



# India Private Equity Report 2024

Resilience amid turmoil: Multiple bright spots emerged in India amidst a globally challenging year for the PE-VC ecosystem.

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PROMOTING ALTERNATE CAPITAL ECOSYSTEM

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An aerial photograph of a city at sunset. The sun is a large, bright, glowing orb in the upper center of the frame, casting a warm, golden light over the entire scene. The city below is densely packed with buildings, and the background shows a range of mountains under a hazy sky. A large, white, stylized number '1' is positioned on the left side of the image. A thin, vertical red line runs down the page, starting from the top of the number '1' and extending past the bottom of the text.

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How 2023 unfolded

# Executive summary

The year 2023 continued the H2 2022 trend for Indian private equity and venture capital (PE-VC): Deal activity reduced ~35% from ~\$62 billion in 2022 to ~\$39 billion in 2023, returning to pre-Covid-19 activity levels. This overall slowdown was primarily driven by global factors, including weakened investor sentiment and persistent macroeconomic headwinds, such as high interest rates, softening consumption, and geopolitical tensions.

The decline in India was largely driven by a ~60% reduction in VC investments due to their exposure to high-growth businesses with less established economic models. PE investments remained comparatively resilient, declining by a more moderate ~20% as large-scale dealmaking (\$500M+ deals) persisted for high-quality assets.

Amidst the overall decline in PE-VC investments, traditional sectors remained comparatively resilient, declining moderately by ~15% as investors continued to deploy capital for businesses with mature operating economics and secular growth characteristics.

Within traditional sectors, healthcare investments reached a record high of ~\$5.5 billion in 2023 on the back of provider investments surging to approximately three times that of 2022 levels, fueled by ongoing consolidation in multi-specialty providers and the emergence of scale single-specialty assets with attractive business profiles. Advanced manufacturing also witnessed relatively higher activity, with investments growing by ~20% per annum over 2021–23, driven by global supply chain diversification and government incentives. Notable activity was seen in electric vehicle (EV) original equipment manufacturers (OEMs) (with numerous \$100M+ deals driven by growing EV penetration) and packaging (with multiple \$100M+ deals into companies with 70%+ sales from exports).

Conversely, software as a service (SaaS) and new-age tech investing declined sharply, by ~60%. This decrease in SaaS investment was partly because assets that were well-funded, had strong operational economics, and had high valuations opted to stay out of the market. Meanwhile, investments in new-age tech decreased as investors increasingly prioritized the viability of the business model and proven economic performance.

Despite the slowdown in dealmaking, 2023 was a marquee year for Indian exits. Exit value soared by ~15% to ~\$29 billion, accompanied by a rise in exit volume from ~210 to ~340 exits. This was powered by public market sales (notably block trades) which comprised half of exits by value. These sales benefited from the increasingly deep Indian public markets, which outperformed those of most major economies, with a significant increase in domestic investor participation across sectors and companies.

India is playing an increasingly significant role in Asia-Pacific PE-VC activity. It accounted for ~20% of all PE-VC investments in 2023, up from ~15% in 2018. This has led to a rise in capital from both domestic and global/regional funds, who are now diversifying across various sectors and asset classes within India. As existing investors double down on India and new investors enter the market, India-based teams have expanded significantly; scale funds have almost doubled their teams since 2019.

In recent times, as deal flow slows down and interest rates rise, Indian funds are placing more emphasis on portfolio and value creation. This involves increasing the size of operating teams (expected to double from 2019 to 2023 for top funds) and doing due diligences (DDs) holistically to cover operational and technological aspects.

Looking forward, India remains a comparative bright spot, but PE-VC dealmaking is expected to remain tempered compared to 2021/2022 (amidst global macroeconomic uncertainties). Traditional sectors like healthcare, advanced manufacturing, infrastructure, and renewable energy are expected to continue attracting significant investments due to supportive policies and the emergence of large-scale assets across various sub-segments. Global supply chain diversification is poised to selectively benefit Indian manufacturers in pharma active pharmaceutical ingredients (APIs), electronics, and chemicals with competitive global positioning.

# Summary: Reflections on 2023

Legend:  Growth/ positive outlook  Flat/ neutral outlook  Decline/ negative outlook

## Investments



- **PE-VC deal activity declined sharply** vs. 2022, reaching pre-Covid-19 levels:
  - Contraction in deal value driven by weaker macro sentiment, rising interest rates, and persistent buyer-seller valuation mismatches
- **Sharper decline witnessed in VC deals and in non-traditional sectors** such as new-age tech and software as a service (SaaS)

## Fund-raising



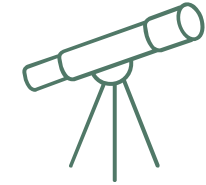
- **Dry powder remains at a record high** as funds slowed deployment of funds raised in 2021–22
- While fund-raising has slowed globally, **India remains comparatively resilient**:
  - Domestic GPs announced record-breaking funds
  - Global funds increased the India allocation within their Asia-Pacific funds

## Exits



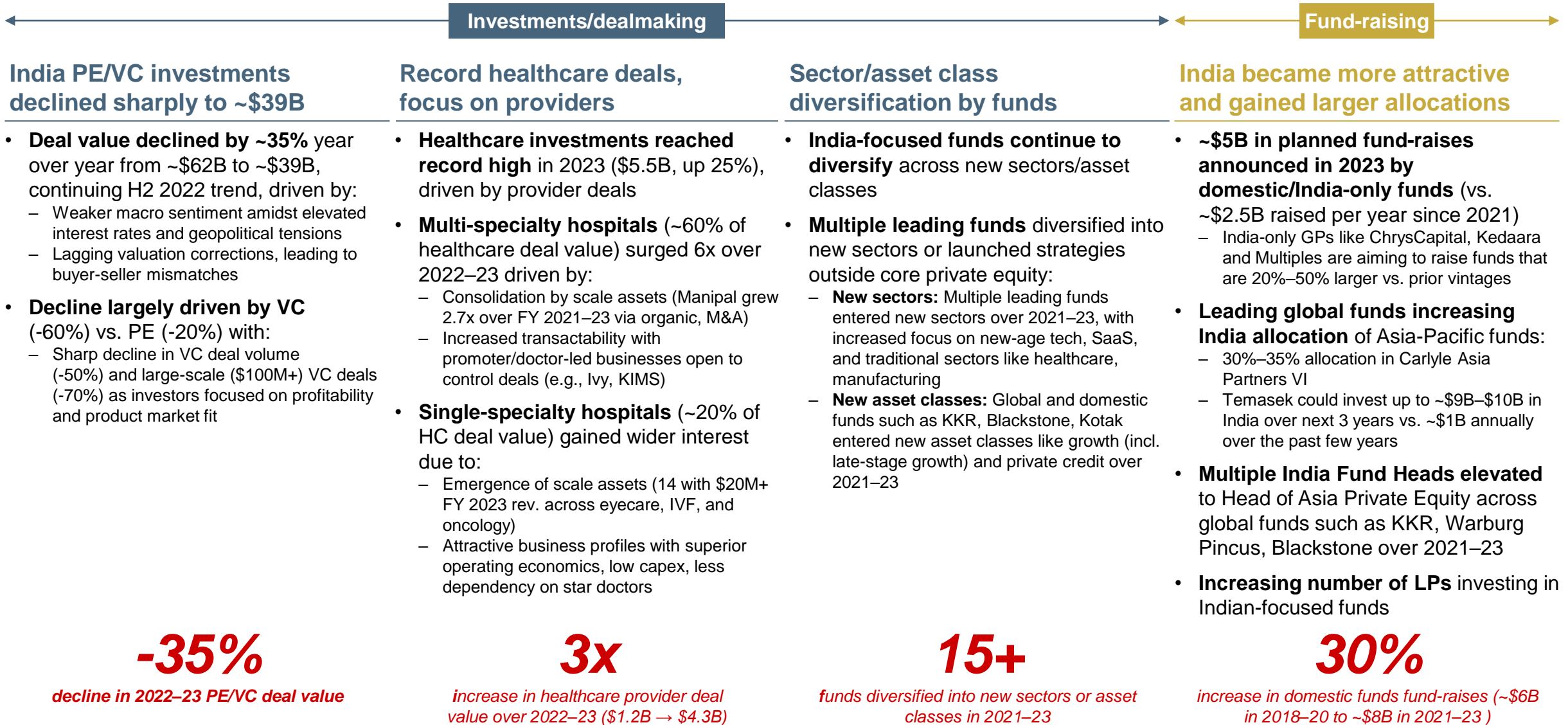
- **Exits surged**, driven primarily by public market as funds focused on returning LP capital
- **Buoyant and increasingly deep Indian capital markets** made 2023 a record year for public market exits

## 2024 Outlook



- **Capital deployment to remain cautious in 2024** as global macro conditions rebound; however, India to benefit from outsized capital allocation driven by robust macroeconomic fundamentals
- **Manufacturing and healthcare likely to see accelerated deal activity** driven by China+1 tailwinds, availability of scale assets, and govt. support

# Key Themes: 2023 saw a continuation of H2 2022 sluggishness in deal activity, with a focus on diversification across sectors and asset classes



# Key Themes: India-focused funds have become increasingly focused on value creation and exits, which have remained buoyant with strong public markets



## Funds increasingly focused on value creation

- **Operational improvement becoming increasingly critical** as interest rates increase
- **Funds have scaled operating teams**, focusing on value creation to drive returns:
  - Leading funds scaled operating teams from 32 to 72 FTEs over 2019–23<sup>1</sup>
  - Operating team structures include functional experts (ex-CFOs, CHROs, etc.); generalists/sector experts (typically ex-consultants or industry experts); and senior advisors (industry leaders, part of multiple boards)
- **Tech/ops DDs are gaining importance** as funds look to holistically assess risks and identify value creation opportunities
  - 80% of funds now embed tech/ops DDs alongside traditional CDDs

**2x**

*increase in operating team size of leading funds<sup>1</sup> over 2019–23 (32 → 72 FTEs)*

## Exits up, with public markets key

- **Exits grew from ~\$24B to ~\$29B** as funds focused on returning capital to their LPs
  - Exit volume increased from ~210 to ~340
- **Public market exits jumped by ~60% to ~\$15B**, highlighting growing depth of Indian public markets
  - Exits via IPOs grew from \$1.4B to \$1.8B, but share within public market exits remained limited (12% in 2023, 15% in 2022), while block/bulk trades grew by ~70%
- Healthcare (~20%) and BFSI (~15%) had the highest share of exits

**60%**

*increase in public market exits over 2022–23 (\$9B → \$15B)*

## 2024 likely to remain a year of caution

- **Capital deployment to remain cautious in 2024** driven by:
  - Sluggish GDP growth globally (real GDP growth expected to be 3.1% in 2024, similar to 2023)
  - Elevated interest rates maintained by major central banks
  - Continuing geopolitical conflicts in Middle East, US-China tensions threatening trade/commodity price spikes
- **Healthcare expected to stay resilient** with continued momentum in providers; pharma likely to recover with quality assets coming to market
- **Investment likely to pick up in specific themes within advanced manufacturing** such as packaging, electronics; continued momentum in EVs

## Outlook

### Generative AI to become increasingly key for funds

- **Generative AI is top of mind for GPs in India**, with funds actively thinking about priority use cases
  - Generative AI is expected to play a pivotal role across the private equity landscape, spanning portfolio value creation, due diligence, and fund operations, although it remains at a nascent stage
- While India-focused funds explore generative AI use cases, there exist notable global examples that offer valuable insights



The image shows the Taj Mahal in Agra, India, during sunset. The white marble mausoleum is illuminated by the warm, golden light of the setting sun, creating a soft glow. The central dome and four minarets are prominent features. The entire structure is reflected in the calm waters of the Yamuna River in the foreground. The sky is a mix of light purple and pink, and the overall atmosphere is serene and majestic.

2

Dealmaking: PE resilient  
as VC continues to find  
its feet

# Dealmaking: Indian PE resilient as VC continues to find its feet

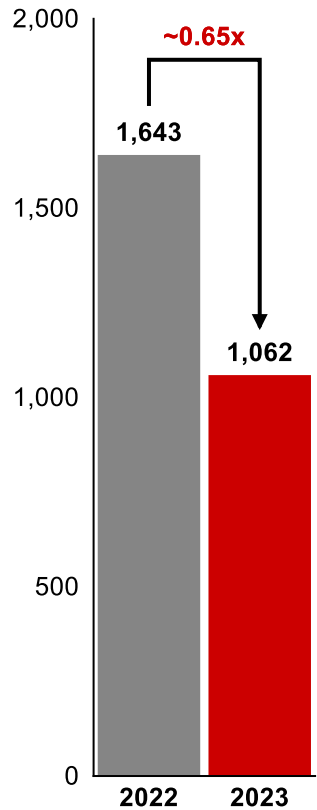
- ▶ **Global PE-VC investments saw a significant decline in 2023**, with deal values dropping by 30%–40% across regions. This downturn stemmed from continued macroeconomic challenges such as high interest rates, softened consumption, and geopolitical tensions. These prompted investors to focus on existing portfolios to drive returns and provide liquidity to limited partners (LPs) via exits, rather than pursuing new deals.
- ▶ **India's PE-VC deal activity mirrored global trends.** Activity declined ~35% year over year from ~\$62 billion in 2022 to ~\$39 billion in 2023, falling to pre-Covid-19 levels. This decline continued from H2 2022, driven by weaker macro sentiment, rising interest rates, and buyer-seller valuation mismatches.
- ▶ **PE investments displayed comparative resilience, with a 20% decline vs. VC activity.** VC activity experienced a significant ~60% decline due to cautious investment sentiment among VC investors, who are now prioritizing business model profitability.



# Dealmaking: Global PE-VC investments saw steep decline in 2023 driven by ongoing macro headwinds, with dealmaking in India declining in line with global peers

## Global

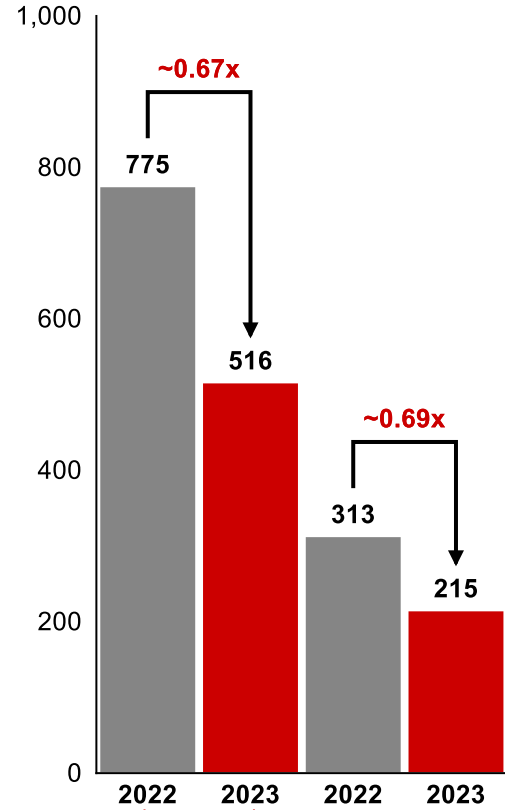
Overview of global PE-VC investments (\$B)



Global

## Key regions

Overview of PE-VC investments for key regions (\$B)

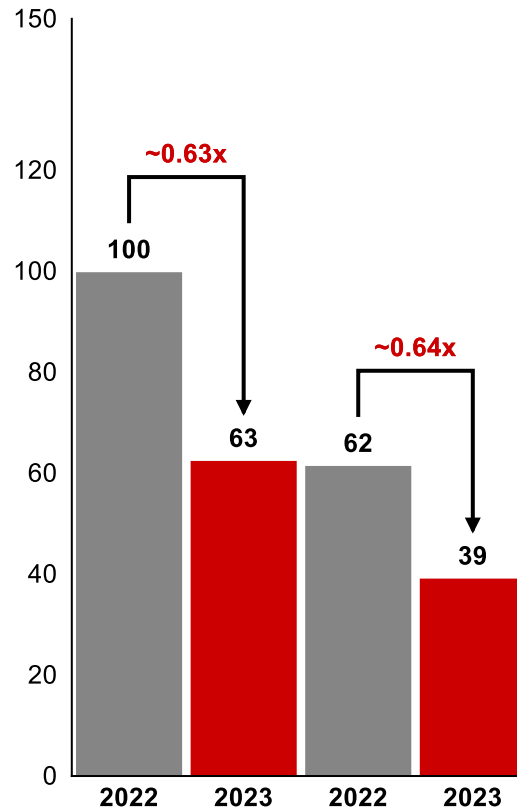


US

Asia-Pacific

## Key geographies

Overview of PE-VC investments for key geographies (\$B)



China

India

## Global macro uncertainties continued to dampen investment sentiment

- **Elevated interest rates** across major economies led to heightened return expectations and decreased availability/increased cost of leverage
- **Softened global consumption** led to lower investor confidence on demand outlook and directly impacted top line of portfolio companies
- **Continuing geopolitical tensions** around US-China decoupling, war in Ukraine, fresh conflicts in Middle East led to uncertainty around energy prices, global supply chains, and trade policies

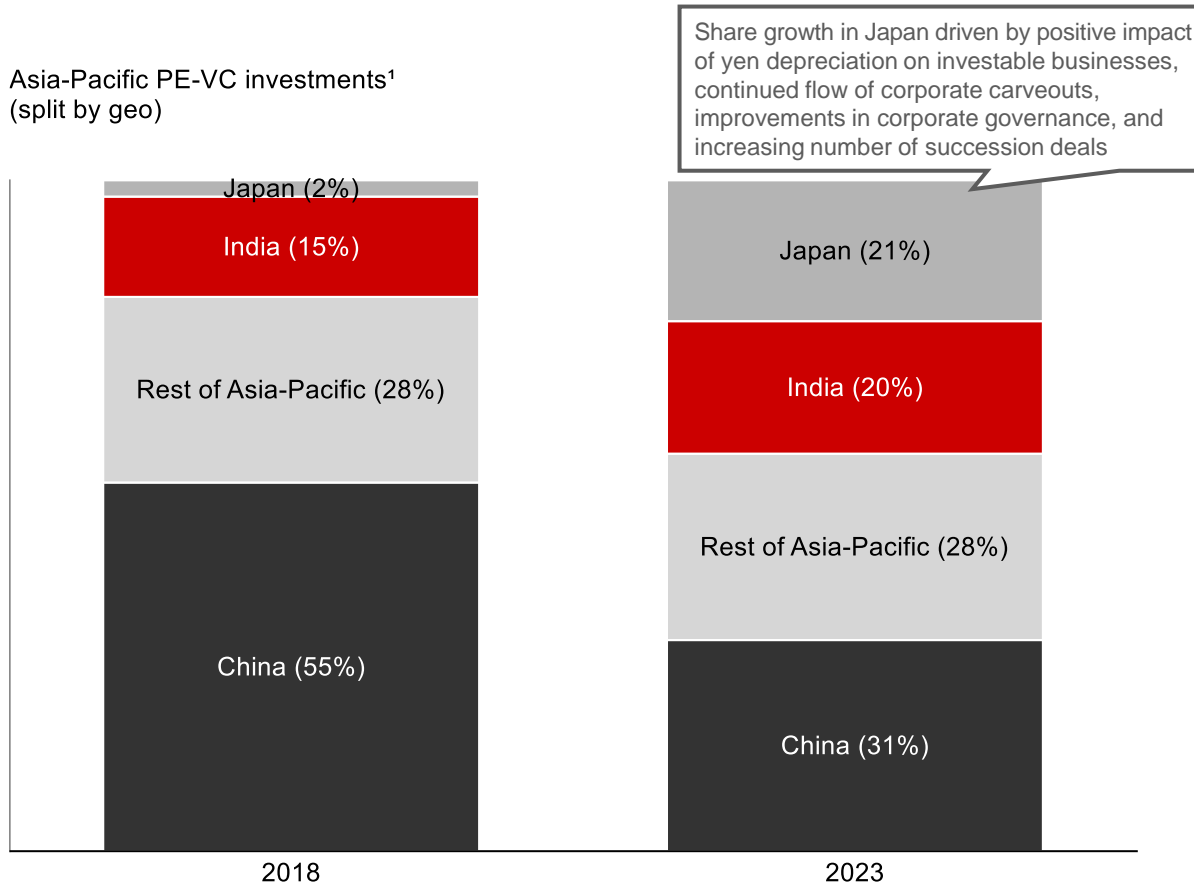
## Outcomes

- **Focus on existing portfolio** vs. new cheques (especially after record deals in 2021–H1 2022)
- **Focus on providing liquidity to LPs**
- **Deal flow impacted across regions**; spillover from global uncertainties impacted India PE-VC activity as well

# Dealmaking: India's share of PE-VC investments in Asia-Pacific has grown over the past 5 years, driven by China+1 tailwinds and India's robust macro fundamentals

## India's share in Asia-Pacific grew by 5 p.p. over 2018–23

Asia-Pacific PE-VC investments<sup>1</sup>  
(split by geo)



## Key drivers include China+1 tailwinds and robust fundamentals

### China+1 tailwinds drove deal share towards India



- **Global firms diversified production outside China** to mitigate sourcing and supply chain risks caused by Covid-19 led disruptions in production and continued US-China decoupling
- **Favorable policies in India** such as PLIs, export promotion initiatives, customs duty rationalization, etc., drove some shift in economic activity and subsequent investments to India

