

## Global Powers of Retailing Top 250, FY2016

FY2016 Retail revenue rank	Name of company	Country of origin	FY2016 Retail revenue (US\$M)	FY2016 Parent company/group revenue <sup>1</sup> (US\$M)	FY2016 Parent company/group net income <sup>1</sup> (US\$M)	Dominant operational format	Countries of operation	# of operation	FY2011-2016 Retail revenue CAGR <sup>2</sup>
1	Wal-Mart Stores, Inc.	US	485,873	485,873	14,293	Hypermarket/Supercenter/Superstore	29	1.7%	
2	Costco Wholesale Corporation	US	118,719	118,719	2,376	Cash & Carry/Warehouse Club	10	6.0%	
3	The Kroger Co.	US	115,337	115,337	1,957	Supermarket	1	5.0%	
4	Schwarz Group	Germany	99,256	99,256	n/a	Discount Store	27	7.3%	
5	Walgreens Boots Alliance, Inc.	US	97,058	117,351**	4,191	Drug Store/Pharmacy	10	6.1%	
6	Amazon.com, Inc.	US	94,665	135,987	2,371	Non-Store	14	17.6%	
7	The Home Depot, Inc.	US	94,595	94,595	7,957	Home Improvement	4	6.1%	
8	Aldi Group	Germany	84,923 <sup>e</sup>	84,923 <sup>e</sup>	n/a	Discount Store	17	7.7%	
9	Carrefour S.A.	France	84,131	87,139	989	Hypermarket/Supercenter/Superstore	34	-1.1%	
10	CVS Health Corporation	US	81,100	177,526	5,319	Drug Store/Pharmacy	3	6.4%	
11	Tesco PLC	UK	72,390	73,724	668	Hypermarket/Supercenter/Superstore	8	-2.9%	
12	Aeon Co., Ltd.	Japan	70,854	75,774**	699	Hypermarket/Supercenter/Superstore	11	10.1%	
13	Target Corporation	US	69,495	69,495	2,737	Discount Department Store	1	0.3%	
14	Ahold Delhaize (formerly Koninklijke Ahold N.V.)	Netherlands	68,950**	68,950**	1,192	Supermarket	11	15.5%	
15	Lowe's Companies, Inc.	US	65,017	65,017	3,093	Home Improvement	3	5.3%	
16	Metro Ag	Germany	64,863**	64,863**	729	Cash & Carry/Warehouse Club	30	-2.6%	
17	Albertsons Companies, Inc.	US	59,678	59,678	-373	Supermarket	1	74.0%	
18	Auchan Holding SA (formerly Groupe Auchan SA)	France	57,219**	58,429**	888	Hypermarket/Supercenter/Superstore	14	3.5%	
19	Edeka Group	Germany	53,540**	54,867**	n/a	Supermarket	1	2.5%	
20	Seven & i Holdings Co., Ltd.	Japan	51,385**	53,859**	1,023	Convenience/Forecourt Store	20	4.0%	
21	Wesfarmers Limited	Australia	47,690	51,569	2,165	Supermarket	4	4.6%	
22	Rewe Group	Germany	44,641**	50,482**	512	Supermarket	11	1.8%	
23	Woolworths Limited	Australia	40,773	41,943	1,201	Supermarket	3	0.1%	
24	Casino Guichard-Perrachon S.A.	France	39,856**	40,456**	2,429	Hypermarket/Supercenter/Superstore	27	1.3%	
25	Centres Distributeurs E. Leclerc	France	39,646***	n/a	n/a	Hypermarket/Supercenter/Superstore	7	1.9%	
26	Best Buy Co., Inc.	US	39,403	39,403	1,228	Electronics Specialty	4	-4.9%	
27	The IKEA Group (INGKA Holding B.V.)	Netherlands	37,982	38,953	4,676	Other Specialty	48	6.7%	
28	JD.com, Inc	China	35,777	39,152**	-514	Non-Store	1	62.6%	
29	Publix Super Markets, Inc.	US	34,274	34,274	2,026	Supermarket	1	4.7%	
30	Loblaw Companies Limited	Canada	34,235**	34,990**	747	Hypermarket/Supercenter/Superstore	6	8.1%	
31	J Sainsbury plc	UK	34,048	34,575	497	Hypermarket/Supercenter/Superstore	2	3.0%	
32	The TJX Companies, Inc.	US	33,184	33,184	2,298	Apparel/Footwear Specialty	10	7.4%	
33	ITM Développement International (Intermarché)	France	30,774***	44,469***	n/a	Supermarket	4	0.9%	
34	Apple Inc. / Apple Retail Stores	US	28,600 <sup>e</sup>	215,639	45,687	Electronics Specialty	22	15.1%	
35	LVMH Moët Hennessy-Louis Vuitton S.A.	France	26,904	41,593**	4,826	Other Specialty	80	10.3%	
36	Rite Aid Corporation	US	26,817	32,845	4	Drug Store/Pharmacy	1	0.5%	
37	Macy's, Inc.	US	25,778**	25,778**	611	Department Store	4	-0.5%	
38	Inditex, S.A.	Spain	25,734**	25,734**	3,490	Apparel/Footwear Specialty	93	11.1%	
39	Migros-Genossenschafts Bund	Switzerland	24,152***	28,151**	673	Hypermarket/Supercenter/Superstore	3	2.3%	
40	Lotte Shopping Co., Ltd.	S. Korea	23,991	25,355	212	Hypermarket/Supercenter/Superstore	6	5.9%	
41	H.E. Butt Grocery Company	US	23,000 <sup>e</sup>	23,000 <sup>e</sup>	n/a	Supermarket	2	5.5%	
42	H & M Hennes & Mauritz AB	Sweden	22,602**	22,602**	2,191	Apparel/Footwear Specialty	64	11.8%	
43	Coop Group	Switzerland	22,401 <sup>e**</sup>	28,744**	609	Supermarket	7	-0.5%	

