



IN LOCATING

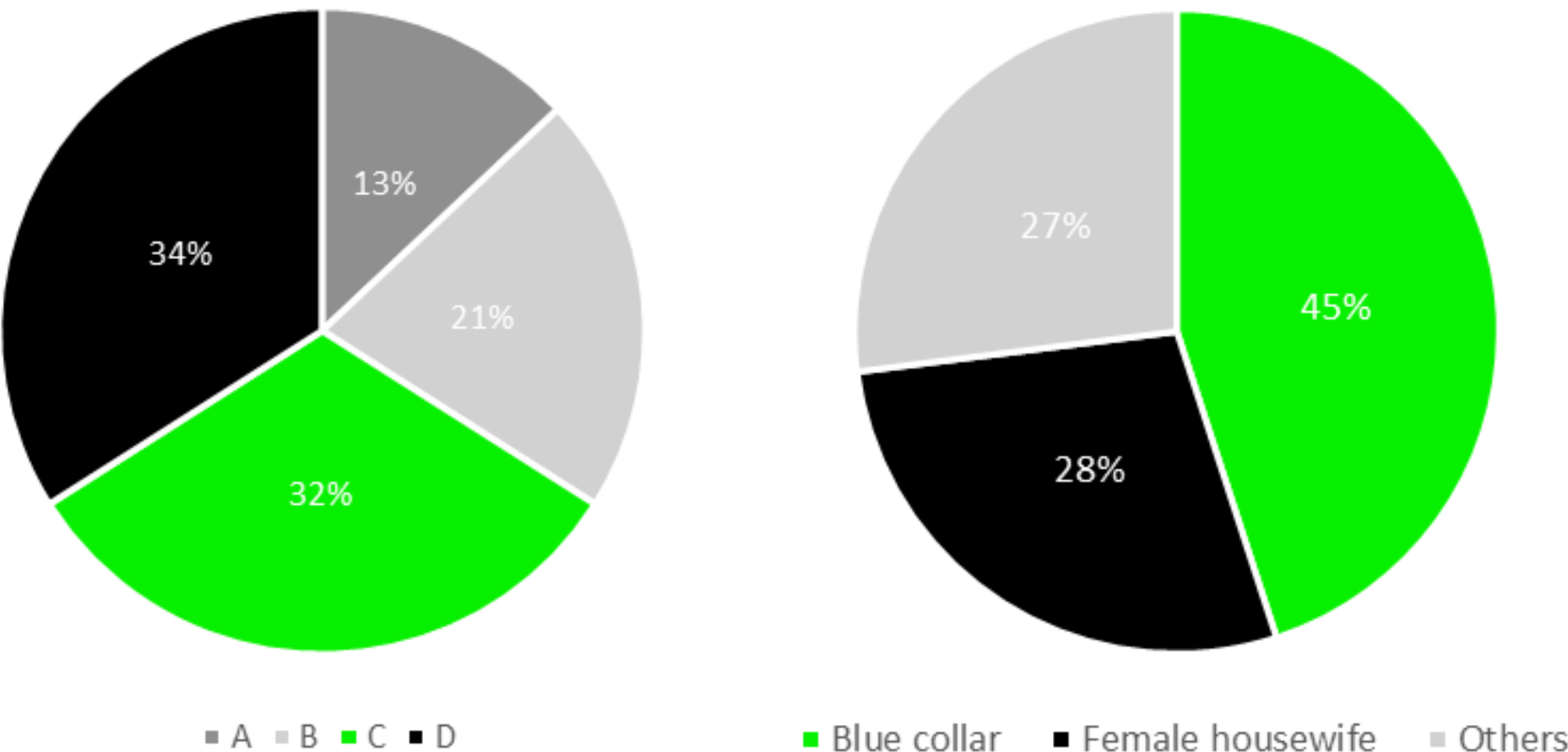
Grocery Retailer

Executive Summary

SITUATION	<ul style="list-style-type: none">• Lumia, a leading grocery retailer in 5 SEA countries, is favored by its Fresh Food quality and excellent customer services• Vietnam is a M&A target for the plan 2021 – 2025
OBJECTIVES	<ul style="list-style-type: none">• Target at mass shopper with middle income.• Build strong retail network/ infrastructure at nationwide level.• Grow double digit in first 3 years then expand ecosystem in Vietnam• Lead in grocery format after 5 years operating.
QUESTIONS	<ul style="list-style-type: none">• What's the suitable retailer for M&A given the objectives above?• Assess the market & a chosen retailer to have growth plan.
ANSWERS	<ul style="list-style-type: none">• Modern Trade is the most potential market to enter• Minimart, especially Green Market stands out as the strongest candidate, due to compatible clients with Lumia, strong retail network & infrastructure, and leading grocery format• Recommendation for further growth includes:<ul style="list-style-type: none">◦ Leverage potential in HN (open more stores)◦ Accelerate the E-commerce (online selling tactics)◦ Expand the Fresh Food market (quantity and quality)

Green Market is appealing to mass middle-income shoppers

Green Market's Shopper's Profile Household Income and Occupation (%)

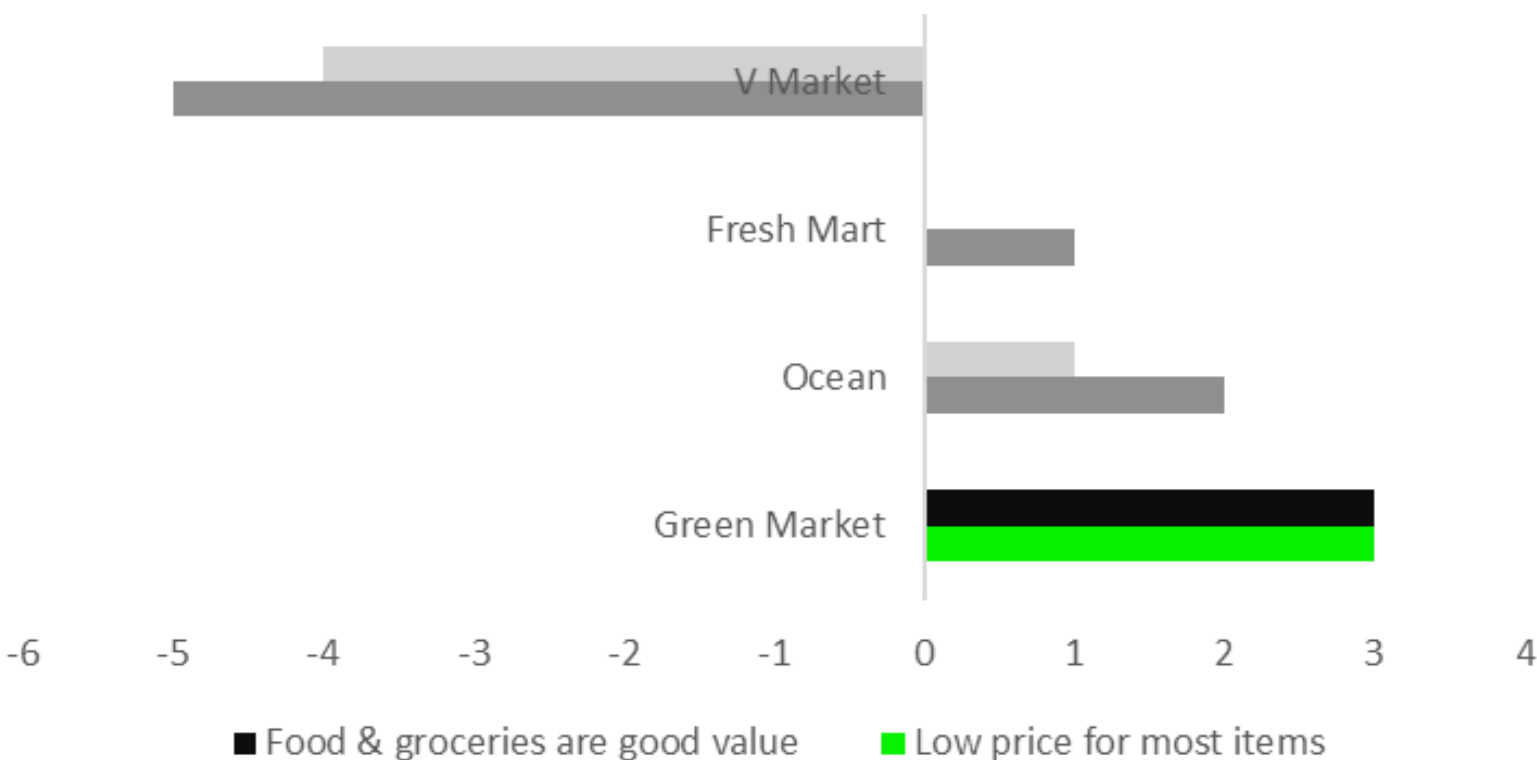


66% of Shoppers at Green Market has household income in range of 0-14.9 Mil VND

73% of Shoppers at Green Market work as Blue Collar or Housewife

Green Market's current shopper profile is mainly coming from middle-income groups