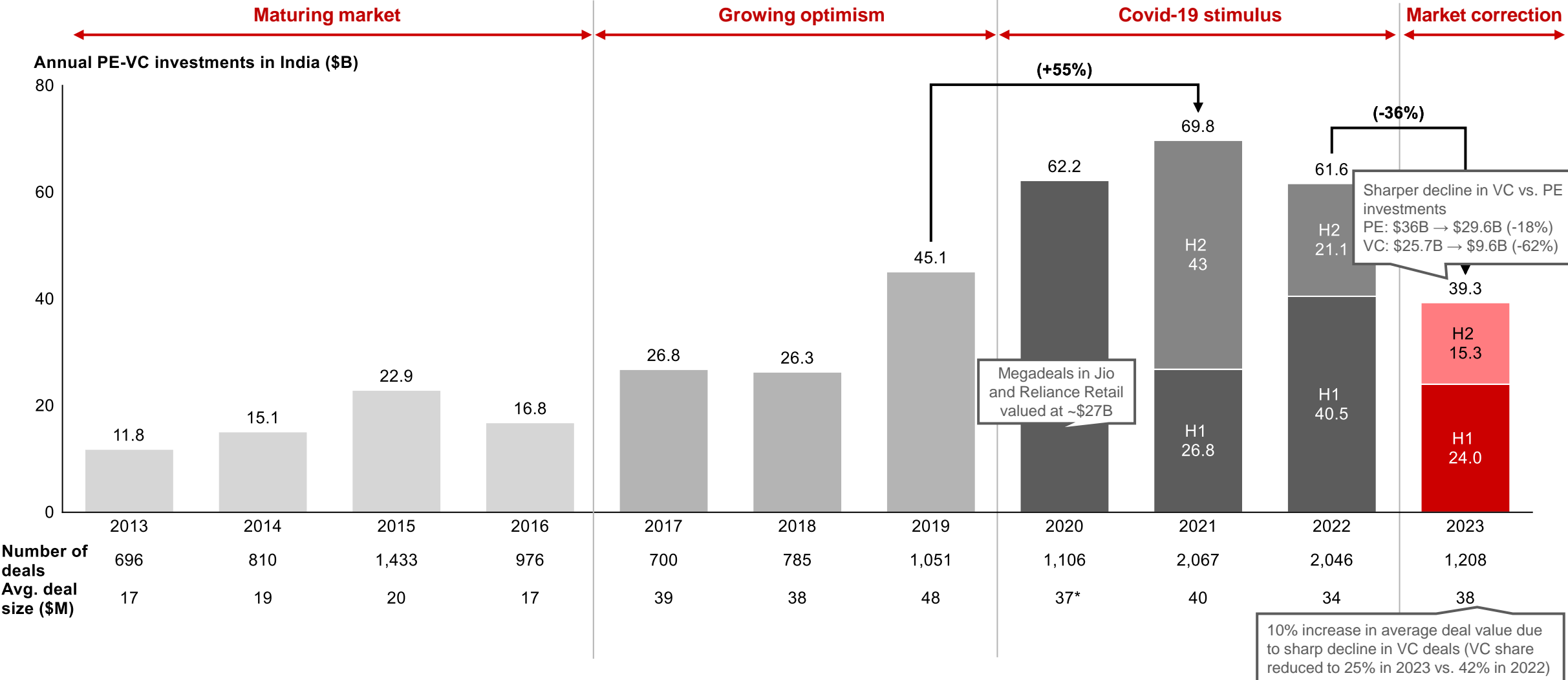
### Robust fundamentals in India led to increased investor confidence in India growth story



- **Increased domestic consumption** on the back of expanding middle class (~330M in 2016 to ~430M in 2021)<sup>2</sup>, growing working age population (~810M in 2016 to ~875M in 2021)<sup>3</sup>
- **Scale adoption of digital rails** (e.g., UPI, OCEN) and effective fiscal and monetary policy discipline

Notes: (1) 2023 investments excludes ~\$15B Toshiba–Japan Industrial Partners megadeal in Japan; (2) Middle class population having household income of INR 5–30 Lakh; (3) Working age population between age 15–59; UPI = Unified Payments Interface; OCEN = Open Credit Enablement Network; PLI = production-linked incentives  
Sources: Pitchbook; AVCJ; Ministry of Statistics and Programme Implementation (MoSPI), Govt. of India; PRICE ICE 360° surveys; Bain & Company

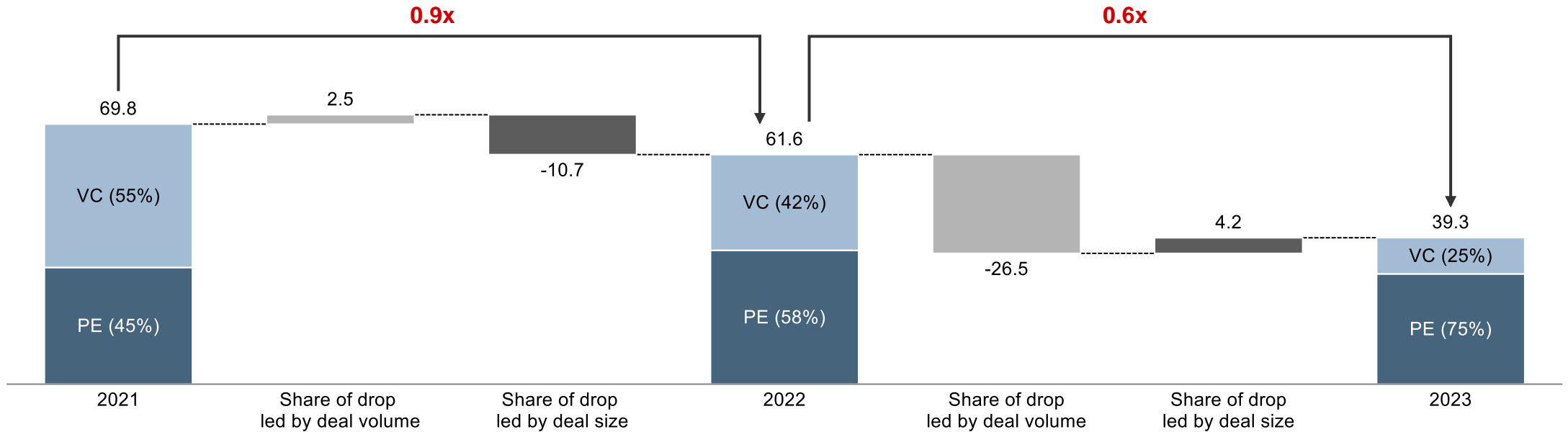
# Dealmaking: Indian PE-VC activity declined by ~35% between 2022 and 2023, from ~\$62B to ~\$39B—returning to pre-pandemic levels



Notes: (\*) Excluding Jio and Reliance Retail megadeals for avg. deal size calculation; Includes real estate and infrastructure, private investment in public equity (PIPE) and venture capital (VC) deals; Deals with undisclosed values are included in the count of deals | Source: Bain & Company

# Dealmaking by Type: The 2023 investment decline was driven by sharp decline in deal volumes—notably in VC deals

Annual PE-VC investments in India (\$B)



Number of deals: 2,067 (2021) → 2,046 (2022) → 1,208 (2023). Multiples: 1x (2021-2022), 0.6x (2022-2023).

Average deal value: \$40.4M (2021) → \$34.4M (2022) → \$38.5M (2023). Multiples: 0.9x (2021-2022), 1.1x (2022-2023).

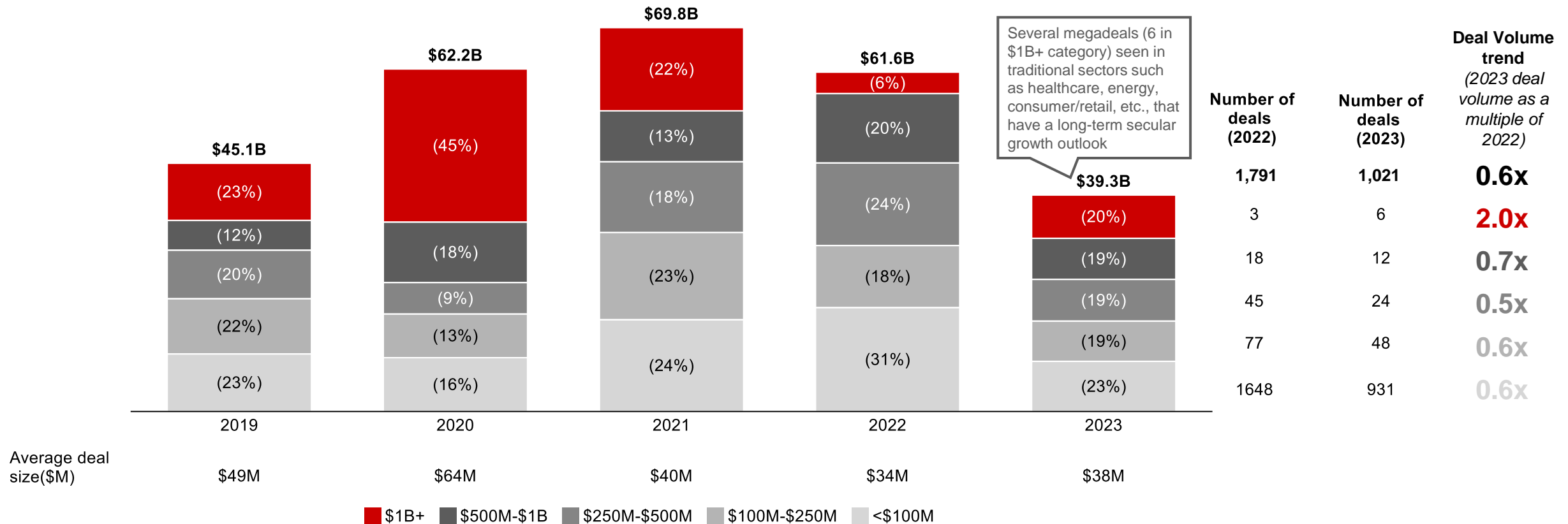
Higher avg. deal size in 2021 vs. 2022, even with high share of VC deals, due to multiple large (>\$500M) VC deals such as Flipkart (\$3.6B), Dream11 (\$0.8B), Swiggy (\$0.8B), etc.

10% increase in average deal value due to sharp decline in VC deals (VC share reduced to 25% in 2023 vs. 42% in 2022)

Notes: Number of deals includes deals with undisclosed values; however, only disclosed deals considered for average deal value calculation; VC defined as deal where a venture capital or growth fund is among the lead investors or where the target firm is in tech domains  
 Source: Bain & Company

# Dealmaking by Scale: Deal volumes dropped across deal sizes as investors pulled back, with only “megadeals” (>\$1B) growing due to scale deals in traditional sectors

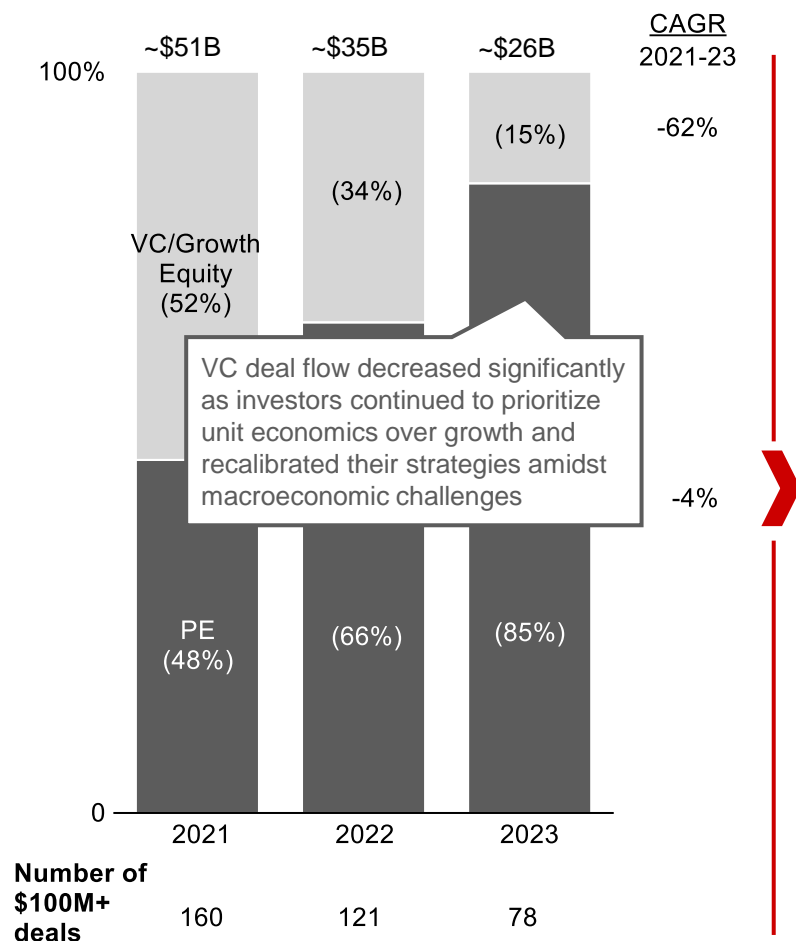
Annual PE-VC investments by deal size in India (\$B)



Notes: 2020 includes Jio and Reliance Retail megadeals; Number of deals includes only deals with publicly disclosed values  
Source: Bain & Company

# Top Deals: PE investments continued to gain share to reach 85%+ of \$100M+ deals; healthcare, energy deals accounted for largest share (~25% each)

Split of \$100M+ deals (by deal type)\*



Overview of top 15 deals in 2023 (excludes real estate and infrastructure)

Company	Lead Investor(s)	Sector	Quarter	Deal type	Value (\$M)
<b>Manipal Hospitals</b>	TPG <sup>1</sup> , Temasek	Healthcare	Q2'23	PE	\$2,000M
<b>Reliance Retail Ventures</b>	QIA, KKR, ADIA	Consumer/Retail	Q3'23, Q3'23, Q4'23 <sup>2</sup>	PE	\$1,846M
<b>HDFC Credila</b>	BPEA EQT, ChrysCapital	BFSI	Q2'23	PE	\$1,350M
<b>Adani Power</b>	GQG Partners	Energy	Q3'23	PE	\$1,100M
<b>Avaada Group</b>	Brookfield	Energy	Q2'23	PE	\$1,000M
<b>PhonePe</b>	General Atlantic, Walmart	Fintech	Q2'23	VC/Growth	\$850M
<b>Greenko Energy</b>	ADIA, GIC	Energy	Q1'23	PE	\$700M
<b>Adani Enterprises</b>	GQG Partners	Advanced Mfg.	Q1'23	PE	\$660M
<b>Indira IVF</b>	BPEA EQT	Healthcare	Q3'23	PE	\$660M
<b>Adani Ports &amp; SEZ</b>	GQG Partners	Shipping & Logistics	Q1'23	PE	\$640M
<b>Lenskart</b>	ADIA, ChrysCapital	Consumer tech	Q1'23, Q2'23 <sup>3</sup>	VC/Growth	\$600M
<b>CARE Hospitals</b>	Blackstone	Healthcare	Q4'23	PE	\$580M
<b>International Gemological Institute</b>	Blackstone	Others	Q2'23	PE	\$535M
<b>Quest Global</b>	Carlyle	IT/ITeS	Q3'23	PE	\$500M
<b>Hexa Climate</b>	I Squared Capital	Energy	Q4'23	PE	\$500M

Notes: (\*) Excludes real estate and infrastructure: all real estate construction companies and infrastructure development firms except firms related to energy generation/distribution or ports; (1) TPG fully exited from its 2015 investment through TPG Asia VI fund, reinvested through its new TPG Asia VIII fund; (2) Includes three separate deal rounds in Reliance Retail - \$1000M from QIA (Q3), \$249M from KKR (Q3), \$596M from ADIA (Q4); (3) Lenskart: ~\$500M from ADIA (Q1), \$100M from ChrysCapital (Q2)  
Source: Bain & Company



A scenic landscape at sunrise or sunset. The sun is low on the horizon, casting a warm glow and long shadows across a range of mountains. In the foreground, there are silhouettes of trees and a village with traditional buildings. The sky is a mix of deep blue and soft orange.

3

Investment  
Themes: A return  
to fundamentals

Sector  
deep dive

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Focus on  
value creation

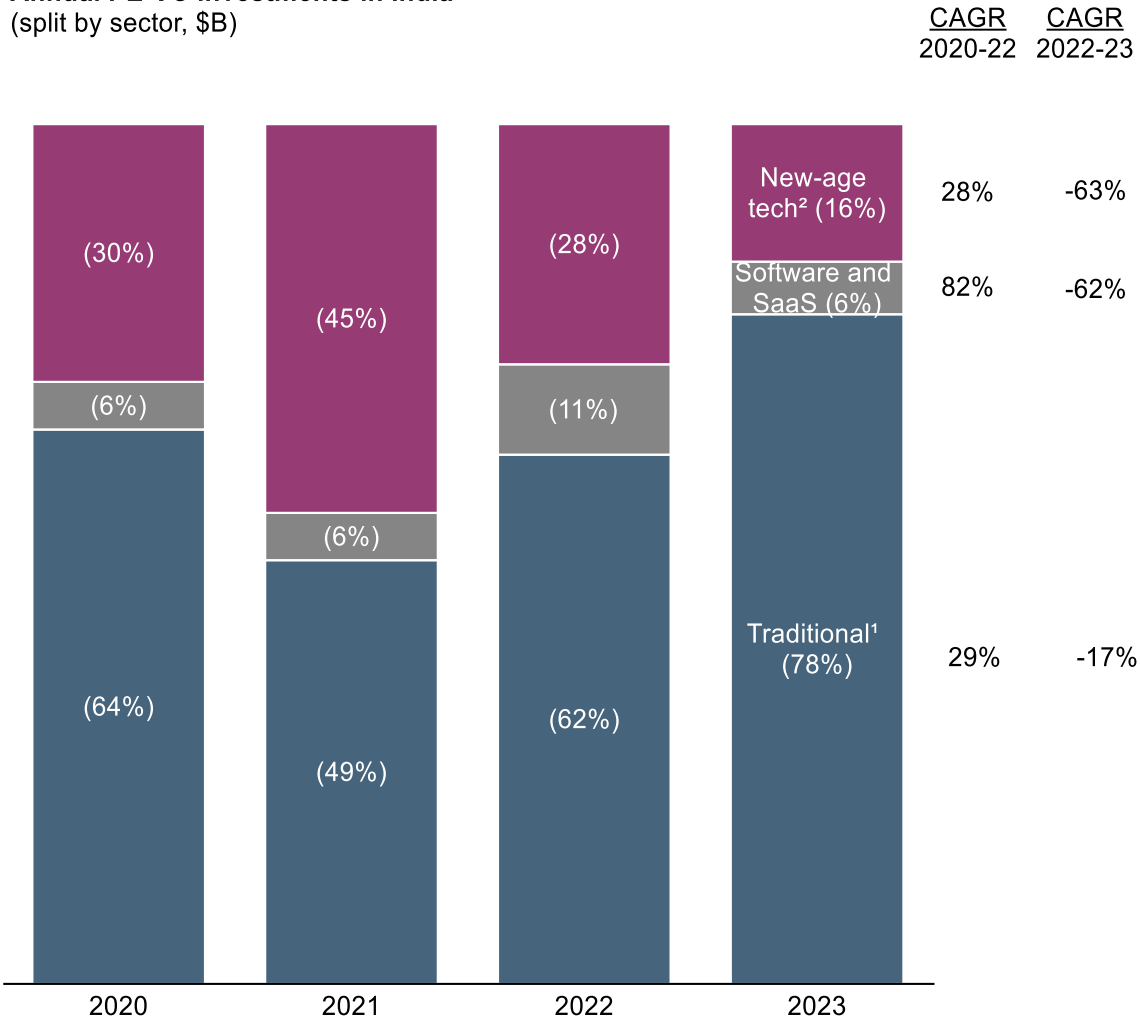
# Investment Themes: A return to fundamentals | Sector deep-dive

- ▶ **Traditional sectors have shown resilience** and gained market share, with ~75% of investments in 2023, compared to ~60% in 2022, as investors continue to support established business models with long-term growth potential.
  - **Healthcare investments hit a record high of ~\$5.5 billion in 2023**, driven by a threefold increase in provider deals compared to 2022. Ongoing consolidation in multi-specialty and the emergence of scale assets with attractive business profiles in single-specialty were key factors.
  - **Advanced manufacturing investments grew by ~20% CAGR over 2021–23**, driven by supply chain diversification, government incentives, and numerous scale assets coming to market.
  - **IT/ITeS deal activity continued to taper** (declining by ~65%) as valuations remained elevated and end markets demand remained subdued.
  - **Mirroring the overall decline in investments, SaaS and new-age tech fell by ~60%**, with well-funded scale SaaS companies staying out of the market, and new-age tech declining as investors focused on profitability.
- ▶ **Strong deal activity is expected in healthcare and advanced manufacturing across sub-segments in 2024.**
  - **Healthcare is likely to witness continued deal activity across multi-spec and single-spec providers.** Multiple scale pharma and medtech deals are likely to come to market.
  - **Within advanced manufacturing: packaging, electronics, and EV sectors are likely to see an increase in deal activity** as scale assets in globally competitive niches are likely to come to market, electronics manufacturing is expanding rapidly with government support, and EV penetration is on the rise.



