

RETAIL



JUNE 2017 (As of 3 JUNE 2017)

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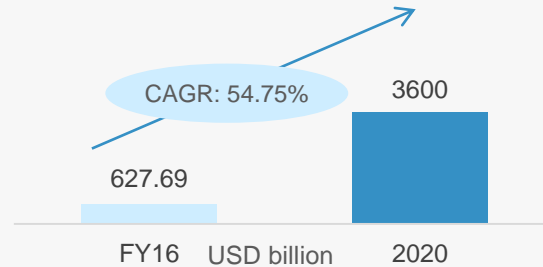
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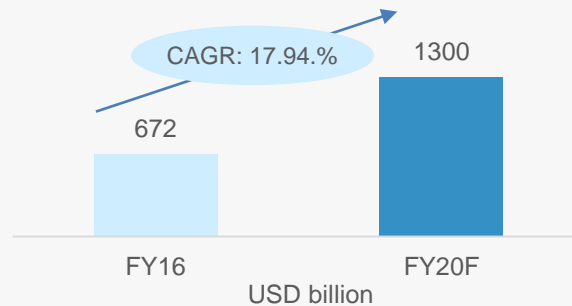
EXECUTIVE SUMMARY ... (1/2)

Rising income & demand for quality products to boost consumer expenditure



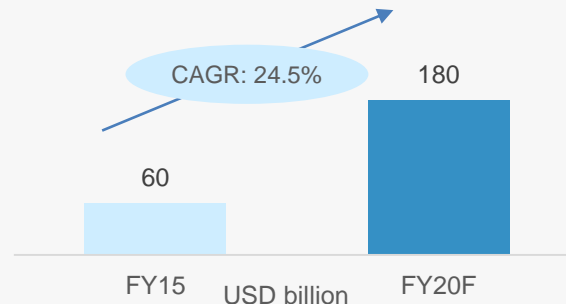
Consumer expenditure estimated to be USD3.6 trillion by 2020 vis-à-vis USD0.627 trillion in 2016

Indian retail one of the fastest growing markets in the world due to economic growth



By 2020, retail market in India is projected to reach USD1.3 trillion from USD672 billion in 2016

India's modern retail to be 3 times in next 5 years

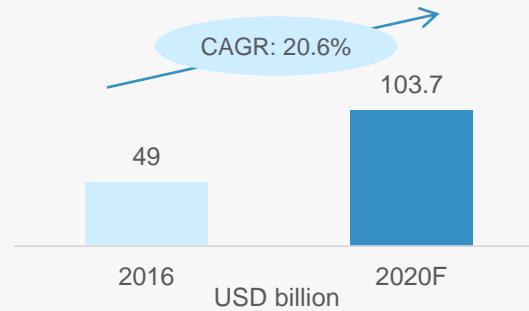


The modern retail market is expected to grow from USD60 billion to USD180 billion during FY15-FY20

Source: Ernst & Young, Price Waterhouse Cooper, Economic Times, TechSci Research
Notes: CAGR - Compound Annual Growth Rate, F- Forecast

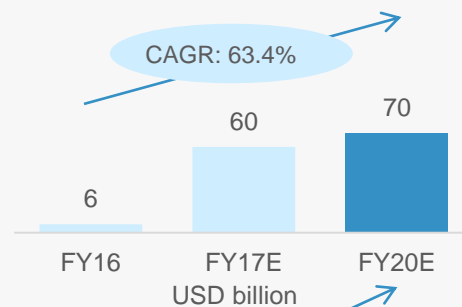
EXECUTIVE SUMMARY ... (2/2)

Robust consumption, rural markets to augment FMCG market



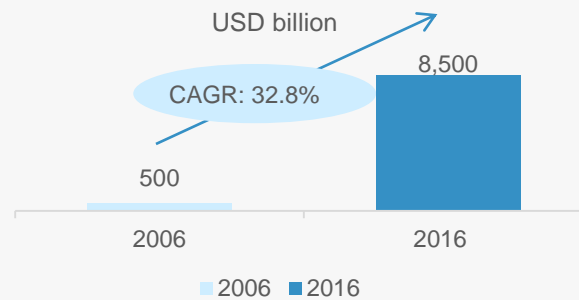
FMCG market expected to increase to USD103.7 billion by 2020 from USD 49 billion in 2016

Increasing participation from foreign & private players to boost retail infrastructure



Revenue generated from online retail is projected to grow to USD60 billion by 2017 & USD70 billion by 2020 from USD6 billion in 2015

Rising number of tier-2 & tier-3 cities to enhance supermarket space in the country



Supermarkets to total 8,500 by 2016 from 500 in 2006

Source: indiaretailing.com, TechSci Research
Notes: CAGR - Compound Annual Growth Rate, E - Estimate

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ADVANTAGE INDIA



2016
Market Value:
USD672 billion

Demand potential

- Healthy economic growth, changing demographic profile, increasing disposable incomes, changing consumer tastes and preferences are driving growth in the organised retail market in India
- Rapid urbanisation with increasing purchasing power has led to growing demand

Innovation in financing

- Collective efforts of financial houses & banks with retailers are enabling consumers to go for durable products with easy credit
- In January 2016, Bank of India announced reduction in rate of interest on retail loans offered by the bank.

2020E
Market Value:
USD1.3 trillion

Increasing investments

- Foreign retailers are continuously entering the Indian market
- Cumulative FDI inflow in retail for December 2016 stood at USD935.74 million;
- 100 per cent cash & carry operations are gaining significance in India with Thailand's Siam Makro being the latest entrant in this space, following Metro, Walmart & Booker

Policy support

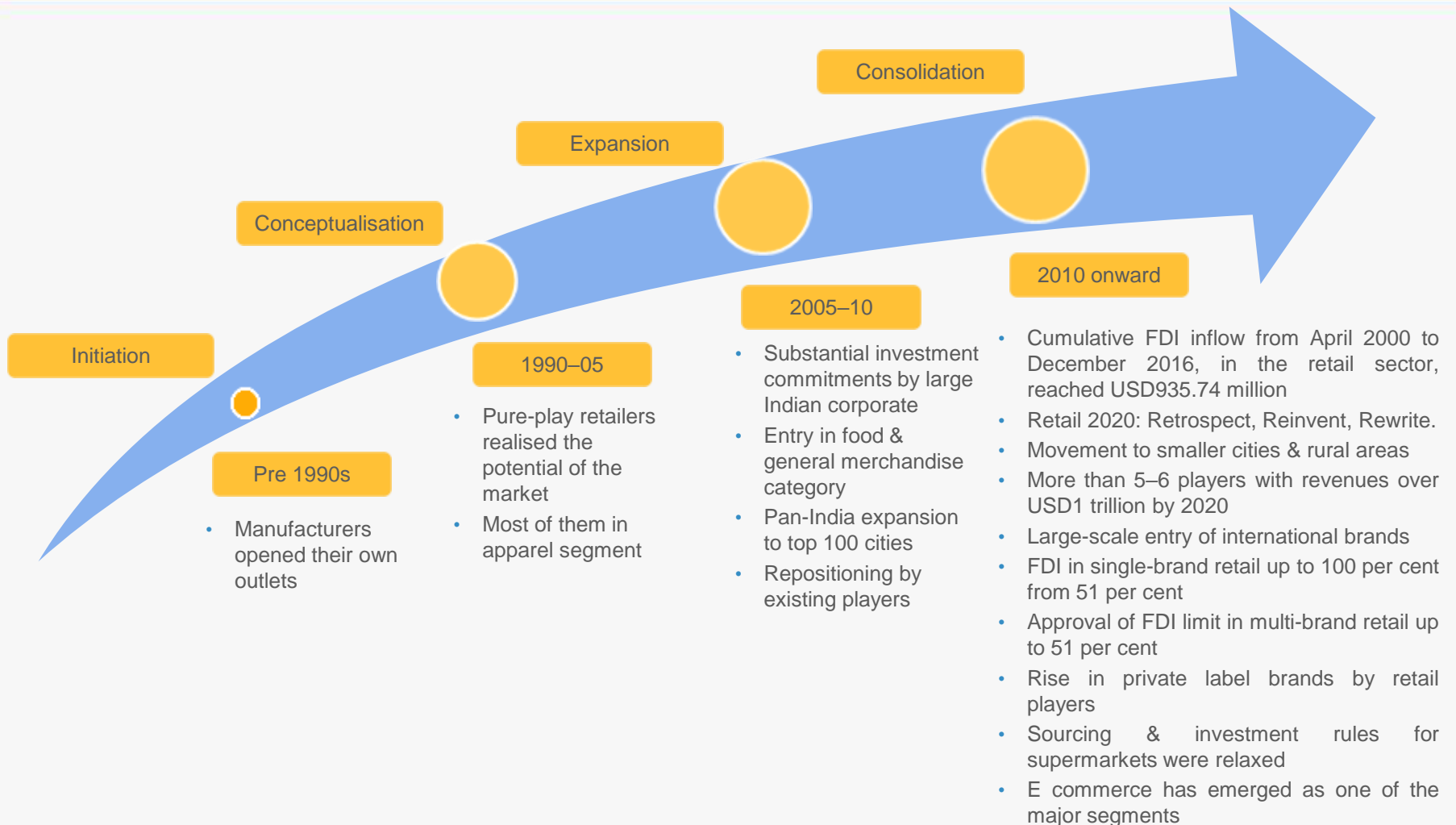
- About 51 per cent FDI in multi-brand retail
- FDI of up to 100 per cent in single-brand retail and for cash & carry (wholesale) trading & exports
- Introduction of Goods & Service Tax (GST) as a single unified tax system from next fiscal year
- To provide a level-playing field to stakeholders, the government is planning to synchronise policies of retail, FMCG & e-commerce within a single policy framework