Imagery attribute ratings of Retailers in Minimart



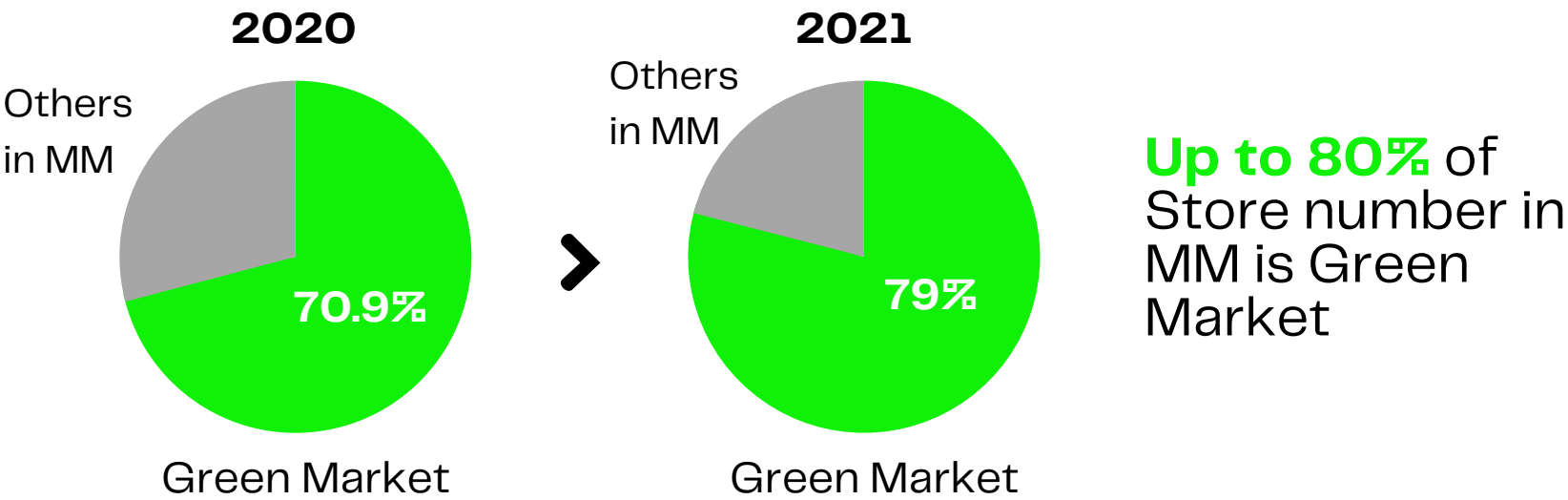
Green Market is rated the highest compared to its competitor in reasonable-price-related attributes

Green Market's attributes are also highly relevant to this group

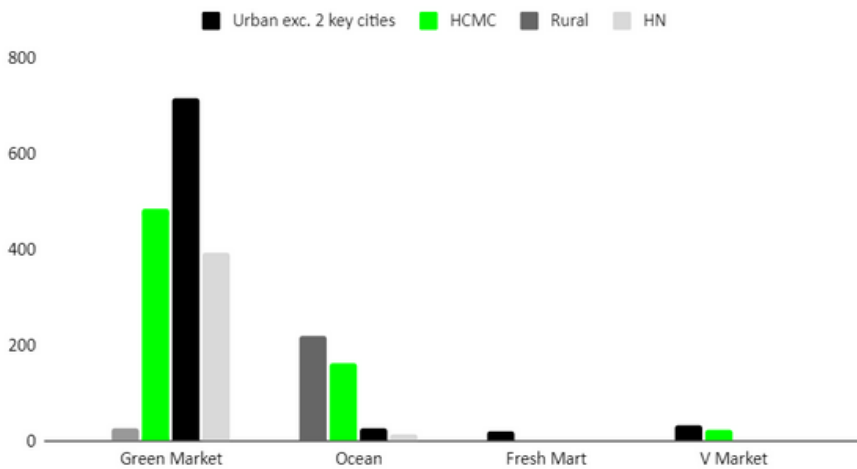
Green Market is leading in retail network and infrastructure, both offline and online

