



# Global Powers of Retailing 2023

Highlights overview  
March 2023





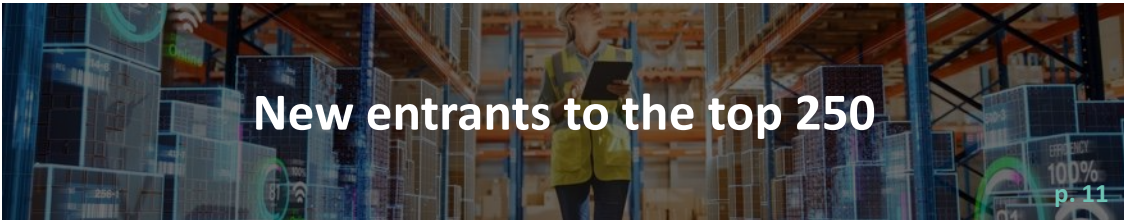
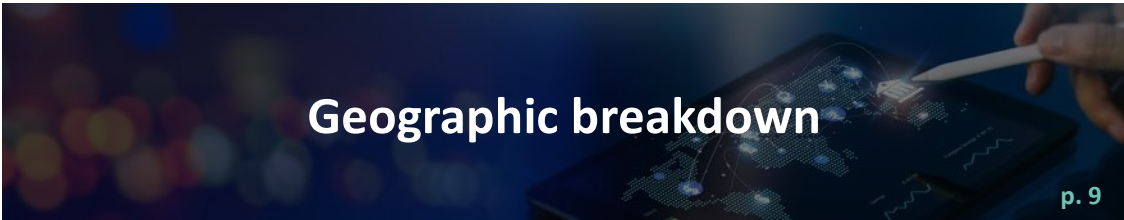
*In a year of strong year-on-year growth in retail revenue across the top 250, we see that sustainability remains high on the agenda. Several players are working on the resale of slightly used goods and we see many technology-enabled innovations. Successful retailers combine technology with the human factor to provide optimal customer experience. Among the Fastest 50, the main drivers of growth were the luxury brands, e-commerce providers and department stores.*

**Evan Sheehan**

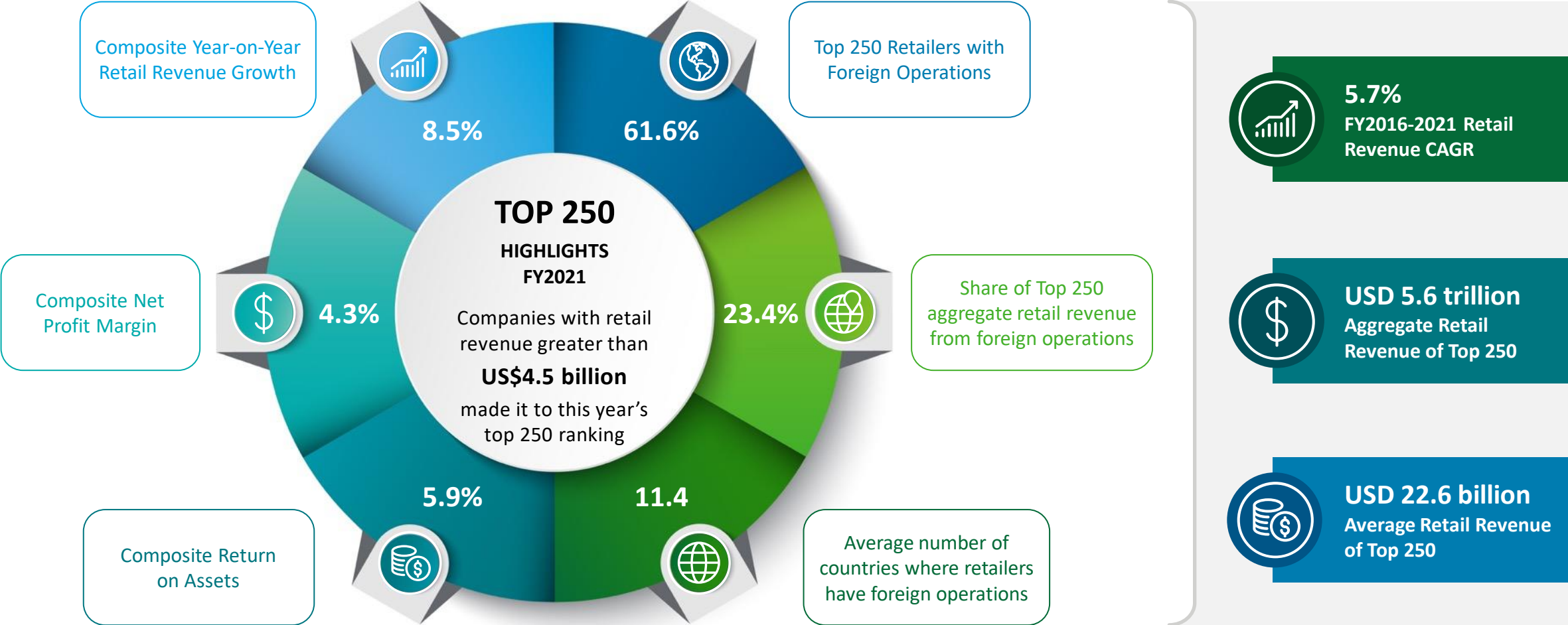
Deloitte Global Retail, Wholesale & Distribution Leader

