# Spotting the emerging leaders ahead of the curve

## Large cap companies represent megatrends in the economy

*The sectoral composition of the top large cap companies indicates the prevalent economic trends*

Large-cap companies represent a certain amount of stability, being major players that have been in the market for a long time, and rarely prone to sudden changes. Specifically, for this reason, any change in the composition of the top bracket in terms of companies or sectors also indicate strong winds of change in the market, reflecting the emergence of new business areas or innovation in business models.

## Winds of change in the past three decades

*Several sectors have dropped out after featuring in the top league. Textiles, cement, real estate are some examples.*

*The presence of companies from the BFSI and IT sectors have become increasingly dominant…*

*…but sectors representing the new age economy are gradually climbing up the ranks.*

An assessment of the top 20 companies during the past three decades between 1990 and 2020 clearly bring out specific trends in the sectoral composition of the companies *(See Chart 1)*.

i. The banking, financial services and insurance (BFSI) sector as well as the IT sector have steadily increased their footprint over the decades.

ii. The FMCG sector partially recovered its degree of presence after witnessing a reduced presence spanning over a decade from the early years of the new millennium.

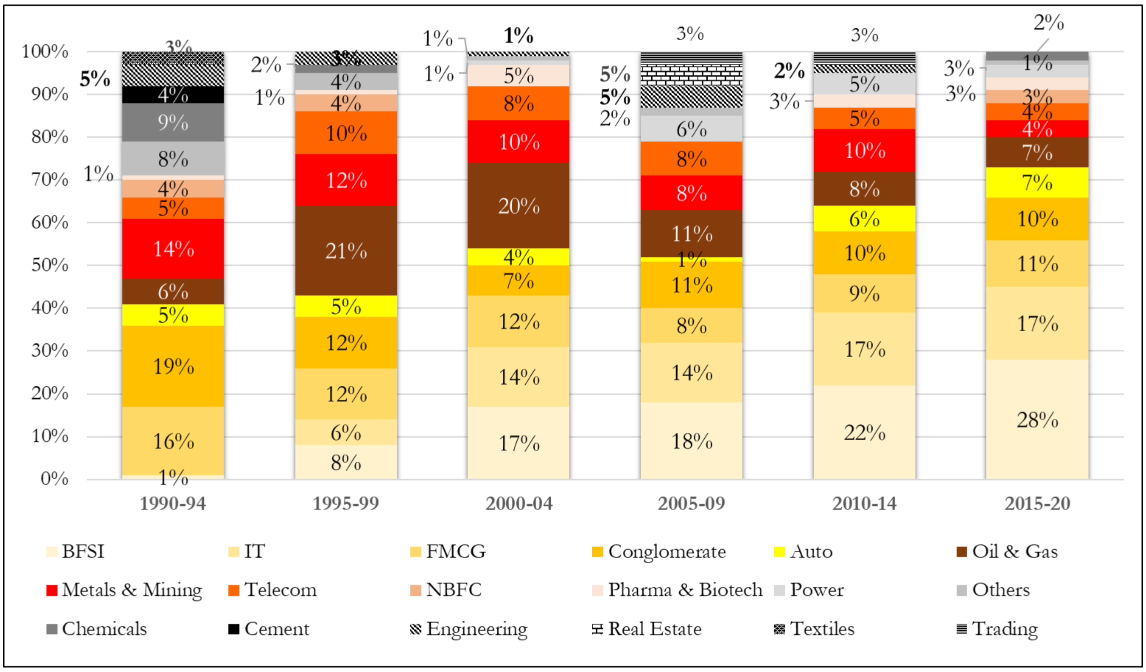
iii. The largest group in the post-liberalisation phase was that of the large conglomerates, with their business spread across energy, petrochemicals, textiles, natural resources, retail, telecom, IT etc. The extent of the presence of these companies, however, have declined considerably in the subsequent years.

iv. After a spurt in predominance during the mid-1990s till the middle of the next decade, the natural resource-related companies in the oil & gas and the metals & mining sectors have given way to new sectors.

v. Certain sectors also dropped out of the top-20 bracket, or their presence shrunk drastically through this period. These include cement, real estate, textiles, trading, shipping, beverages, chemicals (pure play as opposed to conglomerates) etc.

vi. Certain new economy sectors such as renewable energy in the middle of the last decade climbed up in the top bracket but weren't able to sustain their position. This could have been a mark of premature enthusiasm for a sector whose market or regulatory environment were years away from maturing. A similar entrant in the top bracket in 2019 has been that of hypermarket. There is, however, a key difference with the renewable sector's entry in the top bracket. While the renewable sector started by featuring in the top 20 bracket in 2005 and continued to decline after 2006, the hypermarket segment climbed into the top 20 bracket two years after featuring among the top 50 companies by market capitalisation.