<sup>1</sup> Revenue and net income for the parent company or group may include results from non-retail operations

<sup>2</sup> Compound annual growth rate

<sup>e</sup> = estimate

<sup>g</sup> = gross turnover as reported by company

n/a = not available

ne = not in existence (created by merger or divestiture)

\* Revenue reflects wholesale sales

\*\* Revenue includes wholesale and retail sales

## Global Powers of Retailing Top 250, FY2016

FY2016 Retail revenue rank	Name of company	Country of origin	FY2016 Retail revenue (US\$M)	FY2016 Parent company/group revenue <sup>1</sup> (US\$M)	FY2016 Parent company/group net income <sup>1</sup> (US\$M)	Dominant operational format	Countries of operation	# of operation	FY2011-2016 Retail revenue CAGR <sup>2</sup>
44	Suning Commerce Group Co., Ltd.	China	22,364	22,364	74	Electronics Specialty		2	9.6%
45	Sears Holdings Corporation	US	22,138	22,138	-2,221	Department Store		2	-11.8%
46	Dollar General Corporation	US	21,987	21,987	1,251	Discount Store		1	8.2%
47	Mercadona, S.A.	Spain	21,905	21,905	704	Supermarket		2	3.8%
48	Wm Morrison Supermarkets PLC	UK	21,744	21,744	406	Supermarket		1	-1.6%
49	Dollar Tree, Inc.	US	20,719	20,719	896	Discount Store		2	25.6%
50	Système U, Centrale Nationale	France	20,675 <sup>e**</sup>	26,239 <sup>e**</sup>	n/a	Supermarket		4	2.2%
51	A.S. Watson Group	Hong Kong SAR	19,517 <sup>**</sup>	19,517 <sup>**</sup>	n/a	Drug Store/Pharmacy		25	1.1%
52	Kohl's Corporation	US	18,686	18,686	556	Department Store		1	-0.1%
53	Empire Company Limited	Canada	18,065 <sup>**</sup>	18,065 <sup>**</sup>	131	Supermarket		1	8.2%
54	Groupe Adeo SA	France	17,959 <sup>e**</sup>	21,072 <sup>e**</sup>	n/a	Home Improvement		12	7.0%
55	Meijer, Inc.	US	17,900 <sup>e</sup>	17,900 <sup>e</sup>	n/a	Hypermarket/Supercenter/Superstore		1	4.4%
56	Jerónimo Martins, SGPS, S.A.	Portugal	16,174	16,174	679	Discount Store		3	8.7%
57	PJSC "Magnit"	Russia	15,957	16,041 <sup>**</sup>	812	Convenience/Forecourt Store		1	26.1%
58	Fast Retailing Co., Ltd.	Japan	15,739 <sup>**</sup>	15,763 <sup>**</sup>	477	Apparel/Footwear Specialty		25	16.9%
59	Whole Foods Market, Inc.	US	15,724	15,724	507	Supermarket		3	9.2%
60	China Resources Vanguard Co., Ltd.	China	15,577	15,577	n/a	Hypermarket/Supercenter/Superstore		1	4.6%
61	The Gap, Inc.	US	15,516 <sup>**</sup>	15,516 <sup>**</sup>	676	Apparel/Footwear Specialty		53	1.3%
62	X5 Retail Group N.V.	Russia	15,427	15,427	333	Discount Store		1	17.9%
63	Kingfisher plc	UK	14,958	14,958	813	Home improvement		10	0.7%
64	Cencosud S.A.	Chile	14,525	15,147	568	Supermarket		5	6.6%
65	Nordstrom, Inc.	US	14,498	14,757	354	Department Store		3	6.7%
66	Yamada Denki Co., Ltd.	Japan	14,425 <sup>**</sup>	14,425 <sup>**</sup>	338	Electronics Specialty		7	-3.2%
67	Marks and Spencer Group plc	UK	13,837 <sup>**</sup>	13,837 <sup>**</sup>	151	Department Store		50	1.3%
68	Steinhoff International Holdings N.V.	S. Africa	13,596	14,909	1,364	Other Specialty		31	22.9%
69	Dixons Carphone plc	UK	13,379	13,653	381	Electronics Specialty		10	4.8%
70	John Lewis Partnership plc	UK	13,361 <sup>**</sup>	13,361 <sup>**</sup>	471	Supermarket		6	5.3%
71	El Corte Inglés, S.A.	Spain	13,306	17,061	178	Department Store		9	-0.5%
72	Coop Italia	Italy	13,042 <sup>e</sup>	16,040 <sup>e</sup>	n/a	Hypermarket/Supercenter/Superstore		1	0.3%
73	Ross Stores, Inc.	US	12,867	12,867	1,118	Apparel/Footwear Specialty		1	8.4%
74	BJ's Wholesale Club, Inc.	US	12,800 <sup>e</sup>	12,800 <sup>e</sup>	n/a	Cash & Carry/Warehouse Club		1	2.5%
75	CP ALL Plc.	Thailand	12,754 <sup>**</sup>	12,780 <sup>**</sup>	476	Convenience/Forecourt Store		1	23.2%
76	L Brands, Inc.	US	12,574 <sup>**</sup>	12,574 <sup>**</sup>	1,158	Apparel/Footwear Specialty		79	3.9%
77	J. C. Penney Company, Inc.	US	12,547	12,547	1	Department Store		2	-6.2%
78	Conad Consorzio Nazionale, Dettaglianti Soc. Coop. a.r.l.	Italy	12,345 <sup>e**</sup>	13,717 <sup>e**</sup>	n/a	Supermarket		2	3.1%
79	Bed Bath and Beyond Inc.	US	12,216	12,216	685	Other Specialty		4	5.2%
80	ICA Gruppen AB	Sweden	11,824 <sup>**</sup>	12,099 <sup>**</sup>	399	Supermarket		5	1.7%
81	Gome Home Appliance Group	China	11,544	11,544	-8	Electronics Specialty		1	-2.5%
82	Toys "R" Us, Inc.	US	11,540	11,540	-29	Other Specialty		39	-3.7%
83	Isetan Mitsukoshi Holdings Ltd.	Japan	11,489	11,568	136	Department Store		9	0.5%