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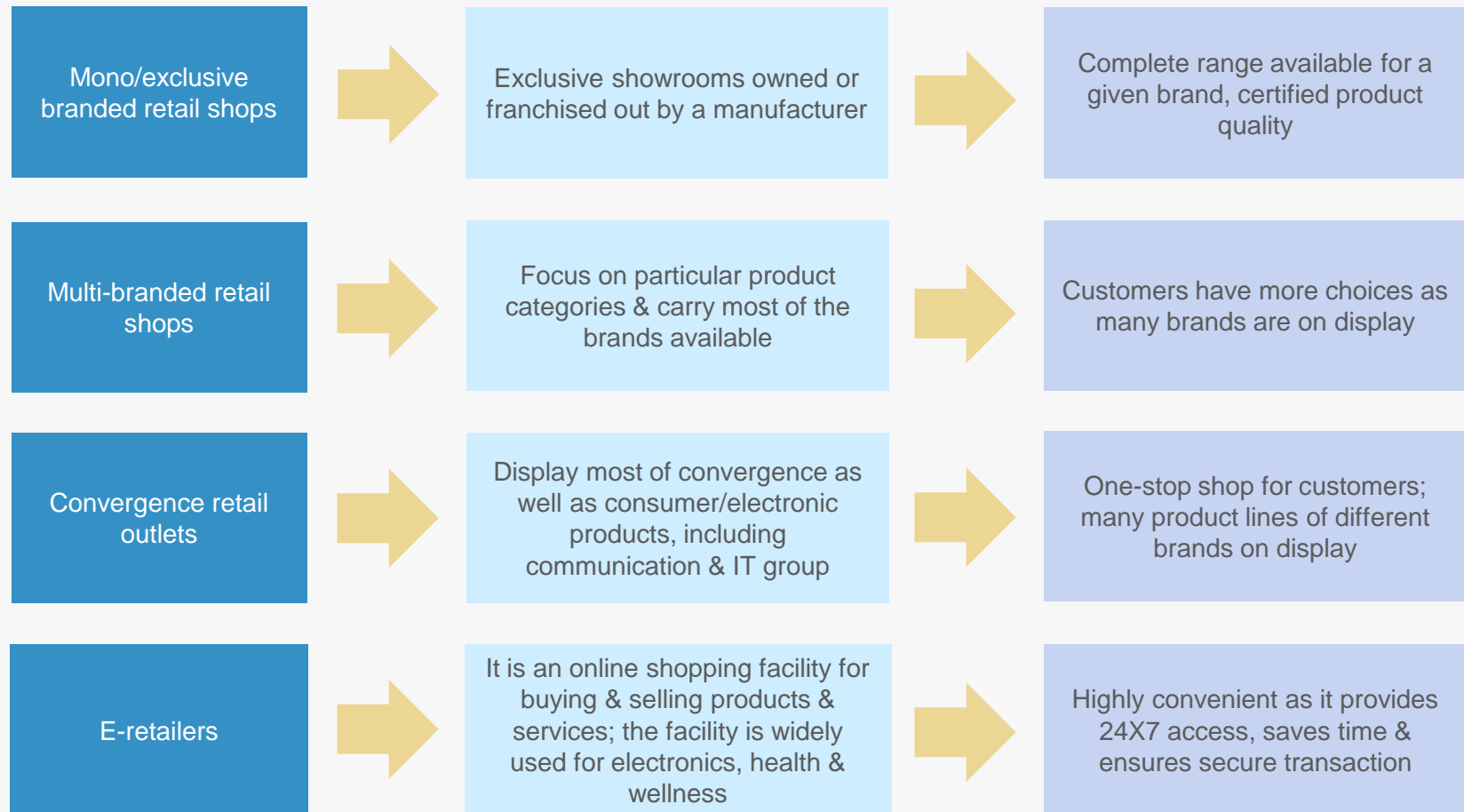
MARKET OVERVIEW AND TRENDS

EVOLUTION OF RETAIL IN INDIA



Source: Technopak Advisors Pvt Ltd, BCG, TechSci Research

RETAIL FORMATS IN INDIA



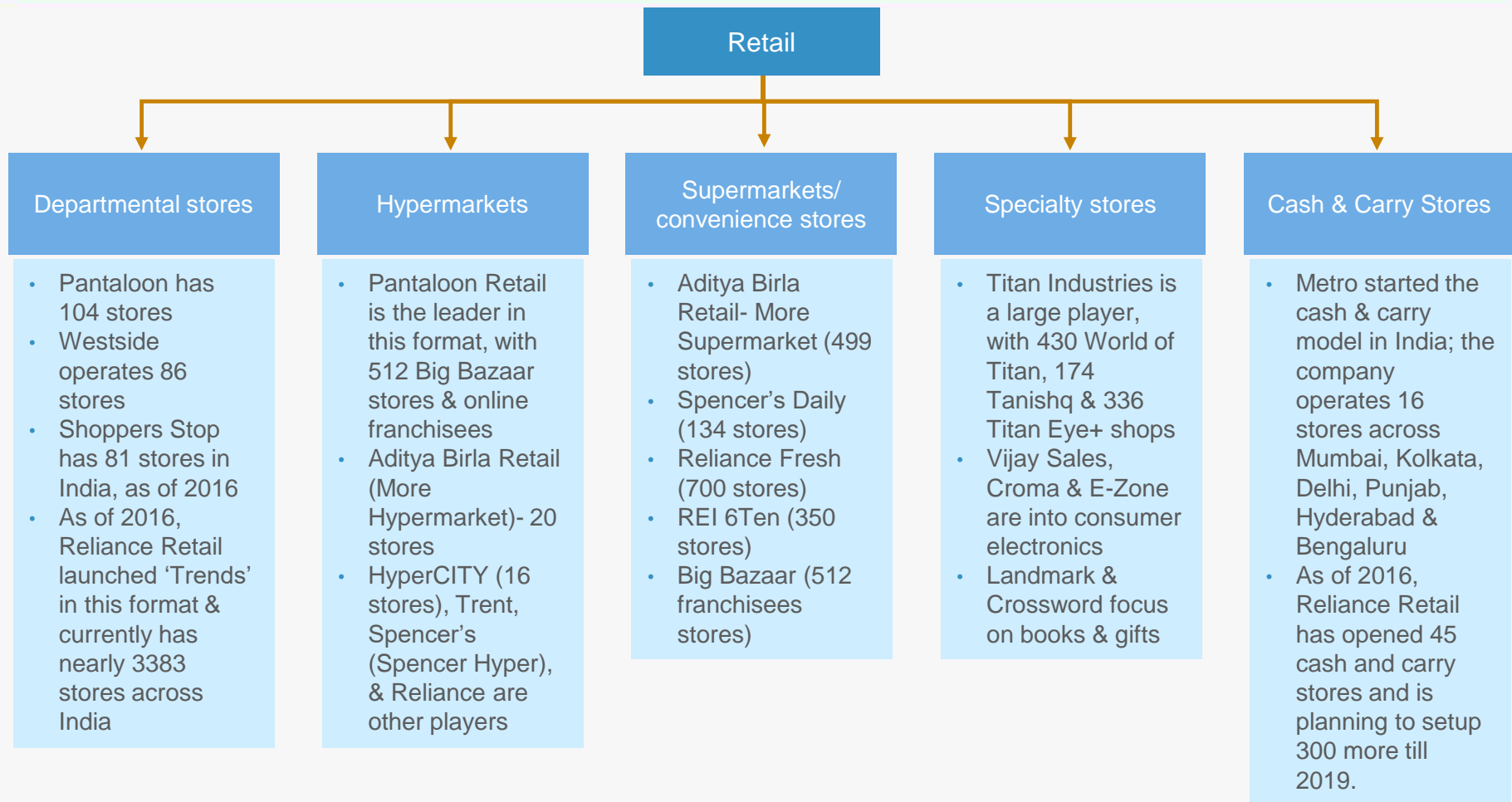
Source: TechSci Research
Note: IT - Information Technology

KEY PLAYERS IN INDIAN RETAIL INDUSTRY



Source: TechSci Research

COMPETITIVE LANDSCAPE IN INDIAN RETAIL SECTOR



KEY STRATEGIES OF INDIAN RETAILERS

Multiple franchisee model



Rural retailing



Collaboration for back-end resource sharing



Collaborative model for international products



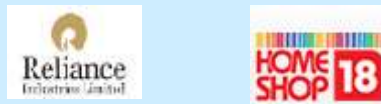
Vertical integration



Increasing market reach



Innovation in new retail formats



Direct sourcing arrangements

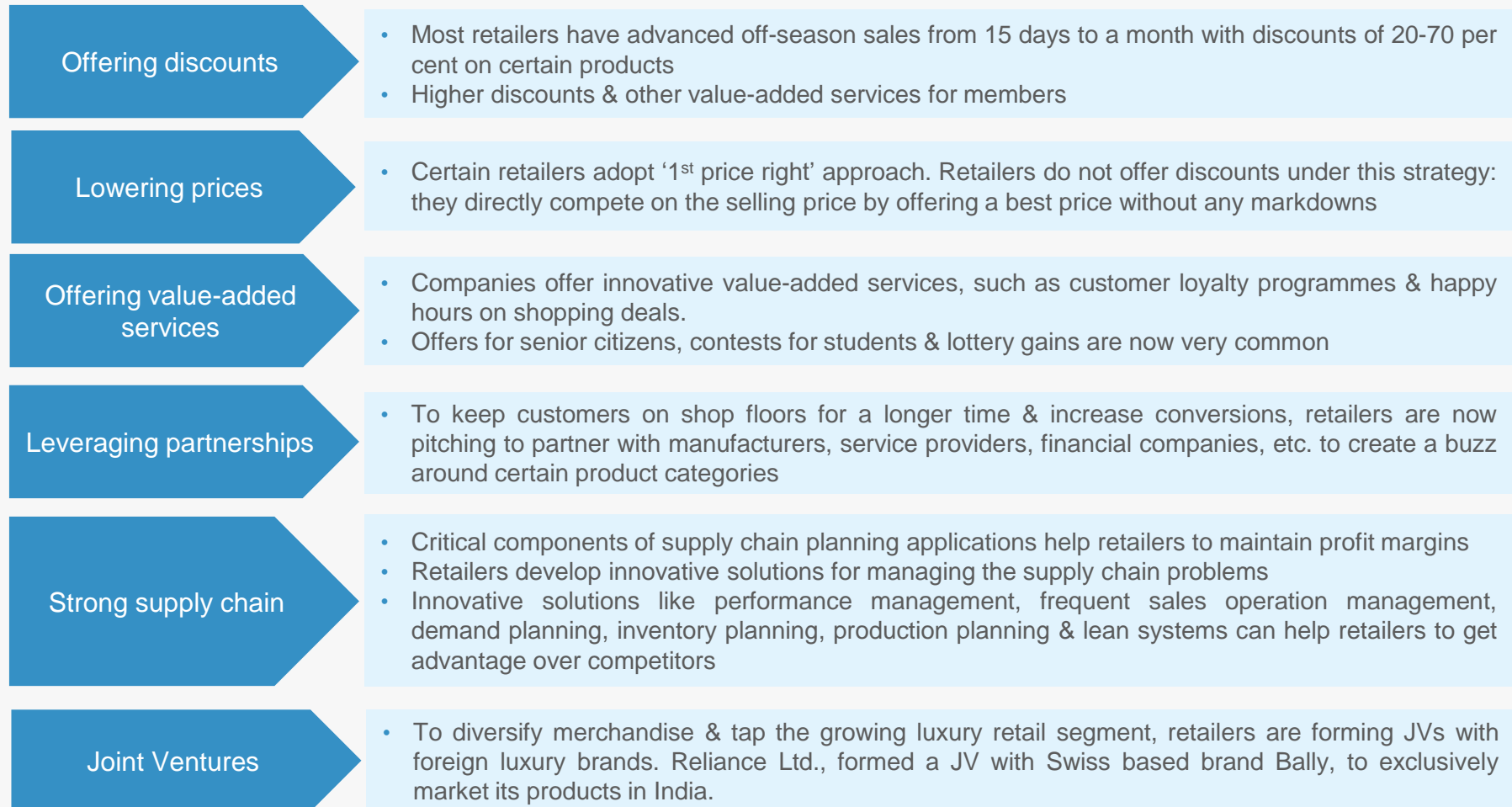


Focus on private labels



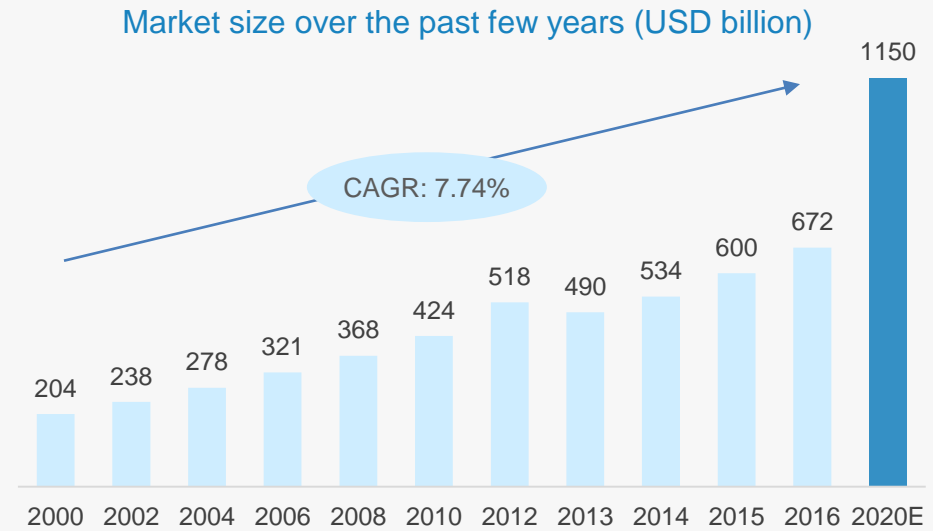
Source: KPMG International 2011, TechSci Research

