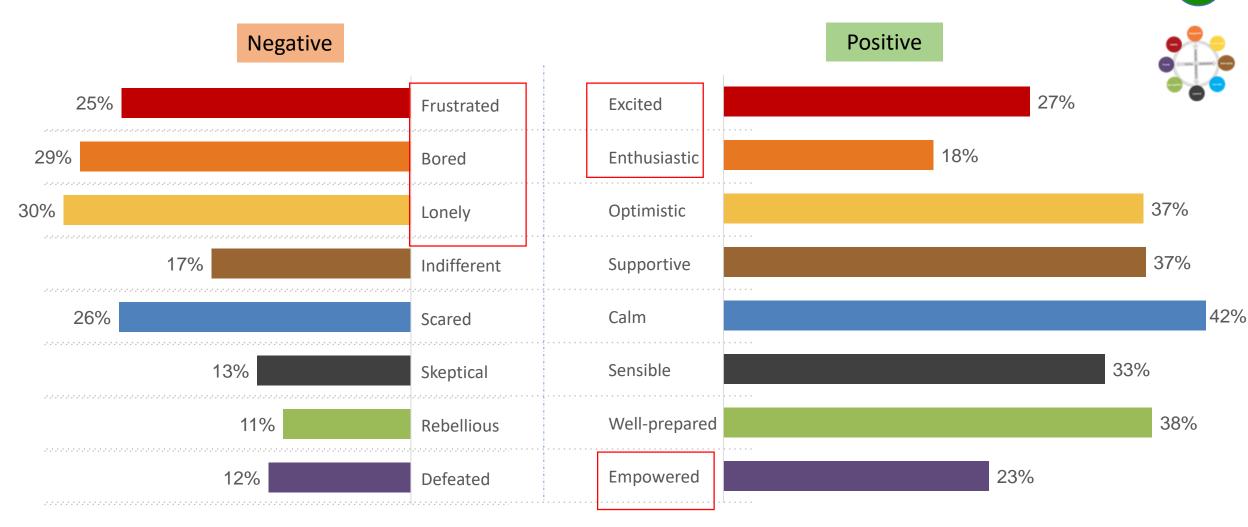


Lack of Agency...



Country: IN | Wave Selection: Wave 38 - April 11 Base: 1001



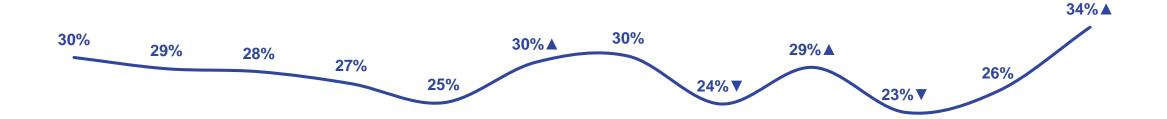


Sense for future is bleak..



Return to Normal in One Year or More

(Including "Never / Don't Know")



Sep 10 -	Sep 24 -	Oct 8 -	Oct 22 -	Nov 5 -	Nov 19 -	Dec 3 -	Dec 17 -	Jan 14 -	Feb 11 -	Mar 11 -	Apr 8 -
Sep 13	Sep 27	Oct 13	Oct 25	Nov 8	Nov 22	Dec 6	Dec 20	Jan 17	Feb 14	Mar 14	Apr 11

Country: IN | Wave Selection: Wave 39 - April 25 Base: 1000



Not comfortable stepping out...



Perceived Risk of Various Activities



Country: IN | Wave Selection: Wave 38 - April 11 Base: 818

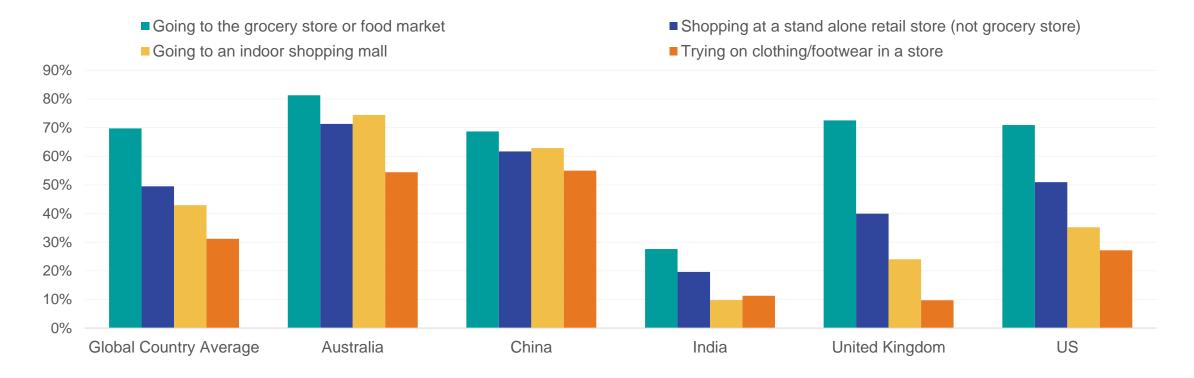






Participation in retail activities much below the average

Already Participating in Retail



Country: IN | Wave Selection: Wave 39 - April 25 Base: Global Country Average:14507, AU:1001, CN:1001, IN:1001, UK:1000, US:1000



WHAT IT FEELS LIKE TO BE IN RETAIL TODAY

Forced operational changes across all sectors

Increased frugality further pressuring margins

Accelerated decline of already fragile retailers

Tipping point for eCommerce

Dramatic shift to new digital payment platforms

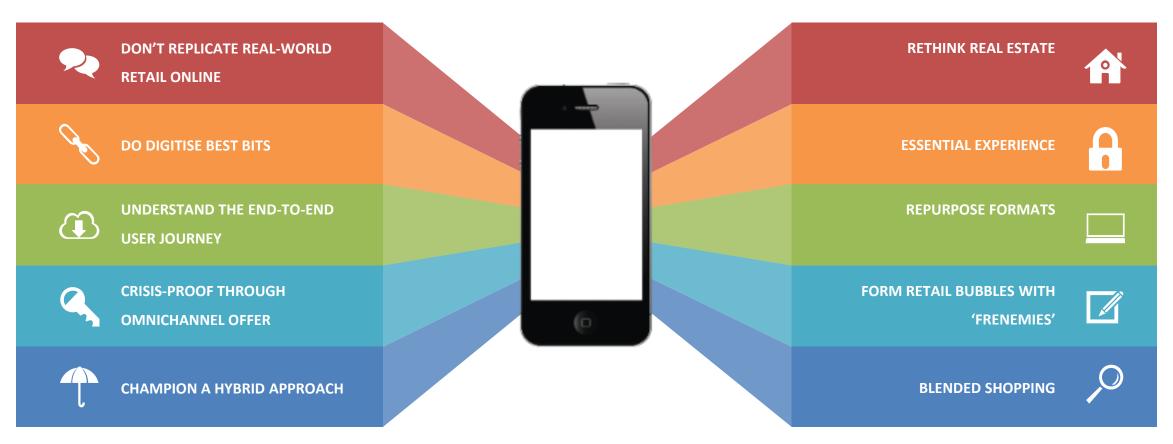
Need to reinvent at every turn



Staying on track in 'No Normal'



PHYSICAL







ACCEPT AND EMBRACE THE ROLLER COASTER RIDE

THANK YOU