Green Market has a strong retail network and infrastructure

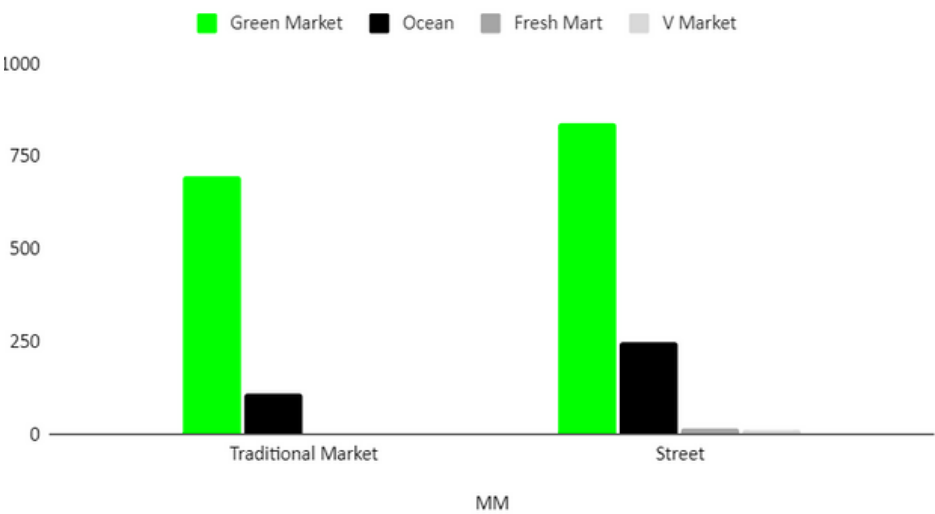
No. Store Distribution



No. of store by 2 key cities & regions

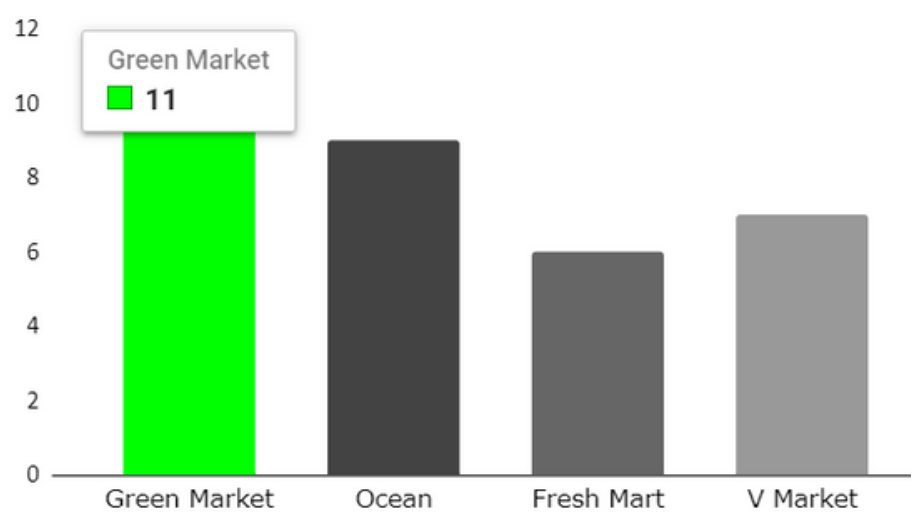


No. of store by location type

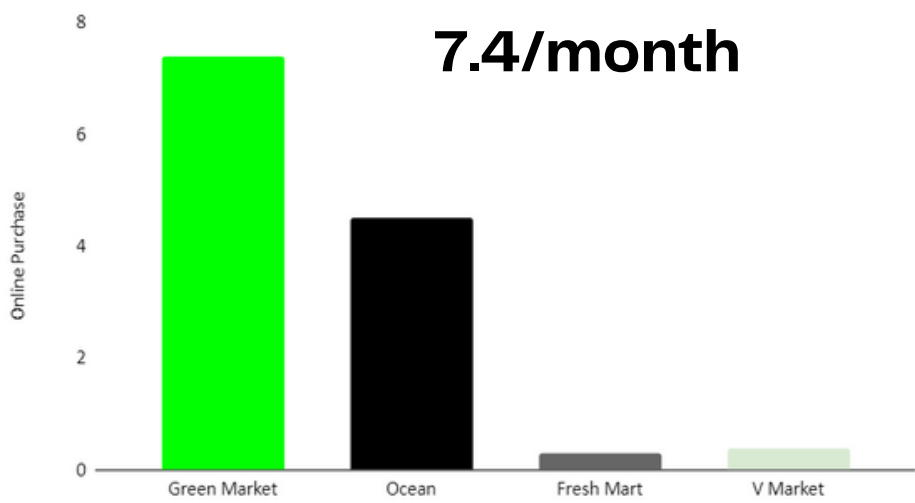


They are also the top-tier online performance and **dominant e-commerce presence**

Retailer Online Presence



Traffic/month (mil.)



Portrays the **holistic e-commerce** channel with a **presence in:**

- **4/5** Access Channels
- **100%** Delivery Services & Payment Methods
- **Highest Traffic Rate**

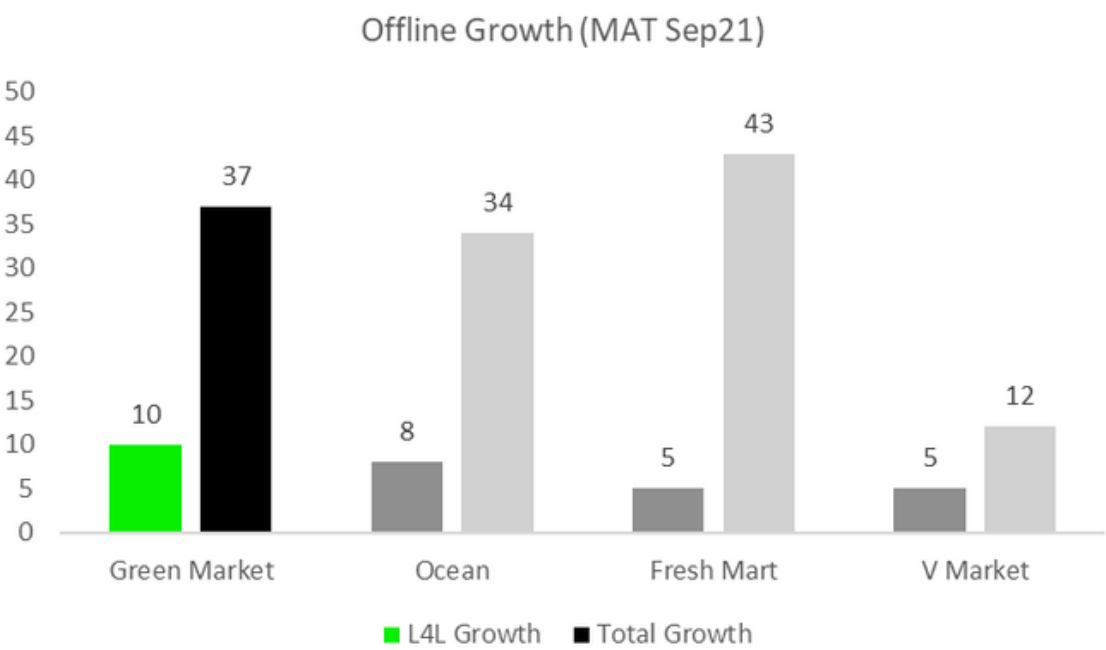


In terms of infrastructure and e-commerce presence, Green Market shows a **strong competitive landscape for potential growth**

Green Market is a **crucial player** in **HCMC** and **Urban**, especially stores in traditional markets and streets **are triple than others**

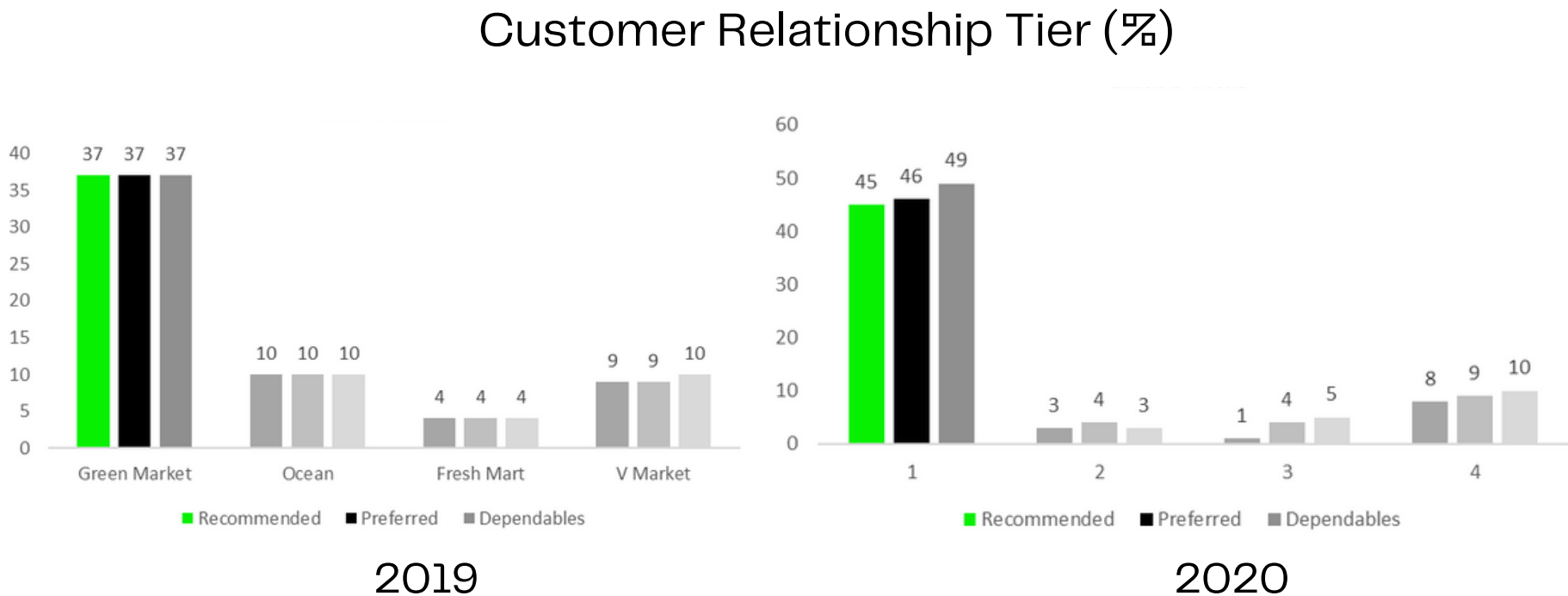
Green Market is poised for high growth now and in the future

Green Market is **growing fast** both online and offline, comparing to its competitors