STRATEGIES ADOPTED BY INDIAN RETAILERS FOR SALES MAXIMISATION



STRONG GROWTH IN THE INDIAN RETAIL INDUSTRY

- * The retail sector in India is emerging as one of the largest sectors in the economy
- * The total market size was estimated to be around USD672 billion in 2016, thereby registering a CAGR of 7.474per cent since 2000.
- * Retail industry is expected to grow to USD1.1 trillion by 2020, registering growth at a CAGR of 9.03 per cent between 2000-2020E

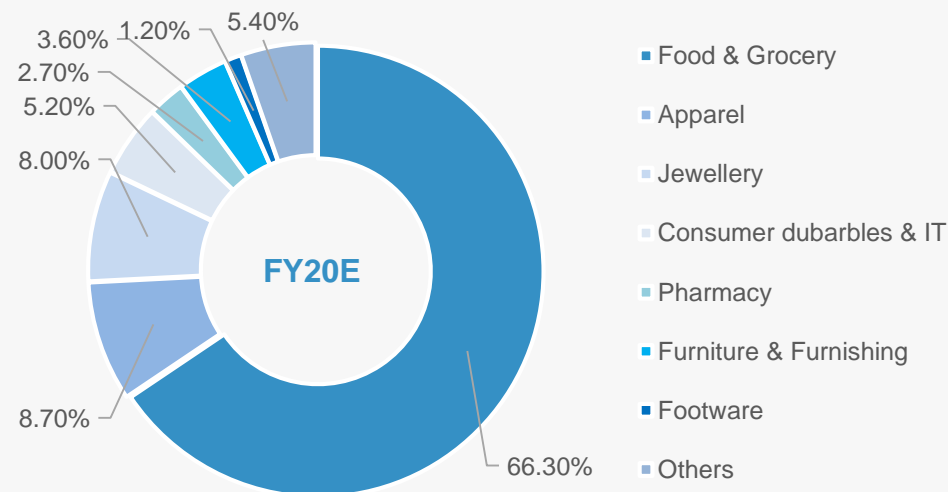


Source: BCG Retail 2020, Ernst & Young, Deloitte, indiaretailing.com, Economist Intelligence Unit, Euro monitor, TechSci Research

Notes: CAGR - Compound Annual Growth Rate, E - Estimated

FOOD & GROCERY ACCOUNT FOR LARGEST SHARE IN REVENUES IN INDIA

- * By 2020, food & grocery segment is expected to account for 66 per cent of the total revenues in the retail sector, followed by apparel segment
- * Demand for Western outfits & readymade garments has been growing at 40–45 per cent annually; apparel penetration is expected to increase to 30-35 per cent by 2015

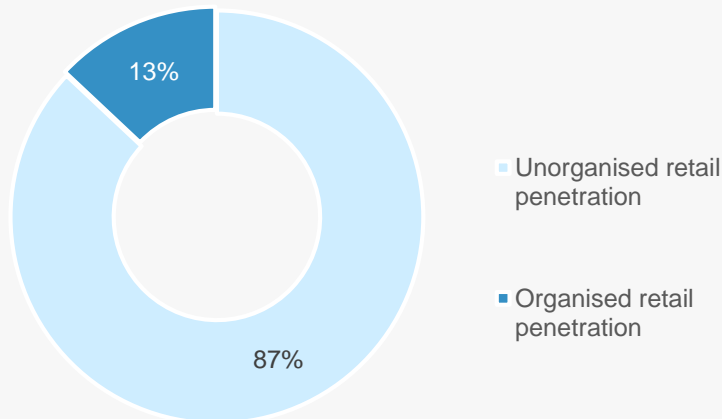


Source: Technopak, Indian Retail Market January 2013, Deloitte, A Report on 'Changing trends: gems & jewellery industry' by Onicra, TechSci Research
Notes: E- Estimated

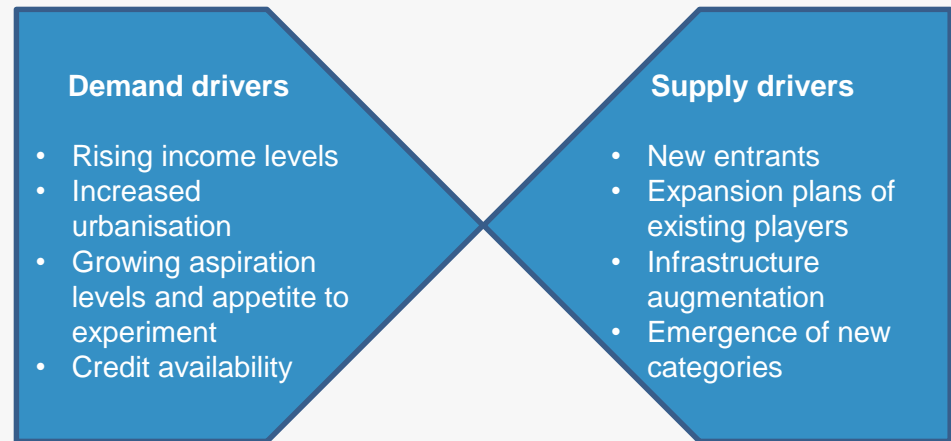
ORGANISED RETAIL IN NASCENT STAGE ... (1/2)

- * Organised Retail Penetration (ORP) in India is low (8 per cent) in 2015 compared with that in other countries, such as the US (85 per cent). This indicates strong growth potential for organised retail in India
- * In 2019, it is estimated that organised retail penetration share would reach 13 per cent & unorganised retail penetration would hold a major share of 87 per cent.

Organised retail penetration (2019)



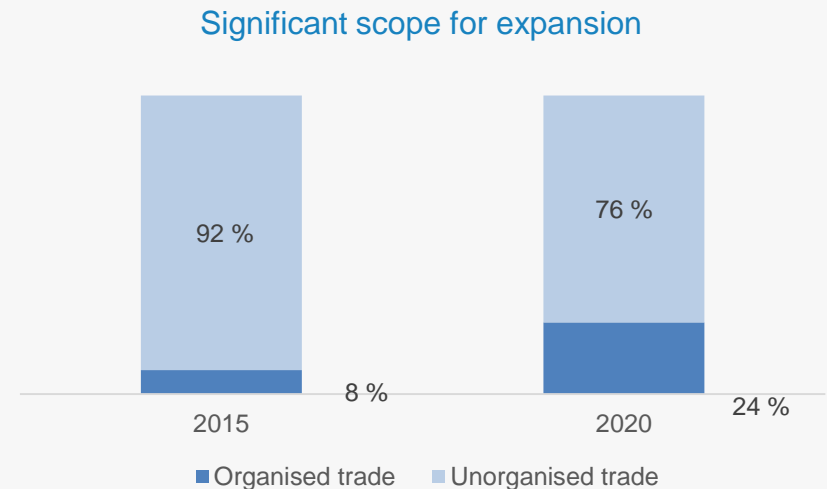
Drivers of organised retail



Source: KPMG,
Indian Retail Next growth Story 2014, TechSci Research

ORGANISED RETAIL IN NASCENT STAGE ... (2/2)

- * The Indian retail market is in its nascent stage; unorganised players accounted for 92 per cent of the market during 2015
- * There are over 15 million mom-and-pop stores
- * Between FY15-20, organised retail in India is expected to witness a CAGR of 24.57 per cent
- * Organised retail is expected to account for 24 per cent of the overall retail market by 2020



Source: BCG ,
KPMG- indiaretailing.com, Deloitte Report,
Winning in India's Retail Sector, TechSci Research
Notes: 'Mom-and-pop' stores are small stores that are typically owned
and run by members of a family

ORGANISED RETAIL (GROWTH ACROSS CATEGORIES)

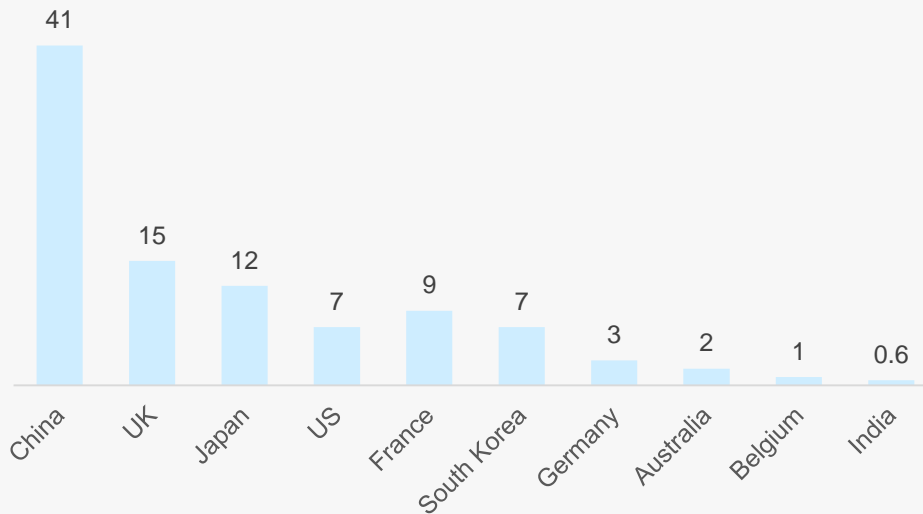
Organised retail penetration and key trends across categories

Retail category	Category share as a % of total market 2014-15	ORP (%)	Approx. gross margin (%)	Key trends
Food & beverage	69-70	2-3	3-14	Large market and low ORP presents robust opportunities
Clothing & textile	11-13	17-20	35-50	High margins, increased preference for branded apparel
Consumer durables	4-5	15-20	10-20	Wide range of price points & good-after sales service are key differentiators
Home décor & furnishing	3	5-6	40-50	Housing boom and increasing aspiration levels are driving demand
Beauty, personal care	8-11	6-10	20-40	Growth driven by new product launches, consumers' aspirations & expansion plans of organised players
Footwear	2	16-17	25-35	Lifestyle brands are increasing their product offerings & formats
Others	3-4	9-30	10-15	Pharmacy retail, stationery retailers, etc

Source: Ministry of Statistics and Programme Implementation, A Report on 'Retail reforms in India' by PwC, TechSci Research
Note: ORP - Organised Retail Penetration

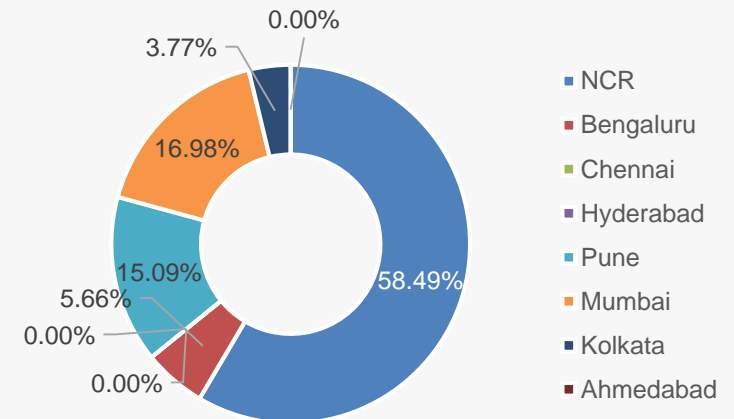
GROWTH EXPECTED ACROSS PRODUCT CATEGORIES AND FORMATS ... (1/2)

Online Grocery Market Size Across Countries
2015
(USD Billion)



- * Online grocery market is in its nascent stage & in 2015, the online grocery market stood at USD0.6 billion which shows that there is a lot of scope for improvement in the coming years for the online grocery market to grow.
- * Growing e-commerce sector is augmenting the growth of online grocery market
- * Indian grocery market is expected to be world's 3rd largest by 2016, with an estimated revenue of USD 566 billion.