**Chart 1: Change in sectoral composition of the top 20 companies in BSE, by market cap (% of companies belonging to different sectors)**




*Source: IRDAI, Lakewater analysis*

## The churn among companies

*53% of the 51 companies that featured in the top 20 companies by market cap in the 1990s, never returned to the top league again…*

*…a further 22% of those 51 companies featured in the top 20 during the 2000s, but dropped out thereafter*

80 companies featured among the top 20 companies by market capitalisation between 1990 and 2020. Two key features of this top 20 bracket stand out. Firstly, each decade saw lesser number of companies constituting the group. While 51 companies made it to the top-20 bracket in the 1990s, in the next two decades the number declined to 43 and 32. Secondly, the composition of the top-20 bracket witnessed a significant churn with a number of companies being replaced by others. For instance, 27 out of the 51 companies that featured in the top-20 bracket of the 1990s never regained their position. 12 more companies featured among the top-20 in the next decade, but dropped out in the 2010s. Out of the 19 companies that entered the top-20 bracket in the 2000s, 10 were not able to feature in the 2010s' top 20 *(See Tables A to D).*

Thus, of the 32 companies that made to the top 20 companies in the 2010s, 13 continued from the 1990s, 9 continued from the 2000s and 10 are new entrants.

## Spotting the trend early

*Anticipating correctly the shift in sectoral composition of the top league and identifying the emerging players with the potential for big growth can increase the returns on investment manifold*

These trends contain some crucial insights, especially for long-term investors who seek manifold growth in their portfolio and not just short-term returns. One factor that can contribute to such growth is the ability to spot early the dynamics of social and economic changes that are either led by or lead to the emergence of new models of business as much as new companies embodying those changes. A consistent and ongoing assessment of the macro trends is essential in building this ability.

*New sectors and the best performing companies therein have emerged in response to the opportunities thrown up by changing economic structure, driven by multiple factors*

For instance, the liberalisation of India's economy in the early 1990s was followed by the predominance of the services sectors such as the IT and banking, with the early movers in these sectors steadily taking up the positions once occupied by the specialised companies in the traditional manufacturing segments such as textiles, cement, chemicals and pharmaceuticals. Opening up to the world also meant newer opportunities to sectors like FMCG and consumer durables. With IT as the backbone, businesses have continued to innovate newer models in financial services, retail and communications. Possibilities seem limitless as new business ideas bloom and new business models take shape, but past experience clearly underscores the importance of informed caution.

*A number of factors play a crucial role in sustaining the position of an emergent sector or a company. The examples of renewable energy and the real estate sectors show that one of the most important factors is a stringent and stable regulatory framework that enables the industry to mature.*

The trajectory of this transition reflecting in the emergence of new age companies hasn't been a linear one. While the real estate sector, for instance, made it to the top 20 bracket in the first decade of the new millennium, its rise was underscored by several inherent weaknesses including weak regulatory framework, large number of unregulated small-scale players and lack of corporate governance. A BNP Paribas study of eight leading real estate companies in 2013 found all of them weak on corporate governance. As a consequence, the sector soon ran into trouble, which was compounded as soon as a stringent regulatory framework that demanded transparency and accountability from the players was instituted in 2016. The renewable energy sector too was grounded soon after it broke into the league of top 20. It took just about seven years for Suzlon from being oversubscribed 51 times while being listed in 2005 to descend into a debt crisis. Apart from corporate governance and strategic business decision issues, the still unstable policy environment governing the renewable sector had a crucial role in the decline from being the 15th largest company by market cap in 2005 to 463rd in 2018.

*Corporate governance is another critical factor: transparency, accountability and following the code of ethical practices can go a long way to sustain a high performer*

It is thus critical to stay alert to the underlying weaknesses of a sector, as much as to the governance and strategic decisions of a company in order to avoid being misled by its rapid growth. In fact, as the example of Satyam shows, weak corporate governance can pull down a leading company even when its competitors and the overall sector are clocking rapid growth.

## The demand side drivers of change

*Global integration of economy and cultures, rapid urbanisation, ageing population, aspirational lifestyle, shift of preference from possessing to experiencing are among the various drivers that are creating new opportunities in the marketplace….*

Rapid change defines the modern society: while number of towns are increasing, existing large cities are growing larger, disposable income is on the rise, consumption is driving economic growth and the share of the middle-aged and elderly in population is increasing *(See Charts 2 to 6)*. The businesses that successfully adapt to these changes or find new opportunities in them are the ones that are making it to the top league. The new age companies manifest their flexibility for such innovation through new products (mobile phones, automobiles, etc.) and services (electronic banking, home delivery services, etc.). In other words, improving quality of life will continue to be central to this transition both as a driver and as a result.