# Global Powers of Retailing 2023

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# Global Powers of Retailing 2023






Source: Deloitte Touche Tohmatsu Limited. Global Powers of Retailing 2023. Analysis of financial performance and operations for fiscal years ended between 1 July 2021 to 30 June 2022 using company annual reports, Supermarket News, Forbes America's largest private companies and other sources.

# Top 10 Retailers



Walmart continues to dominate the top 10 retailers list, followed by Amazon and Costco, who rounded off the top three rankings; there were no new retailers in the list this year, with majority of them retaining their positions from last year.






				
1	WALMART INC.	US	\$572.7	↔
2	AMAZON.COM, INC.	US	\$239.1	↔
3	COSTCO WHOLESALE CORPORATION	US	\$195.9	↔
4	SCHWARZ GROUP	Germany	\$153.7	↔
5	THE HOME DEPOT, INC.	US	\$151.1	↔
6	THE KROGER CO.	US	\$136.9	↔
7	JD.COM	China	\$126.3	+2
8	WALGREENS BOOTS ALLIANCE, INC.	US	\$122.0	-1
9	ALDI EINKAUF GMBH & CO. OHG AND ALDI INTERNATIONAL SERVICES GMBH & CO. OHG	Germany	\$120.9 e	-1
10	TARGET CORPORATION	US	\$104.6	↔

## Key highlights

- The top 10 retailers did not see any new entrants in FY2021, and seven of the retailers retained their position from last year.
- JD.com was the biggest gainer among the top 10, advancing two positions since last year to rank to the seventh position. It also recorded the highest retail revenue growth year-on-year, as well as was the fastest growing retailers over a period of five years among the Top 10 in FY2021.
- The top 10 rankings continued to be distributed among US and Germany-based retailers, with the exception of JD.com, which is a China-based retailer.
- US-based retailer Walgreens Boots Alliance and German-retailer Aldi both fell by one position each among the rankings, partially offset by JD.com's double-digit retail revenue growth rate.

 Top 250 rank    
  FY2021 Retail revenue (US\$ billions)

 Country of origin    
   Change in rank

e: estimate

# Sustainability in retail: The way forward (1/2)

Four topics are emerging as the steppingstones for retailers to advance their sustainability efforts



## RESALE IN RETAIL

- The growing environmental consciousness of consumers, combined with the need to save money in the face of inflationary prices are driving the reselling culture.
- Millennial and Gen Z consumers are especially driving the reselling market by seeking out sustainable purchasing options.
- Many retailers are entering into the resale market by creating their own platforms to facilitate buy-back or peer-to-peer reselling, or by partnering with established reselling companies.