<sup>1</sup> Revenue and net income for the parent company or group may include results from non-retail operations

<sup>2</sup> Compound annual growth rate

e = estimate

g = gross turnover as reported by company

n/a = not available

ne = not in existence (created by merger or divestiture)

\* Revenue reflects wholesale sales

\*\* Revenue includes wholesale and retail sales

Source: Deloitte Touche Tohmatsu Limited. Global Powers of Retailing 2018. Analysis of financial performance and operations for fiscal years ended through June 2017 using company annual reports, Planet Retail database and other public sources.

## Global Powers of Retailing Top 250, FY2016

FY2016 Retail revenue rank	Name of company	Country of origin	FY2016 Retail revenue (US\$M)	FY2016 Parent company/group revenue <sup>1</sup> (US\$M)	FY2016 Parent company/group net income <sup>1</sup> (US\$M)	Dominant operational format	# Countries of operation	FY2011-2016 Retail revenue CAGR <sup>2</sup>
84	E-MART Inc.	S. Korea	11,447	12,690	328	Hypermarket/Supercenter/Superstore	4	10.8%
85	Dairy Farm International Holdings Limited	Hong Kong SAR	11,201	11,201	470	Supermarket	11	4.2%
86	Déathlon S.A.	France	11,062	11,062	n/a	Other Specialty	29	9.0%
87	Hudson's Bay Company	Canada	10,970	10,970	-392	Department Store	9	30.3%
88	S Group	Finland	10,835	12,190	n/a	Supermarket	5	1.5%
89	Otto (GmbH & Co KG)	Germany	10,805	14,604	45	Non-Store	30	-0.4%
90	Liberty Interactive Corporation	US	10,647	10,647	1,274	Non-Store	9	2.1%
91	AutoZone, Inc.	US	10,636**	10,636**	1,241	Other Specialty	4	5.7%
92	Southeastern Grocers, LLC	US	10,500 <sup>e</sup>	10,500 <sup>e</sup>	n/a	Supermarket	1	31.7%
93	Spar Holding AG	Austria	10,447**	10,533**	283	Supermarket	8	1.9%
94	Shoprite Holdings Ltd.	S. Africa	10,340**	10,340**	399	Supermarket	15	11.3%
95	S.A.C.I. Falabella	Chile	10,288	11,578	994	Home Improvement	6	9.8%
96	Menard, Inc.	US	10,000 <sup>e</sup>	10,000 <sup>e</sup>	n/a	Home Improvement	1	2.6%
97	Tengelmann Warenhandels-gesellschaft KG	Germany	9,856***	9,956**	n/a	Home Improvement	13	1.7%
98	Distribuidora Internacional de Alimentación, S.A. (Dia, S.A.)	Spain	9,809**	9,932**	193	Discount Store	6	-1.9%
99	Hy-Vee, Inc.	US	9,800	9,800	n/a	Supermarket	1	6.2%
100	FEMSA Comercio, S.A. de C.V.	Mexico	9,662	9,662	n/a	Convenience/Forecourt Store	4	19.5%
101	Metro Inc.	Canada	9,646**	9,646**	442	Supermarket	1	2.3%
102	Co-operative Group Ltd.	UK	9,631	12,792	-181	Convenience/Forecourt Store	1	-2.7%
103	dm-drogerie markt GmbH + Co. KG	Germany	9,616 <sup>e</sup>	10,779 <sup>g</sup>	n/a	Drug Store/Pharmacy	12	9.3%
104	Advance Auto Parts, Inc.	US	9,568**	9,568**	460	Other Specialty	3	9.2%
105	Giant Eagle, Inc.	US	9,300***	9,300***	n/a	Supermarket	1	-0.3%
106	Dirk Rossmann GmbH	Germany	9,292	9,292	n/a	Drug Store/Pharmacy	6	10.4%
107	J. Front Retailing Co., Ltd.	Japan	9,229	10,231**	280	Department Store	2	3.3%
108	Louis Delhaize S.A.	Belgium	9,181 <sup>e</sup>	12,168 <sup>g</sup>	n/a	Hypermarket/Supercenter/Superstore	4	-3.7%
109	NIKE, Inc. / Direct to Consumer	US	9,082	34,350**	4,240	Apparel/Footwear Specialty	81	20.8%
110	NorgesGruppen ASA	Norway	9,081**	9,534**	293	Discount Store	1	6.2%
111	Canadian Tire Corporation, Limited	Canada	8,635**	9,566**	564	Other Specialty	1	4.1%
112	GameStop Corp.	US	8,608	8,608	353	Other Specialty	14	-2.1%
113	O'Reilly Automotive, Inc.	US	8,593**	8,593**	1,038	Other Specialty	1	8.2%
114	Dansk Supermarked A/S	Denmark	8,554	8,602	196	Discount Store	4	1.3%
115	Associated British Foods plc / Primark	UK	8,451	19,035	1,166	Apparel/Footwear Specialty	11	14.3%
116	Wegmans Food Markets, Inc.	US	8,300	8,300	n/a	Supermarket	1	5.6%
117	FNAC Darty (formerly Groupe FNAC S.A.)	France	8,206**	8,206**	0	Other Specialty	9	12.3%
118	Central Group	Thailand	8,062 <sup>e</sup>	9,408	n/a	Department Store	6	19.8%
119	Colruyt Group	Belgium	8,027	10,412**	420	Supermarket	3	4.1%
120	Organización Soriana, S.A.B. de C.V.	Mexico	8,001**	8,001**	225	Hypermarket/Supercenter/Superstore	1	8.8%
121	Vipshop Holdings Limited	China	7,962	8,151	287	Non-Store	1	103.8%
122	Dick's Sporting Goods, Inc.	US	7,922	7,922	287	Other Specialty	1	8.7%
123	The Sherwin-Williams Company / Paint Stores Group	US	7,790	11,856**	1,133	Home Improvement	11	10.3%
124	FamilyMart UNY Holdings Co., Ltd. (formerly FamilyMart Co., Ltd.)	Japan	7,788	7,788	194	Convenience/Forecourt Store	8	20.7%
125	Foot Locker, Inc.	US	7,766	7,766	664	Apparel/Footwear Specialty	32	6.7%

<sup>1</sup> Revenue and net income for the parent company or group may include results from non-retail operations

<sup>2</sup> Compound annual growth rate

<sup>e</sup> = estimate

<sup>g</sup> = gross turnover as reported by company

n/a = not available

ne = not in existence (created by merger or divestiture)

\* Revenue reflects wholesale sales

\*\* Revenue includes wholesale and retail sales

Source: Deloitte Touche Tohmatsu Limited. Global Powers of Retailing 2018. Analysis of financial performance and operations for fiscal years ended through June 2017 using company annual reports, Planet Retail database and other public sources.

