



Confederation of Indian Industry

125 Years: 1895-2020

Update – 25 March 2020

COVID-19

IMPACT ON INDUSTRY AND THE ECONOMY

ACTIONS NEEDED TO SUSTAIN CONTINUITY



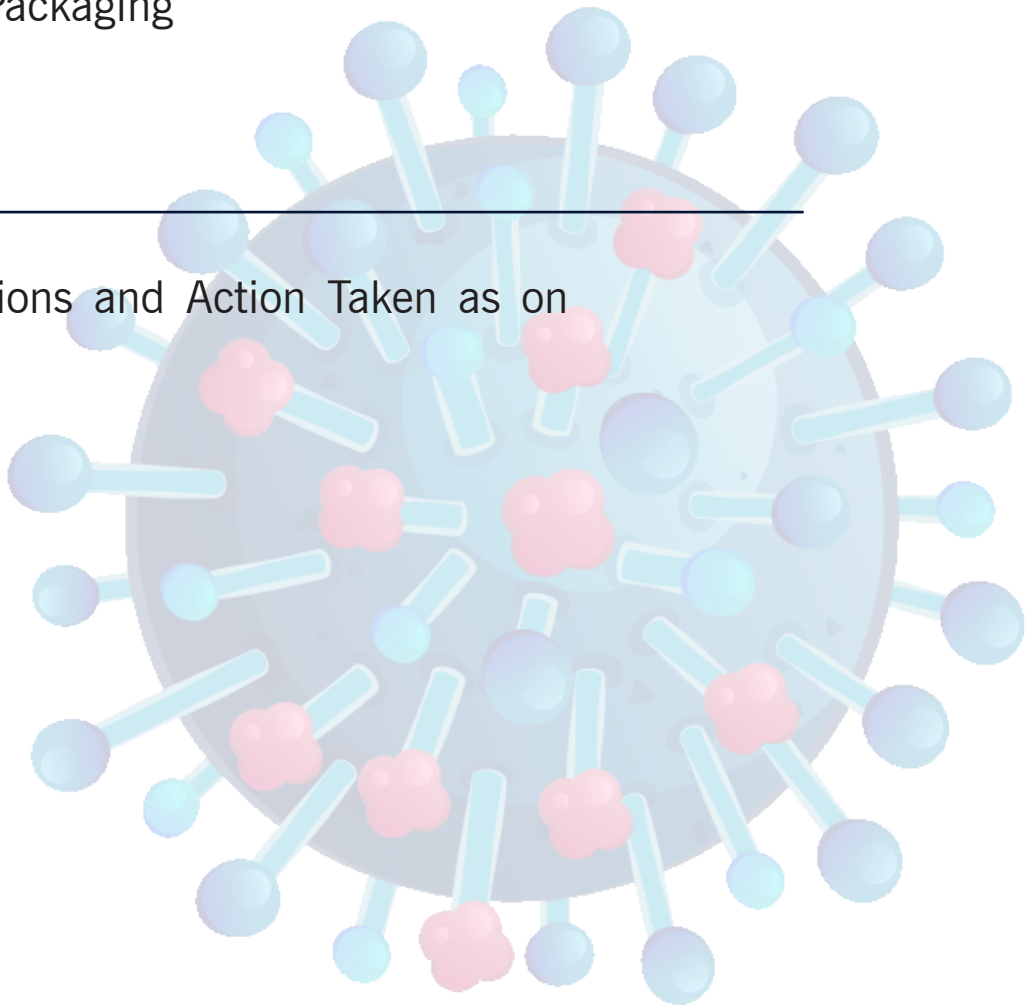
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CII Recommendations and Action Taken as on
24 March 2020





Confederation of Indian Industry
125 Years: 1895-2020

**Advocacy and Representations
as on 25 March 2020**

Sectoral Recommendation: Asset Reconstruction Companies (ARCs)

1. ARCs are a significant part of the financial market and play an important role. ARCs not only purchase NPAs from the Banking system, they help the companies restructure and revive by providing additional funding to these companies (which are starved of funding). But ARCs are generally ignored and forgotten and not included as meaningful players in the overall Financial Services system and left to fend for themselves. ARCs not only take the risk of buying the NPAs but also act as lenders of last resort to the distressed NPA companies.

