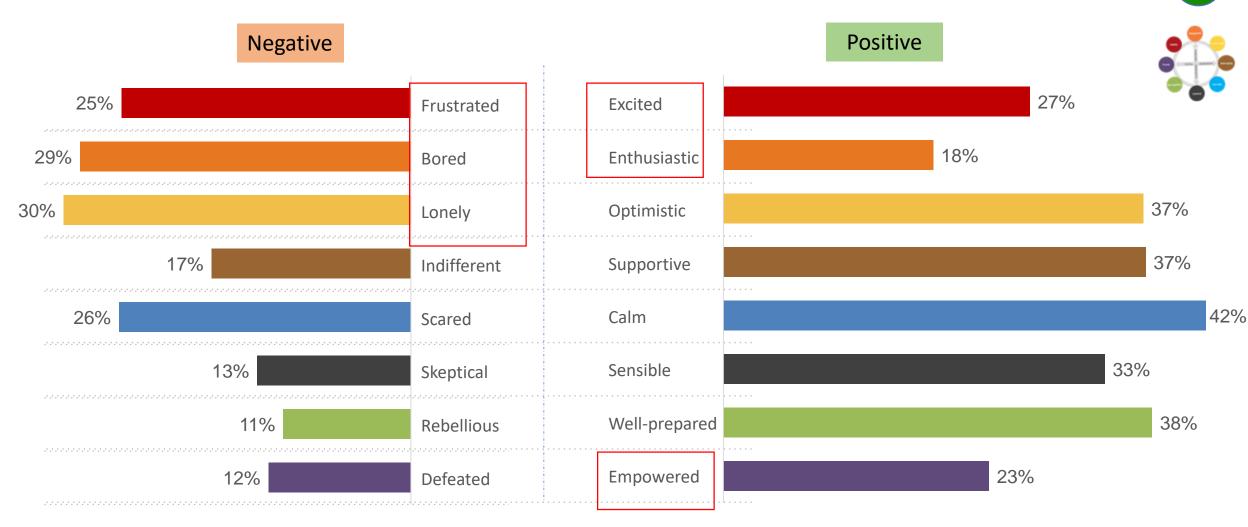


## Lack of Agency...



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



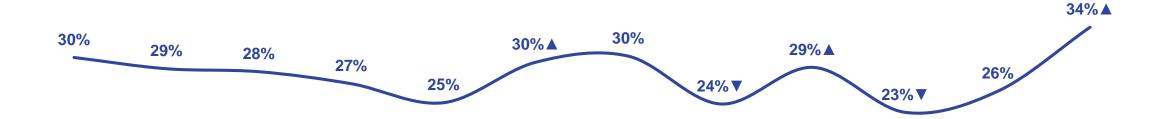


### Sense for future is bleak..



#### 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

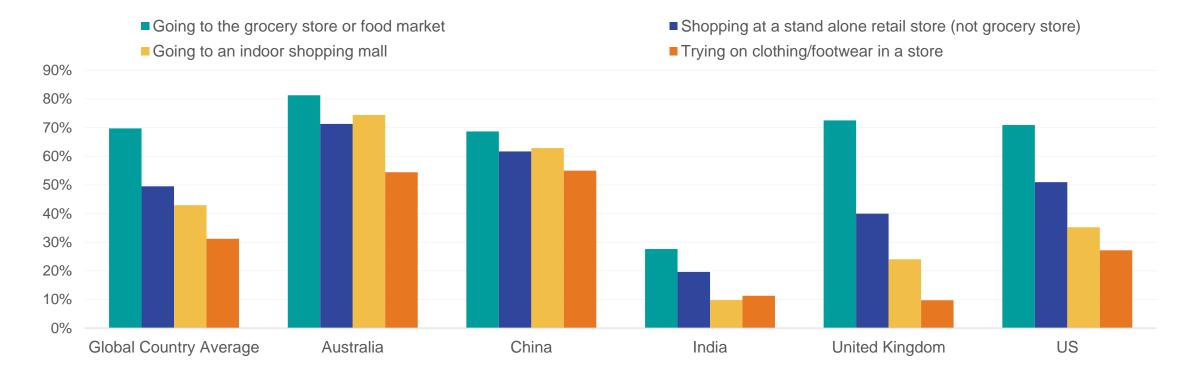






## Participation in retail activities much below the average

#### **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

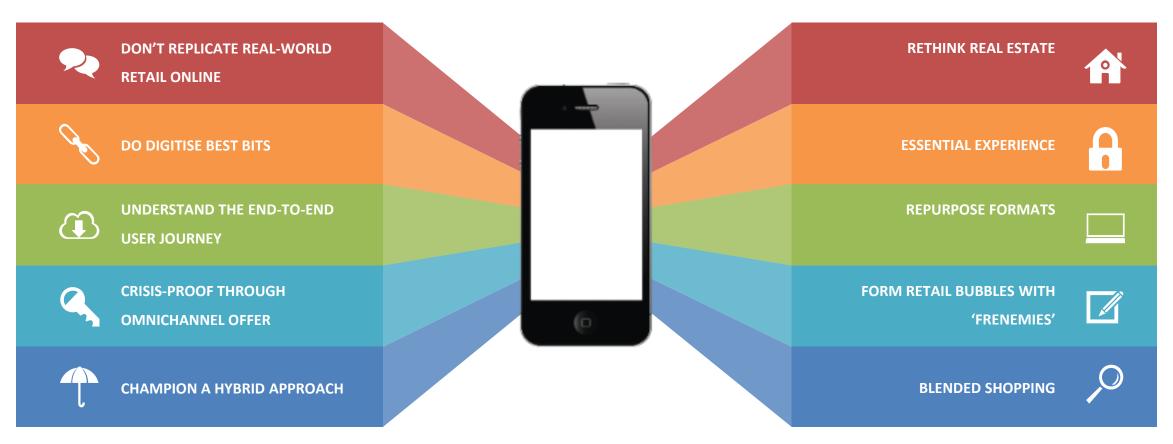
Need to reinvent at every turn



## Staying on track in 'No Normal'



#### PHYSICAL







## ACCEPT AND EMBRACE THE ROLLER COASTER RIDE

THANK YOU