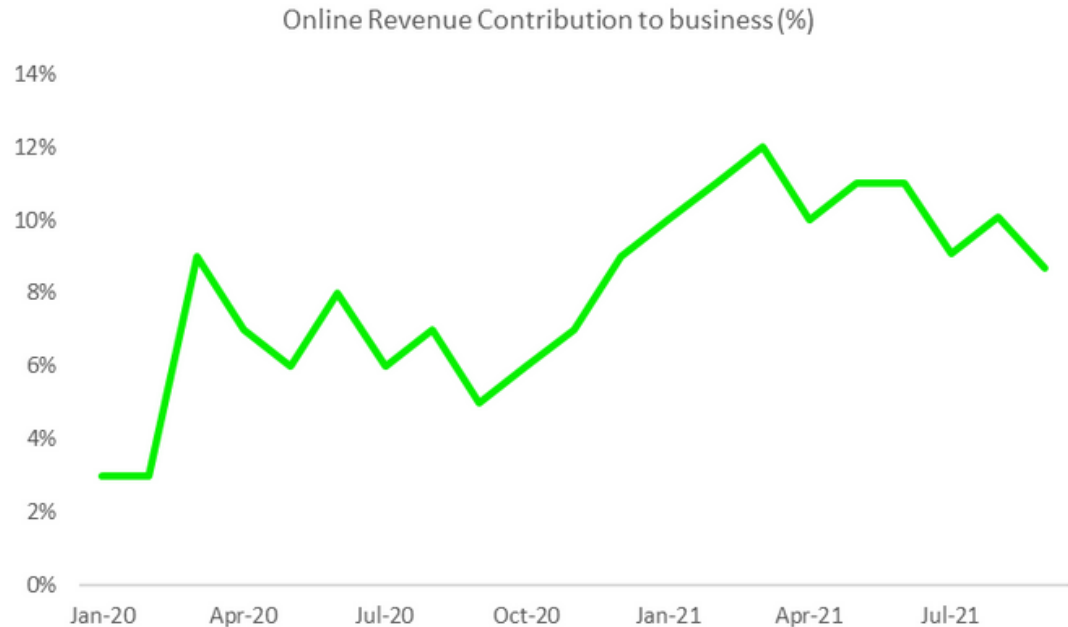


Green Market stands **first** in L4L growth and **second** in Total growth in the Minimart sector offline

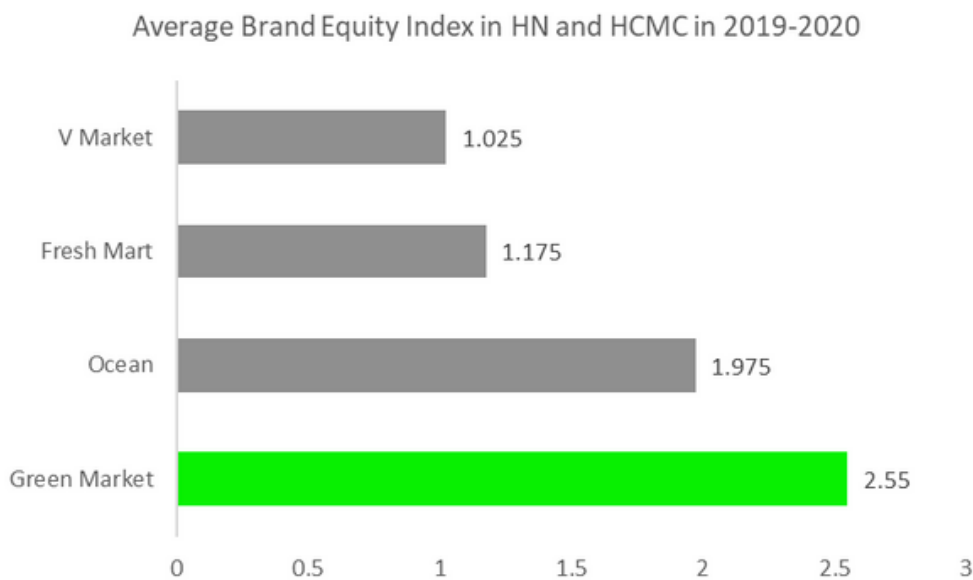
They are also in a strong position to **continue this growth** in the future



Green Market **stands out** in terms of relationship with its customers. They are also the **only** minimart retailer **increasing** its tiers among the two years.



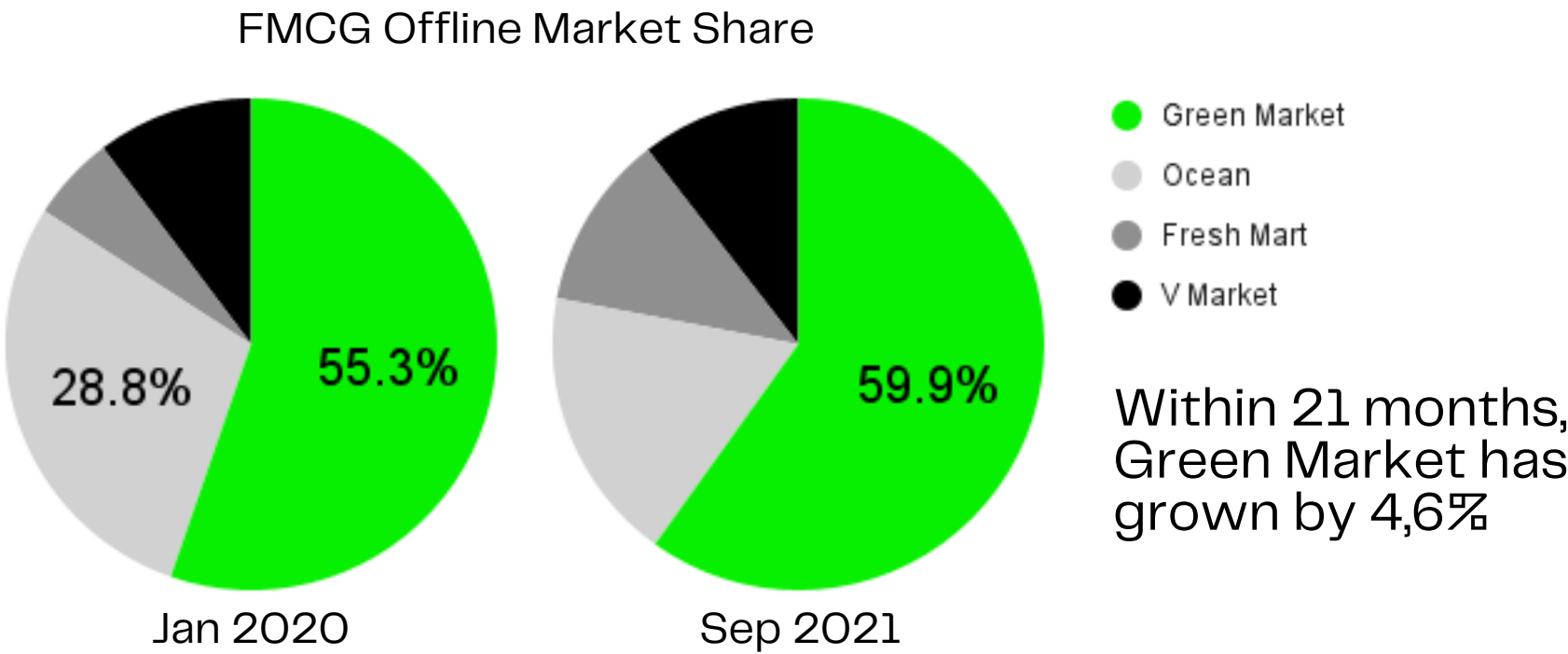
Along with the offline part, the Revenue Contribution from Online also increase significantly of **~200%** throughout 3 years.



They also enjoys the highest Brand Equity Index comparing to other minimart competitors.