For ARCs, recoveries are also dependent on timely judicial orders. Currently due to COVID-19, only urgent matters are being heard within the judicial system due to which recoveries are being deferred and delayed. This is putting pressure on the Asset Liability Management of the ARCs.
2. RBI needs to assure the financial market that it will provide backstop funding facility for ARCs should the need arise. The amount of funding/limit could be based on the criteria of net worth/ net owned funds, track record, credit rating, repayment history, CRAR, AUM, etc. This will ensure ARCs liquidity should they require and would also enable them to provide financing to the underlying distressed companies for restructuring in these difficult times.
3. RBI may consider giving necessary instructions to the banking sector to consider financing proposals of ARCs on the merit of individual ARC.
4. RBI may consider reviewing NPA classification by considering more than 360 days as NPA classification norms for priority funding done by ARCs to distressed companies for restructuring and turnaround. These companies are already distressed and would be affected more in the pandemic than the regular companies.
5. Repo facility for bonds and debentures issued by ARCs to be provided by RBI or any other designated entity.
6. Relaxation of ECL norms may be extended for the priority loans extended by ARCs for restructuring of distressed companies.
7. Central/ State Governments may provide relief to such distressed restructured companies whose operations are affected by COVID-19 by way of deferment of taxes /statutory dues (like GST etc).

Sectoral Recommendations: Agriculture

Agriculture is the backbone of the economy and the primary source of livelihood for half of our population. Given the current crisis in the wake of COVID-19, it is more important than ever to make sure that the agriculture sector is supported to continue providing healthy and safe food in order to avoid a future crisis of food availability and to ensure that farmers are able to sustain livelihood. Agri supply chain management will also be important to ensure that the food manufacturing sector continues to operate smoothly.

At the same time with disruptions in global agri supply chains, demand in essential commodities will rise world over in the coming months and a robust planning at this moment can help India tap a huge export opportunity. However, this will require that our farmers have timely access to inputs as well as markets.

Given this context, recommendations from CII for ensuring uninterrupted agri supply chains are as under-

1. Clear advisory to states for declaring agri inputs and their supply chain, storage and warehousing services, cold chain, logistics and related controls, agri product processing and their supply chain, as essential items/services

For the agriculture sector timely availability of inputs to farmers is of utmost importance. It is important to note that citizens are depending on companies to keep supply chains secure, so food does not become a scarce resource.

Given the context inclusion of agri inputs (seeds, agro chemicals, fertilizers, micronutrients and secondary nutrients, micro irrigation, machinery), agri product processing, storage and warehousing services, cold chain, logistics & related controls, distribution and retail as essential commodities/services is recommended by the industry.

This would necessarily need to include their secondary & tertiary supply chains i.e raw materials, packaging, intermediates and connected services.

This becomes more important as the upcoming Kharif season is the main season for agricultural production - maize, soybean, wheat, rice, jowar, bajra, cotton, pearl millet etc. If this cropping window is missed, there will be serious shortages in the rest of the year.

- For Kharif crops, seeds and other agri inputs need to be available at local agri-input shops in end April and May and thus it is critical to ensure seamless operations and transportation to avoid any shortages.
- Also, retail outlets for distribution of agri inputs and farm machinery may be allowed to operate- the timings may be restricted and shortened if required.

Similarly, with Rabi crop standing in fields ready to be harvested in all parts of the country (especially wheat in Punjab) any delay in harvesting will impact output as well as quality of produce. Given the situation allowing free inter and intra state movement of tractors and harvesting machinery (combine harvesters, sugarcane harvesters) becomes critical.

- The Central government is requested to direct all state governments to allow uninterrupted operation of machinery such as Combine Harvesters, Tractors, Straw balers and related items of straw management, Forage Harvesters for cattle fodder, on and off fields grain and fodder processing machines so that standing crops such as wheat is harvested immediately, and land prepared for the next sowing cycle.

There have been incidences reported of the ready standing crop catching fire in the absence of timely harvesting and such incidences of losses have to be controlled.

- Immediately after harvesting, the sowing season will commence, and it will be critical to allow operations and movement of tractors and field preparation and sowing implements so that the operations can move unimpeded.