**Chart 2: India's population is ageing**

*As India's population increases, the share of the young in India's population will continue to diminish. The share of under-25 years dropped from 59% in 1970 to 50% in 2011. The share of this age group is estimated to drop sharply to 42% by 2025 and further to 33% by 2050. For the same years, the share of above 50 years age group is set to increase from the 16% of 2011 to 22% and then, to a huge 32% respectively.*

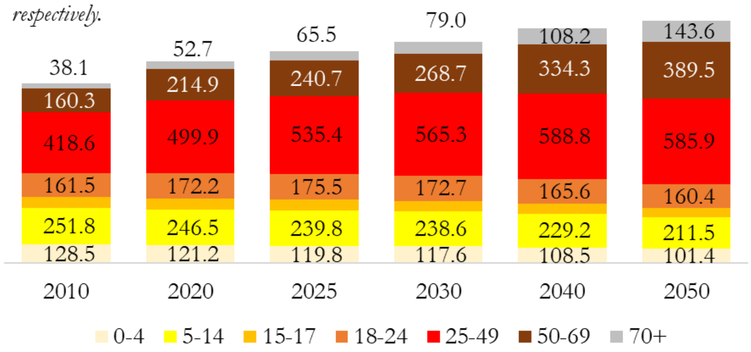



**Chart 3: Rates of increase in per capita income (CAGR, %)**

*Per capita income in India increased from Rs 14,330 in FY91 to Rs 20,418 in FY01, Rs 36,202 in FY11 (2004-05 constant prices). In FY19, it stood at Rs 95,706 (2011-12 constant prices).*

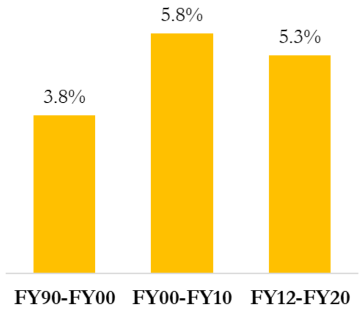



**Chart 4: Annual addition to rural and urban population (in mn)**

*By 2050, the number of people living in India's urban centres would more than double from the 377 mn of 2011 to 814 mn – 2.3 times the estimated urban population of the United States in that year.*

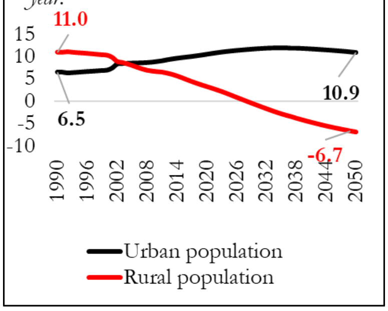



**Chart 5: Rapid urbanisation of peri-urban and rural areas**

*Growth in urbanisation has largely been driven by from new areas being demarcated as 'census towns' indicating the transition of areas earlier considered either rural or semi-urban.*

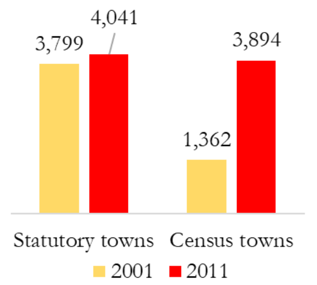
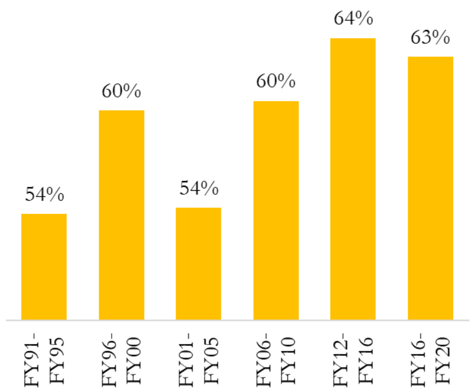



**Chart 6: Consumption's role in GDP growth has increased**

(Share of increase in Private Final Consumption




## The supply side drivers of change

*…and the new age companies are differentiating from the old-world companies and competing with their peers on the basis of innovation. From the reducing size and cost of more efficient microchips to using drones for home delivery, innovation is poised to lead the modern world into the realm formerly imagined only in science fiction*

The fundamental principle for a company to sustain on its growth path, which cannot be overemphasised is ethical and legal correctness, failing which has brought down many a behemoth. However, the crux of making it to the top league will remain solid strategic decisions and the ability to innovate: the former has less clarity and has to pass the test of time, whereas the latter is comparatively more concrete and visible. Apart from the technological aspect that, for instance, puts product manufacturers ahead of their competition (e.g., Apple), innovation in ways of doing business too have changed the business space (e.g., Amazon, Netflix). Since its inception in 1994 Amazon has consolidated its position through both types of innovation in the ecommerce space, it has been followed by new age companies in similar (Flipkart) and in other spaces such as travel (MakeMyTrip, Ola, etc.) and hospitality aggregators (Oyo, Airbnb, etc.).

*Innovation has also revolutionised ways of doing business. From Amazon to Uber to Oyo, it is no longer a pre-requisite to invest heavily on owning assets for a business to succeed*

Another feature that characterise many of these new age companies is that they are 'asset light', the value of their operations being manifold higher than their capital assets. Notably, a great number of these companies are either listed abroad or are privately held. As and when these get listed in the Indian stock exchanges, it is more than likely that the composition of the top league will be drastically different from what it is today. It wouldn't be too radical to say that the companies topping the charts in 2030 aren't listed yet.

## Businesses to keep an eye upon

*These megatrends indicate the growing clout of companies is specific sectors.*

Based on the above drivers of change, we recommend keeping a close watch on some industry sectors and companies in them that have high growth potential. A few of these companies have already started charting rapid growth which is likely to be sustainable over the long run, but there are also a few which are still in the process of emergence. We believe that the latter group of companies will sustain their growth over the medium and long-term and within the next 5-10 years will break into the top league.

