise in informed decision making, bringing in learnings from global crisis response

Next-gen Sales in the New Reality



Experience in developing sustainable world-class end-to-end digital supply chain capabilities

Digital Supply Chain



Experience in rationalizing cost structures across sectors

Zero Based Budgeting



BCG's 360⁰ A&M Supercharger identifies the right commercial activation levers

Marketing Supercharger



BCG's proprietary & proven approach to organic growth creation

Demand Centric
Growth



Brings Agile ways of working to the organization, gearing employees for success

Agile at Scale