## SUSTAINABILITY IN SUPPLY CHAINS

- Achieving sustainability across a retailers' supply chain has become more critical, with supply chain operations continuing to form a large component of a retailers' GHG emissions.
- Retailers are investing in several initiatives to reduce Scope 1 and Scope 2 emissions by using electric vehicles for their logistics operations and purchasing energy from renewable sources.
- Scope 3 emissions, which are harder to reduce, are being mitigated by introducing consumer-facing initiatives.

*“Our community is clearly already environmentally-minded and active in sustainable shopping solutions, and we have been excited to see how engaged our guests are to participate in our like New program both on the trade in and resale.”*

**Maureen Erickson**  
Senior Vice President Guest Innovation  
lululemon



*“We chose to focus on supporting the supply chain to decarbonize, on livestock and regenerative agriculture, and on providing a sustainable diverse assortment through, for example, the shift to more plant-based proteins.”*

**Daniella Vega**  
Global Sr Vice President Health & Sustainability  
Ahold Delhaize

# Sustainability in retail: The way forward (2/2)

Four topics are emerging as the steppingstones for retailers to advance their sustainability efforts



*“There are targets for the sustainable sourcing of cotton and cellulose fibers by 2023. We’re committed to gathering 100% of our polyester and our linen from preferred sources as well, by 2025.”*

**Javier Losada**  
Chief Sustainability Officer  
Inditex



*“We are all tackling the same challenges. The Fashion Pact helps us to collaborate on finding solutions for these challenges.”*

**Caroline Laurie**  
Vice President Corporate Responsibility  
Burberry



## ROLE OF TECHNOLOGY

- Technology like blockchain and Artificial Intelligence (AI) is playing a critical role in helping retailers achieve their sustainability goals, by helping track progress of sustainability initiatives, and by making existing processes more efficient and environmentally-friendly.
- Blockchain is helping improve traceability of products and product parts across the entire life cycle to enable closed-loop circular systems. AI is being used to design circularity into products at the design stage, and to make trend and demand forecasting more accurate to ensure less wastage from overstocking.



## REGULATIONS AND FRAMEWORKS

- Several sustainability frameworks are becoming critical for retailers to adhere to, both to track their progress accurately, and to adhere to guidelines issued by regulatory authorities.
- UK-based public companies are mandated to report their metrics as per the TCFD guidelines. The European Union (EU) has made it compulsory for companies\* operating in the EU to report their sustainability metrics as per the CSRD.
- Other prominent frameworks include TNFD, CDP and SASB.

TCFD: Task Force on Climate-Related Financial Disclosures | CSRD: Corporate Sustainability Reporting Directive | TNFD: Taskforce on Nature-Related Financial Disclosures. | CDP: Formerly the Climate Disclosure Project  
\*Note: Applicable to large and SME companies based in the EU, and to non-EU companies with EU turnover of more than EUR150 million

# Top 10 fastest growing retailers

The fastest 50 retailers had a combined five-year CAGR of 18.5% between FY2016 and FY2021, and a year-on-year retail revenue growth of 20.1% between FY2020 and FY2021.

					
1	ALIBABA GROUP HOLDING LIMITED	29	Hong Kong SAR	\$40.6	153.1%
2	EG GROUP LIMITED	246	UK	\$4.6	75.1%
3	COUPANG, INC.	74	South Korea	\$16.4	61.7%
4	RELIANCE RETAIL LIMITED	53	India	\$22.8	45.1%
5	NATURA & CO. HOLDING S.A.	161	Brazil	\$7.4	38.4%
6	A101 YENI MAĞAZACILIK A.S.	236	Turkey	\$5.0 e	35.6%
7	WAYFAIR INC.	90	US	\$13.7	32.3%
8	JD SPORTS FASHION PLC	107	UK	\$11.3 e	30.2%
9	DNS	160	Russia	\$7.6 e	30.1%
10	MAGAZINE LUIZA S.A.	183	Brazil	\$6.5	30.0%



## Key highlights

- Hong Kong-based e-commerce retailer Alibaba took the top spot among the fastest growing retailers, with a five-year CAGR of 153.1% between FY2016 and FY2021.
- It was followed by UK-based convenience store retailer EG Group in the second position, with a CAGR of 75.1%.
- The top three fastest growing retailers were rounded off by last year's fastest growing retailer Coupang, a South-Korean retailer with a five-year CAGR of 61.7%.