### The IT sector will play up its predominance

*The modern economy thrives on connectivity (as in Internet of Things). The IT sector will continue to be the backbone of this journey*

With its limitless potential for driving innovation, the IT sector will continue to retain a major place among the top bracket. While Infosys, TCS and Wipro have retained their position in the top league, HCL Technologies too have climbed up in the past decade. The company that we recommend watching out for making it to the top 20 bracket is L&T Infotech.

**L&T Infotech:** Listed in July 2016, the market cap of the company has increased 2.9 times between 2016 December and February 2020, taking its rank from 150th to 82nd during the same period.

| | **Revenue (FY19, Rs bn)** | **Growth in revenue (CAGR)** | **Growth in gross profit (CAGR)** | **Change in EPS** | **Market cap growth rate (CAGR)** |
|---|---|---|---|---|---|
| L&T Infotech | 92.4 | 13% | 23% | 67% | 37% |
| Mindtree | 71.1 | 18% | 11% | -57% | 23% |
| HCL Technologies | 613.7 | 13% | 10% | -20% | 7% |
| Infosys | 759.6 | 10% | 7% | -81% | 11% |
| TCS | 1,507.7 | 13% | 10% | -15% | 7% |

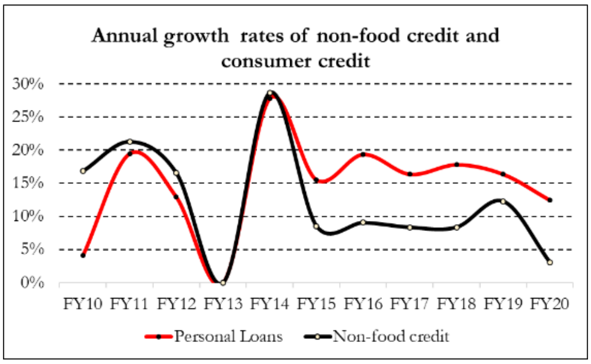
*Note: Data for L&T Infotech is available from FY16. For all other companies in the table, change/growth has been calculated between FY14 and FY19*

*Source: Company Annual Reports, BSE, Lakewater analysis*

### Young urban consumers & lifestyle changes will drive consumer finance

*New aspirations, desire to experience the new and a younger working population in the urban centres is driving borrowing*

Increasing income, rapid urbanisation and aspirational lifestyles are driving consumer finance through a high growth path. Between March 2010 and January 2020, personal loans grew at a compounded annual rate of 16%, compared to 11% of total non-food credit. As a result, consumer loans accounted for 28% of non-food credit in January 2020, up from 19% in March 2010. Growth rates have remained impressive even during the recent economic slowdown. If this rate of growth continues, the size of consumer credit (~Rs 25 trillion) is likely to increase by over four times in the next decade, presenting a huge opportunity to the players in this sector. The company to watch in this space is Bajaj Finance Limited.




*Source: Reserve Bank of India*

**Bajaj Finance Limited:** The company which was at 298th position by market cap in 2010, climbed to 59th position in 2015 and to the 11th position by February 2020. The company's market cap increased by 8.3 times and share value 7.4 times between December 2015 and February 2020.

| | Revenue (FY19, Rs bn) | Growth in revenue (CAGR) | Growth in gross profit (CAGR) | Change in EPS | Market cap growth rate (CAGR) |
|---|---|---|---|---|---|
| Bajaj Finance | 174 | 34% | 41% | -53% | 81% |

*Note: Change/growth has been calculated between FY14 and FY19, except market cap for which December 2013 and December 2018 data have been used*

*Source: Company Annual Reports, BSE, Lakewater analysis*

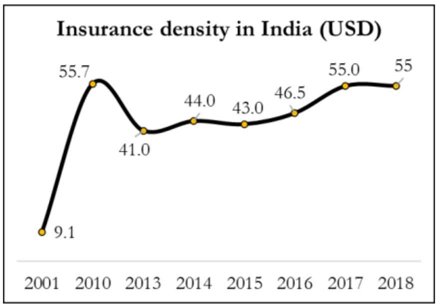
## Renewed interest in term policies for an ageing population

*With the bulging middle aged and elderly segments of population there is a renewed interest in term policies…*

Rising incomes, an ageing population and improving educational levels indicate a strong growth outlook for the insurance sector. The Indian insurance sector is heavily skewed towards life insurance vis-à-vis non-life insurance, with the former being 2.8 times greater in size than the latter, whereas the global average is 1.2 times. Yet, life insurance density (per capita premium) in India is just USD 55, less than a seventh of the global average, and about a fourth of that in China.

*…with insurance density inching back to the previous highest level after a slump*

The trend in insurance density of the life insurance sector points out to a clear potential for growth: it rose sharply from USD 9.1 in 2001 to USD 55.7 in 2010, but went on a path of decline in the subsequent years. A steady growth in the recent years, with life insurance density reaching the level of USD 55.7 in 2018, indicate a renewed interest in life insurance. The other key trend of the sector is growing preference towards traditional non-linked insurance plans, whose share increased from 59.1% in FY09 to 78.5% in FY19.