While states have issued advisory and exempted the agri-input industry, issues are being faced at the implementation level as district level officials are not well informed on process of issue of permits for opening the premises and employees' movements.

Given the situation, the Government of India should issue a clear advisory to the states for inclusion of – agri inputs (seeds, agro chemicals, fertilizers, micronutrients and secondary nutrients, micro irrigation, machinery) and their secondary & tertiary supply chains, agri product processing, storage and warehousing services, cold chain, logistics & related controls, distribution and retail as essential commodities/services.

Also, the states should be directed to on priority notify nodal agency or person who has the authority to issue the permits to exempted industries.

A clear protocol can be advised to the industries including specifying the operational procedures which the industry will be happy to oblige by.

2. Allowing manufacturing operations to continue for agri inputs

The industry is committed to compliment the ongoing efforts being undertaken by the government to tackle the crisis at hand.

- The government is requested to permit manufacturing operations by all entities engaged in material and machines related to agriculture. In an endeavour to ensure social distancing, the industry proposes to undertake operations in rotational shifts and reduce manpower engagement by approximately 40-50%, taking into consideration the level of automation possible, shift management and other aspects. The reduction in staff details can be worked out industry wise between the district administration and individual industry.
- The industry is also committed to provide proper hygiene and safe working environment to all its workers and in the light of no or limited public transport availability the industry is willing to manage transport facility for its workers. The government can consider permit system for allowing both work force and vehicles to manage manufacturing operations in factories during the lockdown period. Each unit will take necessary approvals from the District magistrate where needed.
- Also, the availability of raw material / packaging material / intermediates should not be

hampered to ensure smooth manufacturing operations especially in case of an essential commodity. Inventory should be allowed to move even if production is closed to enable production, once the scenario improves.

3. Ensuring seamless movement and distribution

It is equally important to ensure seamless movement and distribution to ensure the input reaches the farmer in a time-bound manner.

- Warehouses storing seeds, agro chemicals, fertilizers should be given a green sticker for identification and should be allowed to operate without any hindrance.
- Green lanes for transportation of seeds and other inputs important for Kharif agriculture should be provided at check posts. GST receipts can be validated for clearances of trucks at the check posts.
- All transport vehicles, including refrigerated trucks, carrying raw material, intermediates and necessary ancillary material such as packaging material, spare parts of agri machines etc to and from the manufacturing units to be kindly given due permission for interstate movement, as well as movement within the city. This is to be explicitly included in the local Administration orders to avoid any confusion.
- Movement through train rakes where needed should be prioritized. Also, support is also sought from port authorities on logistics approval for exports and import clearance for farm produce and for imports of fresh fruits and other food items.

4. Market access

- On the market side the mandi operations are critical given that the season of harvest is underway. Despite the need, States are issuing advisory to stop procurement at mandi - *Rajasthan has issued orders today to stop wheat procurement.*

Further, several states have made marketing operations as fully functional during the lockdown period, the Marketing Committees are shutting down the Mandis.

- ✓ Proper communication with the mandi officials in this regard is critical to ensure the output of farmer is not wasted and his returns are not impacted in these times of crisis. Also, it will be important to help industry manage smooth operations.
- ✓ Given that mandi functioning will mean gathering of a lot of people, proper sanitation and hygiene protocols need to be announced and followed stringently. Industry is fully committed to efforts of the government in this direction.
- Some states have already notified that any external warehouse in the jurisdiction of the Mandi will be treated as deemed mandi. For transactions occurring there, the Mandi Tax can be remitted online by the buyer. This enables farmers, FPOs and traders/processors to transact directly at multiple warehouse locations instead of physically crowding a single Mandi.
 - ✓ This can be notified by all states to make it easier to enable sales by farmers at multiple warehouses instead of forcing them to congregate at a single Mandi location.

In fact, we would suggest that as an exception in the given crisis circumstances, direct transactions between farmers and user industry should be promoted that will help minimize physically crowding a single Mandi.

5. Ensuring delivery services of essential goods including food operate seamlessly

While delivery of essential goods including food is included in exempt category under state advisories, companies involved in these operations are facing several challenges in catering to the customer demand.