## Global Powers of Retailing Top 250, FY2016

FY2016 Retail revenue rank	Name of company	Country of origin	FY2016 Retail revenue (US\$M)	FY2016 Parent company/group revenue <sup>1</sup> (US\$M)	FY2016 Parent company/group net income <sup>1</sup> (US\$M)	Dominant operational format	Countries of operation	# of operation	FY2011-2016 Retail revenue CAGR <sup>2</sup>
126	Kesko Corporation	Finland	7,743 <sup>e**</sup>	11,262 <sup>**</sup>	126	Home Improvement	8	-1.5%	
127	Dufry AG	Switzerland	7,736	7,946	46	Other Specialty	64	24.4%	
128	Kering S.A.	France	7,727	13,700 <sup>**</sup>	961	Apparel/Footwear Specialty	95	-2.9%	
129	H2O Retailing Corporation	Japan	7,726	8,317	132	Department Store	2	12.4%	
130	Takashimaya Company, Ltd.	Japan	7,673	8,524	199	Department Store	4	0.8%	
131	Esselunga S.p.A.	Italy	7,644 <sup>e</sup>	8,341 <sup>e</sup>	290	Hypermarket/Supercenter/Superstore	1	2.6%	
132	C&A Europe	Belgium/Germany	7,373 <sup>e</sup>	7,373 <sup>e</sup>	n/a	Apparel/Footwear Specialty	18	-0.3%	
133	Don Quijote Holdings Co., Ltd. (formerly Don Quijote Co., Ltd.)	Japan	7,349	7,596	358	Discount Department Store	2	9.1%	
134	Reitan Group	Norway	7,312 <sup>e**</sup>	7,407 <sup>**</sup>	763	Discount Store	7	10.0%	
135	Beisia Group Co., Ltd.	Japan	7,245 <sup>e**</sup>	7,875 <sup>e**</sup>	n/a	Home Improvement	1	1.3%	
136	Shanghai Baillan Group Co., Ltd.	China	7,081 <sup>**</sup>	7,081 <sup>**</sup>	136	Hypermarket/Supercenter/Superstore	1	0.8%	
137	Yonghui Superstores Co., Ltd.	China	7,031	7,410	90	Hypermarket/Supercenter/Superstore	1	22.2%	
138	Compagnie Financière Richemont SA	Switzerland	7,007	11,677 <sup>**</sup>	1,327	Other Specialty	60	6.5%	
139	PetSmart, Inc.	US	7,000 <sup>e</sup>	7,000 <sup>e</sup>	n/a	Other Specialty	3	2.7%	
140	Ascena Retail Group, Inc.	US	6,995	6,995	-12	Apparel/Footwear Specialty	3	19.1%	
141	Emke Group / Lulu Group International	UAE	6,900 <sup>e</sup>	6,900 <sup>e</sup>	n/a	Hypermarket/Supercenter/Superstore	10	10.2%	
142	Bic Camera Inc.	Japan	6,874	6,874	119	Electronics Specialty	1	4.9%	
143	Homeplus Stores Co., Ltd.	S. Korea	6,858	6,858	143	Hypermarket/Supercenter/Superstore	1	ne	
144	Tractor Supply Company	US	6,780	6,780	437	Other Specialty	1	9.9%	
145	Globus Holding GmbH & Co. KG	Germany	6,764 <sup>e</sup>	6,830 <sup>e</sup>	n/a	Hypermarket/Supercenter/Superstore	4	3.2%	
146	Yodobashi Camera Co., Ltd.	Japan	6,761 <sup>e</sup>	6,761 <sup>e</sup>	n/a	Electronics Specialty	1	1.8%	
147	WinCo Foods LLC	US	6,700 <sup>e</sup>	6,700 <sup>e</sup>	n/a	Supermarket	1	5.2%	
148	Staples, Inc.	US	6,662	18,247	-1,497	Other Specialty	5	-12.7%	
149	BİM Birleşik Mağazalar A.Ş.	Turkey	6,635	6,635	222	Discount Store	3	19.6%	
150	Chow Tai Fook Jewellery Group Limited	Hong Kong SAR	6,604 <sup>**</sup>	6,604 <sup>**</sup>	406	Other Specialty	8	-2.0%	
151	Majid Al Futtaim Holding LLC	UAE	6,501	8,141	758	Hypermarket/Supercenter/Superstore	15	8.0%	
152	Army and Air Force Exchange Service (AAFES)	US	6,462	6,462	292	Convenience/Forecourt Store	36	-6.8%	
153	Signet Jewelers Limited	Bermuda	6,390	6,408	543	Other Specialty	5	11.3%	
154	President Chain Store Corp.	Taiwan	6,294 <sup>e</sup>	6,669 <sup>**</sup>	345	Convenience/Forecourt Store	4	3.4%	
155	Dillard's, Inc.	US	6,232	6,418	169	Department Store	1	-0.3%	
156	The SPAR Group Limited	S. Africa	6,232 <sup>**</sup>	6,232 <sup>**</sup>	123	Supermarket	11	18.9%	
157	Belle International Holdings Limited	Hong Kong SAR	6,227	6,227	361	Apparel/Footwear Specialty	2	7.6%	
158	Edion Corporation	Japan	6,224 <sup>**</sup>	6,224 <sup>**</sup>	121	Electronics Specialty	1	-2.3%	
159	Izumi Co., Ltd.	Japan	6,186 <sup>**</sup>	6,186 <sup>**</sup>	161	Hypermarket/Supercenter/Superstore	1	6.4%	
160	K's Holdings Corporation	Japan	6,074 <sup>**</sup>	6,074 <sup>**</sup>	186	Electronics Specialty	1	-1.9%	
161	GS Retail Co., Ltd.	S. Korea	6,034	6,356	235	Convenience/Forecourt Store	2	12.5%	
162	Life Corporation	Japan	6,026	6,026	75	Supermarket	1	6.0%	
163	Jumbo Groep Holding B.V.	Netherlands	6,021 <sup>**</sup>	6,021 <sup>**</sup>	121	Supermarket	1	15.2%	
164	Axel Johnson AB / Axfood, Axstores	Sweden	6,000 <sup>**</sup>	8,442 <sup>**</sup>	360	Supermarket	4	31.6%	
165	Bauhaus GmbH & Co. KG	Germany	5,946 <sup>e</sup>	5,946 <sup>e</sup>	n/a	Home Improvement	19	5.6%	
166	SM Investments Corporation	Philippines	5,804	7,627	1,004	Hypermarket/Supercenter/Superstore	1	12.9%	
167	Sonae, SGPS, SA	Portugal	5,669 <sup>**</sup>	5,947 <sup>**</sup>	246	Supermarket	24	2.3%	