Green Market lays a strong foundation to lead grocery format

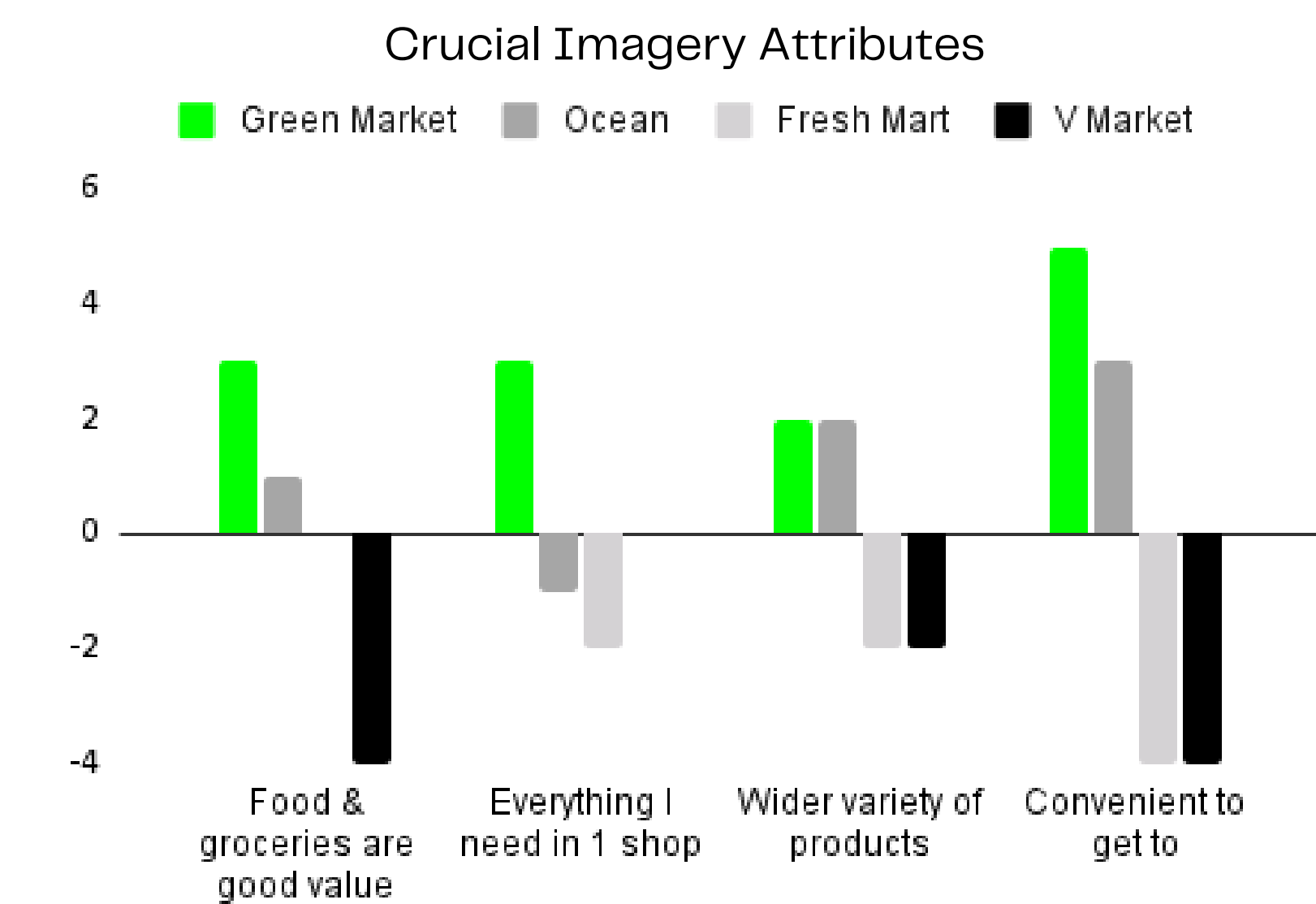
Green Market has **the highest FMCG Offline Market share and is growing**



Green Market has **a substantial contribution of fresh food in the offline FMCG Value**



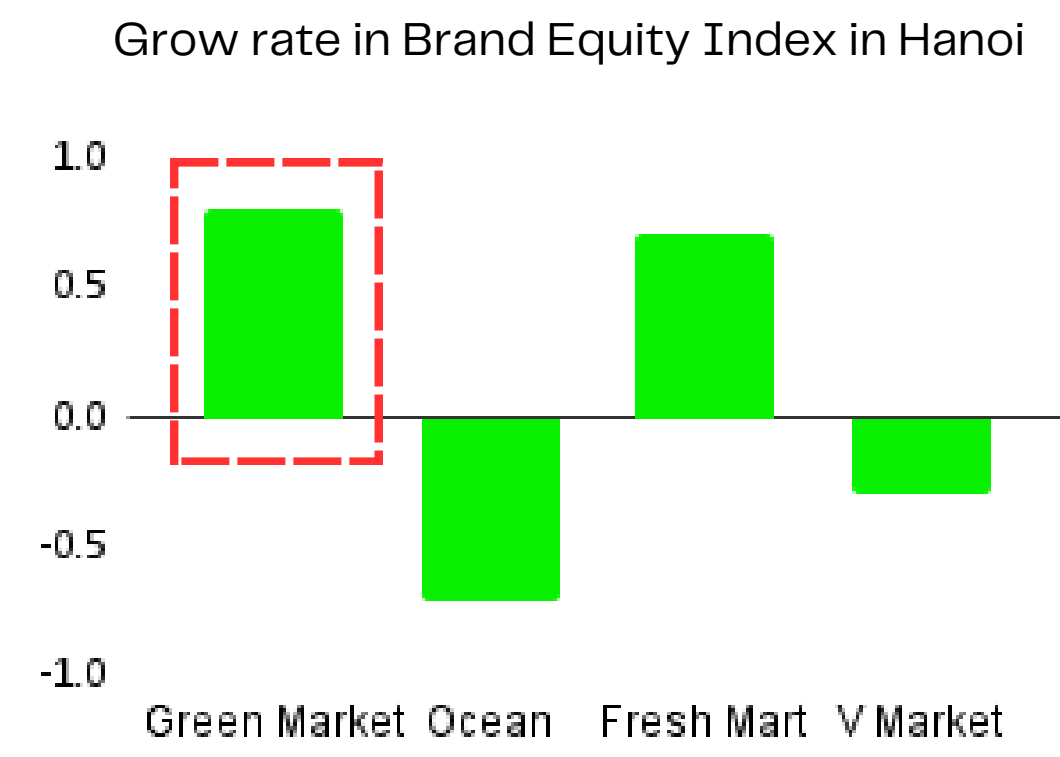
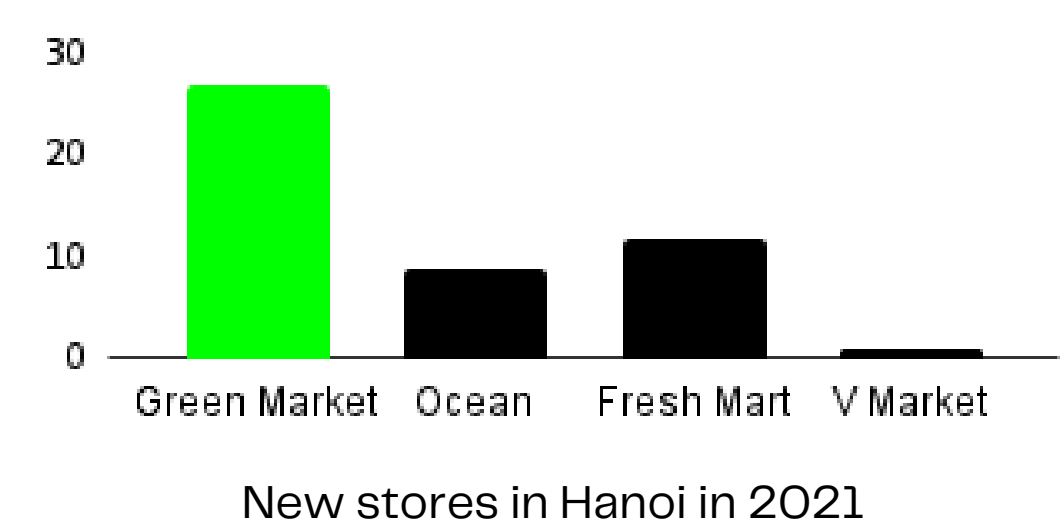
Green Market **nails crucial imagery attributes** proving its leading potential in grocery format