# Sector Overview: Traditional sectors demonstrated resilience in an otherwise slowing market, reflecting appetite for strong fundamentals and secular growth

Annual PE-VC investments in India  
(split by sector, \$B)



## Investment Trends

### New-age tech

- **New-age tech sectors declined by ~65% over 2022–23** due to cautionary sentiment amongst investors as they increased focus on business model viability and proven economics vs. growth
- Despite this, scale deals (\$500M+) in PhonePe and Lenskart reflected investors' ongoing willingness to back market-leading businesses<sup>3</sup>

### Software & SaaS

- **SaaS dealmaking contracted** as most scale assets were well-funded post 2020–21 deal surge (with attractive unit economics that limit burn) and wanted to avoid down rounds

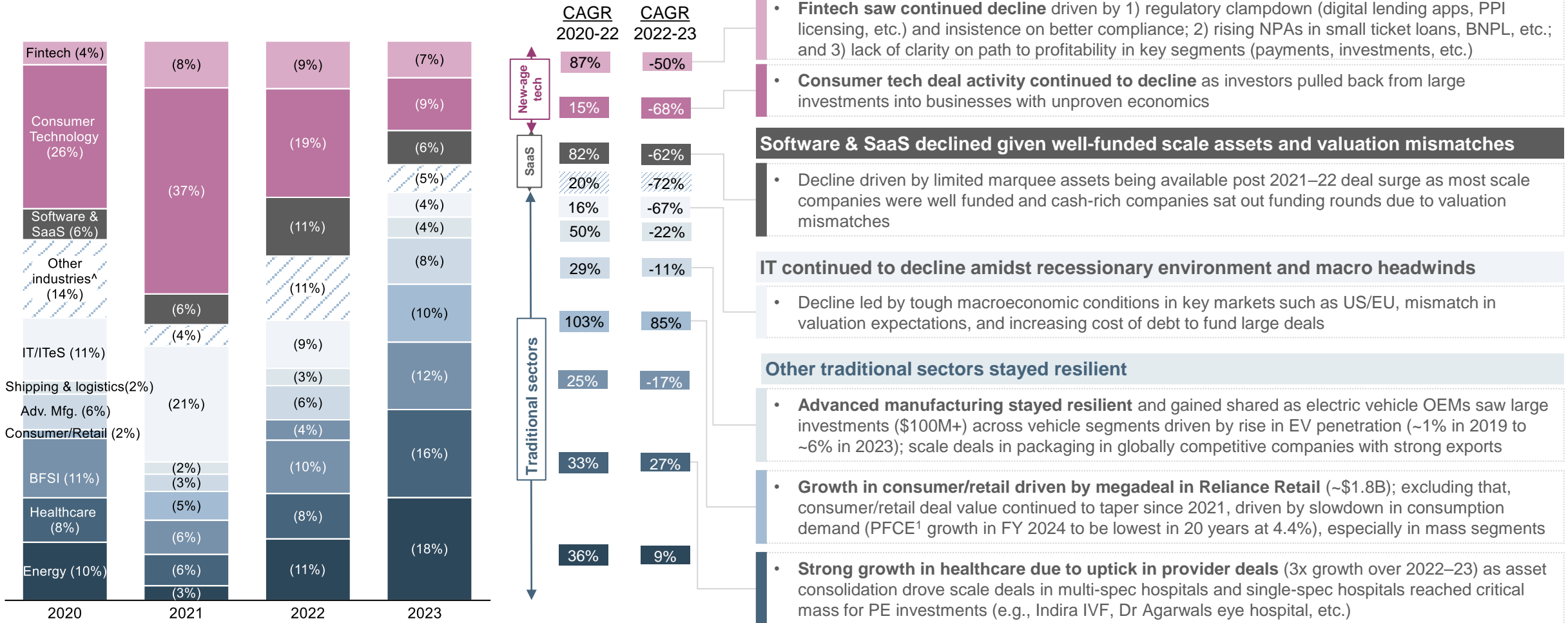
### Traditional

- **Most traditional sectors stayed resilient** as investors sustained interest in mature businesses with long-term secular growth
  - **The segment saw 5 megadeals (>\$1B)** including Manipal Hospitals, Reliance Retail, HDFC Credila, Adani Power, and Avaada Group
- Strong growth (10%+ growth over 2022–23) in consumer/retail (on the back of investment in Reliance Retail), healthcare, energy sectors
- However, IT/ITeS continued to decline as 1) valuations have yet to come down, with sellers expecting high multiples of 2021–22; 2) end markets slowed across traditional and digital IT; and 3) the cost of debt increased

Notes: Sectors exclude real estate and infrastructure; (1) Traditional includes energy, healthcare, BFSI, consumer/retail, mfg., shipping & logistics, IT/ITeS, etc; (2) New-age tech includes consumer tech and fintech; (3) Lenskart reported net profit of INR 260 Cr in FY 2023, PhonePe reported adjusted EBITDA (excl. ESOP) of INR 159 Cr in FY 2023; Source: Bain & Company

# Focus Sectors: Consumer/retail, healthcare, advanced manufacturing, and energy remained resilient and in many cases grew between 2022 and 2023

Annual PE-VC investments in India\*  
(split by sector, \$B)



## New-age tech witnessed continued decline driven by cautionary investment sentiment

- **Fintech saw continued decline** driven by 1) regulatory clampdown (digital lending apps, PPI licensing, etc.) and insistence on better compliance; 2) rising NPAs in small ticket loans, BNPL, etc.; and 3) lack of clarity on path to profitability in key segments (payments, investments, etc.)
- **Consumer tech deal activity continued to decline** as investors pulled back from large investments into businesses with unproven economics

## Software & SaaS declined given well-funded scale assets and valuation mismatches

- Decline driven by limited marquee assets being available post 2021–22 deal surge as most scale companies were well funded and cash-rich companies sat out funding rounds due to valuation mismatches

## IT continued to decline amidst recessionary environment and macro headwinds

- Decline led by tough macroeconomic conditions in key markets such as US/EU, mismatch in valuation expectations, and increasing cost of debt to fund large deals

## Other traditional sectors stayed resilient

- **Advanced manufacturing stayed resilient** and gained shared as electric vehicle OEMs saw large investments (\$100M+) across vehicle segments driven by rise in EV penetration (~1% in 2019 to ~6% in 2023); scale deals in packaging in globally competitive companies with strong exports
- **Growth in consumer/retail driven by megadeal in Reliance Retail** (~\$1.8B); excluding that, consumer/retail deal value continued to taper since 2021, driven by slowdown in consumption demand (PFCE<sup>1</sup> growth in FY 2024 to be lowest in 20 years at 4.4%), especially in mass segments
- **Strong growth in healthcare due to uptick in provider deals** (3x growth over 2022–23) as asset consolidation drove scale deals in multi-spec hospitals and single-spec hospitals reached critical mass for PE investments (e.g., Indira IVF, Dr Agarwals eye hospital, etc.)

Notes: Manufacturing reclassified as advanced manufacturing vs. earlier years to include EV deals; (\*) Sectors exclude real estate and infrastructure; (^) Other industries includes telecom, media & entertainment, engg. & construction, space tech, sports franchising, education, etc.; (1) PFCE = Private Final Consumption Expenditure  
Source: Bain & Company

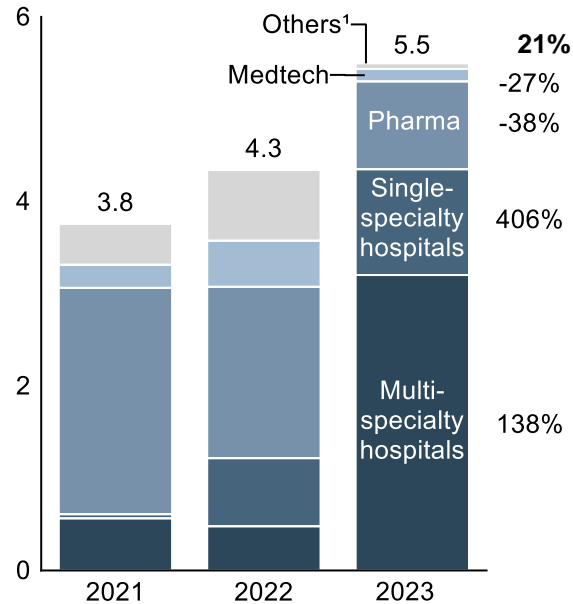
# Sector Deep Dive—Healthcare: Healthcare investments reached a record ~\$5.5B in 2023, led by large-scale multi- and single-specialty provider deals

Legend: Strong outlook Moderate outlook Negative outlook

## Provider deals grew ~3x in value

Healthcare PE-VC investments in India (Split by subsectors, \$B)

CAGR 2021–23



Deal volume (#)	127	124	69
Percentage of HC deal value in total PE-VC <sup>2</sup>	6%	8%	16%

Note: (1) Others includes out-of-hospital formats, health-tech firms, pharmacy retailers, etc.; (2) Select examples (non-exhaustive); (3) Primarily focused on oncology  
Source: Bain & Company

## Key drivers of deal activity in 2023

Segment	Key drivers
<b>Multi-specialty hospitals</b>	<ul style="list-style-type: none"> <li>• <b>Large-scale transactions attracting buyout funds/sovereigns</b> <ul style="list-style-type: none"> <li>– Consolidation driving availability of scale assets and thus attracting larger funds (Manipal grew 2.7x over FY 2021–23, driven by acquisition of Columbia Asia and Vikram Hospitals)</li> <li>– Increased transactability with promoter/doctor-led businesses open to control deals (e.g., Ivy, KIMS)</li> </ul> </li> </ul>
<b>Single-specialty hospitals</b>	<ul style="list-style-type: none"> <li>• <b>Scale asset class attracting a broader range of investors</b> <ul style="list-style-type: none"> <li>– Scale assets emerging (14 with \$20M+ revenue in FY 2023)</li> <li>– Attractive business profiles (superior operating economics, low capex, less dependency on star doctors)</li> <li>– Regulatory tailwinds (“Netra Jyoti Abhiyan” to clear backlog of cataract surgeries post-Covid, ART Act in IVF)</li> </ul> </li> </ul>

## Outlook for deal activity in 2024

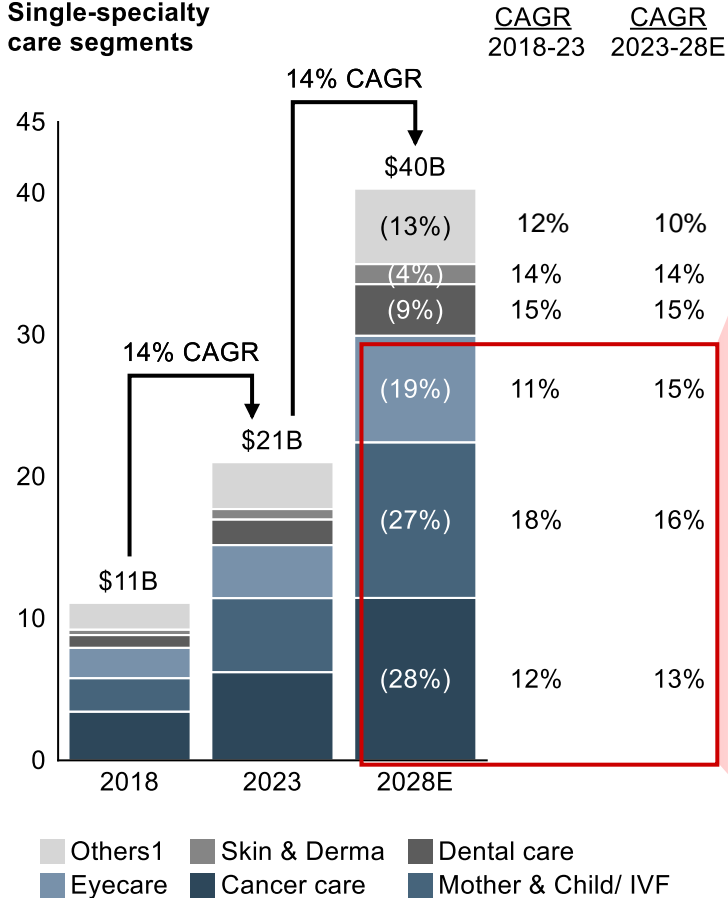
Segment	2024 Outlook	Drivers	Potential deals in '24 <sup>2</sup>
<b>Multi-spec hospitals</b>		• Potential deal activity with scale assets coming up for fresh capex/investment cycle (11 out of 17 \$100M+ assets did not transact in past 5 years)	Aster DM
<b>Single-spec hospitals</b>		• Emerging number of scale assets (notably in underpenetrated categories such as eyecare, IVF, oncology), multiple assets likely to come to market in 2024	HCG <sup>3</sup> Centre for Sight Motherhood
<b>Pharma</b>		• Sourcing diversification tailwinds from China, govt. incentives (PLI for KSMs, APIs), growing platform play by funds (Advent – Cohance, Carlyle – Vijash)	BSV   Sequent Emcure Pharma Sai life sciences
<b>Medtech</b>		• Positive sector outlook (11%–12% growth over FY 2022–27) with increasing shift to domestic manufacturing (25% share in FY 2022 vs. 20% in FY 2019); deals likely in select scale assets in 2024	Healthium Tynor SMT Flamingo

# Healthcare Deep Dive—Single-specialty: Numerous sub segments (eyecare, IVF, oncology) have high growth potential, with multiple assets reaching critical scale

Strong activity
  Moderate activity
  Limited activity
 Likely to transact in 2024

## Market outlook

Single-specialty care segments



## Future outlook: Key drivers

	Deals (2022–23)	Key growth drivers	Scale assets <sup>7</sup>
<b>Eyecare</b>	(~\$425M, 3 deals)	<ul style="list-style-type: none"> <li><b>Increase in incidence of ocular conditions</b> due to aging population (60+ age = ~139M in 2019; ~319M in 2050) and rising incidence of NCDs<sup>2</sup> (e.g., diabetes, which leads to ocular diseases such as diabetic retinopathy)</li> </ul>	<div style="border: 1px dashed red; padding: 2px; margin-bottom: 5px;">Centre for Sight</div> <div style="border: 1px dashed red; padding: 2px; margin-bottom: 5px;">Disha Medical Services</div> <div style="border: 1px solid #ccc; padding: 2px; margin-bottom: 5px;">ASG Eye Hospitals</div> <div style="border: 1px solid #ccc; padding: 2px; margin-bottom: 5px;">Maxivision</div> <div style="border: 1px solid #ccc; padding: 2px;">Dr Agarwals</div>
<b>Mother &amp; Child/IVF</b>	(~\$760M, 4 deals)	<ul style="list-style-type: none"> <li><b>Increasing incidence of infertility</b> (to grow 2x between 2015–28<sup>3</sup>) due to lifestyle changes, increase in awareness (10 p.p.<sup>4</sup> rise in patients visiting IVF clinics directly), and tech evolution (pre-implantation genetic testing, AI-powered embryo selection, etc.) to achieve higher success rates</li> <li><b>Growing penetration of organized players</b> (~27% of total IVF cycles in 2023 vs. ~24% in 2019) due to favorable policies (ART Act 2021<sup>5</sup> for clinical governance), quality assurance, and higher brand recall</li> </ul>	<div style="border: 1px dashed red; padding: 2px; margin-bottom: 5px;">Motherhood</div> <div style="border: 1px dashed red; padding: 2px; margin-bottom: 5px;">Cloudnine</div> <div style="border: 1px solid #ccc; padding: 2px; margin-bottom: 5px;">Indira IVF</div> <div style="border: 1px solid #ccc; padding: 2px; margin-bottom: 5px;">Oasis Fertility</div> <div style="border: 1px solid #ccc; padding: 2px;">Nova IVF</div>
<b>Oncology</b>	(~\$20M, 3 deals)	<ul style="list-style-type: none"> <li><b>Rising cancer incidence</b> (from ~3M to ~5M per annum between FY 2023–34E) due to increasing prevalence of risk factors (tobacco usage, pollution levels) and aging population</li> <li><b>Growing realization</b> due to shift towards higher priced organized<sup>6</sup> players (20%+ CAGR vs. 8%–10% for other players over FY 2017–23), increasing adoption of higher realization therapies (robotic surgeries, immunotherapies, target therapies, etc.), and high-priced genetic tests</li> </ul>	<div style="border: 1px dashed red; padding: 2px; margin-bottom: 5px;">HCG<sup>8</sup></div> <div style="border: 1px dashed red; padding: 2px; margin-bottom: 5px;">Omega Hospitals</div> <div style="border: 1px solid #ccc; padding: 2px; margin-bottom: 5px;">American Oncology Institute</div> <div style="border: 1px solid #ccc; padding: 2px;">ClearMedi Healthcare</div>

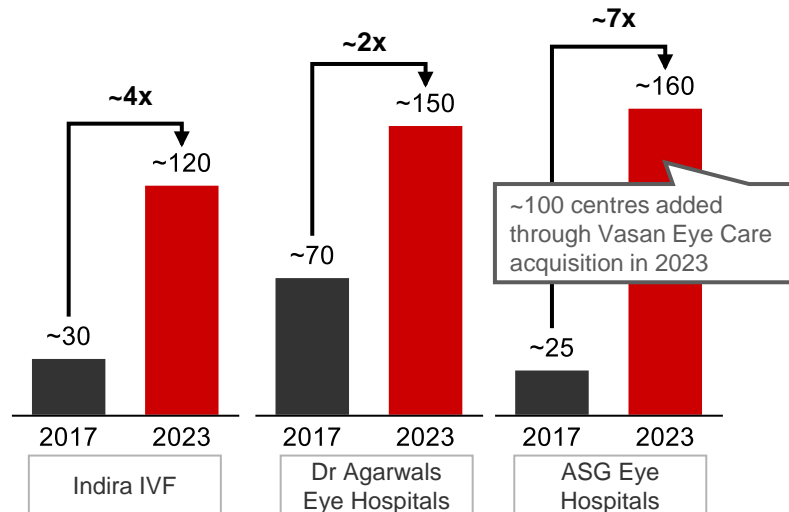
Notes: (1) Others include diabetes and kidney care; (2) NCD = non-communicable diseases; (3) Expected to grow from 20M in 2015 to 40M in 2028; (4) 25%–30% patients approach IVF clinics themselves vs. gynae referrals, up from 15%–20% in 2019; (5) ART = assisted reproductive technology; (6) Organized players refer to corp. chains such as Max, Fortis, etc., and standalone oncology chains such as HCG, etc.; (7) Select examples, not exhaustive; (8) Primarily focused on oncology  
Sources: Euromonitor; Secondary research; Bain & Company

# Healthcare Deep Dive—Single-specialty: Interest has been driven by the presence of scale assets with efficient operating models, appealing to wider set of investors

## Scaled investable assets

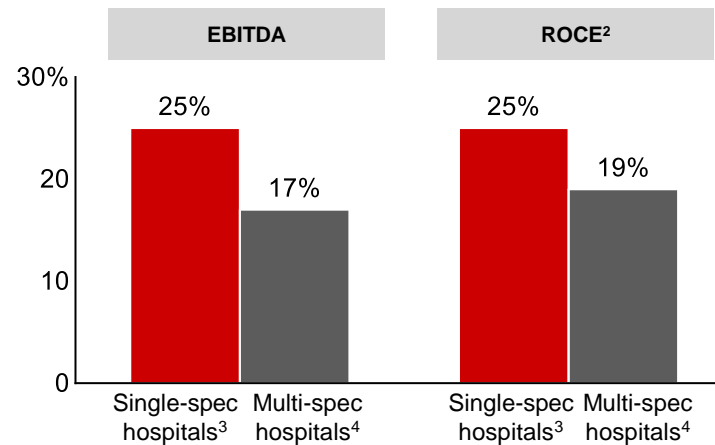
- **Presence of scaled assets**, with 14 crossing \$20M+ annual revenue by FY 2023 across key segments such as IVF, eyecare, oncology
- **Multiple players expanded footprint:** Indira IVF grew ~4x, eyecare providers Dr Agarwals scaled ~2x, and ASG eye hospitals scaled ~7x over last 6 years

Number of centres<sup>1</sup>



## Highly efficient operating model

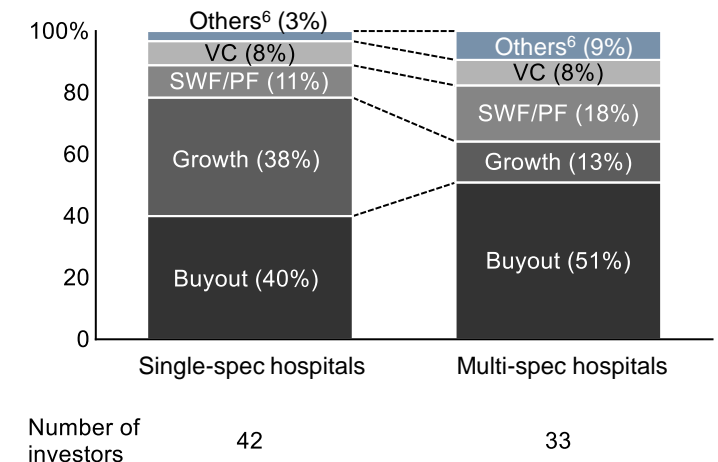
- **Efficient operating model driving margins & scale:**
  - **Hub and spoke model:** Economies of scale and efficiencies driven by shared pool of doctors, equipment across locations leading to better margins
  - **Asset light models with high ROCE<sup>2</sup>** due to lower setup cost (equipment, space, etc.) per hospital unit
  - **Less dependency on star doctors** with ability to create standardized trainings, procedures for less experienced professionals



## Appeal to wider set of investor base

- **25%+ more investors** (42 vs. 33 investors in multi-specialty) in single-specialty vs. multi-specialty across 2022–23 due to less complexity and limited capex requirement
- **Appeal to wider investor base**, especially growth funds, due to presence of smaller scale assets which require smaller cheques