- The Distribution Center (DC) in various cities, mainly Gurgaon, Noida, Delhi, Kolkata, Mumbai, Pune, etc being forcibly closed by the local administration.
- Staff is not being permitted to travel to the DC's by the local police. Also, delivery boys being manhandled and harassed by the police.
- The Collection Center (CC) are also being closed in many rural areas which shall impact the farmer's income negatively. Case in point are districts like Ratnagiri in Maharashtra., Manchar near Pune, Chomu and Navalgarh (Jhunjhunu district) in Rajasthan, etc.

These companies are dealing in highly perishable commodities (fruits & vegetables, meat etc) and cannot stock up huge inventory. Also, the operations include robust supply chain of collection and distribution center across the country and impact the lives of thousands of farmers as well as customers directly. Smooth running of these services also becomes critical to avoid a situation of panic buying and helping everyone maintain social distancing.

Given the scenario, it is requested that -

- The government issues clear instructions to the police department in all the cities and interstate borders to allow the movement of men and material of companies which are engaged in serving the customer essential needs in these trying times.
- Allows picking and other operation in our DC during the night shift. The companies shall maintain the social distancing norms in the DC as well as other hygiene factors as specified by the authorities from time to time.

An overarching recommendation from CII would be to create 'war rooms' at state level that are operational 24 hours to solve the problems faced by any person, industry and service provider in the event of lockdown. This will help in solving operational issues on a day to day basis and help in dealing with the crisis in hand smoothly. One of the states has gone ahead and created such a war room' with Principal Secretary, Information Technology as the officer-in-charge.

Sectoral Recommendations: Chemicals & Petrochemicals

The chemical & petrochemical industry is playing a vital role in preventing the global pandemic of COVID-19 with its products being critical raw material used extensively in manufacturing pharmaceuticals, health and personal care products, sanitizing and cleaning products, technical textiles for personal protective products, agricultural products, and food and pharma packaging, to name a few. In addition, they are directly used as essential commodities, such as iodized salt for human consumption, and agrochemicals for food security for crop protection and crop nutrition.

Role of Chemical & Petrochemical Industry in combating COVID-19

The manufacturing of **pharmaceuticals and healthcare products is strongly dependent on the chemical & petrochemical industry** for sourcing its raw materials.

For example, paracetamol is the important API (Active Pharmaceutical ingredient) and it requires supply and further processing from both crude oil and bulk chemicals. Key raw material ingredients include Benzene, Sulphur (obtained from crude oil), Caustic, Chlorine, Bromine, Sodium Bicarbonate, Hydrogen, Nitric Acid, Sulphuric Acid, Acetic Anhydride (manufactured as bulk chemicals).

Impact and Recommendations

1. Inter-state Movement of Chemical & Petrochemical Goods

The manufacturing sites for the chemical & petrochemical industry are located in different regions/states/districts with customers located pan-India, hence an **inter-state movement of these chemicals is highly crucial for the manufacturing of the end products of pharmaceuticals, healthcare products, food products and packaging raw material for these.**

The restrictions and lockdown of inter-state borders have highly impacted the transit of chemicals. The value chain to produce any API is highly integrated with crude oil & its derivatives, bulk chemicals & its intermediates. The chemical and petrochemical industry operates in a highly integrated model to support the value chains and hence should be exempted from any restriction during lockout periods. A large number of trucks loaded with important chemical and petrochemical products are in transit, however, they are unable to reach their destination due to inter-state lockdown. Government could ensure and allow unloading of trucks which are in transit to unload the material at the destination location or the nearest company depots, to ensure safe transportation of the highly hazardous chemicals.

The trucks transporting these chemicals can have an additional label of "Essential Commodity" for ease of movement of these goods. This will ensure that each state/ district is in sync with each other to ensure that the chemical and pharmaceutical industry manufacturing is not interrupted.

2. Industry of Essential Importance

The crucial **chemicals and petrochemicals products should be incorporated in the “essential list”**, as they are highly important for the pharmaceutical & other healthcare products. Such intermediates and technical grade chemicals, Iodised Salt, Sodium Bicarbonate, Caustic Soda, Chlorine, Bromine, Hydrogen, Nitric Acid – to name a few, should be manufactured in the country as they will help the country to be self-reliant in this hour of pandemic COVID-19 but also help increasing exports to global markets. In addition, it should be noted that the chemical and petrochemical plants are continuous in nature, directly contributing to the pharmaceuticals and other important industry’s supply chain. Therefore, the manufacturing plants of such industries should also be considered “essential”, and the storage and movement should be **exempted from any restriction during the lockdown**.