*Source: IRDAI, Lakewater analysis*

The life insurance sector is expected to increase at a rate of 12-15% over the next three to five years. With this growth rate, the insurance density and the share of the private sector in life insurance, which increased from just 3% in FY03 to 33.8% in FY19, too will increase significantly on the back of the reinforcing factors. The company we recommend to watch out in this space is HDFC Life Insurance Company Ltd.

**HDFC Life:** The company which was at 38th position by market cap in 2017 has climbed to 25th position in February 2020. The company's market cap and share value increased by 1.4 times between December 2017 and February 2020.

| | Revenue (FY19, Rs bn) | Growth in revenue (CAGR) | AUM (Rs bn) | Growth in AUM (CAGR) |
|---|---|---|---|---|
| HDFC Life | 385.6 | 18% | 1,255.5 | 20% |

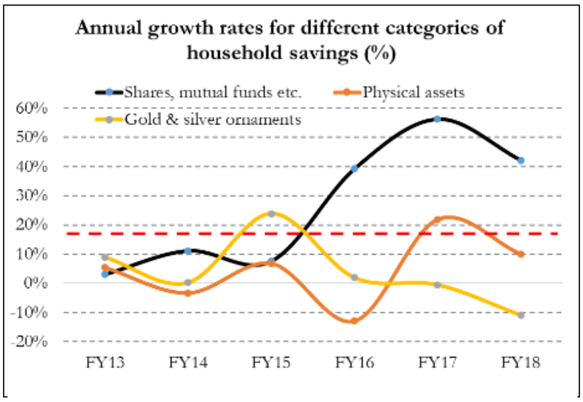
*Note: Change/growth has been calculated between FY14 and FY19*
*Source: Company Annual Reports, BSE, Lakewater analysis*

### Household savings are focussing on new asset classes

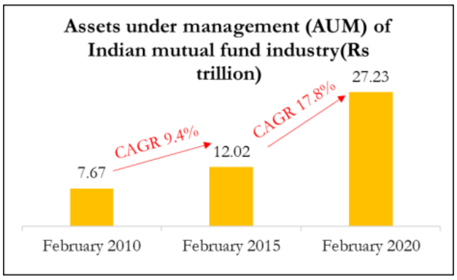
*Bank deposits are slowly but steadily making way for investments in equities and mutual funds*

A trend that has strengthened over the past years in terms of household savings patterns is a definitive preference for equities and mutual funds over bank deposits, physical assets and gold and silver ornaments. The rapid growth in SIPs (systematic investment plans) will continue to drive the overall growth in the asset management industry. While gross financial savings increased at a compounded annual growth rate of 12.3% between FY12 and FY18, growth in savings through equities and mutual funds clocked 31.2% and 18.4%, respectively. During the same period, the growth rates for savings through physical assets and gold and silver ornaments were 4.1% and 3.5%, respectively.

*Product innovation like SIPs have strengthened this trend*




*Source: National Accounts Statistics, Lakewater analysis*




*Source: Association of Mutual Funds in India, Lakewater analysis*

The opportunity and scale of operations for the mutual fund industry have expanded rapidly, with the near doubling of growth rates in the past five years compared to the previous five. Yet, as a percentage of GDP, mutual fund assets are at just 12%, pointing to a vast untapped potential for the industry's growth.

The company to watch under this segment is HDFC Asset Management Company Ltd.

**HDFC Asset Management Company Ltd:** The company has emerged as a market leader with market share of 14.5% in terms of AUM and 28% in terms of unique investors in FY19. The company which was at listed in August 2018, more than doubled its market cap between December 2018 and February 2020, improving its rank from 88th to 43rd during the same period.

| | Revenue (FY19, Rs bn) | Growth in revenue (CAGR) | Growth in gross profit (CAGR) | AUM (Rs bn) | Growth in AUM (CAGR) |
|---|---|---|---|---|---|
| HDFC AMC | 20.97 | 18% | 21% | 3,439.4 | 26% |
| Kotak AMC | 6.7 | 32% | 48% | 1,382.5 | 31% |

*Note: Change/growth has been calculated between FY14 and FY19*
*Source: Company Annual Reports, BSE, Lakewater analysis*

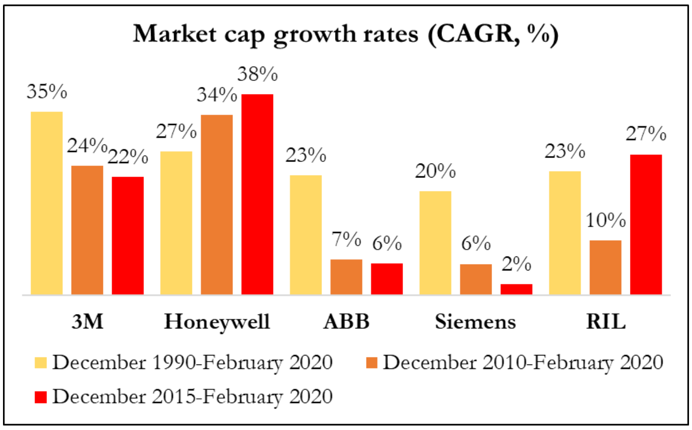
*The areas of diversification in conglomerates can be widely different, but those providing innovative products and solutions to both industry and modern households are leading the race*