PE-VC Deal value (disclosed deals in 2022–23)<sup>5</sup>



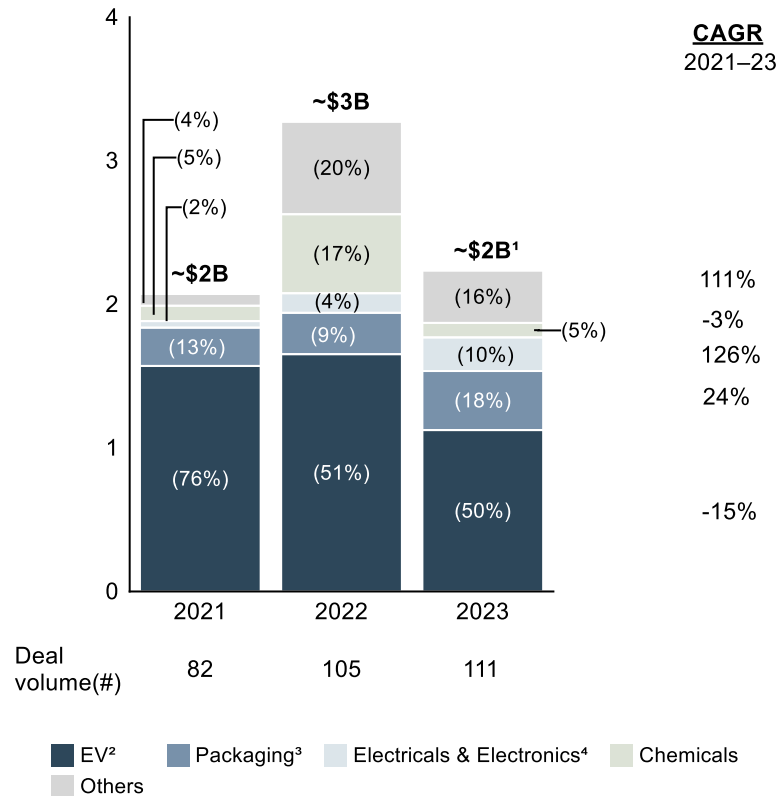
Notes: (1) Number of centres includes international centres for Dr Agarwals; (2) ROCE = return on capital employed; (3) Includes latest available financials for HCG (FY 2023), Indira IVF (FY 2022), Dr Agarwals (FY 2023); (4) Includes FY 2023 financials of Apollo, Max, Fortis, Medanta; (5) Deal value excludes high-value deals of Manipal Hospitals and Indira IVF; (6) Includes other asset classes like AIFs, mutual funds, angel investors, distressed asset funds, etc.  
Source: Bain & Company

# Sector Deep Dive—Advanced Manufacturing: Investment growth driven by China+1 tailwinds, government incentives, and scale assets coming to market

Legend: Strong outlook Moderate outlook Negative outlook

## Advanced manufacturing deal activity

Advanced manufacturing PE-VC investments in India  
(Split by subsectors, \$B)



## Key drivers of deal activity in 2023

Segment	Key drivers
<b>Electric Vehicles<sup>2</sup></b>	<ul style="list-style-type: none"> <li><b>OEMs drove 70%+ of EV deal value with increasing EV penetration</b> <ul style="list-style-type: none"> <li>6% EV penetration in 2023, up from ~1% in 2019, expected to reach 40% by 2030</li> <li>Large investments (\$100M+) across vehicle segments, e.g., Ola Electric, Ather Energy, Mahindra EV, TI Clean Mobility</li> </ul> </li> </ul>
<b>Packaging<sup>3</sup></b>	<ul style="list-style-type: none"> <li><b>Scale deals in globally competitive companies with strong exports</b> <ul style="list-style-type: none"> <li>Two \$100M+ deals in Polyplex and Tufropes, with both companies having 70%+ sales from exports</li> <li>Competitiveness driven by market leadership position—Polyplex 7<sup>th</sup> largest capacity of PET films globally; Tufropes largest capacity of high-performance synthetic fiber ropes</li> </ul> </li> </ul>

## Outlook for deal activity in 2024

Segment	Outlook	Drivers	Potential deals in '24 <sup>6</sup>
<b>Packaging</b>		Select, high-quality assets with globally competitive niches, e.g., in laminated tube packaging, specialty-glass packaging, with India-based manufacturing likely to come to market	Manjushree PGP Glass Essel Propack
<b>Electronics</b>		Tailwinds from China+1, especially in EMS <sup>5</sup> , govt. support via production-linked incentives, expansion plans by EMS players into new segments such as IT hardware, and new value chain capabilities such as ODM from pure assembly	Riot Labz
<b>Electric Vehicles<sup>2</sup></b>		Strong deal activity expected in EV OEMs with already-funded scale assets looking for capacity expansion and charging infra/battery-swapping players looking to expand geographic footprint and enter new EV segments	Ather Altigreen Sun Mobility

Notes: (1) Excludes ~\$660M investment in Adani Enterprises by GQG partners; (2) Includes EV OEMs, battery mfg., EV components mfg., charging infra.; (3) Includes polymers and plastics; (4) Includes machinery; (5) EMS = electronics manufacturing services; (6) Select examples (non-exhaustive)  
Sources: Vahan Dashboard; Bain & Company

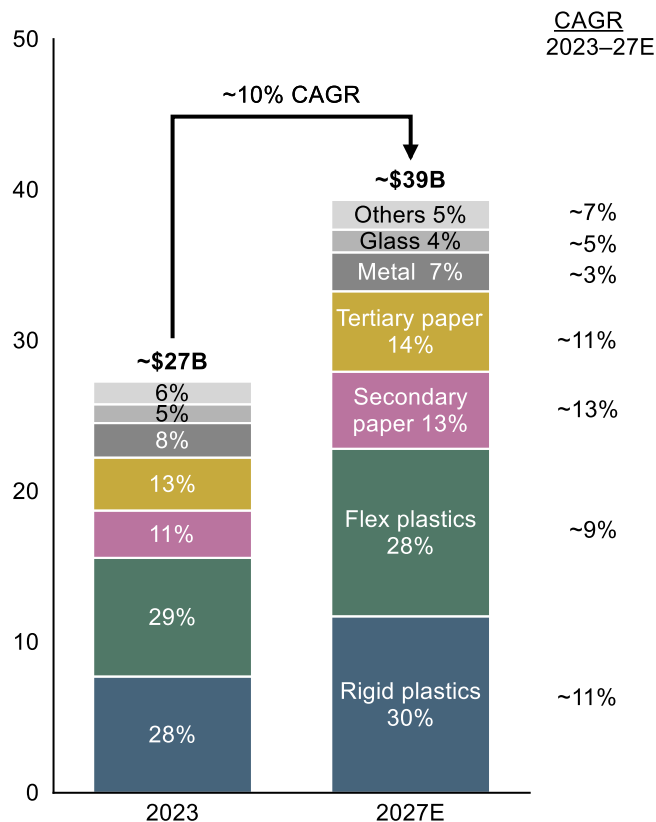


# Advanced Manufacturing Deep Dive—Packaging: Revenues of India-based companies to grow ~10% p.a.; plastics & secondary paper segments most attractive

Strong activity
  Moderate activity
  Limited activity
 Likely to transact in 2024

## Market outlook

Packaging revenue<sup>1</sup> by material



## Future outlook: Key drivers

	Deals ('22-'23)	Key growth drivers	Scale assets <sup>2</sup>
<b>Rigid plastics</b>	No recent deals	<ul style="list-style-type: none"> <li><b>Growth of key end-use industries (FMCG, F&amp;B), limited regulatory headwinds</b> due to reusability and low impact of single-use plastic regulations, low substitution risk given lighter weight and lower costs</li> <li>Fragmented landscape (top 5 players hold ~10% share of domestic + exports market); ongoing consolidation led by top 5 players expected to drive deal activity</li> </ul>	<span style="border: 1px dashed red; padding: 2px;">Manjushree</span> SSF Hitech Mold-tek Chemco
<b>Flex plastics</b>	<span style="display: inline-block; width: 10px; height: 10px; background-color: #ccc; border-radius: 50%;"></span> (~\$430M, 2 deals)	<ul style="list-style-type: none"> <li><b>Growth in key end-verticals (FMCG, pharma) and ongoing premiumization (e.g., metallic look)</b> driving demand, albeit slower growth vs. rigid plastics due to regulatory headwinds and substitution by paper</li> <li>Consolidated landscape (top 10 players hold ~60% share in domestic + exports market), deal activity to be driven by ~10 scale assets (&gt;\$40M rev.); esp. in organized segments like laminated tubes &amp; packaging films</li> </ul>	<span style="border: 1px dashed red; padding: 2px;">Essei Propack</span> UFlex   Amcor Jindal Poly Films Polyplex Cosmo Films
<b>Secondary paper</b>	<span style="display: inline-block; width: 10px; height: 10px; background-color: #eee; border-radius: 50%;"></span> (~\$40M, 2 deals)	<ul style="list-style-type: none"> <li><b>Growth of e-commerce, shift towards sustainable packaging</b> especially for MNCs (replacing plastics in industries like F&amp;B, FMCG)</li> <li>Fragmented landscape with top 5 players holding only ~10% share in domestic + exports market; scale assets (2 with \$100M+ revenue, 3 with \$20–\$50M) likely to drive deal activity</li> </ul>	<span style="border: 1px dashed red; padding: 2px;">Parksons</span> TCPL Borkar Temple
<b>Glass</b>	No recent deals	<ul style="list-style-type: none"> <li><b>Specialty glass segment attractive</b> given higher margins (20%–30% EBIT vs. 5%–8% for bulk glass), demand from global market in multiple verticals like pharma, F&amp;B, and value growth due to premiumization</li> <li>Deal activity to be driven by limited scale assets in specialty glass</li> </ul>	<span style="border: 1px dashed red; padding: 2px;">PGP Glass</span> HNG AGI glaspac Sunrise Glass

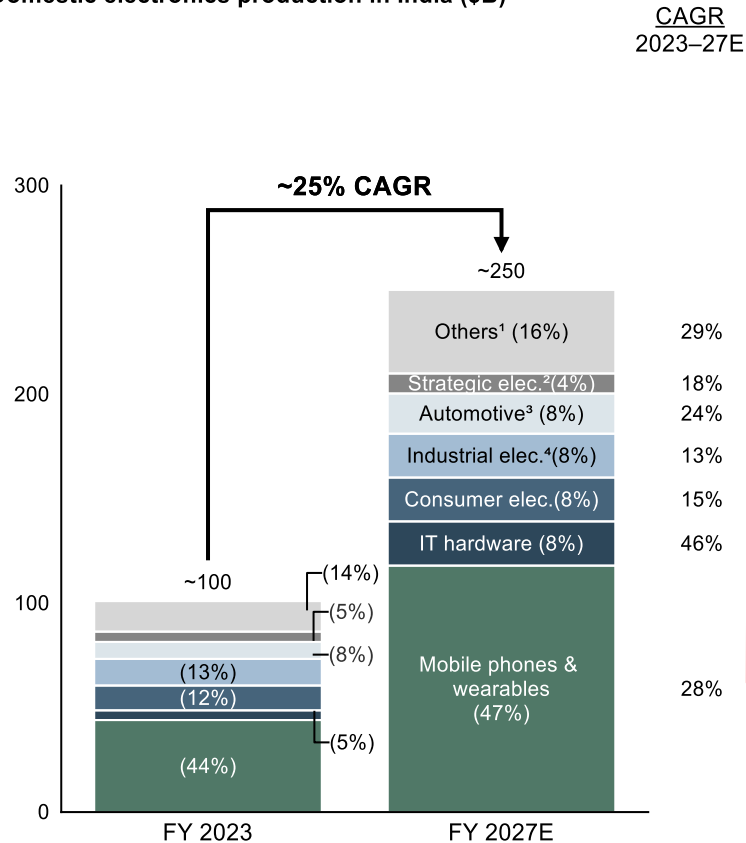
Notes: (1) Domestic and exports revenues of India-based packaging companies, including India operations of foreign companies; (2) Select examples, not exhaustive  
 Sources: Market participants; Bain & Company

# Advanced Manufacturing Deep Dive—Electronics: Production in India expected to grow ~25% p.a.; mobile, consumer electronics, and IT hardware attractive subsectors

Likely to transact in 2024

## Market outlook

Domestic electronics production in India (\$B)






## Future outlook: Key drivers

	Deals (2022-23)	Key growth drivers	Scale assets <sup>8</sup>
<b>Overall electronics</b>	~\$110M (5 deals) <sup>5</sup>	<ul style="list-style-type: none"> <li>Sourcing diversification away from China, govt. policies such as PLI, SPECS<sup>6</sup>, EMC 2.0<sup>7</sup></li> </ul>	
<b>Mobile phones &amp; wearables</b>	No recent deals	<ul style="list-style-type: none"> <li><b>Increasing smartphone penetration, faster replacement cycles, large export uptake</b> by leading players like Apple, increasing backward integration (e.g., into components), and localization                             <ul style="list-style-type: none"> <li>Indian wearables OEMs boAt, Noise to increasingly shift to domestic EMS players</li> </ul> </li> <li>Deal activity to be driven by existing scale EMS assets, more companies entering mobile assembly and EMS players entering wearables segment</li> </ul>	<ul style="list-style-type: none"> <li>Dixon</li> <li>Bharat FIH</li> <li>Tata Electronics</li> </ul>
<b>Consumer electronics</b>	~\$70M (2 deals)	<ul style="list-style-type: none"> <li><b>Increasing domestic penetration of consumer durables</b>, export surge, and favorable duty structure for import substitution</li> <li>Deal activity to be driven by 7-8 scale EMS assets (4 already present, 3-4 likely to enter consumer electronics assembly), and assembly-focused EMS players acquiring design capabilities and entering ODM space</li> </ul>	<ul style="list-style-type: none"> <li>Dixon</li> <li>Amber</li> <li><b>Riot Labz</b></li> <li>Syrma SGS</li> <li>Kaynes</li> <li>Elin</li> </ul>
<b>IT hardware</b>	No recent deals	<ul style="list-style-type: none"> <li><b>Growing PCs, laptops, tablets adoption by students in educational institutions</b>, increased procurement by govt. driven by digitization drive, govt. push towards import substitution                             <ul style="list-style-type: none"> <li>~80% demand currently being met through imports primarily from Chinese EMS players</li> </ul> </li> <li>3-4 scale EMS assets (Dixon, Avalon, Syrma, VVDN) entering IT hardware assembly to drive deal activity</li> </ul>	<ul style="list-style-type: none"> <li>VVDN</li> <li>Panache</li> </ul>

Notes: (1) Includes telecom equipment, LED lighting, and electronic components; (2) Aerospace and defense-related electronics such as radars and sonars, military communication systems; (3) Electrically operated systems in vehicles such as body electronics, connectivity, safety systems, and infotainment; (4) Includes power electronics, DC/AC converters, material handling, and industrial robots-related electronics; (5) Deals >\$5M have been considered; (6) Scheme for Promotion of Mfg. of Electronic Components & Semiconductors; (7) Modified Electronics Manufacturing Clusters Scheme; (8) Select examples, not exhaustive, companies can have presence in multiple industries apart from the ones mentioned

Sources: Bain & Company; Ministry of Electronics and IT; Secondary research

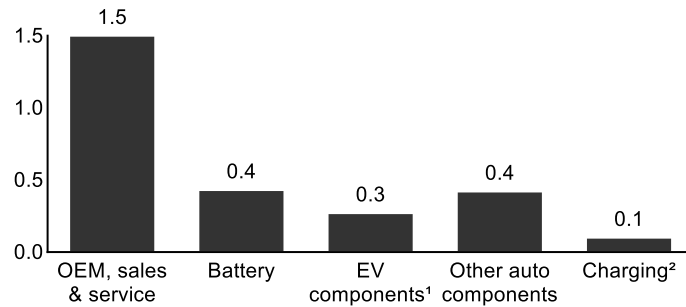
# Advanced Manufacturing Deep Dive—EV: Market expected to see strong deal activity in OEMs and charging infrastructure/battery-swapping players

 Strong activity
  Moderate activity
  Limited activity

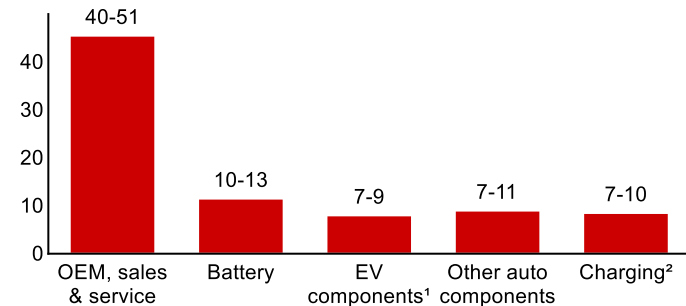
Likely to transact in 2024

## EV revenue pool

EV revenue pool, FY 2022 (\$B)



EV revenue pool, FY 2030E (\$B)




CAGR FY 2022-30E<sup>3</sup>

Category	CAGR (%)
OEM, sales & service	53%
Battery	49%
EV components <sup>1</sup>	47%
Other auto components	51%
Charging <sup>2</sup>	113%

## Future outlook: Key drivers

### Deals (2022-23)

#### OEMs


  
 ~\$2.2B  
 (34 deals)

- Strong growth outlook driven by launch of lower-cost offerings, expansion of distribution network** beyond metros, improved charging infra., increasing demand from B2B segment (2Ws, EV taxis), and govt. incentives
  - EV penetration expected to increase from 6% in 2023 to 40% by 2030
  - Growing adoption by 2W fleet operators due to better TCO vs. ICE
- Deal activity to be driven by already-funded scale assets planning capacity expansion, launching new products

#### Charging Infrastructure (incl. battery-swapping)


  
 ~\$250M  
 (12 deals)

- Strong growth outlook given under-developed charging infrastructure** in India
  - 200 EVs per commercial charging point in India vs. 20 in USA and <10 in China
- Deal activity to be primarily driven by growing charging infra. and battery-swapping players (largely E3W focused) looking to expand geographic footprint/into new EV segments

### Key growth drivers

### Scale assets<sup>5</sup>

Tata EV<sup>4</sup>  
TVS Ather  
Altigreen

Mahindra Electric  
Ola Electric  
Euler

Sun Mobility  
Battery Smart

ElectricPe  
Lithium  
Chargezone  
Magenta  
Bolt.Earth

Notes: (1) EV Components include electrical systems, mechatronics and thermal management, software and telematics; (2) Charging includes battery-swapping, charger, and associated products manufacturing and charging services companies; (3) CAGR for mid-point of FY 2030 estimated revenue pool; (4) Likely to do IPO with some investments by anchor PE investors; (5) Select examples, not exhaustive  
 Source: Bain & Company

An aerial photograph showing a multi-lane highway with traffic, flanked by greenery and a body of water on the right. In the background, there are several high-rise apartment buildings and a large mountain range under a clear blue sky.

3

Investment  
Themes: A return  
to fundamentals

Sector  
deep dive

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Focus on  
value creation

# Investment Themes: A return to fundamentals | Focus on value creation

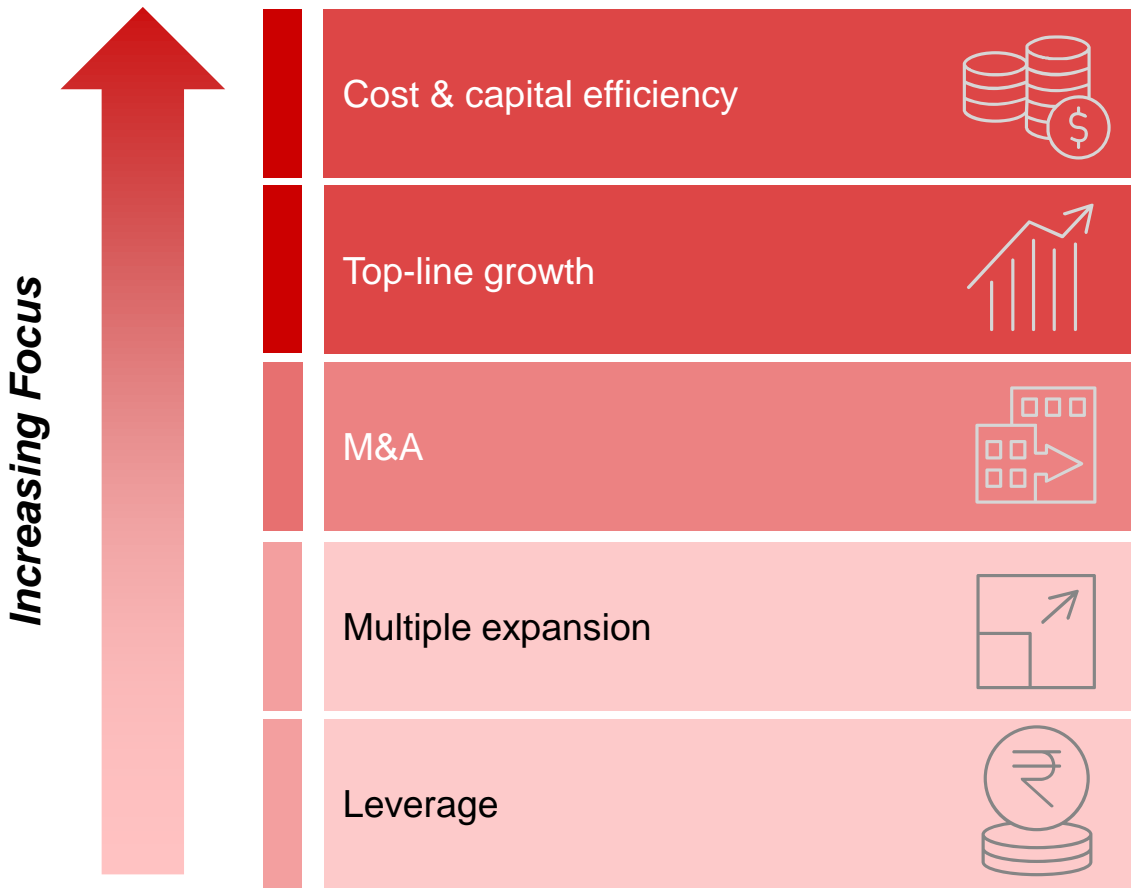
- ▶ With subdued deal flow and rising interest rates, Indian funds are increasingly focusing on portfolio and value creation to drive returns.
  - **Funds expect cost improvement and top-line growth to be a primary driver of returns**, replacing financial leverage and multiple expansion.
  - **Funds are actively expanding their operating teams, with a twofold increase over 2019 to 2023.** The teams follow diverse operating models and consist of a mix of functional experts, generalists/sector experts, and advisors to drive operational improvement and provide strategic guidance to portfolio companies.
  - **Funds are increasingly relying on doing due diligences holistically**, including those for environmental, social, and governance (ESG), ops and tech, and commercial DDs, to assess risks comprehensively and identify early value creation opportunities. 80% of funds now embed ESG/ops/tech DDs alongside traditional CDDs.