3. Financial Assistance

Government should outspread sufficient time to the companies for taking care of their repayment obligations of loans. The industry should have an easier access to loans for their capital requirements. Government should consider offering easier loan repayment terms or extended tenures and tax breaks for MSMEs.

Sectoral Recommendations: Defence

There is a need for the government's support to minimize the economic impact of COVID-19 on the defence industry in general and especially on MSMEs. They are staring at lengthening of working capital cycles, larger locked-up working capital in the form of work-in-progress on the shop floor and supply chain in anticipation of planned deliveries. Given peak of activities at Financial Year end, the lockdown implies that these inventories will not get converted into deliverables. Also, Inspection authority's will not be able to provide inspection cover at factories and provide completion / packing certificates, JRI at customer locations.

In view of the above, it is our considered request that the MoD extend a helping hand by instituting immediate measures so that the impact of the COVID-19 related lockdown on the defence industry is softened to some extent:

1. All RFPs/RFI/EoI/Tender responses due by mid-April 2020 have been granted timelines until 30 May 2020. However, given the situation and the lockdown, appropriate extensions and fresh RFPs/RFI/EoI/Tender responses be given a minimum time period of 3 months. .
2. All defence contracts to be automatically granted delivery extension of 02 to 03 months with relaxation in LD provisions (extension without LD). Reckon the extension period for ERV purpose as well as / variation of taxes & duties.
3. MoD/DPSUs/PSUs/DRDO to be advised against invocation of BGs from March 20th, 2020 and provide additional time, upto June 2020 for extending BGs which are due to expire in the next 3 months.
4. Treat COVID-19 as force majeure and stop automatic LD deduction for delayed deliveries on all contracts to the extent of 3 months since supply chains have collapsed.
5. MoD/DPSUs/PSUs/DRDO to immediately clear all pending payments against invoices raised till date.
6. Government to consider interest subvention for working capital costs to enable survival of the industrial ecosystem for the period of disruption.
7. Vendor self-certification of completion of internal inspections, acceptance / internal testing, to be deemed as Stage Completion and corresponding stage payments to be released. Completion of FATs to be recognised as readiness for dispatch in absence of inspection cover.

A periodic review may be instituted in case the pandemic reaches higher states of aggravation causing extended lockdown. On return to operations post control of epidemic spread, MoD may consider fast tracking large Defence programs for which AONs have been granted in favour of Indian industry (with fair distribution to Private & Public sector) to provide stimulus to defence manufacturing, job sustainability and trickle-down effect in the economy.

Sectoral Recommendations: NBFCs & HFCs

The outbreak of the dreaded COVID-19 pandemic has sent economies and financial sector across the world into a tailspin. With a series of lockdowns happening across economies bringing economic activities to a virtual halt, companies and individuals are uncertain about cash flows and business prospects.

In this context, CII would like to suggest the following:

1. All government payments need to be expedited to ease the cash flow burden of recipients in such difficult times.
2. With the significant disruption already in and more expected, RBI may consider giving reviewing NPA classification by considering 270 days as the NPA classification norm. Several other economies have already taken steps in this regard including a moratorium on repayments, but we think a reclassification is the best approach at this time.
3. Given NBFCs are a significant part of the market and given the concern being faced by some banks in this environment, RBI needs to assure the financial market that it will provide a backstop funding facility for NBFCs should the need arise. The amount could be based on the net worth or rating or some combination, but this will help NBFCs tide over this time.
4. Secondary market yields of all papers but especially NBFC papers are indicating higher spreads implying greater risk. This is making it difficult for not just the NBFCs to raise more money but also for the holders of these bonds. A Repo facility for NBFC issued bonds and debentures provided by the RBI or another designated entity will help calm markets. This will also help with rating reviews in the current situation which could precipitate further instability.
5. NBFCs now draw up their accounts under Ind AS whereas banks are still on IGAAP. It is important for RBI to consider relaxation of ECL norms in such an environment as several loans would flow in the 0 – 270 days bucket and as per ECL norms would require greater provisioning. We recommend that all incremental provisions post March 15th for the next 270 days be provided as if the asset is a Stage 1 asset.
6. The government may consider increasing the cap of the Partial Guarantee Scheme from INR 5 crore to INR 30 crore which can provide a lot more leeway in terms of utilization of that limit.
7. Moratorium in rating surveillance – while rating agencies may continue to carry out their surveillance, they may be prevented from downgrading the ratings for a period (at-least a quarter), basis the COVID-19 impact.