<sup>1</sup> Revenue and net income for the parent company or group may include results from non-retail operations

<sup>2</sup> Compound annual growth rate

e = estimate

g = gross turnover as reported by company

n/a = not available

ne = not in existence (created by merger or divestiture)

\* Revenue reflects wholesale sales

\*\* Revenue includes wholesale and retail sales

Source: Deloitte Touche Tohmatsu Limited. Global Powers of Retailing 2018. Analysis of financial performance and operations for fiscal years ended through June 2017 using company annual reports, Planet Retail database and other public sources.

## Global Powers of Retailing Top 250, FY2016

FY2016 Retail revenue rank	Name of company	Country of origin	FY2016 Retail revenue (US\$M)	FY2016 Parent company/group revenue <sup>1</sup> (US\$M)	FY2016 Parent company/group net income <sup>1</sup> (US\$M)	Dominant operational format	Countries of operation	# of operation	FY2011-2016 Retail revenue CAGR <sup>2</sup>
168	Grupo Eroski	Spain	5,641 <sup>e</sup>	6,092	-25	Supermarket	2		-4.5%
169	Coppel S.A. de C.V.	Mexico	5,617 <sup>e</sup>	5,617 <sup>e</sup>	n/a	Department Store	3		12.3%
170	Office Depot, Inc.	US	5,603	11,021	529	Other Specialty	2		-2.2%
171	Coop Danmark A/S	Denmark	5,602 <sup>**</sup>	5,776 <sup>**</sup>	8	Supermarket	2		-0.4%
172	Burlington Stores, Inc.	US	5,591	5,591	216	Department Store	2		7.5%
173	Agrokor d.d.	Croatia	5,461	6,759	-1,617	Supermarket	5		11.2%
174	Berkshire Hathaway Inc. / Retailing operations	US	5,460 <sup>e</sup>	223,604	24,427	Other Specialty	9		12.2%
175	Next plc	UK	5,443 <sup>**</sup>	5,460 <sup>**</sup>	847	Apparel/Footwear Specialty	72		3.6%
176	Pick n Pay Stores Limited	S. Africa	5,418 <sup>**</sup>	5,418 <sup>**</sup>	87	Supermarket	7		7.0%
177	E.Land World Co., Ltd.	S. Korea	5,413 <sup>**</sup>	6,329 <sup>**</sup>	-2	Apparel/Footwear Specialty	3		5.7%
178	Tsuruha Holdings Inc.	Japan	5,325	5,325	234	Drug Store/Pharmacy	2		12.4%
179	Deichmann SE	Germany	5,310	6,195 <sup>5</sup>	n/a	Apparel/Footwear Specialty	24		6.1%
180	Coop Norge, the Group	Norway	5,290 <sup>**</sup>	5,585 <sup>**</sup>	45	Supermarket	1		9.1%
181	Defense Commissary Agency (DeCA)	US	5,250	5,250	n/a	Supermarket	13		-2.5%
182	Shimamura Co., Ltd.	Japan	5,219	5,219	303	Apparel/Footwear Specialty	3		3.9%
183	Big Lots, Inc.	US	5,200	5,200	153	Discount Store	1		0.0%