# Funds are increasingly focused on cost efficiencies and top-line growth driving returns and are differentially focusing on portfolio value creation

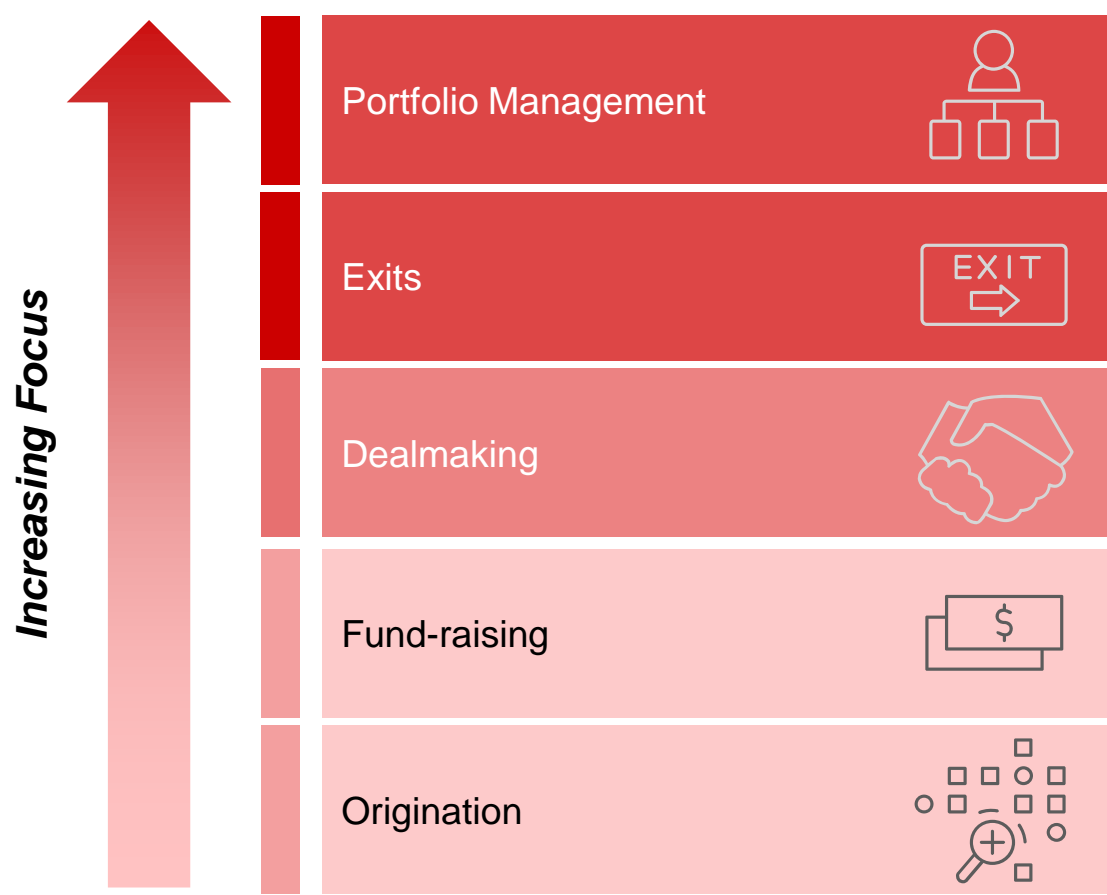
## Dealmaking: Funds expect cost improvement and top-line growth to play a larger role in driving returns

What is the key anticipated driver of returns on the deals vs. 5 years ago?



## Funds are differentially focusing on portfolio value creation

Where has your fund been differentially focusing in 2023?



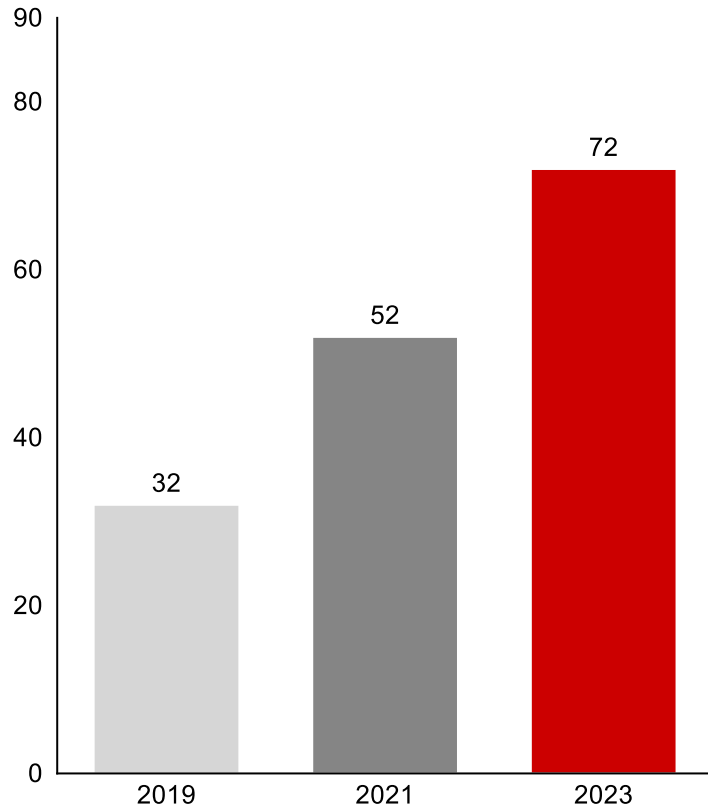
Source: Based on PE fund conversations, Bain & Company

# Value Creation—Teams: India-focused funds are actively scaling operating teams and deploying multiple operating advisor models

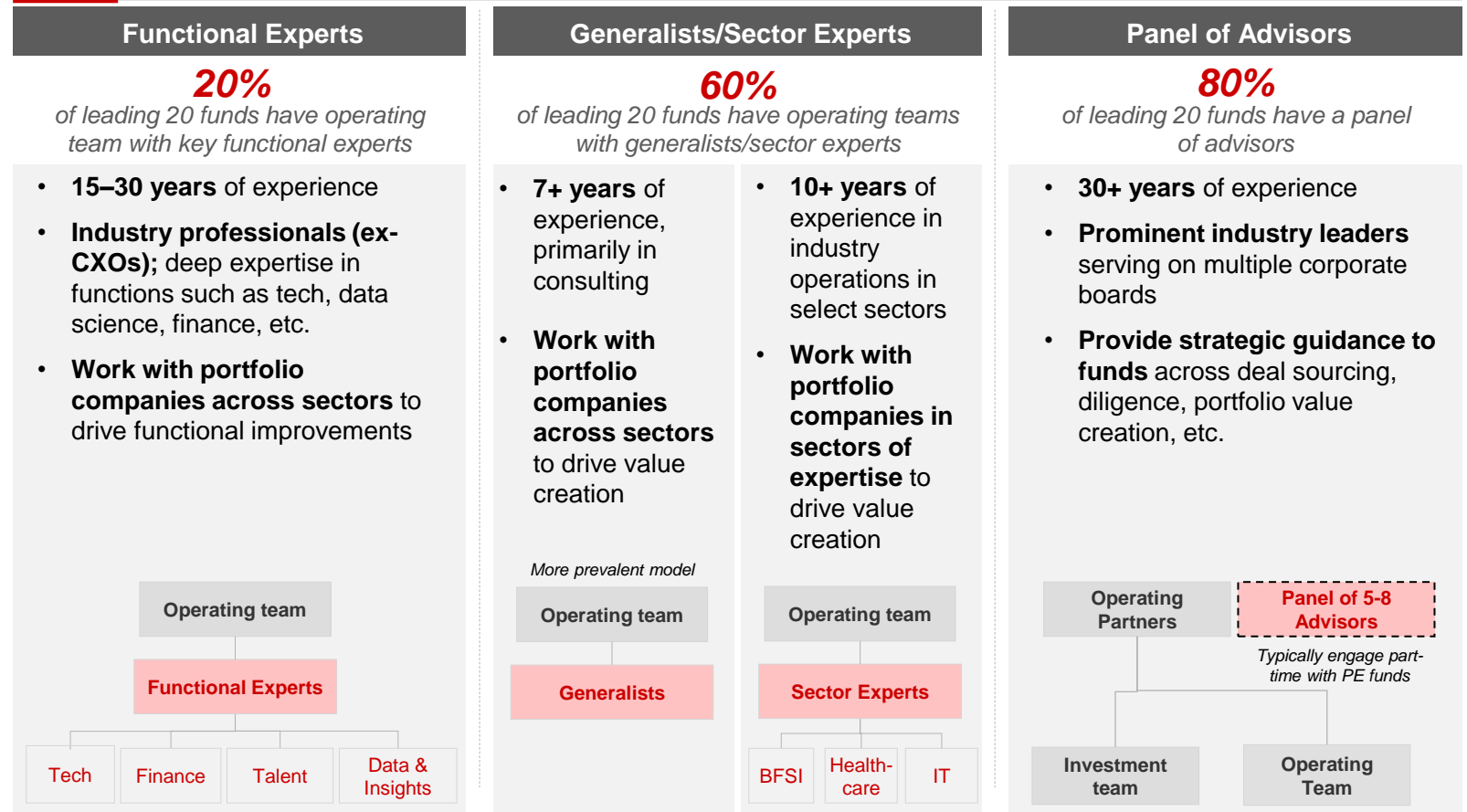
/ REPRESENTATIVE ONLY

## PE operating teams grew 2x in last 5 years

Number of PE operating team professionals for leading funds in India<sup>1</sup>



## Funds have adopted diverse team structures to drive value creation



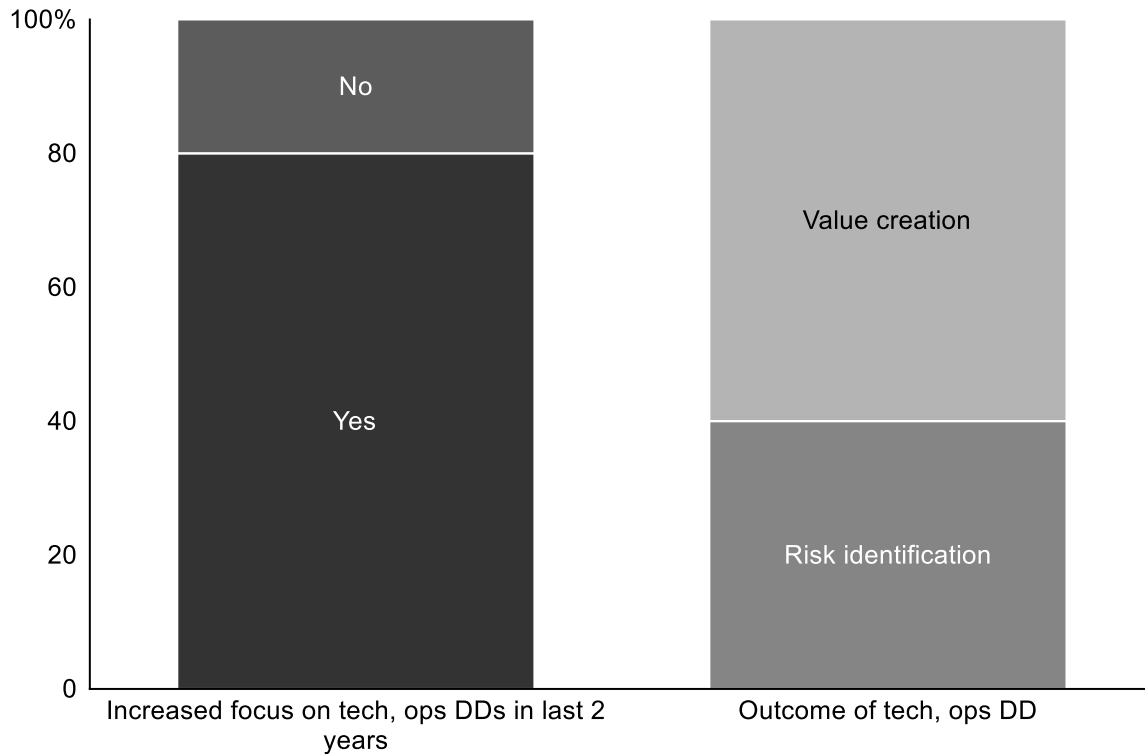
← Funds may adopt a particular operating team model or a mix of models →

Note: (1) Analysis done for illustrative list of 20 funds across fund types (11 global funds, 5 domestic funds, 4 govt.-linked investors including sovereign wealth funds, pension funds, and other govt.-linked incentives)  
Sources: LinkedIn; Fund websites; Secondary research; Bain & Company

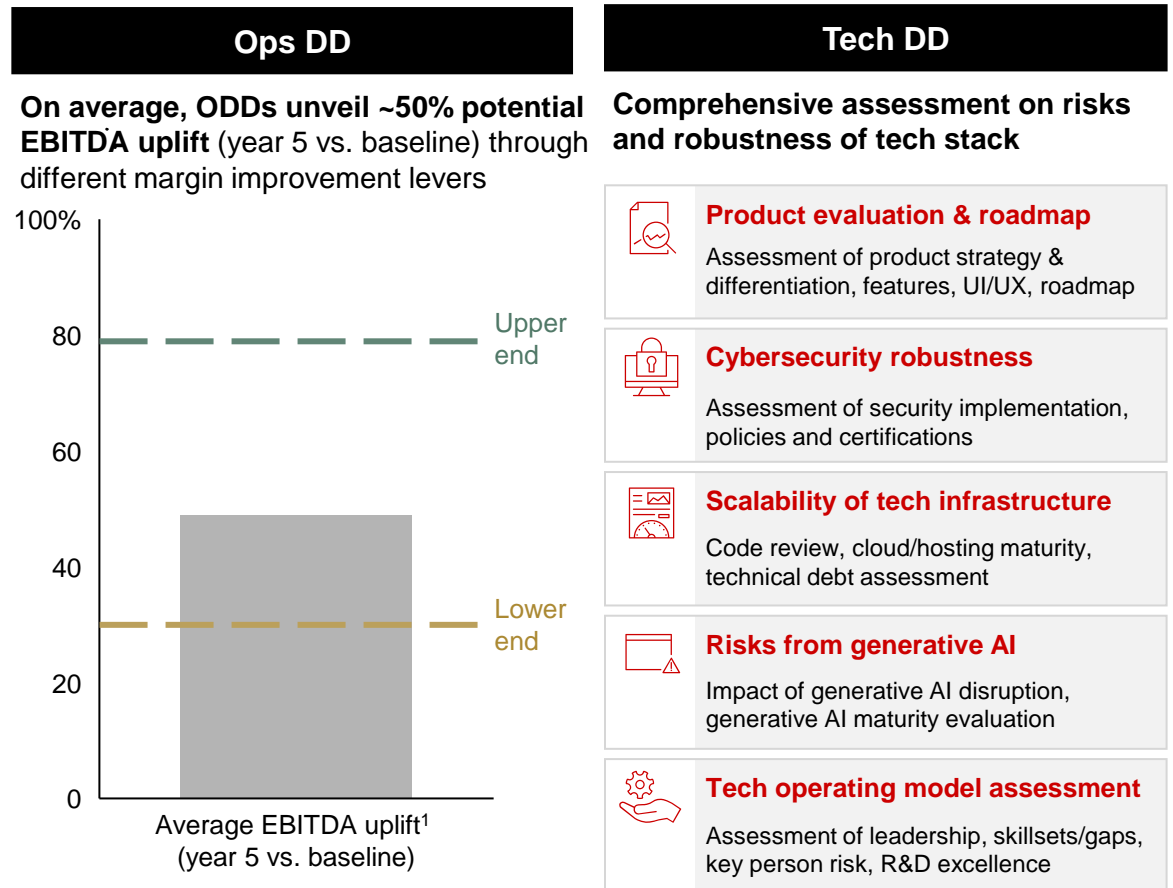
# Value Creation—Due Diligence: In order to identify value creation opportunities early, there is a growing salience of tech and ops assessments during diligence

**80% funds increased focused on tech, ops DDs and expect early value creation opportunities as a key outcome**

% of respondents



**Integrated view from ops and tech DDs with CDDs provides deeper insights on value creation opportunities**



Notes: (1) Average EBITDA uplift for advanced manufacturing and energy, natural resources Ops DDs; Ops DD includes assessment of operational areas like manufacturing, quality, R&D procurement & supply chain; Tech DD includes technical assessment of product, tech architecture, etc., to identify risks and value creation opportunities  
Source: Based on PE fund conversations, Bain & Company