Sectoral Recommendations: Printing and Packaging

1. **Wages of workers:** In the current scenario, the industry can bear the burden of wages up to a limited period, particularly the MSME units. It is proposed that the wages for the period of lockdown should either be paid by ESIC or permission may be given to adjust the same against the casual or medical leaves as immediate relief to the industry.
2. **Relaxation of Bank Interest relating to working capital:** As the businesses are on hold, it is requested to give relaxation on the bank interest too. The percentage of interest may also be reduced on new loans to an affordable level; reduction of 1% or 2% may give a huge boost and support to the industrial units.

Sectoral Recommendations: Restaurant

- 1. Restoration of Input Tax Credit (ITC) on GST in the sector:** The restaurant industry is plagued with a very high proportion of fixed operating expenses which makes our business very high-risk upon revenue fluctuations. Denial of ITC makes it even worse because it increases several of our key fixed expenses like rent on property, hiring of services, etc. by around 18%. Hence, ITC on GST should immediately be restored for this sector.
- 2. Unemployment Pay Cover for our employees:** In these difficult times, it is requested that the Government considers providing an unemployment pay cover through the corpus available with the ESIC or any other welfare scheme such as MNREGA, especially for the ones who are at the lower end of the spectrum.
- 3.** General notification allowing invoking of force majeure due to the unforeseen and unprecedented global crisis caused by COVID-19 is also a major need of the hour. This will help us in mitigating some major fixed operating expenses, which otherwise carry the potential of taking down the entire sector and lead to mass litigation. This will help us in containing our losses to a certain degree, which is what we desperately need to remain afloat and survive to fight another battle.
- 4.** Total and immediate deferment of all payments for utilities, such as electricity, water, gas, etc. supplied either by state, state run corporation, PSU or private entities.
- 5.** Moratorium of repayment of all types of loans and facilities for a period of twelve months and an immediate suspension on interest charged on term loan or working capital for a period of three months.

A microscopic view of green bacteria, likely cyanobacteria, showing various shapes such as spheres, rods, and filaments. The bacteria are densely packed on the left side of the image and become more sparse towards the right. The background is a solid, vibrant green color.

**CII Recommendations and
Action Taken as on
24 March 2020**

Regulatory Compliances

Announcements by Hon'ble Finance Minister on 24.03.2020

The Finance Minister made the following announcements while addressing the press on 24 March 2020:

1. Direct tax announcements made by the Finance Minister:

- For Financial year 2018-19, last date for filing Income Tax Returns has been extended from 31st March 2020 to 30th June 2020.
- In respect for delayed payments of income tax for Financial Year 2018-19, interest rate has been reduced from existing 12% to 9%.
- No extension has been granted, but for delayed deposit of TDS, interest rate has been reduced from existing 18% to 9%.
- Aadhar-PAN linking date has been extended from 31st March 2020 to 30th June 2020.
- Last date for availing Vivad se Vishwas Scheme has been extended to 30th June 2020. Earlier there was an additional charge of 10% for availing the scheme between 1st April 2020 to 30th June 2020. Now there would be no such additional charge
- Due date for various compliances and investments by taxpayers in respect of various direct tax regulations from 20th March 2020 onwards have been extended to 30th June 2020.

2. Indirect tax announcements:

- Last date for filing March, April and May 2020 GST Returns (including composition returns) extended to 30th June 2020. Different staggering dates will be applicable in the same way, for different regions.
- For companies having less than 5 crore turnover: no interest, no late fee, no penalty will be charged.
- For companies having turnover greater than 5 crores: no Penalty or late fee. No interest for 15 days but, interest of 9%, post that.
- Last date for opting composition scheme extended to 30th June 2020.
- Sabka Vishwas Scheme for Indirect Tax extended to 30th June 2020.
- During Lockdown as well, Customs Clearance to operate 24x7 as an essential service, till 30th June 2020.