City- Wise Share in Upcoming Mall Supply: 2016-2018

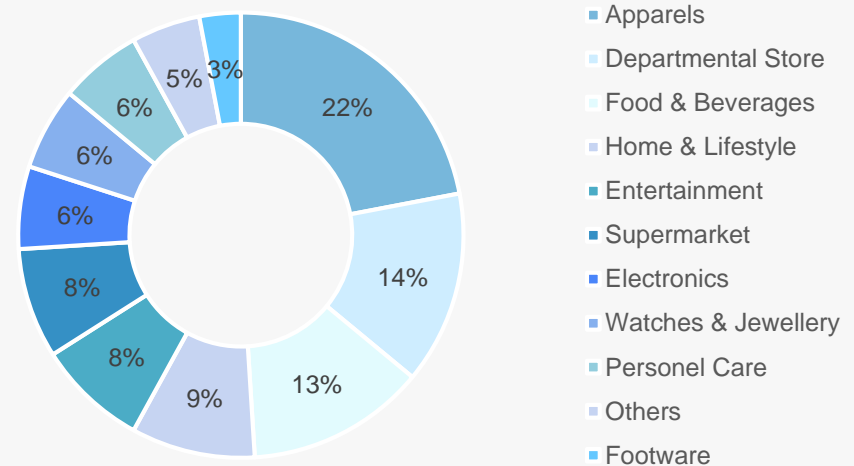


Source: Technopak Advisors Pvt Ltd, Knightfrank, Cushman & Wakefield Research
Notes: - NCR, Mumbai, Kolkata and Chennai, Bangalore, Pune and Hyderabad

GROWTH EXPECTED ACROSS PRODUCT CATEGORIES AND FORMATS ... (2/2)

- * India's 'grocery' retail segment is the world's most attractive
- * Apparels is the largest retail segment, accounting for 22 per cent in 2014–15

Break-up of all mall space by format (FY15)



Source: Knightfrank, Technopak Advisors Pvt Ltd, Cushman & Wakefield Research, Euromonitor International

SIGNIFICANT GLOBAL POSITIONING OF INDIAN RETAIL SECTOR

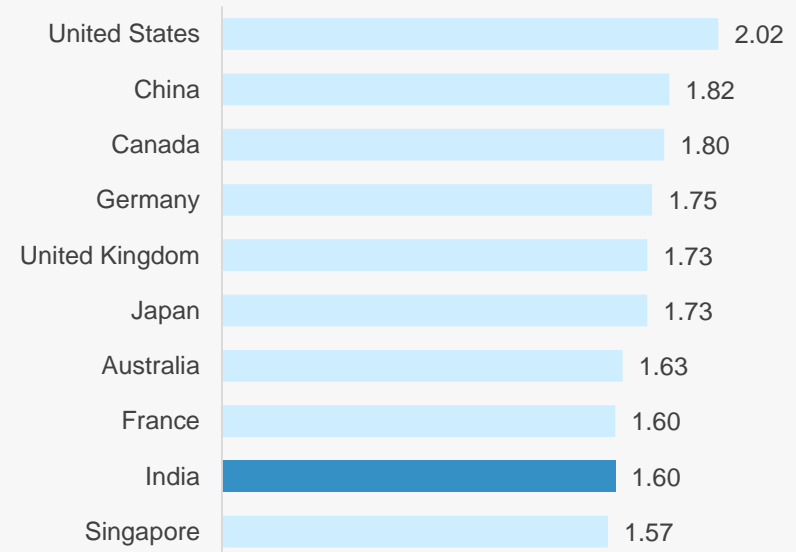
- * With the allowance of 100 per cent FDI in single brand retail investor sentiment will get further push
- * In June 2016, Amazon Inc., announced to invest an additional USD3 billion in India operations, and total investments would reach over US\$ 5 billion. In 2016, Amazon witnessed growth of 160 per cent in the seller base attracting 1,40,000 sellers in India.
- * In May 2016, Aditya Birla Fashion & Retail Ltd (ABFRL) announced to acquire exclusive online & offline rights of Forever 21, an American fast fashion brand, in the Indian market.
- * In October 2016, Singapore based company CapitaLand, announced plans to open 2 more malls in India by the end of 2019.
- * World's largest private equity manager, Blackstone Group, entered India's retailing sector by setting up a fully owned subsidiary, Nexus Malls. The new entity will own & manage shopping centres in the country.
- * Diageo, world's largest spirits maker plans to open a new business services centre in Bengaluru & give employment to 1,000 people, by end of 2017
- * British brand 'Marks & Spencer' plans to open 10 new stores annually, under its joint venture business with Reliance Retail by 2017.
- * With an investment of US\$148.74 million, Amway India plans to open 50 retail stores in the country by 2018, for enhancing direct & online sales of its products.
- * Various established brands have started their expansion in East India, namely in cities of Bihar, Orissa, Assam & Jharkhand, thereby increasing the retail space supply from 3 million in 2014 to 5.5 million square feet in 2016.
- * Bang & Olufsen, a Danish-based stereo system speaker maker, plans to set up its 1st flagship store in Delhi & is planning to open 8-10 standalone stores in Chandigarh, Hyderabad, Ahmedabad, Ludhiana & Kolkata in this fiscal year.
- * Ikea Group to open its 1st domestic outlet in 2018 in Hyderabad, followed by more stores in New Delhi, Mumbai & Bengaluru. The company would double its sourcing from India to US\$667 million.

Source: Dun and Bradstreet, AT Kearney, Indian Retail Market September 2011, Times of India, TechSci Analysis

SECTOR'S HIGH GROWTH POTENTIAL IS ATTRACTING INVESTORS

- * India has occupied a remarkable position in global retail rankings; the country has high market potential, low economic risk & moderate political risk
- * In FDI Confidence Index, India ranks 9th (after U.S., China, Canada, Germany, UK, Japan, Australia & France)
- * India's net retail sales are quite significant among emerging & developed nations; the country is ranked 3rd (after China & Brazil)
- * Overall, given its high growth potential, India compares favourably with global peers among foreign investors
- * With investment of around USD511.76 billion, the 1st half of 2016 witnessed the highest annual private equity (PE) in the retail sector, since 2008.

FDI Confidence Index 2016

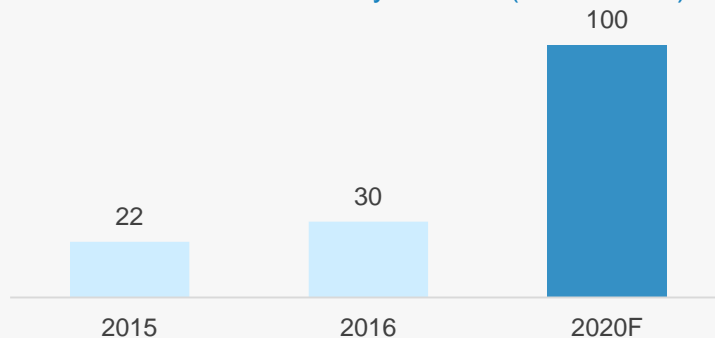


Source: AT Kearney 2015 FDI Confidence Index, AT Kearney 2016, TechSci Analysis
Notes: FDI - Foreign Direct Investment

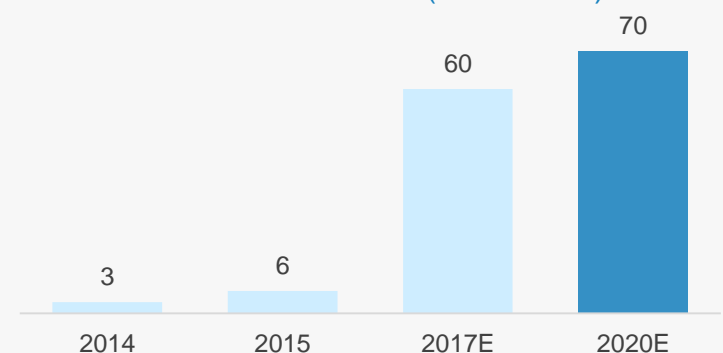
RISING PROMINENCE OF ONLINE RETAIL ... (1/2)

- * Online retail business is the next generation format which has high potential for growth in the near future. After conquering physical stores, retailers are now foraying into the domain of e-retailing
- * With growth in the e-commerce industry, online retail is estimated to reach USD70 billion by 2020 from USD 3 billion in 2014
- * The government plans to allow 100 per cent FDI in e-commerce, under the arrangement that the products sold must be manufactured in India to gain from the liberalised regime
- * According to ASSOCHAM, the value of online retail purchases made by consumers in India is projected to cross USD100 million by 2017.
- * In 2016, online retail industry of the country registered a growth of 12 per cent, over the previous year, with the revenue reaching USD14.5 billion.

E-commerce industry in India (USD billion)



Online retail in India (USD billion)



Source: MasterCard Worldwide Insights 4Q 2010, PWC e commerce in India report, ASSOCHAM, TechSci Research

Notes: APMEA - Asia/ Pacific, Middle East and Africa, E- Estimated, F- Forecast

RISING PROMINENCE OF ONLINE RETAIL ... (2/2)

- * The key drivers of online retail are a young population aided by easier access to credit & payment options, increasing internet penetration and speed, 24-hour accessibility & convenient & secured transactions
- * Online retailers continue promotional prices in the market, offering a significant boost to e-retailing in consumer durable sector
- * Options like cash-on-delivery & manufacturers' warranty add fuel to this rage. Cash-on-delivery is the most preferred payment option with over 30 per cent of buyers opting for it in India
- * The computer peripherals, cameras, mobiles & lifestyle segments account for a majority of total purchases
- * E-commerce companies such as Flipkart Internet Pvt. Ltd. & Amazon India are leading the race of scouting commercial real estate space for warehousing

Source: UN Report 'The power of 1.8 billion'

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PORTERS FIVE FORCES ANALYSIS

PORTER'S FIVE FORCES ANALYSIS

Competitive Rivalry

- Entry of foreign players in the market & e-retailers have intensified competition
- Customers' low switching cost increases competition
- The Indian retail sector is highly fragmented, which increases competition

Threat of New Entrants

- Entry as a retailer is quite simple. However, players need to establish strong distribution channels & achieve economies of scale to compete

Substitute Products

- Threat of substitute products is low. However, customers may purchase products from a local store instead of purchasing from a retailer

Bargaining Power of Suppliers

- Retailers have low switching costs, which make the supplier power low. Larger retailers can easily switch to different suppliers.