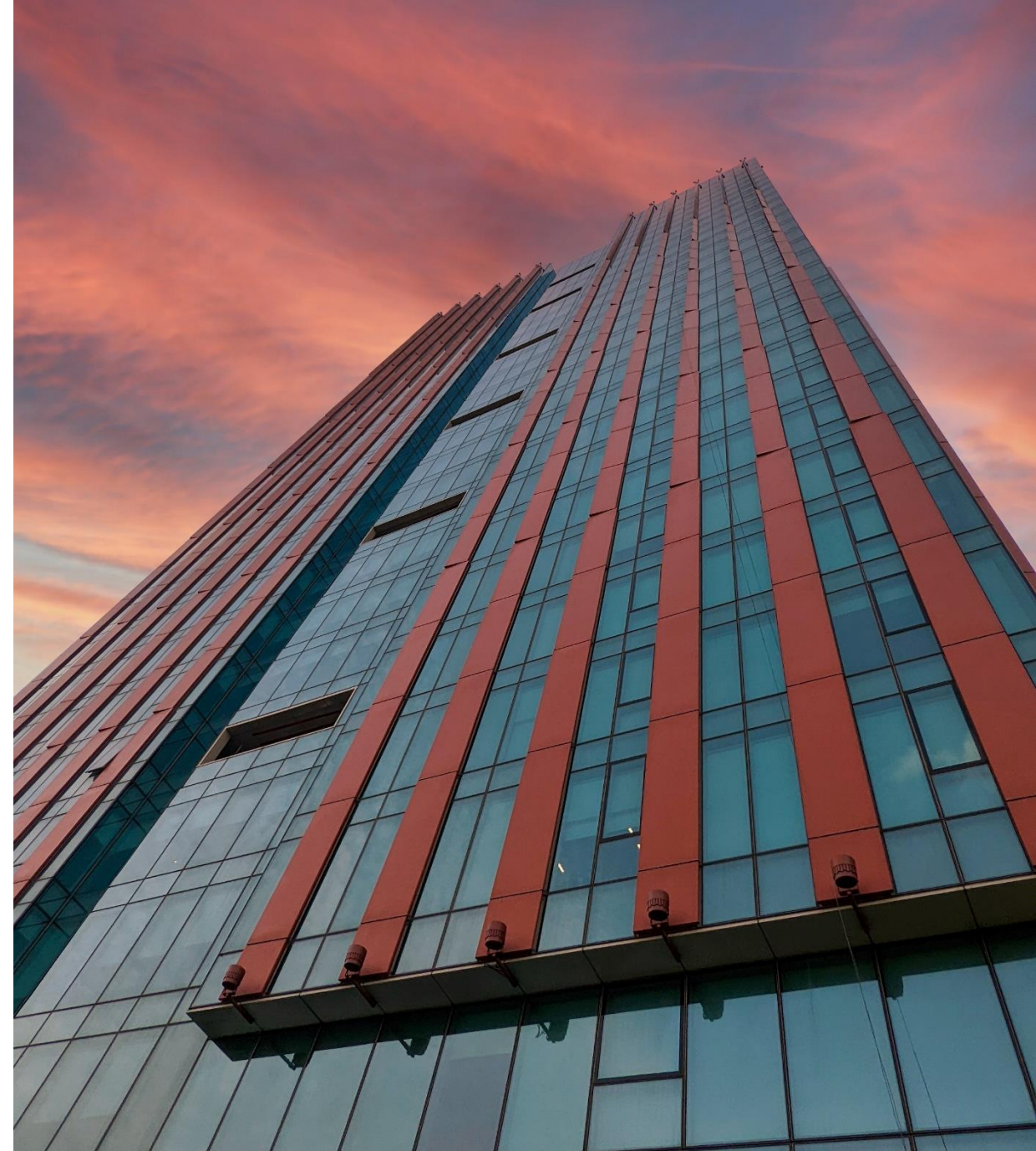


4

Exits: Public  
markets shine

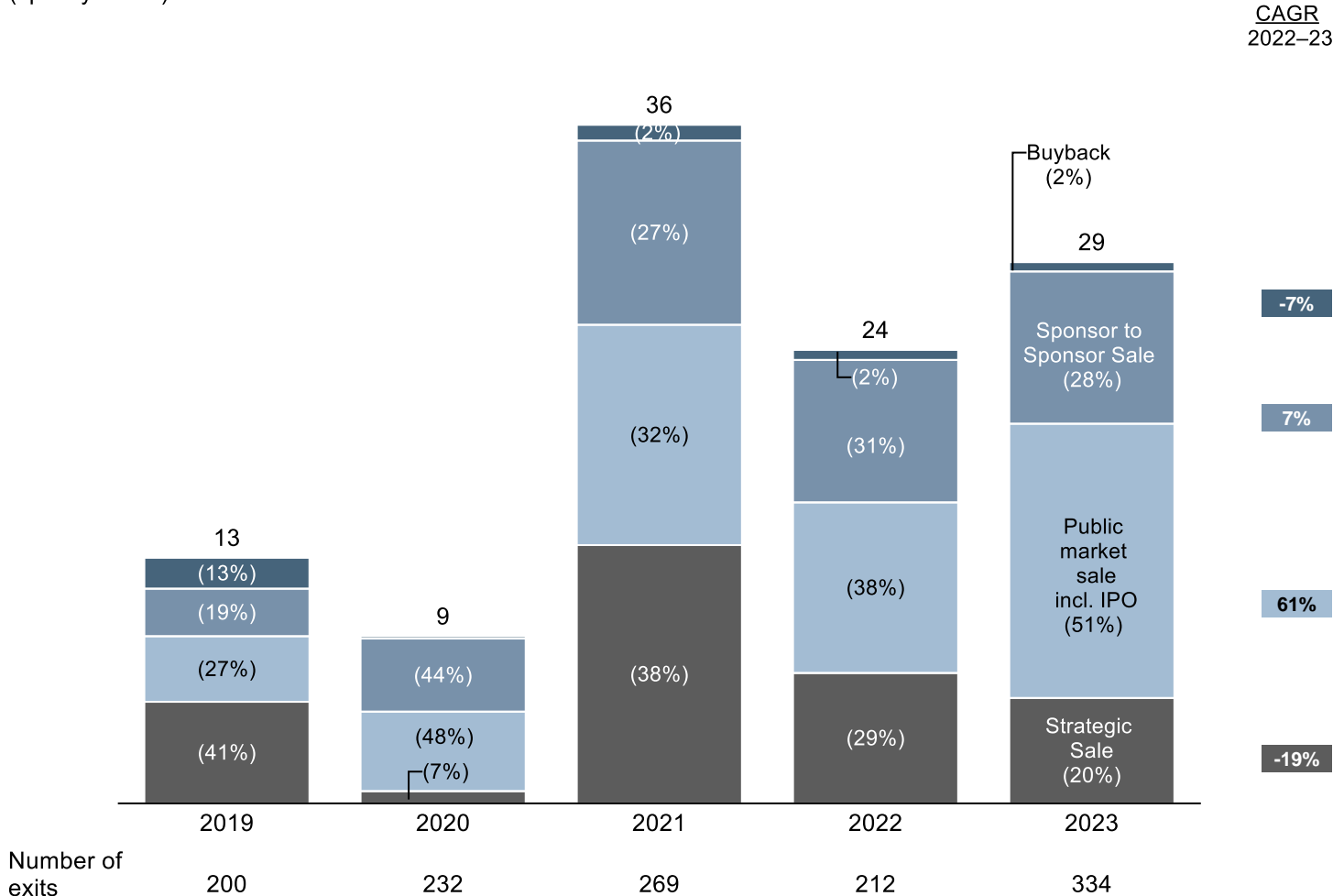
# Exits: Public markets shine

- ▶ **Indian PE-VC exit values had a marquee year and increased by ~15% to ~\$29 billion in 2023** (exit volumes increasing from ~210 to ~340).
- ▶ **Public market sales were a significant factor in exits in 2023**, contributing to ~50% of the total exit value, benefitting from increasingly deep Indian public markets.
  - Indian public markets have outperformed those of most major economies, with a significant increase in domestic investor participation, both retail and institutional, across sectors and companies.
  - Non-initial public offer (IPO) block/bulk trades accounted for 90% share by value and were prominent across both traditional and new-age sectors for listed companies.
  - However, IPOs were largely prevalent only in traditional sectors, remaining muted in new-age sectors with high private market valuations.
- ▶ **Sponsor to sponsor exits remained flat**, primarily supported by large exits in the healthcare provider space, e.g., Manipal Hospitals, Indira IVF, CARE Hospitals, KIMS Hospitals.



# Exits Overview: Exits surged from \$24B to \$29B with number of exits reaching a record 335, driven by jump in public market sales (\$9B to \$15B)

PE-VC exit value in India (\$B)  
(split by mode)



Notes: Includes real estate and infrastructure exits; Number of exits includes exits with undisclosed value  
Source: Bain & Company

## Exit trends

### Overall trends

**In spite of a drop in deal activity, exits surged with record year for PE exits (\$22B of total \$29B across PE/VC), as funds focused on returning capital to LPs**

- ~60% increase in exit volumes, driven by growth in public market sales and lower value (<\$100M) exits

### Public market sale

**Biggest-ever year for public market exits, growing from \$9B to \$15B and 80 to 140, due to buoyancy and increasing depth of Indian public markets**

### Sponsor-to-sponsor sale

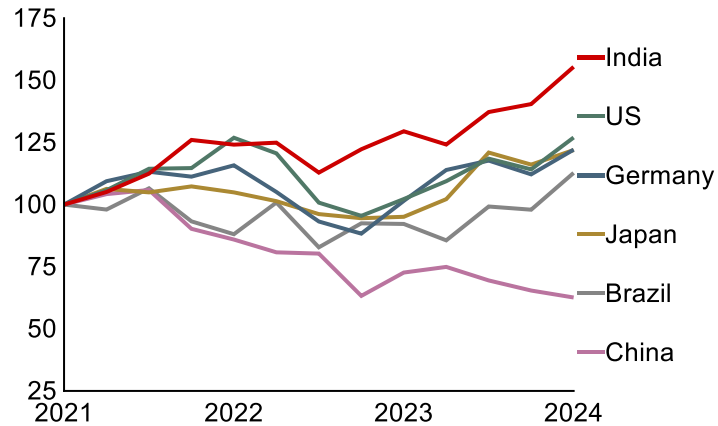
#### Sponsor-to-sponsor sales remained flat

- Sponsor-to-sponsor sales grew marginally, driven by large exits in HC providers (Manipal Hospitals (\$2B), Indira IVF (\$660M), CARE Hospitals (\$580M), KIMS Hospitals (\$400M))

# Public Market Exits Deep Dive: 2023 saw record public market exits, driven by buoyant markets that supported a significant number of block deals across sectors

Indian public markets grew at 15%+ CAGR vs. 5%–10% for developed economies over 2020–23 ...

Global Stock Indices<sup>1</sup> 2021–23 performance (Quarter-end trading price, indexed to 100)<sup>2</sup>

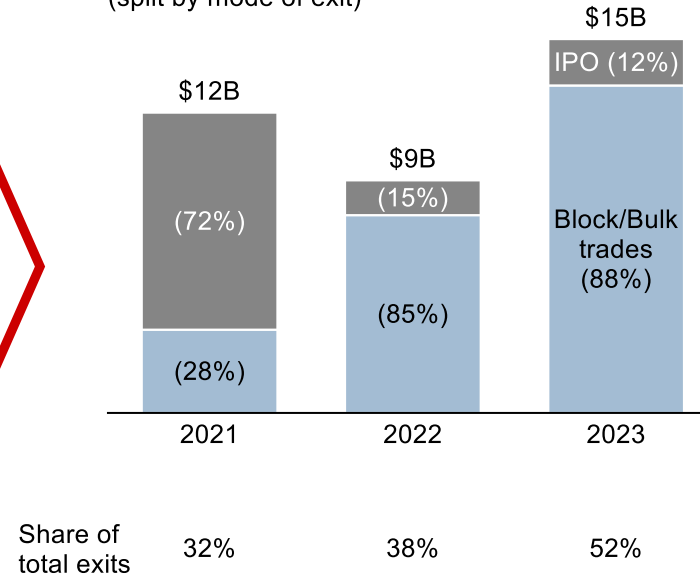


Equity MF AUM <sup>3</sup> (\$B)	244	245	342
Number of retail investors <sup>4</sup> (M)	75	88	105

- **Gains in India evenly distributed** with no sector accounting for >25% returns vs. 7 Big Tech companies driving >50% of US stock market gain over past year
- FPIs own <40% of stocks, down from 60% a decade ago; equity MFs (~40% CAGR in 2022–23) key driver of domestic investments

... leading to record public market exits in 2023, primarily driven by public market trades

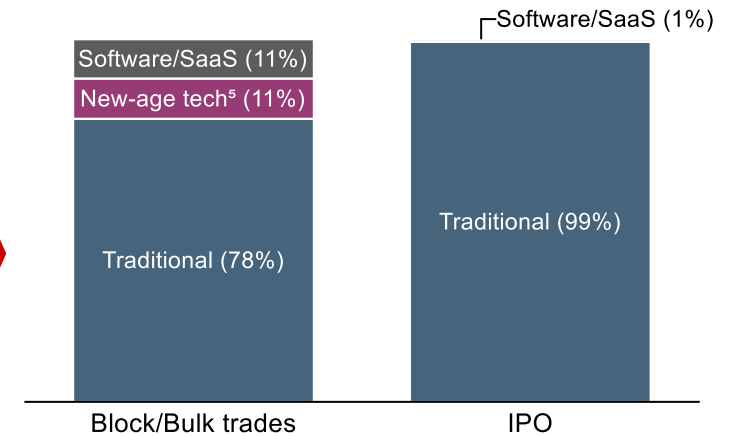
Total public market exits (\$B) (split by mode of exit)



Share of total exits	2021	2022	2023
	32%	38%	52%

Public market sales were broad-based across sectors, IPOs limited to traditional sectors

Share of public market exits, 2023 (%)



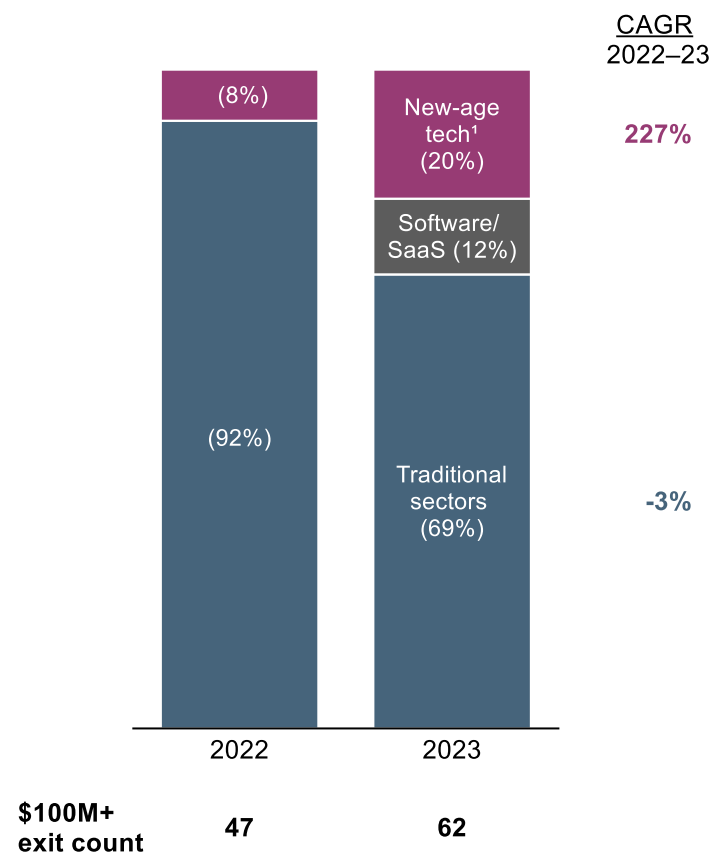
- **Block/bulk trades surged to record high in 2023 (~\$13B)** and were broad-based across both traditional and new-age sectors
  - Block/bulk trades in new-age sectors were driven by crossover funds such as Tiger Global, SoftBank looking to book partial returns by offloading stakes in recently listed tech companies like Zomato, Paytm, PB Fintech at usually lower prices vs. listing
- **However, IPOs were largely prevalent only in traditional sectors and muted in new-age sectors** due to depressed valuations of tech companies in public markets

Notes: (1) Stock market indices analyzed: India: NIFTY50, USA: S&P 500, Germany: DAX, Japan: Nikkei 225, Brazil: IBOVESPA, China: Hang Seng; (2) Price Return Index, value indexed to 100 for first day of Q1'21, data points for last day of quarter from Q1 2021 to Q4 2023; (3) Includes Equity, Growth & Hybrid schemes, excludes Index funds, ETFs. Avg. AUM for December of respective years; (4) Number of folios investing in Equity/Growth oriented MFs; (5) Includes consumer tech and fintech  
Sources: Bain & Company; S&P Capital IQ; Association of Mutual Funds Industry

# Exits by Sector Archetypes: Surge in exits in new-age tech, SaaS driven by few megadeals such as Flipkart, Freshworks, Lenskart, and IBS Software

## High-value exits

Sector split of \$100M+ exits



## Overview of top 15 exits in 2023

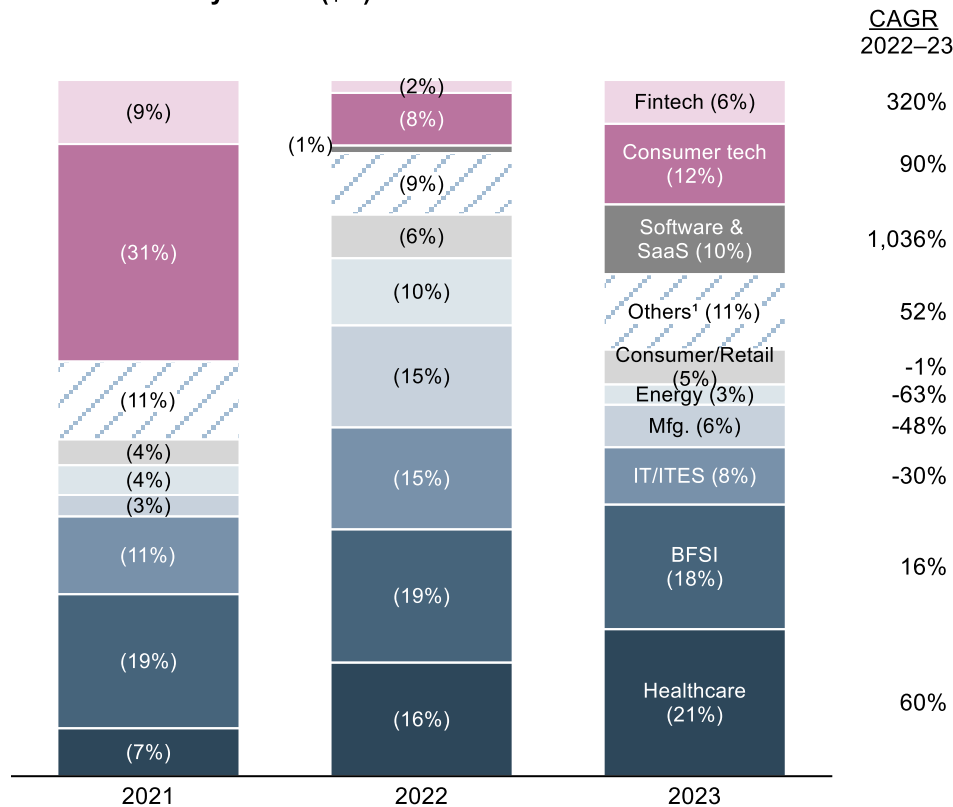
Company	Sector	Lead exiting fund	Exit value	Quarter	Mode of exit
Manipal Hospitals	Healthcare	TPG, NIIF	\$2B	Q2	Sponsor-to-sponsor sale
Flipkart	Consumer tech	Tiger Global	\$1.8B	Q3	Strategic sale
Coforge	IT/ITeS	BPEA EQT	\$1.3B	Q1, Q2, Q3	Block/bulk trade
Freshworks	Software & SaaS	Tiger Global	\$1.25B	Q2	Block/bulk trade
Mankind	Healthcare	ChrysCapital	\$1.1B	Q2, Q4	IPO, Block/bulk trade
Kotak Mahindra	BFSI	CPP Investment Board	\$740M	Q2	Block/bulk trade
Axis Bank	BFSI	Bain Capital	\$710M	Q2, Q4	Block/bulk trade
Indira IVF	Healthcare	TA Associates	\$660M	Q3	Sponsor-to-sponsor sale
Sona BLW Precision Forgings	Advanced manufacturing	Blackstone	\$590M	Q1	Block/bulk trade
CARE Hospitals	Healthcare	TPG Capital	\$580M	Q4	Sponsor-to-sponsor sale
Quest Global	IT/ITeS	Bain Capital, Advent	\$500M	Q3	Sponsor-to-sponsor sale
Lenskart	Consumer tech	SoftBank	\$480M	Q1	Sponsor-to-sponsor sale
IBS Software	Software & SaaS	Blackstone	\$450M	Q2	Sponsor-to-sponsor sale
Shriram Finance	BFSI	Apax Partners	\$400M	Q1	Block/bulk trade
KIMS Hospitals	Healthcare	True North	\$400M	Q4	Sponsor-to-sponsor sale

Notes: Excludes real estate and infrastructure exits; (1) New-age tech include consumer tech and fintech; Coforge exit incl. public market sale (~400M) in Q1, Q2; Mankind exit incl. IPO in Q2 (\$400M) and public market sale in Q4 (\$670M); Axis exit incl. public trade in Q2 (\$270M); Lenskart exit is a sale from SoftBank to ADIA (\$480M), ChrysCapital also invested ~\$100M in Lenskart in a separate deal; Shriram Finance exit incl. exits by Apax partners' subsidiaries in Q1  
Source: Bain & Company

# Exits by Sector: SaaS, consumer tech, healthcare exits grew, driven by high-value deals, while fintech exits surged, driven by public market sales and strategic sales

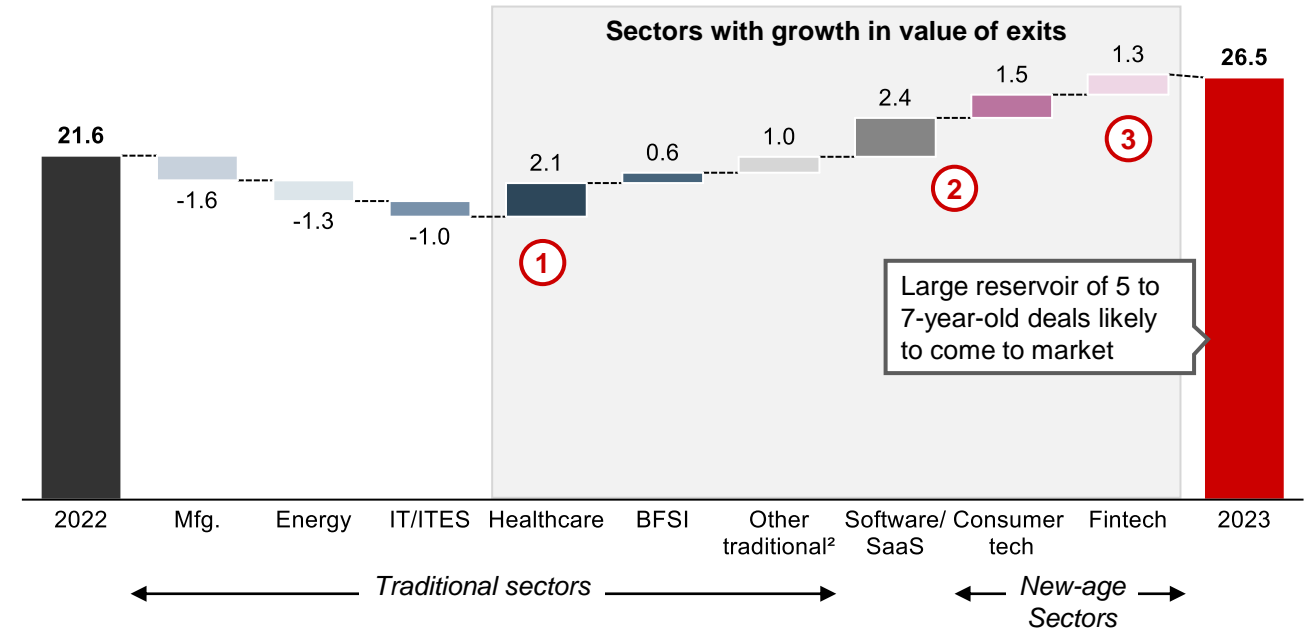
## Exits value by sector

Share of exits by sector (\$B)



## Exits bridge (2022-23) by sector

Change in exit value by sector (\$B)



- Healthcare** saw large provider exits (Manipal, Indira IVF, CARE, KIMS) via sponsor-to-sponsor exits as funds doubled down on scale assets driven by strong growth outlook for providers
- Increase in SaaS and consumer tech exits** driven by a few high-value transactions (Flipkart, Freshworks, Lenskart, IBS Software)
- Fintech exits surged (\$1.3B in value, 7x in volume)**, driven by block/bulk trades in Paytm, PB Fintech & CAMS, insurgents acquiring smaller start-ups (e.g., CRED acquired Spenny, Perfios acquired Fego.ai)

Notes: Excludes real estate and infrastructure exits; (1) Others includes shipping & logistics, media & entertainment, engineering & construction, telecom, and other industries; (2) Includes Others and Consumer/Retail  
Source: Bain & Company



5

Investor Perspectives:  
Funds double down as  
India takes center stage

# Investor Perspectives: Funds double down as India takes center stage

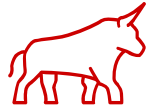
- ▶ **Leading global/regional funds are planning to ramp up capital allocation to India**, earmarking substantial capital for India.
- ▶ **Domestic PE funds have become an increasingly key part of India's PE-VC landscape**, announcing their largest fund-raises to date and substantially increasing their share of PE investments (growing their relative share 2.5 times over 2019–23).
- ▶ This trend has been accompanied by a **significant expansion of India-based teams by PE funds** growing roughly twofold over 2019–23, spanning both investing and operating professionals.
- ▶ As India's PE-VC landscape matures, **India-focused funds are actively diversifying into new sectors and asset classes**:
  - **Sectors**: Healthcare, manufacturing, new-age tech, and SaaS are focus areas for funds, while govt.-linked investors<sup>1</sup> in particular have continued to diversify their focus as they scale their India investments.
  - **Asset Classes**: The global focus on private credit has extended to India, with numerous India funds launching credit strategies, while others have expanded into growth-, infra-, and impact investing.