**Innovation-driven diversification will gain more market**

Diversification of product and services portfolios can help in hedging against market risks, especially for multinationals with presence across geographies. While such companies have the unique advantage of customising their product and solutions intellectual property to specific country requirements, in the eventuality of a collapse in demand in a particular country, regional exports offer a route to sustain their business. In addition, a wide and deep global logistics chain adds to their advantage.

Reliance Industries Ltd of course is the largest conglomerate listed in the Indian market, spread over oil exploration and production, refining and marketing, petrochemicals, textiles, retail and telecommunication, that has topped the chart for decades. However, a few other companies with a wide range of product and solutions diversification have continued to grow at a fast pace. Among these companies, we recommend 3M India.

Although there are similar companies in this space, such as ABB India Ltd and Siemens Ltd, 3M and Honeywell have maintained a higher rate of growth of their market cap both in the short-term and the long-term. A focus on innovation, catering to a wide range of segments spread out over consumer and industrial markets and the growth potential of these segments in India indicate their continued strong growth.



| | Revenue (FY19, Rs bn) | Growth in revenue (CAGR) | Growth in gross profit (CAGR) | Change in EPS | Market cap growth rate (CAGR) |
|---|---|---|---|---|---|
| 3M India | 284.2 | 74% | 48% | 651% | 42% |
| Honeywell Automation | 32.5 | 13% | 35% | 317% | 51% |

*Note: Change/growth has been calculated between FY14 and FY19*
*Source: Company Annual Reports, BSE, Lakewater analysis*

**Speeding up productivity holds the key for the agrochemicals sector**

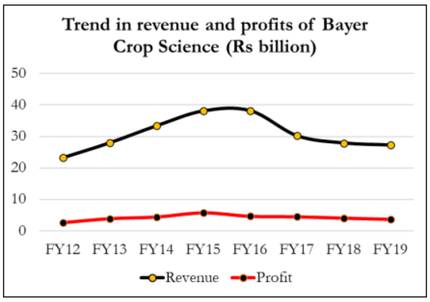
*Poor crop yield has been the Achilles heel of Indian agriculture. The company that addresses the problem most efficiently through newer variety of seeds, agrochemicals and farming practices will be able to acquire a large share of the huge market*

Low yield has been the most crucial and long-standing concern for India's agriculture. India ranks third in terms of cereal production (following China and USA) and second in terms of fruits and vegetables production (after China), but there is a very wide gap in productivity with the top-ranking countries. While on average the country's crop yield has shown improvements over the past decade, productivity increase in crops like maize, fruits, vegetables and plantation crops (that is, largely commercial crops) have been significantly higher compared to food crops such as rice, wheat and pulses. Although this improvement indicates a partial progress towards further integrating the agriculture sector with the market economy, productivity gains will require far greater efforts, especially for the foodgrains segment which account for about two-thirds of cultivated area.

The main approaches towards improving productivity have been development of better seeds, increase in the extent of farm mechanisation and more extensive use of agrochemicals that are more effective than the traditional fertilisers and pesticides. With pressure on agricultural land availability, declining water tables and frequent occurrence of extreme weather events the thrust on improving crop yield will only increase with time and therefore presents a significant opportunity for companies that can come forward with customised and innovative products and solutions. The Government's focus on doubling farmers' income will further strengthen domestic consumption of agrochemicals, while increasing exports from India will widen the agrochemical companies' opportunity horizon.

Our recommendation for this segment is Bayer Crop Science, which is present not only in two of the above three areas—improved seeds and agrochemicals, but also in associated areas such as animal health, pharmaceuticals and consumer health. Bayer's acquisition of Monsanto in 2019 will additionally provide synergies in the years to come

**Bayer Crop Science:** The company which was at 38th position by market cap in 2017 has climbed to 25th position in February 2020. The company's market cap and share value increased by 1.4 times between December 2017 and February 2020.



## Supermarkets on the fast lane: competing on shopping experience

*Super and hypermarkets are increasing their footprints in large and smaller cities across the country. Ease of shopping, range of products and price advantage will determine the leaders*

Increasing disposable income, bulging urban clusters and the convenience of a single point shopping facility that provides significant price benefits have driven the growth of organised retail in India in the past decade. According to industry estimates, the number of supermarkets grew from just 500 in 2006 to 8,500 in 2016. Recent policy decisions such as demonetisation and introduction of GST, which have given an impetus to digital payments, have catalysed the growth of organised modern trade. Different estimates project the market size of organised retail to grow from around USD 82-95 in 2017-18 to between USD 200-300 billion by 2023.