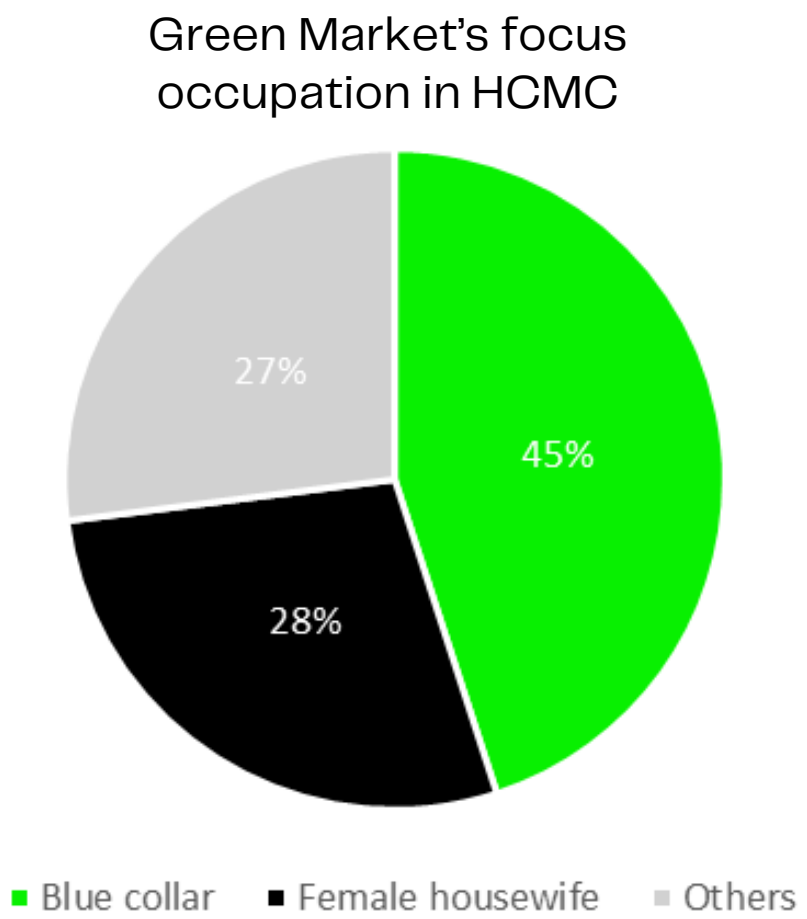
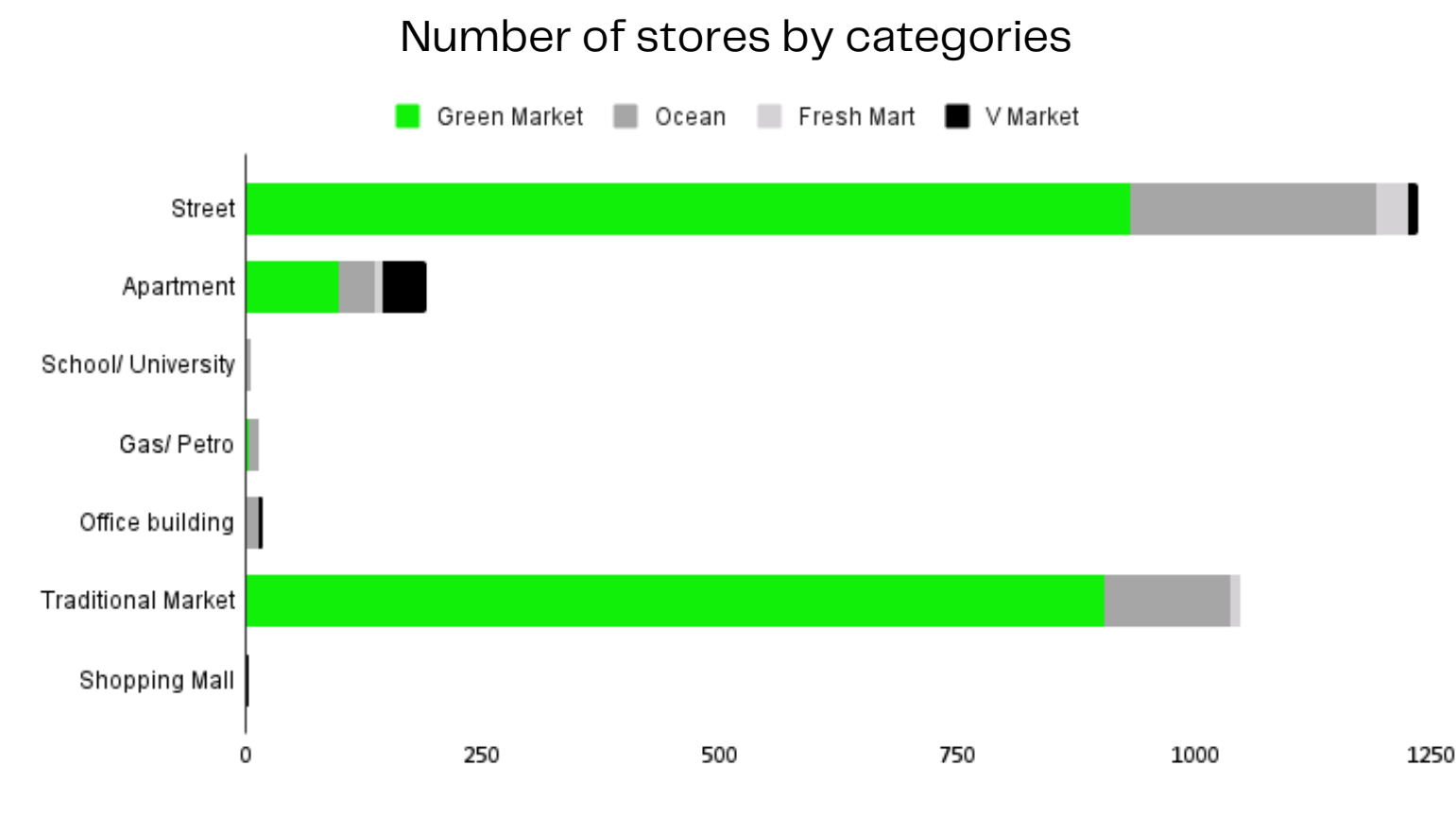
➤➤➤ **With Lumia, Green Market is projected to lead grocery format with both strength combined.**

Green Market should open more stores by the street and traditional market in Hanoi