Note: (1) Govt.-linked investors include sovereign wealth funds, pension funds and other govt.-linked investors





# Investor Perspectives: India is taking center stage, with India-focused funds attracting more capital, diversifying across asset classes/sectors, and scaling teams



## Increased capital allocation to India

- **Leading global funds increasing India allocation** of Asia-Pacific funds
  - India's share within Asia-Pacific deal activity has also strengthened in recent years, increasing from ~15% in 2018 to ~20% in 2023
- **Leading domestic funds announced largest-ever funds** in 2023; to be closed in 2024 and beyond
  - ChrysCapital, Kedaara, Multiples are aiming for record fund-raises with 20%-50% higher target size vs. previous funds



## Growing salience of domestic funds in India

- **Increasing share of domestic funds** in India investments
  - Share of domestic funds increased 2.5x over 2019–23 in leading PE-VC deals
  - Growth driven by increase in avg. deal size (<\$50M in 2019 vs. \$100M+ in 2023 for ChrysCapital, Kedaara) with increased focus on buyouts, and funds doing more deals (33 in 2019–20 vs. 41 in 2022–23)



## Sector/new asset diversification by India-focused funds

- **Funds actively diversifying into new sectors/asset classes** outside core areas as they double down on India
  - Multiple leading funds entered new sectors over 2021–23, with increased focus on new-age tech, SaaS, and traditional sectors like healthcare, manufacturing
  - Private credit emerging as a key asset class for diversification given attractive risk-adjusted returns and large, underserved demand



## Funds building out India teams

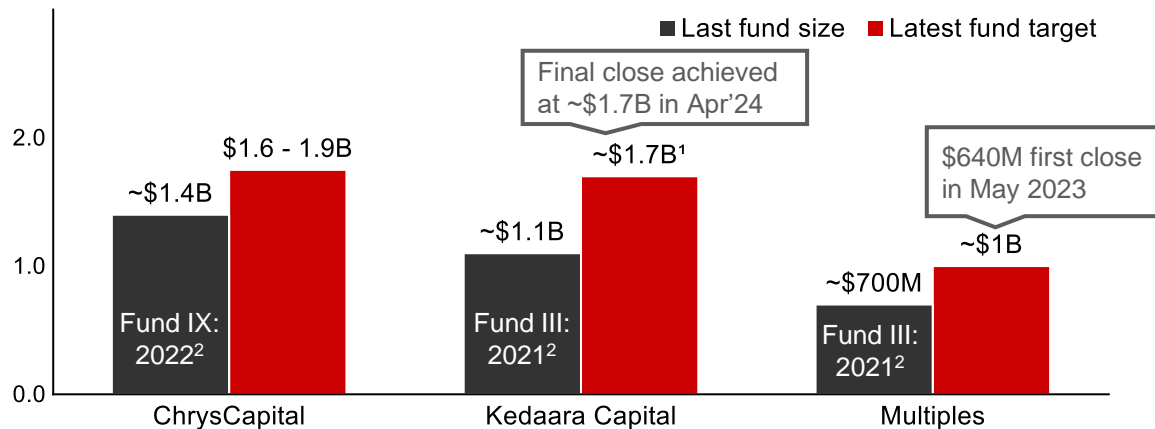
- **Funds are scaling India teams** including investment and operating teams
  - Larger operating teams to drive value creation—operating teams grew 2x in last 5 years
  - Investment teams being scaled to diligence larger number of scale investable assets across sectors

# Fund-raising: Domestic funds launched their largest fund-raises, becoming more salient part of India fund-raising; Global funds increased capital allocation to India

## DOMESTIC FUNDS ARE RAISING LARGER FUNDS



Fund-raising by leading domestic funds



~\$5B

Fund-raising announced by domestic funds in 2023 as leading homegrown funds like ChrysCapital, Kedaara, and Multiples are aiming for record fund-raises with 20%–50% higher target size vs. previous fund

Notes: (1) As per news sources; (2) Year denotes final close  
Sources: Preqin; AVCJ; Lit. search

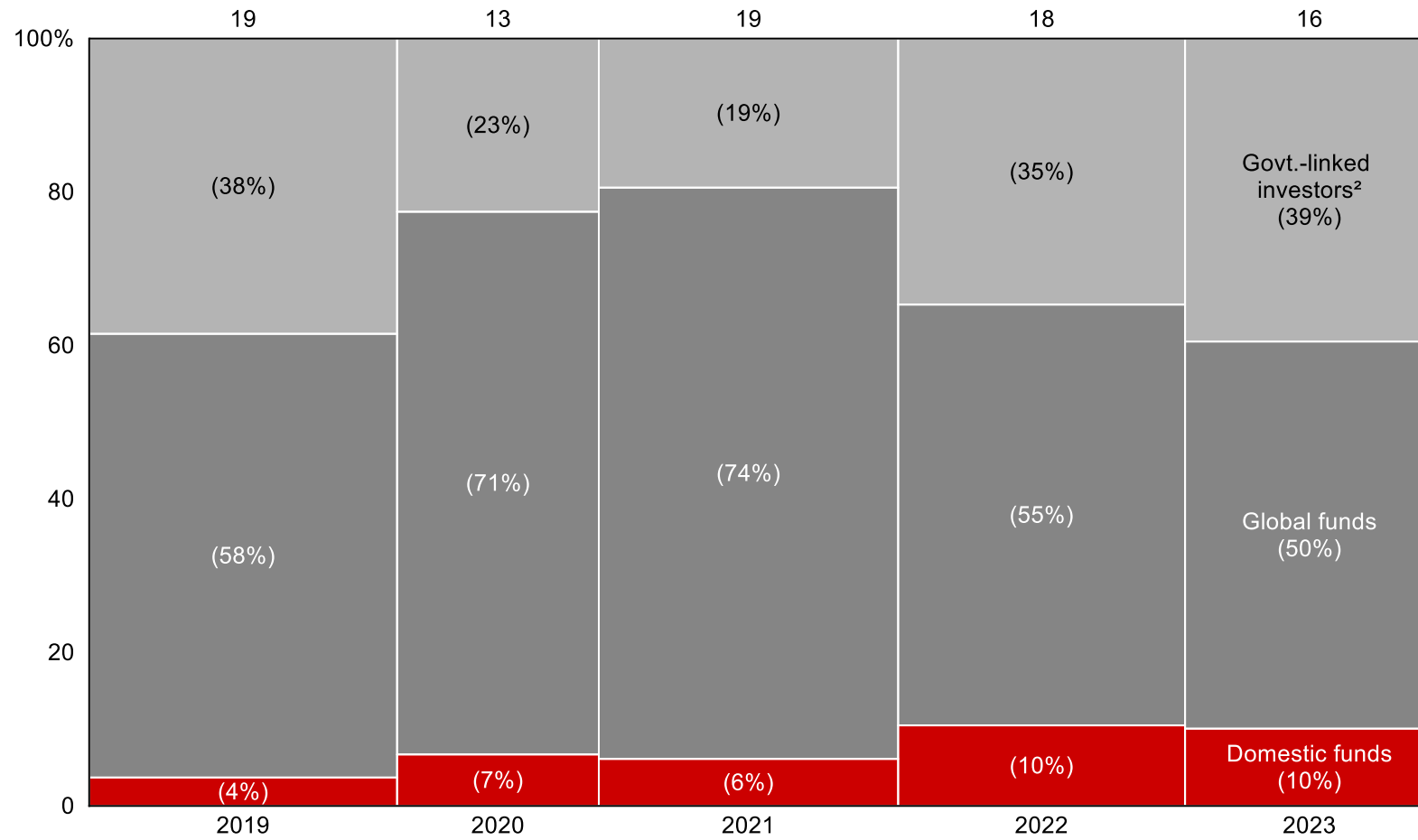
## GLOBAL FUNDS INCREASING INDIA ALLOCATION



- “ The new [Carlyle] pan-Asia fund will allocate about 30% to 35% of its capital to India, making it Carlyle’s largest market in Asia. —Reuters, Nov. 2023
- “ Temasek could invest up to \$9–\$10 billion in India over the next three years as it is seeing more opportunities to deploy larger sums of capital ... Five years ago, India was about 3% [of Temasek’s global portfolio] ... this year it has increased to 6%. —Economic Times, Jul. 2023
- “ We are more ambitious than our (previous target). In the next five years, we would like to invest \$5–\$10 billion in India. —James Brocklebank, co-chair ExCo., Advent, Economic Times, Jan 2024
- “ Bain Capital has earmarked \$7 billion to invest in India over the next three to five years as the country’s relatively steady politics and economic growth lift its attractiveness. —Bloomberg, Feb. 2024
- “ India is a high priority for [KKR], it is the anchor for our Asia-Pacific investing ... India is probably the most important ... and the biggest opportunity. —Henry Kravis, KKR, Economic Times, Jan. 2024

# Dealmaking: Share of domestic funds in India has steadily increased, increasing their share of PE investments by 2.5x over the past 4 years

PE investments in India by leading funds (\$B)<sup>1</sup>



## KEY TRENDS

- **Domestic funds' share of investments increased ~2.5x**, while overall investments remained flat over 2019–23 as they raised increasingly larger funds
  - Share increased from ~4% of PE investments in 2019 to ~10% in 2023, driven by increase in avg. deal size (<\$50M in 2019 vs. \$100M+ in 2023 for Kedaara, ChrysCapital) with increased focus on buyouts, funds doing more deals (33 in 2019–20 vs. 41 in 2022–23)
- **Global funds remain prominent (~50%) in dealmaking**, driven by their large presence in India (16 of leading<sup>1</sup> 30 funds) and increasingly large India allocations

Notes: (1) Leading funds refers to top 30 funds by cumulative deal value over 2019–2023 and includes 16 Global funds, 5 Domestic funds, 9 Govt.-linked investors; (2) Govt.-linked investors include sovereign wealth funds, pension funds and other gov.-linked investors; Excludes Reliance Jio deals in 2020 and Adani deals in 2023; In case of multiple investors, deal value per investor is calculated assuming equal split of investment  
Source: Bain & Company

# Diversification (Sectors): India-focused funds have meaningfully diversified across sectors

Legend:  First investment in the vertical ('21-'23)  Existing verticals ('18-'23)

	Funds	IT/ITeS, Software and SaaS	Healthcare	Consumer/Retail	Advanced manufacturing	BFSI	Energy	New-age tech
Global funds	Carlyle							
	EQT <sup>1</sup>							
	Advent							
	Blackstone							
	KKR							
	Brookfield							
Govt-linked investors <sup>2</sup>	Temasek							
	GIC							
	ADIA							
	QIA							
	CPPIB							
Domestic funds	ChrysCapital							
	Kedaara							
	Multiples							

## KEY TRENDS

- **Leading funds diversified outside their core in 2021–23** by adding new sectors
- **Healthcare, manufacturing, new-age tech, and SaaS** saw maximum new funds entering these sectors:
  - Healthcare: Emergence of scale assets, especially in providers; China+1 tailwinds and govt. incentives in pharma
  - Increased focus on mfg. driven by China+1 tailwinds, scale assets coming to market and govt. incentives
  - Funds entered new-age tech during 2021 surge in tech deals with funding in emerging scale assets
  - SaaS saw increased interest driven by multiple scale assets emerging and maturing landscape
- **Govt-linked investors strongly diversified sector exposure and deepened India presence** with funds like ADIA, QIA entering multiple sectors driven by:
  - India's strong growth fundamentals & robust economic outlook
  - Shift towards direct investments
- **Select examples of funds entering new sectors in 2023:**
  - QIA entered consumer/retail via Reliance Retail, healthcare through Clove Dental
  - Blackstone entered healthcare through CARE-KIMS
  - Kedaara entered fintech through Perfios
  - ChrysCapital entered software & SaaS through ProHance

Notes: Analysis shown for select illustrative funds; Deal value excludes real estate and infrastructure deals; New-age tech includes consumer tech and fintech; In case of multiple investors, deal value per investor is calculated assuming equal split of investment; (1) EQT includes BPEA investments before their merger in 2022; (2) Govt.-linked investors include sovereign wealth funds, pension funds and other govt.-linked investors  
Source: Bain & Company

# Diversification (Asset Classes): Funds diversified into new asset classes in India outside their core areas of investing, notably growth equity and private credit

		PRIVATE EQUITY			REAL ASSETS		OTHERS			Core in India <sup>1</sup>	Entered in 2021–24
		Venture Capital	Growth	Buyout	Real Estate	Infra	Private Credit	Impact Investing	Thematic Funds	Public Market	
Global funds	KKR						\$1.1B first Asia-Pacific fund, significant India focus (2022) <sup>3</sup>				
	Blackstone		BXG <sup>4</sup> global fund entered India via investment in Xpressbees (2022)								
	Brookfield		Brookfield Growth, invested in Facilio, a SaaS Co. (2022)					Global transition fund invested in CleanMax (2023)			
	General Atlantic					Acq. Actis to invest in infra. (2024); India investments platform: BluPine Energy					
	Lightspeed		Started growth investments since 2021, e.g., Razorpay, Acko								
Govt-linked investors <sup>2</sup>	ADQ		Launched Abu Dhabi Growth Fund, invested in Spinny (2021)								
	Mubadala <sup>5</sup>						\$1B fund in partnership with Goldman Sachs, significant India focus (2024)				
Domestic funds	ChrysCapital									\$60M Public Market fund, first close in 2023	
	True North						\$120M fund-raised (2023)				
	Kotak						\$120M fund-raised (2022)		\$800M Data Center fund, first close in 2023		

## KEY DRIVERS - PRIVATE CREDIT

- Attractive **risk-adjusted returns**
- **Large, underserved credit demand** from mid-market companies
  - <15% of ~\$800B credit demand by India’s MSMEs met by formal lending segment
- **Regulations restricting banks** from financing acquisition of shares by foreign parties like private equity funds

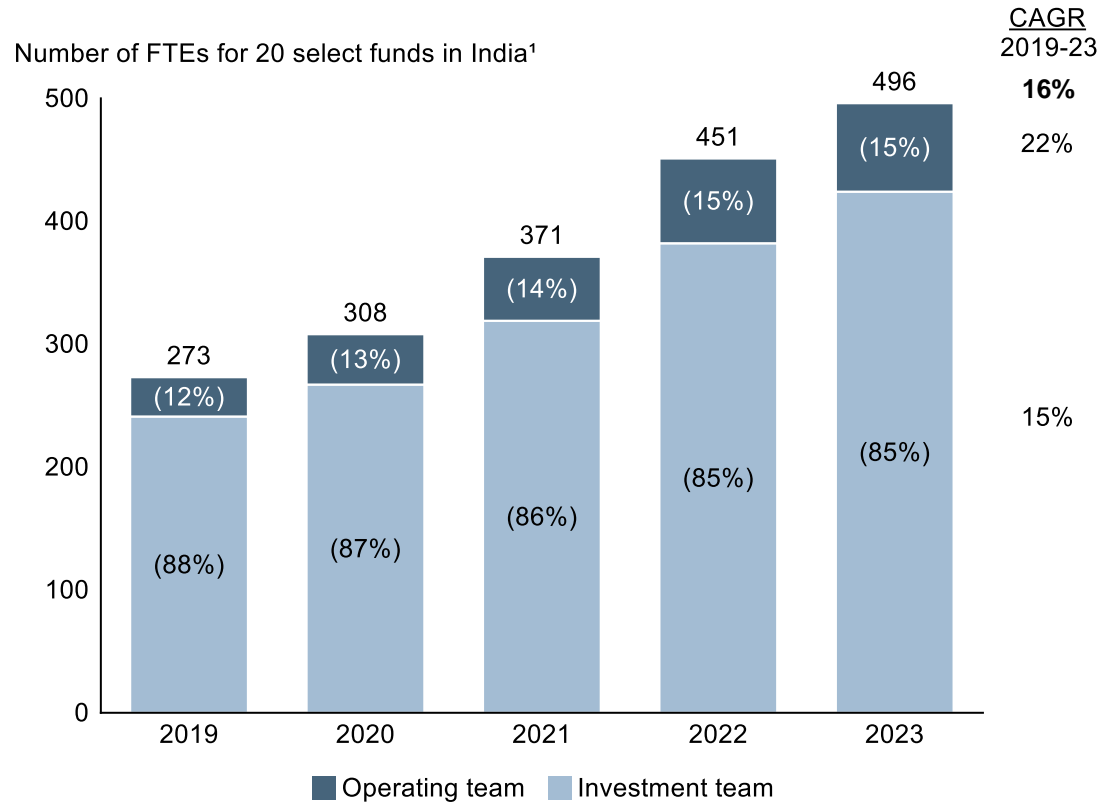
“ Within India’s alternate asset management sector, private credit has seen the biggest jump. It is a good middle of the road for investors with falling equity valuations and for companies whose borrowing cost from banks has got extremely high.