184	The Michaels Companies, Inc.	US	5,197	5,197	378	Other Specialty	2		4.3%
185	Lojas Americanas S.A.	Brazil	5,184	5,184	61	Discount Department Store	1		12.2%
186	Lawson, Inc.	Japan	5,166 <sup>**</sup>	5,826 <sup>**</sup>	342	Convenience/Forecourt Store	6		6.2%
187	Gruppo Eurospin	Italy	5,144 <sup>e**</sup>	5,144 <sup>e**</sup>	n/a	Discount Store	2		8.6%
188	Williams-Sonoma, Inc.	US	5,084	5,084	305	Non-Store	13		6.4%
189	Reliance Industries Limited / Reliance Retail	India	4,981	50,558	4,442	Supermarket	1		34.5%
190	Neiman Marcus Group LTD LLC	US	4,949	4,949	-406	Department Store	2		4.3%
191	Woolworths Holdings Limited	S. Africa	4,944	4,944	400	Department Store	14		18.7%
192	MatsumotoKiyoshi Holdings Co., Ltd.	Japan	4,917 <sup>**</sup>	4,939 <sup>**</sup>	186	Drug Store/Pharmacy	2		4.3%
193	Sundrug Co., Ltd.	Japan	4,877 <sup>**</sup>	4,877 <sup>**</sup>	215	Drug Store/Pharmacy	1		6.4%
194	Demoulas Super Markets, Inc. (dba Market Basket)	US	4,800 <sup>e</sup>	4,800 <sup>e</sup>	n/a	Supermarket	1		6.5%
195	Arcs Co., Ltd.	Japan	4,721	4,731	97	Supermarket	1		8.1%
196	El Puerto de Liverpool, S.A.B. de C.V.	Mexico	4,704	5,375	545	Department Store	1		10.9%
197	Academy Ltd. (dba Academy Sports + Outdoors)	US	4,700 <sup>e</sup>	4,700 <sup>e</sup>	n/a	Other Specialty	1		9.4%
198	Save-A-Lot	US	4,700 <sup>e</sup>	4,700 <sup>e</sup>	n/a	Discount Store	2		ne
199	Grupo Comercial Chedraui, S.A.B. de C.V.	Mexico	4,696	4,737	108	Hypermarket/Supercenter/Superstore	2		9.0%
200	Nitori Holdings Co., Ltd.	Japan	4,629	4,734	554	Other Specialty	4		9.0%
201	Cosmos Pharmaceutical Corp.	Japan	4,626	4,626	168	Drug Store/Pharmacy	1		12.5%
202	OJSC Dixy Group	Russia	4,616	4,645 <sup>**</sup>	-42	Supermarket	1		25.0%
203	Ulta Salon, Cosmetics & Fragrance, Inc.	US	4,614	4,855	410	Other Specialty	1		22.4%
204	Hermès International SCA	France	4,613 <sup>e</sup>	5,754 <sup>**</sup>	1,221	Apparel/Footwear Specialty	47		12.9%
205	XXXLutz Group	Austria	4,606 <sup>e</sup>	4,606 <sup>e</sup>	n/a	Other Specialty	11		8.4%
206	SuperValu Inc.	US	4,596 <sup>**</sup>	12,480 <sup>**</sup>	654	Supermarket	1		-30.3%
207	Lenta Group	Russia	4,572	4,572	167	Hypermarket/Supercenter/Superstore	1		27.8%
208	Valor Holdings Co., Ltd.	Japan	4,559	4,804	98	Supermarket	2		4.8%
209	Foodstuffs North Island Ltd.	New Zealand	4,527 <sup>**</sup>	4,527 <sup>**</sup>	12	Supermarket	1		ne