By opening more stores, Green Mart grows firmly



Street and traditional market are crucial locations for growth

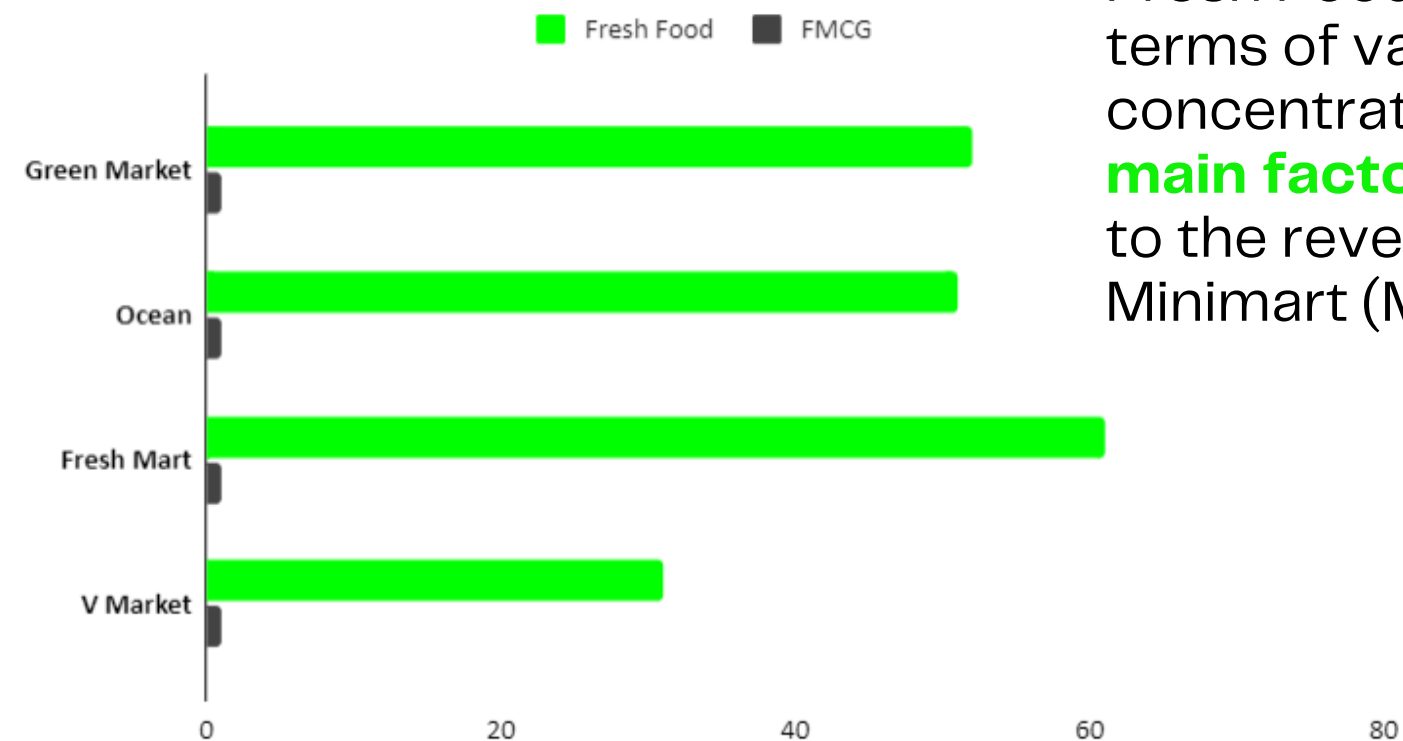


Stores in Hanoi are projected to attract the blue collar and female housewife group, thus, street and traditional market are the two crucial locations for growth

Vietnamese consumers have high demand for good quality fresh food

Fresh Food plays a leading role in FMCG Value Contribution

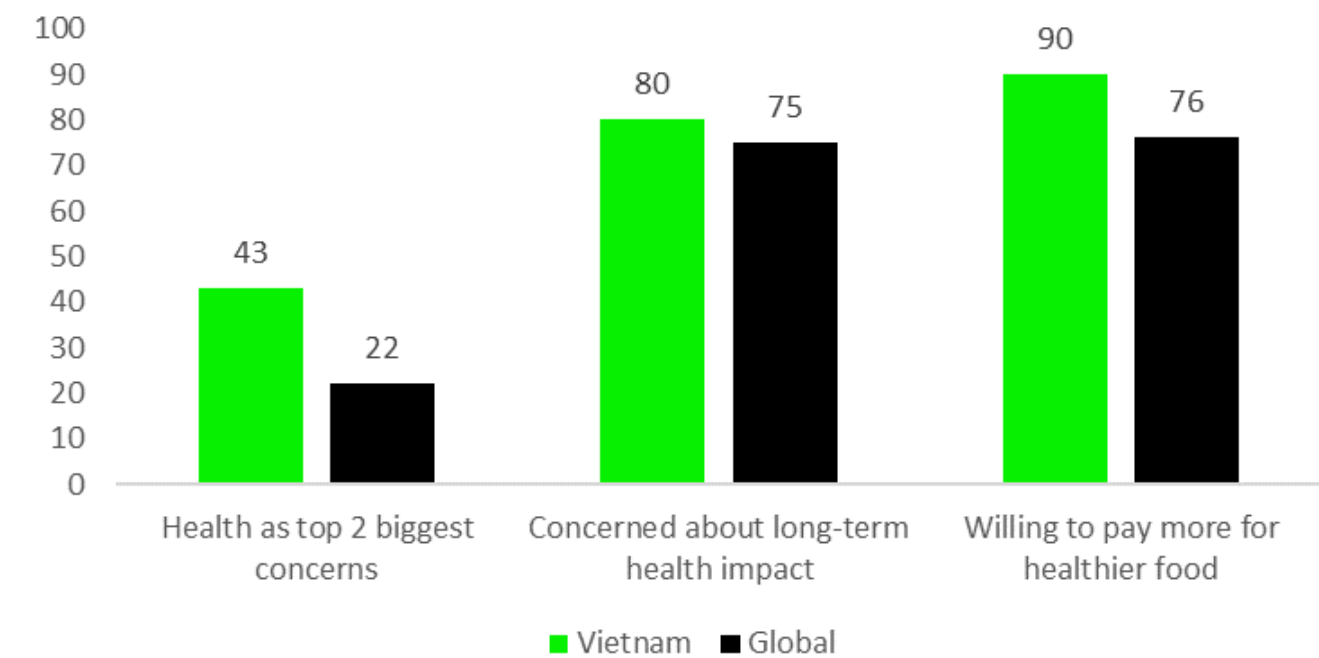
Offline FMCG Value % Contribution



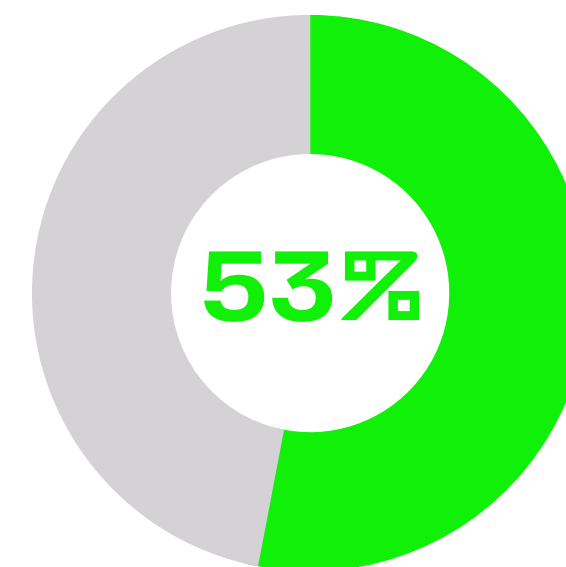
Fresh Food **stands out** in terms of value concentration. It's the **main factor** contributing to the revenue of Minimart (MM)

Vietnamese consumers cares a lot about their food and the pandemic intensified this tendency