—President, IVCA

Notes: Analysis shown for select illustrative funds; (1) Presence in India before 2021; (2) Govt.-linked investors include sovereign wealth funds, pension funds and other govt.-linked investors; (3) KKR’s prior India credit investing done via NBFC; (4) Blackstone Growth fund; (5) Infrastructure considered as core for Mubadala despite deals being post-2020, given global experience in infrastructure, 2020 entry in Indian market | Sources: Company websites; Press releases; Bain & Company

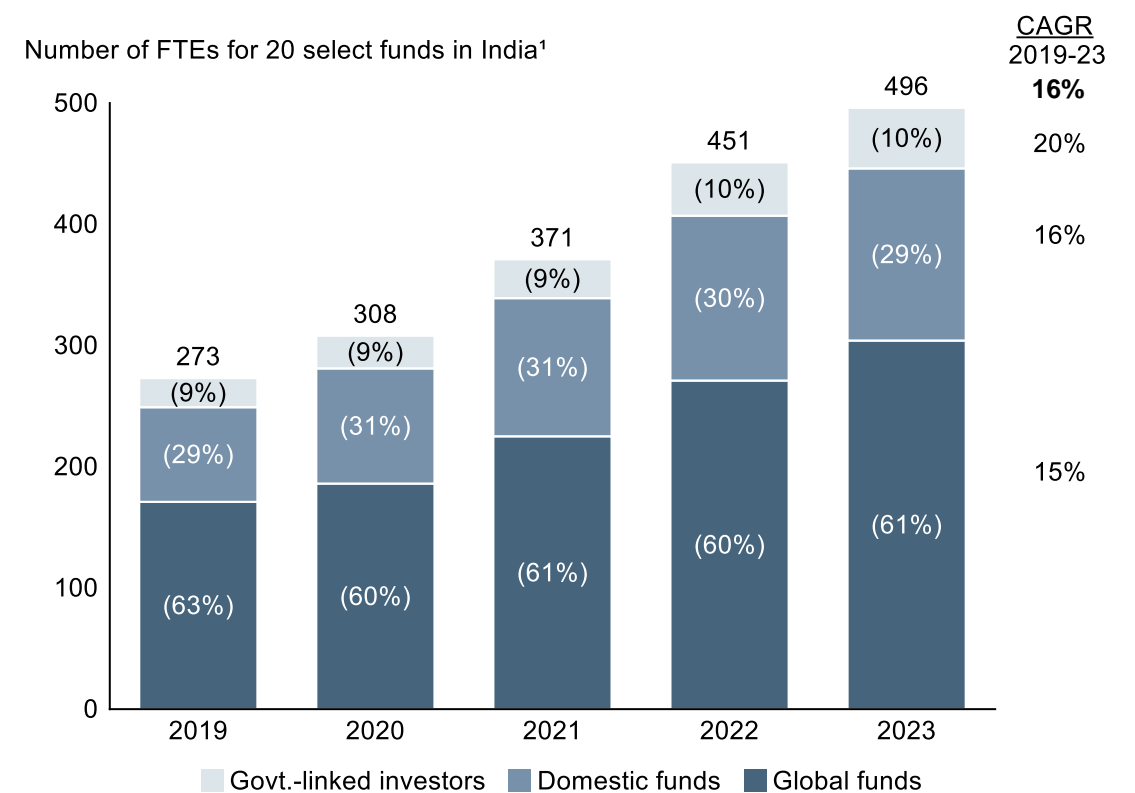
# Teams: Funds have increased their India presence, with all fund archetypes growing their investing and operating teams

## Funds are building out both their investing and operating teams meaningfully



**While overall PE teams grew at 16%, operating teams scaled aggressively at 22% over 2019–23, driven by focus on value creation**

## All fund archetypes are growing, however government-linked investors are building out their teams most rapidly



**Government-linked investors scaled India teams aggressively, growing ~2x as they doubled down on investments in India during 2019–23**

Notes: (1) Analysis done for illustrative list of 20 funds across fund types (11 global funds, 5 domestic funds, 4 Govt.-linked investors including sovereign wealth funds, pension funds, and other gov.-linked investors); Excludes FTEs in support functions  
Sources: LinkedIn; Fund websites; Secondary research; Bain & Company

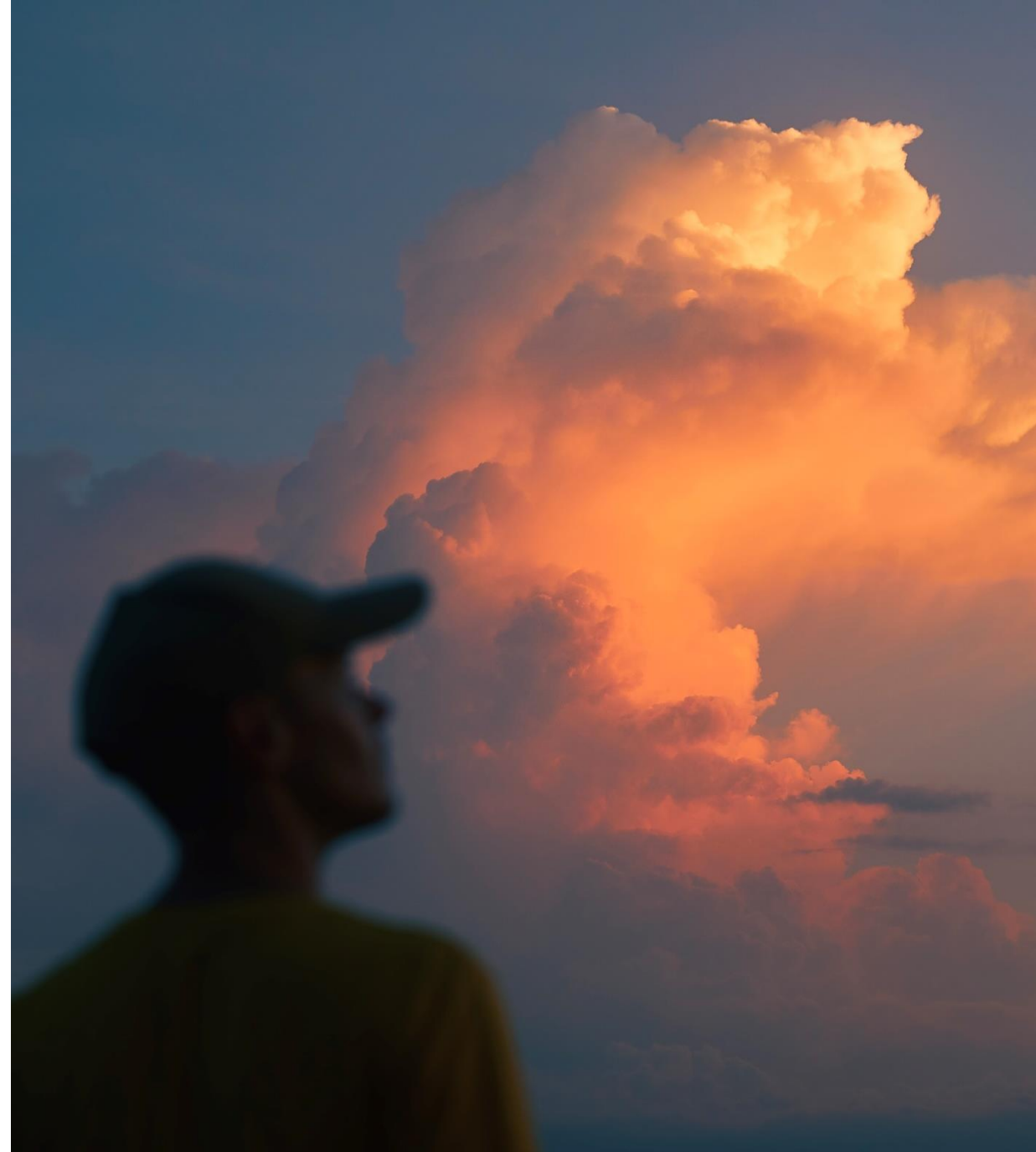
A person's hands are shown holding a pair of white binoculars. The background is a soft, golden sunset over a landscape with hills. The sun is low on the horizon, creating a warm, hazy atmosphere. The person is wearing a yellow jacket. The binoculars are the central focus, with the person's hands gripping them from the sides. The overall mood is contemplative and hopeful.

6

Outlook  
on 2024

# Outlook on 2024

- ▶ **India PE-VC dealmaking is expected to remain tempered in 2024** amid global macroeconomic stabilization.
- ▶ **However, traditional sectors such as healthcare, advanced manufacturing, infrastructure, and renewable energy are likely to attract outsized investments** in India. This is due to positive fundamentals, supportive policy environment (such as production-linked incentives, tax incentives, etc.), and the emergence of scale assets across multiple sub-segments.
- ▶ **Furthermore, global supply chain diversification is likely to benefit Indian manufacturers in select, export-oriented sectors** such as electronics, pharma (especially in APIs & CDMOs), and chemicals (specialty chem and agrochem). These sectors boast globally-competitive Indian scale players and robust government support.
- ▶ **Generative AI is increasingly top-of-mind for Indian funds** as they are actively thinking about its impact across the private equity landscape, including portfolio value creation, DDs, and internal fund operations.





# 2024 Outlook: India PE-VC dealmaking expected to remain cautious in 2024; however, robust fundamentals make the Indian outlook positive

## 1

### Global macro overhang to persist

- **Elevated interest rates likely to continue** till H1 2024, leading to lower availability & increased cost of leverage
- **Continued geopolitical uncertainties** could result in commodity price spikes and trade disruptions
  - Sectors such as pharma/manufacturing could be impacted due to greater risk from globalized supply chains
- **Continued sluggish global GDP growth** in 2024, especially in advanced economies, to result in continued slowdown and muted deal activity in IT/ITeS
  - Global real GDP growth to stay flat at 3.1% vs. 3.8% avg. growth from 2000–2019; advanced economies growth at ~1.5%

## 2

### India to continue to benefit from outsized capital allocation

- **India expected to be the fastest growing major economy** in 2024
  - 6.5% growth vs. 4.1% for emerging markets, likely to result in higher capital deployment
- **Stable economic landscape** with fiscal and monetary policy discipline expected to drive investments in India
  - Govt. targeting fiscal deficit reduction to 4.5%; RBI targeting inflation below 4%
- **Supportive govt. policies** to aid economic activity and attract investments, particularly in pharma, manufacturing, renewable energy
  - Key enablers include PLIs, tax incentives, import duties, export promotion schemes

## 3

### China+1 to benefit Indian manufacturers with proven international capabilities

- **Select sectors, such as electronics, pharma (APIs & CDMOs), chemicals,** with globally competitive scale players & strong govt. support to strongly benefit
  - Within electronics, 10–15 scale EMS assets likely to drive deal activity via expansion in mobiles, consumer electronics, IT hardware
  - Few scale assets in agrochem, spec chem to drive deal activity; potential for platform play to drive further interest in spec chem
  - Multiple scale assets in API, CDMO, specialty products with global competitiveness and high-quality standards to drive deal activity

## 4

### Generative AI becoming top of mind for funds in India

- **Funds in India are actively thinking about generative AI** across portfolio value creation, diligence, and fund operations, though it remains at a nascent stage
  - 30%–40% potential productivity benefits in portfolio cos. in key sectors such as BFSI, IT, and functions like software dev., customer facing roles, support roles (legal, IT, etc.)
- **While India-focused funds are actively exploring generative AI use cases,** there exist notable global examples that offer valuable insights
  - Multiple funds such as EQT Ventures, Blackstone, BC Partners building generative AI capabilities globally

# China+1: Electronics, pharma (API and intermediaries), chemicals expected to be key beneficiaries from diversification away from China

Benefit from China+1: ★ High ★ Moderate ★ Low

Legend: ● High ● Moderate ● Low

Relative attractiveness: High Moderate Low

① Diversification away from China

② India's positioning and capabilities

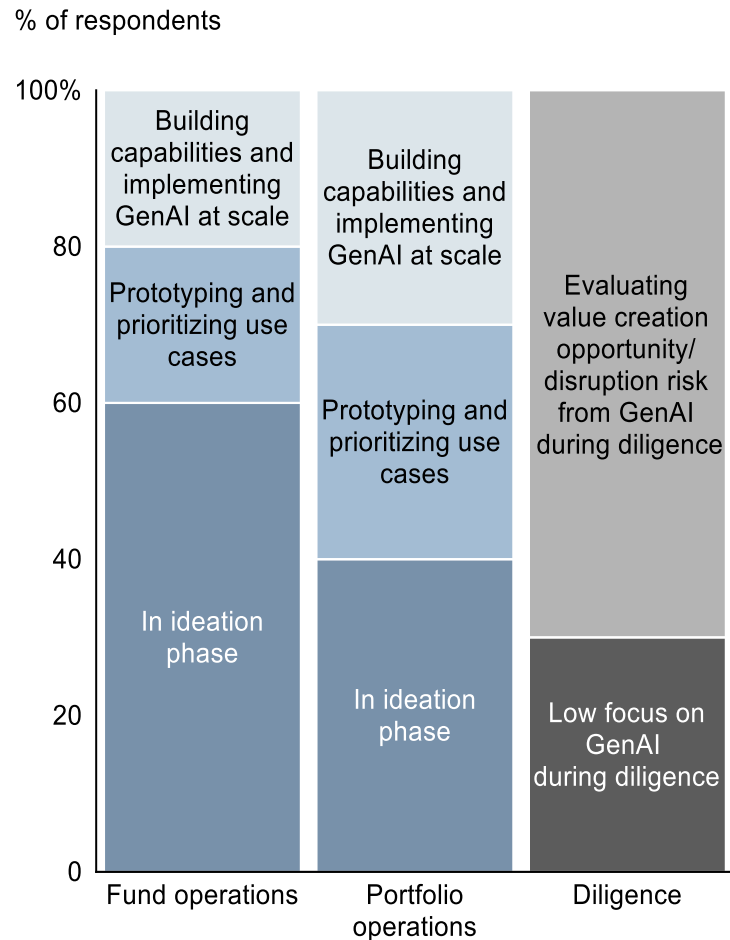
③ India's advantage vs. peers

Sector	Loss in share of Chinese exports to US <sup>1</sup>	Expected SC diversification away from China	Strength/gain in share of Indian exports to US <sup>1</sup>	PLI (Value outlay)	Strength of existing manufacturing base in India <sup>2</sup>	Competition from alternate shoring locations (e.g. Vietnam, Bangladesh, Mexico, etc.)	Select attractive assets <sup>3</sup>
★ <b>Electronics</b>	●	Multiple large buyers like Apple, Amazon, etc., diversifying away from China	●	✔ (~\$18B)	Growing base of EMS players serving both domestic demand and export needs from large buyers like Samsung, Apple, etc.	India has strong footprint of players and access to high tech-skilled labor, largely in EMS, but comp. from alt geos like Vietnam	Dixon   Riot Labz SFO Technologies Centum   Amber
★ <b>Pharma (API &amp; intermediaries)</b>	●	Movement out of China to de-risk supply chain & due to diminishing cost adv. coupled with Biden's exec order <sup>4</sup>	●	✔ (~\$3B) <sup>5</sup>	Highest number of US-FDA compliant pharma plants (375 vs. 343 in China), strong mfg. capabilities and play across API and Intermediaries mfg. and CDMO ops	India has strong cost and scale advantage vs. other geos with large manufacturing footprint and strong tech capabilities	Sai Life Sciences Emcure Pharma Concord Biotech Sequent   Sajjan
★ <b>Chemicals</b>	●	Shift due to increasing cost pressure & supply chain disruptions from new EHS laws along with Biden's exec. order <sup>4</sup>	●	✔ (~\$1.2B)	Strong base in spec & agrochem—better positioned vs. China on regulatory, IP, and EHS standards; further boost for exports driven by bridging cost-differential vs. China	Low comp. historically but emerging comp. from Vietnam (in 2022, Vietnam govt. put in place strategy to accelerate growth of chem. industry until 2030)	Eternis Jesons Deccan Tagros
★ <b>Automotive (parts &amp; components)</b>	●	Large mfg. base with economies of scale & strong tech capabilities; select OEMs moving supply chain conc. out of China such as Honda, Volkswagen, etc.	●	✔ (~\$13B)	Large base of 200+ players to cater to domestic and export demand; players like Toyota plan to increase sourcing from India	Strong existing capabilities, presence across value chain, and recent EV investments, but comp. from alt geos like Thailand	
★ <b>Industrial machinery</b>	●	Select players like John Deere, Bosch moving nearshore to reduce concentration in China, limited shift due to high capex	●	✘	Availability of cheap raw material (steel, iron) and established players; but expertise largely in less sophisticated machinery	Heavy & advanced machinery expected to move near coast, e.g., Mexico or reshored; limited use cases of shifts from China	

Notes: (1) Share gain/loss over 2018–21; (2) Key drivers in addition to macro-level attractiveness of India (such as low labor costs, favorable govt. impetus); (3) Not exhaustive; (4) Biden signed an executive order in Sept. 2022 laying out a strategy to bolster domestic biomanufacturing and reduce reliance on China primarily for new medicines, chemicals; (5) Pharma PLI scheme includes both API/intermediaries and FDFs  
Sources: UN Comtrade; OEC; Ministry of Commerce and Industry; Lit. search; Bain & Company

# Generative AI is increasingly becoming top of mind, with India funds actively thinking about its impact to portfolio, use in diligences and fund operations

## Funds actively thinking about generative AI, though it remains nascent



## While India-focused funds are actively exploring generative AI use cases, there exist notable global examples that offer valuable insights



### PE-owned edtech company

- Generative AI tools built for student-facing platform and internal operations
- Potential ~\$20M sales uplift and \$15–\$30M cost savings

### PE-owned health supplement company

- Generative AI shopper assistant launched on D2C platform for customers
- Provides advisory about supplement consumption, product portfolio, comparison, etc.

“ Nearly every company in our portfolio has incorporated generative AI tools across their engineering teams, leading in many cases to productivity gains of 30%–40%.”

—Partner, Bain Capital US

### EQT

- Developed LLMs as part of in-house AI platform **Motherbrain**<sup>1</sup> to aid deal sourcing, resulting in 9 EQT Ventures investments fully sourced through the tool
- Developing AI assistant for **quicker responses to RFIs**<sup>2</sup> from investors/LPs
- Integrating licensed generative AI tools such as ChatGPT, Google Duet, etc. for fund ops

### Blackstone

- Building in-house generative AI tool to **augment investment processes** by generating deep company/sector analysis
- Various **co-pilot assistants to be rolled out** to drive productivity in finance processes, software development, marketing content generation, and legal tasks
- Working with generative AI product **Cody** to aid internal ops/portfolio companies

### BC Partners

- Building generative AI tool on top of existing LLMs to aid diligence process by conducting market scans, searching target’s virtual data rooms

Notes: (1) Motherbrain is an AI-enabled platform developed by EQT to support across operations; (2) Request for information  
Source: Based on PE fund conversations, Bain & Company

# Looking ahead to 2024, sectors/themes such as infrastructure, manufacturing, healthcare, and renewable energy expected to be focus areas for funds

## Outlook: Attractive sectors/themes

### Healthcare



- **Positive growth outlook** driven by increasing private healthcare penetration, govt. incentives such as PM-JAY, tailwinds from China+1, especially in pharma
- **Strong deal activity expected** in providers driven by emergence of scale assets, attractive operating models, potential for new investment cycles, and in pharma driven by strong API/CDMO ecosystem & growing platform play

### Manufacturing



- **Robust sector outlook with 6.5% growth likely in FY 2024** (vs. 1.3% in FY 2023) driven by supportive policy environment (33% hike in PLI allocation in 2024 budget, export promotion schemes), tailwinds from China+1
- **Strong deal flow expected in packaging, electronics, and EVs** driven by 1) scale assets expanding into new segments (e.g., EMS players into mobile phones/IT hardware) or into new value chain capabilities like ODM, and 2) opportunity for build & buy, e.g., in flex plastics packaging

### Renewable Energy



- **Strong growth outlook in solar, wind power** driven by 20%–30% lower tariffs vs. thermal power, India's clean energy commitments under climate conventions, government support such as PLI for High Efficiency PV Modules, duty (40%) on module imports from China
- **Deal activity to be driven by multiple funded scale assets in solar/wind energy generation looking for capacity expansion**, driven by 4x expected growth in solar energy and 2x in wind energy capacity by 2030

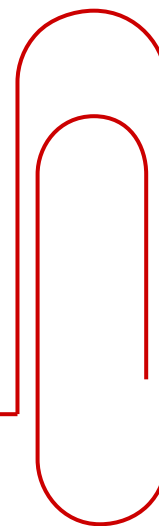
### Infrastructure



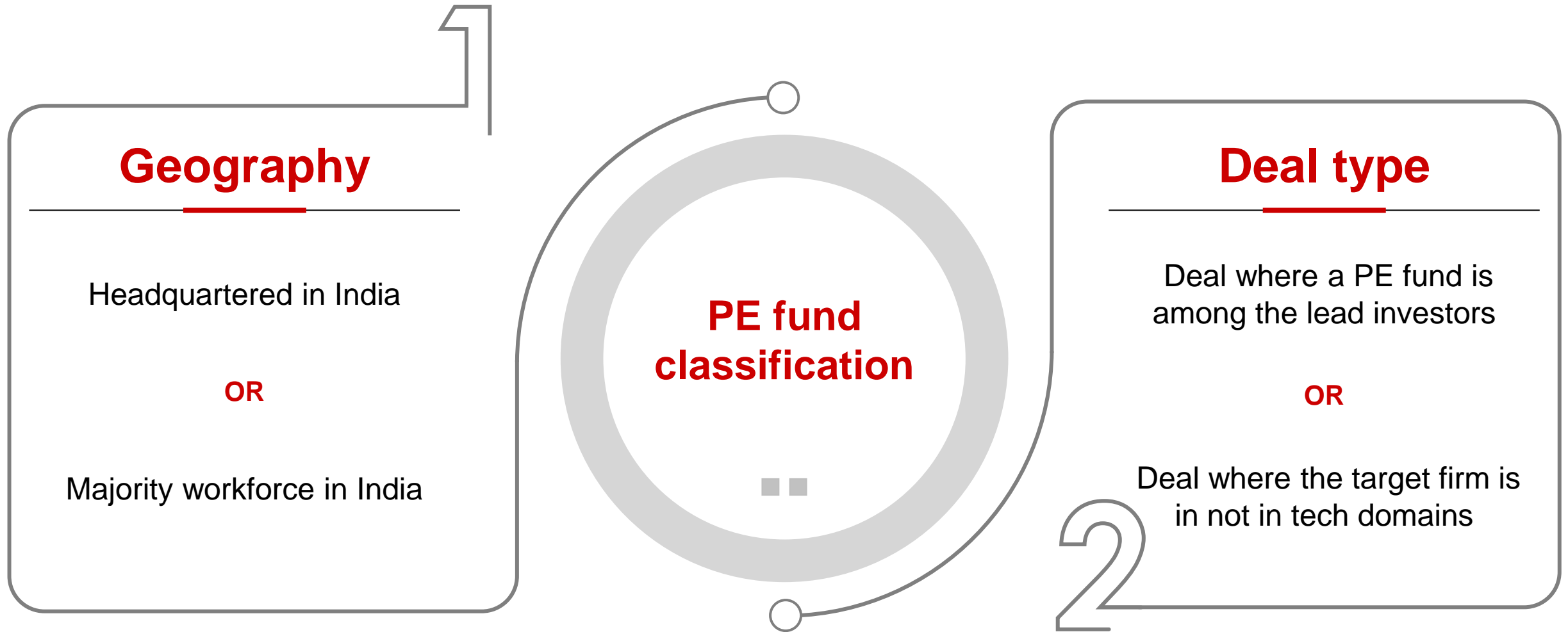
- **Strong growth outlook driven by large potential for infrastructure development** in India (e.g., roads per capita at 0.2x of US), supportive govt. policies such as GatiShakti, National Infrastructure Pipeline, 33% increase in 2024 infrastructure budget
- **Deal activity to be driven by funding requirement of scale assets** across airports, ports, highways, warehouses for new capacity addition, enabled by attractive investment vehicles such as InvITs<sup>1</sup> & government push towards PPP

Note: (1) Infrastructure Investment Trusts  
Source: Based on PE fund conversations, Bain & Company

# Glossary



# Definition: Classing of Private Equity (PE) and Venture Capital (VC) investments





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