The concentration of supermarkets is heavily skewed in favour of the metro cities, with 85% of business generated in the top 10 metros. Yet, the share of modern retail in the top six metros of India is just 19% of total retail compared to 84% in USA and 71% in Singapore. Thus, the scope for expansion is huge. Moreover, the spurt in growth of smaller towns have opened up new avenues for expansion. According to some estimates the market for modern organised retail is growing at a faster rate in these cities.

The story, however, is not all optimistic. The organised retail business faces serious challenges in the form of high rentals and overhead costs. The advent of online retail, which does away with the inconvenience of physical travel while providing better discounts, have further increased the pressure on the brick and mortar stores.

The rapidly growing size of opportunity in organised retail has drawn increasing number of players over the past two decades. Catering to different product segments, companies such as Reliance Retail (a division of RIL), Future Retail, Aditya Birla Fashion and Retail, Spencer's, V-Mart and Avenue Supermarts have emerged as key players. In this segment we recommend Avenue Supermarts.

**Avenue Supermarts**: Following the listing of the company in March 2017, it has climbed from being the 43rd largest company by market cap in December 2017 to the 18th largest in February 2020. During this period, it has doubled its market cap. A comparison of operating parameters clearly show that Avenue Supermarts has a strong growth path ahead.

**Comparative metrics of key players in the organised retail sector, FY19**

| | Revenue (Rs billion) | Area (million sq ft) | Revenue/sq ft (Rs) | Profit/store (Rs million) |
|---|---|---|---|---|
| Reliance Retail | 1,305.66 | 22.00 | 59,348.18 | 5.95 |
| Spencer's | 21.87 | 1.37 | 15,963.50 | 0.62 |
| Shoppers Stop | 34.81 | 4.25 | 8,190.59 | 5.89 |
| Aditya Birla Fashion & Retail | 81.18 | 7.50 | 10,824.00 | 0.55 |
| Future Retail | 201.65 | 16.10 | 12,524.84 | 4.85 |
| Avenue Supermarts | 199.16 | 5.90 | 33,755.93 | 82.25 |
| V-Mart Retail | 14.40 | 1.80 | 7,998.17 | 5.12 |

*Source: Company annual reports, BSE, Lakewater analysis*

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| Table A: Companies that dropped out of the top 20 bracket after the 1990s | | | |
|---|---|---|---|
| | **Best rank and year** | **Latest position** | **Increase in market cap** |
| Mahindra & Mahindra Ltd | 20th in 1996 | 47th in 2020 | 436.4 times (2020) |
| Bosch Ltd | 20th in 1991 | 73rd in 2020 | 132.3 times (2020) |
| Castrol India Ltd | 15th in 1999 | 169th in 2018 | 77.0 times (2018) |
| Tata Chemicals Ltd | 13th in 1993 | 147th in 2018 | 52.4 times (2018) |
| Grasim Industries Ltd | 7th in 1991 | 59th in 2020 | 49.7 times (2020) |
| Colgate-Palmolive (India) Ltd | 9th in 1993 | 78th in 2020 | 42.3 times (2020) |
| Bajaj Holdings & Investment Ltd | 6th in 1990 | 69th in 2020 | 33.34 times (2020) |
| ACC Ltd | 9th in 1991 | 104th in 2018 | 32.06 times (2018) |
| Tata Global Beverages Ltd | 17th in 1990 | 185th in 2018 | 26.1 times (2018) |
| Great Eastern Shipping Company Ltd | 19th in 1991 | 349th in 2018 | 23.8 times (2018) |
| SKF India Ltd | 19th in 1990 | 230th in 2018 | 20.4 times (2018) |
| Escorts Ltd | 20th in 1990 | 247th in 2018 | 18.4 times (2018) |
| Century Textiles & Industries Ltd | 4th in 1991 | 217th in 2018 | 10.2 times (2018) |
| Bombay Dyeing & Manufacturing Co Ltd | 15th in 1991 | 514th in 2018 | 6.2 times (2018) |
| Uniphos Enterprises Ltd | 13th in 1992 | 2746th in 2018 | 6.2 times (2018) |
| IDBI Bank Ltd | 15th in 1995-97 | 87th in 2020 | 6.1 times (1995-2020) |
| Sanofi India Ltd | 2nd in 1990 | 176th in 2018 | 5.9 times (2018) |
| Gujarat State Fertilizers & Chemicals Ltd | 8th in 1991 | 354th in 2018 | 4.9 times (2018) |
| Pentamedia Graphics Ltd | 20th in 1999, | 2549th in 2018 | 4.7 times (1992-2018) |
| Rashtriya Chemicals & Fertilizers Ltd | 17th in 1992 | 409th in 2018 | 1.7 times (1992-2018) |
| Ballarpur Industries Ltd | 18th in 1990, | 863rd in 2018 | 1.4 times (2018) |
| NLC India Ltd | 7th in 1996 | 237th in 2018 | 1.1 (1996-2018) |
| Century Enka Ltd | 16th in 1990 | 924th in 2018 | 1.1 times decline (1990-2018) |
| Shipping Corporation of India Ltd | 16th in 1993 | 526th in 2018 | 1.3 times decline (1993-2018) |
| Saurashtra Cement Ltd | 13th in 1991 | 1173rd in 2018 | 3.6 times decline between 1991 & 2018 |
| JCT Ltd | 8th in 1990 | 1400th in 2018 | 5.9 times decline (2018) |