3. Financial Services:

- Relaxations for 3 months
 - ✓ Debit cardholders to withdraw cash for free from any other banks' ATM for 3 months.

- ✓ Waiver of minimum balance fee.
- ✓ Reduced bank charges for digital trade transactions for all trade finance consumers.

4. Corporate Affairs:

- No additional fees shall be charged for late filing during a moratorium period from 01st April to 30th September 2020, in respect of any document, return, statement, etc., required to be filed in the MCA-21 Registry, irrespective of its due date.
- The mandatory requirement of holding meetings of the Board of the companies within prescribed interval provided in the Companies Act (120 days), 2013, shall be extended by a period of 60 days till next two quarters, i.e., till 30th September.
- Applicability of Companies (Auditor's Report) Order, 2020 shall be made applicable from the financial year 2020-2021 instead of from 2019-2020 notified earlier.
- As per Schedule 4 to the Companies Act, 2013, Independent Directors are required to hold at least one meeting without the attendance of Non-independent directors and members of management. For the year 2019-20, if the IDs of a company have not been able to hold even one meeting, the same shall not be viewed as a violation.
- Requirement to create a Deposit reserve of 20% of deposits maturing during the financial year 2020-21 before 30th April 2020 shall be allowed to be complied with till 30th June 2020.
- Requirement to invest 15% of debentures maturing during a particular year in specified instruments before 30th April 2020, may be done so before 30th June 2020.
- Newly incorporated companies are required to file a declaration for Commencement of Business within 6 months of incorporation. An additional time of 6 more months shall be allowed.
- Non-compliance of minimum residency in India for a period of at least 182 days by at least one director of every company, under Section 149 of the Companies Act, shall not be treated as a violation.

5. Insolvency and Bankruptcy Code:

- Threshold of default under section 4 of the IBC 2016 be raised to Rs 1 crore (from the existing threshold of Rs 1 lakh). This will by and large prevent triggering of insolvency proceedings against MSMEs.
- If the current situation continues beyond 30th of April 2020, the Government may consider suspending section 7, 9 and 10 of the IBC 2016 for a period of 6 months so as to stop companies at large from being forced into insolvency proceedings in such force majeure causes of default.



Confederation of Indian Industry

125 Years: 1895-2020

The Confederation of Indian Industry (CII) works to create and sustain an environment conducive to the development of India, partnering industry, Government, and civil society, through advisory and consultative processes.

CII is a non-government, not-for-profit, industry-led and industry-managed organization, playing a proactive role in India's development process. Founded in 1895 and celebrating 125 years in 2020, India's premier business association has more than 9100 members, from the private as well as public sectors, including SMEs and MNCs, and an indirect membership of over 300,000 enterprises from 291 national and regional sectoral industry bodies.

CII charts change by working closely with Government on policy issues, interfacing with thought leaders, and enhancing efficiency, competitiveness and business opportunities for industry through a range of specialized services and strategic global linkages. It also provides a platform for consensus-building and networking on key issues.

Extending its agenda beyond business, CII assists industry to identify and execute corporate citizenship programmes. Partnerships with civil society organizations carry forward corporate initiatives for integrated and inclusive development across diverse domains including affirmative action, healthcare, education, livelihood, diversity management, skill development, empowerment of women, and water, to name a few.

India is now set to become a US\$ 5 trillion economy in the next five years and Indian industry will remain the principal growth engine for achieving this target. With the theme for 2019-20 as 'Competitiveness of India Inc - India@75: Forging Ahead', CII will focus on five priority areas which would enable the country to stay on a solid growth track. These are - employment generation, rural-urban connect, energy security, environmental sustainability and governance.

With 68 offices, including 9 Centres of Excellence, in India, and 11 overseas offices in Australia, China, Egypt, France, Germany, Indonesia, Singapore, South Africa, UAE, UK, and USA, as well as institutional partnerships with 394 counterpart organizations in 133 countries, CII serves as a reference point for Indian industry and the international business community.

Confederation of Indian Industry

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