Bargaining Power of Customers

- The consumers are price sensitive & have information about the product & its price
- Low switching cost gives customers high bargaining power



Source: TechSci Research

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STRATEGIES ADOPTED

STRATEGIES ADOPTED

Strong distribution and logistic network

- Every retailer needs to have a strong distribution & logistics network to succeed in this sector. Players follow a distribution network that suits them the best. For instance, Shoppers Stop follows a “hub & spoke” model to increase efficiency & productivity.

Marketing innovation

- In March 2017, PepsiCo Inc. announced the launch of ready to cook breakfast items like khichdi, dosa, idli etc., which would be sold under the brand namely Quaker Nutri Foods
- In March 2017, Parle launched Frooti its iconic drink in a fizzy version, it's the 1st innovation in the brand since its launch 32 years ago.

Focus

- In February 2017, Tanishq is focusing on expanding its large format-retailing concept, with re-launching their showrooms in Velachery.
- The Future Group will set up 4000 “neighbourhood” retail stores in the next 3-5 years as a part of its focus on small stores. The brand will increase the number of stores from 538 in March 2017 to 1000 by September 2018.
- In May 2017, Myntra voiced intentions to increase their market penetration by spending on technology & buying more brands instead of spending on discounts & marketing.

Omni-channel retailing

- Retailers are opting for many channels to maximise sales. Omni-channel retailing is being adopted by many retailers in India. For example, Shoppers Stop is making efforts to be an omni-channel retailer & Ezone has launched an online platform.
- In February 2017, Myntra became the 1st e-commerce brand to manage the fashion brand -- Mango's omni channel presence, globally.

Changing the perception

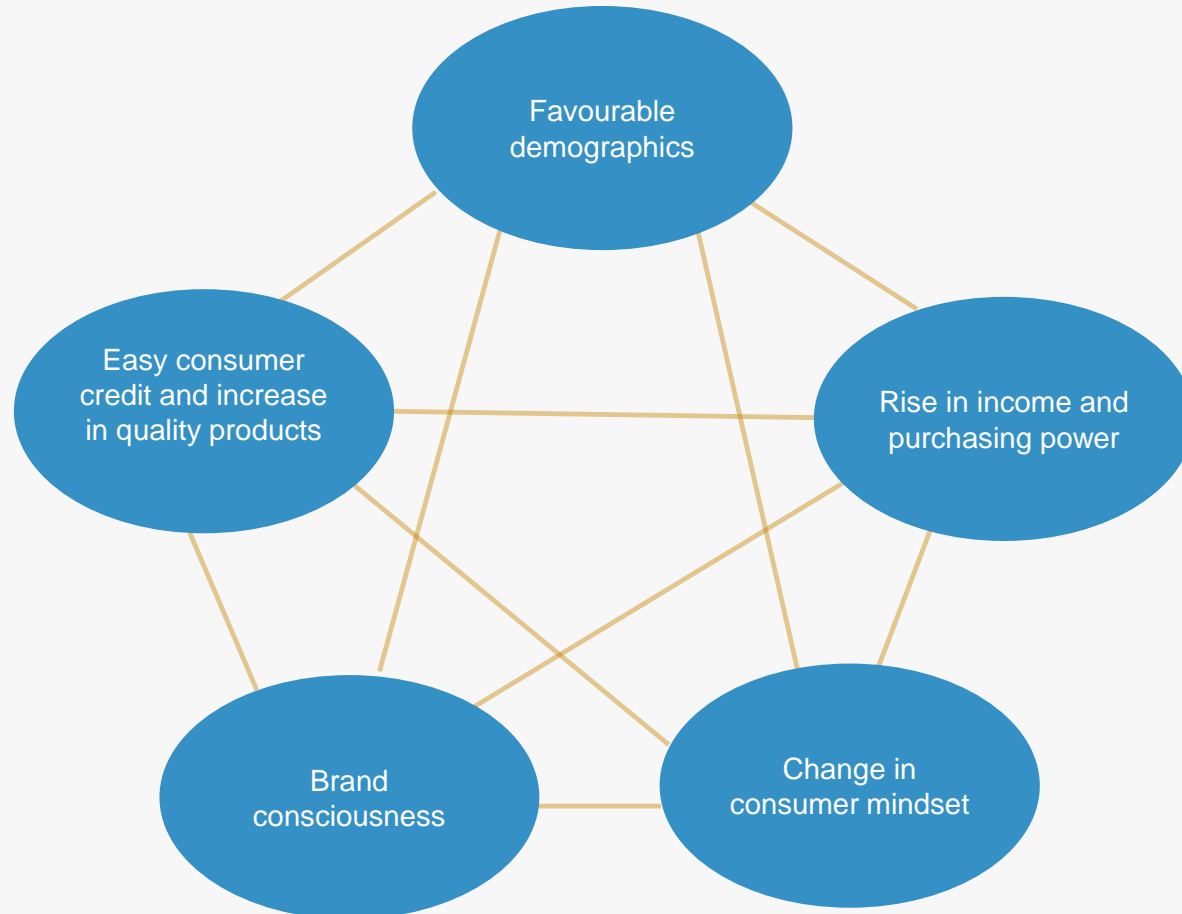
- Retailers benefit if consumers perceive their store brands to have consistent & comparable quality & availability in relation to branded products. Retailers provide more variety in private level brands to compete with other brands. Innovation, aggressive retail mix & everyday low pricing strategy help to get edge over supplier's brand.

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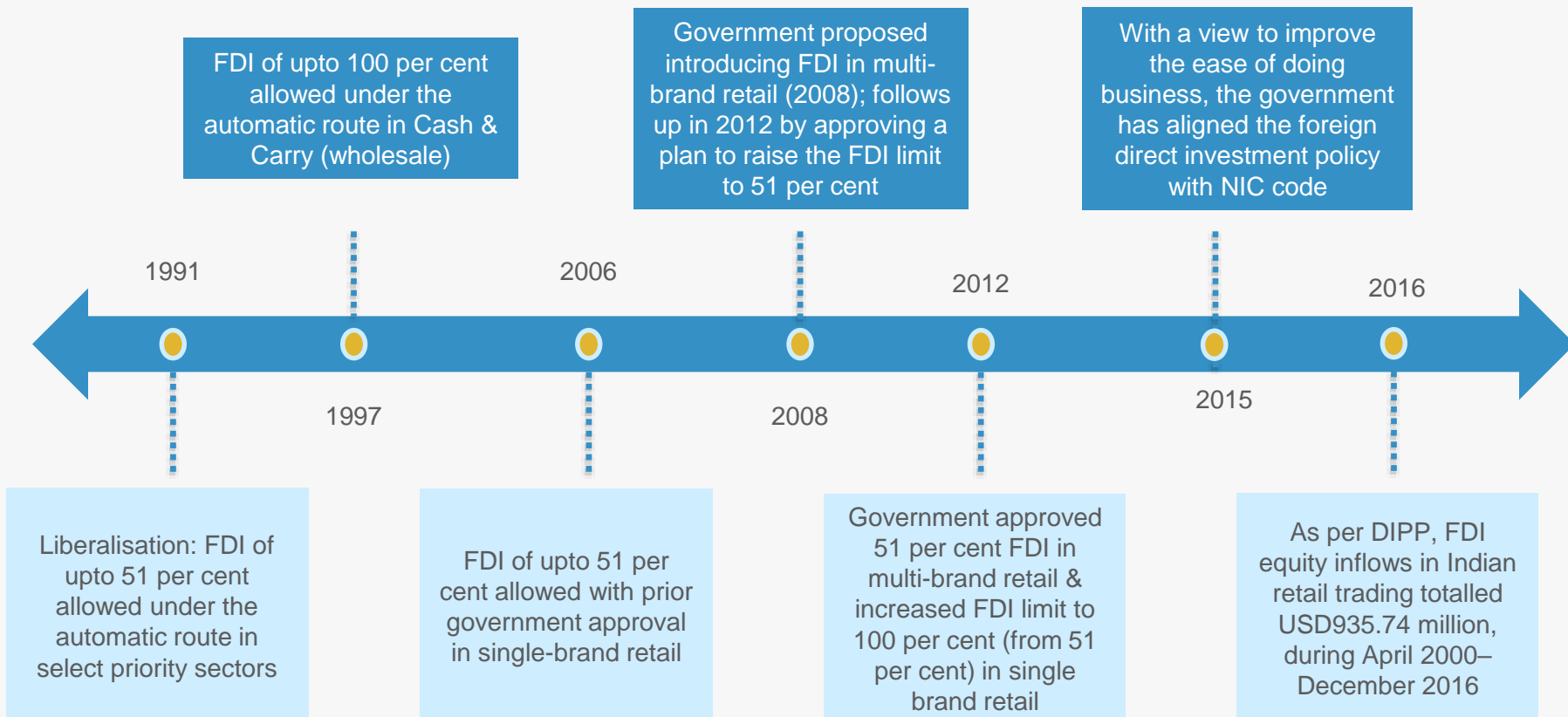
GROWTH DRIVERS

GROWTH DRIVERS FOR RETAIL IN INDIA



Source: TechSci Research

FAVOURABLE FDI POLICY ENCOURAGING INVESTMENT



Source: TechSci Research

Note: NIC - National Industrial Classification Code, DIPP - Department of Industrial Policies and Promotion