Growth Rank



Top 250 rank



Country of origin



FY2021 Retail revenue (US\$ billions)



5-year CAGR over FY2016-FY2021

e: estimate



# Future of the store

Retail executives share how they are re-imagining the in-store experience. Read the full interviews in the report.



*“ Customers love their personal experience at our experiential store, and we’ve ensured that our digital channels support this in-store experience, rather than drive customers online.*

**Donald McDonald**  
Managing Director  
Brown Thomas

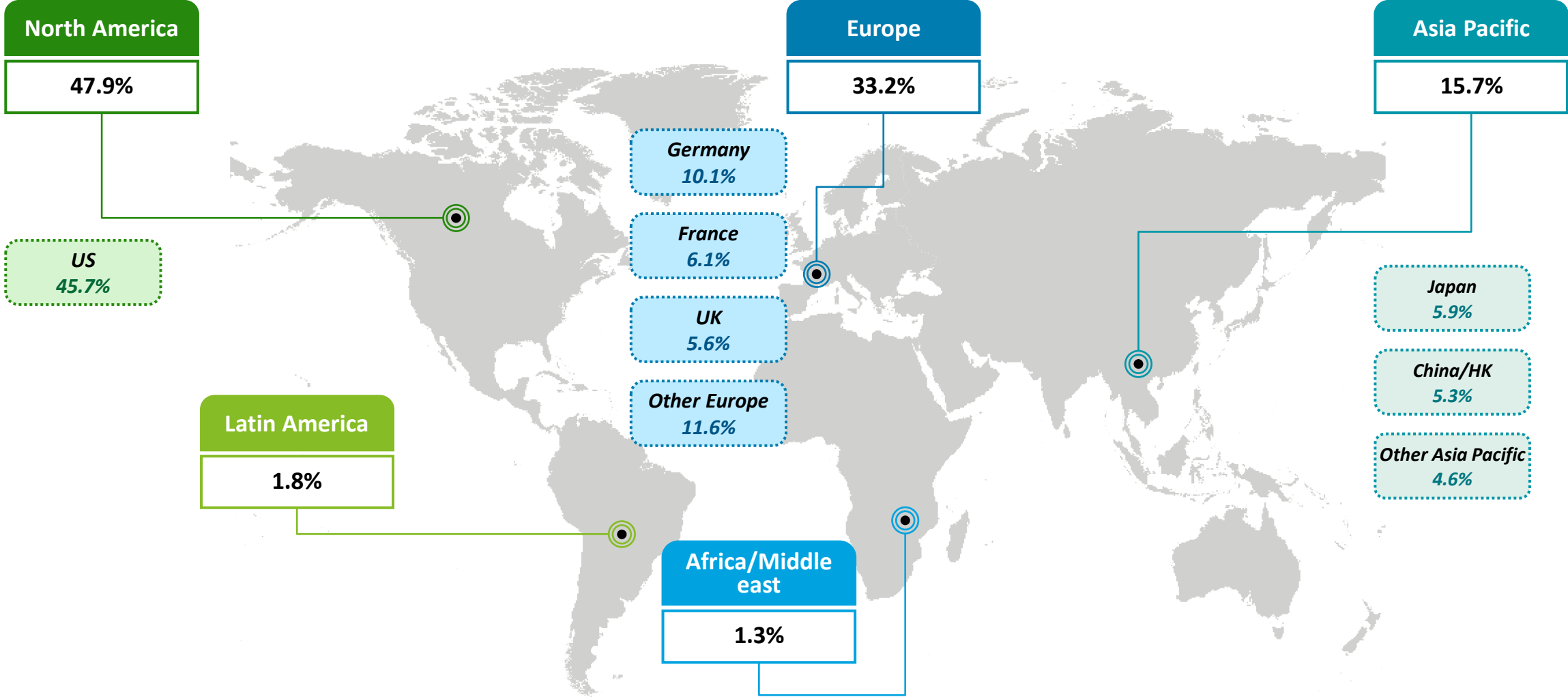
*“ Brick and mortar stores will adapt going forward, but they will always remain important, and are actually a cornerstone of our e-commerce and delivery success.*