<sup>1</sup> Revenue and net income for the parent company or group may include results from non-retail operations

<sup>2</sup> Compound annual growth rate

<sup>e</sup> = estimate

<sup>g</sup> = gross turnover as reported by company

n/a = not available

ne = not in existence (created by merger or divestiture)

\* Revenue reflects wholesale sales

\*\* Revenue includes wholesale and retail sales

Source: Deloitte Touche Tohmatsu Limited. Global Powers of Retailing 2018. Analysis of financial performance and operations for fiscal years ended through June 2017 using company annual reports, Planet Retail database and other public sources.

## Global Powers of Retailing Top 250, FY2016

FY2016 Retail revenue rank	Name of company	Country of origin	FY2016 Retail revenue (US\$M)	FY2016 Parent company/group revenue <sup>1</sup> (US\$M)	FY2016 Parent company/group net income <sup>1</sup> (US\$M)	Dominant operational format	Countries of operation	# of operation	FY2011-2016 Retail revenue CAGR <sup>2</sup>
210	PETCO Animal Supplies, Inc.	US	4,495 <sup>e</sup>	4,495 <sup>e</sup>	n/a	Other Specialty	3		7.7%
211	Tokyu Corporation	Japan	4,471	10,312	635	Department Store	2		1.6%
212	PT Indomarco PrismaTama (Indomaret)	Indonesia	4,435 <sup>**</sup>	4,435 <sup>**</sup>	55	Convenience/Forecourt Store	1		21.5%
213	Smart & Final Stores, Inc.	US	4,342 <sup>**</sup>	4,342 <sup>**</sup>	13	Cash & Carry/Warehouse Club	2		8.9%
214	Reinolt-Thomas Corporation (dba Discount Tire/America's Tire)	US	4,340 <sup>e</sup>	4,340 <sup>e</sup>	n/a	Other Specialty	1		7.7%
215	BGFretail Co., Ltd.	S. Korea	4,339	4,339	159	Convenience/Forecourt Store	2		15.0%
216	Hobby Lobby Stores, Inc.	US	4,300 <sup>e</sup>	4,300 <sup>e</sup>	n/a	Other Specialty	1		7.5%
217	Müller Holding Ltd. & Co. KG	Germany	4,248 <sup>e</sup>	4,248 <sup>e</sup>	n/a	Drug Store/Pharmacy	7		5.8%
218	JB Hi-Fi Limited	Australia	4,240	4,240	130	Electronics Specialty	2		12.5%
219	Belk, Inc.	US	4,209 <sup>e</sup>	4,209 <sup>e</sup>	n/a	Department Store	1		2.6%
220	McKesson Europe AG (formerly Celesio AG)	Germany	4,208	22,641 <sup>**</sup>	-1,057	Drug Store/Pharmacy	9		1.5%
221	PT Sumber Alfaria Trijaya Tbk (Alfamart)	Indonesia	4,205 <sup>**</sup>	4,205 <sup>**</sup>	42	Convenience/Forecourt Store	1		25.2%
222	Stater Bros. Holdings Inc.	US	4,200 <sup>e</sup>	4,200 <sup>e</sup>	n/a	Supermarket	1		2.6%
223	The Save Mart Companies (formerly Save Mart Supermarkets)	US	4,200 <sup>e</sup>	4,200 <sup>e</sup>	n/a	Supermarket	1		-1.8%
224	SHV Holdings N.V. / Makro	Netherlands	4,159 <sup>e</sup>	20,608	775	Cash & Carry/Warehouse Club	5		-10.2%
225	HORNBAACH Baumarkt AG Group	Germany	4,083	4,083	58	Home Improvement	9		4.3%
226	Sprouts Farmers Market, Inc.	US	4,046	4,046	124	Supermarket	1		29.6%
227	Zalando SE	Germany	4,025	4,025	133	Non-store	15		48.1%