INDIAN RETAIL IS SET TO BENEFIT FROM FDI POLICY

Benefits of FDI in Indian retail

Increase in employment

Infrastructure investment

Removing middlemen

Benefiting Indian manufacturers

Technological advancement

Sector

Entry route

FDI limit

Wholesale cash and carry trading

Single brand product retailing

Multi-brand, front-end retail

Automatic

Foreign Investment and Promotion Board

Foreign Investment and Promotion Board

100%

100%

51%

FDI POLICY DETAILS ON SINGLE AND MULTI-BRAND RETAIL IN INDIA

51 per cent FDI in multi-brand retail
Status: Policy passed



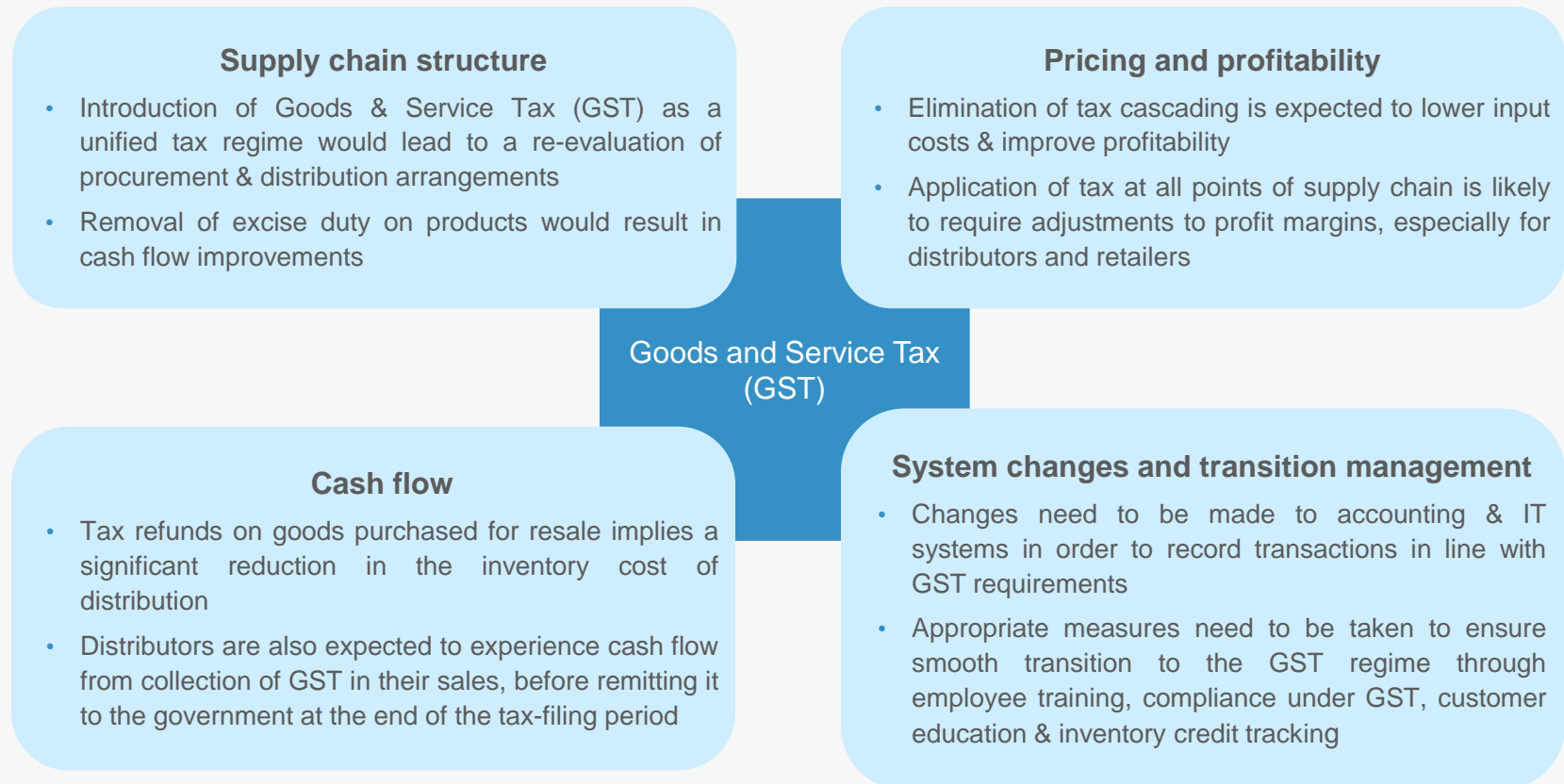
- Minimum investment cap is USD100 million
- 30 per cent procurement of manufactured or processed products must be from SMEs
- Minimum 50 per cent of total FDI must be invested in backend infrastructure (logistics, cold storage, soil testing labs, seed farming & agro-processing units)
- Removes middlemen and provides better price to farmers
- Development in retail supply chain system
- 50 per cent of jobs in retail outlet could be reserved for rural youth & a certain amount of farm produce could be required to be procured from poor farmers
- To ensure the Public Distribution System (PDS) and Food Security System (FSS), the government reserves the right to procure a certain amount of food grains
- Multi-brand retail would keep food & commodity prices under control
- Will cut agricultural waste as mega retailers would develop backend infrastructure
- Consumers will receive higher quality products at lower prices & with better service

100 per cent FDI in single brand retail
Status: Policy passed



- Products to be sold under the same brand internationally
- Sale of multi-brand goods is not allowed, even if produced by the same manufacturer
- For FDI above 51 per cent, 30 per cent sourcing must be from SMEs
- Consumerism of retail market
- Any additional product categories to be sold under single brand retail must first receive government approval

NEW GOODS AND SERVICE TAX (GST) WOULD SIMPLIFY TAX STRUCTURE

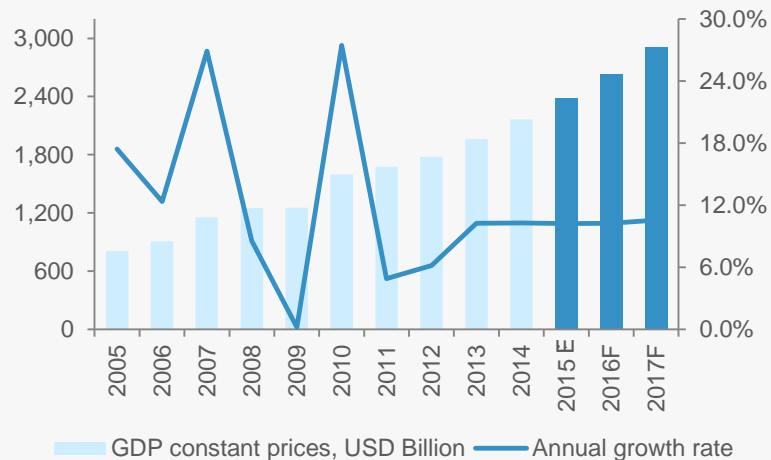


Source: TechSci Research

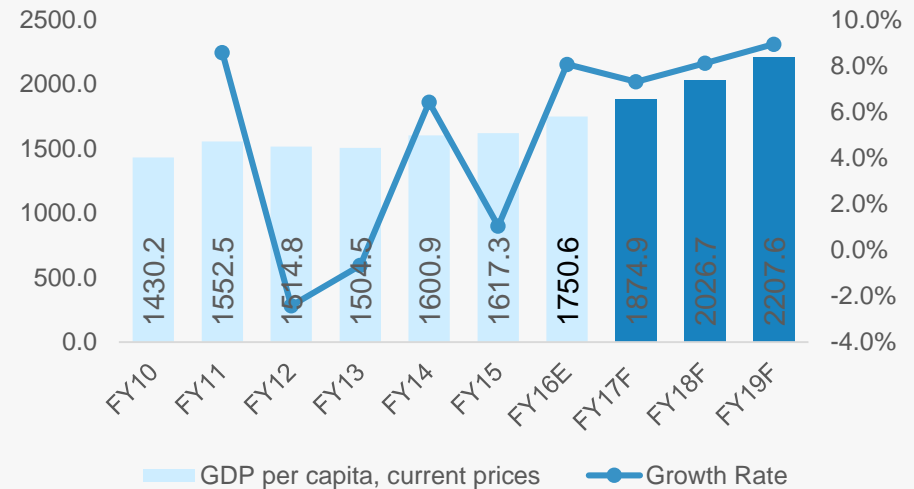
INCOME GROWTH TO DRIVE DEMAND FOR ORGANISED RETAIL

- * Multiple drivers are leading to strong growth in Indian retail through a consumption boom
- * Significant growth in discretionary income & changing lifestyles are among the major growth drivers of Indian retail
- * Easy availability of credit & use of 'plastic money' have contributed to a strong & growing consumer culture in India
- * Acceptance and usage of e-retailers by consumers are increasing due to convenience & secured financial transactions
- * Expansion in the size of the upper middle class & advertisement has led to greater spending on luxury products & high brand consciousness

Real income growth projections



Rising per capita income in India



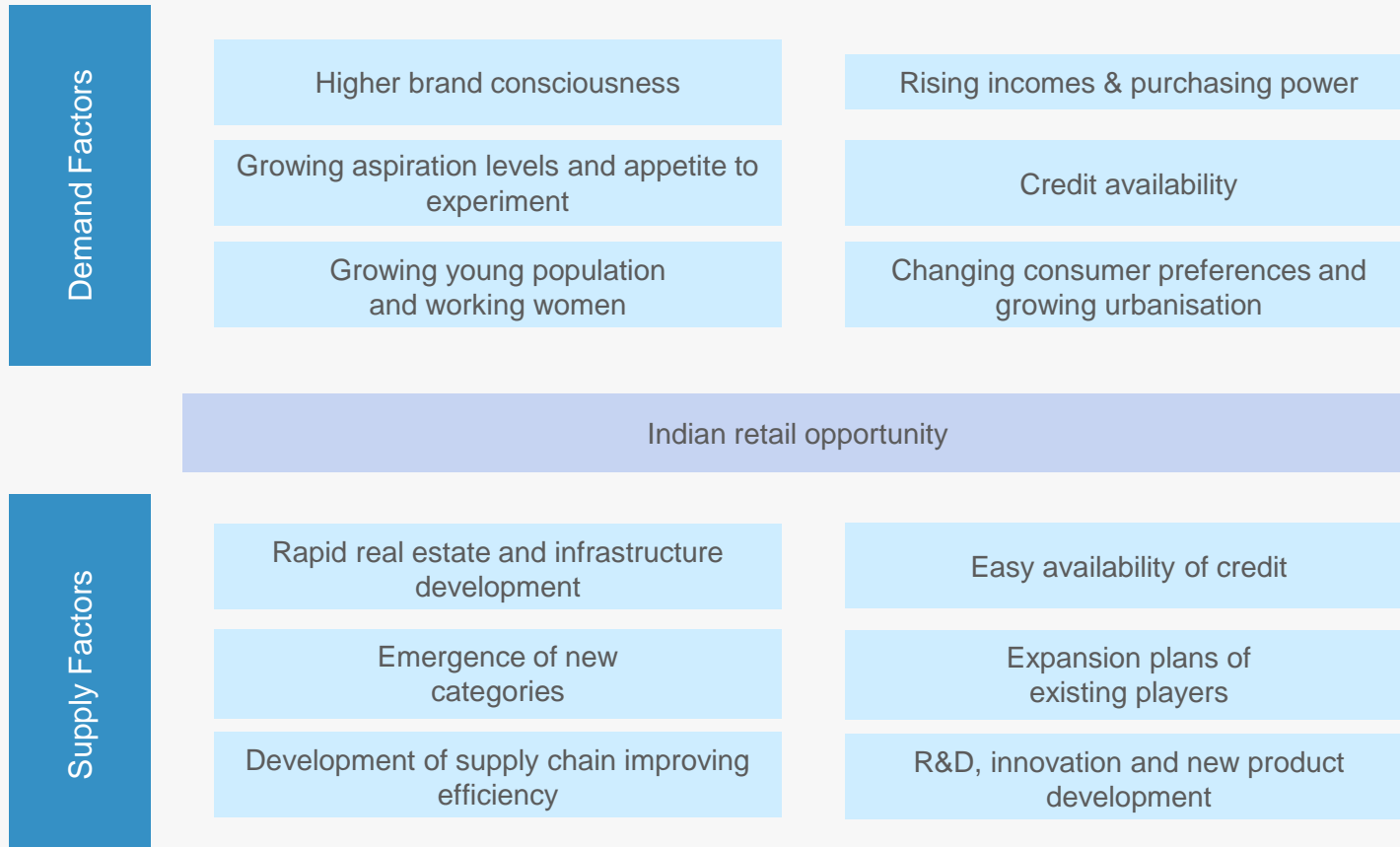
Source: TechSci Research, IMF,
Notes: E- Estimate, F - Forecasts

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OPPORTUNITIES

GROWTH VALUE PROPOSITION



Source: KPMG International 2011, TechSci Research

AMPLE GROWTH OPPORTUNITIES IN INDIAN RETAIL INDUSTRY

Large number of retail outlets

- India is the 5th largest preferred retail destination globally
- The sector is experiencing exponential growth, with retail development taking place not just in major cities & metros, but also in Tier-II & III cities

Rural markets offer significant growth potential

- FMCG players are focusing on rural market as it accounted for over 40 per cent of FMCG consumer base in India in 2016
- With increasing investment in infrastructure, retailers would be able to increase their access to high-growth potential rural markets

Private label opportunities

- The organised Indian retail industry has begun experiencing an increased level of activity in the private label space
- Private label strategy is likely to play a dominant role as its share in US & UK markets is 19 & 39 per cent, respectively, while its share in India is just 6 per cent. Stores such as Shopper Stop and Lifestyle generate 15-25 per cent revenues from private label brands.