| Table B: Companies that featured in the top 20 bracket in the 1990s and 2000s | | | |
|---|---|---|---|
| | **Best rank and year** | **Latest position** | **Increase in market cap** |
| Cipla Ltd | 13th in 2001 | 85th in 2020 | 591.2 times (2020) |
| Zee Entertainment Enterprises Ltd | 4th in 1999 | 60th in 2018 | 212.8 times (1993 to 2018) |

| | | | |
|---|---|---|---|
| Bharat Petroleum Corporation Ltd | 6th in 1992 | 30th in 2020 | 27.4 times (1992 to 2020) |
| Hindustan Zinc Ltd | 19th in 1992 | 38th 2020 | 45.1 times (1992 to 2020) |
| GAIL (India) Ltd | 9th in 1997, 1998, 2003 | 55th in 2020 | 4.5 times (1997 to 2020) |
| Hindalco Industries Ltd | 11th in 1991, 1992 | 77th in 2020 | 40.3 times (2020) |
| Hindustan Petroleum Corporation Ltd | 6th in 1993 | 92nd 2020 | 3.9 times (1993 to 2020) |
| Mahanagar Telephone Nigam Ltd | 2nd in 1993, 1994 | 749th in 2018 | 15.6 times decline (1993 to 2018) |
| NIIT Ltd | 12th in 1999 | 280th in 2018 | 7.7 times (1993 to 2018) |
| Tata Communications Ltd | 3rd in 1993 | 170th in 2018 | 7.2 times (1992 to 2018) |
| Tata Steel Ltd | 1st in 1990, 1991 | 60th in 2020 | 12.9 times (2020) |

| **Table C: Companies that remained in the top 20 bracket from the 1990s to the 2010s** | | | |
|---|---|---|---|
| | **Best rank and year** | **Latest position** | **Increase in market cap** |
| Infosys Ltd | 3rd 1999, 2000 | 7th in 2020 | 3658.2 times (1993-2020) |
| Wipro Ltd | 1st in 1999. 2000 | 21st in 2020 | 1369.3 times (1990-2020) |
| ITC Ltd | 2nd in 1991, 1992, 2014 | 12th in 2020 | 311.6 times (1990-2020) |
| Hindustan Unilever Ltd | 1st in 1998, 2001 | 4th in 2020 | 348 times (1990-2020) |
| Nestle India Ltd | 16th in 1998 | 17th in 2020 | 342.5 times (1990-2020) |
| Reliance Industries Ltd | 1st in 2007-10, 2012, 2017-20 | 1st in 2020 | 446.5 times (1990-2020) |
| Larsen & Toubro Ltd | 11th in 1993, 1999, 2009, 2010 | 16th 2020 | 214.8 times (1990-2020) |
| State Bank of India | 4th in 1994 | 10th in 2020 | 25.5 times (1994-2020) |
| Bharat Heavy Electricals Ltd | 7th in 2008 | 110th in 2018 | 8.3 times (1992-2018) |
| Tata Motors Ltd | 3rd in 1990, 1991 | 56th in 2020 | 23.1 times (1990-2020) |
| Oil & Natural Gas Corpn Ltd | 1st in 1995, 1997, 2002-06 | 23rd in 2020 | 4.8 times (1995-2020) |
| Indian Oil Corporation Ltd | 1st in 1996 | 28th in 2020 | 4.6 times (1995-2020) |
| Steel Authority of India Ltd | 1st in 1992, 1994 | 123rd in 2018 | 1.4 times (1992-2018) |

| **Table D: Companies that remained in the top 20 bracket in the 2000s and 2010s** | | | |
|---|---|---|---|
| | **Best rank and year** | **Latest position** | **Increase in market cap** |
| NMDC Ltd | 5th in 2009 | 100th in 2020 | 72 times (2001 to 2020) |

| | | | |
|---|---|---|---|
| Housing Development Finance Corporation Ltd | 6th in 2018 | 5th in 2020 | 316.2 times (2000 to 2020) |
| HDFC Bank Ltd | 3rd from 2015-18 | 3rd in 2020 | 119.3 times (2000 to 2020) |
| Bharti Airtel Ltd | 4th in 2007-08 | 9th in 2020 | 67.4 times (2002 to 2020) |
| ICICI Bank Ltd | 9th in 2006-07, 2012, 2014 | 6th in 2020 | 108.3 times (2000 to 2020) |
| MMTC Ltd | 4th in 2009 | 353rd in 2018 | 13.1 times (2002 to 2020) |
| Tata Consultancy Services Ltd | 1st in 2011, 2013-16 | 2nd in 2020 | 11.7 times (2004 to 2020) |
| HCL Technologies Ltd | 7th in 2000 | 19th in 2020 | 9.6 times (2000 to 2020) |
| NTPC Ltd | 2nd in 2008 | 26th in 2020 | 1.5 times (2004 to 2020) |