**Vincent Viviers**  
Omnichannel Executive  
Pick n Pay



# Geographic breakdown

North America continued to represent the largest share of the Top 250 retail revenue compared to other regions, with US comprising 45.7% of the Top 250 retail revenue share. Europe formed the second largest share, followed by Asia Pacific.



Percentage share of Top 250 retail revenue by region and by top countries.

100% of each company's sales is accounted for within the region that the company is headquartered in.

# Product sector breakdown

The FMCG sector continues to be the largest product sector among the Top 250 retailers both in terms of retail revenue share and number of companies among the Top 250 rankings.











	Percentage share of Top 250 revenue	Number of companies	Key highlights
<b>Diversified</b>	<b>5.4%</b>	<b>19</b>	The diversified sector had the second highest year-on-year growth rate among the Top 250 retailers at 15.6%, and represented 5.4% of the Top 250 share of retail revenue.
<b>Apparel and accessories</b>	<b>9.3%</b>	<b>38</b>	Apparel and accessories had the highest year-on-year retail revenue growth between FY2020 and FY2021 at 31.3% growth rate.
<b>Hardlines and leisure goods</b>	<b>21.4%</b>	<b>57</b>	Hardlines and leisure goods represented the second largest share of the Top 250 retail revenue figure at 21.4%, and had 57 companies among the Top 250.
<b>Fast-moving consumer goods (FMCG)</b>	<b>63.8%</b>	<b>136</b>	Fast-moving Consumer Goods (FMCG) continued to represent the largest share of the Top 250 retail revenue, comprising of 63.8% of retail revenue among the Top 250. The sector also had the largest number of companies among the Top 250 at 136 companies.



# New entrants to the top 250 (1/2)

The Top 250 retailers saw 15 new entrants this year, with most of them hailing from the US and UK.





				
ASDA GROUP LIMITED	36	UK	Hypermarket/supercenter	3.2%
CHEWY, INC.	131	US	Non-store	24.4%
PENNEY OPCO LLC (FORMERLY J.C. PENNEY)	141	US	Department store	n/a
BATH & BODY WORKS, INC.	151	US	Other specialty	22.5%
NATURA & CO. HOLDING S.A.	161	Brazil	Other specialty	8.8%
ENDEAVOUR GROUP	163	Australia	Other specialty	-0.9%
VICTORIA'S SECRET & CO.	173	US	Apparel/footwear specialty	25.3%





-  Top 250 rank
-  Country of origin
-  Dominant operational format
-  FY2021 YoY Retail revenue growth

# New entrants to the top 250 (2/2)

The new entrants comprised of companies who witnessed a growth in retail revenue, as well as those that had reentered the Top 250 as a result of acquisitions, mergers or bankruptcy discharge.



				
<b>UNITED.B GROUP (FORMERLY HTM-GROUP)</b>	208	France	Electronics specialty	5.0%
<b>SHINSEGAE INC.</b>	224	South Korea	Other specialty	33.3%
<b>ASOS PLC</b>	232	UK	Non-store	19.3%
<b>AMERICAN EAGLE OUTFITTERS, INC.</b>	235	US	Apparel/footwear specialty	33.3%
<b>SPECSAVERS GROUP</b>	243	UK	Other specialty	25.8%
<b>NEIMAN MARCUS GROUP LTD LLC</b>	244	US	Department store	80.8%
<b>OK CORPORATION</b>	245	Japan	Supermarket	3.2%
<b>T. J. MORRIS DBA HOME BARGAINS</b>	250	UK	Other specialty	19.6%

-  Top 250 rank
-  Country of origin
-  Dominant operational format
-  FY2021 YoY Retail revenue growth



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