228	Chongqing Department Store Co., Ltd.	China	4,012	5,094	66	Department Store	1		1.8%
229	Forever 21, Inc.	US	4,000 <sup>e</sup>	4,000 <sup>e</sup>	n/a	Apparel/Footwear Specialty	57		3.7%
230	Nojima Corporation	Japan	3,980	3,988	94	Electronics Specialty	1		n/a
231	Sugi Holdings Co., Ltd.	Japan	3,958 <sup>**</sup>	3,976 <sup>**</sup>	138	Drug Store/Pharmacy	1		5.6%
232	Tiffany & Co.	US	3,903 <sup>**</sup>	4,002 <sup>**</sup>	446	Other Specialty	29		2.3%
233	Barnes & Noble, Inc.	US	3,895	3,895	22	Other Specialty	1		-6.3%
234	Sports Direct International plc	UK	3,875	4,186 <sup>**</sup>	415	Other Specialty	24		12.9%
235	Dashang Co., Ltd.	China	3,856	4,228	98	Department Store	1		-2.0%
236	Heiwado Co., Ltd.	Japan	3,843	4,039	87	Hypermarket/Supercenter/Superstore	2		2.4%
237	DCM Holdings Co., Ltd.	Japan	3,818	4,092	107	Home Improvement	1		-1.3%
238	Coach, Inc. (now Tapestry, Inc.)	US	3,810 <sup>e</sup>	4,488 <sup>**</sup>	591	Other Specialty	32		-2.1%
239	Nonggongshang Supermarket (Group) Co. Ltd.	China	3,793 <sup>e</sup>	4,163 <sup>g</sup>	n/a	Supermarket	1		-1.7%
240	Bass Pro Group, LLC	US	3,786 <sup>e</sup>	4,580 <sup>***</sup>	n/a	Other Specialty	2		8.2%
241	East Japan Railway Company (JR East)	Japan	3,689	26,587	2,579	Convenience/Forecourt Store	1		0.2%
242	Coop Sverige AB	Sweden	3,683 <sup>**</sup>	3,683 <sup>**</sup>	40	Supermarket	1		ne
243	Ralph Lauren Corporation	US	3,682	6,653 <sup>**</sup>	-99	Apparel/Footwear Specialty	49		1.4%
244	Savola Group / Panda Retail Company	Saudi Arabia	3,671	3,671	-206	Hypermarket/Supercenter/Superstore	3		8.5%
245	Grandvision N.V.	Netherlands	3,668 <sup>**</sup>	3,668 <sup>**</sup>	279	Other Specialty	45		6.7%
246	Ingles Markets, Inc.	US	3,657	3,795 <sup>**</sup>	54	Supermarket	1		1.3%
247	Migros Ticaret A.Ş.	Turkey	3,656 <sup>**</sup>	3,656 <sup>**</sup>	-97	Supermarket	3		14.0%
248	Iceland Topco Limited	UK	3,637 <sup>**</sup>	3,637 <sup>**</sup>	-26	Supermarket	7		1.3%
249	Overwaitea Food Group	Canada	3,621 <sup>e</sup>	3,621 <sup>e</sup>	n/a	Supermarket	1		7.9%
250	Intersport Deutschland eG	Germany	3,617 <sup>e**</sup>	3,894 <sup>g**</sup>	n/a	Other Specialty	6		5.4%

<sup>1</sup> Revenue and net income for the parent company or group may include results from non-retail operations

<sup>2</sup> Compound annual growth rate

e = estimate

g = gross turnover as reported by company

n/a = not available

ne = not in existence (created by merger or divestiture)

\* Revenue reflects wholesale sales

\*\* Revenue includes wholesale and retail sales

Source: Deloitte Touche Tohmatsu Limited. Global Powers of Retailing 2018. Analysis of financial performance and operations for fiscal years ended through June 2017 using company annual reports, Planet Retail database and other public sources.