Sourcing base

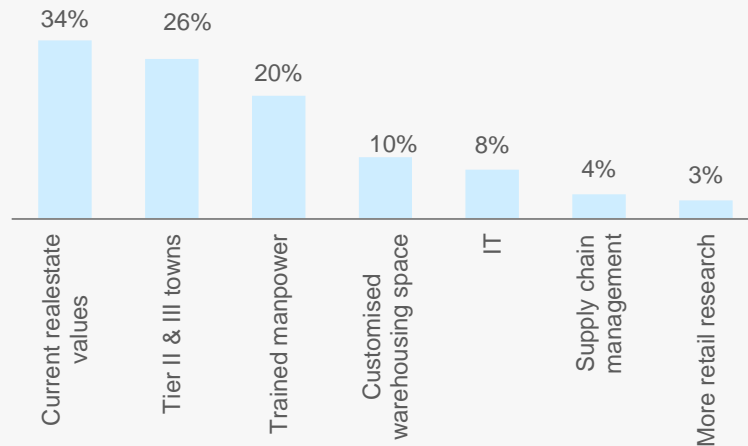
- India's price competitiveness attracts large retail players to use it as a sourcing base
- Global retailers such as Walmart, GAP, Tesco & JC Penney are increasing their sourcing from India & establishing their own wholly-managed sourcing & buying offices

Luxury retailing

- Luxury retailing including fragrances, gourmet retailing, accessories & jewellery, etc., is gaining importance in India, as Indian consumers are ready to splurge on luxury items.
- The Indian luxury market stood at around USD14.7 billion in 2015 & is estimated to reach USD18.3 billion by the end of 2016
- This will make India the 12th largest luxury retail market in the world by 2020

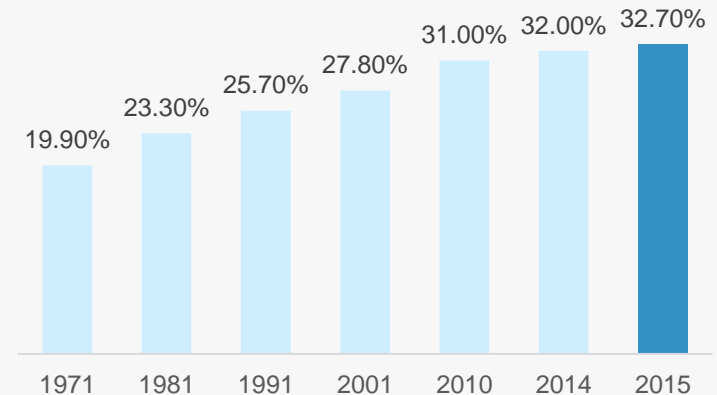
ATTRACTIVE INVESTMENT SEGMENTS

Investment options in India (2015)



- * Real estate's retail component is an attractive opportunity, which is currently attracting 29 per cent of total investment in real estate
- * Of the overall investors, 26 per cent are interested in investing in Tier II and III cities
- * Training & warehouse spacing are the other viable options for investments

Migration trend towards urban areas (urban population as share of total) (2015)



- * Employment opportunities, increased urban amenities & better lifestyle opportunities are attracting rural population towards cities every year
- * In 2015, the urban-rural migration reached at 32.7 per cent
- * This could be a major driver for the organised retail sector as the working population would consequently increase

Source: PwC, Cushman & Wakefield, TechSci Research

RECENT M&A DEALS IN THE INDIAN RETAIL SECTOR

Acquirer name	Target name	Year	Deal type
Berger Paints	Chugoku Marine Paints	April 2017	Collaboration
Myntra	InLogg	April 2017	Acquisition
Flipkart owned Myntra	HRX	August 2016	Acquisition
Myntra	MotoGP	August 2016	Collaboration
Aditya Birla Fashion and Retail	Forever 21 (India Business)	May 2016	Acquisition
Idein Ventures.	Infurnia	Jan 2016	Joint Venture
Paytm	Near.in	Dec 2015	Acquisition
Morgan Stanley	Flipkart	June 2015	Private Equity
InnoVen Capital	Sportsbiz Private Limited	July 2015	Private Equity
Snapdeal	Exclusively.in	Feb 2015	Acquisition
Kalyan Jewellers India Pvt Ltd	Warburg Pincus	Oct 2014	Private Equity
Celio	Future Lifestyle Fashions Limited	Oct 2014	Private Equity
Flipkart	Myntra.com	May 2014	Acquisition
Soft Bank	Snapdeal	Oct 2014	Private Equity
Warburg Pincus	Biba Apparels	Dec 2013	Private Equity
Hassan Food Co	Bush Foods Overseas Pvt Ltd	Apr 2013	Acquisition
Trent Ltd	Landmark Ltd	Feb 2013	Acquisition
Future Venture India Ltd	Big Apple (convenience store)	Sep 2012	Acquisition
Peter England Ltd	Pantaloons Retail India Ltd	Sep 2012	Acquisition
Pantaloons Retail India Ltd	R&R salons	May 2012	Private Equity

Source: Bloomberg and Thomson ONE Banker, TechSci Research

For updated information, please visit www.ibef.org 40

RETAIL

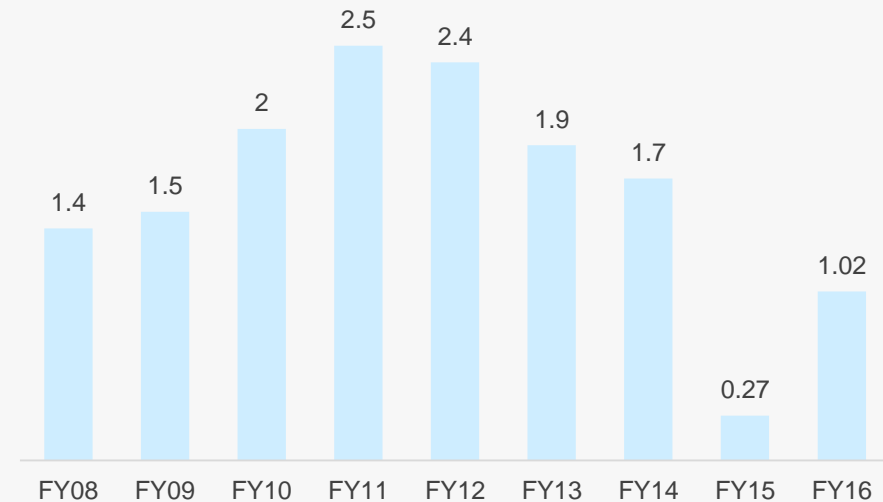


SUCCESS STORIES

FUTURE RETAIL: INDIA'S LEADING RETAILER IN MULTIPLE RETAIL FORMATS ... (1/2)

- * Under Future Fashion, the company owns a portfolio of 24 leading brands & covers more than 98 cities
- * Big Bazaar ranked the 3rd most trusted brand & the most trusted retailer for providing quality services during 2016
- * As of November 2016, the company has agreed to buy retail business of Hyderabad-based 'Heritage Foods Ltd.' As a part of the deal, Heritage Foods will get a 3.65 per cent stake or freshly issued shares worth USD44.06 million in 'Future Retail'
- * In January 2017, Future Lifestyle Fashions raised USD37.19 million in a subsidiary that houses Lee Cooper brand of clothing.
- * In February 2017, Future Retail has entered into an agreement to sell the UK based -- Laura Ashley's home furnishing merchandise, through their own operating stores & websites in India.

Future Retail sales growth (USD billion)



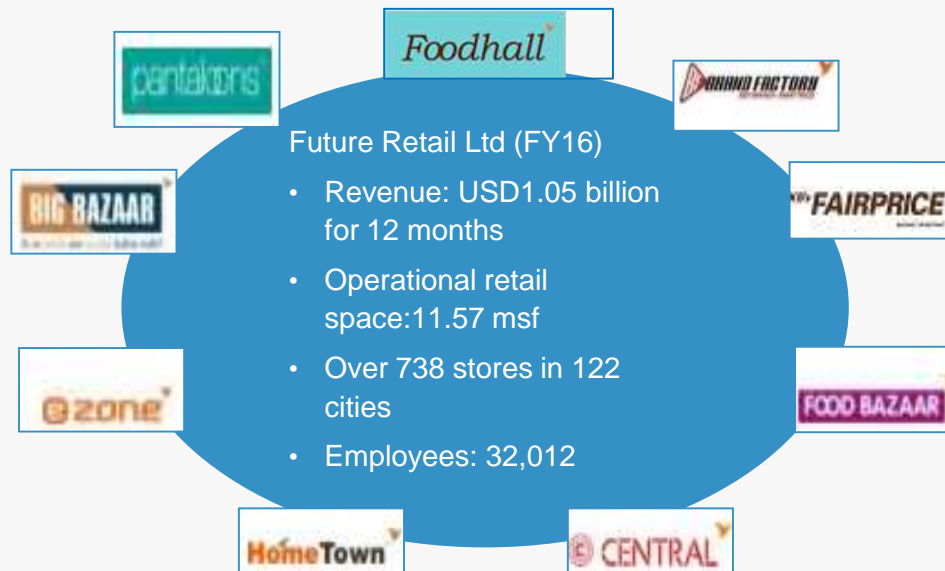
- * In November 2016, Future Consumer Ltd. entered into an equal joint venture with UK's largest wholesaler, Booker Group, to develop the company's cash & carry business in India. Future Consumer is investing USD 7.47 million in the company.