Consumer Preference for F&B



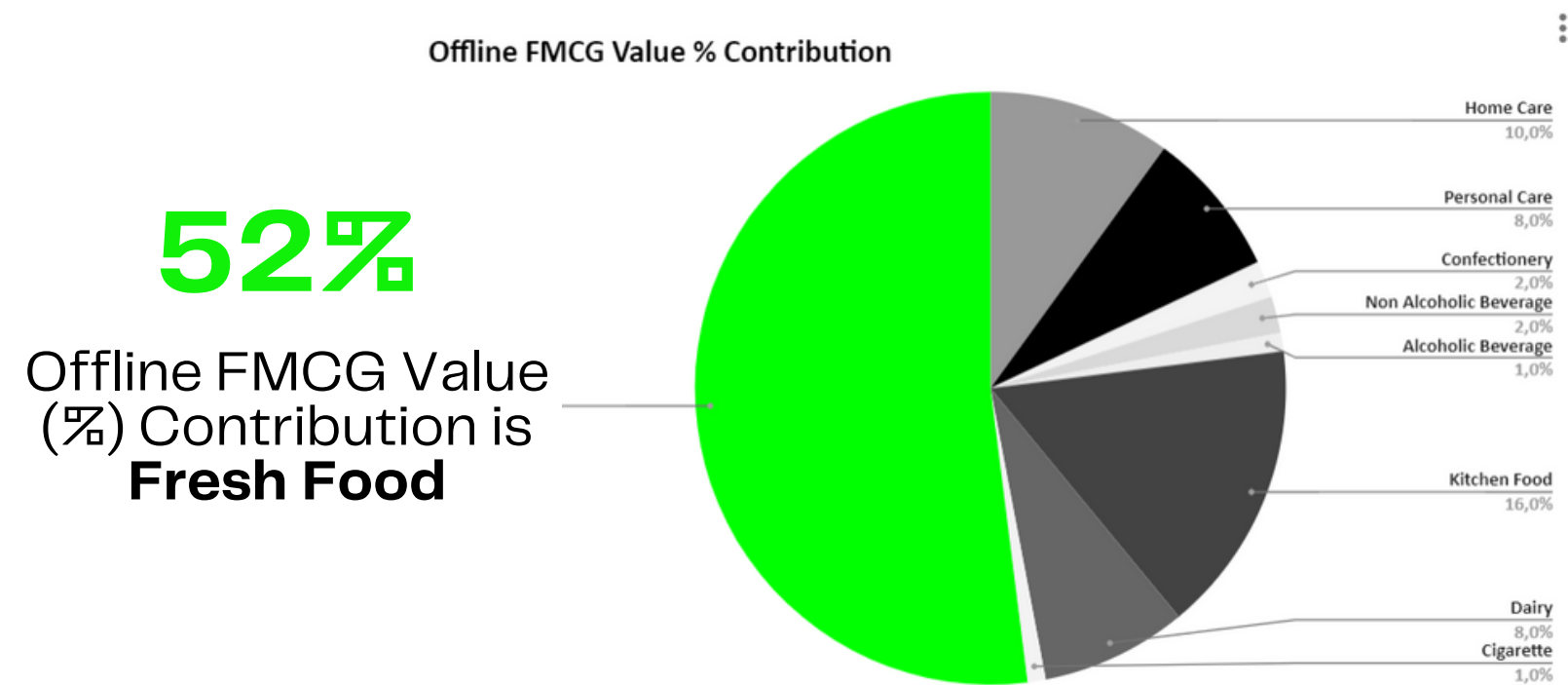
Green Market should ensure the quantity and quality of their fresh food to best serve their customer and attract new shoppers



Consumers put safety as a top priority for F&B after the pandemic

Despite the importance of Fresh Food, Green Market did not fully explore this opportunity

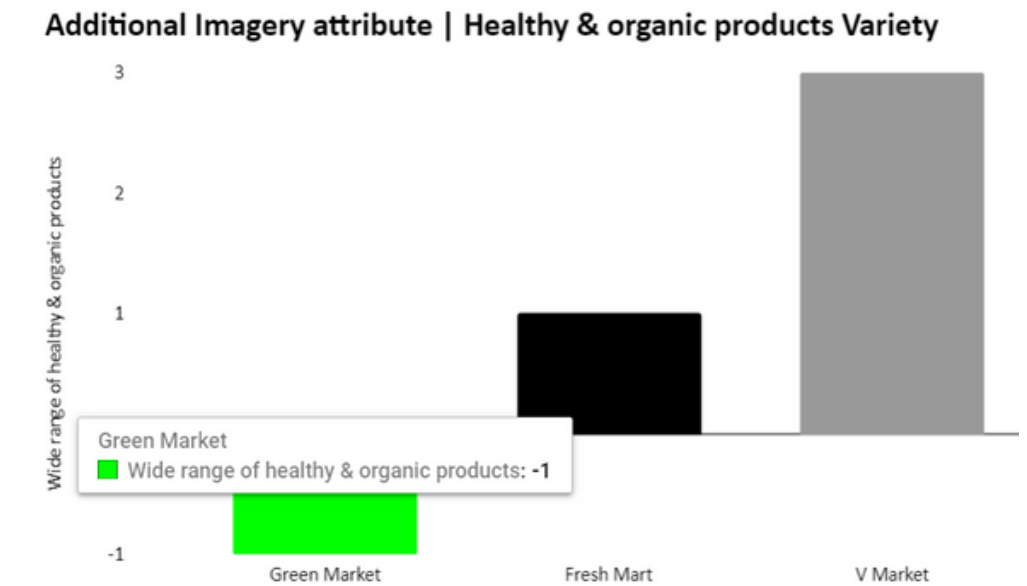
Green Market **relies on Fresh Food** in terms of FMCG Value Distribution



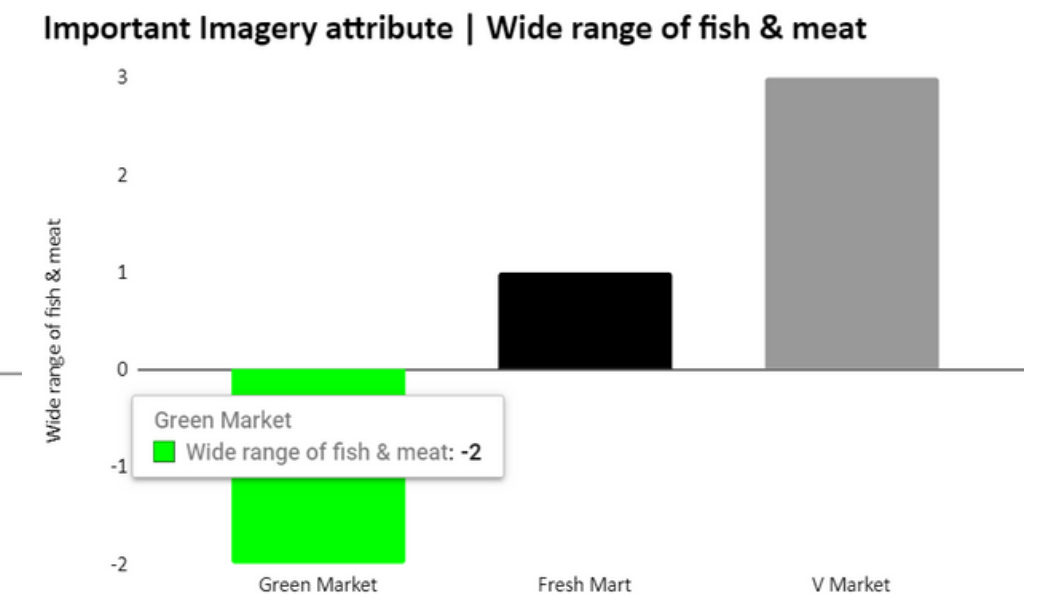
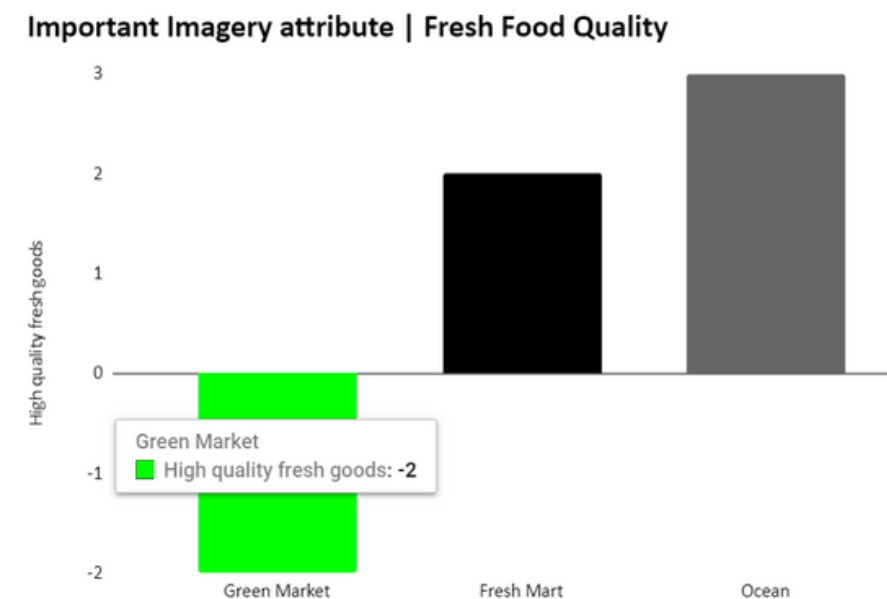
Quality and Quantity are the main areas that need improving in Green Market's Fresh Food market

However, Green Market **did not fully leverage** this potential

From the **additional imagery attribute** ...



... to **important imagery attributes**



Green Market performs the **low imagery attribute** compared to competitors in Fresh Food services