Source: Reuters Knowledge, TechSci Research
CAGR - Compound Annual Growth Rate

FUTURE RETAIL: INDIA'S LEADING RETAILER IN MULTIPLE RETAIL FORMATS ... (2/2)



Has a good understanding of the Indian retail sector and its customers

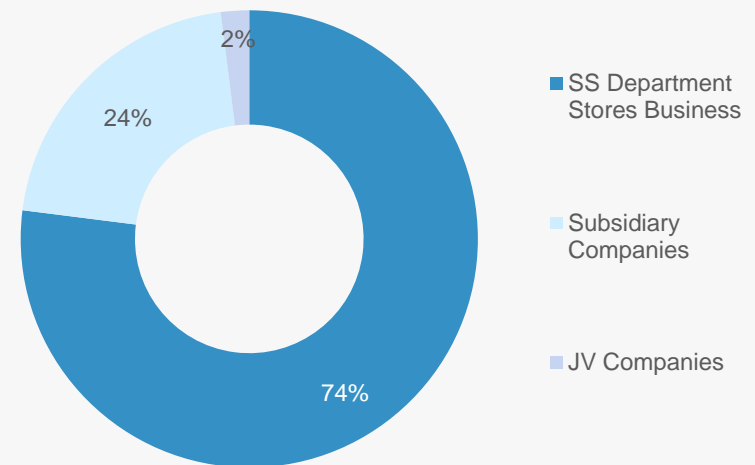


Source: Company Annual Report, TechSci Research
Note: msf - Million Square Feet

SHOPPERS STOP: THE LEADER IN DIVERSIFIED MARKET STRATEGY ... (1/3)

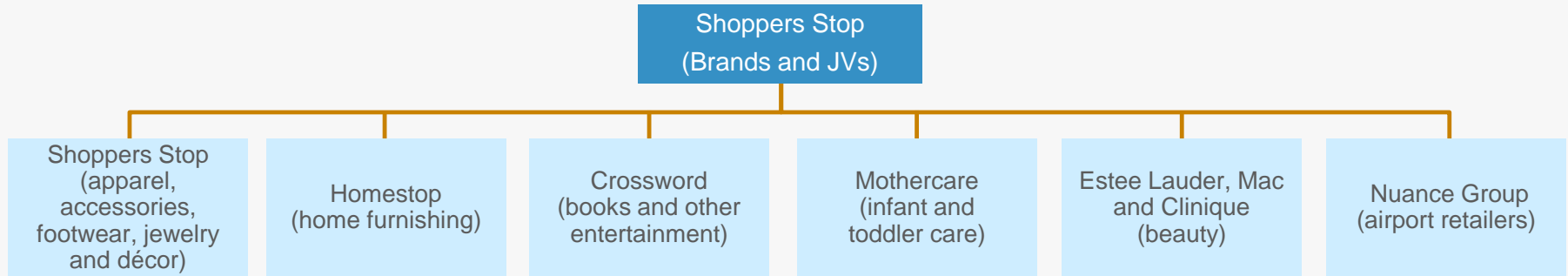
- * The company owns 172 stores in 25 cities with 4.81 million sq ft space across 8 store formats
- * Successfully introduced a number of international brands
- * Improved product mix & brand profiles to attract new customers
- * Over 3.3 million customers are a part of the First Citizen Loyalty Programme
- * Won best loyalty programme award at the Loyalty Summit 2014 in large format retail category

Shoppers Stop business format (as on June 2016)

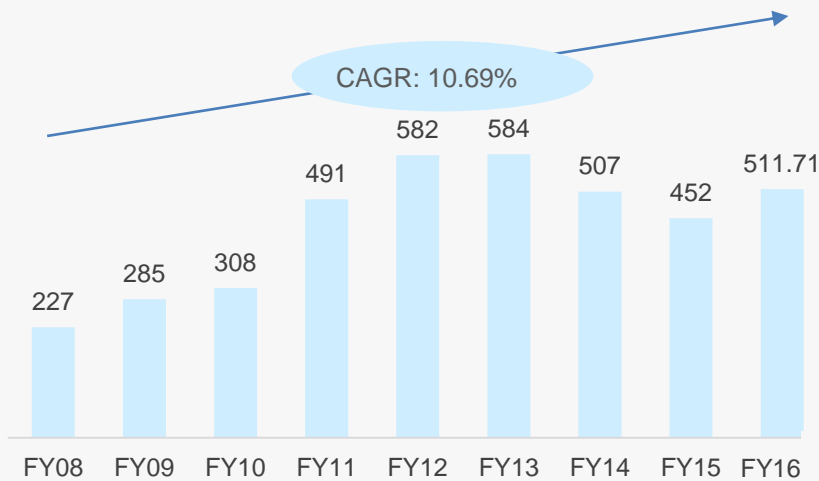


Source: Company Annual Report, TechSci Research
Note: First Citizen Loyalty Programme is a membership scheme for its members to avail discounts and promotional offers

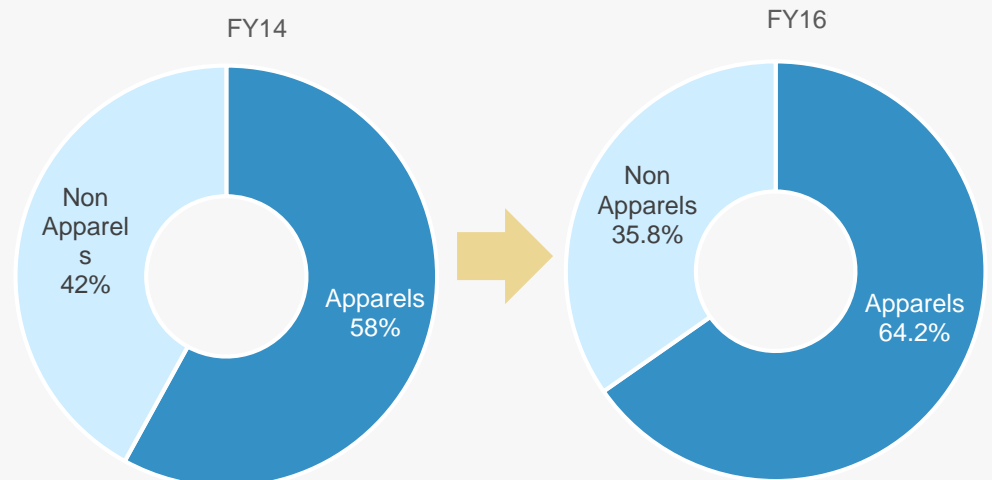
SHOPPERS STOP: THE LEADER IN DIVERSIFIED MARKET STRATEGY ... (2/3)



Shoppers Stop's sales growth (USD million)



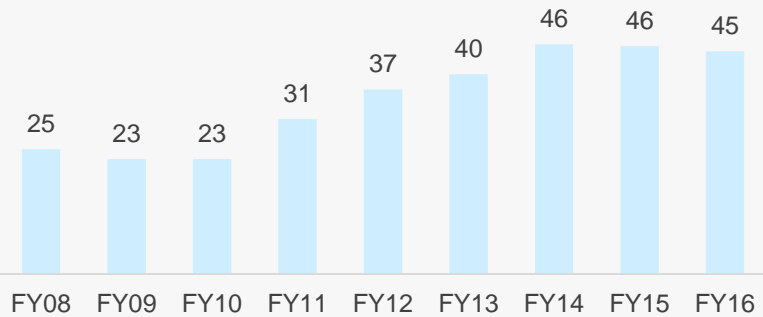
Shoppers Stop's diversified portfolio



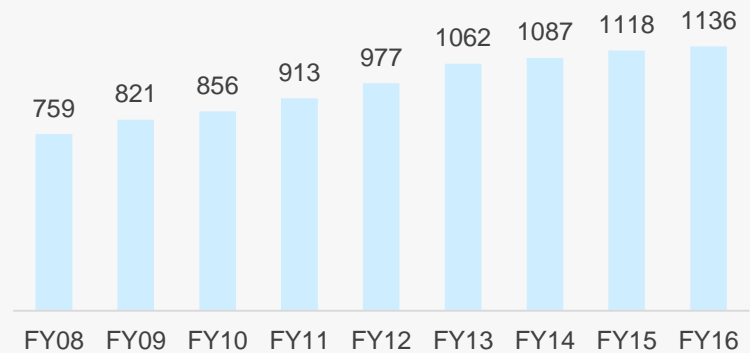
Source: Company Annual Report, TechSci Research
Note: CAGR - Compound Annual Growth Rate

SHOPPERS STOP: LEADER IN DIVERSIFIED MARKET STRATEGY ... (3/3)

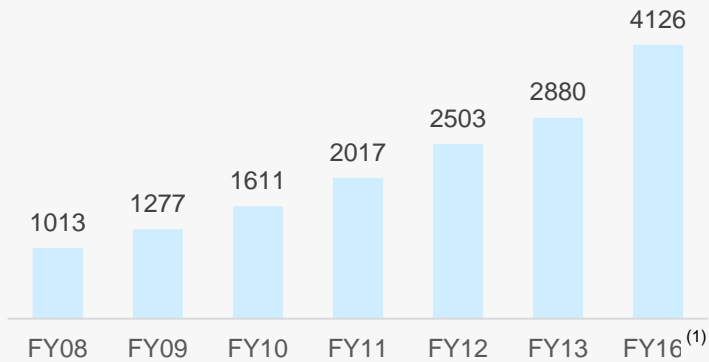
Footfalls (in million)



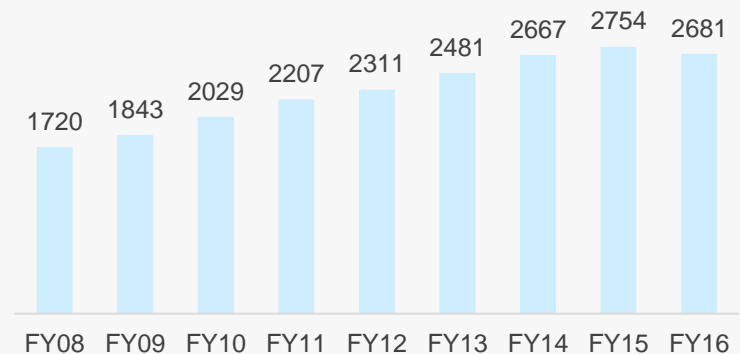
Average selling price (INR)



Members ('000)



Average transaction size (INR)



Source: Company Annual Report, TechSci Research
Notes: ⁽¹⁾- Up to September 2015

RETAIL



USEFUL INFORMATION

INDUSTRY ASSOCIATIONS

Retailers Association of India

111/112, Ascot Centre,
Next to Hotel Le Royal Meridien, Sahar Road, Sahar,
Andheri (E),
Mumbai – 400099.
Tel: 91- 22 - 28269527 - 28
Fax: 91- 22- 28269536
E-mail: info@rai.net.in
Website: www.rai.net.in

The Franchising Association of India

A-13, Kailash Colony
New Delhi – 110048
Tel: 91- 11- 2923 5332
Fax: 91- 11- 2923 3145
Website: www.fai.co.in

- * **FDI:** Foreign Direct Investment
- * **FMCG:** Fast Moving Consumer Goods
- * **FY:** Indian Financial Year (April to March)
 - * So FY10 implies April 2009 to June2010
- * **IT:** Information Technology
- * **MoU:** Memorandum of Understanding
- * **MT:** Million Tonnes
- * **MTPA:** Million Tonnes Per Annum
- * **SEZ:** Special Economic Zone
- * **USD:** US Dollar
- * Wherever applicable, numbers have been rounded off to the nearest whole number

EXCHANGE RATES

Exchange rates (Fiscal Year)

Year	INR equivalent of one USD
2004-05	44.81
2005-06	44.14
2006-07	45.14
2007-08	40.27
2008-09	46.14
2009-10	47.42
2010-11	45.62
2011-12	46.88
2012-13	54.31
2013-14	60.28
2014-15	61.06
2015-16	65.46
2016-2017E	66.95

Exchange rates (Calendar Year)

Year	INR equivalent of one USD
2005	43.98
2006	45.18
2007	41.34
2008	43.62
2009	48.42
2010	45.72
2011	46.85
2012	53.46
2013	58.44
2014	61.03
2015	64.15
2016 (Expected)	67.22

Source: Reserve bank of India,
Average for the year

For updated information, please visit www.ibef.org **50**

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